Certificate of Sports Management
13th Edition - 2021

"Etawaε"

Final Project
Made by:

Ahmad Karem
Amr Adel
Angy Al-Gemayl
Maram ElKady
Seif Amer

June 2021

Abstract

Egypt have been a country that hosts major sporting events whether they are continental or world tournaments, and not just for football which is the most popular sport here, but the range goes to almost every sport that is played in Egypt, we have seen football World Cups U20 and U17 and African championships, Handball World Championship, fencing, modern pentathlon, shooting, volleyball, basketball and the list goes on and on.

By hosting the 2021 World handball championship, which was the first major sport tournament after the Covid-19 pandemic, and a number of world championships in several sports afterwards, Egypt is taking serious steps towards proving that its capable of hosting mega events and its going in this same direction for the future.

However, all of those sports events share one very important stakeholder, which is volunteers, they are the heart of any event and most of people don't give them the credit that they deserve, and most of the times their jobs gets very difficult because people outlook their role.

> "**Etawaε**"[1] is a platform, which is made mainly for the volunteering process, aiming at taking this process to a new level from its very first step to its last one. Providing a website that enables the volunteer to apply easily for sporting events, and the organizers of the event to manage those applications, also providing a mobile application that ease the process of communications and operations during the event itself in almost every aspect possible for both volunteers and organizers, and give the later chance to get a detailed operation analytics.

Our research have revealed that the market in Egypt lacks this kind of technology till now, even though the number of people who want to volunteer is rising due to hosting several major events lately, also we conducted three different surveys for people who volunteered before, sports fans in general, for committees, leaders and officials, those surveys showed the difficulties that the three groups face during the volunteering process, which we took in consideration and worked on the features of our website and mobile application to minimize those problems and even terminate them by using "**Etawaε**".

---

[1] **"Etawaε"** is a word that means 'to volunteer' written in a mix of Latin and Arabic letters to mimic our identity, this is a common type used by Arabs nowadays called 'Franco Arab' which is writing Arabic pronunciation in Latin letters.

Thus in Latin letters, it will be (Etawaa) or (Etawae).

Contents

1. Introduction

Sports events are short term events with a long-term effect on the society since it impacts the economy, tourism and politics. Volunteers are essential to the success of all sports events whether international or local ones. The organizers of the sports events rely on the knowledge, skills and experiences of volunteers to run events. Accordingly, it is essential to understand the volunteer's motivation and satisfaction and provide them with the support needed through the volunteering process. On the same hand, we should not forget to understand the sport's organization committee's needs to create successful sport events. Through our surveys which were directed to a group of volunteers, committees, and fans, we figured out some of the problems facing both volunteers and committees during the sports events. Volunteers may find difficulties to apply for sports events since there is no platform gathering the volunteering opportunities, also during events they may not know and understand exactly their roles and responsibilities. On the other hand, committees may suffer from unexperienced, and unskilled volunteers who may find troubles dealing with others, also lack of sufficient trainings for volunteers may be critical to the success of the event. Hence our main objective is to make the life of the volunteers easier by offering a one stop platform (**website, mobile application**) called "**Etawaع**" where volunteers can use the platform <u>pre the event</u> to see all sporting events available, apply to any event and any position they like, see application form status. Moreover, we tend to help the organization committees by enabling them to access a pool of volunteers where they can recruit the skilled and experienced ones particularly those with language skills that can deal with foreigners, <u>During the event</u> the platform can be used to view the assignment of tasks, manage/view volunteers attendance, uniform distribution, bus seats reservations and communicate during the event using the mobile app. <u>Post event</u>, this platform helps in closing and controlling the event by providing feedbacks/evaluation for both parties involved and analytics about the event operations, finally enhancing the overall volunteering experience for all stakeholders.

1.1. Business Objectives

Our business will implement not only the first but the only platform within the region where sports fans can take their love and passion for the game to the next level by getting closer to the action and volunteering in any sports event they desire and for federations to select a pool of experienced and skilled volunteers. This can be achieved through:

1. Developing a platform where volunteers can access and apply on several sports events either locally or internationally.

2. After applying on the sports events, our platform has several features that can get the volunteer's life easier before, during and after the tournaments where; **Before** the tournaments, it enables them to check the application process status on the applied tournaments, while, **during** the tournaments, it helps them understand their roles and duties during the tournaments , register the PR test, register to daily transportation, receive their daily meals with QR code, Chat with their leaders and other volunteers among chatting channels built in the app, as well as helping the lost volunteers with an Emergency Panic Button that sends the volunteer's info and location to team leaders. Finally, **After** the tournaments, it enables the volunteers to provide feedback, redeem points on hours of volunteering, have stars/badges to show experience in volunteering and apply on other events.

3. For committees; our platform helps them also before, during and after the event : **Before** the tournaments to : Post new tournament to the platform, View the number of applicants applied, select from these applicants the most experienced and skilled ones, **During** the tournament to; assign tasks to volunteers, check tournament analytics including hours of volunteering, attendance, uniform distribution, bus seats reserved, number of PCR tests made, meal vouchers used, moreover, provide trainings to the volunteers through recorded sessions. **Finally,** after the tournament, it enables them to evaluate the volunteer's performance

Hence we will be aiming for 100% market share for the volunteering world in the first 2-3 years and a 90% satisfaction rate from both volunteers and sports committees by conducting a survey

1.2. Background and Literature Review

1.2.1. Volunteering

There were several definitions for volunteering in the prior literature where Clary et al.'s (1998) expressed volunteering as a "*sustained, and ongoing helpfulness*", while Stebbins (2001) described it as an "*absorbing activity*" that enhances a person's experience, and skills that sometimes may not be available in a paid job. Simultaneously, the UN Volunteers (2011) illustrated that volunteering requires a person having a will and a desire to participate, not looking for financial gain, and seeking to benefit his society. Overall, Volunteering is an act by which an individual or group of individuals donate their time and efforts for the sake of helping the community. Volunteering can be in several forms such as; organizing events (i.e. political,

sports, etc.), providing medical aids as in cases of natural disasters or epidemics, or providing physical assistance, etc.. Therefore; It is essential for providing benefits to the communities (recipient) in general and to volunteers (donors) in particular (Musick & Wilson, 2008; Stukas, et al., 2016).

1.2.2. Why do people volunteer?

Clark and Wilson (1961) explained that individuals usually volunteer for the purpose of obtaining benefits, they categorized these benefits into three groups including: material, solidary, and purposive. Material benefits are benefits that ensure receiving tangible rewards such as monetary value, while Solidary type of benefits involve receiving social rewards, they are always intangible rewards such as being respected and appreciated by the society. Finally, the Purposive benefits; these benefits are similar to the solidary as being intangible as well but derived from the passion of individuals to reach their goals when they participate to help their communities and societies for instance the pride and happiness of an individual that he participated in making his country a safer or a cleaner place. Furthermore, Berk, (2018) illustrated that volunteering is important in several aspects as improving one's self confidence and intellectual growth, it also enables the volunteers to enhance their skills and knowledge and social abilities, similarly, Yeung et al., (2018) explained that volunteering encourages a healthy physical and mental lifestyle.

In addition to the above, Bekkers, et al., (2016) provided 7 factors that make people volunteer and these are: Altruism, Solicitation, Costs and benefits, Reputation, Psychological costs and benefits and finally the values. The hypothesis of **Altruism** means that when the needs of the community (recipient) is large, there will be more volunteering as in case of natural disasters (i.e. the Lebanon case). **Solicitation** is through asking individuals to volunteer, then the volunteering act will increase accordingly, however some people are more accessible than others. It depends on their personalities and characters (Musick and Wilson, 2008). **Material cost and benefits,** it implies that individuals can volunteer if the benefits from volunteering are higher than the costs. This does not necessarily mean monetary value since volunteering is mainly based on unpaid work but it can be free parking, T-shirts that are not available to everyone, enhance their skills and improve their resume to increase their chances of being selected in a paid job (Paine, et al.; 2013). **Reputation**; is basically about the social incentive, in other words; the respect and recognition that people get from society after participating in kind work (Studer and Schnurbein, 2013). **Psychological costs and benefits;** when these costs are lower and benefits are higher, people are more likely to volunteer; for instance, the continuous feeling of guilt or blame or lack of rewards can be a psychological cost that would discourage volunteerism while volunteering in

a reputable organization and provide rewards and recognition can be a physiological benefit that would attract more volunteers. **Values that** individuals possess are more likely to encourage volunteering such as social responsibility, care, equality, freedom, social justice, gender, etc.. Finally, **Efficacy shows** the perception from the useful result of volunteering, thus lack of confidence about the volunteer's effectiveness and usefulness can discourage volunteering (Brodie et al., 2009).

1.2.3. Volunteering in sports and its challenges

Sporting events like football world cup, Olympic Games, the Champions League, etc. are short term events but have long term impacts on the economy, tourism and politics as well as addresses several issues like infrastructure for future use of stadiums, environmental issues, employment of personnel to manage these events and volunteers to organize (Roche, 2000). Therefore, the volunteer's role and contribution in these events is of a great importance, however volunteering in sports can be challenging to both event managers and the volunteers themselves particularly for the large events.

As for the events managers and the organization committees, Noordegraaf, and Celebi, (2015) discussed some of these challenges such as the selection of qualified volunteers because some of them may have trouble to communicate in English, also trainings can sometimes be insufficient for the volunteers and they may not be able to cope with the professional work in the event, moreover, the turnover of the volunteers is a major challenge which usually happens when a volunteer argue with another one or a leader due to pressure or stress at work or lack of appreciation or misunderstanding which can be critical to the success of the event. Furthermore, when the volunteering duties and responsibilities is unclear during the event, this may lead to several volunteers doing one duty and neglecting other duties or may cause several conflicts between volunteers and definitely impact the event success

For the volunteers; there are also barriers discouraging them to volunteer where cuskelly, (2006) declared that bureaucracy (such as complying with the policies) is a major challenge that makes volunteers think several times before applying for an opportunity. Ringuet et al., (2008) stated that older volunteers can be a challenging issue because their outstanding job and high commitment can make younger volunteers avoid or scared of volunteering, also the high expectations from the volunteers and time pressure can discourage them to volunteer, furthermore, fear of making mistakes or being sued. The researchers added that personal issues are also a barrier like family commitments, costs of volunteering, fear of being bullied or abused. Paine et al., (2010) explained that volunteers might not have sufficient time for volunteering (i.e. if they are working or having family commitments), also the intense competition among the sports organizations, because some organizations might offer the same work but with a financial

return. Furthermore, some researchers found that some volunteers -especially the younger aged ones -might suffer from low self-esteem or lack of confidence when they are not used to the place or unfamiliar with the location (McBride, et al., 2010)

Lu-Luan (2001) explained that to avoid these challenges, there should be accurate planning to the processes of recruitment, training, supervision and evaluation of the volunteers. Volunteers should be selected according to their experience, skills, etc., and their roles and duties should be assigned based on each one's qualifications. Also, proper training should be provided to them before the event. During the event; guidance, feedback, and supervision should be provided. After the event; the performance should be assessed in order to provide rewards. Moreover, Krajňáková et al., (2018) stated that appreciation to the volunteers is of a great importance, particularly those having low self-confidence, as this will encourage them to work harder and will volunteer again.

1.2.4. Online Platforms and internet users

Nowadays, technology is acting as a catalyst to economic and social growth and development. During the past few years, Internet usage has increased a lot and that had an extraordinary impact on the entities worldwide since it enhanced its communication with their customers (Lee and Kim, 2018). Based on Hootsuite, (2021), there are around 4. 72 billion people around the world are now using the Internet. In Egypt, there are around 59.19 million users of the internet, this number increased by 4.5 million than the last year (data reportal, 2021). Moreover, there are over 3.9 billion smartphone users worldwide which means they can access mobile applications and websites easier (Build fire, 2021). Therefore, the online platforms became essential for the success of businesses worldwide (Filo, et al., 2015). According to Saura, et al., (2020), Organizations responsible for recruiting volunteers should depend on digital platforms for the sake of attracting qualified and enthusiastic young volunteers.

Based on the above volunteering challenges and high internet usage in Egypt, we thought about solving some of these challenges through our platform "**Etawaع**" by enabling the committees to have access to a volunteering database by which they can select highly experienced and skilled candidates who can speak several languages as well as providing trainings, also this platform can help and encourage volunteers to apply on various sports events worldwide, moreover, after being selected by the organization committee, it will help them communicate during the event, understand their roles and their exact location, also trainings provided can enhance their lack of confidence issue especially the younger aged ones, and the ranking system will give them the sense of appreciation that they need.
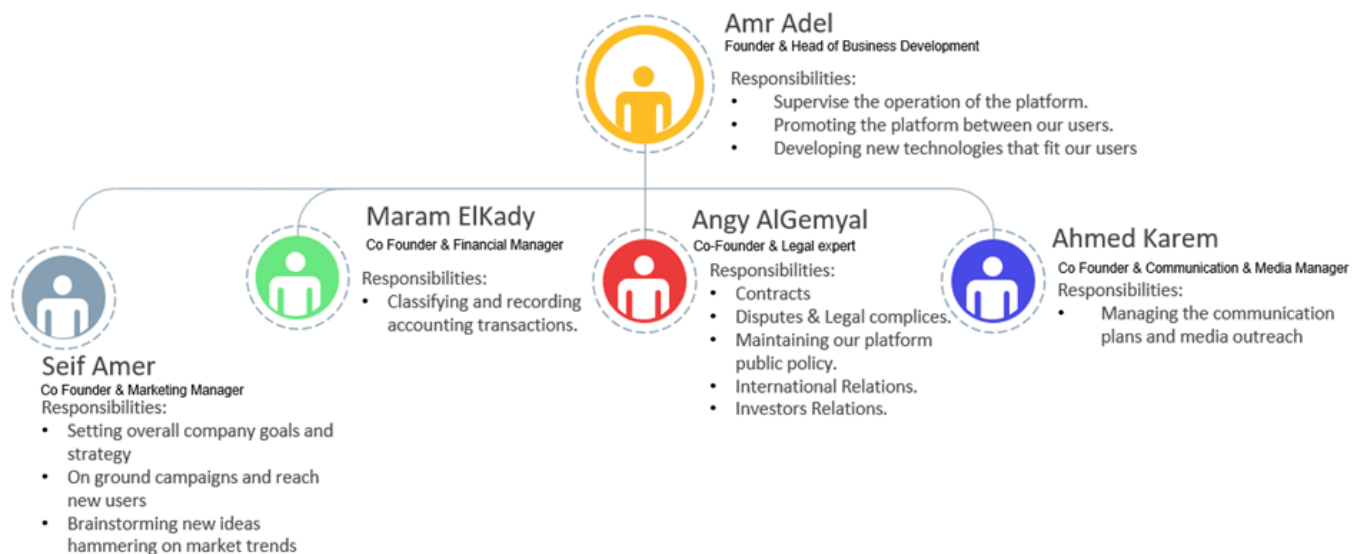
1.3. Mission and Vision

Mission:

At "**Etawaع**" we want to ensure the perfect Spector experience during sports events. Our company exists to ensure volunteers can easily find sports events they like and are equipped with the needed tools and information to provide the best experience for the spectators. And for sports committees to get access to a wider caliber of volunteers to ensure they find the right person for the right role

Big Hairy Audacious Goal (Vision):
Become part of every major global/local event and also every small event in Egypt and the MENA region.

1.4. Organizational Structure

Amr Adel
Founder & Head of Business Development

Responsibilities:
- Supervise the operation of the platform.
- Promoting the platform between our users.
- Developing new technologies that fit our users

Maram ElKady
Co Founder & Financial Manager

Responsibilities:
- Classifying and recording accounting transactions.

Angy AlGemyal
Co-Founder & Legal expert

Responsibilities:
- Contracts
- Disputes & Legal complices.
- Maintaining our platform public policy.
- International Relations.
- Investors Relations.

Ahmed Karem
Co Founder & Communication & Media Manager

Responsibilities:
- Managing the communication plans and media outreach

Seif Amer
Co Founder & Marketing Manager

Responsibilities:
- Setting overall company goals and strategy
- On ground campaigns and reach new users
- Brainstorming new ideas hammering on market trends

2. Platform Features & Prototype

2.1. Offered Features and Services

The platform is available as a website and mobile application operating on both iOS and Android supported in both Languages Arabic and English.

Website

Volunteer can:

- Register to the platform (by adding: profile images, name, email, previous experience, CV, etc.).
- Receive newsletter/emails about new tournaments available.
- Find local/regional/international volunteering opportunities held in Egypt.
- Find tournaments held abroad and redirected to application links.
- Find clubs volunteering programs.
- Find community volunteering programs.
- Share feedback/testimonials on tournaments.
- Join a community hub containing all volunteers.
- Check application process status on applied tournaments.
- Redeem points on hours of volunteering.
- Have stars/badges to show experience in volunteering.

Committees can:

- Post new tournament to the platform
- View number of applicants applied
- Filter among available volunteers with (experience,languages,rank,etc.)
- Check tournament analytics (hours of volunteering, attendance, applicants demographics, uniform distribution, bus seats reserved, # of pcr test made, meal vouchers used).
- Evaluate volunteers after the end of the tournament.
- Provide recorded/live sessions that act as training to be shared with volunteers to know more about their roles.

Mobile Application

Volunteer can:

- Register to daily transportation.
- Receive daily tasks and description.
- Register to PCR test
- Scan QR code on arrival and leave to count his hours of volunteer work.
- Receive daily meals with QR code.
- View tournament's matches calendar.
- Report issues
- Chat among leaders and volunteers among chatting channels built in the app.
- View Virtual 3D map for the venue (if provided).
- Provided with Seating Map for VIP/Spectator/Media Stands (if available).
- Emergency Panic Button - send volunteer info and location to team leaders.

Committees can:

- Assign tasks to volunteers.
- Relocate volunteers.
- Send Notifications
- Check the attendance of volunteers.
- Check Pcr test results.
- View Virtual 3D map for the venue (if provided).
- View Seating Map for VIP/Spectator/Media Stands (if available).
- Chat with volunteers with specific channels for each team.

2.2. Prototype

First: The Website

Website - Homepage:
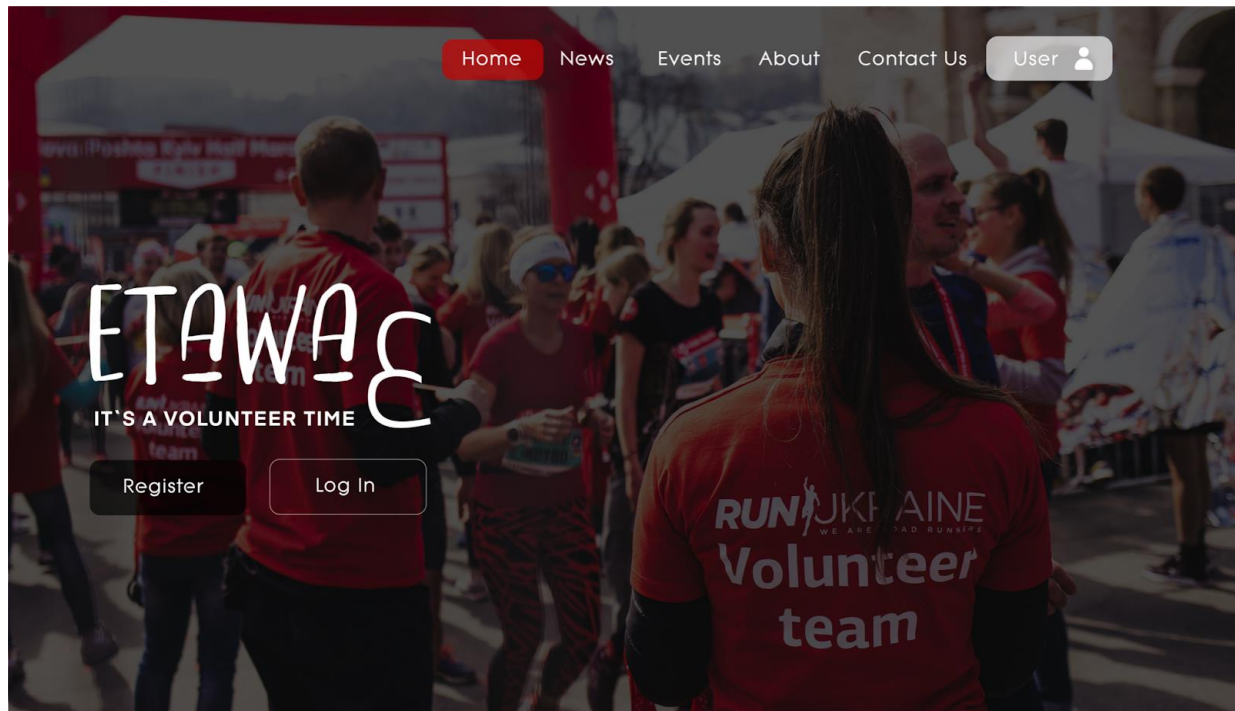
Website - Event:
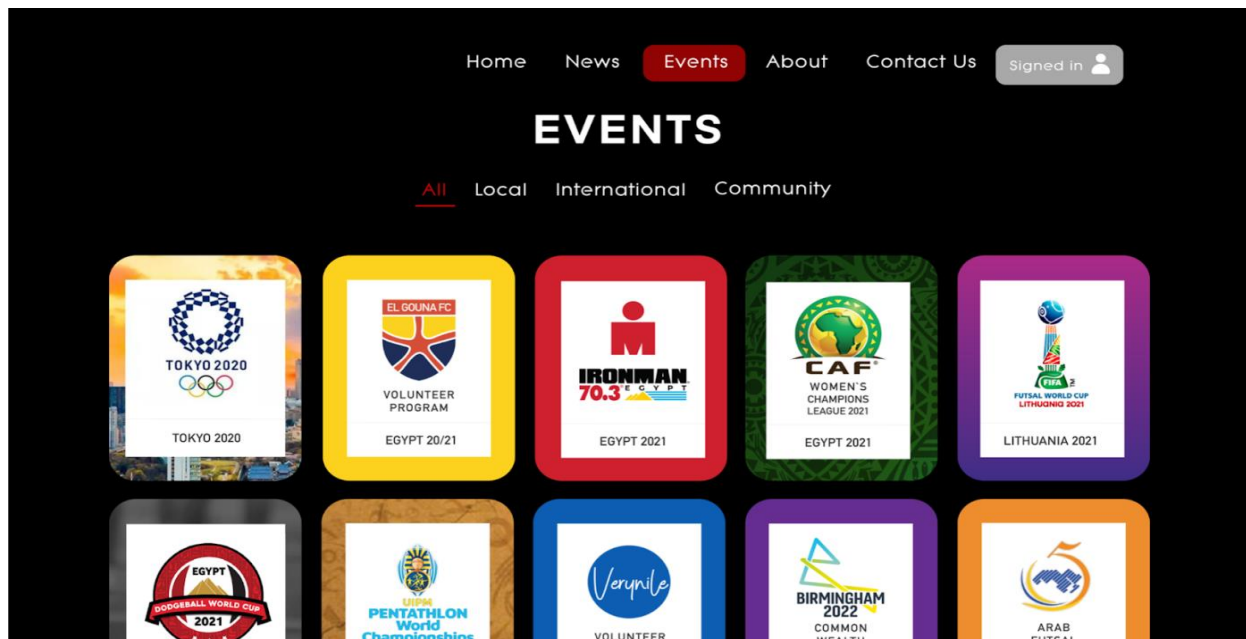
Website - Volunteer Homepage:
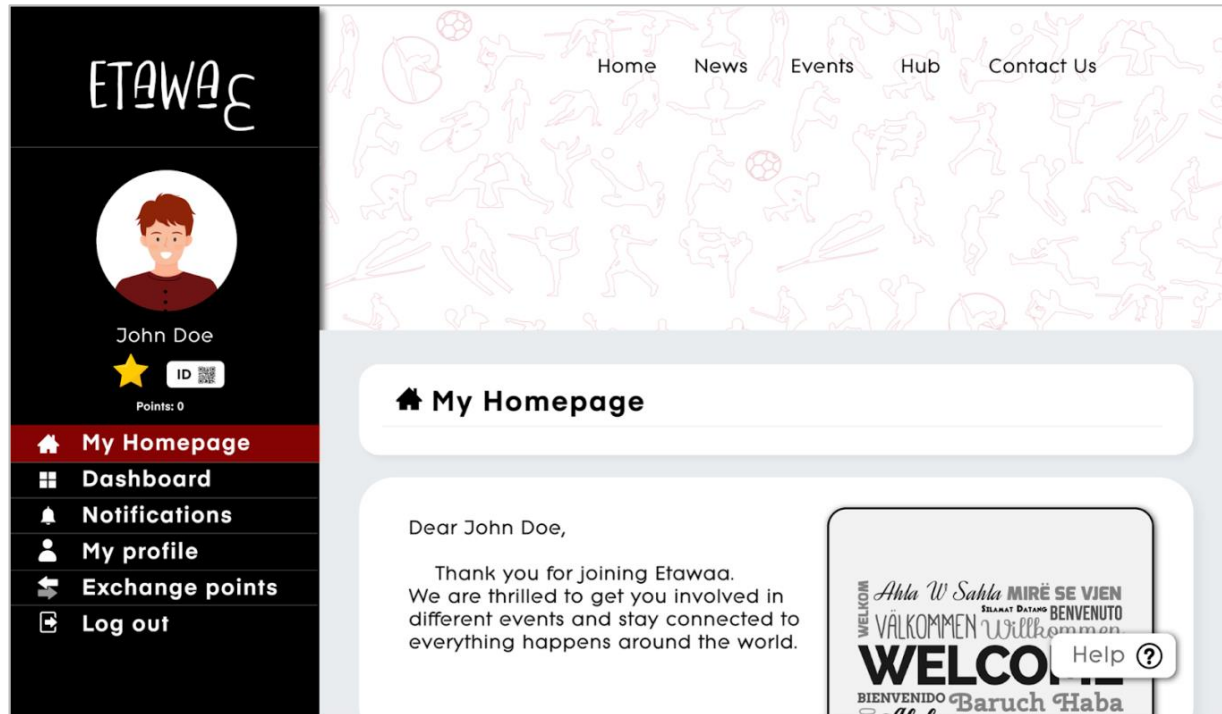
Website - Volunteer Dashboard:

Website - Committee Dashboard:

Second: The Mobile Application

Application - Volunteer Homepage:
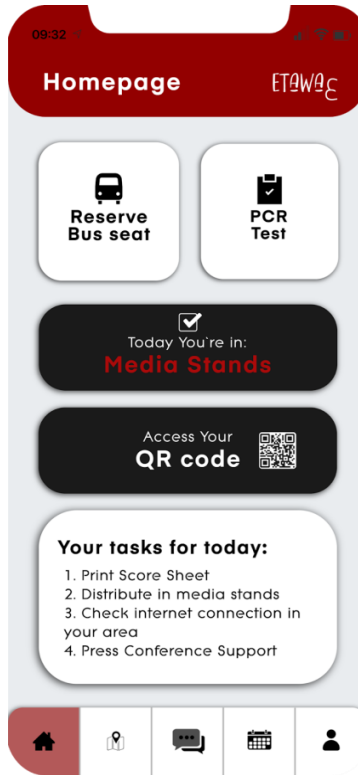
Application - Chat Channels:

Application - Committee Homepage:
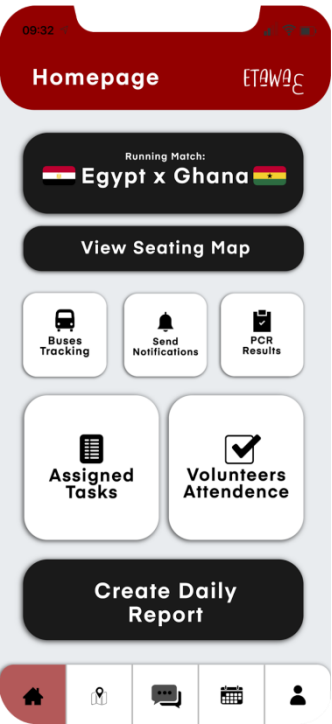
Application - Venue 3D Map:

https://drive.google.com/file/d/1mG7FCxEazmmKKnctohkf1ZddBbXKvv-w/view?usp=sharing

3 Market Analysis

3.1 PESTEL Analysis

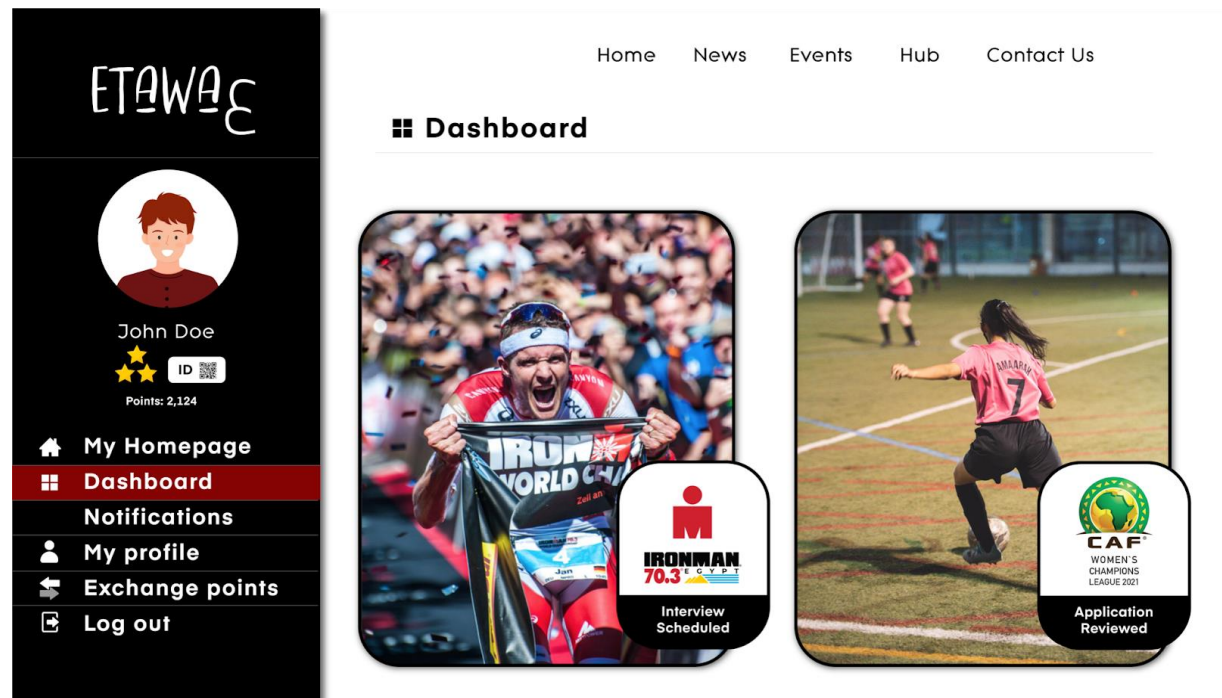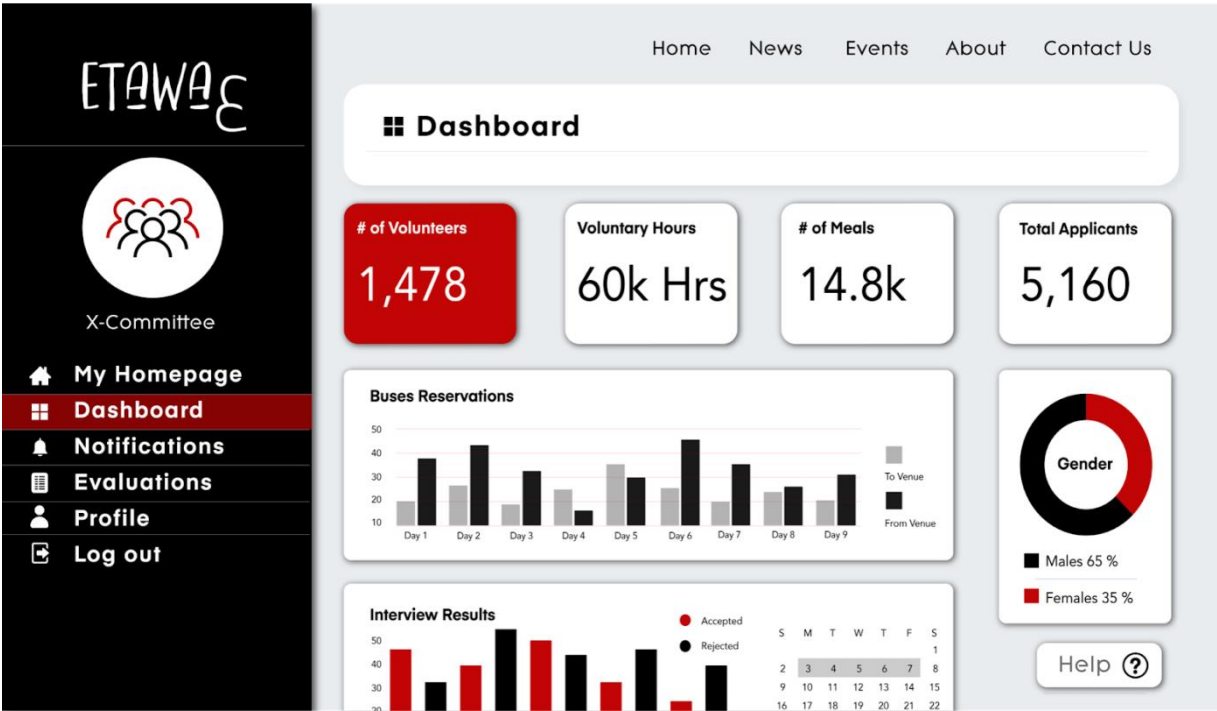PESTEL Analysis is one of the most important analytical tools that help entrepreneurs build a deep analytical vision of the external force elements in the country in which a business is setting up, as its objectives are based on the analysis of **P**olitical, **E**conomic, **S**ocial, Technological, **E**nvironmental and **L**egal factors in Egypt.

<u>**1 - Political Factors.**</u>

- **Public Governance Index:**
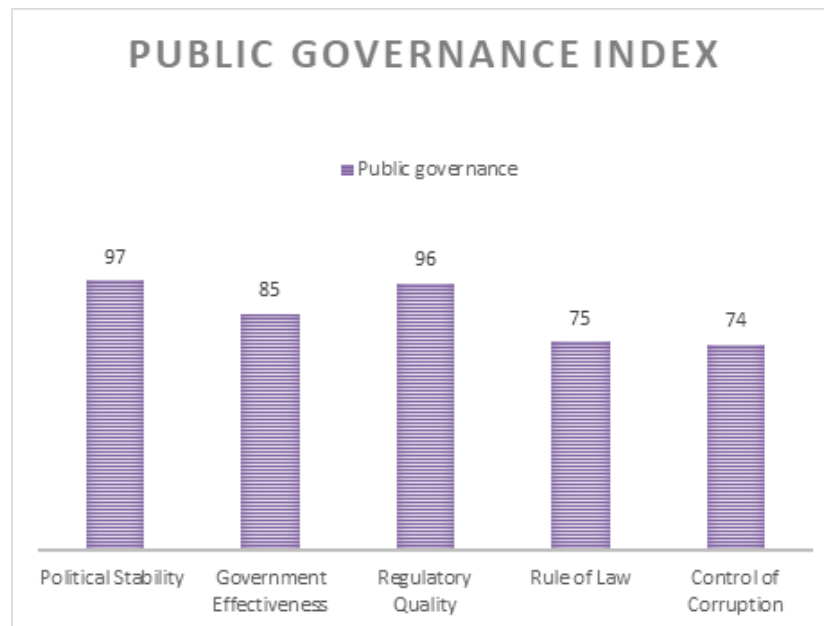
These sub indicator's score reflects the political stability of Egyptian market to establish startup.*(FDI Attractiveness report)*

*All mentioned ranks above are released in 2020.

*The rank of each sub-indicator is made for 190 countries.

<u>**2 - Economic Factors:**</u>

- **Ease of doing business in Egypt.**

The methodology of the ease of doing business index from *(Word Bank)* reflects the regulation performance in the economy of Egypt.

The index scale sub-indicators such as:

- Starting a business.
- Getting electricity.
- Getting credit.
- Protecting minority investors.
- Enforcing contracts.
- Resolving insolvency.

The scale from 0 to 100 where 0 represents the lowest and 100 represents the best.

The score of ease of doing business in Egypt 2020 is 60.1 out of 100, while the rank is 114 out of 190 countries. *(World Bank)*

- **Prevailing wages index**

Table (2.1): Distribution of salaries in Egypt:

100%	Almost everyone earns 41,100 EGP or less
75%	Of employees earn 22,800 EGP or less
50%	Of employees earn 8,460 EGP or less
25%	Of employees earn less than 4,860

The salary range in Egypt starts from 2,330 EGP per month, and this is considered as the minimum range. *(Salary explorer)*

3 - Social Factors:

- **Population:**

Table: 2.2 Population

Year	Population	Median Age	Global Rank
2020	102,334,404	24.6	14

- Main Cities by high Population, infrastructure & previous sports events in Egypt: *(Worldometer)*

#	City	Population
1	Cairo	7,734,614
2	Alexandria	3,811,516
3	Giza	2,443,203
4	Port Said	538,378
5	Suez	488,125
6	Ismailia	284,813
7	Aswan	241,261
8	Hurghada	95,622

- **Youth Unemployment:**

  Measurement unit: % *(The Global Economy)*

Year	Youth unemployment
2019	26.54%

- **Labor Force Youth:**

Labor force youth are around 29.1 million (more than 31% of the total Egyptian population). (Invest in Egypt).

4 - Technological Factors:

- **Internet subscribers of mobile networks:**

The number of internet users in Egypt increased from 49.23 million users by 50% in January 2018 to 54.74 million internet users, which reached 54% in January 2020.

The number of mobile internet subscribers increased from 36.7 million subscribers in 2018 to 41.7 million subscribers in 2019, with a rate of 13.6%.

The number of ADSL Internet subscribers increased from 6.2 million subscribers in 2018 to 7.1 million subscribers in 2019, with a rate of 14.5%.

Egypt ranked 97th in the world and 6th in Africa in September 2019, compared to 7.5 MB/s in January 2019.

While your ability to be in the first place in the world in terms of average speed reached 400%.

- The total size of the international Internet bandwidth is 1,150,000.00 MB/s in 2018. *(Ministry of Communications and Information)*

5 - Environmental Factor:

Freshwater is necessary for the survival of the human being thus, the purity and the quality of this water is of a major concern. The Nile River is the main source of freshwater in Egypt which is used for drinking and irrigation (Ali et al., 2014). The quality of the Nile river water has been decreasing over the recent decades due to pollution such as chemical pollution as well as dumping plastic wastes and garbage. The increase in the population growth and the expansion in the agriculture projects illustrates the need for high quality of fresh water. Therefore, Etawa3 can encourage the enrolled volunteers on our platform to participate in cleaning the Nile River from plastic wastes and would get extra points.

6 - Legal Factors:
- **Taxes:**
1. **Corporate Tax rate:** 22.5%
2. **Indirect Tax rate:** 14%
3. **Personal Tax rate:** 25%*(KPMG)*

- **Egyptian Labor Law no. 12 for 2003 (Manpower Ministry)**

Brief about Egyptian Employment law:

1- Probation Period:

The probation period should only be once and it shall not exceed 3 months, for the same employee.

2- Vacations:

The law provides 21 paid days annually for vacations.

3. Working hours:

8 working hours per day, it is equal to almost 40 working hours per week including rest and break an hour for each day.

4. Mandates raise:

Minimum annual raise is 7% of the basic salary.

5. Equal opportunities:

Both males & females, under our national constitution should have equal rights and opportunities.

- **Data Protection Law no. 151 of 2020**

According to the Egyptian Data protection the personal data shall be collected after fulfilling the following conditions:

"In order to be able to collect, process, and retain Personal Data, the following conditions must be satisfied:

1. Personal Data shall be collected for legitimate, specific, and transparent purposes to the Data Subject.
2. Personal Data shall be correct, valid, and secured.
3. Personal Data shall be processed in a legitimate manner and in compliance with the purposes for which it is being collected.
4. Personal Data shall not be retained for a period longer than that is necessary for the fulfilment of the purpose thereof."

- **According to "Where to Invest in Africa" report:**

There is a notable strong improvement and development in the legal reforms in business structure in Egypt.

3.2 SWOT Analysis

SWOT is a technique to identify our present condition through assessing our Strengths, Weaknesses, Opportunities, and Threats. It can be utilized to know our competitive advantage and figure out how to minimize any chances of failure and compete successfully in the market. It is discussed as follows

Strengths

- Platform for Sports volunteers that have not been made before in Egypt.
- 1 Stop platform for everything volunteer related from both the sports committees and volunteers' aspects.
- Low Cost for sports committees.
- Free of Charge for volunteers.

- Increase awareness for volunteering opportunities.
- Reach a large group of audiences with different ages and backgrounds.
- User-friendly.
- Help in providing future careers for volunteers in clubs and federations
- Quick viral spread.
- Available as a website and mobile app on both android and IOS.
- Low budget marketing campaign (Direct marketing ex. Email/whatsapp).
- Access to leads from previous sports volunteer events.

Weaknesses

- It can be difficult to attract new users because it is a new platform.
- Not available offline.
- Limited financial resources.
- Niche target audience.

Opportunities
- Egypt is investing in the sports industry to host global and local events.
- Expansion opportunity in the MENA region.
- The demand for sport's volunteering opportunities is growing day by day since youth are fascinated by different sports.
- Sponsored Advertisement campaigns.

Threats
- Technical network failure
- Security issues
- Covid 19 issues
- Political instability
- Possible competing platforms may arise

3.3 Market Research

3.3.1 Market Demand

- We at "**Etawaع**" aim at bringing the volunteering process to a whole new level around the world, starting from a pin in a map which is Egypt.

Egypt has been always a place for continental mega events in sports, it hosted both the second and the latest Africa Cup of Nations for men football in 1959 and 2019 respectively, and in between and for over 6o years there were a stacked list full of continental and world tournaments like FIFA U-17 world championship 1997, FIFA U-20 world cup 2009.

And looking at the market now, we see that Egypt is at the center for hosting major sporting events, not just football, but we see team sports, individual sports at a very high level starting from world tournaments and going down to continental ones.

With a quick glance at the volunteering scene, we will find that Egypt hosted two mega events which needed a huge number of volunteers.

The first was the African Cup of Nations 2019, this had the largest volunteering opportunities with over 80,000 people wanting to volunteer and exactly 5428 complete applications, the tournament saw over 3,000 Egyptian volunteers and 132 foreign one.

In the 2021 World Men's Handball Championship, Egypt saw 6674 volunteering applicants, 640 of them got accepted to participate in the first major tournament after the covid-19 outbreak, and this meant that 250 of the already selected 640 had to go in a covid-19 bubble.

We at "**Etawaع**" see that we are at the center of an environment that is very rich with volunteering opportunities. For example, Egypt had the privilege to host numerous sporting events in 2019 only before the covid-19 pandemic outbreak.

Egypt started off its 2019 calendar by hosting the following:

- African pentathlon championships (21 – 24 Feb.)
- UIPM 2019 Pentathlon World Cup (26 Feb. – 03 Mar.)
- 2019 Women's African Volleyball Clubs Championship (16 – 25 Mar.)

Then it went to host a very memorable draw selection ceremony for the AFCON2019, which was in the majestic pyramids' area in 19th April, also it hosted the draw for the qualifications for the AFCON2021 during in 17th of July, then Egypt hosted:

- Africa Cup of Nations AFCON2019 (22 Jun. – 19 Jul.)
- 2019 Women's African nations Volleyball Championship (9 – 14 Jul.)
- 2019 FIVB Volleyball Girls' U18 World Championship (5 – 14 Sep.)
- 2019 Davis Cup Europe/Africa zone qualifications (13 - 14 Sep.)
- 8th Arab championship for Speedball (25 – 30 Sep.)
- Veterans Fencing World Cup (5 – 11 Oct)
- Sahl Hasheesh 2019 World Taekwondo Beach Championships (11 – 13 Oct.)
- CIB EGYPTIAN SQUASH OPEN 2019 (25 Oct. – 1 Nov.)
- 2019 Africa U-23 Cup of Nations (8 – 22 Nov.)
- International Fencing World Cup Foil & sabre individuals, teams (15 – 24 Nov.)
- Weightlifting international championship for blinds 2019 (15 – 22 Nov.)
- Arab road cycling championship 2019 (30 Nov. – 7 Dec.)
- Hockey Africa Cup for Club Champions (1 – 8 Dec.)
- World Padel Tour – Egypt 2019 (6 – 15 Dec.)

Egypt was planning to continue its outstanding record in hosting mega events, as it kicked off 2020 by hosting the CAF awards in January, also hosting:

- African Track cycling championship 2020 (16 – 19 Jan.)
- The first ever Special Olympics Pan African Games 2020 (23 – 31 Jan.)
- International fencing world cup for men teams & individuals in Foil (21 – 23 Feb.)
- UIPM 2020 Pentathlon World Cup (27 Feb. – 02 Mar.)

But then came the Covid-19 pandemic and stopped the growth dead through the entire year, but since hosting mega events was a path that Egypt intended to take, it took the risk and came back strong with the first major sporting mega event after the pandemic, which was the very successful:

- 2021 World Men's Handball Championship (13 – 31 Jan.)

And then Egypt was back on track in hosting some major sporting events, and planning to host more through the year 2021, like:

- UIPM 2021 Pentathlon World Championships
- UIPM Global Laser Run City Tour (Hurghada, Cairo, Alexandria)
- UIPM 2021 Laser Run World Championships
- UIPM 2021 Junior Pentathlon World Championships
- UIPM 2021 Tetrathlon U19 World Championships
- UIPM 2021 U17 World Championships

26

- International fencing world cup juniors & cadets all weapons
- Qualifying fencing African Championships seniors all weapons
- First ever women Africa champions league in football
- Arab cup for women football 2021
- Arab cup for football U-23 2021
- Arab cup for futsal 2021
- Dodgeball world cup 2021
- 2021 ISSF World Cup (shooting)
- 2021 Artistic Gymnastics FIG World Challenge Cup
- IRONMAN 70.3 EGYPT
- 2021 Davis Cup Europe/Africa zone qualifications
- XV CMAS Fin swimming World Cup 2021
- International Nile Swimming race in Aswan

Egypt is expecting to host several sport events in 2022 and 2023 like FIBA Intercontinental Cup 2022, Karate1 Series A – Cairo 2022 and AFCON U20 Egypt 2023.

And there is no stopping there for Egypt in hosting the mega events, thus we at "**Etawaɛ**" see that the market is generous for us and that's a point of advantage we aim to capitalize on it.

3.3.2 Competitors

Direct Competitor:

Sports volunteering platforms in Egypt still did not exist however there were some initiatives done by the Ministry of Youth to do something relevant called **"Organizers"** by collecting data of volunteers using google forms but still this was not available for everyone and not to be called a platform. However, regarding the mobile application that regulates communication during the tournament, still we do not have something similar.

Indirect Competitor:

All social media platforms are considered as competitors as they all have similar features that provide anyone from our stakeholders to communicate, share information and find volunteering opportunities.

Globally, our platform might have an indirect competition with some parties if our country decided to bid for a major event like FIFA World Cup or the Olympic Games, because both have a website dashboard such as, volunteer.fifa.com, tokyo2020.org/en/special/volunteer.

In terms of a mobile application, we have the application that was used by the volunteers in the FIFA World Cup Russia2018, however it provides limited features.

3.4 Research Design

In this research, we chose to use surveys as it is a suitable tool for collecting data and contacting personnel who might not be easy to reach. We designed 3 surveys which were distributed to collect the opinions of a sample of volunteers, fans and organization committees (i.e. federations) regarding the problems faced during the tournaments and if we provided them with a platform that can solve these issues, will it be beneficial to them or not. The survey was distributed online in both English and Arabic languages to make it easier for the respondents to understand and answer. We used both open and closed ended questions where we started by the close ended questions to encourage people to respond as it is only one click required (Desai and Reimers, 2018), and at the end small open-ended questions were asked to allow the respondent to include more details about the issues they faced and give brighter insights and better feedback (Desai and Reimers, 2018).

3.4.1 Population and Sampling

The population includes all Egyptian volunteers, Fans and committees; however, since we cannot get the opinions of all of them, we tend to select a sample.

First: In the Fans survey: We used the random (probability) sampling, where each individual has an equal probability of being selected (Fink, 2002). Total number of surveys collected 111 surveys

Second: Volunteers: In this survey we adopted the non-probability sampling method particularly the convenient sample since we selected volunteers who were conveniently available to us, this type of non-probability sampling is considered very reliable, cost efficient, speedy and easy (Baker et al. 2013). Total numbers of volunteer's respondents were (101)

Third: Committees: We applied the judgmental non-probability sampling method; this method is used when we use our judgment to select the sample because there are limited numbers of people who have experience in this part (Cochran, 1977). Final number of surveys collected was 23

3.5 Results of the study:

Fans' survey conclusion:

The majority of the sport fans who are interested in being volunteers in sport events did get the chance to volunteer so far as a percentage of 49.40% of them could not reach the application form or the place where they can apply for the tournament at. While a percentage of 43.50% of the fans did not know about the event at all. Thus this reflects that signing for a platform that will provide data about events being held and notify registered users with latest events would be beneficial for those who are seeking an opportunity to volunteer.

Volunteers' Survey conclusion:

With a 45.1% social media taken the largest percentage that most of the volunteers knew about the tournament they applied for, while being told by someone about the event came with 41.8%.

Analysis stated that volunteers sometimes receive a training and sometimes not, however fans stated that regarding improving the fan experience at the stadium they have to train volunteers well to cope with people however it's not only about providing many trainings or no it is about supervising and monitoring what volunteers do and how they work and provide them with tools and information that might ease their experience too in order to work in good environment.

Volunteers mostly receive instructions about the event and communicate during the event using WhatsApp text messages and voice notes and they rely next on phone calls which at some time as it was at AFCON 2019 in Egypt there was no signal in the stadium so people could not communicate nor reach each other, besides, phone call might not be that clear and verbal instructions on spreading between people might not delivered as it was depending on the level of understanding of each.

In addition, a percentage of 32.30% of problems volunteers are facing is last minute instructions in orders pass by many layers of organizing committees until reaching the volunteer beside having an almost equal percentages of pre-during event communication and inaccuracy of financial compensation that means that the volunteer might work for 18 days and found out the end of the tournament that only 12 or 10 days that have been counted.

Thus, providing a platform that regulates the hustle of volunteers while applying for the tournament and providing a platform that keeps their evaluations and help in communicating and delivering tasks would be beneficial to enhance and automate the volunteer experience.

Committees' Survey conclusion:

The analysis of the committee's survey sums up their criteria of selecting volunteers between two equal things; their language and level of education and past experience in volunteering with 32.70% which could be eased for them to use "**Etawaع**" to fulfill their criteria by filtering upon a database of volunteers with their language proficiency and viewing their evaluations and past experience on the platform that provide a kind of trust.

Regarding difficulties they face with volunteers, a percentage of 27.10% for the insufficient time for selecting and training volunteers about their roles while 25% of facing difficulties while collecting the data of the applicants and keeping their data from the first interview until the accreditation phase.

Having a platform would ease other difficulties that of keeping daily records and stats, also would solve the issue of communication during the event in addition to clearly delivery the task required from each volunteer since it would be stated in the app and providing a recorded sessions of required tasks give volunteer a chance to revise the task and locations that the volunteer should be at using the venue 3D model (if provided).

4. Marketing Strategies

In this section we will be deep diving into the market segmentation, target audience we will be targeting and finally how we will be positing the application in the market while bearing in mind the marketing objectives and mix

4.1 Segmentation and Target Audience

Table (3.1): Segmentation and target audience

Dimensions	Segmentation	Targeting
Geographic		
Continent	- Middle East - Africa - Europe - Asia	Focus first 5 years will be Egypt and later on GCC will be our next market: KSA, UAE and Qatar
Demographics		
Age	- Below 18 18-24 25-34 35-45 - Above 45	18-24 25-34 35-45 - Above 45
Occupation	- Professional - Self-employed - Student - Unemployed - Retired	- Student - Professional - Self-employed - Retired - Unemployed
Psychographic		
Personality traits	- Creative - Introvert - Sophisticated - Friendly - Extrovert	- Creative - Extrovert - Sophisticated - Dedicated

	• Dedicated • Patient	
Social Status	• Upper Class • Medium Class • Lower Class	• Upper Class • Medium Class • Lower Class
Interests	• Fitness and Health • Sports • Community Work • Social Media	• Sports • Social Media
Lifestyle	• Hands on Experience • Outgoing • Personal Care • Community Involvement • Active • Formal/ Informal • Influencers	• Hand on Experience • Outgoing • Active • Informal • Influencers

Behavioral		
Internet user status	• First-time user • Regular user • Non-user	• First-time user • Regular user
User rate	• Regular User • One Time User • Moderate user	• Regular User • One Time User • Moderate user
Brand loyalty	• Strong • Medium • Non-loyal	• Loyal • Medium

User readiness	• Unaware • Aware • Intention to use the service	• Unaware • Intention to use the service
Benefit sought	• App Performance • Convenience • App Economy • User-Friendly	• App Performance • Convenience • User-Friendly
Attitude to service	• Favorable • Indifferent • Unfavorable • Curious	• Favorable • Indifferent • Curious

4.2 Buyer Persona

Persona 1: Sports Fan

Profile

Name: Amr Adel
Age: 24
Ocupation: Graduate
Location: Egypt

Personality

Dedicated
Extrovert
Sportive
Attentive

Goals

To closer to sports world and to have the chance to attend the World Cup

Interests

Travel
Volunteer
Sports
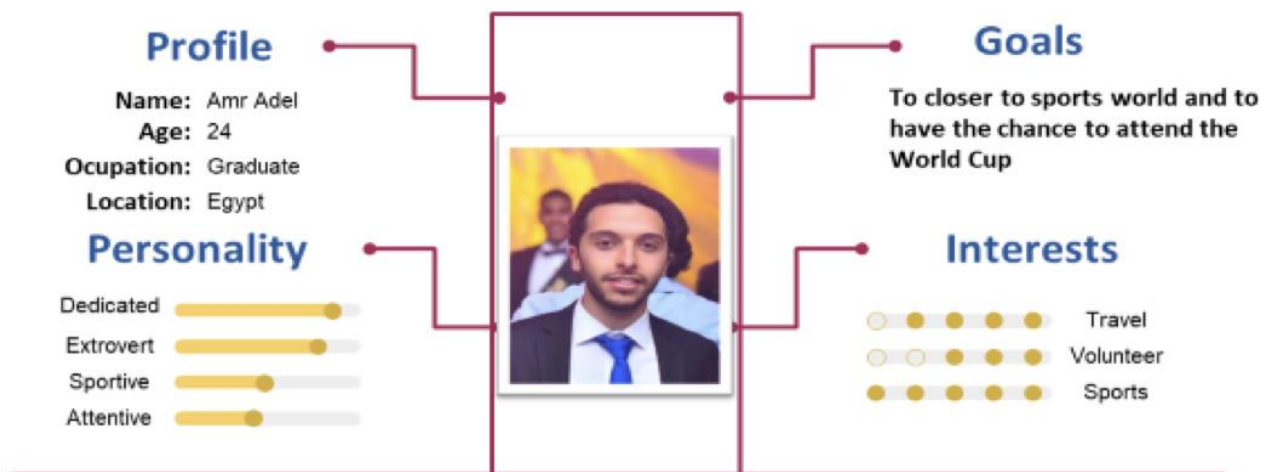
Amr found out about "**Etawa**ع" via paid media on social media platforms

<u>What he would like about service:</u>

- Feature 1 Full calendar on upcoming sports events in the country
- Feature 2 Vacancy per tournament and full detailed job description
- Feature 3 User-Friendly
- Feature 4 Contains different types of sports
- Feature 5 Easy to share vacancies with friends who might be interested

<u>What he wouldn't like about the service</u>

- Feature 1 He needs to create a CV to apply
- Feature 2 App doesn't not guarantee he will get accepted

Persona 2: Passionate Sports Fan and Currently Volunteers

Profile

Name: Ahmed Karem
Age: 35
Ocupation: Employed
Location: Egypt - Ismaila

Goals

To follow his team in every major sporting event and help them achieve greatness

Personality

Passionate
Extrovert
Sportive
Friendly

Interests

Travel
Volunteer
Sports

Ahmed found out about "**Etawaع**" from a friend who be using the app recently

<u>What he would like about service</u>

- Feature 1 Full calendar on upcoming sports events his team will play in
- Feature 2 Vacancy per tournament and full detailed job description

- Feature 3 Ability to communicate with team members during the event

What he wouldn't like about the service
- Feature 1 He needs to create a CV to apply
- Feature 2 Not fully acquainted on how to use the app and needs training on it.

Persona 3: Sports Committee

Profile

Name: Seif Amer
Age: 37
Ocupation: Head of Ping Pong Committee
Location: Egypt

Personality

Passionate
Extrovert
Sportive
Friendly

Goals

To execute the most successful event to my sport to ensure full satisfaction for the fans

Interests

Travel
Volunteer
Sports

Seif found out about "**Etawaع**"from an on-ground activation
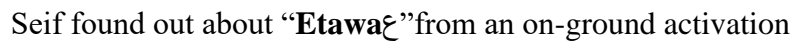
What he would like about service
- Feature 1 A pool of talented and passionate volunteers to select from
- Feature 2 Ability to create a full detailed job description to ensure volunteers understand what they are joining up for.
- Feature 3 View application volunteer history and feedback.
- Feature 4 View analytics about the tournament.

What he wouldn't like about the service
- Service fees needed per volunteer

4.3 "Etawaع" Market Positioning

4.3.1 Etawaع - Point of Parity

- The application/website will be free for all users.
- User-friendly
- Attracts a new pool of calibers
- Full calendar of events on a regional and global level

4.3.2 "Etawaع" Point of Difference

- Full calendar of sports events (Mega events or even small) in Egypt.
- Connection between team members pre, during and post events.
- Proper understanding of each volunteer role and expectation.
- Relevant sessions/content for app users.
- Full integrated platform.

"**Etawaع**" competitive edge is paving the road for volunteers by becoming the first and only platform in the MENA region that would have a calendar with all the major/small sports events in Egypt and gives the users the ability to connect with sports committees or previous volunteers, also apply for a role you like, get needed training for the role, communication during the event and feedback after the event. It also gives committees a wider pool of talented volunteers to select from and ensure everyone understands their role and what is expected from them within the event.

4.4 Marketing Objectives

- Webinars in Q4 2021 to generate awareness regarding the issues and bring previous volunteers and local event managers to shed light on their experience and this will be a good platform to demo the application.
- Reach out to previous volunteers to sign up on the app
- Targeted marketing campaign online & offline before the launch to acquire leads
- Q4 2021 to have a full fledge calendar of all the sports event for 2022

4.5 Marketing Mix (7Ps)

For "**Etawaع**" to pursue its marketing objectives in the target market, it will apply the 4Ps: product, price, promotion and place.

Product:

"**Etawaع**" will be an application/website where sports volunteers and sports committee members can view sporting event calendars for major and minor events throughout the year and have the luxury to apply for the event as volunteers or recruit volunteers.

- Platform full features and prototype found in section 7.

Price:

For volunteers the application will be 100% free of charge but for sports committees small fees will apply 55 EGP per volunteer in the first year but the cost per volunteer will gradually increase after year one.

Promotion:
- Paid Media on social media platforms
- Analyze which keywords our app is currently ranking on, build some quality links accordingly to boost rankings (Search engine optimization)
- Word of mouth and creating small demo videos for people to understand how easy it is to use
- On ground activations in hot spots like: Sporting clubs
- Press releases: Get featured in sports magazine or articles
- Leverage on our user's data for Direct Marketing campaigns

Place:

The application will be the tool that the users and sports committees interact on pre, during and post the event

People:

We will be mainly targeting sports fans and previous sports volunteers

Process:

Our application process will be as simple as any social media platform. Users will even have the ability to import their data from other social media accounts

Physical evidence:

Etawaع will be focusing on an omnichannel approach meaning:

- Application design will be essential for UI & UX experience as this will be our first interaction with users
- Social Media platform accounts
- On ground execution based on our audience to generate qualified leads

5. Communication plan

5.1 Stakeholder's Analysis

Regarding "**Etawaع**", there are some main stakeholders that will be interested, those stakeholders are.

1 - Volunteers:

The main corner to this project are people from different backgrounds, ages and professions who want to volunteer in sporting events and contribute to the community.

2 - Organizers (federations and clubs)

Whether it's a federation or a club, the entity which organizes or hosts the sporting event itself is an important stakeholder to this project.

3 - E.O.C (Egyptian Olympic committee)

The governing body for most of the federations in Egypt, it's essential for us to be in harmony with the Egyptian Olympic committee.

4 - The ministry of youth and sports

Since it overlooks any sporting event in Egypt, cooperation with the Egyptian ministry of youth and sports is a must for us in order to succeed

5 - Community

One of our main goals in "**Etawaع**" is to create a legacy by contributing to our community and raising awareness about the importance of volunteering in any place possible, not just sports.

6 - Sponsors and partners

Those are companies or corporations relevant to our idea or to sports in general, they can be sponsors to the clubs in a certain competition or a sponsor to the federation itself.

7- Investors

A person or a company or more willing to invest in our idea to generate a profit.

8 - Media

Using media is essential for our growth and expansion; this includes all types of media outlets suitable for our project.

9 - Other institutions (CSR)

This project aims for not stopping at sporting events only, we offer our services for any institution that needs volunteers in any event.

10 - Staff

 We as the co-founders of "**Etawaع**" consider ourselves a major stakeholder here.

5.2 Communication Messages

This idea communicates on 3 levels to a one or more stakeholder in each level; thus, this creates different messages that needed to be communicated, and they are:

-"**Etawaع**" creates a more centralized database for volunteers across Egypt

This is a sort of general message to the organizers and the governing bodies and any other institutions who want to organize an event, we simply say to them that we offer a database at their disposal anytime.

- It provides a communication solution within the sporting event which facilitates the process.

This mainly talks to the federations and the hosts of a sporting event; this platform will ease the communication process between you and your volunteers within the event.

- We give you a place where you can apply for every sporting event coming up

This is exclusively for the volunteers, we communicate to them saying that we offer you a place where you can find direct links to apply to any sporting event, whether we sponsor that event or not.

5.3. Communication Objectives

- By using our personal connections, we aim to get the word out within the sports field -first- that this idea will help the entire process in Egypt.

- At the same time, we will use social media campaigns to create awareness and reach for the people who want to volunteer.

- Once we have both sides on board, it is important to keep them interested by emphasizing on our recent deals.

- After that, we create an image for "**Etawaع**" saying that it helps in connecting people in the sports field and it makes everything easy.

- Now we construct an image that no sporting event can be done without "**Etawaع**"

5.4 External Communication: (Channels of communication)

Communication is a very important process, and it can be done through various channels, we here at "**Etawaع**" see that the most relevant channels for us are:

- Website
- Social media (Facebook, Instagram, Twitter, Clubhouse)
- Online Ads.
- Direct mail
- Press releases
- Roll ups and flyers
- E-newsletters
- Booths / counters

5.5. Internal Communication

We are five people running "**Etawaع**", with almost all backgrounds needed to run this company, so we keep the internal communication process to the minimum between us and that makes it a very easy one.

Since we are only five, we've created a "WhatsApp" group to ease the communication process between us.

Also we maintain a meeting weekly through "Zoom", to keep ourselves updated.

5.6. Corporate Social Responsibility outreach: (CSR)

We at "**Etawaε"** value what we do, as we aim to raise awareness on the importance of volunteering in sports, we also emphasize on this importance to the community we are living in.

So we plan to put our resources into action by making it available to all the charity and social-work organizations and initiatives that host any kind of events in which volunteers are needed, also we will give the opportunity to the volunteers themselves to choose to volunteer in those events as we are going to put a "community" button in our platform that contains events and initiatives to enable anyone who wants to give back to their community to do so.

"**Etawaε**" also has an objective to help and assist in maintaining youth engagement in society by developing a yearly flexible calendar with all the CSR events we will be supporting bearing in mind CSR events such as Orphan Days first Friday in April, Ramadan, etc..

This being said, we already contacted one of the largest initiatives out their which is "VeryNile" to start with, "VeryNile" is the first initiative to develop sustainable means to clean the Nile while raising awareness on the importance of protecting our environment, it interlaces social and environmental impact and develops eco-friendly solutions to remove inorganic waste from the river.

In doing this, "VeryNile" mainly rely on volunteers, and since their inception they have engaged 3,800 volunteers in cleaning activities in Cairo, Luxor, Minya, and Qanater.

Also we are looking to communicate in other directions like:

- Giving free sponsorship packages for CSR companies like "Neya",To provide volunteers for any of their events
- Organize events with sport organizations on international days such as World bicycle day on June 3rd etc..

6. Funding & Financial Plan

6.1. Introduction:

Just like any other startup will take a place in the market, we will go through four different phases, each phase we will be evaluated by a different set of (KPIs) Keep performance indicators.
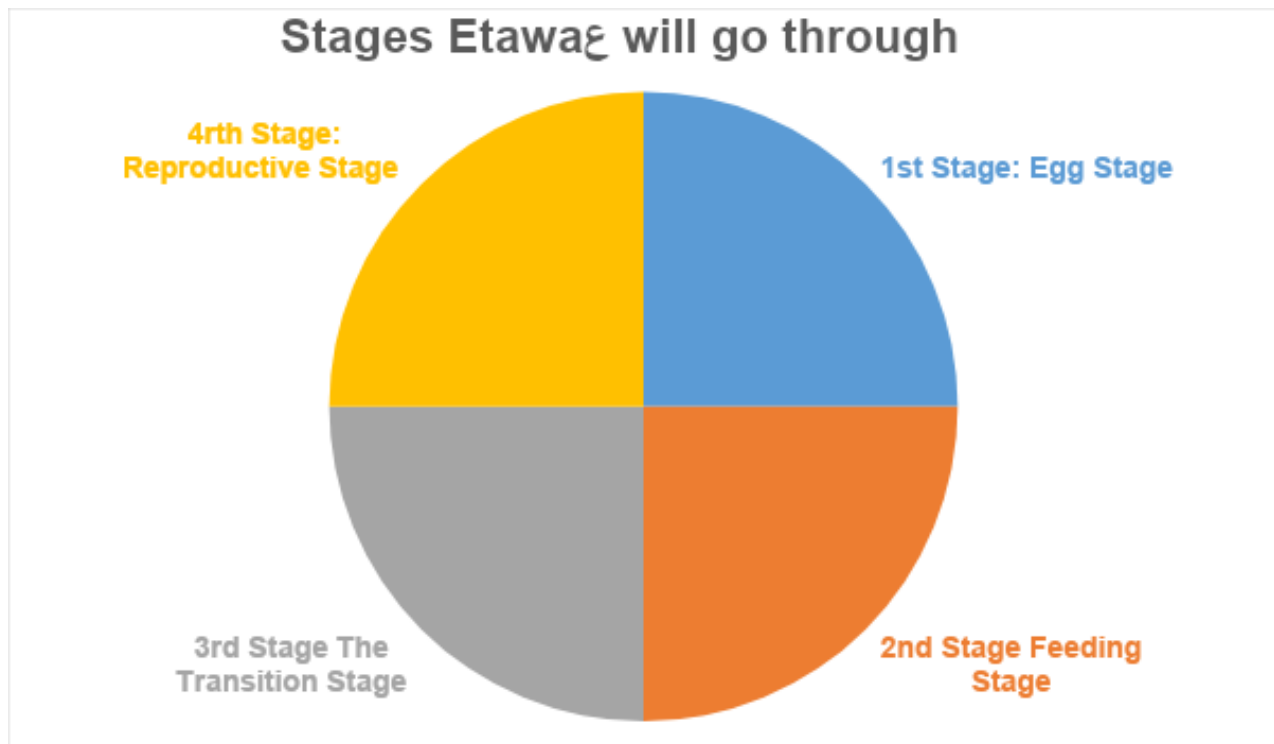
- **1st Stage: Egg Stage:**

  Our First baby step will be represented through webinars & online workshops that will be held 100% virtually online.
  These webinars its main objectives and the outcomes we will extract from it:
    - Awareness
    - Connect volunteers with professional Arab and foreign volunteers, to discuss different bases of expertise.
    - Going deep in market research & practicing in reality.
    - Discussing volunteers and originations problems.

- Set solution demo through our website.
- Lead Generation and understanding our users (Demographics, education, skills).

2nd Stage: the Feeding Stage

In this stage we will go through Accelerator that will offer us three- to four-month different programs of mentorship, training and business support.

Example of accelerators in Egypt:

1- TIEC Accelerator

2- Flat6Labs Accelerator

3- Fekretak Sherketak

- **3rd Stage: The Transition Stage**

Venture capital funds are among the most important sources of funding for start-ups in the Middle East.

Venture capital funds normally provide sustainable managerial contributions to the ventures.

It's an alternative source of bank loans. As Startups, we can achieve & obtain success, through obtaining financing, which not traditionally done through banks, where the bank receives interest in exchange for companies obtaining credit, but the opposite is true in light of the growth of financing companies that pump strong investments in emerging companies in The various stages of its growth in exchange for a return on profits.

Investing in the pre-seed stage, is investing in the early stages of product or service production, where our startup needs to start its establishment product development, and startups at this stage need funding to support their launch in the market and enhance sales volume, and the allocated funding for these companies is low compared to other investment stages.

- Low return in interest (does not exceed 10% of interest);
- Managerial advice;
- Accelerators & workshops;
- Availability in investing in (Pre-seed stage).

- **Number of VCs in Egypt:**
The total number of VCs in Egypt is more than 114.

Mainly there are 4 main VCs investing in sports technology and we will be picking the relevant one to our business:

- o Endure Capital
- o Falak Capital
- o 4Dx Ventures
- o 500 startups

- **4th Stage: The reproductive stage**

  After going through the mentioned above stages, this stage is called the gaining results stage.

- **Equation:**

  R (e,i) = αe + βi

  The net (R)eturn (entrepreneurial effort + Venture capitalist effort) = managerial value of entrepreneurial effort in the successful state + managerial value of VC effort.*(white paper: Financing entrepreneurship: Venture Capital Versus Bank Financing)*

  Simply, venture capital funds act as partners/investors not only as creditors, so we share together the profits and the losses.

- **According to *African Tech Startup Funding Report 2020*:**

  Accelerator programs were the only funding source for more than 40% Egyptian startups that were established in 2019.

- **According to *Startup Blink Ecosystem Ranking Report 2020*:**

  There are many of venture capital funds in Egypt that are funding and supporting startups.

- *According to attractiveness Index for Venture Capital and Private Equity:*

  It is a global index issued by IESE for Business Administration at the University of Navarra in Spain. The index is concerned with measuring the attractiveness of countries to investors in venture capital and private equity, through a number of sub-indicators, namely the volume and liquidity of the capital markets in the country, investor protection and corporate governance index, and the achievement index. Taxes, economic activity index, which includes "the size of the gross domestic product, inflation rates, unemployment rate", the human and social environment index, which includes "human capital, labor market policies index, and crime index", the entrepreneurship culture index and dealing opportunities, including "the ability to innovate, Ease of doing business index, high-tech industry development index.

Egypt advanced on the Country Attractiveness Index for Venture Capital and Private Equity from the ninth place among the Arab countries and the 70th globally in 2016 to the sixth place among the 65 Arab countries globally out of 125 countries in the world in 2018.

Egypt recorded strong performance rates in 2018 in a number of indicators on a scale from (0 worst to 100 best) compared to African countries, but it still needs to improve the business environment for the bold investor in terms of capital market volume and liquidity index and to spread a better concept On the culture and opportunities of entrepreneurship in the Republic.

Conclusion:

Egypt, was able to acquire the largest number of venture capital deals in 2019 and the first half of 2020 and ranked first in the countries of the Middle East and North Africa region, and given the size of the availability of venture capital and the number and value of deals concluded during the recent period, we consider that we have potential opportunity to benefit from venture capital deals to achieve attractive profits and expansion; as a start-up, we can obtain financing more easily and at a lower cost than the traditional ones recognized in banks.

6.2. The Expected Financial statements for the project:

Financial statements, as well as Net Present Value and Payback Period, will be covered in this section. All of the figures mentioned are projections for the project during the following five years.

The Financial Statements:

Financial statements are documents that show an entity's actions and financial performance. Investors, creditors, and rivals are external consumers of this information, whereas management and staff are internal users (Weygandt et al., 2016)

1st. Income Statement:

The difference between a firm's revenues and costs over time is shown on the income statement to determine if the company is profitable or not (Weygandt et al., 2016).

We first explain the revenue breakdown before providing the income statement.

The following table (4.1) shows revenue break down

		Q4	*2022*	*2023*	*2024*	*2025*	*2026*
Ads Revenues	**Ad per click**	0.97	0.97	0.97	0.97	0.97	0.97
	Exchange rate EGP	15.64	15.47	14.59	13.75	12.87	11.32
	Ad per click EGP	15.1708	15.0059	14.1523	13.3375	12.4839	10.9804
	Expected Users	1,400	85,000	160,000	185,000	217,000	245,000
	% to click	5%	5%	5%	5%	5%	5%
	No. of Clicks	70	4,250	8,000	9,250	10,850	12,250
	Income	1,062	63,775	113,218	123,372	135,450	134,510
Sponsors	**Target audience (vols.)%**	10%	10%	10%	10%	10%	10%
	Target volunteers%	140	8,500	16,000	18,500	21,700	24,500
	EGP price per day	0	0	15	15	25	35
	# of days	92	365	365	365	365	365
	# of sponsors	0	0	2	3	5	6
	Income	0	0	10,950	16,425	45,625	76,650
Subscription	**10% volunteers**	140	8,500	16,000	18,500	217,000	245,000
	Price per volunteer	55	80	110	135	145	170
	Income	7,700	680,000	1,760,000	2,497,500	31,465,000	41,650,000
Total Revenue		8,762	743,775	1,884,168	2,637,297	31,646,075	41,861,160

Table (4.1): Revenue break down

The primary sources of money for our project are shown in this table, which comprise primarily subscriptions since they provide us with the most income, sponsors, and lastly ad revenues. In the Ads area, as the predicted number of users grows, the ad revenue grows in the years ahead. In the sponsor's area, we will begin having sponsors in the year 2023, as our project grows, and the number of users grows. Finally, in terms of subscriptions, we anticipate that federations (committees) will utilize 10% of the volunteers on our platform, resulting in a price rise as we expand. We may also provide premium memberships in the future, which include bundles with lower costs and unlimited users, to encourage federations to continue doing business with us.

Notes: we used platforms as "Tazkarti", "scult" and volunteer match through websites as Alexa and SEM rush to get an average estimated number for the expected users. Since there is no current platform in Egypt about volunteering, so we depended on tazkarti as a sport Egyptian platform (despite having different objective) and scult as a similar platform to ours and finally volunteer match.

Another note: To get the estimated exchange rate, wallet investor website was used.

The following is Pro forma income statement for this quarter and for the upcoming 5 operating years

Table 2: The income statement

	Q4 2021	2022	2023	2024	2025	2026
Revenues						
ADS revenue	1,062	63,775	113,218	123,372	135,450	134,510
Sponsorship	0	0	10,950	16,425	45,625	76,650
Subscription	7,700	680,000	1,760,000	2,497,500	31,465,000	41,650,000
Total Revenues	8,762	743,775	1,884,168	2,637,297	31,646,075	41,861,160
Expenses						
Advertising Expenses	100,000	75,000	80,000	90,000	130,000	165,000
Rent Expenses	0	0	7000	7,500	8000	8500
Depreciation expense	0	0	6,000	6,000	6,000	6,000
Salaries Expense	0	0	240,000	432,000	950,000	1,300,000
Software Maintenance	0	0	10,500	12,200	12,800	15,500
Application	0	200,000	0	0	0	0
Accumulated Amortization	62,500	112,500	112,500	112,500	50,000	0
website hosting expense	150,000	0	0	0	0	0
Utilities Expense	0	0	23,000	24,000	25,000	27,000
Miscellaneous expenses	0	7,500	5,700	4,250	5,200	9,600
Total Expenses	312,500	395,000	484,700	688,450	1,187,000	1,531,600
Net Income before tax	(303,738)	348,775	1,399,468	1,948,847	30,459,075	40,329,560
Less: income tax expense	-	78,474	314,880	438,491	6,853,292	9,074,151
Net Income	**(303,738)**	**270,301**	**1,084,588**	**1,510,356**	**23,605,783**	**31,255,409**

Table 4.2: the income statement

As previously stated, we have a net loss in quarter 4 since our expenditures exceed our revenues due to software installation and webhosting costs, as well as the fact that we are new to the market and are still attempting to recruit volunteers to our platform, so we spend more for the advertising campaign. Furthermore, we begin by operating from our residences since all of our work is done online and we want to keep our costs low, so there is no need for rent at that time. Then, in the following year (2022), we start to see a rise in net income as we aim to grow by building an application to make it simpler and more comfortable for users, which will attract more volunteers and, as a result, more federation memberships. Since we expect to be dealing with federations in several sports events as our users grow year by year and now we have sponsors, we will be hiring personnel such as web developers, accountants, HR managers, and others, as well as renting an office to hold contracts with federations and manage our project starting in 2023.

Notes:

- These volunteers may be used for charity (CSR) projects such as cleaning the Nile of plastic bags and bottles, arranging an orphanage day, and so on.
- Application and software amortization is projected to take four years.

2nd Balance Sheet (Financial Position):

It is a financial statement that conveys the company's assets, liabilities and shareholder's equity at a particular point of time (Tracy, 2008). The following table shows the expected assets, liabilities and owner's equity for the coming 5 years.

Table 4.3 shows the expected balance sheet statement for the coming 5 years

Table (4.3): shows the balance sheet statement

Balance Sheet	Q4 2021	2022	2023	2024	2025	2026
Assets						
Current Assets						
Cash	8,000,000	7,508,762	8,199,333	11,550,712	18,348,714	27,641,703
Accounts Receivable	98,000	300,000	105,000	210,000	333,000	540,000
Long Term Assets						
office supplies	0	0	7500	0	0	0
Furniture	0	0	48,000	0	0	0
Accumulated Depreciation	0	0	-6,000	-6,000	-6,000	-6,000
Intangible Assets						
Website Software	250,000	0	0	0	0	0
Accumulated Amortization	(15,625)	(62,500)	(62,500)	(62,500)	-	0
Application	0	200,000	0	0	0	0
Accumulated amortization	0	(50,000)	(50,000)	(50,000)	(50,000)	0
Total Assets	**8,332,375**	**7,896,262**	**8,241,333**	**11,642,212**	**18,625,714**	**28,175,703**
Liabilities & owner's equity						
Notes (VC)payable	8,000,000	7,743,080	7,378,871	7,000,913	6,711,898	6,330,289
salaries and wages payable	-	-	240,000	432,000	950,000	1,300,000
tax payable	-	-	189,967	351,574	540,225	695,678
Total liabilities	**8,000,000**	**7,743,080**	**7,808,838**	**7,784,487**	**8,202,123**	**8,325,967**
Owner's Equity	**332,375**	**153,182**	**432,495**	**3,857,725**	**10,423,591**	**19,849,736**
Total Liabilities & Owner's Equity	8,332,375	7,896,262	8,241,333	11,642,212	18,625,714	28,175,703

Table (4.3): The statement of balance sheet

Table 4.3 Our initial cash includes an investment of $8 million from a venture capitalist in Q4 as a fund for our business, which will be paid out at a rate of 10% of net income (i.e. only in years when we make a profit), as well as accounts receivable and website software. We want to develop and expand in 2023, therefore we will rent a space to manage our project and acquire furniture and office supplies as needed, as well as recruit staff. In terms of our obligations, we have the VC payment, the salary that needs to be paid for our staff, and the taxes that need to be paid (at a rate 22.5 percent).

3. Cash Flow Statement

It's a financial statement that depicts and summarizes the company's cash inflows and outflows, or how the firm generates cash to fund its commitments and run its activities.

The following is the expected cash flow statement for the next 5 years

Cash Flow statement	Q4 2021	2022	2023	2024	2025	2026
Income from operations Activities						
Cash Receipts from						
Ads	1,062	63,775	113,218	123,372	135,450	134,510
Sponsors	-	-	10,950	16,425	45,625	76,650
Subscriptions	7,700	1,160,000	5,060,000	10,125,000	14,311,500	19,550,000
	8,762	**1,223,775**	**5,184,168**	**10,264,797**	**14,492,575**	**19,761,160**
Cash Paid For						
General operating expenses	100,000	82,500	115,700	125,750	168,200	210,100
Taxes	-	186,474	1,057,380	2,154,678	3,037,404	4,167,351
Salaries Expenses	0	0	240,000	432,000	950,000	1,300,000
	100,000	**268,974**	**1,413,080**	**2,712,428**	**4,155,604**	**5,677,451**
Net Flow from operations	-91,238	954,801	3,771,088	7,552,369	10,336,971	14,083,709
Income from Investing Activities						
Cash receipts from						
Sale of property and equipment	0	0	0	0	0	0
Sale of investment securities	0	0	0	0	0	0
Cash paid for						
Purchasing Furniture	0	0	45,000	0	0	0
Purchasing Software	250,000	0	0	0	0	0
Mobile Applications	0	200,000	0	0	0	0
Purchasing Web hosting Domain	150,000	0	0	0	0	0
Software maintenance	0	0	10,500	12,200	12,800	15,500
	400,000	**200,000**	**55,500**	**12,200**	**12,800**	**15,500**
Net Flow from Investing Activities	(400,000)	(200,000)	(55,500)	(12,200)	(12,800)	(15,500)
Income from Financing Activities						
Cash receipts from						
Issuance of stock	0	0	0	0	0	0
Funds from VCs	8,000,000	0	0	0	0	0
Cash paid for						
Repayment of VC funds (10%)	0	64,230	364,209	742,167	1,031,182	1,412,791
Dividends (5%)	-	-	-	-	-	706,395
Net Flow from Financing Activities	**8,000,000**	**(64,230)**	**(364,209)**	**(742,167)**	**(1,031,182)**	**(2,153,131)**
Net Cash flow	7,508,762	690,571	3,351,379	6,798,002	9,292,989	11,915,078
Beginning Cash	-	7,508,762	8,199,333	11,550,712	18,348,714	27,641,703
Ending cash	7,508,762	8,199,333	11,550,712	18,348,714	27,641,703	39,556,780

Table (4.4): Cash flow statement

As indicated above, we have three forms of cash flow: first, cash flow from operations, which mostly consists of revenue from our business's activities, such as subscriptions, advertisements, and sponsors, after subtracting administrative costs, wages, and taxes. Second, we paid for (i.e. cash outflow alone) furniture, software and its maintenance, application, and so on in this portion. Third, cash flow from financing, which includes funds from venture capitalists after deducting VC repayments and dividends in the fifth year because we elected to keep the money and spend it in the prior years' company growth.

6.3. Feasibility study

6.3.1. The payback period

It refers to the time taken to regain the funds paid for investments (Brealey, et al.; 2011).

The following tables shows the preparation steps to know the payback period

1st: the initial investment table which shows the initial investment costs.

Description	sub total	total
Long term non depreciable		
Software	250,000	
Short term investment costs		
First working capital	540,000	540,000
Total invest costs		**790,000**

Table (4.5): initial investment cost

2nd: Debt service table

Debt service table			
Year	**Balance**	**Inst**	**Debt service**
Y-1	8,000,000	0	0
Q4	8,000,000	0	0
2022	7,743,080	64,230	64,230
2023	7,378,871	364,209	364,209
2024	7,000,913	742,167	742,167
2025	6,711,898	1,031,182	1,031,182
2026	6,330,289	1,412,791	1,412,791
Total		**3,614,579**	**3,614,579**

Table (4.6): Debt service table

Debt service= annual interest + annual installments, but there is no interest since it is a fund from the VC only and not a loan, thus the installments equals to the debt service

3rd: Current operating cash cost excluding the interest table

Current operating cash cost excluding interest						
	Q4	2022	2023	2024	2025	2026
Cash revenue	8,762	1,223,775	5,184,168	10,264,797	14,492,575	19,761,160
Less: pretax acc Net profit	(553,738)	828,775	4,699,468	9,576,347	13,305,575	18,229,560
Accounting current operating cost	562,500	395,000	484,700	688,450	1,187,000	1,531,600
Less: Annual depreciation			6000	6000	6000	6000
Less. Annual amortization	62,500	112,500	112,500	112,500	50,000	0
current operating cash cost	500,000	282,500	366,200	569,950	1,131,000	1,525,600

Table (4.7): Current operating cash cost excluding the interest table

4th: Net cash flow table from the project view

	Y-1	Q4	2022	2023	2024	2025	2026
Cash inflows:							
cash revenue	0	8,762	1,223,775	5,184,168	10,264,797	14,492,575	19,761,160
Cash outflow							
investment costs	790,000)						
current operating costs		500,000	282,500	366,200	569,950	1,131,000	1,525,600
Income tax		-	186,474	1,057,380	2,154,678	2,993,754	4,101,651
Total cash outflow		500,000	468,974	1,423,580	2,724,628	4,124,754	5,627,251
NCF (inflow - outflow)	790,000)	(491,238)	754,801	3,760,588	7,540,169	10,367,821	14,133,909
Accumulated NCF	(790,000)	(1,281,238)	(526,437)	3,234,151	10,774,319	21,142,140	35,276,049

Table (4.8): Payback period

It is clear from the preceding table that the payback period in 2023 will have a positive cumulative NCF.

6.3.2. Net Present Value (NPV):

The difference between the present value (PV) of cash inflows and outflows over a period is shown as net present value (NPV), which is used in investment planning to determine whether a project is profitable or not (Brealey, et al.; 2011).

If the project has a positive net present value (NPV), it is lucrative since the discounted PV of future cash flows is positive; nevertheless, if the project has a negative net present value (NPV), it is a failure. The NPV of our project is shown in the table below.

Table (4.9): the NPV of the project

	1	2	3(1x2)
Years	**PV of LE 1 at a Discount rate (9%)**	**Net Cash Flow**	**Present Value of Net Cash Flow**
Establishment (Y-1)	1	(790,000)	-790,000
Operation Period Q4	0.917	(491,238)	-450,465
Operation Period 2022	0.842	754,801	635,542
Operation Period 2023	0.772	3,760,588	2,903,174
Operation Period 2024	0.708	7,540,169	5,338,440
Operation Period 2025	0.65	10,367,821	6,739,084
Operation Period 2026	0.596	14,133,909	8,423,810
NPV of the Project			**22,799,584**

Table(4.9): The NPV of project

As can be seen in the table above, the project's net present value (NPV) is positive, indicating that the project is lucrative.

7. Legal & Terms and Conditions

7.1 Corporate Structure:

As per our company's objective, target and goals.

Our company will be (LLC) Limited Liability Company that will be subject under *Investment law no. 72/2017*, which is the general law of application.

Following the required procedures:

I. The required documents of our company establishment, include:

       1. Original certificate of non-confusion.

       2. Powers of attorney from all shareholders (minimum 2 shareholders) in respect of limited liability companies.

       3. Copies of valid personal ID of shareholders.

       4. Original certificate indicating that the company's auditor is listed at the Registry of accountants and auditors.

       5. The application provided by **GAFI.**

       6. Stamped articles of association. - Exempted under investment law no.72/2017

       7. Notarized lease contract. (Title deed for the company's premises)

II. If the company's capital is EGP 50,000, then the following fees shall be paid:

- Notary public fee: 0.25% of capital - Exempted under investment law no.72/2017
- Establishment fees: 0.1% of capital according to Article 17 (d) of the Companies Law)
- Commercial Syndicate fee: for capital less than or equal to EGP 500,000.
- Chamber of Commerce fees: 0.2% of capital.
- Commercial registration: around EGP 250
- Lawyer's syndicate fee: 1% of contract value.

III. Taxes that shall be paid after the company establishment:

- **Corporate Tax Rate:** 22.5% in 2021.
- **Personal tax rate:** 25% in 2021.
- **Indirect (Individual) tax rate:** 14% in 2021.

IIII.   The Company shall be established under Investment Law no. 72/2017 for the following incentives:

- Under the above mentioned law, the company shall be exempt from stamp duty tax and notary public fees after company commercial registration for five years.
- Deduction up to 10% from our net profit (income tax) when we allocated to (CSR) Corporate Social Responsibility projects, such as the following:
  a. **Environment protection and enhancement** (Campaign to clean the Nile from waste) under supervision and by collaboration with The Ministry of Youths and Sports, The Ministry of Environment, The Ministry of Health.
  b. **Health & Social Services** (blood donations) - (57357 hospital) under supervision and by collaboration with The Ministry of Youths and Sports & the Ministry of Health.

Egyptian Data Protection Law no. 151/2020

Due to the remarkable rapid development day by day in the technology sector and especially technologies which are based on collecting data and information about users. "**Etawaع**" respects the responsibility we are handling, regarding data collection from our possible and potential users.
As we are acting as **middlemen** (**third party**) providing services to our platform users.

We "**Etawaع**" acknowledge that we are going to take adequate care in collecting and using the uploaded data by **the consent** of users.
In any and all data regarding our users in our platform (Website - Mobile App - Facebook).

The Egyptian Protection Data law no. 151/2020 defines personal data as **"any information relating to any natural person that can be recognized directly or indirectly by reference to an identifier such as a name, voice, a picture, an identification number, an online identifier, or any other data specific to the physiological, health, economic, cultural, or social identity of that person."**
- The main principles that are included in the mentioned above law, which we will follow are:
- Using Personal data collected through our "**Etawaع**" platform" only for specific and legitimate purposes by the consent of users.
- Personal data of users will be collected securely after signing terms and conditions policy.
- Data collecting in general done through our "**Etawaع**" platform will be for lawful purposes, and in a manner suitable for its intended purpose. For instance and not exclusive (developing volunteers through understanding first their main gaps between then and event managers/local sports federation).

7.2 Terms and Conditions:

Welcome and thank you for using our Platform "**Etawaξ**" By using our services you are agreeing to these terms. Please read these terms and conditions carefully before using our website and the mobile application operated by "**Etawaξ**".

Additional terms will be available with the relevant services we are providing, and those additional terms become part of your agreement with us if you use those services.

Contractual Relationship

These terms of service constitute a legally binding agreement (the "Agreement") between you (user) and "**Etawaξ**" platform (company).

This Agreement governs your use of the "**Etawaξ**" application, website, technology platform (collectively, under "**Etawaξ**" platform).

Your access and use of the "**Etawaξ**" Platform constitutes your agreement to be bound by this Agreement, which establishes a contractual relationship between users and "**Etawaξ**".

"**Etawaξ**" may immediately terminate this Agreement with respect to you, or generally cease offering or deny access to the "**Etawaξ**" platform or any portion thereof, at any time for any reason without notice.

"**Etawaξ**" may amend this Agreement from time to time. Amendments will be effective upon "**Etawaξ**"'s posting of an updated Agreement at this location or the amended policies or supplemental terms on the applicable Service. Your continued access or use of the "**Etawaξ**" platform after such posting constitutes your consent to be bound by this Agreement, as amended.

Our collection and use of personal information in connection with the "**Etawaξ**" Platform is as provided in "**Etawaξ**"'s Privacy Policy and under supervision of The Egyptian Protection Data law no. 151/2020.

The Platform

The "**Etawaξ**" Platform provides a digital network which functions as a services providers place where persons ("Users") who seek to be connected and involved in local sport events, with a wide range of economic, social, cultural and community benefits.

Providing these services will include the following users ("Event Organizers" for instance) or companies represented in ("Event managers") who will be provided the Services. Each User shall create a User account that enables access to the "**Etawaξ**" Platform.

"**Etawaξ**" is acting as a third party, middlemen between both mentioned above users.

<u>License</u>

Subject to your compliance with this Agreement "**Etawaع**" grants you a limited, non-exclusive, non-sub-licensable, revocable, non-transferable license to:

(i) Access and use the "**Etawaع**" Platform on your personal device solely in connection with your use of the "**Etawaع**" Platform.

(ii) Access and use any content, information and related materials that may be made available through the "**Etawaع**" Platform, in each case solely for your personal, non-commercial use.

Any rights not expressly granted here are reserved by "**Etawaع**"

7.3 "Etawaع" Code of Conduct:

Be patient and courteous.

Be inclusive. We welcome and support people of all backgrounds and identities. This includes but is not limited to members of any sexual orientation, gender identity and expression, race, ethnicity, culture, national origin, social and economic class, educational level, color, immigration status, sex, age, family status, political belief, religion, and mental and physical ability.

Be considerate. We all depend on each other to produce the best work we can as a company. Your decisions will affect clients and colleagues, and you should take those consequences into account when making decisions.

Be respectful. We won't all agree all the time, but disagreement is no excuse for disrespectful behavior. We will all experience frustration from time to time, but we cannot allow that frustration to become personal attacks. An environment where people feel uncomfortable or threatened is not a productive or creative one.

Choose your words carefully. Always conduct yourself professionally. Be kind to others. Do not insult or put down others. Harassment and exclusionary behavior aren't acceptable. This includes but is not limited to: - Threats of violence. - Discriminatory jokes and language. - Sharing sexually explicit or violent material via electronic devices or other means. - Personal insults, especially those using racist or sexist terms. - Advocating for, or encouraging, any of the above behavior.

Do not harass others. In general, if someone asks you to stop something, then stop. When we disagree, try to understand why. Differences of opinion and disagreements are mostly unavoidable. What is important is that we resolve disagreements and differing views constructively.

Our differences can be our strengths. We can find strength in diversity. Different people have different perspectives on issues, and that can be valuable for solving problems or generating new ideas. Being unable to understand why someone holds a viewpoint doesn't mean that they're wrong. Don't forget that we all make mistakes and blaming each other doesn't get us anywhere. Instead, focus on resolving issues and learning from mistakes.

As your employer "**Etawaع**" has certain expectations of you:
- ✓ be present at work as required
- ✓ maintain agreed standards of performance
- ✓ comply with health and safety policies and procedures
- ✓ comply with all lawful and reasonable instructions
- ✓ maintain set standards of integrity, conduct, and concern for the public interest
- ✓ demonstrate commitment to "**Etawaع**" vision, values, and goals
- ✓ be active in your self-development
- ✓ Adhere to your delegations, not exploiting or abusing any power or authority accorded to you because of your role. Authority includes statutory, delegated, and administrative authorities
- ✓ not give any false information or make any false declaration
- ✓ Maintain the standard of dress and general appearance required in your workplace.

What you shall expect from "**Etawaع**":
- ✓ clear statements of duties and expectations
- ✓ regular and appropriate communication and feedback about work performance
- ✓ a safe and healthy workplace and work processes
- ✓ good working conditions including freedom from harassment or discrimination
- ✓ appropriate training and equipment
- ✓ equal employment opportunities
- ✓ opportunities for development

1st Principle:

Employees should always maintain proper standards of integrity, conduct, and professionalism. "**Etawaع**" and its stakeholders, and the job holder's professional colleagues have a right to expect that personal integrity, respect for people, impartiality, and respect for the law will be always demonstrated, together with technical expertise, personal effectiveness, and continuing professional development.

2nd Principle:

Employees should perform their duties honestly, faithfully, and efficiently, respecting the rights of the company, partners, and clients. You should carry out your duties in an efficient and competent manner in compliance with the policies and prescribed operating standards and procedures of the company.

8. Crisis Management

Crisis is defined by Arjen Boin as "A low-probability, high-impact event that threatens the viability of the organization and is characterized by ambiguity of cause, effect, and means of resolution, as well as by a belief that decisions must be made swiftly" (2008, P3)

Hence why crisis management is important, Arjen Boin views crisis management as "Efforts that are effective when operations are sustained or resumed (i.e., the organization is able to maintain or regain the momentum of core activities necessary for transforming input to output at levels that satisfy the needs of key customers), organizational and external stakeholder losses are minimized, and learning occurs so that lessons are transferred to future incidents" (2008, p.3).

8.1. Internal Crisis

1. To avoid getting hacked vitals actions must be taken as recommended by Malcare.com:
   - Install a good firewall: At its core, a firewall is code that identifies malicious requests. Every request for information made to your website first goes through the firewall. If the firewall detects that the request is malicious or being made from an IP address that is known to be malicious, the request gets blocked instead of being processed.
   - Install SSL and use HTTPS on our website: Secure Sockets Layer (SSL) certificate, is a security protocol that encrypts all communication to and from a website. Installing one will ensure that even if a hacker intercepts data from our website, they'll never be able to understand what it is. Regular maintenance and updating the software.
   - Use an activity log: Activity logs will tell us what is happening on our site, and we can then evaluate whether these actions are legitimate or not.
   - Take regular backups
   - Implement 2FA: Two-factor authentication (2FA) is a security measure that adds another device or token that you must have access to login, in addition to your password.

- Limit Login Attempts.
- Select a good web host

2. Insufficient use of funds which might lead up to not having enough cash flow to maintain the business hence we will need to sell part of the company or add another partner

3. A dispute on company direction between the founders

8.2. External Crisis

1. Pandemic: As currently the world is unstable due to the pandemic events and other major gatherings could be cancelled or limited hence numbers of volunteers needed could decrease or won't be needed
2. Economic Recession: Could lead up to cancellation of events due to funds or other reasons
3. Security Instability: Due to internal security issues in the country, not all competitions permit attendees hence we need to monitor the situation carefully
4. Political Instability in the region: Could minimize the region hosting big events

9. Long Term Plan

In 5 years:

- Expand operations to 2-3 GCC countries.
- Offer official and accredited training for volunteers.
- Expand the database to reach 0.5 million users.
- Be the main platform for sports volunteers and sports committees for events in 2026 in the Middle East and Africa.
- Adjust the platform as we go to capitalize on market trends
- Reaching a 90% satisfaction rate from both volunteers and sports committees by conducting a market survey

<u>References</u>

<u>Journals</u>

Ali, E.M., Shabaan, S.A., Soliman, A.I., El Shenawy, A.S., (2014). "Characterization of chemical water quality in the Nile River" Egypt. International journal of pure and applied Bioscience vol, 2 (3), pp. 35–53**.**

Baker, R., J.M. Brick, N.A. Bates, M. Battaglia, M.P. Couper, J.A. Dever, K.J. Gile, and R. Tourangeau. 2013. Non-probability sampling. Report of the AAPOR task force on non-probability sampling. Accessed on 4/6/2021

Bekkers, R.; Ingen, E.V.; Wit, A.D. and Groenou, M.V. (2016). "Why Do People Volunteer? A Review of the Literature", Paper presented at the 45th ARNOVA Conference, November 17-19, Washington DC.

Berk, (2018). "Youth Volunteerism: A Key to Creating Lifelong Change" https://pj.news.chass.ncsu.edu/2018/01/15/youth-volunteerism-a-key-to-creating-lifelong-change/.

Brodie, E., Cowling, E., Nissen, N., Paine, A.E., Jochum, V. and Warburton, D. (2009). "Understanding participation: A literature review". *London: Institute for Volunteering Research / Involve / NCVO*

Clary, E. G., Snyder, M., Ridge, R. D., Copeland, J., Stukas, A. A., Haugen, J., & Miene, P. (1998). Understanding and assessing the motivations of volunteers: A functional approach. *Journal of Personality and Social Psychology*, vol.74, pp.1516-1530*.*

Desai, S. and Reimers, S. (2018). "Comparing the use of open and closed questions for Web-based measures of the continued-influence effect", *Behavior Research Methods*, vol. 51, pp.1426–1440.

Filo, K., Lock, D., and Karg, A.(2015). Sport and social media research: A review. Sport Management Review, vol. 18, pp. 166–181

Krajňáková, E.; Šimkus, A. and Pilinkiene, V. (2018). "Analysis of barriers in sports volunteering", *Journal of International Studies*, vol. 11(4), pp. 254-269.

Lee, J., and Kim, S. (2018). "Citizens-participation on agenda setting in local governance: Do individual social capital and e-participation management matter?" *Public Management Review*, vol.20, pp. 873–895.

Musick, M. & Wilson, J. (2008). Volunteers: A Social Profile. Bloomington: Indiana University Press.

Noordegraaf, M.A and Celebi, M. (2015). "The challenges of volunteering during international sport organizations/events", *International journal of human science*, Vol. 12 (1), pp:1264- 1279.

Paine, A.E., McKay, S. & Moro, D. (2013). "Does volunteering improve employability? Insights from the British Household Panel Survey and beyond". *Voluntary Sector Review*, vol. 4, pp. 355-367.

Ringuet, C. Cuskelly, D.; Zakus, G. and Auld, C. (2008). (2008)." Volunteers in Sport Issues and Innovation: A report prepared for NSW Sport and Recreation", Griffith Business School, Queensland,Australia,

Roche, M. (2000). "Mega-events: Olympics and expos in the growth of global culture", London: Routledge

Saura, J. R., Palos-Sanchez, P., & Velicia-Martin, F. (2020). What Drives Volunteers to Accept a Digital Platform That Supports NGO Projects? Frontiers in Psychology, 11. doi:10.3389/fpsyg.2020.00429

Stebbins, R. A. (2001). "Volunteering mainstream and marginal: Preserving the leisure experience". UK: Leisure Studies Association, pp.1-10.

Studer, S. & Von Schnurbein, G. (2013). "Organizational Factors Affecting Volunteers: A Literature Review on Volunteer Coordination". *Voluntas*, vol. 24: pp.403-440.

Stukas,A.; Snyder, M.; clary,E. (2016). "Understanding and encouraging volunteerism and community involvement", *The Journal of Social Psychology* ,Vol. (156), Iss: 3, pp:243-245.

UN volunteers (2011). Annual Report 2011: Volunteering for our Future. Available at: https://www.unv.org/sites/default/files/UNV_Annual_report_2011_en_web.pdf , Accessed on: 6/11/2021.

Yeung, J.; Zhang, Z. and Kim, T. (2018), "Volunteering and health benefits in general adults: cumulative effects and forms", BMC public health, vol.18 (1).

Books

Brealey, R.; Myers, S.; Allen, F. (2011). Principles of Corporate Finance, Tenth Edition, McGraw-Hill/Irwin, Newyork.

Cuskelly, G., Hoye, R, and Auld, C (2006). Working with Volunteers in Sport: Theory and Practice. London: Routledge.

Cochran, W.G. 1977. Sampling techniques. 3rd ed. New York: John Wiley and Sons

Fink, A. (2002). How to Sample In Surveys. Second Edition, UCLA, Los Anglos, USA.

Tracy, J. A. (2008), "Accounting for dummies", 4th Edition, Hoboken, N.J. : Wiley incorp.,

Weygandt, J.; kemmel, P.D; Kieso (2016). Accounting Principles, 12th Edition. Wiley and sons Inc.

Websites:

Andres, & Andres, por. (2021, January 4). *Antigo Estádio Fictício - Arena do clube de futebol modelo 3D*. Old Stadium Model #d. Retrieved June 11, 2021, from https://www.turbosquid.com/pt_br/3d-models/fictional-old-stadium---model-1673140.

Average salary in Egypt 2021. The Complete Guide. (2021). Retrieved June 14, 2021, from http://www.salaryexplorer.com/salary-survey.php?loc=64&loctype=1.

Behavioral segmentation: Definition and characteristics. QuestionPro. (2021, March 31). Retrieved June 11, 2021, from https://www.questionpro.com/blog/behavioral-segmentation/.

Coronavirus cases worldwide. Worldometer. (2021). Retrieved June 12, 2021, from https://www.worldometers.info/coronavirus/.

Demographic segmentation: Importance, how-to guide, Template, and advantages. QuestionPro. (2021, March 9). Retrieved June 11, 2021, from https://www.questionpro.com/blog/demographic-segmentation/.

Geographic segmentation: Definition, characteristics and examples. QuestionPro. (2018, December 10). Retrieved June 11, 2021, from https://www.questionpro.com/blog/geographic-segmentation/.

Get measurable results from online marketing. Semrush. (n.d.). Retrieved June 12, 2021, from https://www.semrush.com/.

A Global Foreign Direct Investment Country Attractiveness Index. A Global Foreign Direct Investment Country Attractiveness Index - Ben Jelili Riadh. (n.d.). Retrieved June 16, 2021, from http://www.fdiattractiveness.com/.

How to protect website from hackers and secure it easily. Malcare. (2021, October 6). Retrieved June 12, 2021, from https://www.malcare.com/blog/how-to-protect-website-from-hackers/.

Kemp, S. (2021, November 4). *Digital in Egypt: All the statistics you need in 2021 - DataReportal – global digital insights*. DataReportal. Retrieved June 11, 2021, from https://datareportal.com/reports/digital-2021-egypt.

Keyword Research, competitor analysis, & website ranking: Alexa. Alexa.com. (2020, October 7). Retrieved November 29, 2021, from http://www.alexa.com/.

KPMG. (n.d.). *Corporate tax rates table*. KPMG. Retrieved June 14, 2021, from https://home.kpmg/xx/en/home/services/tax/tax-tools-and-resources/tax-rates-online/corporate-tax-rates-table.html.

Market Segmentation, Targeting and Positioning. (n.d.). Retrieved June 11, 2021, from https://www.goodfellowpublishers.com/free_files/Chapter%205-b43314c31e957990e2f4f0d11812019d.pdf.

Mobile app Download Statistics & Usage Statistics (2021). BuildFire. (2021, August 28). Retrieved June 11, 2021, from https://buildfire.com/app-statistics/.

Psychographic segmentation: Examples & Advantages. QuestionPro. (2021, July 14). Retrieved June 11, 2021, from https://www.questionpro.com/blog/psychographic-segmentation/.

USD to EGP forecast: Down to 15.074? dollar to Egyptian pound analysis, converter, live exchange rates and prediction, long-term & short-term forex (FX) prognosis. Walletinvestor.com. (n.d.). Retrieved June 8, 2021, from https://walletinvestor.com/forex-forecast/usd-egp-prediction.

Volunteers in sport: Motivations and commitment to volunteer roles. Aspetar Sports Medicine Journal - Volunteers in sport: Motivations and commitment to volunteer roles. (2021). Retrieved June 11, 2021, from https://www.aspetar.com/journal/viewarticle.aspx?id=30#.YIx69y0Rob2.

The World Bank In Egypt. World Bank. (n.d.). Retrieved June 11, 2021, from https://www.worldbank.org/en/country/egypt.

Reports:

Financing entrepreneurship: Venture Capital Versus Bank Financing

African Tech Startup Funding Report 2020

Startup Blink Ecosystem Ranking Report 2020\

where to invest in Africa 2019

<u>**Appendix**</u>

Appendix A: Fans' Survey

1. Gender
   - a. Male
   - b. Female
2. Age
   - a. Below 18
   - b. 18-24
   - c. 25-34
   - d. 35-44
   - e. Above 45
3. City of Residence
4. Level of Education
   - a. School Degree
   - b. College Degree
   - c. Postgraduate Degree (i.e Masters, PhD)
5. Current Job Status
   - a. Student
   - b. Employed
   - c. Self-Employed
   - d. Freelancer
5. Are you passionate about sports?
   - a. Yes
   - b. No
6. Have you volunteered in any sporting event before?
   - a. Yes
   - b. No
7. Have you thought about volunteering in any sports event before?
   - a. Yes
   - b. No
8. Why didn't you volunteer before?
   - a. Didn't know about the event
   - b. Didn't know where to apply
   - c. Already registered but wasn't selected
   - d. Already selected but couldn't make it

9. Would you sign up for an online platform that contains all the information about sport events that need volunteers?

      a. Yes

      b. No

10. Have you attended any sports event as a spectator/fan?

      a. Yes

      b. No

11. What problems did you face regarding volunteers and event organizing in general?

12. As a fan/spectator, what do you suggest in order to improve the fan experience in sport events?

Appendix B: Volunteers' Survey

1. Gender

      a. Male

      b. Female

2. Age

      a.18-24

      b.25-35

      c.36-44

      d.Above 45

3. Level of Education

      a.School Degree

      b.College Degree

      c.Postgraduate Degree

4. City of Residence

5. Are you passionate about Sports?

      a.Yes

      b.No

6. How many sports events did you volunteer at?

      a. 1-3

      b. 4-8

      c. Above 8

7. Have you volunteered in any international Sports event abroad?

      a.Yes

      b.No

8. How did you know about these events?

      a.Word of Mouth

b.Social Media

c.TV & Radio

d.Printed Media (Brochures, flyers, etc.)

e.Offline Campaigns

9. Do you receive training before the event?

a.Yes

b.No

c.Sometimes

10. What roles do you usually apply for?

a. Media & Communications

b. Accreditation

c. Spectators Services

d. Accommodation & Hospitality

e. Transportations

f. Medical & Anti-Doping

g. Ceremonies & Flags

h. Marketing & Sponsorship

i. Team Liaison Officers (TLO)

k. Logistics & Catering

k.VIP & Protocol

11. How do you communicate during the event?

a. Phone calls

b. Whatsapp

c. Zello

d. Walkie-talkie

12. What problems do you face during the event?

a.Pre-Communication with team leaders (Interview process, uniforms, availability of information, etc.)

b. Internal Communication (During the event)

c. Inaccuracy of financial compensation

d. Last minute decisions

13. Specify internally the problems that you face with your team?

14. Do you get feedback from your team leaders?

a. Yes

b. No

15. If yes please specify how?

16. Would you sign up for an online platform that contains all the information you will need as a volunteer before the event?

a. Yes

b. No

17. If yes please specify why?

18. Would you sign up for an online platform that regulates the internal communication between the teams during the event?

a. Yes

b. No

19. If yes please specify why?

Appendix C: Committees' Survey

1. Name

2. Email

3. Gender

4. City of Residence

5. What was your position in the last sport tournament/event?

6. What are your criteria for selecting volunteers?

a. Language and level of education

b. Age range

c. Past experience in the volunteering field

d. Availability in the event period

7. What are the difficulties you face with volunteers when organizing a sport event?

a. Collecting the data regarding the applicants

b. Inadequacy of the assigned volunteers in each team

c. Difficulty in delivering the tasks and timings to the volunteers in a simple way

d. Insufficient amount of time for training and selecting volunteers

e. Keeping daily records of the volunteers' operations

f. Issues in communication during the event

8. Do you provide feedback to volunteers after the event?

a. Yes

b. No

9. If yes, please specify how?

10. If there is an online platform that contains data for interested volunteers, would you use it for the recruiting process?

a. Yes

b. No

11. Would you use an online platform that eases the communication and the process of delivering daily operations to the volunteers?

     a. Yes

     b. No

Analysis of the surveys:

Summary of Fans' sample results

1. Gender
   a. **Male**: 74.7%
   b. **Female**: 25.3%

2. Age
   a. **Below 18**: 2.8%
   b. **18-24**: 60.5%
   c. **25-34**: 35.8%
   d. **35-44**: 0%
   e. **Above 45**: 0.90%

3. City of Residence
   a. **Cairo**: 96.40%
   b. **Alexandria**: 0%
   c. **Suez**: 0.90%
   d. **Mansoura**: 1.80%
   e. **Dakahlia**: 0.90%

4. Level of Education
   a. **School Degree:** 4.52%
   b. **College Degree:** 85.58%
   c. **Postgraduate:** 9.90%

5. Current Job Status
   a. **Student**: 36.9%
   b. **Employed**: 51.4%
   c. **Self-Employed**: 5.4%
   d. **Freelancer**: 6.3%

6. Are you passionate about sports?

4. Are you passionate about sports?

No
9.9%

9.9%

90.1%

Yes
90.1%

7. Have you volunteered in any sporting event before?

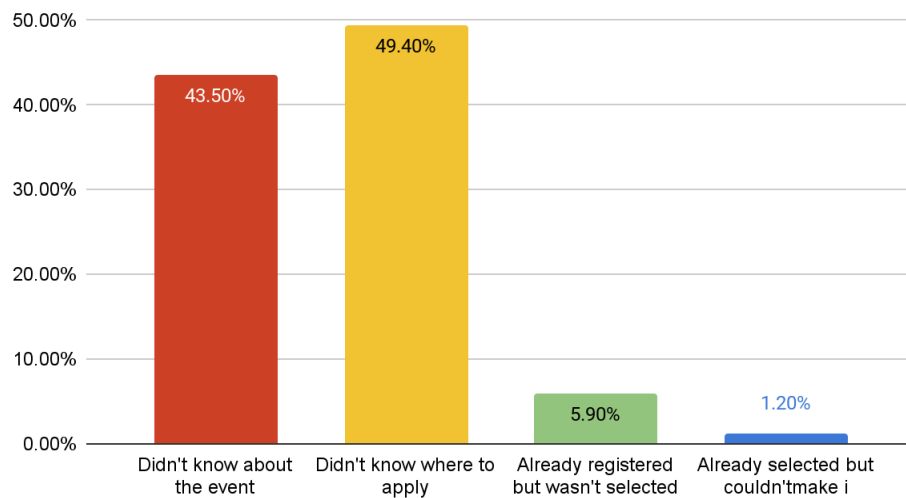## 5. Have you volunteered in any sport event before?

No
39.6%

39.6%

60.4%

Yes
60.4%
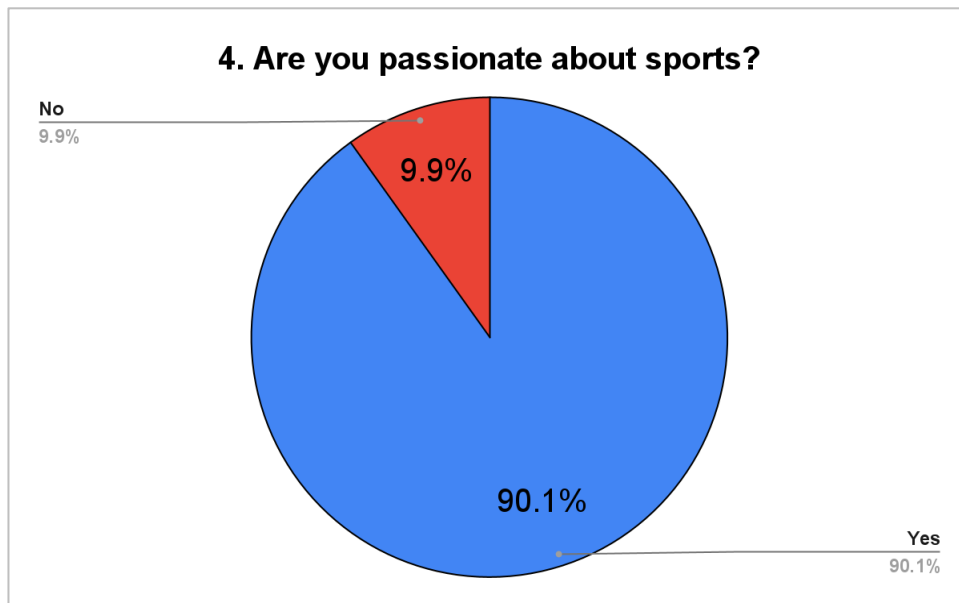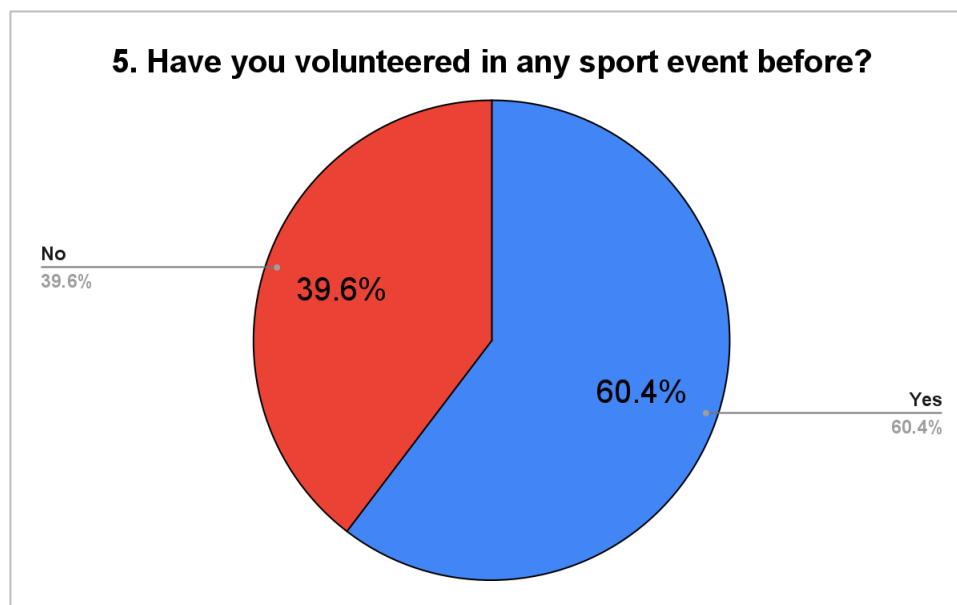
8. Have you thought about volunteering in any sports event before?

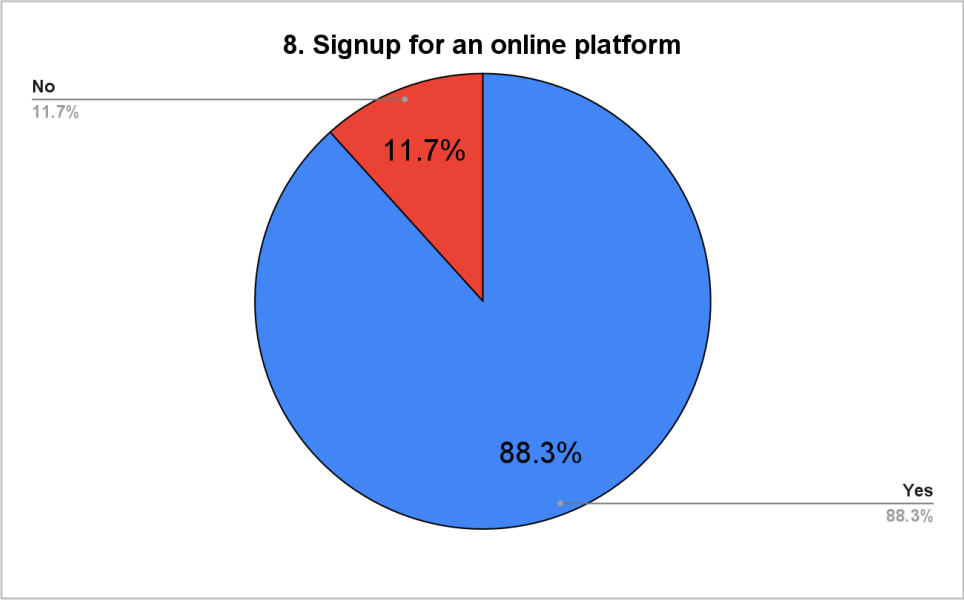**6. Have you thought about volunteering in any sports event before?**

No
48.4%

48.4%

51.6%

Yes
51.6%
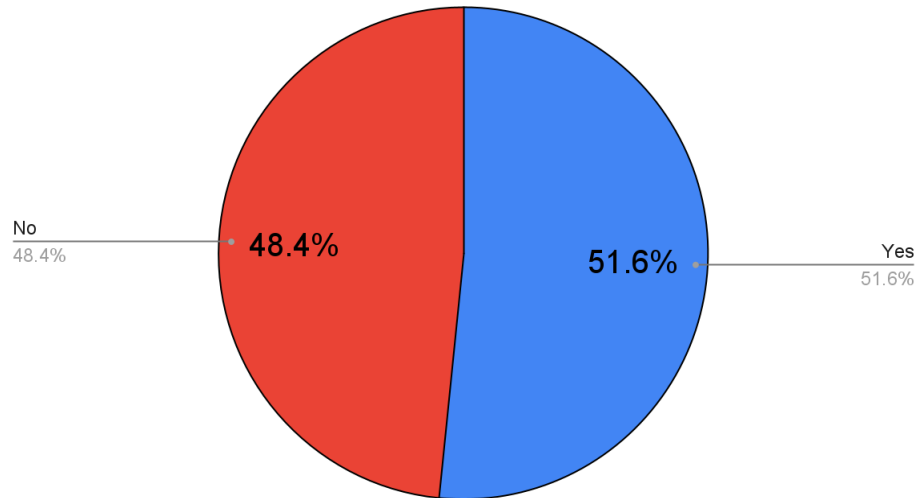
9. Why didn't you volunteer before?

7. Why didn't you volunteer before?

	43.50%	49.40%	5.90%	1.20%
	Didn't know about the event	Didn't know where to apply	Already registered but wasn't selected	Already selected but couldn'tmake i

10. Would you sign up for an online platform that contains all the information about sport events that need volunteers?

8. Signup for an online platform

No
11.7%

11.7%

88.3%

Yes
88.3%

11. Have you attended any sports event as a spectator/fan?

9. Have you attended any sports event as a spectator/fan?

No
8.4%

8.4%

91.6%

Yes
91.6%
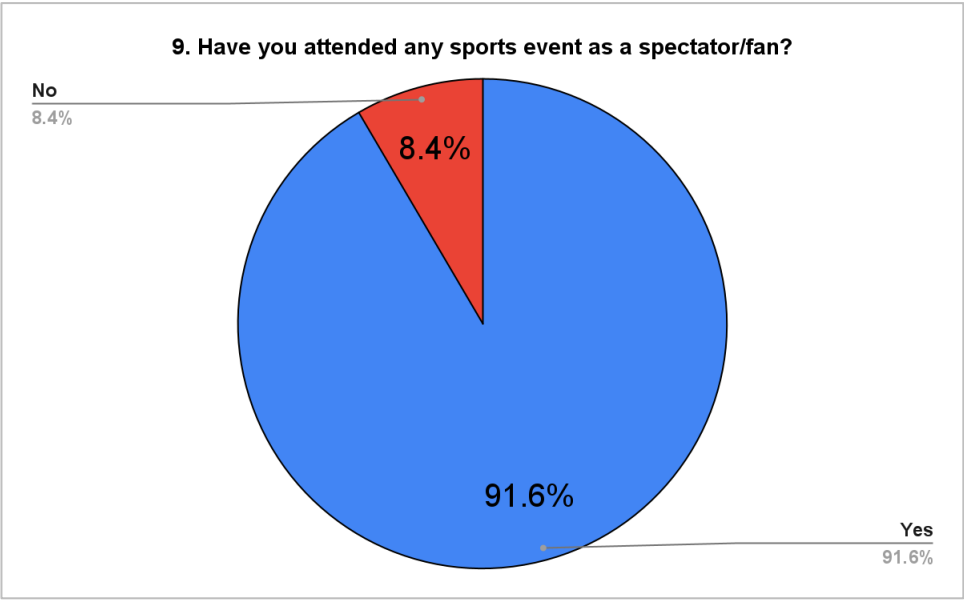
12. What problems did you face regarding volunteers and event organizing in general?

● Carelessness of volunteers because they don't get monitored.
● Lack of knowledge.
● Lack of support.
● They did not deliver a comforting experience overall. Most of the time overcrowded, hectic and so on.
● Operational management.
● Entrance is never well organized. People keep pushing each other.
● No collaboration between the volunteers and each other.
● No sufficient number of volunteers to handle the crowd.
● Inexperienced volunteers.
● Inability to deal with fans.
● Lack of specialization in tasks.
● No coordination between volunteers.
● They don't have an administrative background... just mentors... just like soldiers

13. As a fan/spectator, what do you suggest in order to improve the fan experience in sport events?

| |
|---|
| ● That the volunteering job be well paid for volunteers to do their job well. |
| ● More tech solutions. |
| ● Increase the number of volunteers helping. |
| ● Facilitating the procedures in order to let more people volunteer. |

Summary of Volunteers sample results

1. Gender:
    a. **Male**: 56%
    b. **Female**: 44%

2. Age:
    a. **18-24**: 64%
    b. **25-35**: 32%
    c. **36-44**: 1%
    d. **Above 45**: 3%

3. Level of Education:
    a. **School Degree**: 1.25%
    b. **College Degree**: 83.75%
    c. **Postgraduate Degree**: 15%

4. City of Residence:
    a. **Cairo**: 95%
    b. **Alexandria**: 3.75%
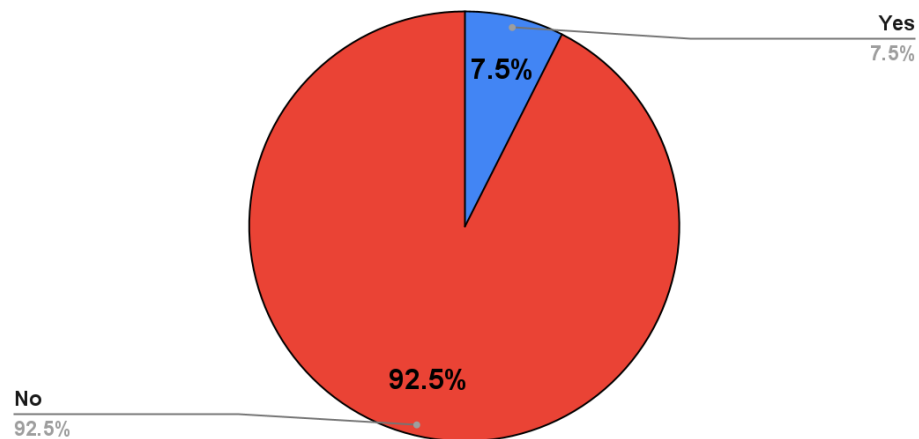   c. **Suez**: 1.25%

5. Are you passionate about Sports?
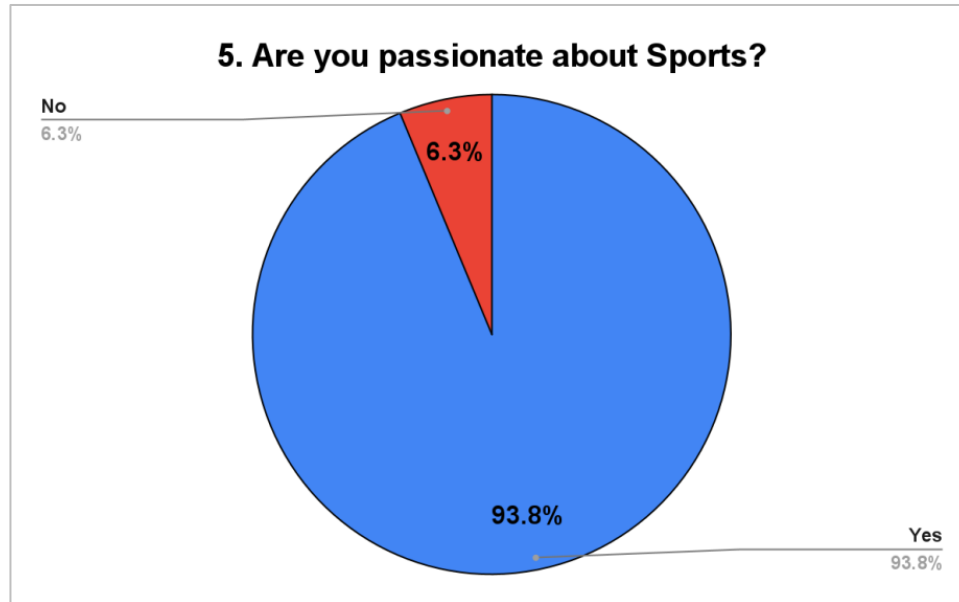
5. Are you passionate about Sports?

No
6.3%

6.3%

93.8%

Yes
93.8%

6. How many sports events did you volunteer at?

6. How many sports events did you volunteer at?

Above 8
13.8%

13.8%

4-8
20.0%

20.0%

66.3%

1-3
66.3%
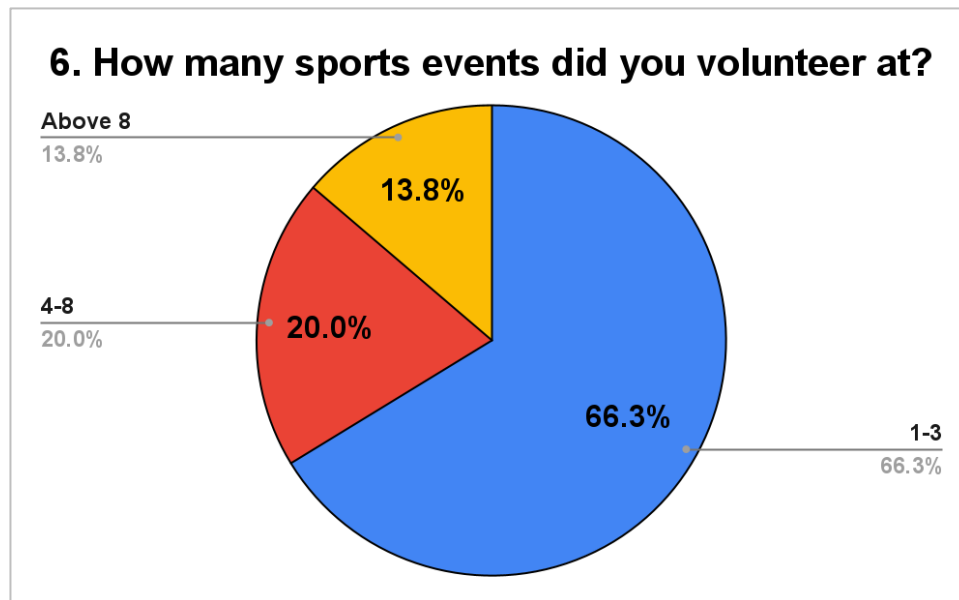
7. Have you volunteered in any international sporting event abroad?

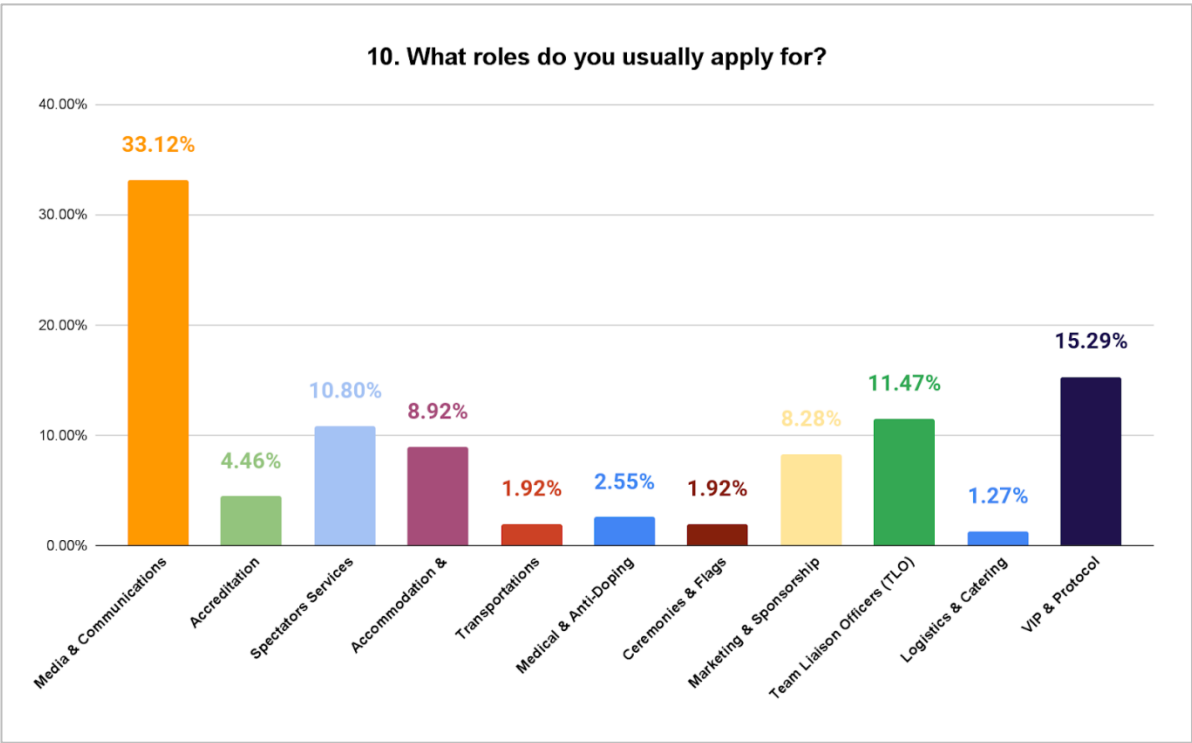**7. Have you volunteered in any international Sport event abroad?**

Yes
7.5%

7.5%

No
92.5%

92.5%

8. How did you know about these events?

8. How did you know about these events?

Offline Campaigns
4.1%
Printed Media
0.8%
TV & Radio
8.2%

8.2%

Word of Mouth
41.8%

41.8%

Social Media
45.1%

45.1%

9. Do you receive training before the event?

9. Do you receive training before the event?

Sometime
18.8%

18.8%

No
15.0%

15.0%

66.3%

Yes
66.3%

10. What roles do you usually apply for?

10. What roles do you usually apply for?

- 33.12% Media & Communications
- 4.46% Accreditation
- 10.80% Spectators Services
- 8.92% Accommodation &
- 1.92% Transportations
- 2.55% Medical & Anti-Doping
- 1.92% Ceremonies & Flags
- 8.28% Marketing & Sponsorship
- 11.47% Team Liaison Officers (TLO)
- 1.27% Logistics & Catering
- 15.29% VIP & Protocol

11. How do you communicate during the event?

11. How do you communicate during the event?

Category	Percentage
Phone Calls	38.40%
Whatsapp	45.20%
Zello	4.80%
Walkie-talkie	11.00%

12. What problems do you face during the event?

12. What problems do you face during the event?

Category	Percentage
Pre-Communication with team leaders (Interview process, uniforms, availability of information, etc.)	22.30%
Internal Communication (During the event)	23.80%
Inaccuracy of financial compensation	21.50%
Last minute decisions	32.30%
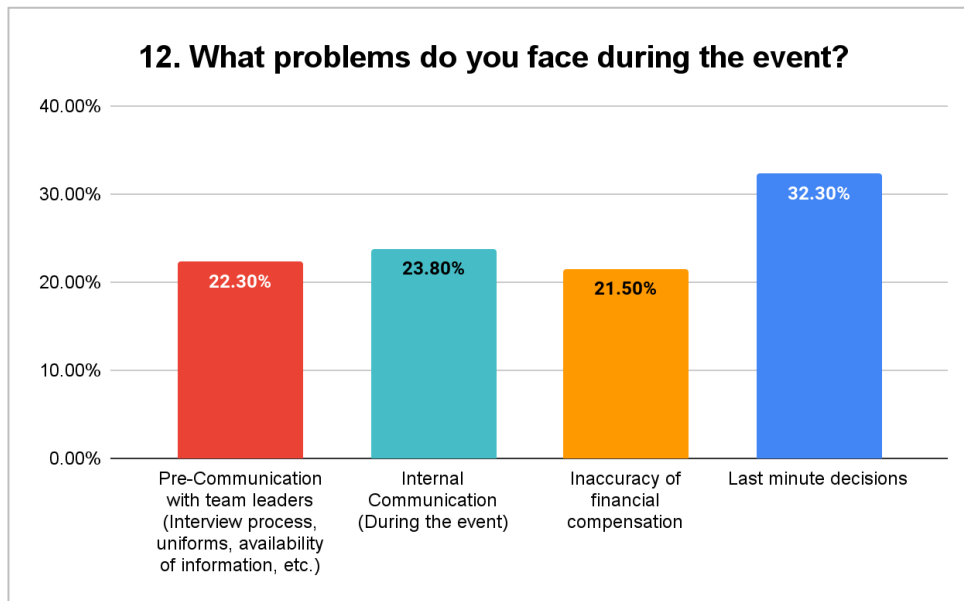
Specify internally the problems that you face with your team?

● Miscommunication.
● Late of receiving info from leaders.
● It's all issues related to delivery of information and communication in general.
● Lack of communication between the media company and the Asian federation.
● Sometimes our team leader did not cooperate to solve any onspot occurring problem.
● Lack of effort/dedication from other team members.
● Some of them have no experience so they can't work under pressure and they are mad because sometimes they do other work they haven't to do.
● A lack of clear task divisions, sometimes tasks overlap and do not require multiple people to be done which creates confusion and breeds an environment of slacking off.
● There was more than one leader which caused a conflict of decisions.
● During the event we only communicated through phone calls and whatsapp which was hard to reach others through due to network failure at the stadiums.
● Whenever I need support from a team leader, I keep looking for him/her for longtime (in case they don't answer the phone). So there is no structured way for communication in case of emergencies.
● Distribution of tasks and difficulty of communication during the event.
● Mainly communication issues.
● Lack of clarity about the exact tasks required from us
● No one is monitoring who is working and who came to mingle around.

13. Do you get feedback from your team leaders?

13. Do you get feedback from your team leaders?
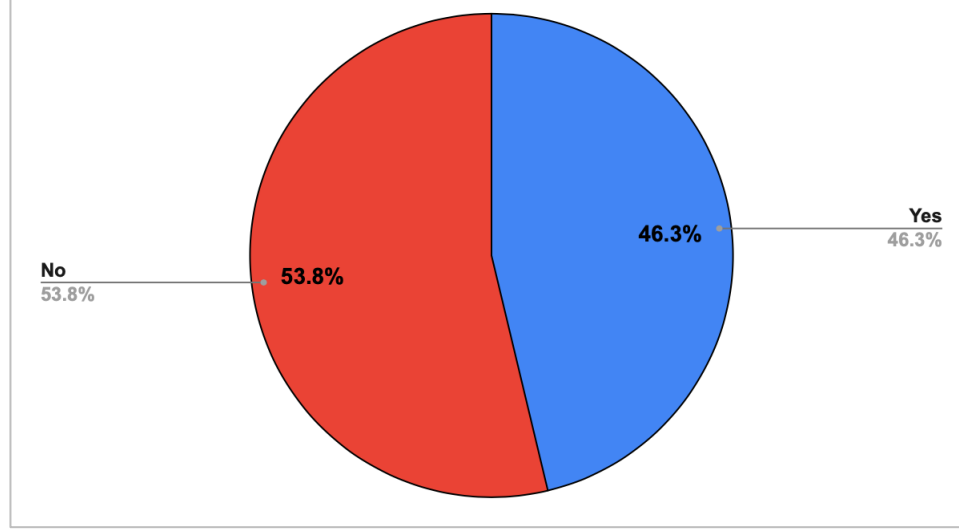
If yes please specify how?

● Verbal feedback every now and then.
● Through phone calls.
● Usually in the form of face to face communication where they point out any flaws in my conduct or areas that need to be improved.
● Through whatsapp groups.
● After we finish our tasks the team leader tells us if we did a good job or not.

14. Would you sign up for an online platform that contains all the information you will need as a volunteer before the event?

14. Would you sign up for an online platform that contains all the information you will need as a volunteer before the event?

No
13.8%

13.8%

86.3%

Yes
86.3%
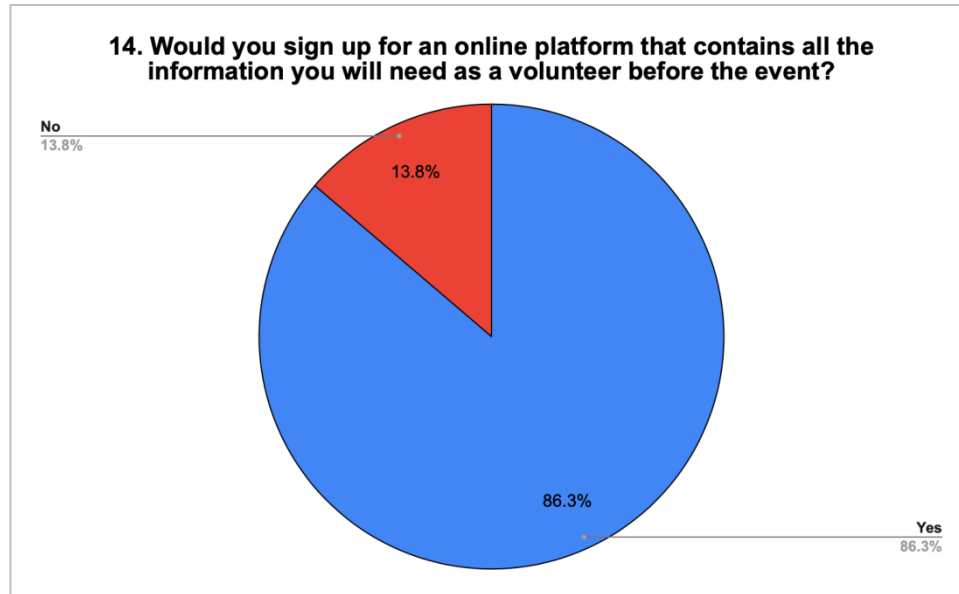
If yes please specify why?

● It will be a good source to get involved in sports events and get to know the tournament schedules and apply for their available roles.
● To know all the info to be sure that it's suitable for me to join.
● Simplifies the process and makes it reassuring to go through.
● I will know everything about the event before I start working and go to the interview and waste all of the time because maybe I will not love to work in these events.
● This will give me ample time to prepare better and see what I lack as an individual who is keen on contributing to the event in general.
● This platform will be better and easier as we communicate information about upcoming tournaments that can be volunteered and let us know directly from reliable sources, reversing

false advertisements about opening the door for volunteering in tournaments
● I think something like this will make things easier for us as volunteers in terms of knowing more information about the event

15. Would you sign up for an online platform that regulates the internal communication between the teams during the event?

15. Would you sign up for an online platform that regulates the internal communication between the teams during the event?

No
23.8%

23.8%

76.3%

Yes
76.3%
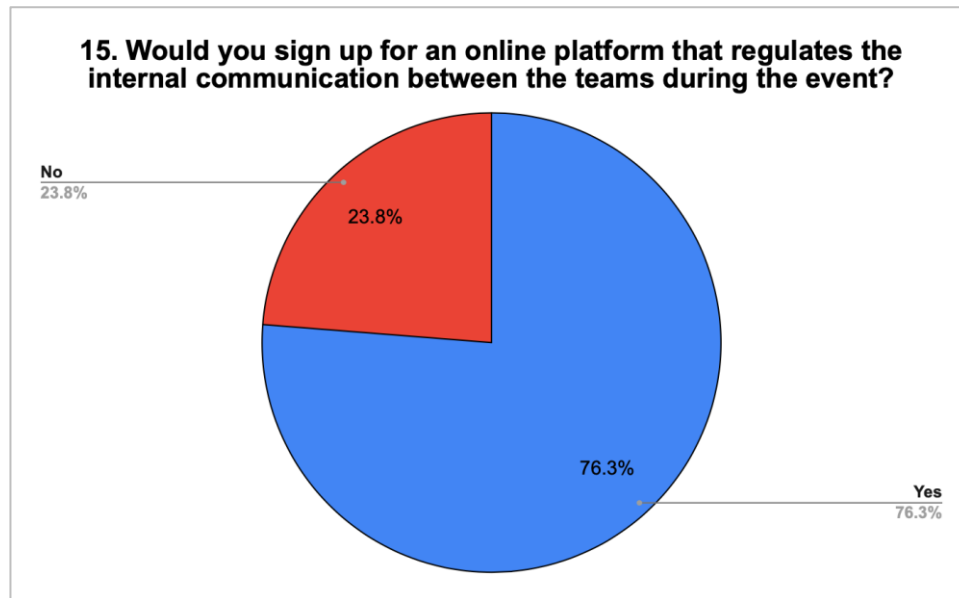
If yes please specify why?

● It will provide a good way to communicate with each other and tasks distributing.
● As it would ease and ensure the information is sent to the targeted people without any interruptions.
● Guarantees a dependable method of communication.
● Communication is key and we need to be aware of what's happening to avoid any problems.
● Because all teams have to communicate with each other to coordinate their work together without overlapping on other teams' roles and to find help easily if a situation needs a certain team to handle it they can be easily reached.

- It would facilitate communication with team members and would enable the message to deliver faster.

- Through it, we will be clearly informed of all the instructions and tasks required for everyone so that there is no conflict in tasks between the volunteers in the tournament.

- Because having a platform that facilitates communication will make the way easier and shorter in communication for us, which saves a lot of effort and time wasted.

3.5.3 Summary of Committees' sample results

This survey has been distributed among committees, leaders and officials who were involved directly and indirectly in dealing with volunteers during most of the sport tournaments that had been held in Egypt recently in different sports. And they are currently belongs to these organizations:
- FIFA
- CAF
- Egyptian Athletics Federation
- African and Mediterranean Federation of Traditional Karate
- Ahly SC
- Zed FC
- City Club
- Tazkarti
- Sport Makers
- Assiut Cement FC
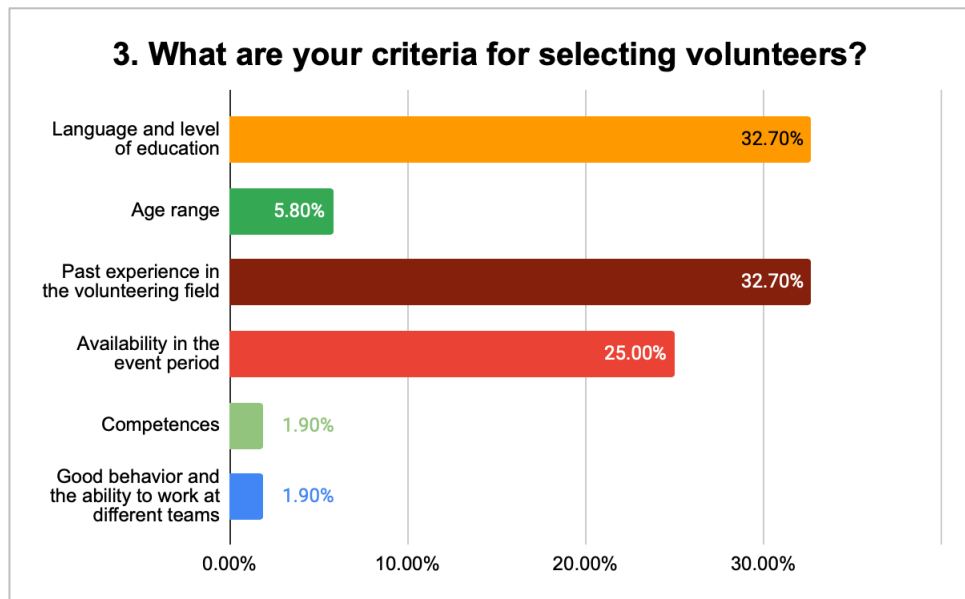- Arab Contractors FC
- The Club club (نادي النادي)
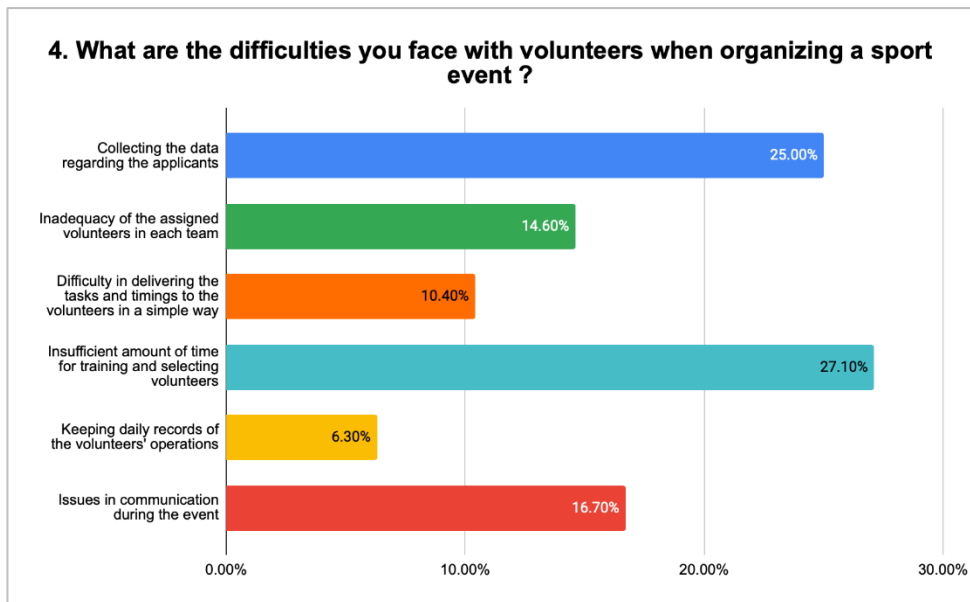
1. Gender
    a. **Male**: 65%
    b. **Female**: 35%

2. City of Residence
    a. **Cairo**: 95%
    b. **Aswan**: 5%

3. What are your criteria for selecting volunteers?

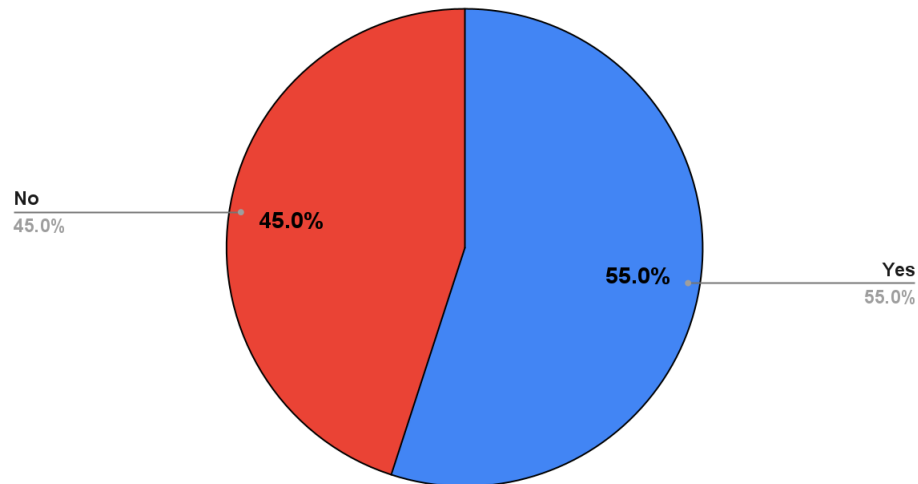**3. What are your criteria for selecting volunteers?**

Criteria	Percentage
Language and level of education	32.70%
Age range	5.80%
Past experience in the volunteering field	32.70%
Availability in the event period	25.00%
Competences	1.90%
Good behavior and the ability to work at different teams	1.90%

4. What are the difficulties you face with volunteers when organizing a sport event?

4. What are the difficulties you face with volunteers when organizing a sport event ?

Difficulty	Percentage
Collecting the data regarding the applicants	25.00%
Inadequacy of the assigned volunteers in each team	14.60%
Difficulty in delivering the tasks and timings to the volunteers in a simple way	10.40%
Insufficient amount of time for training and selecting volunteers	27.10%
Keeping daily records of the volunteers' operations	6.30%
Issues in communication during the event	16.70%

5. Do you provide feedback to volunteers after the event?

5. Do you provide feedback to volunteers after the event?

No 45.0% — 45.0%

Yes 55.0% — 55.0%

If yes, please specify how?

| |
|---|
| ● End of each day. |
| ● Thanking and appreciating messages for each of them, mentioning the strength points in each of them in a souvenir (printed photo) + privately sending notes for some about how to achieve more success and improve themselves in the volunteering section. |
| ● Highlight the negative and positive things that happened during the event, which helps them to learn from the experience. |
| ● Normally I keep in touch with my team as we keep calling, WhatsApping and gathering. |
| ● For a 3 weeks championship, we did daily briefings online with teams from 4 different venues to discuss all issues faced. |
| ● Direct contact. |
| ● Face to face communication. |

6. If there is an online platform that contains data for interested volunteers, would you use it for the recruiting process?

7. If there is an online platform that contains data for interested volunteers, would you use it for the recruiting process?

No
10.0%

10.0%

90.0%

Yes
90.0%
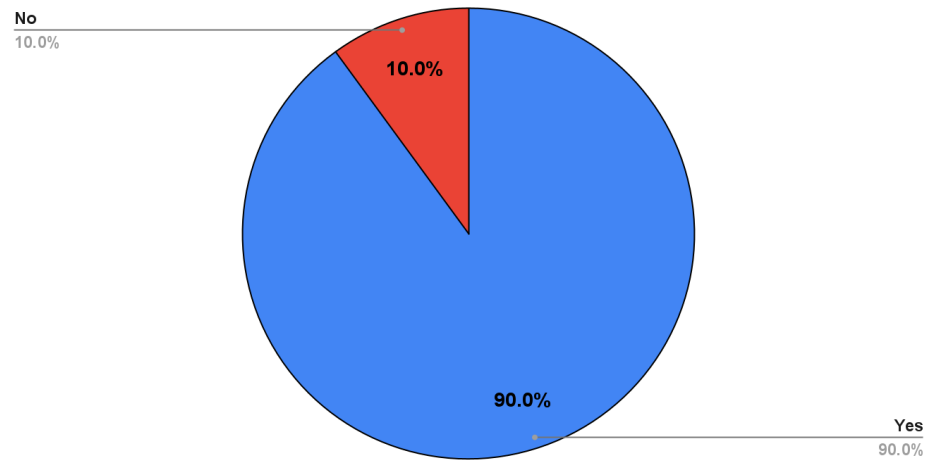
7. Would you use an online platform that eases the communication and the process of delivering daily operations to the volunteers?

8. Would you use an online platform that eases the communication and the process of delivering daily operations to the volunteers?

No
5.0%

5.0%

95.0%

Yes
95.0%