

Jubilee Games 2016 Communications Strategy

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Summary

The primary goal of this communications strategy is to position the Jubilee Games as a signature event in the Jamat's calendar. Proactive and high profile strategies are proposed to engage the global Jamat to participate in the 2016 Jubilee Games. Suggested tactics use a variety of communication channels including an official website supported by social media, print materials and verbal announcements.

A monitoring and evaluation plan with qualitative and quantitative metrics is also outlined to ensure this plan meets its objectives. Outcomes of the evaluation will inform communications planning for the next Jubilee Games.

This plan should be implemented during the period leading up to the 2016 Jubilee Games, between March 2015 and July 2016.

Context

The 2008 Golden Jubilee Games were developed as a Golden Jubilee International Programme commemorating His Highness the Aga Khan's Golden Jubilee. The 2008 Games were held in June 2008 in Nairobi, Kenya as an international celebration of sport and fitness, which transcended cultural, social and language barriers. The 2008 Golden Jubilee Games brought together 1,200 Ismaili athletes from 28 countries and showcased the global Jamat's athletic achievement. The 2008 Golden Jubilee Games had a lasting impact on the global Jamat. Seventeen National Councils held sports tournaments supporting competition and athlete qualification. These tournaments are highly anticipated and attended events, particularly by the youth.

The Jubilee Games are a permanent extension of 2008 Golden Jubilee Games. Using sports as a medium, the Jubilee Games aim to encourage the development of elite athletes and the adoption of healthy and active lifestyles as well as showcase the global Jamat's diverse cultural, social, and linguistic traditions. The Jubilee Games are ultimately a catalyst from which positive attitudes toward physical fitness and healthy living are inspired, created and sustained within the global Jamat. The Jubilee Games also are an opportunity to develop an elite sporting culture as well as quality of life improvement within the global Jamat by creating awareness

about opportunities to contribute to furthering the athletic initiatives of Jamati and AKDN institutions (individually, “Jamati Institutions” and “AKDN Institutions”, collectively “Imamat Institutions”).

The upcoming Jubilee Games will be held in July 2016 in Dubai, United Arab Emirates. The size and scope of the 2016 Jubilee Games are expected to be substantially larger than the 2008 Golden Jubilee Games. The 2016 Jubilee Games are therefore an opportunity to pivot the global Jamat’s expectation of the Jubilee Games from a one-time event to a regularly occurring event in the Jamat’s calendar.

Goal

The goal of this communications plan is to position the Jubilee Games as a signature event in the Jamat’s calendar, which fosters a sustained culture of athletic excellence and physical wellbeing, strengthens identity and engagement and enhances awareness and appreciation for global Imamat initiatives.

Audience

The primary audience includes the athletes, coaches, trainers, spectators and volunteers who will attend the 2016 Jubilee Games. The secondary audience includes the members of the global Jamat not attending the 2016 Jubilee Games. The tertiary audience includes the Jamati Institutions and AKDN Institutions. These Imamat Institutions support, govern and manage the sports infrastructure across the global Jamat and form the main channel for internal communications. External communications will focus on primary and secondary audiences.

This plan addresses the immediate communication and information needs of the primary and secondary audiences and should be implemented during the period leading up to, during and after the 2016 Jubilee Games.

Objectives & Key Messaging

The following objectives outline the key areas of focus for our communications and marketing initiatives. The key messages serve to articulate the master narrative of what will be communicated to the global Jamat and have been crafted for the purpose of maintaining consistency in what is being communicated globally:

Objectives (Messaging focus)	Key messages	Rationale
<ul style="list-style-type: none"> Position the Jubilee Games as a signature event in the global Jamat's calendar. 	<ul style="list-style-type: none"> The Jubilee Games is a signature event showcasing the best of Ismaili athletic talent and a celebration of the diversity of the global Jamat. 	<ul style="list-style-type: none"> Encourage and support Ismaili sportspeople in achieving excellence in competitive sports. To cultivate elite competition and encourage accomplished athletes to participate in the Jubilee Games as the signature event in the Jamat's calendar.
<ul style="list-style-type: none"> Promote the Jubilee Games as the international sporting event for high-performing competitive athletes. 	<ul style="list-style-type: none"> The Jubilee Games is an exciting opportunity to develop and showcase sporting talent within the global Jamat. The Jubilee Games is a legitimate platform for competitive Ismaili athletes, which cultivates top sporting talent. 	<ul style="list-style-type: none"> Foster a culture of sporting excellence within the community. Support current athletes and encourage future athletes. Validate the Jubilee Games as a premier platform for competitive Ismaili athletes to showcase their talent. Encourage participation in Jubilee Games.
<ul style="list-style-type: none"> Generate interest and instil pride in the Jubilee Games in the global Jamat (those attending and not attending the Jubilee Games). 	<ul style="list-style-type: none"> Unique opportunity to attend a signature international event showcasing the best of Ismaili athletic talent. The Jubilee Games are a celebration of the diversity of the global Jamat. Building a legacy and making history to create global brotherhood. 	<ul style="list-style-type: none"> Support the athletes within the global Jamat. Build a legacy through a culture of sporting excellence. Opportunity to create a brotherhood and common spirit among the global Jamat around an event that is secular, social and focused on sporting excellence. Connect and engage in cultural exchange across the global Jamat. Pride in organizing an international event. Encourage participation in Jubilee Games.

Objectives (Messaging focus)	Key messages	Rationale
<ul style="list-style-type: none"> Instil the benefits of healthy living and active lifestyle for the global Jamat at large. 	<ul style="list-style-type: none"> A healthy body creates a healthier, happy mind. Healthy living includes regular physical fitness, healthy eating habits and lifestyle choices. Healthy living is a gateway to increasing the overall health of the Jamat. Healthy living can help protect the Jamat from non-communicable diseases. Future health problems are preventable through the improvement of overall health: <ul style="list-style-type: none"> -Daily physical fitness -Consistent healthy eating habits -Healthy body, healthy mind 	<ul style="list-style-type: none"> Protect the Jamat from non-communicable diseases (predisposition). Opportunity to educate and engage the global Jamat about physical fitness and healthy living. Increase resiliency and overall physical fitness of the Jamat. Mindset change for the global Jamat. Importance of maintaining a healthy lifestyle. Healthy body as a gateway to healthy mind. Healthy living impacts intellectual capacity. Enhance and reinforce the global Jamat's awareness and appreciation for physical fitness and healthy lifestyles. Encourage participation in Jubilee Games.
<ul style="list-style-type: none"> Educate the Jamat about AKDN initiatives 	<ul style="list-style-type: none"> AKDN and partner institutions support the global Jamat and society at large in meaningful ways. Initiatives are wide in scope and impact the following areas: economic development, arts and culture, civil society, tourism promotion, education, architecture, health, humanitarian assistance, rural development 	<ul style="list-style-type: none"> Educate and engage the global Jamat about the wide-reaching impact the AKDN has on enriching and improving the quality of life of society at large. Awareness of service opportunities within the ADKN.
<ul style="list-style-type: none"> Long-term objective: To create awareness about the new institutional framework (Global Sports and Fitness Framework) that will be created to deliver the Jubilee Games in a periodic manner. * <p>*Subject to approval of this framework</p>	<ul style="list-style-type: none"> A new institutional framework (Global Sports and Fitness Framework) will be created to: Deliver the Jubilee Games in a periodic manner Promote importance of physical fitness and healthy living Create awareness about service opportunities for participants to further athletic initiatives of the Jamati Institutions and AKDN Institutions 	<ul style="list-style-type: none"> There is a need to incorporate Golden Jubilee legacy into an existing institutional framework. Develop thought leadership and intellectual assets to benefit the Jamat, neighbouring communities and AKDN. Promote constructive, health-seeking activity and social interaction through sports.

The following chart shows the audiences, key messages, platforms and potential challenges for the 2016 Jubilee Games:

Audience	Description	Primary	Secondary	Tertiary	Messaging focus	Platforms	Potential challenges
Athletes	<ul style="list-style-type: none"> • Elite athletes • Athletes • May be in intense training for their sport • Highly engaged in sports / physical fitness • Strong understanding of sports / benefits of physical fitness 	X			<ul style="list-style-type: none"> • Raise awareness about the Jubilee Games is a pinnacle periodic event showcasing the best of Ismaili athletic talent • Encourage and inspire athletes to participate in the Jubilee Games • Strengthen sense of community values and identity 	<ul style="list-style-type: none"> • National Council announcements • Print materials • Social media 	<ul style="list-style-type: none"> • English speaking vs. non-English speaking • Urban vs. rural • East vs. West • Limited access to social media
Trainers and coaches	<ul style="list-style-type: none"> • Involved in training and coaching Ismaili or non-Ismaili athletes • Highly engaged in sports / physical fitness • Strong understanding of sports / benefits of physical fitness 	X			<ul style="list-style-type: none"> • Raise awareness about the Jubilee Games is a pinnacle periodic event showcasing the best of Ismaili athletic talent • Encourage and inspire athletes to participate in the Jubilee Games • Strengthen sense of community values and identity 	<ul style="list-style-type: none"> • National Council announcements • Print materials • Social media 	<ul style="list-style-type: none"> • English speaking vs. non-English speaking • Urban vs. rural • East vs. West • Limited access to social media

Audience	Description	Primary	Secondary	Tertiary	Messaging focus	Platforms	Potential challenges
Spectators	<ul style="list-style-type: none"> • Non-athletes • Jamat including seniors; young professionals; parents, family friends and of athletes 	X			<ul style="list-style-type: none"> • Raise awareness about the Jubilee Games is a pinnacle periodic event showcasing the best of Ismaili athletic talent • Encourage cultural and behavioural shifts related to active living • Promote fitness culture and athletic excellence • Strengthen sense of community values and identity 	<ul style="list-style-type: none"> • National Council announcements • Print materials • Social media 	<ul style="list-style-type: none"> • English speaking vs. non-English speaking • Urban vs. rural • East vs. West • Limited access to social media • Varying levels of understanding of sports / benefits of physical fitness
Women	<ul style="list-style-type: none"> • Women, ages 30-40 • Married with young children • Professionals focused on careers 		X	X	<ul style="list-style-type: none"> • Raise awareness about the Jubilee Games is a pinnacle periodic event showcasing the best of Ismaili athletic talent • Encourage cultural and behavioural shifts related to active living • Promote fitness culture and athletic excellence • Strengthen sense of community values and identity 	<ul style="list-style-type: none"> • National Council announcements • Print materials • Social media 	<ul style="list-style-type: none"> • English speaking vs. non-English speaking • Urban vs. rural • East vs. West • Limited access to social media • Understanding of sports / benefits of physical fitness but limited / no time to engage in physical activity

Audience	Description	Primary	Secondary	Tertiary	Messaging focus	Platforms	Potential challenges
Youth	<ul style="list-style-type: none"> • Athletes • Non-athletes • School-age • Highly engaged in sports / physical fitness • Strong understanding of sports / benefits of physical fitness 	X			<ul style="list-style-type: none"> • Raise awareness about the Jubilee Games is a pinnacle periodic event showcasing the best of Ismaili athletic talent • Encourage and inspire athletes to participate in the Jubilee Games • Strengthen sense of community values and identity 	<ul style="list-style-type: none"> • National Council announcements • Print materials • Social media 	<ul style="list-style-type: none"> • English speaking vs. non-English speaking • Urban vs. rural • East vs. West • Limited access to social media
Seniors	<ul style="list-style-type: none"> • Not active, older members of the Jamat • More prone to illness, non-communicable diseases • Motivated by religion, faith and spirituality 		X	X	<ul style="list-style-type: none"> • Encourage cultural and behavioural shifts related to active living • Promote fitness culture and athletic excellence 	<ul style="list-style-type: none"> • National Council announcements • Print materials 	<ul style="list-style-type: none"> • English speaking vs. non-English speaking • Urban vs. rural • East vs. West • Limited / no access to social media • Limited or no understanding of sports / benefits of physical fitness

Strategy and Tactics

Strategy 1

Create and leverage an online following for the 2016 Jubilee Games to develop an active two-way dialogue with the primary audience by using the website as the information hub, and social media properties as the key engagement tool.

Tactics include:

- Build team: Establish a social media team to develop and manage the official 2016 Jubilee Games official social media channels and to monitor related websites and third-party blogs.
- Launch digital properties: Create and launch official 2016 Jubilee Games branded website, mobile apps, social media, videos, photos, texts, online news and feature stories.
- Foster dialogue on Facebook: Create an online dialogue on Facebook by posting comments, updates and posing questions to the primary audience.
- Foster dialogue on Twitter: Create an online dialogue on Twitter by posting comments, short updates and posing questions to the primary audience.

Strategy 2

Create a two-way internal communication channel with the Jamati Institutions to convey key messages and updates during the period leading up to the 2016 Jubilee Games.

Tactics:

- Build team: Establish a team of national coordinators for the 2016 Jubilee Games ("JG-NC").
- Disseminate a toolkit: Develop and distribute a comprehensive communications package/toolkit for the JG-NC to reinforce key messages at the regional and local levels and ensure consistency of messaging.
- Centralized FAQ list: Develop and maintain a list of frequently asked questions and responses. Distribute to the JG-NC as needed.
- Glossary of Terms: Develop and maintain a glossary of terms to ensure consistency of messaging and language use. Use glossary of terms as a reference when creating communication products.
- Build Process: Create process for documentation archiving, quality assurance and reporting standards.
- Establish training and onboarding processes for JG-OT members.

Strategy 3

Communicate with the global Jamat through Jamati publications and communication channels.

Tactics:

- Build team: Establish a communications team of writers, editors and creative content developers.
- Develop announcements: Develop and distribute announcements to the Jamat to reinforce key messages and provide timely updates about the 2016 Jubilee Games. Distribute milestone updates as needed. Leverage properties such as Ismaili magazines, Al-Akbar and similar newsletters, Jamati announcements as our key communications channels.
- Create Collateral: Develop branded posters, brochures, FAQs, articles, guides, newsletters, announcements, rule books, manuals, souvenir publications, speeches, seminars and programs, etc.
- Build and Execute Campaigns: Organized, time-bound campaigns that integrate the key messages in a creative manner.
- Digital Strategy: Develop a digital media strategy that will help guide the implementation.
- Website Updates: Post announcements and relevant updates on the official 2016 Jubilee Games website.
- Ongoing and Up-to-date Communication: Post links to announcements and relevant updates on the official 2016 Jubilee Games Facebook and Twitter pages, mobile app, including live updates during the Jubilee Games.
- Use External Media: Advertising, event reporting and other forms of coverage.
- Disseminate Toolkit: Develop and distribute a media kit (news release, backgrounder, FAQs) for the National Coordinators to reinforce key messages of the 2016 Jubilee Games.
- Leverage Influencers: Identify 2016 Jubilee Games motivators, ambassadors and experts to feature in social media, and online / print articles.

Strategy 4

Communicate with Jamat about AKDN initiatives and programs.

Tactics:

- Build team: Establish a team to plan, develop and implement programming. This includes: exhibits, excursions, tours, on-site interactive experiences, workshops.
- Develop Announcements: Develop and distribute announcements to the Jamat to promote programming.
- Create collateral: Develop collateral to promote the programming as well as to support awareness. This includes posters, brochures, photo exhibits, FAQs, articles, guides, newsletters, announcements, speeches, seminars and programs, etc.

Strategy 5 (Post-Jubilee Games)

Launch the Global Sports and Fitness Framework focused on furthering athletic initiatives and associated service opportunities within Jamati Institutions and AKDN Institutions.

Tactics:

- Develop announcements: Develop and distribute announcements about the launch of the Global Sports and Fitness Framework and Centre for Sporting Excellence. Distribute milestone updates as needed.

Timeline

The proposed timeline for the rollout of communications delivery platforms for the 2016 Jubilee Games is as follows:

Lead time	Rollout of tactics
18 months before 2016 Jubilee Games	<ul style="list-style-type: none"> Launch internal communications with National Councils
12 months before the 2016 Jubilee Games	<ul style="list-style-type: none"> Launch office 2016 Jubilee Games website Launch Facebook
6 months before 2016 Jubilee Games	<ul style="list-style-type: none"> Launch Twitter
30-60 days before 2016 Jubilee Games	<ul style="list-style-type: none"> Launch Instagram Launch Snapchat Launch mobile app

Operational approach

This communications strategy will be implemented by a digital media team and a content creation team. The digital media team will manage the creation and delivery of the 2016 Jubilee Games' official digital and social media platforms (website, app, Facebook, Twitter, Snapchat, Instagram etc.). The content creation team creates content for use by the digital media team and develops content for print materials and Jamati communications, including internal communications about the 2016 Jubilee Games for Jamati Institutions and National Councils.

Distribution of communications products may be limited based on the Jamat's geographic location, cultural norms and language barriers (e.g. if communications are produced in English only). Developing a policy that enables communications to be distributed in English internally to National Councils for translation and other customization based on the needs of the local Jamat can mitigate this challenge.

Issues, risks, and potential solutions

The following issues and risks have been identified along with potential solutions:

Issue	Risk	Potential solution
<ul style="list-style-type: none"> Misrepresentation of the Jubilee Games 	<ul style="list-style-type: none"> The creation of alias or proxy Jubilee Games digital identities (pages, sites, handles, users, etc.) that potentially misrepresent the Jubilee Games. 	<ul style="list-style-type: none"> The JG-OT Executive has secured a portfolio of key Jubilee Games related social media assets. As previously mentioned, the JG-OT Executive will develop an implementation plan to attract traffic to its own managed sites, thereby asserting greater control over social media platforms that purport to represent the Jubilee Games.
<ul style="list-style-type: none"> Social media platforms that have, by default, unregulated two-way communication 	<ul style="list-style-type: none"> Posts and content (collectively, "Posts") on platforms such as Facebook and Twitter are viewable in the public domain, and could potentially attract negative, disruptive or destructive comments by individuals who access these platforms. 	<ul style="list-style-type: none"> This risk can be mitigated in two ways: <ul style="list-style-type: none"> Administrators (authorized individuals from the Jubilee Games Social Media team) can review each Post before it is available to the public to ensure appropriateness. If appropriate, the Post will be made public. If inappropriate, the Post will be removed from the social media platform. Restrictions can be placed on the particular platform so that Posts are not permitted, or alternatively Posts remain private and only viewable to the site administrator. This solution is a conservative approach, as it will result in one-way communication that may defeat the purpose of using social media platforms to engage the Jamat. The JG-OT Executive acknowledges that the aforementioned mitigation strategies may not apply to all social media platforms. There may be some platforms (like Twitter) that due to their inherent nature cannot be controlled if other users incorporate them into their own platforms.

Issue	Risk	Potential solution
<ul style="list-style-type: none"> Control imposed by certain countries over social media use and access within their jurisdictions: 	<ul style="list-style-type: none"> The undesirable result of "non-compliance" with social media policies and/or laws in certain countries or regions (such as the UAE) that could draw unwanted attention. 	<ul style="list-style-type: none"> This risk can be mitigated in two ways: <ul style="list-style-type: none"> Key members from the UAE National Council have been co-opted into the working group to bring specific regional perspectives and expertise on how best to formulate strategies that are compliant with the highly regulated media environment of the UAE, and other similar countries and regions. Through the National Coordinators' Team, the JG-OT Executive will obtain information to identify countries and regions that restrict and/or control social media access, understand the sensitivities and nuances related to engaging in social media within these countries and leverage the experience these countries already have with social media.
<ul style="list-style-type: none"> Varying social media practices and acceptance amongst the Jamat globally 	<ul style="list-style-type: none"> Developing a Digital Media Strategy that is not sensitive to practices of the Jamat globally may risk marginalizing certain groups within the Jamat and may not build the desired level of relevance and engagement. 	<ul style="list-style-type: none"> Through the National Coordinators' Team, the JG-OT Executive will be able to obtain information from various countries and regions regarding digital media practices and acceptance. The information obtained may have an impact on how the use of digital media to promote the Jubilee Games is received in these countries.
<ul style="list-style-type: none"> The Digital Media Strategy should be consistent with existing institutional policies and guidelines regarding the use of such platforms 	<ul style="list-style-type: none"> Development of digital media platforms and content that are inconsistent with established practices within the Institutional framework, thereby causing confusion amongst the Jamat. 	<ul style="list-style-type: none"> This risk can be mitigated in three ways: <ul style="list-style-type: none"> The JG-OT Executive will leverage the expertise of the working group, including key members of the UAE Council and JG Communications team to incorporate best practices in constructing a digital media presence for large scale Jamati events such as the Jubilee Games. The JG-OT Executive is leveraging digital media strategies from two previous events – Rays of Light and the NAIG – in developing its Digital Media Strategy. The JG-OT Executive believes the strategies from these two events provide useful precedents for the Jubilee Games. Consultation with the Department of Communications to establish policies for the development of digital media platforms.

Evaluation

The 2016 Jubilee Games is a benchmark year for measuring the effectiveness of communications strategies and tactics. Evaluation metrics include feedback about internal and external communications. These metrics will produce qualitative and quantitative data to help determine the success of this communication plan. Insights gathered from this evaluation will be used to inform communications planning for future Jubilee Games.

The effectiveness and impact of communications for the 2016 Jubilee Games will be evaluated by measuring:

- Traffic to the 2016 Jubilee Games website
- 2016 Jubilee Games app downloads
- Responses to surveys or online questionnaires
- Discussions, shares, Followers, subscribers, Likes, re-Tweets, etc., on social media platforms
- Scale of media coverage (number of publications, countries, etc.)
- Number of athletes and spectators in attendance during 2016 Jubilee Games
- Number of athletes registering for qualifying events
- Informal feedback received from the Jamat
- Number of positive or neutral media stories
- Feedback from the 2016 JG-OT, including communications team and social media team