

# Annual Report



مركز جوسور  
JOSOOR INSTITUTE



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# Message from the Executive Director

As a challenging year came to a close, I would like to first look back to the early years of Josoor Institute, to where we came from, and remind ourselves of the achievements to date. Certainly, this would have been impossible without the dedication and sincere efforts of our partners and the Josoor Institute team, who with relentless determination have delivered on the vision, especially during challenging times.

I convey my sincere gratitude to the Secretary General, and the SC senior management for their unconditional support to the vision, mission and goals of Josoor Institute. I also thank and appreciate all of our partners and Josoor Institute team for their dedication and efforts.

Josoor Institute was created as the education and training arm of the Supreme Committee for Delivery & Legacy in 2013, inspired by the arrival of the FIFA World Cup Qatar 2022™ and driven by the mission of building human capital for the largest sporting event in the world, and for future ground-breaking events in Qatar and the greater region. From the early years to date, over 5,000 delegates from nearly 100 nationalities have benefitted from the array of Josoor Institute's education and training activities, in partnership with some of the top schools and hundreds of experts and practitioners in the sports and events industries. A powerful network of Josoor Institute alumni is gradually forming around the graduates of the flagship diploma programme and graduates from bespoke executive programmes. Many of these graduates are women and men directly involved in the preparation of the FIFA World Cup Qatar 2022™, while others are active in the sports and events industries. No matter each delegate's personal journey, we can be proud of having added value to the career of so

many colleagues, and by achieving that, made a statement in sports and events education in Qatar, the Middle East and North Africa (MENA) region, and internationally. For that, credit goes to all those who, since the beginning, endorsed the idea of Josoor Institute, and over the years, have made it a reality.

The past year was a year like no other. The COVID-19 pandemic disrupted our ability to deliver, while accelerating strategic developments that were already in the making. Online offerings and delivery methods were already in our strategic pipeline as a key driver towards revenue and geographical outreach beyond Qatar and the MENA region, but the pandemic stressed the importance of having those mechanisms in place much more quickly than perhaps we originally planned for. Amid the challenging situation, our delegates switched to learning from home, while we worked closely with our academic partner, SDA Bocconi School of Management. The 2020 edition of the diploma programme in sports and major events management was successfully delivered online, with positive feedback from all delegates. We are grateful to our delegates for their trust and to the team of SDA Bocconi School of Management for their commitment to Josoor Institute on an amazing work accomplished.

We also had a year full of bespoke activities designed specifically for our partners, including a workshop for executives from the Qatar football family, in collaboration with Leaders in Sport and other key organisations across the country. Some of the activities were delivered at Al Janoub Stadium before the pandemic; and online, through a two-day webinar on new revenue streams and COVID-19 contingency plans for the football industry for senior members of the ASEAN Football



## Afraa Al-Noaimi

**Executive Director**

Josoor Institute

Federation, in collaboration with the Qatar Football Association. I am also delighted with the core role Josoor Institute played in training close to 800 volunteers in functional and role-specific areas in preparation for tournaments in the run up to 2022. Going forward, we will continue to play a strategic role in the workforce training domain, including volunteers and other target groups, which will include, for example, a tourism human capacity building programme.

Having produced a long series of online sessions for a large audience, including alumni and other specific groups of interest, is also a matter of satisfaction for my team. The year 2020 culminated with Hiwar, a series of sessions over two days that is now becoming a standard format of Josoor Institute going forward. In line with the mission of

Josoor Institute, increasing emphasis will be put on career advice for our delegates. Furthermore, the research work done by Josoor Institute has helped shed light on sustainability and other key subject matter areas of sports and events industries, with a focus on the region. This will, in turn, have an impact on policymakers' understanding of gaps and opportunities in the industries.

At the time this annual report is published, the crisis is still ongoing and the end of it remains unclear. With that in mind, Josoor Institute will continue to work steadily to offer its delegates and greater community, with the education, training and other activities in sports and events management that are of world class in quality. Thank you to our alumni, colleagues and friends that have been an integral part of our success narrative.



# Professional Diploma in Sports Management and Major Events Management (Cohort 4)



## Professional Diploma – Key Facts

40%

Qatari

52%

Women

48%

of delegates are employed by either the Supreme Committee for Delivery & Legacy, Aspire Zone Foundation or Qatar football family affiliates

16%

of delegates represented by Qatar University

14%

of delegates represented by individual, public and private sectors

## Professional Diploma - Statistics

	Sports Management	Major Events Management	Total
Diploma	30	46	76
Female	11	29	40
Male	19	17	36
Qatari	11	20	31
Non-Qatari	19	26	45

## Professional Diploma - Employers

Employer / Affiliation	Total
Supreme Committee for Delivery & Legacy	13
Aspire Zone Foundation	12
Qatar Football Association (QFA) and Qatar Stars League (QSL)	14
Qatar University	12
Others	25

## Professional Diploma - Nationality

### Countries Represented

Qatar



31

Yemen



5

India



5

### Countries Represented

UK



3

Other Countries

3



# Training and Development Programmes

## Training and Development Programmes – Key Facts

### Professional Development Workshop

Only one professional development workshop was delivered through traditional physical classroom-based environments before the onset of the COVID-19 pandemic; while another one was delivered live online

The professional development workshop titled 'Venue and Stadium Management' was delivered on 25-26 February, 2020 at Al Janoub Stadium and was attended by 40 delegates

As part of our Digital Learning Series, a live online professional development workshop was delivered on 19-20 October, 2020 via Zoom to 132 delegates from the ASEAN Football Federation and the Qatar Football Association, on the topic 'Bouncing Back from COVID-19 – Safely Returning to Play and Rebuilding Revenues'

Delegates that attended came from the Qatar football family, which comprised of Supreme Committee for Delivery & Legacy, Qatar Football Association, Qatar Stars League; as well as Aspire Zone Foundation, Ministry of Interior and Al Kass

Delegates that attended came from both public and private sectors, including national football associations

### Panel Session

10 online panel sessions were delivered in 2020 via Zoom with attendance overall exceeding

# 1,100

attendees

### Volunteer Training

Five volunteer training sessions were delivered in 2020 via Zoom with attendance overall exceeding

# 1,000

volunteers







## Open House

In 2020, we delivered two Open House events virtually to promote Josoor Institute offerings, particularly the Cohort 5 of the Professional Diploma programme.

Open House Session 1	14 October <b>2020</b>	Attendees <b>12</b>	Open House Session 2	21 October <b>2020</b>	Attendees <b>15</b>
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## Training and Development - Statistics

Professional Development Workshop	Panel Session	Volunteer Training
Delegates	Attendees	Volunteers
<b>167</b>	<b>1,117</b>	<b>1,070</b>



# Professional Diploma in Sports Management and Major Events Management (Cohort 4)

In February 2020, Josoor Institute launched the fourth cohort of the flagship Professional Diploma programmes in Sports Management and Major Events Management. A total of 76 delegates completed the programme in December 2020. Since the inception of the diploma programmes in 2015, 315 individuals have graduated.

The Professional Diploma programmes in Sports Management and Major Events Management are delivered in partnership with academic partner, SDA Bocconi School of Management from Bocconi University, Milan, Italy. The academic partner is responsible for creating programme content, engaging international guest speakers and the delivery of instruction within the programmes. Faculty and support staff who are normally resident in Milan, spend each week of delivery in Qatar, so that the delegates can benefit from a face-to-face learning experience. SDA Bocconi School of Management is represented by:

## Dr. Dino Ruta

Academic Director and faculty member

## Dr. Antonio Palmieri

Programme Director for Sports Management and faculty member

## Dr. Debora Raccagni

Programme Director for Major Events Management and faculty member

## Professor Joe Rizzello

SDA Bocconi School of Management

## Dr. Swati Prasad

Academic Manager

## Luca Lorenzon

Programme Coordinator

## COVID-19 Business Continuity

The international impact of coronavirus (COVID-19) required Josoor Institute to take extraordinary actions in order to meet the objectives of delivering high quality, engaging learning experiences for Josoor Institute delegates.

After the third week of February 2020, it was apparent that the face-to-face delivery of Professional Diploma programme was in jeopardy, due to the restrictions on travel and gatherings of a large number of people. It is also relevant to note that our lead academic delivery partner - SDA Bocconi School of Management's main campus is in Milan, Italy. This geographic area was significantly impacted by COVID-19.

Josoor Institute's Professional Diploma programmes in Sports Management and Major Events Management were traditionally delivered via face-to-face instruction with faculty from our lead academic delivery partner, SDA Bocconi School of Management. Due to travel and work restrictions in place, as a result of the COVID-19 pandemic, the second block was delivered via video conference tool using Zoom technology as a platform. Given that this was Josoor Institute's first major experience delivering programme content online, it was determined that it would be beneficial to conduct an extraordinary delegate survey to determine the level of satisfaction with the alternate delivery. This also provided the opportunity to collect timely, relevant feedback related to attitudes of a local audience related to online learning and the new learning management software Moodle. The survey was sent to all registered delegates (N=93) in both programmes. After adjustments for discontinued delegates and withdrawals, the potential audience for survey completion was 88. There were 53 respondents to the survey, resulting in a 60% response rate.





## Key Highlights

Data has shown that the online classes were very engaging, with **98%** of delegates feeling they were engaged during the programme delivery

**94%** of delegates agreed that Josoor Institute provided timely information related to the change in delivery method due to the COVID-19 restrictions

**91%** of delegates stated they are satisfied with the delivery

**92%** of delegates felt that help and support was available for any technical problems

# Professional Diploma – Programme Content

## Sports Management Professional Diploma Content

**Week 1** Foundations of Sport Management

**Week 2** Sports Marketing and Sponsorship

**Week 3** Sports Marketing, Communication and Digital Media

**Week 4** Sports Finance

**Week 5** Sports Venues and Event Management

**Week 6** Sports Mega Trends

## Major Events Management Professional Diploma Content

**Week 1** Introduction to Major Events Management

**Week 2** Event Project Ideation and Planning

**Week 3** Event Project Management 1: Operations

**Week 4** Event Project Management 2: People Management in the Events Industry

**Week 5** Marketing Communications for Events Management

**Week 6** Applied Professional Practice in the Events Industry

# Training and Development Programmes

A diverse and engaging array of offerings was delivered in 2020 through classroom-based and online means, reaching a vast audience in Qatar and the region. The Training and Development unit works both independently and in collaboration with key industry partners to deliver these outstanding learning opportunities.

## Professional Development Workshop

These are two-day professional development workshops, featuring two international industry-leading speakers who share their knowledge and experience with executives in Doha. Sessions are designed to provide delegates tangible practical tools for improving their effectiveness in their current roles, while also delivering the opportunity to further develop their core set of soft skills.

Title	Date	Delegates	Overview
Venue & Stadium Management	25-26 February 2020	35	For every major sports event, effective management of the venue is crucial to success, especially given the growing complexity of world-class stadia and other venues. This Professional Development Workshop focused on the leadership skills required to deliver events successfully, using latest trends in stadium technology, and creating memorable fan experiences.
Bouncing Back from COVID-19 – Safely Returning to Play and Rebuilding Revenues	19-20 October 2020	132	This Professional Development Workshop was delivered as part of a Digital Learning Series to the ASEAN Football Federation and the Qatar Football Association. The workshop was designed to support senior leaders of the member federations, as they moved towards a return to play following the COVID-19 pandemic.



## Panel Session

With COVID-19 preventing in-person sessions, Josoor Institute shifted to online delivery of panel sessions via Zoom. This not only amplified the geographic reach, but also propelled in the curation of additional sessions. The objective of the sessions is to transfer knowledge from industry leaders, key stakeholders and senior executives; spark conversations as well as provide a unique take and perspective on a range of topics focused around the FIFA World Cup Qatar 2022™.

Title	Date	Attendees	Overview
Future of Education	22 April 2020	95	This panel session gave an insight into the education sector during the COVID-19 pandemic, and finding out what is involved in turning a physical classroom into an online one.
The Age of Generation Amazing	13 May 2020	93	This panel session gave the opportunity to gain an insight into the creative and interesting grassroots development initiatives during the current time, and finding out what is specifically involved in continuing to make a positive difference for a large community online.
5 Years of Research in Sports and Events Industry in the MENA region	10 June 2020	160	This panel session highlighted findings from the research in sports and events management, along with interesting open questions. It particularly served as an opportunity to learn more about Josoor Institute's research and insight projects together with the research lead and other senior experts.
Challenges for the Youth during COVID-19	25 June 2020	136	This panel session provided insights into the transformative role of sports and other engines of learning and community building in the wake of the pandemic.
Sports, Society and Pandemics: Perspective of a Leader	07 July 2020	55	This panel session offered the audience the perspective of a panel of senior leaders in sports, education and research, on the impact of the pandemic on the economy, society and the sports community in the MENA region. Although the session was delivered in Arabic, simultaneous translation was provided in English.
Delivering Environmental Sustainability for the FIFA World Cup Qatar 2022™	09 July 2020	159	Following the digital launch of Education City Stadium, this panel session provided an overview of the importance in environmental management for FIFA, the environmental pillar of the FIFA World Cup Qatar 2022™ Sustainability Strategy and gave an insight into the 'green' features of the venue, along with covering the interesting topics of 'greening' hotels in Qatar, as well as highlight challenges and opportunities ahead.
How can football and sport be used as a truly inclusive tool to bring together communities and societies and bridge cultural divides in challenging times?	23 July 2020	47	This panel session was delivered in partnership with Generation Amazing, Josoor Institute and University Campus of Football Business (UCFB) on how football and sport can be used as a truly inclusive tool to bring together communities and societies and bridge cultural divides in challenging times.
How can Sport and Education Drive Gender Equality?	20 August 2020	26	This panel session was delivered in partnership with Generation Amazing, Josoor Institute and University Campus of Football Business (UCFB) on how sport and education drives gender equality.
Sports Diplomacy	14 October 2020	241	This session was delivered in partnership with Generation Amazing, Josoor Institute and UNESCO on how sports enables the global community to achieve the Sustainable Development Goals (SDGs).
Delivering carbon neutrality at the FIFA World Cup Qatar 2022™	25 November 2020	105	This session was delivered in collaboration with SC's Sustainability team to highlight recent developments and actions towards carbon neutrality.

## Volunteer Training

A range of volunteer training and workshops were delivered in 2020. Sessions were designed to provide volunteers with practical tools for improving their effectiveness as a volunteer along with their understanding of the importance of volunteers within the broader events industry. The sessions were also structured to identify and develop individual core skills around volunteering.

Title	Date	Volunteers	Overview
Ruwad Tour Guide Training (F2F Format)	February 2020	50	Volunteers explored the importance of their role as a community leader and how they can support upcoming SC events. Soft skill training was also delivered around presenting skills, confidence building and effective communication.
Team Leader Training (Online Format)	27 July 2020	40	Volunteers received communication training in support of their role in the volunteer recruitment process. Interview skills and techniques were also explored.
AFC Volunteer Training (Online Format)	10 September 2020	90	The training was for the general volunteers for the AFC Champions League events in Doha. Generic training was delivered on the role of a volunteer, setting and understanding expectations; and the importance of effective communication, teamwork and professionalism. Health, Safety, Security and Environmental (HSSE) and Accessibility themes were also covered.
AFC Volunteer Training (Online Format)	14 November 2020	90	The training was for the general volunteers for the AFC Champions League events in Doha. Generic training was delivered on the role of a volunteer, setting and understanding expectations; and the importance of effective communication, teamwork and professionalism. Health, Safety, Security and Environmental (HSSE) and Accessibility themes were also covered.
Amir Cup Volunteer Training (Online Format)	08 December 2020	800	The training was for general volunteers for the Amir Cup. The focus of the training was understanding the role of a volunteer and what motivates a volunteer. Volunteer behaviors were reflected upon, along with the core areas of communication and teamwork. Health, Safety, Security and Environmental (HSSE) Sustainability and Accessibility themes were also covered.

# E-Learning Programme



The Massive Online Open Course (MOOC), 'Sustainability and Major Sport Events' professional certificate, offered by Hamad Bin Khalifa University (HBKU) in collaboration with edX, Josoor Institute, and the Supreme Committee for Delivery & Legacy, addresses critical sustainability aspects of hosting large-scale sporting events in Qatar and around the world.

The programme instructors are internationally renowned faculty and experts from HBKU, Josoor Institute, the Supreme Committee for Delivery & Legacy, as well as industry experts at the centre of delivering the FIFA World Cup Qatar 2022™.

The program consists of two MOOCs:

**Sustainability and Major Sport Events Principles**

**Sustainability and Major Sport Events Implementation**

The programme illustrates Qatar's commitment to deliver a sustainable FIFA World Cup™. It is framed along the pillars of the FIFA Sustainability Strategy. The outline of the programme is described by following key points:

- The five pillars of sustainability - human, social, economic, governance, and environmental considerations when planning a sustainable major sports event
- Sustainable major sport event strategies and action plans
- Long-term impact and legacy of sustainable major sports events

The programme supports individuals, industry and governments to:

- Articulate the concept of sustainability in a major sports event context and define the pillars of sustainability
- Explore the principles of human, social, economic, governance, and environmental sustainability
- Develop a strategy and action plan for a sustainable major sports event
- Develop effective communications campaign for a sustainable major sports event
- Measure long-term impact of the event



## E-Learning Programme – Key Facts

From 1 January 2020 to 30 December 2020 a total of **500** new learners enrolled in the programme. Out of 500 new learners, 66 of these were verified learners

Median age of the learners is **32**; while more than **50%** of learners are within the age group of **26-40**
















More than **50%** of the learners have at least a college degree and or an advanced degree

The Qatar National Tourism Council, Supreme Committee for Delivery & Legacy and the FIFA Sustainability and Diversity department endorsed the programme

First Sustainability and Sports Professional Certificate knowledge legacy of the **FIFA World Cup Qatar 2022™**

Tangible knowledge and **education legacy** outcome of the planning of the FIFA World Cup Qatar 2022™

## E-Learning Programme: Enrollment

MOOC	Start Date	End Date	Total Enrollment	Verified Enrollment	Gender	Global Reach	
Sustainability and Major Sports Events (Principles)	21 September 2020	30 November 2020	232	29	 Male <b>56.1%</b>	 Female <b>43.9%</b>	<b>56 countries</b>  Qatar: <b>18%</b>  UK : <b>6%</b>  US : <b>4%</b>
	01 December 2020	31 May 2021	249	31	 Male <b>61.8%</b>	 Female <b>38.2%</b>	<b>59 countries</b>  Qatar: <b>17%</b>  Canada: <b>5%</b>  France : <b>3%</b>
Sustainability and Major Sports Events (Implementation)	21 September 2020	18 January 2021	192	23	 Male <b>62.8%</b>	 Female <b>37.2%</b>	<b>55 countries</b>  Qatar: <b>16%</b>  UK : <b>5%</b>  France : <b>3%</b>

Enrolled learners who paid to receive the certificate are called verified enrollment



# Research



Josoor Institute research is the knowledge pillar to its mission and vision. Research reports and case studies intend to provide the necessary regional context and content to education and training programmes.

While the extensive body of literature available in sports and events management in North America and Western Europe represents one of the most important knowledge transfer vectors in these professions, the social and economic specificities to pioneer nations in sports and events management such as the ones in the MENA region, do suffer from some transferability limitations. This was a key reason why the Josoor Institute promotes regular research activities and publications in the sports and events industries specifically related to the region. Available to a wide audience, the published outcomes of Josoor Institute's research equally intent to enrich local and regional sports and events industries management knowledge.

Specific topics for the research studies are selected after evaluating regional and national gaps informed by various sources, such as existing literature, delegate feedback, industry experts, and academics. This variety of informed sources is vital, along with the integration of theory and practice. Moreover, Josoor Institute's case studies, in an array of areas: marketing, sponsorship, risk management, volunteer management, and facility and venue management, are designed as teaching vignettes by authors from various disciplines and bespoke areas of expertise.

## The main research goals are:

**1** Deliver world-class practical courses based upon international best practices to upskill existing talent and attract and develop new talent

**2** Continually engage and promote interaction between individuals and organisations within the sports and events industries to fuel growth and development

**3** Create, package and make accessible knowledge for the benefit of the sports and events industries in the region and provide advice to partners and neighbours

**Due to the increased visibility and success of previous research initiatives, more recently, in 2020, Josoor Institute undertook a series of ground-breaking research activities, include:**

🏆 Research seminar in June 2020 on the subject of legacy and sports events in the MENA region

🏆 Delivered a commissioned research study along with 23 case studies on new topics and points of interest that are industry focused and relevant on a global platform

🏆 Delivered special topic survey on two key areas within Sustainability and Events – within Qatar and across the MENA region

🏆 Created a research-centric network of academics whose primary focus is on the sports and events industries in the MENA region

🏆 Acceptance of conference abstract to the EuroCHRIE 2021 conference in Denmark on the topic of volunteering



## Research Seminar

A timely research seminar was organised by Josoor Institute, in collaboration with Johannes Gutenberg University, Germany, Qatar University and Hamad Bin Khalifa University, Qatar. The seminar was organised in June 2020, to develop a commentary and debate around the importance of legacy for Qatar and post-2022. The debate included perspectives on the Qatar National Vision 2030, including the importance of the great steps being taken in building the human capacity and capability within Qatar in the sports and events industries.



As in 2019, the case study project addresses the contextualization gap of Josoor Institute's various education and training programmes, with the second year of the project delivering 23 case studies. New topics this year included, understanding event risk and multi-agency working, women in sport, volunteer culture and community, sponsorship, event ticketing and event protocol.

### **The case studies were developed to achieve the following objectives:**

- To provide local and regional cases to Josoor Institute education, training and development programmes
- Develop cases designed to encourage delegates in problem solving with regional and local examples
- Develop cases with analytical tools, quantitative and or qualitative to engage delegates in various Josoor Institute's education, training and development programmes
- Develop cases to stimulate decision making in complex situations in the local and regional context
- Case studies to help delegates cope with ambiguities and socio-cultural challenges
- Capture existing knowledge and experiences in the sports and events industries in the MENA region
- Continue building Josoor Institute's Knowledge Hub
- Develop in-depth understanding of selected organisations, events, associations
- The case studies will be utilised within teaching and training toolkits for various global audiences across different learning platforms to not only raise awareness of such pivotal topics, but also to enhance the connectivity of the Josoor Institute across such areas in both the sports and events industries

## Sustainability

Two significant research studies were commissioned in 2020 with YouGov on the evolving agenda of event sustainability. Four key themes were explored throughout the studies, which included public surveys and interviews with the stakeholders already working and supporting the sustainability agendas across different sectors in different countries. The key themes were:

**Sustainability and what it means to people**

**Sustainability in Sports, Events and Tourism**

**Sustainability and the FIFA World Cup™ in 2022**

**Sustainability and what it means across the MENA region**

The studies were developed to not only raise awareness of the topic, but to also demonstrate the hard work currently being undertaken in Qatar to ensure that sustainability is at the heart of all event planning and legacy projects for the delivery of the FIFA World Cup Qatar 2022™.

## Conference Abstract – EuroCHRIE 2021

Josoor Institute, and its partners in the Supreme Committee for Delivery & Legacy and FIFA World Cup Qatar 2022 LLC, developed an academic abstract in 2020, which was submitted to the conference panel team at the EuroCHRIE Conference in Denmark.

EuroCHRIE is a blended academic and practitioner-based conference, which considers trends and innovations within the global events, tourism and hospitality industries. The abstract was formally accepted with no major amendments, and with the title of the paper reading as:

‘Developing a National Strategy for Volunteering in Qatar – A Case Study of the Proposed Legacy for the FWC2022’.

This represents an outstanding achievement and demonstrates a clear recognition and the significance of the work that Josoor Institute and its partners are delivering. The conference will be a fantastic opportunity and a key platform to further showcase the innovative and ground-breaking work Josoor Institute and its partners are undertaking regarding the design and development of the FIFA World Cup Qatar 2022™ volunteer training and delivery.

## Research Dissemination

The final reports and case studies are disseminated along specific channels:

**Local and international stakeholders from sports and events, such as the Qatar football family**

**Qatar University and Hamad Bin Khalifa University**

**Josoor Institute’s delegates, academic and research faculty**

**Josoor Institute’s alumni**

**Other international institutions**

**Josoor Institute has made the research reports and case studies available to the global audience via the Josoor Institute Knowledge Hub**



# Business Development Initiatives











## Knowledge Hub

At the core of Josoor Institute are people, content and platforms. People are the delegates and other participants in Josoor Institute's activities. Content is what is taught in education and training, what is discussed in regular sessions, what is analysed in-depth in case studies. Platforms are the classroom and online spaces where Josoor Institute's activities take place, publications in which content is created, and media where Josoor Institute is featured.

With that logic in mind, in November 2020, Josoor Institute launched a beta version of the Knowledge Hub, a space that aims to integrate all that is relevant about Josoor Institute in people, content, platforms. Knowledge Hub acts, first of all, as a reasoned repository of relevant content of Josoor Institute. Therefore, users can find interviews, sessions, case studies on sports and events industries that Josoor Institute regularly produces. Secondly, the presence of Josoor Institute in social media is automatically integrated into the Knowledge Hub. Thirdly, online sessions can be broadcasted from the Knowledge Hub. Most importantly, users from the greater Josoor Institute community will be able to have their profile, connect and collaborate with their peers. Over the coming years, the Knowledge Hub will evolve into the living space of Josoor Institute and its larger community.

## Countries



	Views
 Qatar	991
 United States	200
 Egypt	149
 Switzerland	79
 India	73
 Turkey	35
 Germany	34
 United Kingdom	34
 United Arab Emirates	32
 Jordan	31

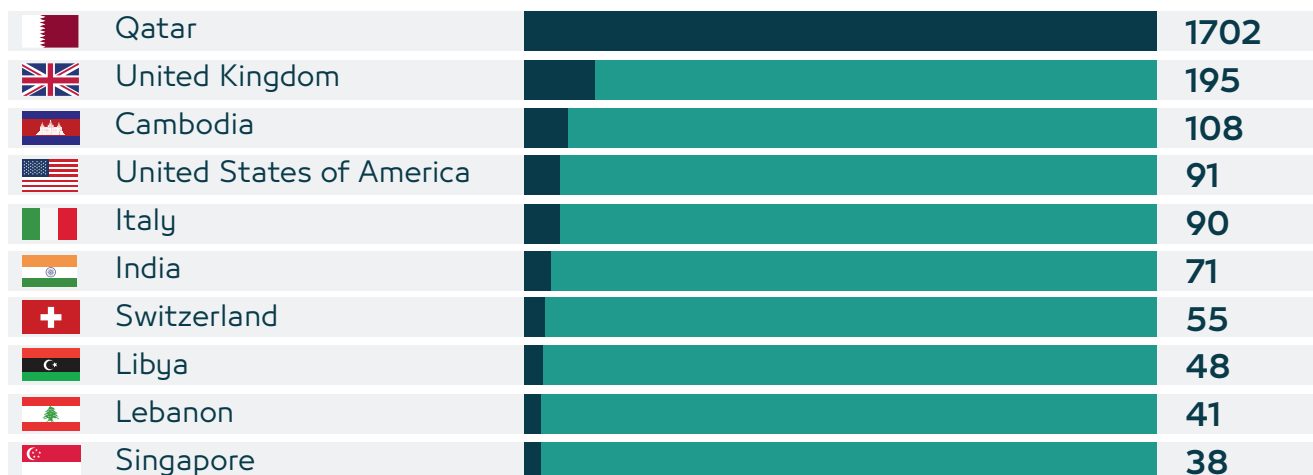
## Top Pages Views

Title	Views
Josoor Hiwar 2020	798
Knowledge Hub	387
Panel Sessions	162
News Feeds	84
Case Studies	76
Interviews	60
Interviews Landing Page	54

## Technical Development

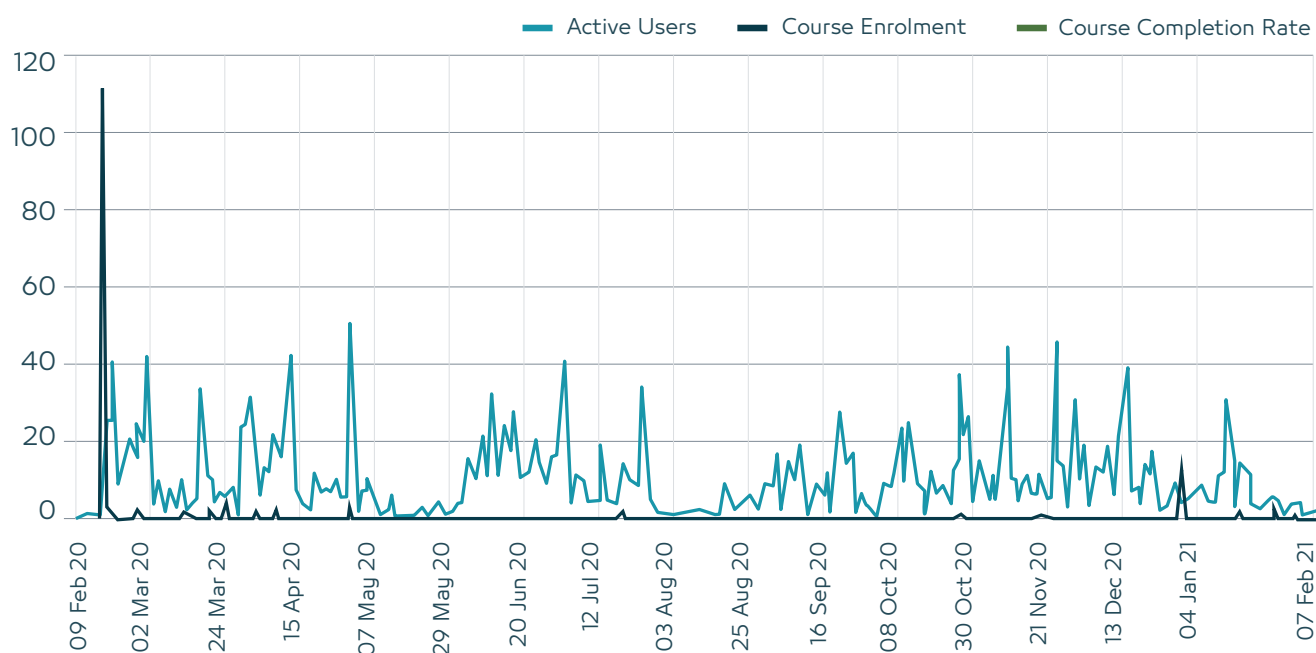
### Zoom – Online Delivery

The international impact of coronavirus (COVID-19) required Josoor Institute to take extraordinary actions in order to meet the objectives of delivering high quality, engaging learning experiences for Josoor Institute delegates. In June 2020, Josoor Institute implemented video conference tool using Zoom technology as a platform, to deliver its flagship Professional Diploma programmes. More recently, webinars in thematic topics pertinent to the sports and events industries were delivered via Zoom. The technical implementation enhanced Josoor Institute’s geographic visibility and attracted audiences to attend programme deliveries globally.



### Moodle – Learning Management

Josoor Institute implemented a robust, secure, intuitive and integrated Learning Management System (LMS) called Moodle in February 2020. The project planning and implementation was completed within six weeks. Below graph outlines active users and course enrollment data. Moodle serves as the primary LMS for Josoor Institute’s Professional Diploma programmes.



## Ambassadors Outreach



An important role in the overall promotion of the FIFA World Cup Qatar 2022™ in Qatar, the MENA region and internationally is played by the Ambassadors. These ambassadors are successful former football players that act as testimonials of the tournament, and get regularly involved with the activities of the SC.

Ambassadors, who are both local and international, provide wisdom and first-hand knowledge of the sport and in particular football industry, that is very relevant to the delegates and other members of the Josoor Institute community. In turn, Ambassadors benefit from Josoor Institute's education and training, as they plan for their future career path.

With these opportunities in mind, in 2020, Josoor Institute continued to offer regular interviews with SC Ambassadors to its community; and started to engage the Ambassadors with the Professional Diploma programmes in sports and events management. The new cohort of delegates of the diploma programme starting in 2021, includes renowned football personalities like Tim Cahill, Ali Al Habsi and Wael Gomaa. Just as important, Ambassadors share their experiences with the SC and Josoor Institute to a larger fan base, which in turn, enhances Josoor Institute's visibility to far-reaching audiences that includes potential future delegates. Some of the interactions with Ambassadors are organised in Arabic, which helps engage a larger audience in Qatar and the MENA region.

## Hiwar

Josoor Institute organised its inaugural Hiwar on 7-8 December 2020. The two-day Hiwar consisted of virtual panel sessions with renowned experts on thematic topics pertinent to the sports and events industries. Specific topics included sports and events industries outlook, COVID-19 repercussions on the industry, updates from Josoor Institute and the job market, including live Instagram sessions with renowned sports and events personalities.

More than 150 unique attendees virtually attended over the two days, and the feedback received from attendees on the Hiwar sessions were impressive on the overall value and quality of the sessions, relevance of the content, choice of speakers, session structure and delivery style.



# HIWAR 2020

Date: 7 - 8 December, 2020

Location: Zoom

Time: 9:00 AM - 11:30 AM | 2:00 PM - 4.00 PM

## Day 1 - Monday, 7<sup>th</sup> December

### SPORTS DAY

#### 9:00 AM - 9:15 AM Introduction



**Dr. Wadih Ishac**

Assistant Professor in Sport Management, Qatar University



**Vazken Kurkjian**

Capability Building Senior Manager, Josoor Institute

#### 9:15 AM - 10:15 AM Sports Industry Outlook



**Fabien Dilem**

General Manager Regional Office - MEA & India, Paris Saint-Germain



**John Barnes**

Football Legend



**Mark Nervegna**

Head of Research and Analytics, SportBusiness



**Raghavan Subramanian**

Associate Vice President and Head of Infosys Tennis Platform, Infosys



**Dr. Sue Bridgewater**

Director of the Centre for Sports Business, University of Liverpool

#### 10:15 AM - 11:15 AM Bouncing back from COVID-19



**David Cushnan**

Head of Content, Leaders in Sport



**Matt Rogan**

Co-Founder, Two Circles



**Maite Ventura**

Managing Director - Middle East and North Africa, LaLiga

#### 2:00 PM - 2:30 PM Hiwar Instagram (Arabic)



**Captain Wael Gomaa**

Former Professional Football Player and SC Ambassador



**Mohammed Saadon Al-Kuwari**

Sports Journalist and Presenter, beIN Sports



#### 2:45 PM - 3:45 PM Josoor Update



**Afraa Al-Noaimi**

Executive Director, Josoor Institute



**Michele Petochi**

Business Development Director, Josoor Institute



**Nicola McCullough**

Subject Matter Expert, Josoor Institute



**Vazken Kurkjian**

Capability Building Senior Manager, Josoor Institute

## Day 2 - Tuesday, 8<sup>th</sup> December

### EVENTS DAY

#### 9:00 AM - 9:15 AM Introduction



**Dr. Wadih Ishac**

Assistant Professor in Sport Management, Qatar University



**Vazken Kurkjian**

Capability Building Senior Manager, Josoor Institute

#### 9:15 AM - 10:15 AM Events Industry Outlook



**Abi Ekoku**

Director, Candelisa Resorts



**Ahmed Alobaidli**

CEO, Qatar Business Events Corporations



**Julianne Jammers**

Managing Director, SwissTech Convention Center



**Simone Masserini**

Executive Advisor, Tokyo 2020 and Paris 2024 Olympic Games



**Nic Cartwright**

Managing Director, SABCO Sports

#### 10:15 AM - 11:15 AM Towards 2022 and Beyond



**Ahmed Abbassi**

Executive Director - Competition & Football Development  
Qatar Stars League



**Flavia Fontes**

Volunteer Manager, FIFA World Cup Qatar 2022 LLC



**Ghanim Al-Kuwari**

Executive Director - Sports Facilities Management  
Supreme Committee for Delivery & Legacy



**Mark Scouler**

Director, Protect and Prepare Limited



**Nicola McCullough**

Subject Matter Expert, Josoor Institute

#### 2:00 PM - 2:30 PM Hiwar Instagram (Arabic)



**Hassiba Boulmerka**

Gold Medalist, Barcelona 1992 Olympic Games



**Aisha Al-Kuwari**

IT Senior Manager, Supreme Committee for Delivery & Legacy



#### 2:45 PM - 3:45 PM Job Market Update



**Duncan Walkinshaw**

Director of Programs, beIN Media Group



**Joao Frigerio**

Managing Director, iWorkinSport



**Michele Petochi**

Business Development Director, Josoor Institute



**Noora Al-Thani**

Programme Officer, Silatech



**Spencer Taylor**

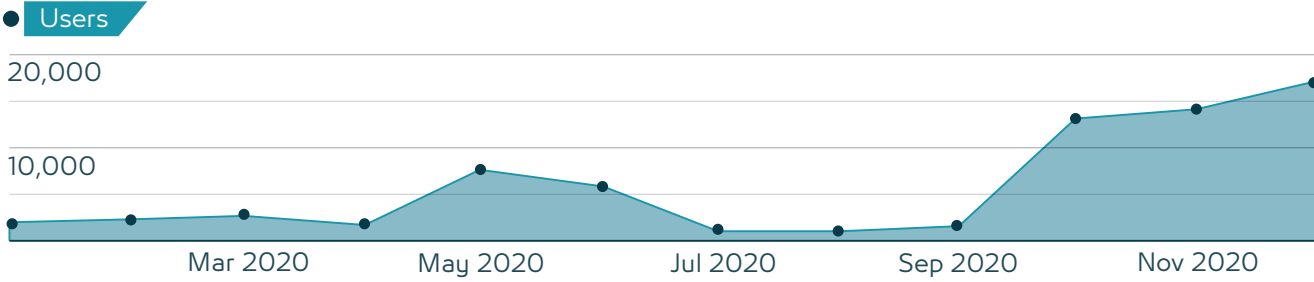
Director of Education, Leeds United Football Club



## Webpage Performance

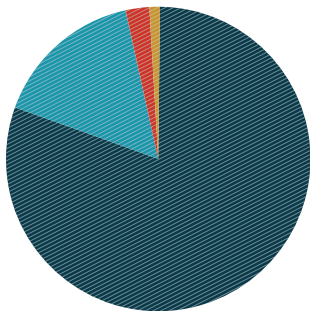
Josoor Institute launched a revamped website with a modern and simpler layout in June 2020. The uplift in the design also witnessed a considerable increase in website traffic through direct channels by more than 60% compared to 2019.

### Website Audience



<b>Users</b> <b>66,703</b>	<b>New Users</b> <b>67,494</b>	<b>Sessions</b> <b>75,038</b>	
<b>No. of Sessions Per User</b> <b>1.12</b>	<b>Page views</b> <b>128,343</b>	<b>Page/Session</b> <b>1.71</b>	
<b>Avg. Session Duration</b> <b>00:01:06</b>	<b>Bounce Rate</b> <b>84.15%</b>		

### Website Reach



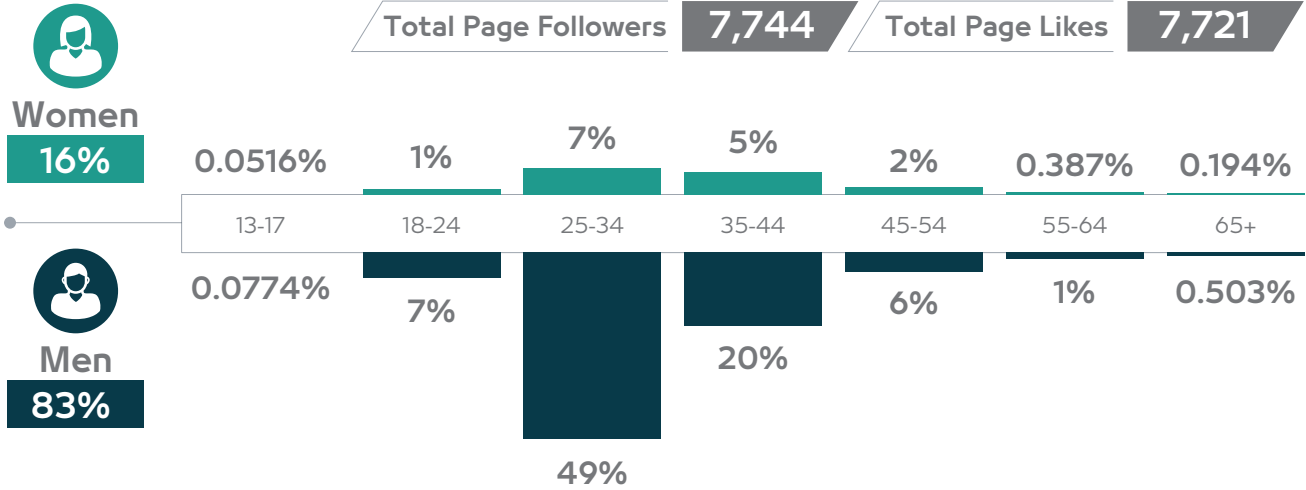
<b>Direct</b> <b>80.4%</b>	<b>Organic Search</b> <b>16.2%</b>
<b>Social</b> <b>2.4%</b>	<b>Referral</b> <b>1.0%</b>

### Website Source

Device Category	Acquisition		
	Users	New Users	Session
Desktop	55,930 (83.12%)	56,108 (83.10%)	60,946 (81.22%)
Mobile	11,047 (16.42%)	11,110 (16.46%)	13,683 (18.23%)
Tablet	308 (0.46%)	299 (0.44%)	409 (0.55%)



# Social Media Performance



## Top Performing Post

**Josoor Institute**  
April 6, 2020 · 🌐

يتطلب الانتقال من تقديم برنامج تعليمي حضورياً إلى عبر الإنترنت الكثير من التخطيط والتواصل. خبراء التعليم، المدير التنفيذي لمعهد جسور تتحدث عن ذلك بمشاركة بروفيسر دينو روتا العميد الأكاديمي من كلية بوكوني لإدارة حول تفاصيل البرنامج.

To be able to move an offline programme fully online takes a lot of planning and communication. Afraa Al-Noaimi, the Executive Director of Josoor Institute in action with Prof. Dino Ruta, from SDA Bocconi School of Management speaking about the ins and outs of the programme

SDA Bocconi School of Management

See Translation

<b>1,362</b>	People Reached
<b>205</b>	3-Second Video Views
<b>13</b>	Reaction, Comments & Shares

8 Like	7 On Post	1 On Shares
4 Love	1 On Post	3 On Shares
0 Comments	0 On Post	0 On Shares
1 Shares	1 On Post	0 On Shares

**32** Post Click

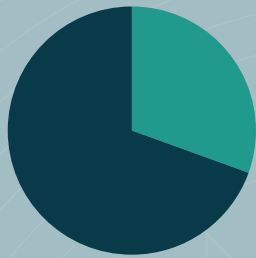
10 Clicks to play	0 Link Clicks	22 Other Clicks
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# Instagram

Total Page Followers **3,151**



Men

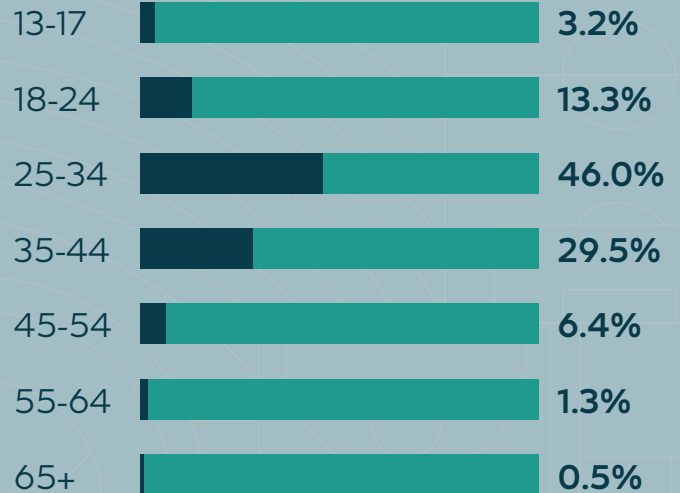
**69.3%**



Women

**30.7%**

Age Range All Men Women

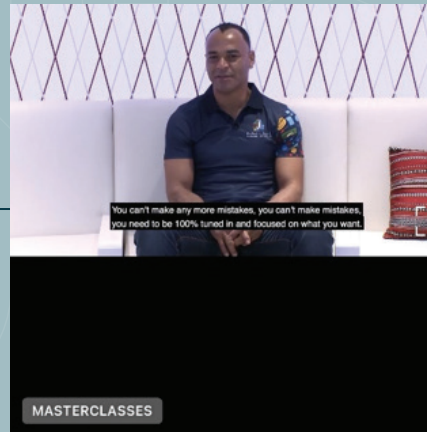


## Top Performing Post



The top performing post was about Josoor Institute end of year reflection by Executive Director, Afraa Al-Noaimi, posted in December 2020. This post reached **1,956 people** and generated **89 likes** with **2,178 impressions**. The post has also generated 33 profile visits for users that do not follow the page

## Top Performing IGTV



The top performing IGTV video was the Masterclass with SC Ambassador Cafu in June 2020. The IGTV video reached **506 people**, generated **192 views** and **18 likes**

## Twitter

Total Page Followers

4,785

Impressions

1,602

Total engagements

24

Media engagements

14

Detail expands

6

Links

2

Profile clicks

2

### Top Performing Tweet



معهد جصور @JosoorInstitute

Block 4 of our Professional Diploma Programmes are up and running! Delegates are once again reconnecting online with their peers and @sdabocconi faculty members.  
[pic.twitter.com/Qh2xXsYqR](https://pic.twitter.com/Qh2xXsYqR)



Promote your Tweet

Your Tweet has 1,602 total impressions so far. Get more impressions on this Tweet!

Promote your Tweet

## LinkedIn

Total Page Followers

2,154

The top performing LinkedIn post was the webinar invitation on 'Delivering Environmental Sustainability at FIFA World Cup Qatar 2022™', uploaded in June 2020. This post generated **2,018 impressions, 139 clicks, 62 reactions and 13 shares**. The overall engagement rate was **11.05%**

### Top Performing Tweet

Josoor Institute and the Supreme Committee for Delivery & Legacy (SC) invites you to our webinar: Delivering Environmental Sustainability at FIFA World Cup Qatar 2022™. Join us on Thursday, July 9, at 12:30 PM (Doha Time). If you would like to attend, please click here to join the session a few minutes before it starts next Thursday: <https://bit.ly/2C2gp3v>

Our expert panelists are:

- Madleen Noreisch, Senior Sustainability Manager, FIFA
- Eng Bodour Al Meer, Environmental and Sustainability Senior Manager, SC
- Dr. Eiman El-Iskandarani, Director of GSAS Trust, GORD
- Ruba Hinnawi, Technical Specialist, QGBC
- Dr. Talar Sahsuvaroglu, Sustainability & Environment Expert, SC








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