

Bahrain Polytechnic

BSB 7101 Marketing Management- Group Report

Zain Bahrain e-Waste Recycling campaign



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Executive Summary

The aim of this report is to critically analysis the process of marketing activity in regard of E-waste recycling campaign of Zain. Also evaluating the success or failure of the campaign. To achieve the aims of this report it's been through 7 stages.

Firstly this report gives an overview about Zain's e-waste campaign that it's lunched on March 2011, it was about disposing the old unusable tech devices for recycling and get a raffle tickets that would win the participant a new handset. Furthermore, this campaign has given citizens the opportunity to be aware of how much e-waste a household generates and how that in turn affects the totality of the generated e-waste against the recycled amount of e-waste.

Stage 1: this stage determined the various resourcing requirements (human, financial and physical requirements) that were utilized in Zain's E-waste campaign and assess how these requirements were used to increase the success chances of campaign. To further this, five categories of organizational resources are broken down in detail: Men, Money, Machines, Materials and Minutes. As a result of the evaluation the resourcing needs were almost met on effective terms and no difficulty since a majority of resource requirements are not too difficult to acquire.

Stage 2: this stage illustrates the performance of the marketing and CSR teams in regard of the campaign. Furthermore, the importance of the leadership to achieve success, not only manage every individuals' (both internal and third-party staff) activities and tasks but to also lead them to exert and give their best performance. In addition, the three levels of leadership model applied to create foundation towards achieving "authentic leadership" and how the leadership was ethical within the campaign

Stage3: is evaluating the resources of information as without any proper or reliable source of information, the factor spreading credible awareness cannot be validated nor will it bring any ethical satisfaction towards the company and the members' who dedicated their time and effort to bring the activity to life. All the information sources gathered have proved to be relevant, accurate and up-to-date thus further providing the campaign a credible status which subsequently affects the activity's performance and outcomes.

Stage4: presents the approach of setting the budget which is "Top-down", where the budget allocated by the management and worth 10,600 BHD. Characteristics of the budgeting process were "Flexible" in terms of changing circumstances and there was a constant "Feedback" to monitor the performance. Variance analysis were applied on the budget resulted a positive one worth 890 BHD, indicates that the process of setting the budget was not much accurate. Also, shows the reasons behind the positive variance and what correction active must be taken in



consideration to avoid them in the future. Additionally, what issues encountered the budget internally and externally. Finally, the financial control over this campaign was not necessary as there was excess in the spending.

Stage5: Cost benefits analysis applied to determine the tangible and intangible benefits of the market activities and the payback time. Also, shows the contribution between the marketing activities and the marketing department objectives. However, it highlight the advantage and disadvantages of the Cost Benefits Analysis.

Stage6: evaluating the success or the failure of the campaign through applied the Key Performance Indicator. As result is was shown that the marketing activity was a failure as a financial contribution to the company but a success as a CSR initiative from Zain. Furthermore, advertising through emails has proved to be effective and measurable but it's unaware whether it can forecast a definite financial future for Zain's customers and mobile contributors.

Stage7: the final stage, listed recommendation in order to improve the market activity through having an effective advertising platform will ensure that the consumer participation rate will increase and thus create a bigger impact on the company and especially on the environment.

Introduction\Overview about Zain Bahrain e-Waste Recycling campaign:

On March 2011, the telecom company Zain Bahrain had announced the launch of the kingdom's first "green" approach (Zain Bahrain leads the way with e-waste collection campaign, 2014) in handling the amount of e-waste we generate from disposing tech devices and not taking protections to have it recycled. This "green" approach was actually the first e-waste campaign to offer citizens of Bahrain the opportunity to properly dispose of their old unusable tech devices and be given raffle tickets that would win them a new phone handset (New mobiles swap chance, 2011). Seeing as Zain Bahrain has taken the initiative to collect and manage the discarded tech devices, another company (Enviroserve) has taken the task to ensure that the collected disposals be taken away and professionally sorted and disposed of in an environment-friendly manner(Zain Bahrain launches e-waste collection campaign, 2011). This campaign has given citizens the opportunity to be aware of how much e-waste a household generates and how that in turn affects the totality of the generated e-waste against the recycled amount of e-waste.

**Task 1:**

In this section, we critically determine the various resourcing requirements (human, financial and physical requirements) that were utilized in Zain's E-waste campaign and assess how these requirements were used to increase the success chances of campaign. To further this, five categories of organizational resources are broken down in detail: Men, Money, Machines, Materials and Minutes

Men: This category mainly focuses on the human resources or 'manpower' factor of the campaign. Without a professional team of individuals, the success of Zain's E-waste campaign would not succeed immensely. The human resources in this context include the CSR (Corporate Social Responsibility) department that mainly handled and currently handles the entire campaign, the support units are the marketing department and the corporate communications department of Zain and its respected managers that ensures, follows up and leads the team's performance and activities. Hence, the marketing department was on track with the CSR department to research the market in order to target the audiences and then start the Promotional methods but due to the fact that this campaign is not profitable and it only aims to create a safe environment, the target audience were determined as the people aged from 12 years and above that lives in Bahrain (Abdulrahman, 2014). Also from the side of Zain, 11 Experience shops across the Kingdom were selected and in these shops, all employee officials were briefed and informed about the campaign. Their participation has also made an impact on Zain's E-waste campaign. Apart from internal human resources, third-party individuals which were volunteers that love keep the environment green (mainly adults all in the age range of 20 to 30) were given the opportunity to promote the campaign in other areas such as schools, universities, and Zain Experience shops (Zain Bahrain launches e-waste collection campaign, 2011). The skills of the Marketing and CSR team should include personal and business skills such as: leadership capabilities, innovation, critical thinking, strategic awareness, teamwork, social traits and influence without power in order to complete this campaign successfully (Job profile: Corporate Social Responsibility, 2011). Therefore, the contribution of people and skills were completely met regarding the departments, teams and skills as they all did a great job that helped in building this campaign which made them complete the continuous campaign through years because of their innovative management competence.

Money: Every marketing activity will not amount to its full potential without any proper financial backing. The use of a budget in this category is not as vital as any sales or profitable campaigns but does play an important role since funds will be needed to pay for advertising materials (both physical and online adverts), necessary equipment to hold the disposed cellphones and to provide compensation based on the proposals submitted by the companies that handle the recycling procedures and technical process. Apart from monetary funds dedicated to the interior of the



campaign, budget allocated for the rewards that were promised for customers who have the chance to win a new handset if they disposed their unusable phone is also put into consideration. The positive outcome of the campaign was the fact that sales or profit was not the targeted goal but to bring the problem of E-waste into the awareness radar of consumers and encourage them to consider the environment when disposing off their electronics and devices (Abdulrahman, 2014).

Machines: Computers were mostly used to support the campaign through sending Emails and engage other organizations (Schools, Universities, and Hospitals) with the campaign to make everyone participate in the campaign. It is also had been used to promote the campaign online through Facebook newsfeeds, regular photo uploads, designing, branding the campaign and even sending out emails and SMS messages to all of Zain customers. Apart from computers, there were a usage of printers to print the materials related to the campaign (Flyers, Proposals, contracts, etc.). However, telephones were used in order to communicate with suppliers, Zain shops, and participated organizations to get the latest updates about the company progress (Abdulrahman, 2014). As for the machines it is essential that Zain teams didn't meet all of the needs because they should have used the smartphones more effectively especially in 2013 campaign where social media platforms were more active such as Instagram and Twitter to promote the campaign more.

Materials: Physical advertisement plays a big role in marketing Zain's e-waste campaign; this is the largest consuming resource requirement since bulk printing will be required which in turn requires a large amount of papers (recycled paper can also considered) and printing ink. Other materials required were the container (Boxes) equipment: these were decorated to fit the theme of the campaign and placed in the 11 selected Experience shops of Zain across Bahrain including other populated areas like schools, universities, hospitals and publics areas; these were used to hold the disposed cellphones and other tech pieces. Flyers, Billboards and posters were also the materials utilized for the campaign.as well as that, the Stationeries and the printing of raffle tickets also serve as materials consumed for this marketing activity. Although, most the printing jobs were handed over to third-party, local printing houses (Abdulrahman, 2014). The used materials for this campaign was met completely as most of marketing campaigns use the same materials without the need for any additional materials.

Minutes: In order to achieve a successful marketing campaign, time management and due diligence is a necessary factor in order to fulfill this. Assigning each activity to a set date and time will effectively reach the campaign's goal of

completion and success before and after the event. An implementation plan was used to better explain and assess how much time was put into performing these activities. Since the E-waste campaign is now considered a regular but necessary campaign, the actual time that was needed for planning this activity took no more than three months or less: this includes contacting and meeting with suppliers (companies out of Bahrain who will handle the proper recycling process and procedures), agreeing with their proposals, preparing the promotional materials (both physical and online), briefing the information and plans to current employees and assigning them specific marketing tasks, preparing the actual equipment (decorating and locating them) that will be used in the campaign; this includes the box, flyers, raffle tickets and even the prizes to be handed to the raffle winners and hiring temporary 'manpower' that will be located at different populated areas to promote the campaign. (Zain Bahrain e-waste campaign hits 300-plus mark, 2011)

Overall, based on this evaluation, the resourcing needs were almost met on effective terms and no difficulty since a majority of resource requirements are not too difficult to acquire.

Implementation Plan:

Marketing activities/tasks	Months		
	1	2	3
Researching foreign e-waste recycling companies			
Inquiring and negotiating proposal for recycling			
Agreeing on recycling company			
Researching local printing press companies			
Inquire about pricing details for bulk printing promotional materials			
Send out concept designs for promotional materials			
Research about containers to hold disposed devices			
Inquire about price rate and reach mutual agreement			
Research company that prints and attaches designs on container equipment			
Inquire about price rate for printing/attaching			
Send concept designs/theme for printing on containers			
Acquire completed promotional materials and container equipments and place in selected locations			
Interview third-party individuals to parttime as promoter for the campaign			
Brief Zain employees and other individuals on further information about campaign			
Focus on distributing physical promotional materials and start marketing online through social networks			
Launch campaign			

Figure 1: Implementation Plan

Task 2:

As mentioned in the first task of this report, any marketing activity of a company will not reach its potential success without a dedicated team of professionals driving the campaign. This point must be focused on more despite it being the most overlooked and conventional factor when it comes to preparing and handling a marketing campaign. With a group of staff (either small or large in number), a leader and/or manager must be positioned to not only manage every individuals' (both internal and third-party staff) activities and tasks but to also lead them to exert and give their best performance as well as inspire them to be dedicated and passionate about the campaign and its beneficial concept to the company, consumers and the environment.

It is evident that as a leader, it is important to have a clear thought out vision of what to achieve and a thorough and dedicated plan to effectively implement and achieve that vision. A leader does not only 'manage', in a sense that a leader does not only focus on technically supporting their staff and making sure that all individuals are diligently doing their jobs but also ethically and positively provide moral support towards their performance. This conditioning not only motivates the staff but also makes the leader a role model for them thus inspiring their actions. A detailed leadership model called the Three Levels of leadership is a modern leadership model that was designed in 2011 by James Scouller who believed that older models were limited but if their strengths were combined to work together, it would create a steady foundation towards achieving "authentic leadership". (Leadership theory, n.d.)

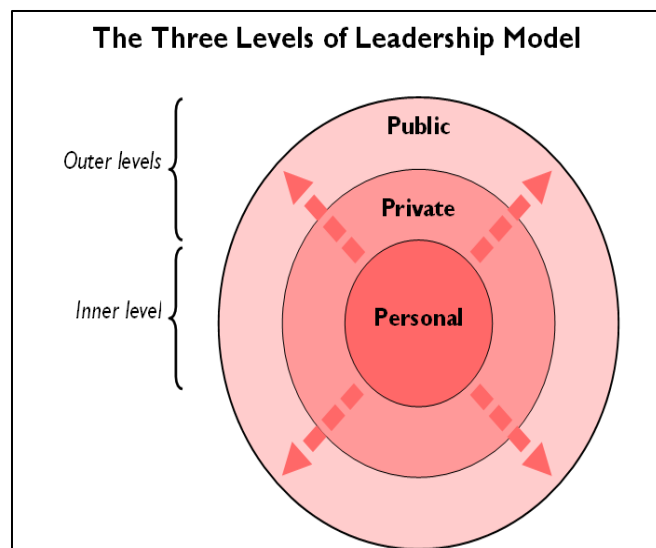


Figure 2: The Three levels of leadership model

The model tells of three levels: the first two being public and private leadership and the third level being personal leadership. The first two levels of the model focuses on the "behavior" levels the leader implements towards the entire staff (public level) and towards individual staff (private level) whilst the third level focuses on personal leadership (the inner level) where the leader itself puts concern on himself or herself and their presence, skills, beliefs and even habits (The Three Levels of Leadership - People Management Magazine Online, n.d.). This model can thus be implemented on the ethical leadership exerted by the respected manager of the responsible staff of this campaign. Publicly, the manager (leader) must be able to:

- 1) Contribute positive support to the staff.
- 2) Be able to solve conflicts swiftly and also ethically.
- 3) Be a role model for the employees to exert excellent performance.
- 4) Provide motivation for the staff.
- 5) Exert responsible and ethical decisions.
- 6) Manage sustainability and understand it. (Teams, 2014)

In relation to Zain's E-waste campaign, the staff and their leaders entered into this campaign with a clear vision of two things: one, making consumers aware of E-waste and of this campaign and two, implementing the plan to encourage consumers to dispose of their old electronic devices to better the environment and reduce E-waste. With that, the leaders were able to implement a plan (as seen above) and assign each staff member a dedicated task driven achieve a positive outcome. Not only were the leaders exerting technical support and setting out a detailed plan of action, they made sure that the campaign was seen as a fun and beneficial activity that will ultimately help the environment. The whole concept was very successful in the sense that since staff members are showing a positive enthusiasm, this in turn will reflect in their actions towards consumers thus affecting their decision-making choices (Abdulrahman, 2014). There were no challenges when it came to ethical leadership by the manager since all staff thoroughly enjoyed the entire duration of the campaign; A table provided below showcases the positive effect of the campaign's leader had on the group and on each individual:

Effect on the group	Effect on an individual
1. Motivated to perform as one entity to	1. Encourage and enhance the individual's abilities



achieve the noted vision of the campaign.	and performance.
2. Keep all staff members' task and activities in check and aligned with each other and with the manager, ensuring positive and diligent performance.	2. Provide moral support and guidance.
3. Builds a strong and supportive communication connection between each members and the manager.	3. Personal motivation is achieved.
4. Encourages them to raise cooperation levels with one another.	4. Inspired to perform well and even learn to handle and resolve unexpected conflicts.
5. The exerted but encouraging control to perform and constantly communicate builds a strong connection between the staff and leaders.	5. Motivated to communicate and connect with not only other members but also with the manager and even consumers/customers.
	6. Develop practical skills such as leadership and innovation.

Task 3:

When it comes to the preparation and organization of any campaign or marketing activity, we look to the core factors that positively achieves success. These are: a well thought out plan, a controlled budget, dedicated team of individuals and most importantly, spreading the purpose of activity to cause awareness. Without any proper or reliable source of information, the factor spreading credible awareness cannot be validated nor will it bring any ethical satisfaction towards the company and the members' who dedicated their time and effort to bring the activity to life. Information is just as important; without information, companies cannot assess or improve their current situation or status. It is with information that most companies choose to go through with any marketing activity. With Zain's idea of conceptualizing a campaign that caters to both its customers and the environment (since we are all generally affected by the issue), the responsible departments which are CSR and Marketing must conduct diligent research to acquire reliable information on e-waste itself, the risks and possible consequences if it is not solved, the solutions to avoid or to handle these risks and who can handle this. With this information in mind, Zain can then spread this to its customers thus igniting awareness and speeding their decision making.

First off, the concept of the E-waste campaign was inspired by the statistical data researched through internet about e-waste generated greatly because of the irresponsible disposal of cellphones, computers, tablets, etc. into landfills



or otherwise incinerated. This, in turn, has led to the research of proper recycling procedures of generated e-waste and how a large percentage is still not prioritized in the recycling process. Based on this data, the CSR department had conducted a market research to study and determine the generated amount of e-waste by both Bahraini and non-Bahraini cellphone users in Bahrain itself. Being a country that has the capability of constantly keeping up with tech trends, Bahrain has recorded back in 2012 an estimated total of 19.19 metric kilotons of generated e-waste alone (Bahrain, n.d.) And skipping a year ahead, who knows just how much more waste has been generated and accumulated without the necessary service of proper disposal and recycle. With this detailed information in mind, Zain has managed to inform both participating and nonparticipating employees of what campaign (conceptualized by the CSR manager Pakizza Abdulrahman) the company has funded enthusiastically. Another market research was conducted to decide where the best place to distribute the E-waste recycling boxes and how they can target audience around all Bahrain to participate in this campaign (Abdulrahman, 2014).

A majority of the information sources gathered for this campaign were provided by the suppliers (as seen on their proposals since the statistical data was based on the population and their generated e-waste); secondary resources like internet articles, reports and case studies that are all related and dedicated to e-waste management and lastly, primary sources based on the conducted laboratory studies by the General Authority for the Protection of Marine Resources, Environment and Wildlife. All the information sources gathered have proved to be relevant, accurate and up-to-date thus further providing the campaign a credible status which subsequently affects the activity's performance and outcome.

Upon establishing the relevance and credibility of the information sources, it is also important for any organization to impose certain handling procedures to ensure 5 factors: transparency, security, openness, collection and access. Once the correct information has been included, knowing how to handle it internally is important as well. The information that the researchers of Zain have conducted should be able to reach and inform all employees of Zain and bring clarification as to why the campaign is being made for the purpose of recycling e-waste and what makes recycling e-waste important. To be transparent with information with the internal working environment is to enforce trust and the thought that each individual who carries this information will surely start spreading it positively (the usual: word of mouth). Security, on the other hand, with the use of information is essential. Security can be diversified from ensuring the purpose of the campaign is relevant and not based on false information to ensuring that the information conducted does not reach other companies that may affect the positive outcome of the activity. Openness and access to the information within the internal environment of Zain should be flexible but as well controlled.

Task 4:

❖ Budgeting Approach

The budget process of Zain's campaign has been determined through using "Top-Down" approach. The allocation of the budget was set by the management and it worth ten thousand and six hundred Bahraini Dinar. Based on the magnitude and the significance of this campaign it is deemed that the "Top-Down" approach is the most suitable one. Thus, the CSR department headed by Pakizza Abdulrahman and Marketing department headed by TALA Abu-Nuwar collaborate through effectively utilizing the available resources to grantee the success of "E-waste". (Abdulrahman, Budgeting of E-waste Recycling , 2014) Despite that utilizing "Top-Down" Approach in Zain is rigid, in this case it was essential to set a meeting involving the two departments with the 3 main suppliers of Zain, in regard of their concerns and effort about the campaign before getting the final approval of the budget. Few Signs were appearing that ensure the effectiveness of the process of allocating the budget such as, the budget figures were finalized and there was no neglect in regard of the input of the both team members nor suppliers. (Abdulrahman, 2014) Furthermore, the employee's self-esteem is not affected, due to the fact that they were involved in the process of allocating the budget. According to Mrs.Pakiza she stated that the characteristics of the budgeting process were "Flexible" in terms of changing circumstances and there was a constant "Feedback" to monitor the performance. Utilizing the "Top-Down" approach was time effective and it was mainly relaying on the prior experiences of the management expertise in organizing similar campaigns as it is organized on a yearly bases. (Arthur & Media, N.D) The "10,600 BHD" decomposed into components, where a specific amount was allocated for each.

A campaign of any sort will not amount to its full potential without the proper allocation of the budget amongst the dedicated staff and their activities and tasks meant to fulfill the objective of the campaign. Having established this point many times, knowing what type of budget is also important and this can be determined by five factors: participation, comprehensiveness, standards, flexibility and feedback.

1. Participation: It is important to write up a budget with a participating team of knowledgeable marketers and other staff members so that each task assigned can be noticed and allocated a proper amount of funds to complete the tasks.
2. Comprehensiveness: Adjacent to participating is enabling the budget to not only assist in achieving the objectives of the campaign but also to be able to include or involve the entire organization. This is how communication, not only amongst the staff or department assigned to this campaign, can be established into an interactive network of participating individuals

3. Standards: The budget should also establish the allocation of funds for each task based on the standard of performance expected from the assigned. It should also be practical to implement and handle.
4. Flexibility: The consumer market is always changing thus a consistent pattern is not evident when it comes to the prices of consumables or services. Therefore, a good budget should be able to adjust an "allowance" alongside the initial budget to accommodate any changing circumstances. This is, when writing up the budget, the funds itself are categorized as "estimated budget" and "actual budget".
5. Feedback: Maintenance and consistency is key when it comes to controlling a good budget. It is important that all participating staff members always prioritize in monitoring the budget.

❖ Budget preparation

This positive variance indicates that the process of setting the budget was not much accurate, as the reasons of these variances that were shown below. (Investopedia, N.D) These variances can be avoided with a better planning and extensive research, as the preparation of e-waste recycling campaign was based on limited market research.

❖ Zain E-waste campaign Budget:

The below table is representing the activities of the marketing department regarding the E-waste, the actual cost and the projected cost. Additionally, it will show the variance between the actual and the projected cost, in green will be positive and red will be negative. In addition it illustrates, that the total variance of E-waste recycling campaign is which equals to 890 BHD.

Zain E-waste	Projected (BD)	Actual (BD)	Variance (BD)
Branded Boxes	3,000	2,750	250
Flyers	600	540	60
Billboards	6250	5,690	560
Posters	750	730	30
Social Media	0	0	0
Total	10,600	9,710	890

❖ Variances reasons and solutions:

This table will illustrate the reasons behind the variance and how it could be avoided through taking the corrective actions, which will help to reduce the possibility of going “Under-budget” or “Over-budget” for the future campaigns.

Zain E-waste	Reasons	Corrective action
❖ Branded Boxes	❖ Special discount ❖ Have a connection with the supplier	❖ Seek for the final and best offer from the boxes supplier, to make sure that you have the cost of them to have an accurate estimation of the budget
❖ Flyers	❖ 10% discount	❖ Obtaining the best discount rate from the supplier during the budgeting phase.
❖ Billboards	❖ The allocation of the cost based on prior experience in Billboards	❖ Get quotations from multiple suppliers and select the lowest price one that fulfills the requirements while the budgeting process.
❖ Posters	❖ N/A	❖ N/A
❖ Social Media	❖ N/A	❖ N/A

❖ Factors might affect the budgeting:

The international scope in which Zain operates makes it vital for this telecommunication company to consider current and prospect economic factors to determine its budget. Inflation rate is one element that impacts the budget. Since it is possible for prices to increase, budget will be subject to inaccuracy and require modification to reflect price changes. Another element is previous budgets. Despite the fact that new economic conditions play a major role to determine the budget, the earlier budgets provide a solid base to set the budget for the recent period. Finally, participants’ number effect budgeting. It is crucial to take into consideration all possible scenarios for an even to create a sound budget. (The impact of the current financial telecom industry, N.D)

❖ Problems with budgeting:

The major challenge encountered in developing the budget for e-waste recycling is tightly connected to sum assigned to it. The initial budget determined by management was 7,000 BHD Prior to finalizing the budget; the amount

allocated was questioned by some higher management in budget meeting. Although the final decision was to be made by executives, the meeting aided to raise the budget by approximately 34% by around 3,600 BHD. It is evidenced from the budget explained in earlier section that primary planned numbers were exceeded by a tiny figure. Therefore, the raise to around 10,600 BHD was not reasonable. (Abdulrahman, 2014)

❖ **Over-budgeting:**

A positive variance indicates and over-budgets of the campaign. The excess amount was equal to 890 BHD, as it could be utilized in operating marketing activities rather than benign in a hold position for the campaign. In order to avoid the over-budgeting in the future campaigns it is recommended to apply the corrective actions that were mentioned in the table above.

❖ **Advantages of Budgeting and Control**

The step to properly organizing a campaign, especially one that doesn't have profitable aims, usually starts with a budget. The budget can be the mathematical road map to establishing what will be spent, how much has been spent and what is the difference based on the first two basis. Following a budget and exercising control can be extremely beneficial because all staff with their respective tasks are allocated a substantial amount to complete their task. This allocation as well is controlled and calculated (BARNAT, n.d.). Apart from determining the spending criteria, having a budget can also save time and even assist in determining how long a task will take. Also, exercising control over a budget does not initially mean being strict as to who and how much is allocated but means having to know how much are the staff members spending and how are they managing it as well. (Planning a budgetA Davis Service Group case study, n.d.)

❖ **Financial analysis control**

In order to control the performance of the activities related to the marketing department regarding the campaign, a financial analysis must be applied. There are various methods in order to do the analysis such as , KPI (Key Performance Indicator), Ratio analysis, profit analysis, contribution analysis and ROMI (Return in Marketing Investment). The financial analysis control is applied in Zain's projects to control the income, expenses, profitability and the performance standers, however there was no use of applying this tool to control by the management as there was no excess in the spending where the planned cost was below the actual. (Abdulrahman, 2014)

Task 5:

An essential tool that is used to compute the payback time is the CBA, two main indicators that involves in the calculation which they are the "Total Benefits" and "Total Cost" for any activities of the marketing. (investopedia,



N.D) Furthermore, it will illustrates e-waste campaign's CBA also, includes the campaign "Tangible" and "Intangible" benefits. The Cost Benefit Analysis results that the period of the payback equals to 0.18 year.

Solution	Tangible Benefits	Intangible Benefits	Actual Costs	Opportunity Costs
Branded Boxes	<ul style="list-style-type: none"> - Having boxes distributed over the kingdom will reduce the cost of allocating an employees to collect the old phones. - Increase the number of sales as the participant that will visit the shop for the boxes will be an opportunity to sell them Zain's products and services. 	- Portrays Zain's positive image in terms of their contribution in helping the environment	2,750 BHD	400 BHD
Flyers	Increase the market share of Zain by attracting a new segment of environmentalist by 3% which worth approximately 25,000 BHD	Increase the awareness about Zain campaign and what they are	540 BHD	
Billboards	The campaign would generate estimated revenue of 30,000 BD in new recycling business in the year of 2015	Works as a reminder for the market about the campaign	5,690 BHD	
Posters	Reduce the cost and time of employees that will promote the campaign	Increase the number of participant	730 D	

Note: Sales – 4 of Zain's sales employees were in charge of promoting the boxes in Zain shop for the opening day.

Actual Cost	Opportunity Cost	Total cost	Total benefit	Payback
-	-	Actual + opportunity	Tangible + Intangible	Total cost / Total benefit
9,710	400	10,110	55,000	0.18 year = 2.2 month

The campaign net worth = Total benefit – Total Cost – Opportunity Cost

$$= 55,000 \text{ BHD} - 10,110 \text{ BHD} - 400 \text{ BHD}$$

$$= 44,890 \text{ BHD}$$

The contribution between the marketing activities and the marketing department objectives:

Zain's marketing activities of the e-waste campaign is vital to achieve the marketing department objective, which is increasing the brand awareness by 20%. The aim of the campaign is to contribute in the CSR program to reflect a positive image of Zain through obtaining the highest number of old phones and to get 3 new recycling business. In case, this campaign does not exist, it will force the team of the marketing department to give extra effort to reach these 3 businesses and based on their abilities they will need between 3 to 4 months to set up a meeting with these future businesses, compared to the effectiveness of the campaign of obtaining these businesses without utilizing the employees. Furthermore, the campaign and the experience of it will rise up the productivity of the marketing team by 25%, as it will help in achieving the objective of increasing the brand awareness by 20% and getting the opportunity of the three businesses. In addition, the marketing activities that involve in the campaign will leave a positive impact on Zain, through promoting it as "Environmental Company". (Abdulrahman, 2014)

Advantages of CBA

- ❖ Based on the CBA, it resulted that the net worth of Zain's e-waste campaign is positive that equals to 44,890 BHD. This indicates that the campaign is in a healthy condition and the possibility of creating a successful campaign over the next year is high. (What Does It Mean to Have a Positive Net Worth and a Negative Cash Flow?, n.d.)
- ❖ Another advantage of the CBA is the ability to compute the payback period for the campaign which in this case equals to 2.2 months. Obtaining this figure gives the company the opportunity to recover their cost within a short period of time and the risk of this investment (campaign) is low due to the shortness of the period. (Advantages of the Payback Method - Boundless Open Textbook, n.d.)

Disadvantage of CBA

- ❖ Due to the fact that the intangible benefits of Zain's campaign have no value, which consider to be an essential factor in terms of computing either the "net worth of the campaign" or the "payback period", which will result for both calculations to be inaccurate.

Task 6:

As a whole and based on the detailed analysis of the campaign and its achievements over the past three years, we believe that the marketing activity was a failure as a financial contribution to the company regarding the cost for promotional tools even though it attracted less users than the expected but it is successful as a CSR initiative from Zain. Below are a few points as to why this is remarked:

The campaign was successful because Zain e-waste campaign was seeking to incorporate a sustainable development (Abdulrahman, 2014) where they built a responsible and interactive green environment awareness through the campaign so people needs can be met continuously in the present and the future without the intervention of future generations. (What is Sustainable Development?, 2014) The below graph explains the key principles of the sustainable development portal:

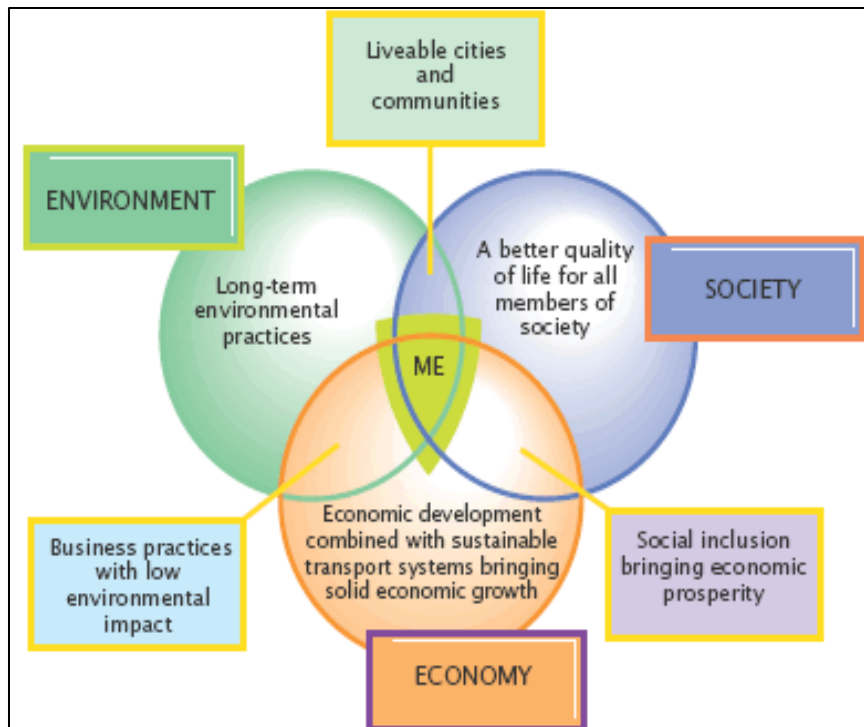


Figure 3: Sustainable Development Portal

- Despite having an organized planned campaign, the objectives set out did not live up to the measurable objectives of a marketing activity: SMART. To recall, the overall objective of the marketing activity was to increase awareness about E-waste, encourage consumers to dispose of their old and unused mobile phones and be availed a raffle ticket to which it will be signed on and dropped in raffle boxes. The incentives from winning in the raffle include prizes like a new smartphone or another type of devices. Based on this core objective, we can see that the activity lives up to



being Specific (specific about its mission and vision), Achievable (researched information shows how the mission of customers to take on recycling e-waste and then 'rewarding' them is achievable) and Realistic (comparing the statistics researched and assessment conducted, the objectives and purpose of the marketing activity is realistic and not something unusual to promote); although, two other factors did not seem to fit the criteria. The activity is not measured and time framed. These factors are important because it pertains to knowing (financially) how much will be achieved (despite being a non-profitable campaign) and how long should it take to achieve their objectives and vision. It may be specific, achievable and realistic but those factors without the other two are useless in the business and in future marketing activities.

- The concept of the campaign is unique and a great approach in helping out with environmental issues but promotional marketing done for the campaign was poor. This is evident in the active population of those who have taken the initiative to properly dispose of their old and unused phones. This point though can be countered with the argument that uncontrollable lagged effect was a probable reason for a low consumer participation rate compared to the large population size but since the campaign had become a yearly active campaign, marketing the activity could be approached differently. The use of social networking and Billboards will extremely come in handy for this. For instance, Zain had achieved to attract audiences around 300-400 users and had collected around 4,500 handset from them (Figure 4) but due to the fact that Bahrain population is 1,314,089, results had showed that 0.3% of people in Bahrain had only participated in this campaign.
- Being a non-profitable campaign, the fact of calculating whether the campaign has attracted tangible benefits should be addressed. Financially (sales related), the campaign with an effective and attractive promotional marketing strategy could have brought in a lot of prospect subscribers and maybe even sure subscribers as well.

Identifying the reasons as to why the campaign was a failure is supported with the use of Key Performance Indicators. This tool basically assists organizations to define and measure out the progress of any of their internal/external activities towards organizational aims or goals. The conducted KPI analysis focuses on the level of new customer awareness (before and after the campaign), the share of the activity in the company's annual total sales, the campaign's contribution to company profits and lastly, the growth rate (possibly based on popularity and/or credibility) and customers' remarks on the campaign. The KPI metric used for this report will be Cost per Lead. This format puts focus on the cost-effectiveness of the campaign based on the generated leads, especially new ones. For this campaign, we need to determine how much is being spent on acquiring new leads and maintaining them as well(Cost Per Lead, n.d.).

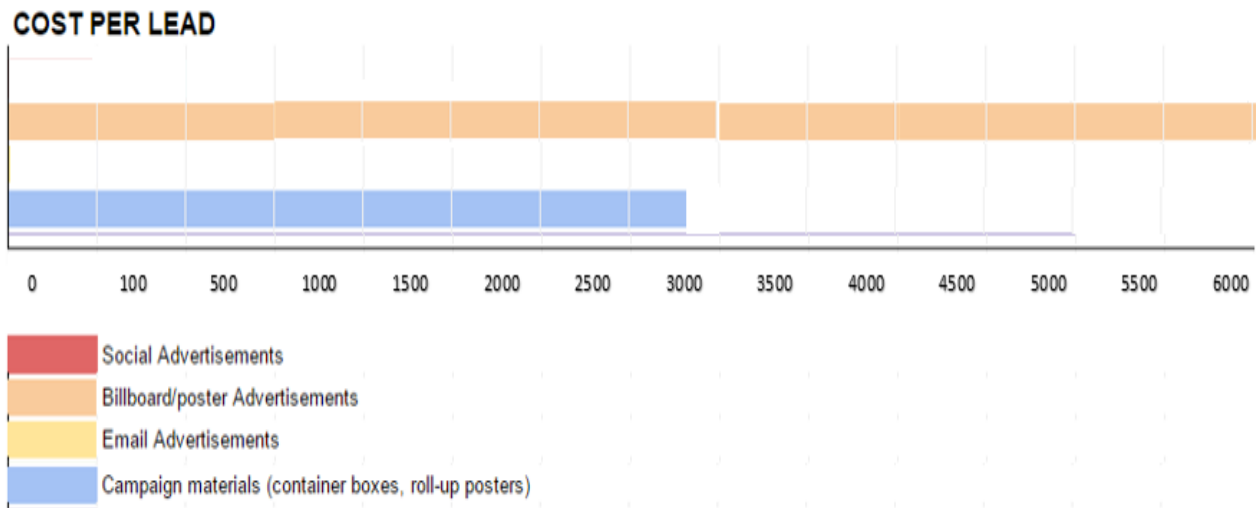


Figure 5: Marketing Cost per lead (KPI)

The KPI above has shown the current leads of the campaign and how much is being spent (as per day) during the duration of the campaign. With this metric as support, we determined which of the leads affected and contributed to the campaign and to the company's sales and profits itself. We see that advertising through emails has proved to be effective and measurable but we are unaware whether it can forecast a definite financial future for Zain's customers and mobile contributors.

Task 7:

In conclusion to this report, as a marketer, advertising and promotional materials and channels (online and physical) is important when it comes to campaigns that usually don't have a financial objective. Though it may be expensive and the return rate will be very low, having an effective advertising platform will ensure that the consumer participation rate will increase and thus create a bigger impact on the company and especially on the environment.

Aside from its lack of proper advertising and marketing, Zain has shown to be very creative in conceptualizing campaigns for their company and eventually, they will create something different, environmentally beneficial and also financially beneficial.

Based on the assessment as to why the performance of the marketing activity is low, there are different ways as to how the concept itself can be improved extremely to achieve its mission and objectives. In its first attempt with the concept last 2011, Zain's e-waste campaign has managed to acquire over 300 units of old and unused mobile phones (Zain Bahrain e-waste campaign hits 300-plus mark, 2011); and subsequently, as they managed to conduct the



campaign every year, they have acquired over 4500 unused mobile phones and successfully sent them to the responsible recycling organization which unofficially continues but also ends the process of the campaign. Seeing the amount of devices accumulated over the past two years can be considered a successful one because: one, their mission to spread e-waste awareness and encourage to recycle (with the reward of the possibility of winning a new phone) was achieved and two, there was no definite number of devices or a quota the campaign was supposed to reach. During the first attempt, it is indefinite how many devices can be expected. Although, since the first year generated 300 only and next two years received over 4200, it is safe to say that research and analysis was not conducted properly. If a time frame and quota can be set, any marketing activity can attempt to succeed.

Promotional materials has been used effectively for this campaign although, social networking is vital for this campaign especially since it is a non-profitable activity. With social networks, people can instantly come across the advertisements and maybe even encourage their decision-making. As stated by **Pakizza Abdulrahman the CSR Manager** of Zain, she said that she would've mention the campaign to family and friends more, talk about it and even take their un-usable phones from them and dispose them in the box (Promotion by word of mouth) because as an employees they never forget something they did but customers outside forget a lot and one ad is not enough for them to remember the campaign so they have to talk about it for the whole year and target schools, universities, hospitals any public places to increase the participants number.

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Appendix:

Marketing activities/tasks	Months		
	1	2	3
Researching foreign e-waste recycling companies	■		
Inquiring and negotiating proposal for recycling	■		
Agreeing on recycling company	■		
Researching local printing press companies		■	
Inquire about pricing details for bulk printing promotional materials		■	
Send out concept designs for promotional materials		■	
Research about containers to hold disposed devices		■	
Inquire about price rate and reach mutual agreement		■	
Research company that prints and attaches designs on container equipment		■	
Inquire about price rate for printing/attaching		■	
Send concept designs/theme for printing on containers		■	
Acquire completed promotional materials and container equipments and place in selected locations		■	
Interview third-party individuals to parttime as promoter for the campaign			■
Brief Zain employees and other individuals on further information about campaign			■
Focus on distributing physical promotional materials and start marketing online through social networks			■
Launch campaign			■

Figure 1: Implementation Plan

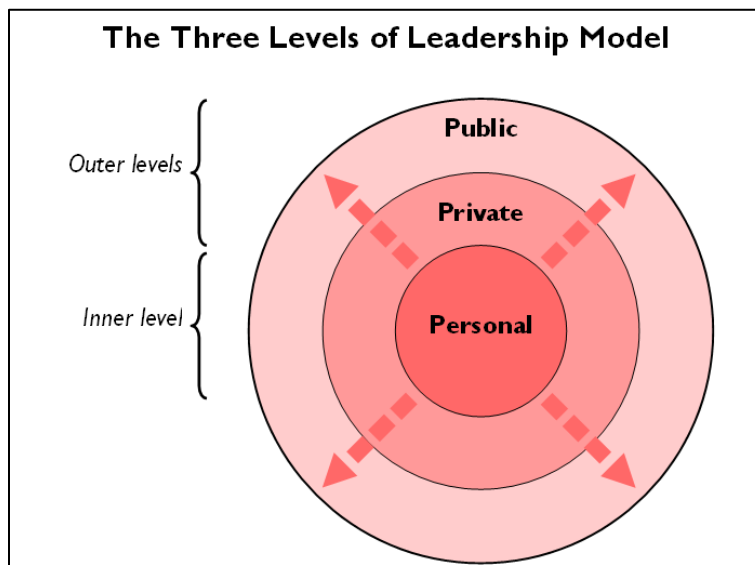


Figure 2: The Three Levels of Leadership Model

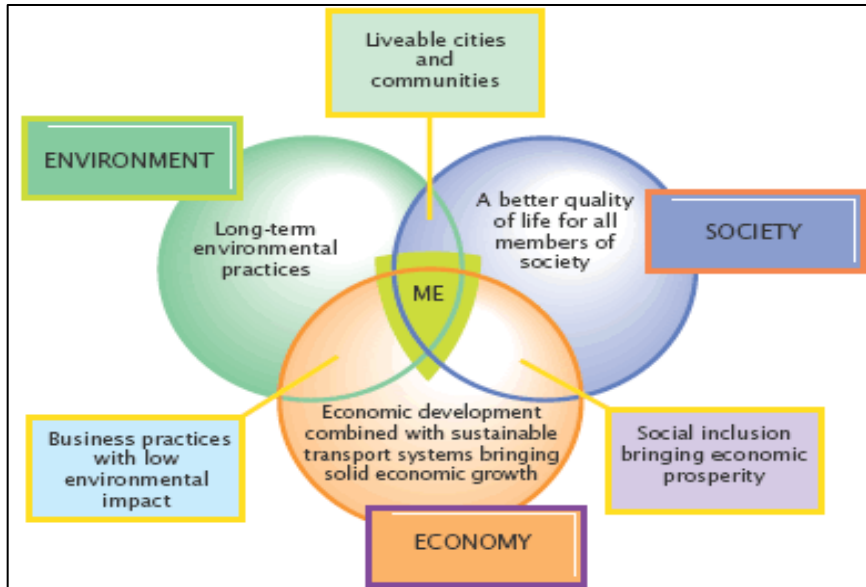


Figure 3: Sustainable Development Portal



Figure 4: The Campaign Achievements

COST PER LEAD

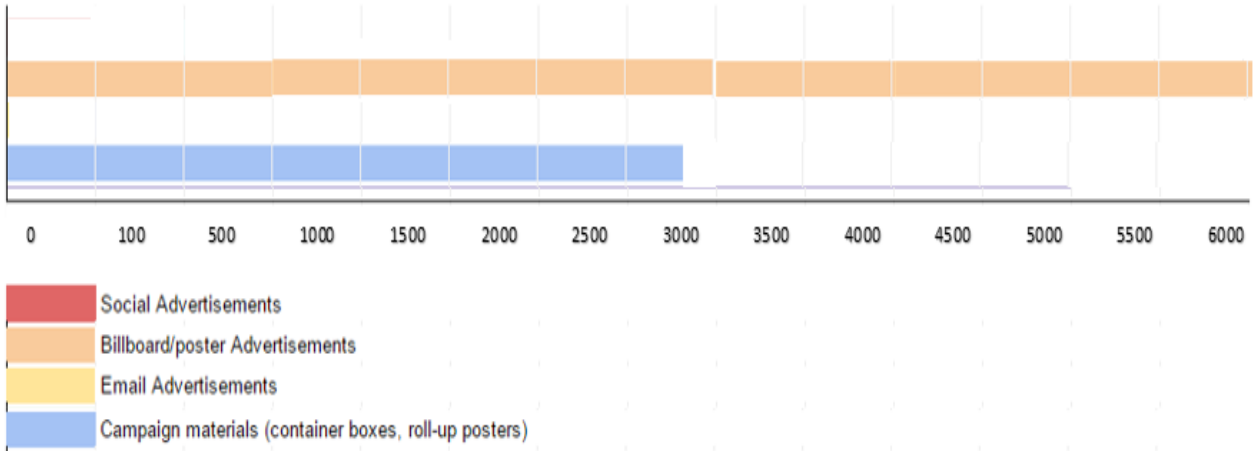


Figure 5: Marketing cost lead of the campaign



Figure 6: Campaign Official Poster

**Company Background:**

Zain Bahrain B.S.C. (Closed) was incorporated as a closed joint stock company in the Kingdom of Bahrain on 19 April 2003 under its former name, MTC-Vodafone (Bahrain) B.S.C. (Closed). It was constituted to install, operate and manage a telecommunications operation under licenses awarded to it by the Telecommunications Regulatory Authority ("TRA"), in accordance with articles 25, 29 and 39(b)(1) of the Telecommunications Law, promulgated by Legislative Decree No. 48 of 2002, which is the law regulating telecommunications markets in the Kingdom of Bahrain.

Zain Bahrain is a leading telecommunications operator in Bahrain, offering state-of-the-art mobile and fixed telecommunications services for consumer and corporate customers. Zain Bahrain was awarded a mobile telecommunications license by the TRA on 22 April 2003, and other telecommunications licenses later in the same year and in the following years. The Company launched commercial operations on 28 December 2003. To date, Zain Bahrain has re-shaped the Bahraini telecommunications landscape with an innovative technological and marketing approach. In over a decade of operations, Zain Bahrain has accumulated extensive experience in transforming leading-edge technology into effectively segmented products and services and has demonstrated a track record of excellence in commercial operations.

The Company owns and operates an advanced network infrastructure providing high resilience and service availability, with 2G, 3G, and 4G LTE services, providing data speeds of up to 100 Mbps, HD Voice, and excellent network coverage, among other features. The telecommunications licenses the Company holds include mobile, internet (ISP), international, value added, and National Fixed Wireless services, and accompanying frequency licenses. The Company has strategic partnerships with global brands of devices and services providers, and with Vodafone. The Company has a strong distribution network comprising 22 branded stores and more than 2800 authorized points of sale. Zain Bahrain is part of the Zain Group, which brings it the benefits of technical and marketing expertise, financial relationships, economies of scale, as well as the strong brand positioning of the Group (Zain Bahrain B.S.C.(c) - IPO, 2014).



Interview Questions:

- 1) When and how did the concept of the e-waste recycling campaign start? What outcomes did the marketing department expect to result from this concept?
- 2) What were budgetary challenges faced before, during and after the campaign? Was the budget measured or were there any budgetary complications along the way?
- 3) How did the marketing department handle the manpower of this campaign? Were current Zain employees appointed positions to handle the entirety of the campaign or was the opportunity given to third-party individuals? If so, who were recruited (young adults aging from 16 to 21? adults aging from 22 to 30? or older?)
- 4) In terms of leadership and management, were there any issues between managers and employees faced? Did these issues have any impact on the performance of the campaign? If no issues were faced and a positive environment between all individuals were achieved, how much did this affect the campaign?
- 5) In relation to the monetary budget, what resource requirements were used or bought for this campaign (materials, machines, equipment, etc.? What type of technology was utilized to complete the campaign before its launch and used during the activity?
- 6) Kindly compare the estimated time of completion with the actual time of completion for this campaign? Were the employees able to complete the requirements before its launch? If not, what were the challenges that led to the delay?
- 7) Were other Zain employees aware of this campaign? Were they given enough information or briefed thoroughly to convey the information to customers? Or were other employees not included?
- 8) were other Zain employees also aware of the outcome of the campaign (whether it be positive and negative)? Was the opportunity of suggestion given to all employees to improve any future (and similar) campaigns?
- 9) In your opinion, was the campaign a success in terms of its contribution to the company and in terms towards the company's staff?
- 10) If the campaign was a success, will Zain plan to do similar campaigns? And if it wasn't, how do you think Zain's marketing management will counter the loss?



- 11) As an employee, what do you think would you have done different to further improve the campaign? What would be your suggestions before its launch and what outcome do you think will result if these suggestions were applied?
 - 12) What promotional materials were used before and after the campaign? What do you think should have been done differently?
 - 13) How was the budget handled? Who handled it? Was there any follow-up correspondence between all members of the marketing department regarding the budget?
 - 14) What information sources were used to support the campaign?
 - 15) What were the important achievements of this campaign? And what other outcomes were expected afterwards?
- Was the result as expected or was it more or less than expect?