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From forty years ago, Saudi market wasn't creative enough to warrant the attention of international marketer. In the 1972, the GDP was \$8 billion (Tuncalp and Yavas, 1986) and the imports were less than \$1.5 billion (Tuncalp, Yavas and Cavusgil, 1987) in the same time, there were only 47 manufactures operating in the industrial parks at Riyadh, Jeddah and Dammam (Ministry of Planning, 1975).

The marketing industry in Saudi Arabia was almost not existent in that time. Few local agencies existed at that time, practiced their trade using simple newspaper ads, rusty billboards on the sides of the roads and neon signs. The best form of marketing communication was by using the "word of mouth" process. In that the companies had to hire a couple of people who would go around telling customers how to get their product and from where, and they tried their best to spread these messages in the market (Erdem & Yuncalp, 1992).

In 1980, Saudi Arabia had become a lucrative market to draw the attention of international marketers. Some of these international marketers located branch offices in Saudi Arabia. This lucrative market also required its own promotion campaigns specifically targeted to the buyers there. The international marketers exporting to Saudi Arabia began producing ads in the kingdom specifically for the Saudi market instead of the Middle East market. At the same time, they asked their Saudi representative to share some of their advertising activities through co-operative advertising schemes (Rahman, 1984).

All of these events changed the complexion of the advertising industry in the kingdom. In response to the increasing demand for local promotion capability, many Saudi businessmen began to establish advertising agencies. Toward the mid-1980's, there was more awareness among the Saudi agents and other local businessmen about the importance of advertising and sales promotion in the competitive environment of a fast growing market. Hence the advertising industry had become a permanent fixture of the Saudi market (Al-Ibrahim, 1992).

According to a study that has been made by Tuncalp, in 1992's all agencies that were in the kingdom in that time indicated the most commonly used media by them and their clients. Rankings of the media based on the frequency of usage came out in the following order: newspapers, billboards, television, magazines, videotapes, brochures and bus posters. The agencies also provided a ranking of the various media in terms of their costs from highest to lowest, these cost rankings came out in the following way; television, magazines, newspapers, video tapes, bus posters and stickers.

The agencies in the kingdom in 1998 have established themselves as joint ventures with foreign agencies. Knowing that most of these agencies are large agencies that have multiple branches throughout the country (Erdem, 1999). These foreign partners are needed; because, almost of the television ads and some of that magazine and billboard advertising requiring intricate artwork and photography have to be done outside the country. In addition, some forms of outdoor advertising, which require highly, sophisticated and computerized media such as video-wall and other electronic signs and displays require technology that can only be accessed through foreign agencies.

The history of marketing take us to the beginning of humanity as it has started with us since the first day we born, the first think we do is crying loudly when we were infants to grab the attention for the adults, this is our first adaptation of marketing where we our product was our needs and the customer were the adults.

During the time the separation of religions was a marketing that build up as a word of mouth camping. But the modern Marketing was introduced to the world in the 15th century where the mass production of printed flyers has been established, then it has been developed on the 18th century where the magazines start to see the lights but the first advertisement that was paid for it was in a French newspaper 1830s, and the first billboard was used by the late 19th century in a protest in London. (Bartels, 1988)

Over the 20th century the concept of marketing start to be used in a professional manners and it start over the past century as following:

- 1- The University of Pennsylvania offered a course in "The Marketing of Products" (Bartels, 1988)
- 2- Harvard business school open and start to teach marketing.
- 3- The advertisement started through different media channels starting with Radio, TV, to the Internet.

In the recent millennium the marketing has been developed and become a mother of different science that came under it such as :

Branding

Camping

Marketing Research

(Spiro & Gregory Rich, 2008)

Many areas has been discovered by the research centers and opened along side in the last two-decade.

Goals and Objectives:

The advertising market in the world is one of the main tools in business now, The American Marketing Association also defines advertising as “the placement of announcements and persuasive messages in time or space purchased in any of the mass media by business firms, nonprofit organizations, government agencies, and individuals who seek to inform and/ or persuade members of a particular target market or audience about their products, services, organizations, or ideas”. (DURMAZ, 2011)

When we talk about the Arab world advertising, Saudi Arabia specifically, we notice that the Kingdom has a huge and a developing market; “Saudi Arabia ‘s GDP grown from 669.5 \$ Billions in 2011 to 727.3 \$ Billions in 2012” according to MEED.com.

After researches we found that Saudi Arabia advertising market is facing two main problems:

- 1- There is a noticed problem with matching creativity with the Saudi conservative culture, its rare to find a company that sends the right message in the right way.

Creativity engine in Saudi Arabia is facing many barriers and challenges. According to Al- Dubaisi “Domain skills and creativity thinking skills among individuals have on the overall lack of self-confidence among Saudis, its proven from the study that they all exist among Saudi executives.” – (Al-Dubaisi, 2008)

A study made by Sahal Al-Marwai in 2010, that sampled 153 Saudi found that 60.78% of the respondents had said they had encountered creative advertising modes in Saudi Arabia and abroad as well. The 34.64% said that they did not encounter such a mode of advertising in Saudi Arabia or not. The sample also answered they acceptance of creative advertising in Saudi Arabia, the majority of 80.39% respondents accept creative modes in Saudi Arabia, 11.11% said that it would not be well accepted in Saudi Arabia. (Khanfar, 2009)

- 2- Companies use the wrong media tools or misusing them in a way that they don't meet the targeted points.

TV advertisement became the most clear tool to send messages to the right audience in past decade, “A recent study revealed that consumer share favorable perception toward TV advertising, more so today than in the late 1980s. it is also highly valued for entertainment and information. Advertising has the potential to reach a large audience with a message that can appeal to the needs and characteristics of a group of people and subsequently, motivate them to act” – (Khanfar, 2009)

“Strategy, Creativity and Execution are the advertisement's three elements,

nevertheless, good creativity alone is not enough without a planned strategy. As businesses across national boundaries, strategic choice is crucial in determining the right TV advertising behavior.” – (Khanfar, 2009)

Using the media in Saudi is very determined to the Islam and culture boundaries that can be easily misuse. “Out of 16 respondents, 77.8% strongly agreed with the statement that culture is important in determining the advertising approach across national boundaries. Saudi Arabia holds Islamic principles that have a strong influence on people’s perceptions and behavior. In some cases TV communication needs to be adapted and modified accordingly” - (Khanfar, 2009)

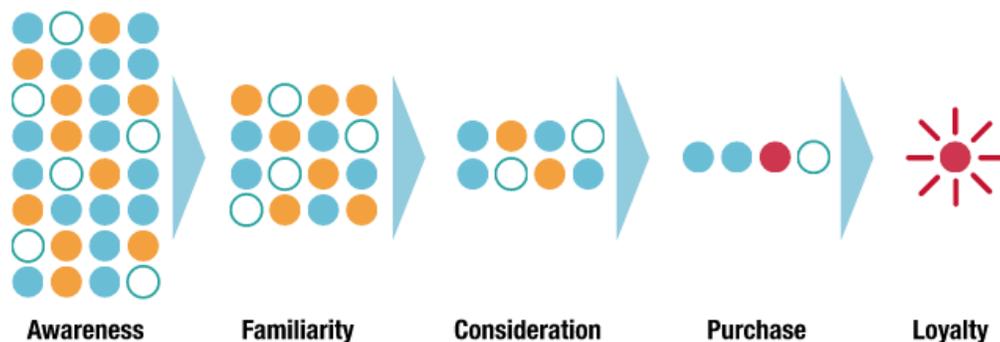
These issues lead to more waste in money time and space. By examine the TV commercials to measure the waste of advertisement. “Advertisers who spend millions of pounds on TV commercials could be wasting their money according to a study from the London Business School, which claims few of us actually watch the ads.” (Cozens, 2003)

The usage of expansive adverts consider to be waste of money as the cost a huge amount of money and they do not meet our goals as they are hard to measure and most likely to serve the goal of branding nor advertising new product or help to increase sales.

Due to the fact that the tv commercial increase Global TV Ad Market To Grow By \$60 Billion By 2017. (Kemp, 2011)

As old generations used to see advert during the break time over the shows breaks, now day with the new technology and on demand TV solution, the companies use in show advertisement to reduce the waste by focusing on the targeted audience.

An Article by McKinsey & Company state that your advert is a waste unless the customer are actively shopping, the article was showing that the stages that take the customer from the seeing the advert till he decide to buy consume a lot of wasted adverts and cost the company a great amount of money. The figure is showing the process from start to end.



(Mckinsey& Company, 2009)

They also send wrong messages unpurposely because of this lack of knowledge, it effect the company's reputation and sales.

In IKEA for example, the annual catalogue in Saudi Arabia was much the same as the catalogue in other countries. Except that the women in it had magically disappeared. Removing women completely from the Saudi society is not the best image that IKEA is looking for. They aimed to not conflict with the Saudi conservative society. IKEA admitted the error, and said: "We should have reacted and realized that excluding women from the Saudi Arabian version of the catalogue is in conflict with the Ikea Group values." - (Quinn, 2012)

Marketing's three elements:

Many marketers any theories tried to eliminate marketing to elements or rules that need to be taken under consideration and stick to it to drive every company's marketing. We choose to define and discuss the advertisement's three elements through the knowledge and eyes of **Muhannad Khanfar**. He believed that marketing has three main elements that need to stick with to create the best marketing campaign (Khanfar, 2009):

- 1- Strategy**
- 2- Creativity**
- 3- Execution**

1-Strategy:

To build a strong and durable house, it is necessary to create blue-prints. Likewise, to build a strong and profitable business, it is necessary to develop a strategy. The first element in the advertisements three elements is strategy; in some cases marketing strategy means the overall strategy of an organization in relation to a particular market (Khanfar, 2009). Others define it “marketing strategy is a plan that allows a business owner to direct activities that are consistent with the goals of the business owner and organization and spend money wisely in order to create the greatest amount of return on investment.” To begin the strategy we must start a philosophy that move the resources of the firm to ensuring that the wants, needs, and demands of the customer are the firm’s focus. Then customer-focused mentality will makes up the entire marketing process. Once the philosophy is in place, a plan can give direction, guidance, and a structure for proactive strategies that will increase sales and improve business relationships. (What is strategy, 1996).

These objectives are mainly based and started on eight steps to drive it:

- **Stage one: Defining strategic marketing objectives**

It defined as an important milestone because it will lead and guide future strategies, plans and actions of the business. In some theories its the next stage in the audit after strategic planning, both in the pre-development phase and during general strategy evaluation and control when they check their wording, in accordance with the mission and strengths and weaknesses of the organization. (Radulescu, 2011). This stage is the basic step that will be determined by corporate strategy, and will answer such questions as: which markets should we compete in? What should be our targets, in terms of market share and profitability, in these markets?

- **Stage two: Determining strategic focus**

Having decided *which* markets to compete in, the question of *how* to compete can be addressed and clearer than before. Should the focus be on growing the overall size of the market, or on taking a bigger share of an existing market (penetration)? To do this, should we be concentrating on getting existing customers to use more of our product, or on finding new customers or even new segments? Or can we only increase share by taking customers from our competitors? (Rezvani, 2011). The answers to these questions will depend mainly on what stage has been reached in the life cycle of the market for this product. This in turn will determine whether the market is fairly homogeneous or divided into segments or sub-segments. The more mature the market, the more fragmented it tends to be.

- **Stage three: Segmenting and Targeting Customers**

The concept of market segmentation, and most market segmentation studies, is "based on the premise that the given market is heterogeneous and can be segmented" (Wind, 1978). Segmentation starts from the selection of variables that measure those customers' characteristics that are considered appropriate for classifying clients in homogeneous groups or clusters. (Adreson, 2006). There is general agreement in the literature on factors which affect the feasibility of market segmentation, Kotler (1984) originally cited three factors namely, **measurability**, **accessibility** and **substantiality**. In later revisions he has added a fourth factor, i.e, **actionability**. (Kotler, 1984).

First will be to understand the market's structure in terms of what segments exist and what alternative ways of segmenting the market might be available and possible. To gain a better understanding of different customers' perception of value, marketeers can see certain customers with similar characteristics and perceptions as belonging together as a distinct segment, but unless those similarities actually exist, the segmentation and the target will be meaningless. (Helier, 1996). Customers within one segment should be similar to each other in ways, which are important for how, when, what and why they buy, and different from customers in other segments, That is homogeneous in marketing. Organization's, which find new ways of segmenting a market, may also find new ways of differentiating their offering in response to a particular segment's perception of value, and will therefore gain an advantage over their competitors. (Adreson, 2006). Once we have a clear view of market structure, we need to decide which segment or segments to target. Certain elements will tend to make a segment attractive: size, growth, profitability, fit with company strengths, relative weakness of competition.

- **Stage four: Competitor analysis**

Competitor analysis is a big topic and has an important role to play at the level of corporate strategy as well as in the marketing strategy process. If you want to look more specifically and in greater depth at competitor analysis, there is a separate learning guide on this topic. In the context of developing a marketing strategy, there are particular areas of competitor analysis to be considered.

- **Stage five: Differential advantage**

The concept of differential advantage was introduced in the market literature by Alderson (1957). As the dynamic force behind competitive markets: "Absolute advantage ... is not enough if all competitors live up to the same high standard. Whats is important in competition is differential advantage ... it is the unending search of differential advantage which keeps competition dynamic. A firm that had been bested by competitors according to certain dimensions of value in products or services always had before it the possibility of turning the tables by developing

something new in other directions. The company, which had the lead, is vulnerable to attack at numerous points. " (Alderson, 1957). Differential advantage, or competitive advantage, describes the ways in which one organization's offering is different from and better than another's.

- **Stage six: Marketing mix**

The marketing mix is a term used to describe the combination of tactics used by a business to achieve objectives by marketing its products or service effectively to particular target customer group. "It is also referred to as the '4 Ps'- Product, Price, Promotion and Place. Or the '7 Ps' – the 4 Ps with the addition of People, Process, Physical Evidence, also called extended marketing mix." - (Cookham, 2012)

- **Stage seven: Implementation**

The implementation of marketing strategy demands good communication between the marketing function and the other parts of the organization. The McKinsey "Seven S" model (Peters, 1982) may be used as a checklist to ensure that all the elements involved in implementing the strategy are consistent with each other and with the strategy itself.

- **Stage eight: Monitoring market performance**

Ideally a marketing plan should also include performance targets in terms of sales and contribution, customer satisfaction, or any other measures deemed appropriate. There is a trend towards the use of non-financial measures in monitoring company performance (Kaplan, 1996). The information needed for such measurements is often difficult to obtain, but as feedback mechanisms showing whether or not a strategy is being successfully implemented, they may be more useful than traditional quantitative measures. The learning guide on performance management has more information about the balanced scorecard approach.

2-Creativity:

Creativity is to create something new, unique, extremely attractive and appealing to the consumers. (Devina, 2009). Understanding the fact that creative ideas do not come over night they are required to be developed through systematic thinking. Breakthrough ideas might appear to be instant or impulsive, but they are not. They are based on sound strategy, outstanding visuals and copy, and the correct application of timing and media. The art is in ensuring that all elements of communication work together so that the end result is more powerful and effective. (Medha 2006).

There are much bold evidences that significant changes faced marketing campaign industry. Some of these changes are good: big ideas, innovative partnerships, & interesting new work, that show what marketing campaign can do for brands. marketing campaigns allows you to communicate a salient message to a large group of consumers faster than any other form of communication. It allows you to truly connect with your consumer; it gives you an opportunity to develop an ongoing relationship between the consumer and a brand. At its best, marketing campaigns will create a sense of urgency for the consumer, honest awareness and accurate that there are products, places, styles or sensibilities that cry out for attention or action. (Deborah, 2009).

The important thing is finding the right balance between defining a good creative message and execution. The true craft is in identifying ways to interest consumers in what is being offered at the same time justifiable creativity. A creative strategy can put you on the right course, but in a world filled with distractions and clutter you must develop communications that capture consumer attention and interest. The key of delivering effecting creative message is the selling point in an interesting, non-contrived manner. Great marketing campaigns build the brands and some campaigns sells brands. Creativity makes advertisement popular among the consumers and motivates them to purchase advertisement specific product. (Rosengren, 2011), David Ogilvy once quoted that "If it doesn't sell, it isn't creative." It is an accepted fact that if you present your product, service, and idea in different manner you'll get high brand recall. (Rosengren, 2008).

With so many products on the market having the same function, the only way to position a product, service, or company differently from anything else in the same category is through creative development in advertising. Creative advertising needs to intelligent, sharp, imaginative to the point and extremely catchy. It must motive people to purchase advertisement product. The message and appeal made should be able to make positive impact on the consumers. The creativity develops new useful ideas, which further fulfill the desired requirement. Creativity should focus the attention of the customer on the product and he must feel the urge to have that product for same benefit. This suggests that creative advertising should be able to create demand for the product when it is introduced for the first time. (Deborah, 2009.Medha, 2006).

So far, most research on creative media has focused on its ability to stand out from the clutter by employing media that are not used by other brands (Dahlén, 2005; 2009). However, there seem to be additional advantages of advertising creativity:

- **First**, research has shown that creativity in itself is noticed and appreciated by consumers. More specifically, consumers perceive creative ads to be more interesting, entertaining, and likable than less creative ads (e.g., Smith et al., 2008). A higher level of advertising creativity offers consumers a higher advertising value (Rosengren, 2011), thereby making them more willing to pay attention to such ads.

- **Second**, recent research on creative advertising executions suggests that advertising creativity functions as a marketing signal. More specifically, Dahlén et al. (2008a) find that creative advertising executions are seen as a sign of fitness or ability on behalf of the sender, and that this, in turn, affects their perceptions of the brand.

Creativity in Saudi Arabia:

According to Sahal Ali Al-Marwai and Sreenivasan Jayashree research in 2010 that evaluates the opinion of Saudi Arabian advertisers on the benefits that they gain from innovative advertising methods and also evaluate the opinion of Saudi Arabian consumers on their perceptions of innovative advertising methods. Their study is focused on making a determination of the importance of creative advertising modes as a replacement for traditional advertising modes and to determine the level at which these creative advertising modes would be acceptable in Saudi Arabia. Today business organizations are facing a high level of competition and changes. If the company is not unique to pull the customers from the competitors, then it will not sustain for a long time. Felt that the advertising should be good, strong and a solid concept with great execution but before any of that happens, there should be a strategy that is right, tight and bright. It is right on for the clients. It is tight for written strategy when it has got some kind of innovation, some kind of inspiration, something that differentiates. It connects on our emotional level, it has a benefit and it makes people want to spend time with that brand. The bottom line is advertising that is going to generate results for the clients and get them a very strong return on investments. Creative advertising is any message that is memorable and easy to recall for any individual when they are ready to be a consumer of that product.

In their facet of the study, a comprehensive analysis of the research findings were made with the presentation of the statistics of the research findings and the drawing of some very important conclusions in respect to the research topics.

Analysis of the number of respondents who have encountered creative advertising: For this analysis, it was found that 60.78% of the respondents had said that they had encountered creative advertising modes in Saudi Arabia and abroad as well.

The 34.64% said that they did not encounter such a mode of advertising in Saudi

Arabia or abroad. The 1.31% said that they did not know if they had encountered such a mode of advertising or not.

Type of creative advertising: For this analysis, it was found that 41.17% of the respondents stated here that the floor advertising and mobile billboard were the most common type of creative advertising that they have encountered. Next were elevator and escalator advertising, which accounted for 28.09% of the respondents and then tunnel, vinyl graphic and seats advertising which had accounted for another 22.86%.

Did it catch your attention: For this analysis, it was found that the majority of 77.77% said that this form of advertising did catch their attention. The rest of the 20.26% said that it did not catch their attention at all.

Opinion of creative advertising modes: For this analysis, it was found that 84.31% stated that their opinion of creative advertising modes were positive. The 12.41% said that their opinion of creative advertising modes were negative.

Opinion about traditional advertising modes: It was found that the majority of 80.39% stated that their opinion of traditional advertising modes were negative and 18.3% said that their opinion of traditional advertising modes were positive.

Preference to view creative or traditional advertising modes: For this analysis, it was found that a majority of the respondents, which amounted to 95.42%, stated that they prefer to view creative advertising modes as opposed to traditional advertising modes. The 4.57% said that they prefer to view traditional advertising modes.

Appealing aspects of creative advertising: For this analysis, it was found that 43.79% stated that the aspect of creative advertising that appeals to them the most is the fact that these advertising modes are emotionally appealing and hence this had their easy attention. The 12.41% said that these advertising modes were appealing to them because creative advertising modes were funny. The other 20.91% said that this mode of advertising was appealing because of its innovativeness on communicating the message.

Mode that motivated to purchase a product or service that is being advertised: For this analysis, it was found that the majority of 94.11% respondents stated that it was the creative mode of advertising that captured their attention to influence them in purchasing a product or service that is being advertised. The other 5.88% said that it was the traditional modes of advertising that would likely capture their attention to such an extent.

Acceptance of creative advertising in Saudi Arabia: For this analysis, it was found that the majority of 80.39% respondents said that creative advertising modes were well accepted in Saudi Arabia. The 11.11% said that it would not be well accepted in Saudi Arabia and 8.49% said that they did not know if it would be well

accepted in Saudi Arabia.

The analysis of the findings above is quite positive in terms of the perception of Saudi Arabians towards creative advertising mechanisms. It is quite clear here that a large portion of Saudi Arabian's views creative advertising as a highly acceptable and effective method of advertising that would be highly appealing to them. In the analysis, it was found that a large majority of the respondents had stated that creative advertising were a effective mode of advertising that attract them to purchase the product or service that was being advertised. It is apparent here that these respondents want more creative, attractive and innovative methods of advertising and creative advertising modes are capable of satisfying these requirements.

3-Execution:

The execution is the concept of which translates the strategies and creativity into action, by reaching this stage the company must understand that they are presenting and implementing its vision into action. In order to know what has been the reason behind the successes of any corporation or business is the right way to execute what has been promised and deliver it the way it should be.

When a company fails to deliver its promise it seems to be a mistake that the CEO's or top management fail in their strategy that led to that fail, where it is not always true as the way the operations understand the strategy and implement it can be the major mistake in the plan, for example when a real estate developing company chooses to launch a mega project they start with an idea then they find a location after that they start to get the blue print from the architect, then they sign up a contractor to build up the project.

Let us break the previous example:

If we assume that each stage has been implemented in the most sophisticated way, the real estate company develops its idea they were doing their strategy where in this stage they may have the best executives in the market and they are most likely to choose to go with the best real estate consultancy company, then when they assign the architect which could be a most creative and reliable one to draw the design the project now they were in the creativity stage, up to this stage every think could be fine.

And when they sign up with a contractor they are in the execution stage. The contractor now has to implement the guideline that he has in or he will fail all the process and the promise that has been made by the developer may not be delivered as expected.

In the marketing industry the Execution stage is what the audience will see, and react toward to decide if the campaign will succeed or not.

To understand execution, you have to keep three key points in mind:

1. Execution is a discipline, and integral to strategy.
2. Execution is the major job of the business leader.
3. Execution must be a core element of an organization's culture. (Charan, 2002)

In order to answer the question (what The ideal way to do execution?) many author has agreed that there is not a clear stages to fallow each camping has it Owen characteristic but to draw a general idea about the aspect that that will lead to the best use of Execution we gather the following steps (Gospe, 2008)

Step 1

Create quantifiable goals for your campaign

Step 2

Brainstorm a variety of ways to execute your campaign

Step 3

Know who your target audience is

Step 4

Boil down your advertising message to a few relevant points.

Step 5

Measure your returns during the campaign

The difficulties that has in the Execution are many and also depend upon the camping itself weather it is an advertisement base camping or any other type of camping, the difficulties can meet deferent level (Charan, 2002)

Such as the time the agency will need to form the advertisement that as required in a time frame, the time element as essential in the execution stage as the marketing agency may be creative and work in a high standers and level but the time ca cause them hard time to deliver the required advertisement as asked. (Agency interview)

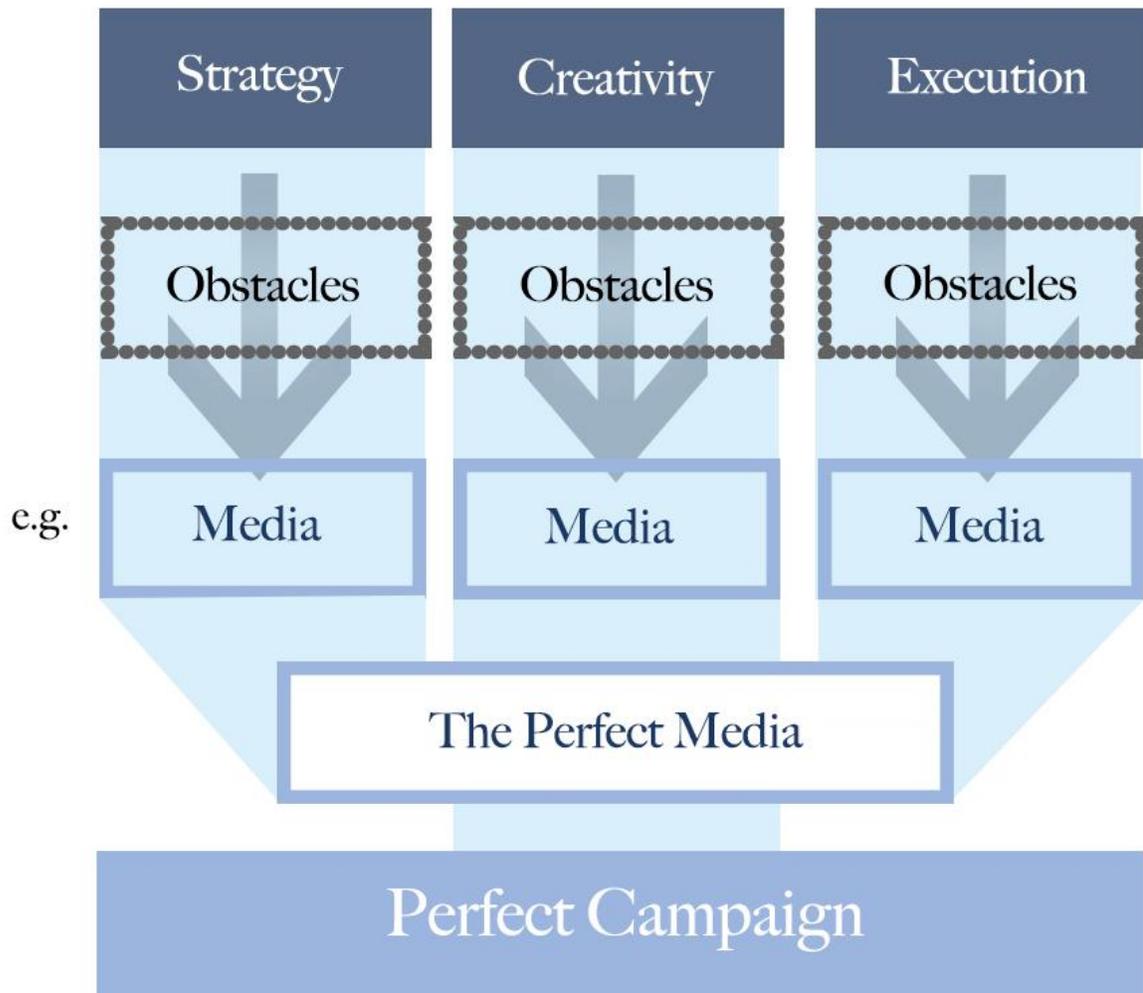
Another element could be the bureaucracy within the country that the advertisement which take place in, such cause may limit the level of creativity in implementing the idea that the advert, for example in Saudi it is prohibited to but a driving women to promote for a car that target women.

Element number three is the understand of the culture before implementing any advert the media agency has to understand what is expectable for the target it society for example in china Toyota has a dress an advert that shows the Dragon weaker then it cars, and the dragon in china is consider to represent the power in their legacy. (Nash, 2000)

The last element is the lack of professionals and the shortage on the equipment that will shoot or act on the advert for instant here in Saudi it hard to get some expert from abroad to shoot an advertisement in a short period of time.

Business Model:

We designed our business model based on the marketing's three elements and based on the resreachs above:



- Starts with planning and designing the strategy, going through the obstacles in the Saudi market, through the choosing the media.

- Second column is creativity, which comes after the strategy and planning, going through the obstacles of the Saudi market, then uses the media.

-Execution is the final stage where they apply every thing that was planned and chosen in the creative stage, they apply it in the media.

- Finally the three elements will lead to the perfect media and then the perfect campaign.

Research Methodology:

Broadly speaking there's two kinds of research methods that researchers can use to approve their researches; sometimes they called models, methodologies or diagrams (Creswel, 2003):

- 1- **Quantitative research method** is based on the measurement of quantity or amount. Here a process is expressed or described in terms of one or more quantities. The result of this research is essentially a number or a set of numbers. Some of the characteristics of qualitative research/method are (Rajasekar, 2013):
 - It is numerical, non-descriptive, applies statistics or mathematics and uses numbers.
 - It is an iterative process whereby evidence is evaluated.
 - The results are often presented in tables and graphs.
 - It is conclusive.
 - It investigates the what, where and when of decision making

So in that case they will face closed ended questions include all possible answers/prewritten response categories, and respondents are asked to choose among them. (Dawson, 2002)

- 2- **Qualitative research method** that is based on using methods such as participant observation or case studies, which result in a narrative, descriptive account of a setting or practice. Sociologists using these methods typically reject positivism and adopt a form of interpretive sociology. (Parkinson, 2011)

Qualitative research is concerned with qualitative phenomenon involving quality. Some of the characteristics of qualitative research/method are (Philominathan, 2013) :

- It is non-numerical, descriptive, applies reasoning and uses words.
- Its aim is to get the meaning, feeling and describe the situation.
- Qualitative data cannot be graphed.
- It is exploratory.
- It investigates the why and how of decision making

We'll choose the **qualitative method** because of its flexibility nature its offers unique advantages in relation to quantitative inquiry. We think the biggest advantage is the ability to search into responses or observations as needed and obtain more detailed descriptions and explanations of experiences (Bickman, 2009).

So we'll gather data using qualitative method, Therefore we will make questioner and ask the targeted audients:

A: Marketer managers

B: Marketing Agencies

As we know about qualitative method, we cannot measure or weigh patterns. But to study patterns we must map a configuration of relationships. (Chinnathambi, 2013)

We'll use one of the central methods in qualitative research, which is simply talking and listening to people. In qualitative research every opportunity for investigation and increasing knowledge is important. The unanticipated may often be more useful in highlighting what people really think and really do than answers in a formal survey situation. (Mayoux, 2009)

Questioners:

- The first page is the companies questioners
- The second page is the agencies questioner

Marketing Elements Interview with (person's name) (his position) in (Co name)

Date of the day of the proposal

Interviewed by (Name of the interviewer)

knowledge from experienced marketers in Saudi so it will be useful for the next generation. The questions listed below:

Introduction questions:

1. What do you think of advertisement in Saudi Arabia?
2. If you want to do the perfect marketing campaign, how would you do it?

Strategy:

1. Do you think that you're implementing the best marketing strategy? Why?
2. What are your competitor's weak points in their strategy?
3. What are the problems that you faced within your marketing campaign and how did you solve them?

Creativity:

1. Do you think creativity can help the company's campaign? How/Why?
2. In term of creativity what was the main issue that you've faced?
3. How to do you keep maintaining to match creativity with culture barriers?

Execution:

1. What do you think of execution in the Saudi market?
2. What are the difficulties in the execution stage?
3. In term of execution what is the barriers that you company face?

General questions:

1. What do you think the role of the marketing agencies in Kingdom?
2. What's between these three stages is the most difficult and time-consuming stage?
3. How to gain the feedback of your campaign and what measurements do you use for that?

We hope you conform the suitable time and date to you and notify us.

P.S. the interview will be voice recorded for the purpose of reliability.

Marketing Elements Interview with (person's name) (his position) in (Agency's name)

Date of the day of the proposal

Interviewed by (Name of the interviewer)

Introduction questions:

1. What do you think of advertisement in Saudi Arabia?
2. If you want to do the perfect marketing campaign, how would you do it?

Strategy:

1. Does agencies have a role in creating the campaign strategy? What is it?
2. What are the most common issues that you face with your clients strategies?

Creativity:

1. Do you think the level of creativity between agencies is the reason behind their position in the market? Why?
2. In term of creativity what was the main issue that you've faced?
3. How to do you keep maintaining to match creativity with culture barriers? And how much the culture can affect the creativity level?

Execution:

1. What do you think of execution in the Saudi market?
2. What are the difficulties in the execution stage? And what is most difficult barrier to go through when you implement new ideas?

General questions:

1. What are the week points of the marketing agencies in Kingdom?
2. Do you think companies accept the way agencies present their campaign?
3. How to gain the feedback of your campaign and what measurements do you use for that?

We hope you conform the suitable time and date to you and notify us.

P.S. the interview will be voice recorded for the purpose of reliability.

Analyzes and findings:

Companies Interviews Answers and Brief Analyzes

Strategy:

4. Do you think that you're implementing the best marketing strategy? Why?

According to Al Maraie "Focusing on SWOT analysis in our strategy lead us to have best strategy for our campaigns". Where in SMEs like Burgerizer the food company, seeking for the best strategy through investing heavily to deliver their main messages. So our companies sample believes that they implementing the best marketing strategy, by knowing their target, their share of the market, and their objectives.

5. What are your competitor's weak points in their strategy?

- Huge cooperation like Mobily believes that the weakness are "Placing the wrong position of their company, the deliver unclear messages, they use the wrong media tool or misusing them." Their compotator STC answered differently by saying, "Most of them in the market are reactors of us, none of them is a pioneer, and they also don't stick to a specific identity which confuse the consumer."

Small companies believe that compotators have no focus on their message and they have a lack of positioning in the market. That shows that SMEs agree with big companies in the point where placing the wrong position in the market.

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6. What are the problems that you faced within your marketing campaign and how did you solve them?

Big companies believe that the government intervention affecting them heavily, either by intervenes on the price of or the strategy's main messages. Companies invest a lot of money on researches and studies to create the best strategy for their campaigns but at the final moments of this stage government intervene without taking the wastes under considerations.

SMEs think that how and where to invest their recourses is their main issue, they solve them by investing heavily on a step that they think it's the best decision an that moment and then they measure the feedback to see what's their next step.

Creativity:

4. Do you think creativity can help the company's campaign? How/Why?

All big companies in our sample agree on creativity is the main engine for the best campaign, as creativity will deliver the message by catching the customer's attention and desire to get their attraction. Without creativity a campaign will not success in the market and wont reach to their target goal.

SME's doesn't agree with this, they believe that delivering the right message is more important and creativity can help but its not that important compared to the message. SME's don't have the financial ability to invest as much as big companies in the creativity, that's why message is more important because even if the creativity was not high, at least they make sure to deliver the targeted message.

5. In term of creativity what was the main issue that you've faced? And how to do you keep maintaining to match creativity with culture barriers?

The culture is the main issue that's its facing the sample. All of them big companies and small companies see that culture the main issue of every creative campaign they do. Culture affects every marketing step in their strategy. Either by topic or materials they're using.

For example Mobaily had a very aggressive campaign toward their latest marketing campaign of their service Wajed, the campaign's message was to show people how much they can trade their point at the company for rewards like travel tickets and gifts certificates. Their commercial showed employees at their work try to get each other's Mobily points to win these rewards, whoever give the other points he'll get to share the reward with him. However, some viewers misunderstood the campaign and they believed it showed as bribery, which is prohibited in Islam and unethical in our culture.

Also using females in the commercials was a big issue to food companies like Al Maraie who targeted families in their advertisements. The fact that their products are used mostly in kitchens which is in the house they still had to show females wearing the Hijab because its must in the Islamic culture. To some viewers it didn't make any sense since the women inside their houses surrounded by their husbands and children but she still has to wear the hijab.

Companies solve these issues by going to useful agencies, and by useful they mean agencies that have local workers. Saudi workers can send within the Saudi culture because they were born with it, the culture is part of their daily lives. The can create the best ideas within the culture's umbrella without the need to breaking the rules or norms in their own country. However some

companies don't always go to agencies but having Saudi workers is the best solution to escape the obstacles that they might face in the terms of communicating with the Saudi customer and society.

Execution:

4. What do you think of execution in the Saudi market?

Execution is a very complex stage, where the opinions between samples are different. SME's think that the Saudi execution and implementation is very weak and unprofessional. Limited is their best description according to Burgerizor Company.

On the other hand, big companies think differently where they think the execution is growing and it's a stage where it showed how profession you were in the previous stages, which are creativity and strategy.

5. What are the difficulties in the execution stage? And what are the barriers that you company face?

Companies in the sample agree that the culture also effect the Saudi execution, changing the campaigns and advertisement at the final stages because they had to get through the Saudi culture terms and rules is a big issue. According to Mobily somehow the execution stage finalizes the campaign by implementing the Saudi term without taking the company's opinion. Either by pixeling the face pictures at the printing stage or covering some parts that they don't think it's suitable to be showed in billboards or magazine.

SME's adds that the Saudi culture norms and characteristics effects too, they believe workers don't tend to be serious in their jobs or tasks. They believe they have a commitment issues especially free license workers. Ads and campaign get late and some parts finish before another, which can affect the campaign negatively in a lot of terms, especially if it's a seasonal related campaign.

General questions:

4. What do you think the role of the marketing agencies in Kingdom?
They believe that agencies do an essential part in the Saudi market. They depend on them to have the latest ideas and trends that are in the Saudi market. They strongly agree that they should care more about their way of matching the ideas with the Saudi culture, according to some failed tried that showed unprofessional matching of non-Saudis with Saudis in commercials and ads.

Although the sample agrees that agencies are an important player in the Saudi market, but they have a very negative effect on it. It's the domination of non-Saudis. With all respect to all nationalities but they kill the Saudis advertisements with the their wrong adaptation of the culture.

5. What's between these three stages is the most difficult and time-consuming stage?

Big companies and small companies agree on that strategy is the most difficult and time-consuming stage of all three. Burgerizer comment on that by saying "Strategy is the most difficult and important stage because we believe if you did the strategy right, the other stages if they conclude mistakes it will not effect the campaign as much as if the mistake in the strategy of the campaign".

6. How to gain the feedback of your campaign and what measurements do you use for that?

"The feedback is the very important to know and decide our next steps and goals" according to the sample's answer. However, companies deal with the measurements on their own way. SME's use qualitative because they believe it's the clearest to them, they also applies focus groups to hear their honest opinion. Big companies use software and online surveys to measure their feedback along with social networks.

Agencies Interviews Answers and Brief Analyzes

Strategy:

3. Does agencies have a role in creating the campaign strategy? What is it?

Agencies perfectly agrees on they don't participate in making the strategy of the campaign. The process start by receiving the client's brief, so from the start they don't anything to do with making the strategy. 6S agency comments on that by saying, "We don't participate in making the strategy but we might offer it to our clients in order to build a relationship between us and our customers".

4. What are the most common issues that you face with your clients strategies? And how do you translate the company's wants into actions without missing the goals?

Sample agrees on that miscommunication is the main issue that they face with the clients. Miscommunication always leads to misunderstanding because nothing is clear to either the agency or the client. 6S said that, "Sometime we face problem when we discover that some clients don't really know or understand what strategy means, so the process of the strategy comes and goes several of times between both parties in order to understand the full strategy from the client".

Having the right strategy from the beginning saves time for the clients and agencies. Agencies need their time to create the best marketing idea to the desired campaign. JWT said, "Reviewing the designing of the campaigns takes a lot of time and work, if we know exactly what our client want we exceed his satisfaction but when its blurry we cant deliver the best for him."

Creativity:

4. Do you think the level of creativity between agencies is the reason behind their position in the market? Why?

They strongly agree with the statement "Creativity define the agency's position in the market". Agencies always want to gain more creativity awards and achievements. Their goal is to design the best campaigns to develop their best reputation for the future. TEKMAL agency comment by saying, "Agencies always be left behind if they're not having the best creative team."

5. In term of creativity what was the main issue that you've faced?

Agencies think the market face many issues like:

- "Culture is a main issue we face." 6S said "Although we try our best to use the culture in our side but sometimes it stops us to do a lot of creative ideas, people's nature of acceptance new ideas in Saudi is not as much as US for example." The barriers are not clear and loud because its norms and characteristics that defines the Saudi personalities, its not a law or rules written in a book, so agencies can't know what people's reaction if the comparing has nothing to do with religion.
 - Subculture is another issue that agencies take it under consideration. After making sure that the campaign is not affecting the Saudi culture negatively the agencies do another study to see how fit is this campaign to the area that it will be implemented in. TEKMAL said "Sub culture is different from each other, what's accepted in Riyadh is might be not accepted in Qassiam, What's in Jeddah cant fit in Hayel for example, the norms and meaning of the words is different from an area to another, they have their own perception and communication tools to use to." So sub culture is another point that needs to be considered in the creativity level. It's a famous step in big countries in the world like United States, United Kingdom and Australia. In the Arab countries Egypt is the most famous country that contains subcultures in their marketing companies.
 - Miscommunication and misunderstanding is another issue that JWT raised, "The client always assume that agencies should do everything in the campaign, they really have a wrong definition of the agency's role in the their minds, agencies should clear this up to the clients and raise the awareness of the agencies parts."
6. How to do you keep maintaining to match creativity with culture barriers? And how much the culture can affect the creativity level?

Samples have different ways to keep this maintaining. 6S agency read more books and references to create new ways to maintain their creativity within the culture barriers. They think that global marketing agencies can inspire them to keep their ideas within the culture. JWT believes that speaking the language of people and understand them more by communicating with them in social network and events can help them to match the creativity with the barriers without any misunderstanding.

Agencies know that culture control the creativity in Saudi market. JWT elaborate by saying, "In the Saudi market its hard to come up easily with the best idea for the campaign that you wan to lunch because it's a safe culture, there's a marketing quote say 'sex sells' but we all know that doesn't applies here in the kingdom." The fact that Saudi Arabia has a very conservative

culture is a challenge that most agencies have to deal when they start working in Saudi Arabia. Its not easy to global agencies to use the safe ideas and success without breaking any barrier, but they don't have any choice but that to survive in this industry.

Execution:

3. What do you think of execution in the Saudi market?

Sample agrees that the Saudi execution is immature to the level of creativity they agencies reached to now. TEKMAL agency said, "We mostly do outsourcing in the execution stage, the Saudi execution industry is not as strong as the execution in gulf countries like Emirates."

4. What are the difficulties in the execution stage? And what is most difficult barrier to go through when you implement new ideas?

Agencies agree on that the main difficulties are;

- Governmental difficulties. In every campaign that agencies would do in the streets or in any public place they need to do papers and permeation from government to allow them to start this campaign. JWT adds, "Sometimes agencies ideas get rejected or either takes so long time to get the acceptance, unless if they know an insider than the case is different". Not just in doing the public campaign, they also face difficulties in issuing entrance visa for aboard workers who can help in the execution stage. TEKMAL said, "Due the unprofessional Saudi execution we need workers from outside of he kingdom and issuing a visa is a problem that we face all the time"
- Commitment is another problem that 6S believes that the Saudi execution have. 6S say that, "the execution have low commitment to any tasks they should do, either by how quality it is, how efficient, how much it will take or how reliable it is". This is the reason behind going aboard for outsourcing and gets foreign talents to work in Saudi Arabia.

General questions:

4. What are the week points of the marketing agencies in Kingdom?

Agencies have different opinion from each other's, although they agree on three main week points that agencies have:

- The Lebanese domination of the Saudi agencies market is taking a wrong reflection on the other agencies and the industry itself. JWT answered by, "I personally believe that the agencies market will be better off without Lebanese in the picture, our company has many Lebanese but we try to keep the balance in order to avoid the cultural differences mistakes".

- Low communication is a very serious issue according to 6S, "The communication between the media execution agencies and creative agencies is very important to implement the right ideas without any mistakes, both sides need to understand that they have to work together to establish one goal and they don't compete with each other".
- TEMAL believes that the lack of professionalism is a main weak point, "We only go outsourcing just because we tried the execution in Saudi many times and we experienced how on professional it is here, so to avoid any loss or wastes we decided to go abroad".

5. Do you think companies accept the way agencies present their campaign?

Agencies agree that companies do the bargaining in this point, 6S said, "Companies never accept the first idea or even the second idea, agencies know this trick that's why they save the best for the last in their presentation". They also agree on the term of how you present the idea affects the acceptance of it, because marketing the idea is one face of the marketing too, "We don't present our ideas via email or telephones, we always go face to face in order to deliver the best emotions and make sure that the customer gets our idea 100%".

6. How to gain the feedback of your campaign and what measurements do you use for that?

Agencies have their own process in feedback and measurement, JWT believes that sales is the fastest feedback that they can get from the customer, then they research into the social networks to see the feedback of the people there, mainly Twitter. 6S use software like Meltwater to measure the feedback correctly. TEKMAL design their own impact report and KPIS measurement to understand the feedback right and know the next step.

We found companies are the main responsible for the strategy. In every campaign the companies are the ones who create, plan and design the strategy. Companies focus on different methods to create their perfect strategy that fits their goals and objective. Although they might have weak points in the strategies from a competitor to another but it seems like they all agree that the strategy is the most and main important stage in every campaign. The message and the plan of the campaign is the most important because if there's no message there's no point of the campaign. Some of them believe that government can affect the strategy making by their rules and intervention.

Agencies on the other hand don't deal with strategies. They receive the brief from the companies of what they need to do and what are the plans according to that they start design the campaign. They find that communication between them and companies are not very professional in some cases due to the lack of awareness of the meaning of strategy in some new market business.

Creativity is the main engine of every campaign; this is what both companies and agencies agreed on. Although agencies might agree a little bit more because it's what defines them in the market. Agencies work and build their reputation according to their creativity and marketing skills to attract people's attention. Companies believe that creativity is important too as long as the strategy is strong and well framed.

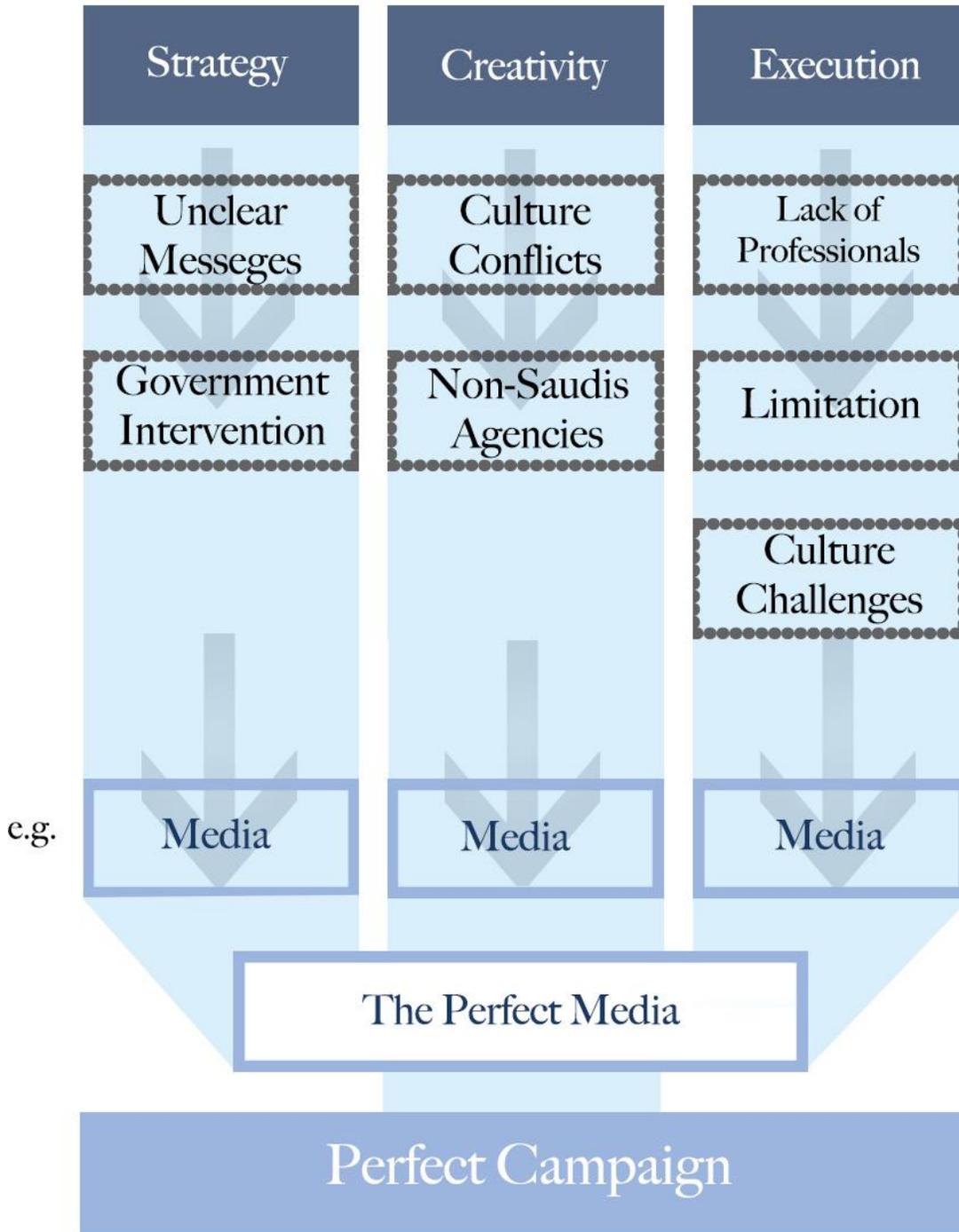
Culture is the main obstacle that both companies and agencies agreed on in creativity. They believe it's one of the big slow downs in the Saudi market and because of it they need a lot of time to study every Campaign very carefully to be creative within the Saudi conservative culture. To do that correctly you need to have the best employees that understand the Saudis' way of thinking, and no one can understand them better than Saudis like them. Agencies and companies think that there's a big lack of Saudi talent in the market, which created a big opportunity to the non-Saudis to fill it up but with consequences. The reaction of this finding is showed in failed ads and commercials that companies and agencies experience through the years in the Saudi market.

Saudi Arabia is a very limited market in the execution field. It's very immature and unprofessional which lead many companies to outsource their campaign materials from outside the country. Companies also find that even if they found the materials and it didn't require any new materials in the market, that the workers in the execution field are not professionals enough to do it. They find them either lack of commitment or slow.

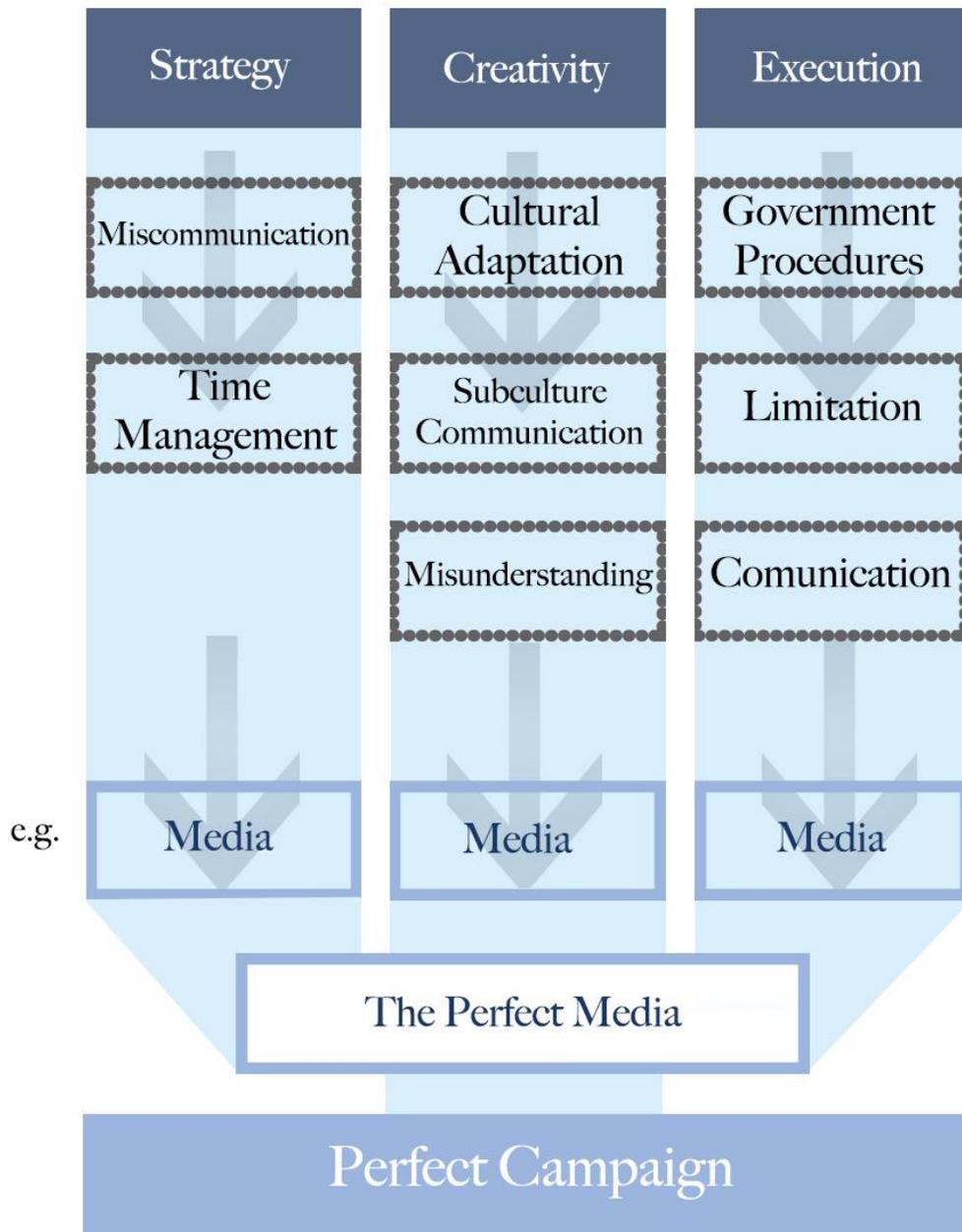
Agencies however don't really deal with this stage of marketing. There are execution agencies and media agencies that are specifically made for this stage but marketing agencies and advertising agencies don't deal or participate in implementing the campaign.

According to our findings our business plan was modified.

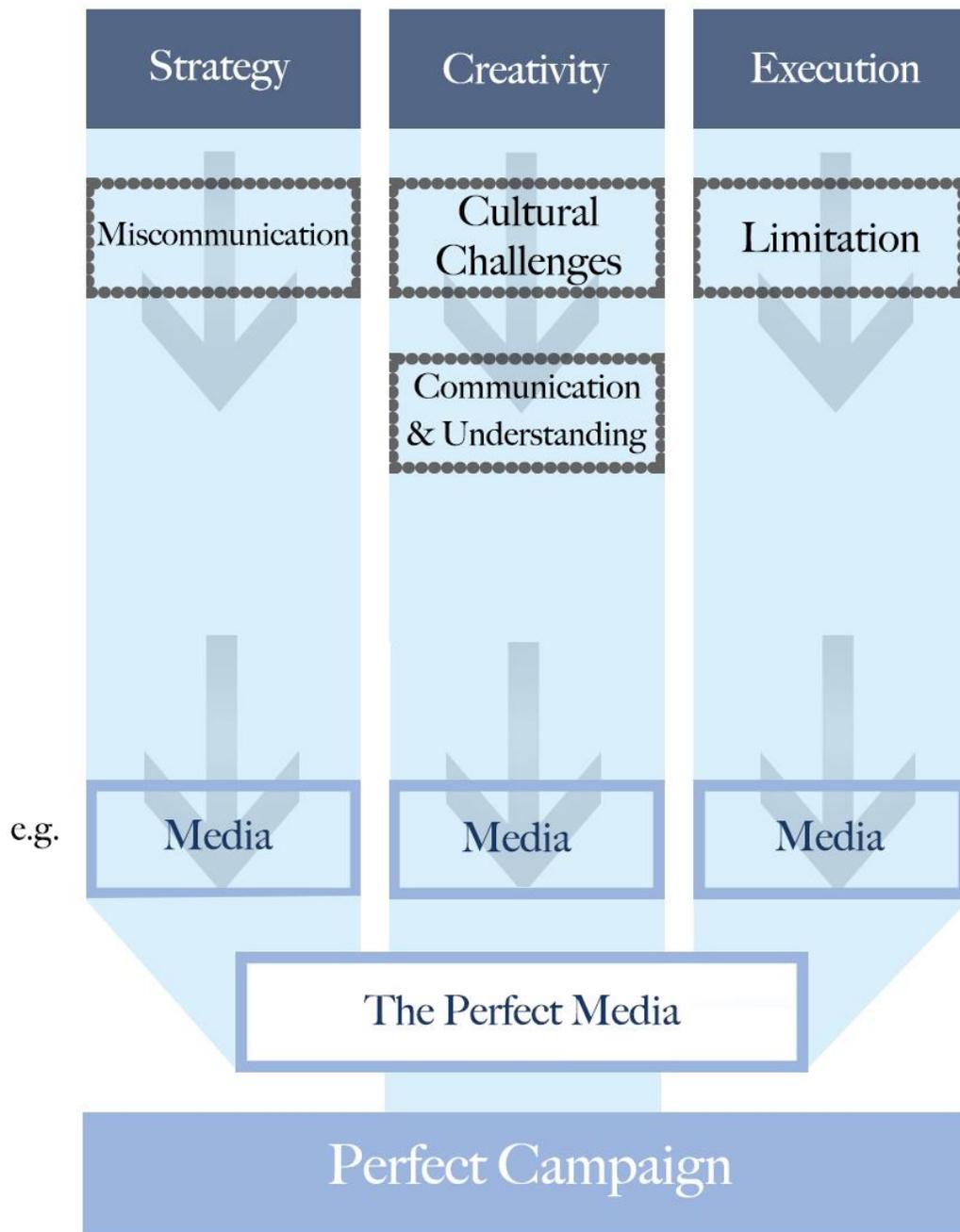
Companies:



Agencies:



Obstacles that faced both agencies and companies:



Limitations:

- The lack of recourses is a big issue in the Saudi related researches; the data bases websites don't have enough information about the Saudi market obstacles. Even if they have articles or researches they were out of date or did not serve our research purpose.
- The communication between us and the companies who agreed to do interviews to help in this research was taken unseriously. Out of 20 companies/agencies the interview were only with 8 companies/agencies, more than 50% of the agreed sample did not commit to do the interviews due to their busy schedule or the lack of interest.
- The definitions of the marketing's three elements were different from one theory to another. Every interviewee has a different aspect of strategy, creativity and execution. The recourses were taken from different schools of marketing and theories, as deep as we go in the research as the definition changes and gets more complex.

Recommendations:

Conclusions: