

California State University, San Bernardino

CSUSB ScholarWorks

Theses Digitization Project

John M. Pfau Library

1986

Advertising in Saudi Arabia

Sulaiman Nafeesi

Follow this and additional works at: <https://scholarworks.lib.csusb.edu/etd-project>



Part of the [Advertising and Promotion Management Commons](#)

Recommended Citation

Nafeesi, Sulaiman, "Advertising in Saudi Arabia" (1986). *Theses Digitization Project*. 373.
<https://scholarworks.lib.csusb.edu/etd-project/373>

This Thesis is brought to you for free and open access by the John M. Pfau Library at CSUSB ScholarWorks. It has been accepted for inclusion in Theses Digitization Project by an authorized administrator of CSUSB ScholarWorks. For more information, please contact scholarworks@csusb.edu.

ADVERTISING IN SAUDI ARABIA

A Thesis
Presented to the
Faculty of
California State
University, San Bernardino

by
Sulaiman Nafeesi
August 1986

Approved by:

[Redacted Signature]

Chair

Date

[Redacted Signature]

[Redacted Signature]

ADVERTISING IN SAUDI ARABIA

A Thesis
Presented to the
Faculty of
California State
University, San Bernardino

In Partial Fulfillment
of the Requirements for the Degree
Master of Arts
in
Advertising Communication

by
Sulaiman Nafeesi

1986

TABLE OF CONTENTS

| | |
|----------|--|
| PART I | Introduction, The Problem, The Statement of the Problem, The Study Major Questions, Limitations, Importance of the Study, The Objective of the Study, Methodology, Criteria to be Used in Evaluation of the Advertising Content, Footnotes |
| PART II | Definition of Terms, Saudi Arabia Geographics and Demographics, Beliefs, Values, Language and Historical Development of Arabic, Today's Culture, Mentality and Taste, The Impacts of These Macro Variables on Advertising in Saudi Arabia, Footnotes |
| PART III | Advertising in Saudi Arabia Prospect and Developments, Availability and Effectiveness, Industrialization, Advertising Agencies, Market Research and Data Collection, Illiteracy Rate, Labor Force, Advertising Media, Newspapers, Magazines, Radio-TV, Audience Size, Outdoor Advertising, Transportation Ads, Regulation of Advertising, Women, Role of Advertising, Footnotes |
| PART IV | A Content Analysis of American Products Advertised in Saudi Magazines: Aramis perfume, Obsession, Dove soap, Johnson Baby Lotion, Hair shampoo, Clorox, Tide and Baby's diapers, Always maxi pads, General Electric, General Motors, Kellogg's Cereals, Snickers candy, Uncle Ben's Rice, Del Monte, Lipton Tea, McDonnell Douglass and Northrop aircraft, and cigarette ads, Footnotes |
| PART V | Conclusion Marketing Implication, and Tabular Summary of Ads in Reference to Criteria, Footnotes Bibliography |

LIST OF ILLUSTRATIONS

| <u>Product</u> | <u>Pages</u> |
|--------------------------------|----------------------|
| Perfumes | 77, 81, 84 |
| Beauty Aids | 87, 88, 91, 92 |
| Hair Shampoo | 95, 96 |
| Home Detergents | 98, 101, 109-111 |
| Diapers | 105-108, 114-116 |
| Home Appliances | 119-122 |
| Automobiles | 126-129 |
| Food Items | 132, 133, 136-139 |
| Air Craft Technology | 155-157 |
| Cigarettes | 162-168 |

LIST OF TABLES

| | |
|-------------------|-----|
| Table 1 | 42 |
| Table 2 | 48 |
| Table 3 | 181 |

ACKNOWLEDGEMENTS

All thanks go first to God who gives us a brain and any necessary tools to understand and write. And I would like to thank greatly Professor Fred E. Jandt, Chairman of Communication Department, who frequently provided me with beneficial materials and sources. A special thanks go to Professor Nabil Razzouk of Marketing and Management Science who helped me to select the subject of this study. I would also like to thank Dr. William Dretel and all those who helped me, especially my friend, Hashem Attas, and Mary Jane Brady, who typed the thesis and made frequent corrections.

ABSTRACT

Because of the increasing wealth of Saudi Arabia, as a result of oil production since the 1980s, the country has moved from a very primitive society to a modern one. A great change occurred within the last ten years that makes Saudi Arabia to become one of the biggest markets in the world for all goods and services.

The business of consumer good, primarily cosmetics, cars, clothes, and home accessories, became very big business on goods imported from all countries with no preference. Marketers of western products and others started to make frequent visits to test the market for product lines. By the 1970s, mass media developed and the country was jammed with all sorts of consumer products, but few were familiar with the goods. Advertising became a necessity and the country developed one of the biggest ad agencies in the world, named TIHAMA.

This study attempts to cover the subject of advertising in Saudi Arabia and its media, ad agencies and cultural background and taste. In addition, a selective content analysis of some American products advertised in Saudi Arabia media, primarily in Al Majalla and Sayadity, Arabian magazines. The analyses examined how well these advertisements are positioned, and what benefits are the most stressed in trying to sell or inform the Saudi consumer, and whether these ads conform to cultural norm or using a standardized approach.

In conclusion, the study results explore the reality and strategy of advertising business in general and the typical approach of standardizing products and advertising in most countries. The Saudi culture and advertising business limitation were included.

PART I

Introduction

The understanding of the social environment and cultural trend in which communication and persuasion take place is an essential elements for successful advertising campaign. Today America is considered the most advertised country in the world. Nearly \$57.6 billions were spent on national and local advertising in 1985.¹

Concerning advertising abroad, it was recorded in Advertising Age that the gross billing for advertising agencies continued strong in 1981 in which 822 American agencies earned nearly \$5 billion on a world-wide billing of \$35.2 billion. Figures from 811 agencies, including both American and foreign agencies from 72 countries, showed a gross income of \$3.9 billion on world-wide billings of \$14.8 billion. This figure surely shows that the U.S. continues to be the dominant country in the world of advertising.²

Although advertising still works wonders, and showers consumers with more and more ad messages, the declining power of advertising raises basic questions about whether consumers' interests are served by the more than doubling of ad outlays. The analysis made recently by Neil H. Borden in The Economic Effects of Advertising about advertising and basic demand for products is as follows:

help
demand

advertising
by itself serves not so much to increase demand for a product as to speed up the expansion of a demand that would come from favoring conditions, or to retard adverse demand trends due to unfavorable conditions. ³

Advertising can advocate social change and open so many issues about a particular industry. Advertising itself placed a full-scale of power for social change in American culture that is now an unavoidable part of most American national debate.⁴

The increasing of leisure, ownership, income, social participation, and taste of fashion, plus the material lives are affected by the most modern forces of productivity.⁵

Advertising with great vigor made America become a highly materialistic society, creating a value system out of basic socialization processes that go much deeper than the influence of business and mass media alone could produce.⁶ In the same strategy and advertising technique, some American companies have been aggressively expanding abroad. Their successful marketers have fumbled when they went abroad. Among the best sophisticated companies that failed abroad are Kentucky Fried Chicken, which opened eleven outlets in Hong Kong only to fail within two years. McDonald's also failed when it located its first outlet in a suburb of Amsterdam because of the fact that most Europeans live in the central cities and are less mobile.⁷

To a great extent our wants, values and buying behavior are influenced not only by marketers and advertising, but also by family, society, peer group, religion, ethnic background and education.

However, because of different environments, going for business into foreign marketing is becoming risky. Most American companies prefer domestic markets because they are simpler and safer. Dealing with different languages, different currencies, facing political and legal uncertainties, or adapting the product to a different set of needs and expectations are the most current problems facing the international market.⁸

Concerning language message and cultural differences, many multinational companies have different strategies to overcome these problems. Saudi Arabia is one of those countries that have extremely different sets of society than western countries. Saudi Arabia is among these countries that are considered a good market for American companies to promote their goods and services, especially for extractive equipment, tools, supplies, materials-handling equipment and trucks. In addition, Saudi Arabia, because of its wealth, is a market for Western-style commodities and luxury goods.

Because Saudi Arabia's culture has different beliefs, values, market place, this study will examine several ads of

western products advertised to Saudi culture in two current Arabic magazines published in London and owned by Saudian citizens. Al Majalla--for men, and Sayidaty--for women, are the two publications that will be reviewed. The review will concentrate on the following subjects: how well the ads are carried and aimed to Saudi consumer; what type of style, message and benefits are the theme of these ads; and how ads are related to the culture, language, value and beliefs. A content analysis will be done for selective ads to show similarly a difference of the ads between the culture of Saudi Arabia and the West.

The Problem

The major problem confronting multinational marketers is whether the difference of world politics and culture, language, will lead to a difference in strategy in advertising and communication.

Today most U.S. companies and multinationals are trying to understand what is the best way to advertise abroad--either to go with the standardized approach to advertising all over the world, or to consider cultural differences that exist.

The Statement of the Problem

Whether the advertising of some Western products follow the beliefs, language and values of Saudi Arabia culture or not is the main problem to be explored.

The Study Major Research Questions

Since the study will focus on specific aspects of advertisement in relation to the Saudi Arabian culture, its traditional Islamic Law, the focus will be on the following questions:

- How the advertisement presents the products
- Who are the target audience (men, women, children)
- What are the product's key consumer benefits and how important are these benefits to the Saudi consumer
- How the advertisement relates to the Saudi market
- How the product itself is beneficial to Saudi Arabia
- How will the ad communicate to the Saudi market
- What communication strategy was used for the Saudi market (worldwide standardization approach or modified to local culture)
- How will these ads relate to Islam Law - tradition
- Do they sell the right products or not
- How the product is sold in terms of its use, size and weight

Limitation of the Study

This study will not measure the effect of advertising in Saudi Arabia and it will not measure the Saudi citizen's attitude toward advertising because the majority of people do not know what advertising means nor understand its role and power.

Importance of the Study

After the review of how some advertising succeeds or fails according to cultural differences in different countries of the world, and the content analysis of how some advertising strategies follow with the Saudi Arabian culture, one will be able to better understand the Saudi culture and marketers will be better able to adjust their strategy to suit Arabic culture, according to their beliefs, language and taste.

The research will first identify the main characteristics of Saudi Arabian culture based on their beliefs, values, tradition and language. Second, the research will examine how advertisers view the Saudi culture and what type of advertising is aimed toward that culture; and how different this advertising content must be compared to the advertising aimed toward the American culture. This point will be explained through the content analysis of selective ads appearing in two current periodicals, Al Majalla and Sayidaty, both of which are published and owned by Saudi Arabian citizens, but printed in England.

The Objective of the Study

To discover the similarity and differences according to cultural standards of western products advertising in the most current Saudi Arabia magazines--the Al Majalla for men and Sayadity for women.

Methodology

In proceeding with the examination of the content messages and illustrations of major American consumer products that are advertised in Al Majalla and Sayidaty, the study will explain the significance of the problem facing multinational U.S. companies as well as how these companies are doing in the world market in general. This will be discussed in the introduction as well as through the ads analysis. Following that the study will define terms concerning Saudi Arabic demographic and geographic areas, recent economy forecast, beliefs, values, the Arabic language and its historical developments. Today's culture, mentality and taste, and finally the impact of these variables on advertising in Saudi Arabia in shaping consumers to different behavior than that of American consumers will be analyzed.

In addition, the advertising business in Saudi Arabia will be detailed in a separate part, explaining the development of advertising business and how well it is doing. Also the different modern variables that affect the shape of it, primarily the development of industrialization, ad agencies, and advertising media. Some other variables that are delaying the development of advertising are market research, data collection, illiteracy rate and labor force. Other delicate variables that are different

from western values are the status of women, the regulation of advertising and its role in Saudi Arabia. These will be discussed so that marketers can have a clear picture about the Saudi Arabian consumer.

In evaluating these ads, a set of criteria was included to serve as a primary measurement in analyzing each ad. However, these criteria may not apply to each advertisement, but their implication may appear in some part of the ads. How each ad meets the criteria or part of it will be discussed and outlined at Part V summary.

After locating American products or services advertisements that appear in the most modern magazines of Saudi Arabia, Al Majalla and Sayidaty, a content analysis of each ad will be reviewed as to its value to the Saudi consumer.

These two magazines were chosen because of their advancement in print and in picking up with recent trends of national and international events concerning the Arab-world and the relevant subjects to that culture. In addition, these magazines also keep up with latest ideas on sports, fashions, cinema, and arts. Thus western consumer products are advertised heavily in these magazines more than any other media in Saudi Arabia, because these two magazines are circulated not only in Saudi Arabia but all over the world, even in the U.S. They have a large distribution of 101,061 for Al Majalla, for men and

96,787 for Sayidaty for women. Other media of Saudi Arabia are less circulated. Local television and radio media have just started to accept advertising in January 1986. Therefore the magazines are more developed to serve advertisers' interest and objective to reach the Saudi consumer.

However the ads have been selected randomly based on their frequency and relation to consumers' daily use, such as perfumes, shampoos, soaps, etc., and how relevant they are to Saudi society in terms of use and legality of sale.

The ads will be reviewed according to the study of major questions that are relevant to Saudi Arabia. Following that will be a content analysis of each ad and in some cases a comparison to the ad version for the American consumer according to the availability of these ads in U.S. consumer magazines. The analysis will totally or partially follow and explore the criteria measurements that are mentioned in Part I. After the analysis of some ads targeted for men, women and children, the study will include a summary of how these ads' relevance is rated to Saudi norms and Islamic tradition.

In conclusion, the effect of advertising in general and the important implication to Saudi marketing, implication to western advertisers and marketers, and implication for better communication and media planning are set forth.

Criteria to be used in Evaluation of the Advertising Content

The Evaluation Criteria of the study to be used to identify which is acceptable and not acceptable concerning advertisement and the sale of certain products will go according to the following sets of Islamic ethics and cultural standards:

1. According to Islamic law whether the advertisement of the product presents any dangers, not only to the consumer who buys it, but to all the society either in the long run or short run, such laws are prohibited.

An Islamic code criteria concerning the illustration of perpetrating sex in any temptation is not to be promoted. Sexual relations in the ad or used in the product is prohibited in Islam. Also, if any words in the product's name, headlines, or body copy present or advocate action contrary to Islamic tradition, such as Women's Liberation as known in the West, or to call for the enjoyment of life without marriage for women, are not permitted. Nor does Islam permit kids to be disobedient to their parents, as this would be an act of disregarding Islamic Code of Life. Finally, whether the products that are sold are legal or illegal, in terms of benefits to consumers such as the selling of pork, alcohol, sex, nudity, harmful goods, either in the long run or short run as cigarettes are all forbidden according to Islamic Law.

2. According to government established business law, which also is written according to Islamic Law, such examples of criteria, whether the advertising is selling or advocating ideas so as to rebel against the government establishment of Saudi Arabia, its values and correct conducts prohibits the advertising of such things as sale of guns and arms and weapons to the consumers.

3. According to Arabian tribal traditions and norms, such criteria follow the long-existing Arabian tradition and norms that are well established and that are approved by Islamic law and traditions to be acceptable behavior and cultural compatibility. Such examples in regard to strange relation of tribal ties in which the marketers try to break such Arabic norms of making the young as dominant and should rebel against the old people of the tribe and to rebel against traditional tribal norms in new Western norms, are not approved nor accepted by the old. Because older men are the most respected people in the society of Saudi Arabia, no matter how much better the young ones. Also, the silly concept of being individualist and lack of concern for others will be advocating unacceptable cultural Islamic norms because the society is based on groups and total brotherhood. This cohesiveness takes precedence over individual interests--the family comes before self-interest and parents before one's self, wife and children.

Any ads or product content which is worded to communicate against these three well-established, honorable, traditions of Islam, the government, and tribal norms may be taken as invalid and unacceptable to sell or to be published. However, there are many western ideas or products that can be acceptable but did not meet all of the criteria, but partly conform to Saudi cultural norms and needs. This evaluation difference of partial confirmation will be listed in the Conclusion.

How The Ads Will Be Reviewed

In looking at the ads, the focus will be according to the stated criteria. However, things such as illustration, ad copy and models are the major points to consider from the standpoint of the criteria. If the illustration, for example, meets the criteria then it will be categorized as applicable. The same goes for ad copy and product name. If, for example, part of the illustration and ad copy does not meet the study criteria, then it will be inapplicable.

Other important marketing mix or communication and target market relevant to Saudi Arabia will also be looked at. For example, whether the product is advertised at the right media, how was it sold in Saudi Arabia, and to whom is the communication addressed (men, women, or children) are important considerations.

PART II

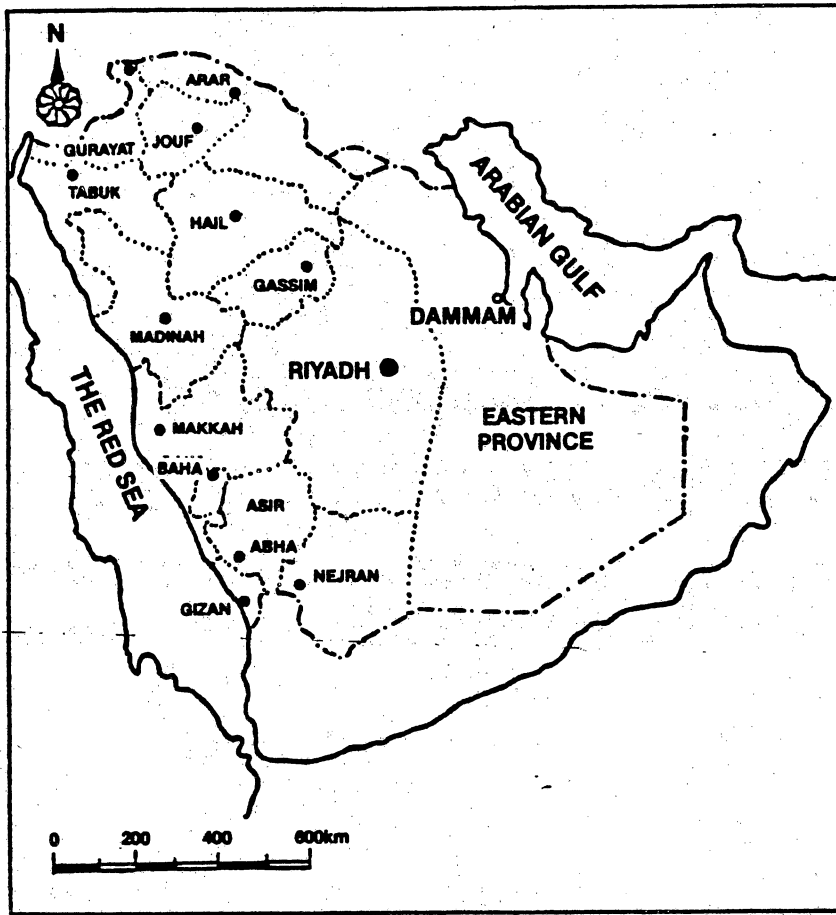
Definition of Terms

Saudi Arabia - Geographics and Demographics

Saudi Arabia is a state as wide as the state of Texas, with a population of nearly 8.6 million, mostly Arabs. Thirty-six percent of the population is made up of resident foreigners.⁹

The country's only religion is Islam and the main language is Arabic. English is considered as a second foreign language, and is taught in the secondary schools. Although 36 percent of the residents are foreign workers with mostly different religion and cultural background, there are no public worship services of any religion except Islam. There is no church, no temple of any kind, nor is missionary work allowed.¹⁰ The country is strictly organized and is developing a moderated economic system which will import what is useful and permissible under Islamic law. Similarly goods and services, construction and industries of any kind must obey and develop under Islamic law in order to be successful.

Since the 1950s, oil has become the main financial source for Saudi Arabia and the country became one of the largest oil exporter to industrialized countries, mainly the United States, Japan and other western countries. In 1973, the Saudi policy of using oil as political power



Geography: Area - 830,000 sq. miles, one-third the size of U.S.

Population: Capital, Riyadh 1,793,000; Jidda, 983,000; Mecca, 463,000.

Communications: Television sets: 3.5 million in use; radios: 2.7 million in use.

Source: World Almanac, 1983 statistics

has made a great shift and considerable attention toward alliance-political relations and has affected the price of every kind of goods in the industrial world. However, today, because of the decrease of oil prices and the opening of new oil wells in Mexico, the OPEC national oil prices have dropped down to \$8 per barrel, and this has affected Saudi Arabian economy. This economic trend caused Saudi Arabia to drop oil production. In 1983 oil export revenues reached \$35.3 billion for the first three quarters, about half of the same period in 1982.¹¹

Recent Economic Forecast

About 60 percent of gross domestic production comes mainly from oil production which makes up 87 percent of government revenues.¹² This decline of oil exports has made a major impact on the government's budget and expenditure level. According to Business America, the Kingdom for the first time in 20 years will have no budget increase and a projected \$10 billion deficit. "The era of annual spending increases, which began in the early 1970s, has come to an end."¹³ The country's long-term goal of construction building has shifted to trying to increase internal efficiency and the utilization of existing facilities, as well as the encouragement of the private sector to stimulate a large share of economic growth. The Saudi's new plan is to diversify its national revenue from total dependence on oil and trade but to include also mass

agricultural and industrial investment.¹⁴ However, despite reducing oil production, Saudi market is strong and growing rapidly. It is considered one of the most growing markets in the world.¹⁵

According to Business America, the business of the U.S. to Saudi Arabia dropped to \$5.6 billion in 1984 from \$7.9 billion the year before. Compare this to the \$9.0 billion of U.S. exports to Saudi in 1982 which dropped to almost one-half of the peak year of 1982.¹⁶ The Saudi imports from U.S. markets is primarily a broad range of industrial products such as iron, steel pipe, prefabricated structures, lighting fixtures, gas turbines, pumps, air-conditioning machinery, irrigation equipment and construction machinery. For consumer goods, the U.S. exports to Saudi such items as floor covering, furniture, fountain pens and vitamins.¹⁷

The high price of U.S. goods caused a drop in the U.S. market share in Saudi Arabia to second place, with 19.5 percent, making Japan the leading supplier with 19.9 percent market share.¹⁸ On the other hand, Saudi Arabia's low oil price strategy caused a more serious problem for the U.S., not only in Saudi Arabian imports but also in U.S. oil companies. Just last April, 1986, U.S. Energy Secretary John Herrington said, "It's got to be apparent to the Saudis and the rest of the Arabs that their production is causing some problems to our producer industries."¹⁹

Beliefs

Unlike western countries, Saudi Arabia is governed by the principles and laws of Islam. It is the only belief and religious identity that dominates the lives and actions of every behavior for the government, business, and the people. Muslim believes that the level of faith depends on real and daily practices, in submission to the oneness of God and commandments according to messenger Mohammed for ways of every-day life and every matter concerning life. All Muslims agree that certain five pillars of Islam are the ground core for a faithful one. These pillars are the declaration that "There is no one worthy of worship but God and Muhammed is the Messenger of God." Second, a Muslim should perform the five daily prayers facing the first House of God in Makka plus attending the masjed for Friday noon prayer--the Muslim weekly holiday. He also should give what's called "Zakat" as a tax is given from the rich to the poor, nearly 2½ percent of annual savings. The fourth pillar of the faith is that a Muslim should fast during the month of Ramadan from dawn to sunset. Finally, a Muslim should make a pilgrimage to Makka "Hajj" once in his lifetime if he is able financially to do so.²⁰

A Muslim today is one of nearly one billion, about

one-fourth of the world's population.²¹ They believe in the Holy book of Koran as the true words of Allah-God since it was revealed to Messenger Muhammed, and that until today it has never changed, and will never change until doomsday. In the Koran a Muslim can find every answer to his/her own life and conduct of business, law, government law and to the degree of fostering baby and childhood. It tells what to eat and drink, and what to avoid. The Koran message is very simple and clear to all mankind, to surrender themselves wholly to the one almighty but compassionate God--to make total submission to God's commandments (as in Islam), that make any follower a practical Muslim.²²

The essence of the Holy Koran is that God created all mankind to worship him in one way, and follow all of his books and messengers as one teaching for all. Muslims must believe in Moses and Jesus as divine and great messengers of God for a certain time, and both are highly respected as Muhammed.²³

Islam developed by the will of God--"Allah" in Arabic--and the way of Muhamad into not only a ritual church-like service, but a politically organized community as well as a religion headed by Muhammed, not only in his life, but as the leader for all Muslims until doomsday.²⁴

Finally, Muslims believe that success in this life and after death relies mainly on following the commandments according to the way of Muhammed.

Values

Professor Kurt Baien, Chairman of the Department of Philosophy at the University of Pittsburgh, defines value as an attitude for or against an event or phenomenon, based on a belief that it benefits or penalizes some individual, group or institution.²⁵ Because of the strong commandment a Muslim should have toward God's orders and the way of Mohammed, it's very hard to change his values unless he is not a practicing Muslim. However, for everyone in Saudi Arabia, Islamic beliefs and values have a high degree of persistence. Among these strong standards of quality are families, marriage, girl purity, honesty and dedication in work. These are valuable religious duties. In addition, acts such as intoxication, games of chance, usury and adultery are forbidden. Public entertaining, dancing at social gatherings of men and women together are restricted.²⁶

Islamic law dictates the values of almost everything from personal behavior to international and external relations. Clothing, for example, is coded according to Mohammed's tradition that a man must cover at least from above his belly down to his knees. For a woman, all of her must be covered except for her face and hands.²⁷

Compared to western values and Americans, the Muslim pays little attention to materialism and the value of being or having things. Although the country is rich, because of oil, only 2 percent or more have experienced the values of materialism due to their traveling in the Western world, and because of their wealth. Truly enough, the example was set by the ideal leader of Muslims, messenger Muhammad. His life was simple, and he encouraged his people to be in the same pattern, to minimize material possessions and maximize the dedication to rightness and faith. This became the Muslim standard of great value that only those who are blessed and honored to be living like messenger Muhammad. Thus, in Islam, the poor will feel content as long as he dedicates himself to religious duties. However in American society, Kenneth Lynn wrote that "a poor man was supposed to rise, not to do so was a sign of weakness, if not a badge of immorality."²⁸

Despite the wealth of Saudi Arabians, wealth is not the standard that measures the piety of a person. Good deeds and fear of Allah are major factors that determine the honor and virtue of a person. But in western culture, wealth and material accumulation are the touchstone for high status for individuals and society as a whole. Islamic values are the motivater to good behavior for

Saudi Arabian citizens, while most westerners' first value motivater is making money; as stated by G. Santayana, "It is the symbol and measure he (the American) has at hand for success, intelligence, and power; but as to money itself, he makes, loses, spends and gives it away with a very high heart."²⁹

To illustrate some historical example, in 1973 King Fasil made oil embargos a sign of carelessness for increasing wealth and a power of faith that Saudis can live without it, but not others. Again recently, when Saudi oil prices dropped "below \$10 per barrel, for the first time in almost a decade,"³⁰ the U.S. government sent Vice President George Bush "to persuade the Saudis to throttle back their output."³¹ He said, "My plea will be for the stability of the marketplace."

At the same time, a White House Senator denied the U.S. administration would depart from its philosophy of a free-market, "even if it means the oil price dropts to \$1." This illustrates how the Saudi may care less for profit and stand firm for faith. The great dangers of this, as MIT Economist Lester Thurow said, "At this price level, we will probably shut down our wells, so that instead of importing about a third

of our oil needs, we will end up bringing in about 40% to 45%."³² The oil states of Texas, Oklahoma and Louisiana have been severely affected and their troubles could spoil the rest of the U.S.

Language

Allen Merriam noted that since the migration of Messenger Mohammed in 622 A.D. from Makka to Medina, his teaching and style of Arabic language has "transformed the pre-Islamic tradition of story-tellers and entertaining poets."³³ to Islamic preaching for the sake of God "Allah." Hamod also stated that "the goal became persuasion instead of entertainment. Truth served by beauty."³⁴ From that time Muslims changed their concept of life and living. They may still like to hear and enjoy poetry and entertaining talks, but not as much as before and not in business. Business became serious and a religious duty. Truth and honesty are very important.

The Arabic language is the second--after Islam--basis of the Arab cultural unity and way to understand them. Abu Naba'a noted, "Arabic is not only one of the half dozen most widely spoken international languages in use today--the common tongue of more than 120 million people throughout the Middle East and North Africa--but one of the most marketable languages as well."³⁵

Because of its holy revelation in the Koran, it is the Arab's link with Islamic tradition as a vehicle of cultural and political expression among all the Muslims. However, classic Arabic is not common today, but the Koran still serves as the dominant model for Arabic diction and styles.

To understand the Saudi Arabian consumers and what motivates them, the knowledge of Arabic rhetoric is essential for effective advertising campaigns. As Merriam noted, "Al-Sakkaki divided rhetoric into three parts: 1) al ma'ani is the part of balagha dealing with grammatical forms and kinds of sentences; 2) al-bayan refers to modes for achieving lucid style and clarity of expression; and 3) al-badi (literally, "the science of metaphors") concerns the beautification of style and the embellishment of speech."³⁶

Americans are used to advertising their goods with lucrative styles and sex appeal in the U.S. market, even when selling a hard tool or machines. To use the same message strategies for the Saudi market will be to disgust them and even more so if the same wording were translated into Arabic.³⁷

Historical development of the Arabic language.

Adnan J. Almaney, a professor of Management and Communication at De Paul University, Chicago, Illinois, wrote about the effects of language on the Arabs' mode of thinking and behavior. He indicated that the importance of the Arabic language lies not only in the hundreds of millions of people who speak it, but in the "vital historical role it has played in the Arab-Muslim society."³⁸ Arabic is not the original language of all the Arab world known today from Morocco to the Persian Gulf. Two thousand years before it was the language of only "one of many Semitic languages with its locus in Central Arabia."³⁹ After the birth of Islam in the seventh century it reached a position of cultural dominance. Arab conquests by the eleventh century covered an area encompassing Iraq, Syria, Persia, and North African countries. With Islam, "Arabic had become not only the chief medium of everyday use from Persia to the Pyrenees, but also the main instrument of culture superceding the old culture languages like Aramaic, Coptic, Greek, and Latin."⁴⁰

Muslims believe that the Arabic language is the mother of all language. The language of the people of Paradise and the language of the Quran (Koran), the word of God-Allah in Arabic, as it was revealed to messenger Mohammed.

The expansion of Islam made it necessary to establish a rule that all Muslims, all over the world, must use Arabic language for worship. All are expected to read and recite the text of Quran in prayer even though many of their native tongues are not Arabic, such as in the countries of India, Pakistan and Indonesia. They read Arabic, even though they don't understand it.

This religious connection for Arabic use came from the "Muslim conviction that it [the Quran] can not be faithfully translated into any other language."⁴² Almaney noted that the Quran is the miracle of Islam revealed on illiterate prophet Muhammad.

In medieval times the Arab's most characteristic trait was the eloquence of his tongue. This trait of eloquence (fasaha, the ability to express oneself correctly) has been the basic attribute of perfect Arabic since pre-Islamic period. That period, known as the "Age of Ignorance," had developed the richest poetic language and tradition, and was explicitly the "true expression of the life of the Bedouins, singing and wine, love, war, hunting, the terrible landscape of mountain and desert, the martial valour of the tribes-men themselves, and the turpitude of their enemies."⁴³

At that time two sorts of speech, poetry and prose, were "the standard against which the quality of any

of any literary composition was measured."⁴⁴ But after Islam, the Quran became the first standard for all forms of literature and with which no other literary monument can be compared.

The Arabic cultural significance came about nearly 1600 years ago. Almaney noted:

The creative power of those early Arab Bedouins, whose world consisted merely of sun, sand, rock and camels, was concentrated on one medium of expression, Language. Unlike the Greeks and the Romans who focused on sculpture, music, and painting, the Bedouins used language as their primary medium of artistic expression. Indeed, the ancient Bedouin poets used neither pen nor parchment. Their poems, hundreds of them, were committed⁴⁵ to memory and passed on from mouth to mouth.

Another beauty and resonance of the Arabic language is its wealth of vocabulary which is staggering. In Arabic, for example, there are 3,000 words for "camel," 800 for "sword," 500 for "lion," and 200 for "snake," etc.⁴⁶

Finally, because of the profound effect of Arabic on the Arabs, especially in Saudi Arabia, U.S. companies and all foreigners who might deal in one way or another with Arabs must at least learn the peculiarities of Arabic language, and learn Arabic if possible, in order to know how Arabic culture perceives and reacts to Western ideas and products. Almaney summed it up: ". . . at least acquaint themselves with the nature of the Arabic language and the manner in which it determines the Arab's communication style."⁴⁷

Today's Culture

Although research and literature are thoroughly covered in writings about the Arabs, their culture is less understood in the United States and other western countries.

Before talking about the advertising business in Saudi Arabia, someone should take a closer look at the culture and condition of the people of Saudi Arabia. For foreign advertising and marketers' adaptation to Saudi Arabia, culture is the most important question. The culture is very different from that of the West, and the structure of marketing strategies and advertising must be adapted and modified to fit the new market in Arab countries for any American firm. Although cultural variables of U.S. market are acceptable in most underdeveloped countries, and in some Islamic countries, these variables are very unacceptable in Saudi Arabia because the strong religious teachers and leaders screen out anything objectionable. However, if any company fails to understand local cultural characteristics in the foreign environment, "they are likely to receive negative response and die."⁴⁸

Peter Mansfield, in his report in 1976, stated the following on how some Americans understood Islam:

During our first week at the Aramco school on Long Island, questions were asked of us to ascertain our general knowledge about the Arab world. The questions "What is Islam?" and "Who was the Prophet Mohammed?" brought forth some interesting answers. One of our members thought that Islam was "a game of chance, similar to bridge." Another said it was a "mysterious sect founded in the south by the Ku Klux Klan." One gentleman believed it to be "an organization of American Masons who dress in strange costumes." The Prophet Mohammed was thought to be the man who "wrote The Arabian Nights." Another said he was "an American Negro minister who was in competition with Father Divine in New York City." One of the more reasonable answers came from one of our men who said, "Mohammed had something to do with a mountain. He either went to the mountain, or it came to him." 49

Today the population of Saudi Arabia is nearly 10.79 million persons, with a density of 12.5 per square mile, and occupying nearly nine-tenths of the Arabian Peninsula.⁵⁰ Typically, Saudis grow up in a tradition of tribal and kinship culture, which is tied to national and religious ethics. The country is 99 percent Muslim, and is not only the birthplace of Messenger Muhammed, but also the heartland of Islam. For five times daily, Muslims face Makka. It is the focal point for more than one billion worshippers. While the Ibn Saudi family seized power in 1902, the "present kingdom was established in 1932 after Ibn Saud, its founder, brought together under his rule the majority of the Peninsula's diverse tribes."⁵¹ The country was poor in natural resources. Its economic and social development were relatively primitive and nomadic.

Government administration was also relatively primitive compared to Western governments of the time. In 1936, however, when oil was discovered, the country exploded into modernization that attracted world attention.⁵²

The people of Saudi Arabia organized their social lives around the family and tribal lines. Their loyalties are firmly given in this order: the family, the clan, the tribe, and, at last, to the government. Islamic teaching breathes upon Saudi society that all aspects of life are structured by the Koran. Muhammedan tradition, along with the Koran, governs all relationships between the people from the time of infancy to adulthood. Concerning all aspects of food and dress and economics, these are determined according to Islamic tradition. Edible animals must be ritually slaughtered and drained of blood, and, as in all great God religions, pork, blood, and drinking of alcoholic beverages are forbidden for Muslims.⁵³ Concerning money, Muslims charge no interest on loans or savings accounts, but service charges are collected for any transaction in Saudi banks. No Saudi may address himself as a Christian, but many Christians work in Saudi Arabia. They, however, are not allowed to enter the Holy Cities of Makkah and Madinah.⁵⁴

Mentality and Taste

The characteristics of mentality and taste are shaped according to religion and Arabic tradition. There are great similarities in behavior and taste in the country of Saudi Arabia. However, tribes and ethnic groups differ which makes various cultural differences in the dialects of language and in the main food dishes. For example, Kabsa rice with meat is a national main dish, but for each locality a specific dish is famous, such as Jareesh and Gorsan, which are famous in the capital and in the District of Najud.

Canned foods are seldom consumed and are not preferable to Saudi tastes. Canned food, frozen meats and fish and chicken are mostly used by foreigners. The Muslim people prefer to buy fresh meat and prepare it themselves.

For other purchases, however, the people have a great loyalty to old tested brands rather than new ones. They buy the same brand for generations and never think of changing them, even if the market offers better brands. Chevrolet-Caprice, for example, is a classic middle and upper class car. Although many cars may look better, it is a fact that when someone buys a car and thinks of selling his old one, the Caprice is considered as good as a cashier's check and any one will buy it. However, there

is no standard of goods that are what is called in America upper and mid or lower class. A high school student may drive a Mercedes-Benz and a prince may drive the same car. A traffic officer who maybe just started his working career may also have a car of middle-class person.

Saudi citizens are very flexible in terms of household furnishings. They like a traditional type of local furniture, sitting on the floor, and a Western style for sofa and bedroom set.

The people stay home a lot more than any other society. They like family gatherings and in-home parties for relatives mostly. A party in Saudi Arabia generally means food and tea and Arabian coffee, with women served separately from men. There are few places people can go for entertainment or sight-seeing. The country is very hot in summer and cold in winter, except for the west side of the country.

The consumer is very sophisticated in taste and style because of ethical codes and the wide variety of goods and services in Saudi Arabia's international market. Furniture and household goods, cosmetics and health care for men and women are the most-consumed western products. However, Saudi Arabians prefer mostly European styles of these materials rather than American styles and products. Cars, heavy machinery and American education or services

have the highest preference in Saudi Arabia, as a general statement.

Because of the cost of the product, the country of its origin also plays a great influence on Arabian consumers. For example, Far Eastern goods from countries such as Taiwan, Thailand and Korea sell well in Saudi Arabia because of their very low prices compared to Western imports. Most products consumed from these countries are in house dresses, decorative items, underwear and miscellaneous items. For furniture, clothing, and jewelry, European styles are chic. An Arab dealer said, "The 'in thing' is to go to Germany for your car, to France for clothes, and to Italy for furniture." ⁵⁵

Because the market has become very sensitive to price, consumers favor locally produced goods because the government has given financial support or subsidized most Saudi-manufactured products. A recent example is cooking oil, locally produced and called Afia, which took leadership from Mazola because of its lower price.

The Impact of These Macro Variables on Advertising

Again, because of Islam, the structure of life, relationship of the people, business contacts and families, and purity of the girls when married, competition leadership, the roles of women, and marketing practices became stabilized and coded according to God's commandments and Messenger Muhammad traditions.

The family, for example, became very strong and well-established to influence the relationship and the behavior of its members, not only on sons and daughters but extended to relatives, and those who are associated and work with them. The example of the family power in Saudi Arabia is as the power of the large corporation in the U.S. The father and the elders are the dominating force in every decision concerning relationship, traveling, selling and buying, marriage and working. Some families, for example, will not allow their offsprings to work in some job unless these jobs agree with the tradition and status of the family. Others will not allow their sons or daughters to marry from any other families unless approved by the father or the tribe. Also girls must be virgins and never meet any man before marriage ceremony; otherwise doubtful relations will be suspected. These relationships and roles affect the role of advertising very much since some families, for example, will not allow their children to work in

advertising or work in photography, as such fields could degrade the family status or position in the society.

Other variables such as competition are not common and favorable because it will produce unfruitful relationship among the peoples and families that are doing the same business. However, competition is very fruitful in the U.S., primarily the consumer but not the companies. The Saudi businessmen try to cause no injury or prejudice to his brother who might sell the same products since Islam brotherhood is more important than profits. The Islamic law allows competition but not to discredit others or try to win the sale while its negotiation is going on with another party and member of the society--such practice is prohibited in Islam.

However, general puffery is tolerated in Saudi Arabia. Many companies represent themselves in the advertisement as "the best one in town," or "they have the best products," "the best furniture," etc. Such things are OK and acceptable in the society of Saudi Arabia and people like to own the best in cars, in housing, in furniture, etc. Therefore these types of ads are very popular and very exaggerated, but the consumer knows that it is not totally truth but would like to be seen having the best or at the best place. This consumer preference is also associated highly with price in the majority of Saudi consumers. They feel expensive must be good. So the strategy of high price would

work well in Saudi Arabia for those who market for the wealthy and those who care for status but the products and service must be equally good and classic.

Word of mouth advertising is also very effective in Saudi Arabia since word of mouth communication is the most useful and working reference for good products and services. Most people buy things because it has become in the mouth of almost every one as the best product in town. The people communicate well and advise each other on either good or bad news to benefit or warn his brother or friend of some products.

Brand loyalty is very common among Saudi consumers and people spread the word of mouth about these leading brands. Hoover, the best in vacuum cleaners; Singer, the best in sewing machines; and Tide, the best in laundry detergents. Thus advertisers must try different communication message to make consumers to try the new ones on the market who are using a specific brand by stressing the different benefits. However, changing Saudi consumer buying behavior from an old loyal brand to a new one is very difficult since people don't like to change things every once in a while. They may add the new products and try them, but not to change unless major differences exist in the new products.

PART I and II

Footnotes

¹Oho Kleppner, Advertising Procedure. (New Jersey: Prentice-Hall, Inc., 1979), p. 2.

²Michael Emery and Ted Smyth, Mass Communication. (Dubuque, Iowa: Wm. C. Brown Company Publisher, 1983), p. 533.

³Neil H. Borden, The Economic Effects of Advertising, (New Jersey: Prentice-Hall, Inc., 1970).

⁴Ronald Berman, Advertising and Social Change, (Beverly Hills, CA: Sage Publications, 1981), p. 11.

⁵Ibid., p. 16.

⁶Philip Kotler, Principles of Marketing, (New Jersey: Prentice-Hall, Inc., 1980), p. 656.

⁷Warren J. Keegan, "Multinational Product Planning: New Myths and Old Realities," Multinational Product Management, (Cambridge: Marketing Science Institute, 1976), pp. 1-8.

⁸"American Problems in Doing Business in Korea," USFI, No. 19, Asia, 1984, p. 9.

⁹Bureau of Consular Affairs, U.C., "Tips for the American Traveler to Saudi Arabia," Business America, April 2, 1984, p. 26.

¹⁰Ibid., p. 27.

¹¹Karl Reiner, "Saudi Arabia," Business America, August 9, 1982, p. 11.

¹²Lavon L. Jensen, "Marketing in Saudi Arabia," Overseas Business Reports, Washington, D.C., Government Printing Office, December 1979, p. 5.

- ¹³Karl Reiner, "Competitors Chip Away at U.S. Market Share," Business America, February 20, 1984, p. 49.
- ¹⁴Documentation Dept., "Where to Invest in the Arab World: Saudi Arabia," Arab Economist, VI (November, 1974), p. 44.
- ¹⁵Michael Field, "Despite Recession Import Market Still Strong," Advertising Age, Jan. 30, 1986, p. 9.
- ¹⁶Elise Kleinwaks, "Some Markets Shrink As New Opportunities Develop," Business America, March 4, 1985, p.
- ¹⁷Ibid., "Saudi Arabia," Business America, February 20, 1984, p. 49.
- ¹⁸Ibid., p. 48.
- ¹⁹Eric Gelman and Bill Powell, "Can Cheap Oil Be Bad News?" Newsweek, April 14, 1986, p. 36.
- ²⁰Yahya An-Nawawis, Forty Hadith (Beirut, Lebanon: The Holy Koran Publishing House, 1976), p. 28.
- ²¹"Islam At A Glance," Indianapolis: Muslim Student Association Publishing, March, 1982, p. 2.
- ²²Abul Ala Sayyid Maududi, Towards Understanding Islam, 14th ed., (Lahore, India: Alhambra Art Printers, 1974), p. 3.
- ²³The Encyclopedia Americana, volume 15, "Islam," p. 493.
- ²⁴Ibid., pp. 494-497.
- ²⁵K. Baier and N. Rescher, Value and the Future, (New York: Free Press, 1969), p. 5.
- ²⁶Ahmad Galwash, The Religion of Islam (Cairo: Alshaah Printing House, 1952), p. 27.

²⁷Alalbani, Alhejab (Beirut, Lebanon: Alarabi Book Press, 1973), p. 10.

²⁸Kenneth S. Lynn, The Dream of Success (New Jersey: Prentice-Hall, 1962), p. 241.

²⁹George Santayana, Character and Opinion in the United States (New York: Charles Scribners Sons, 1972), p. 185.

³⁰Stephen Koepp, "Cheap Oil!" Time, April 14, 1986, p. 62.

³¹Ibid., p. 63.

³²Ibid., p. 62.

³³Allen H. Merriam, "Rhetoric and the Islamic Tradition," Today Speech, Winter, 1974, p. 43.

³⁴Ibid., p. 43.

³⁵Abdel Aziz Abunaba'a, Marketing in Saudi Arabia, (New York: Praeger Scientific, 1984), p. 28.

³⁶Merriam, op. cit., p. 44.

³⁷Vern Terpstra, International Marketing, (Hinsdale, Illinois: The Dryden Press, 1978), p. 98.

³⁸Adnan J. Almaney, "The Behavioral Effects of the Arabic Language," University of Michigan Business Review, July 1979, pp. 13-17.

³⁹Ibid., p. 13.

⁴⁰Ibid., p. 13.

⁴¹Ibid., p. 14.

⁴²Ibid., p. 14.

⁴³Bernard Lewis, The Arabs in History, (New York: Harper and Row Publisher, 1960), p. 131.

⁴⁴Almaney, op. cit., p. 15.

⁴⁵Ibid., p. 14.

⁴⁶Ibid., p. 17.

⁴⁷Ibid., p. 17.

⁴⁸John Hess and Philip Catcorn, International Marketing (Homewood, Illinois: Richard D. Irwin, 1966), p. 92.

⁴⁹Peter Mansfield, The Arabs, (London: Penguin, 1976), p. 492.

⁵⁰"Saudi Arabia," World Almanac, 1986.

⁵¹Ibid.

⁵²R. Leblicher and G. Rentz, et al. ARAMCO Handbook (Dahran: Arabian American Co., 1960), p. 140.

⁵³"Industrial Studies and Development Center," A Guide to Industrial Investment in Saudi Arabia, (Riyadh: Ministry of Information, 1977), p. 3.

⁵⁴Sheikh R. Ali, Saudi Arabia and Oil Diplomacy, (New York: Praeger, 1976), p. 2.

⁵⁵Michael Field, "Marketing in the Arab World," Advertising Age, January 30, 1986, p. 10.

PART III

Advertising in Saudi Arabia

Prospect and Developments

Generally speaking, until today advertising is very little used in Saudi Arabia, and few who understand it. Official advertising agencies were not developed until the early 70s. The main agencies which developed will be discussed later in this chapter. However, there are many reasons why advertising did not develop until this date.

Availability and Effectiveness

Among these reasons, Jim Williams, senior manager of General Trading Company, said, "Advertising in Arabian oil state is less available and less effective as a marketing tool than in the West."¹ Because of that many of the new products in the area do not receive media exposure as in the West.

Michael Field of Advertising Age reported that

Much more than in Europe and the U.S., Middle Eastern consumers have adapted the habits of calling products by the names of the leading brands. Vacuum cleaners are called Hoovers, and in Saudi Arabia, cooking oil used² to be Mazola and sewing machines Singers.

These products that have been favorable in the area

became the leading calling products and they have "very big market share--often 60% or more." Other aspects for uneffectiveness of advertising is the belief of most Arabs about advertising. It is viewed as undignified to advertise. Peter Benham, Nissan Cars Marketer in Kuwait, mentioned that car owners don't like advertising because "it cheapens the product." Furthermore Advertising Age wrote "In a sense they are right, because less well-educated Arabian consumers often believe if a product has to be advertised it must be selling badly." In the Arab world goods either sell by the reputation of the agent or by word-of-mouth.³

Industrialization

Industry, as we know in the West, is one of the prime motives for the necessity of advertising. In Saudi Arabia consumer goods industry was not developed until 1974 when the government contributed a surplus of SR52,504 million as a part of the budget for industrial and agricultural use. Compared with U.S. industry, this will make less than 1% of U.S. expenditure. This figure has increased in the later Five-Year plan of Saudi Arabia for 1980-85, when SR200 billion were contributed for industry and SR7.4 billion for agriculture.⁴

The following table shows the projected spending for the Five-Year Plan 1980-95, of various sectors:

Table 1

Projected Saudi Spending, 1980-1985 (in billions of Saudi Riyals)*

| Sector | Amount |
|------------------------------------|--------------|
| Agriculture | 7.9 |
| Water and water conversion | 52.8 |
| Silos and flour corporation | 4.8 |
| Electricity | 52.6 |
| Education | 100.0 |
| Health | 34.4 |
| Ports and roads | 61.4 |
| Communications | 28.9 |
| Municipalities | 68.1 |
| Housing | 21.2 |
| Social and youth welfare | 8.0 |
| Airports | 44.4 |
| Petromin | 27.6 |
| Saudi Basic Industries Corporation | 25.5 |
| Industry | <u>200.0</u> |
| Total | 737.6 |

*SR = 27¢

Source: Thomas A. Sams, "Saudi Arabia Launches New Development Plan," Business America, III (June 30, 1980), 3-5.

These new developments of industry will make the necessity for using advertising to Saudi Arabia consumers with much attention and better communication than imported products.

Advertising Agencies

The increase of industrial budget made Saudi Arabia boost an increase to develop advertising industry. Now

there are over five high national marketer agencies. These agencies developed by 1975 with poster type and shop signs of neon. These were identification signs showing the company name and the goods or services which were provided. But by the late 70s, these agencies became million dollar businesses and were well established.

A. TIHAMA advertising agency was established in 1973 as an ad agency and a public relations firm as well as developing market research in the Kingdom of Saudi Arabia. Tihama is named for a fertile plain south of Jeddah on Saudi Arabia's Red Sea coast. It has more than ten offices located in different cities of the country. In addition, it has an office in London and in New York. The agency media commission has grown so fast from \$7.3 million in 1975 to \$61 million dollars in 1980.⁵ Eighty percent of that income came from handling advertising in Saudi press on an exclusive basis.

TIHAMA activity and services extended to eleven publications in the Kingdom, acting as an ad department for all local newspapers. TIHAMA is the biggest ad agency in Saudi Arabia and the Arab World, but because of its role and force that now any other agency in the country will develop without dealing with it or through it. All newspapers sold their space to TIHAMA, and any new agent must go to it to reach any media, or else develop a new media. To keep control of all ads and businesses in the Kingdom, TIHAMA

stretched its arms and opened a new ad agency named SHABBA's in mid 1979. It was established "to create a more competitive and professional advertising field,"⁶ said Sulaiman Abu Hulayel, TIHAMA international relations manager. It is purely an ad agency and has less bureaucracy than the parent company, and less development. It's market share reached \$6.1 million by the end of 1980.

B. MARWAI is the next to Tihama in size, and poses a threat to it. It is the second largest ad agency in Saudi Arabia, and is named after a sacred hill near the House of God in Makka. It is a vital ad agency with a main office in Jeddah and branches in Riyadh and Al-Khobar for handling all advertising and marketing research. The agency established in 1979 aiming to extract the maximum value from a given advertising appropriation. Among its services for the clients are to do creativity, media planning locally and internationally, production, marketing research, and public relations activity. The agency employed nearly 200 employees in full service through the year of its development, but now it has nearly 65 employees due to slowdown in business in Saudi Arabia. These workers are from different Islamic countries and all have qualified degrees in the fields of advertising, marketing and production.

C. ABOMOSAMEH ADVERTISING is a smaller ad agency specializing mostly in production of creative ads and cinematography of TV programs and buying time in various media, though TIHAMA is the parent company. This ad agency was established by one man who is a very famous TV actor and he owns the agency and manages it. However there are nearly 18 professional staff handling the creative art and production. The majority of them are from Egypt and India, the rest from Saudi Arabia. This ad agency is located in the capital and has no branches at any other cities. It does not have contact with any other ad agencies in the country.

In addition there are various other ad agencies that specialize in creativity only and production, but not a full-service ad agency as known in the U.S. These smaller ad agencies are in the form of "Shop Signs" and "Road Signs" specialist who make no very creative logos or script writing for the client. They are in and out in a number of major cities of the Kingdom. None of these ad agencies is fully operated and handled by Saudi citizen except for the owner and the manager. The rest of the staff are foreigners. This all developed late in the 1970s and have no idea of what an ad can do more than be informative. None of them get to the psychological role of the advertising business and its effectiveness in changing cultural norms and

thinking. Because of Islamic law, few human figures are shown in some ads as a colorful and liveness of it. This late development and understanding of ad role and ad agency is one of the main reason of advertising business in Saudi Arabia.

Market Research and Data Collection

Marketing and its concept were not introduced in Saudi Arabia until the discovery of oil soon after WWII. Consumer research is another aspect that was unknown and unthought of until late 1970. Many consumer and tradesmen in Saudi Arabia do not understand "market research" in order to know the value of it. Furthermore, higher education system of the Kingdom did not introduce marketing and advertising in its curriculum until 1976.⁷

Today there are no more than two professional market research firms. One is local, named Saudi Research and Marketing, established in the mid-70s. It has established branches all over the world. The other one is a U.S. marketing firm called BOOZ AILIEN and HAMILTON, located in the capital city Riyadh.

Because good advertising depends on market research forecasts, the marketers conduct sufficient market research to get better results. Yet advertising itself is lacking market research data; not only that, but to get research data is extremely difficult. To illustrate this difficulty

Abu Naba'a noted that:

In general Saudi consumers do not give ready answers to marketing research inquiries, since they tend to be reluctant to talk to strangers. Mail surveys are impeded by illiteracy and undependable postal services. This problem can be alleviated by using telephones to collect data; however, most Saudi families do not have phones. Moreover, Saudi women are often inaccessible to direct oral communication with male researchers.⁸

A second problem relates to the reliability of the available data in reporting relevant economic data either from consumer or companies. As one researcher noted about Saudi Arabia statistics--they are almost as fluid "as the nation's shifting sands." Another American team verified that 60 million frozen chickens had been imported into Saudi Arabia in 1975 while the official figure reported only 10 million. Another case showed that a Japanese company reported 40,000 air conditioners to have been exported to Saudi Arabia, but official figures were underestimated by 30,000 units.⁹

The Saudi businessmen care less for advertising and promotional techniques because the sale is very strong and they receive high profits. Most of them pay little attention to pleasing their customers or trying to build consumer relationships. Few of the businessmen rely on market pull to sell other goods.

Table 2

Comparison of Advertising Expenditures
Between Saudi Arabia and the United States*

| | Ad Outlay Expenditures (in millions of dollars) | GNP (in billions of dollars) | % of GNP | Population (in millions) |
|---------------|--|---------------------------------------|-------------|-----------------------------|
| <u>1970</u> | | | | |
| Saudi Arabia | 5.2 | 3.1 | 0.17 | 6.1 |
| United States | 19,600.0 | 927.6 | 2.11 | 203.2 |
| <u>1974</u> | | | | |
| Saudi Arabia | 60,8 | 385.8 | 0.08 | 9.6 |
| United States | 49,720.0 | 2,382.0 | 2.02 | 221.6 |

*This table does not include television or radio advertising.

Source: "1970 World Advertising Expenditures" International Research Association and International Advertising Association.

Illiteracy Rate

Illiterate people in Saudi Arabia ranges from 75-85 percent of the population.¹⁰ Only a few can read and write of the new generation. The reason, of course, is that formal education was not started before the 1950s and higher education was not available to everyone until the late 1960s. In addition, most people, even those who are educated, care less for advertising or reading the newspaper or magazines. Even those who read have no idea of what the ads mean or to whom they are aimed. Furthermore, those who read papers or magazines are a very small fraction of the graduate students and some government officers. Whatever advertising is saying, a feedback from the Saudi consumer is almost non-existent. Thus the use of print media or direct mail as a media to reach consumers is ineffective and useless. However, sales promotion which are mostly used in Saudi Arabia to motivate consumers are less developed and Saudi managers distrust the use of promotion as a technique to generate demand.

Labor Force

As indicated in the introduction, the U.S. has the highest rate of dollar expenditure in advertising in the industrial world. For many reasons this is true, some of which are its large-size population and labor force. However, in Saudi Arabia, advertising was useless because

of the late introduction of industrialization in the late 1970s, and the serious problems of shortage of Saudi labor. Out of nearly 7 million of the Saudi population, only 1,470 thousand men are in the labor force and 48 thousand are women. The rest are foreigners from different countries, as explained in the chapter. The following table shows the comparison of native and alien laborers in Saudi Arabia.

Table 3
Labor Category in Saudi Arabia*

| Labor Force | In Thousands | | Growth Percentage |
|-----------------|--------------|-------------|-------------------|
| | 1975 | 1980 | |
| Saudi men | 1,259 | 1,470.0 | 3.1 |
| Saudi women | 27 | 48.0 | 12.1 |
| Non-Saudi men | 306 | 767.6 | 20.2 |
| Non-Saudi women | <u>8</u> | <u>45.0</u> | <u>41.2</u> |
| Total | 1,600 | 2,330.6 | 7.8 |

*Ministry of Planning, Second Five Year Development Plan 1975-1980 (Jeddah, Dar Okaz), p. 63.

In addition to the short labor force in the Kingdom the Saudi citizens still look down on the "blue-collar" workers in factories or any industries. Thus, most high

school graduates prefer strongly to get a college education rather than going to a technical school or institution, even if the technical job pays a higher salary.

Advertising Media

Newspapers are considered the major vehicle for most advertising in Saudi Arabia, yet they are not fully developed and utilized as are newspapers in the U.S. There are no classified ads.

In Saudi Arabia, the newspapers are privately owned but the government subsidizes them to keep them running because of their low daily circulation. Most of these newspapers' circulations do not exceed 5,000 copies. However there are 11 newspapers whose total circulation of 60,000 averages to nearly 10 copies per 1000 inhabitants.¹¹ These papers are:

(1) Arab News - ad rate $\frac{1}{2}$ page inside, black and white - nearly \$2,500. English language daily with estimated circulation of 40,000.

(2) Al-Bilad - ad rate $\frac{1}{2}$ page inside, black and white \$2,000. Arabic daily with an estimated circulation of 25,000.

(3) Al-Jazira - ad rate $\frac{1}{2}$ page, black and white, \$1700. Arabic daily - circulation 40,000.

(4) Al-Nadwah - ad rate $\frac{1}{2}$ page, black and white, nearly \$2,00. Arabic daily - circulation 35,000.

(5) Al-Madina - ad rate $\frac{1}{2}$ page, black and white \$2,300 Arabic daily - circulation 45,000

(6) Okaz - ad rate $\frac{1}{2}$ page, black and white, \$2900. Arabic daily - circulation 30,000

- (7) Al Riyadh - ad rate $\frac{1}{2}$ page, black and white, \$2,000. Arabic daily - circulation 50,000
- (8) Saudi Gazette - ad rate $\frac{1}{2}$ page, black and white, \$2,000. English daily - circulation 30,000
- (9) Al Yamamah - ad rate full page, black and white, \$1,100. Arabic weekly - circulation 35,000
- (10) Al-Yawn - ad rate, unpublished. Arabic daily - circulation 25,000.
- (11) Al-sharq al-Awsat - ad rate, full page - \$9,300. Arabic daily, circulation 13,000.¹²

However, not all print paper or media are mentioned here because unavailability of the data. Even these stated newspapers are not 100 percent reliable data, especially the circulation. These papers claimed some figures which are different from the UNESCO figures on total circulation.

Some of these newspapers introduced color by early 1980s on the 1st page. Another observation about Saudi dailies is that space allowed for advertising is very limited compared to space allowed in U.S. dailies.

Most of these papers were not established before 1965. There were no press facilities at that time for newspapers until early 1970 when these papers were granted a loan to build full printing facilities with the most advanced automatic presses.

The art work of these ads are designed outside the Kingdom and are put directly on the paper with no information more than the name of the product and the local distributor. Most of the ads are perfume and cosmetic items. Local advertisers place more attention on information and benefits, and care less about the art work since no expertise is available in the Kingdom. While the press line may have advantages for advertisers in the West, it has few in Saudi Arabia and promote no sale demand as we know it. All of the papers of Saudi Arabia circulate nearly evenly in all cities and towns, and a paper may have more readers outside of its original city.

Magazines. Few of them are published in Saudi Arabia and most of them are published by government ministries which are provided for small segments groups who are working or studying in such ministries. Few of these magazines have ads in them, and these are not much of consumer types, or specialized magazines as known in the United States of America. Human interest magazines are unheard of in Saudi Arabia, but in late 1970, the group who established Saudi Research and Marketing have also grown up in publishing internationally with the latest technological printing facilities all over the world. The Hafiz family, from Saudi Arabia, has made possible the birth of the most advanced four-color weekly news magazine named Al Majalla -

for men, and Sayidaty "My Lady" for women. These two magazines are the focus of this study of how advertising is handled in both of them. The topic, the rate, the advertising message and the cultural difference of how well advertisers adapt and understand the society of Saudi Arabia, and how different they are from other Arab Muslim countries.

As claimed, Al-Majalla has a paid weekly circulation of 101,061, certified by the Audit Bureau of Circulation, Ltd. for January-June 1985. The magazine is published on Wednesday by Saud Regaer and Market office in London, United Kingdom.

This magazine's circulation reaches all Pan-Arab countries plus most European and American countries to reach those who are settled. It is a men's magazine discussing all topics from analyses of world political events, literary works, cinema, to sports and fashion.

"My Lady" Sayidaty is the women's magazine with a circulation of 96,787 weekly, bringing to Arab ladies all issues on fashions, cosmetics, education and arts with interesting articles of important interest to modern Arab women such as child care, home decoration and foods.

There are other magazines that are published locally in Saudi Arabia. Some are weekly such as:

Arabian Sun: Pub-ARAMCO, English

Child, circulation 5000, Arabic

Al-Dawa, published: Islamic University, Arabic

Igraa, published Al-Bilad, 32,000, Arabic

Al-Mujfama, Arabic

Rabitat al Alam Al Islami. Arabic and English

Saudi Business, English

Saudi Economic Survey. English

Al Yamamah, circulation 40,000, Arabic

Some of the monthly magazines that are mostly published by government agencies are:

Ahlan Wasahlan - by Saudi Arabia Airlines for

flight journal circulation, 150,000,

Mujalla al-Eqtisad wa al-Idara,

Oafla-e-Zaid,

Al-Sharkiah,

Elle,

Al-Soqoor,

Al-Tadhamon Al-Islami,

Al-Tijurah,

and there are many other magazines for trade and Islamic management and traditions. None of the advertising of these magazines is directed to consumers, or gives any topic or consumer goods or consumer preference. These periodicals have a very low circulation.

Radio is almost the most effective media for advertising in Saudi Arabia today, primarily because it is the most useable media among all the population and because it was built before television. In 1957 the government first announced that it was building a radio station in Rayid.¹³ It was on the air for 16 hours a day and three years later another station was built in Jeddah, the western province, with 17 hours daily. However, the development of a national radio network was not possible until the mid-1970s, and television's national system did not exist until 1982. Yet much of the programs of radio mostly imported from advanced countries such as Lebanon and Egypt. Even today more programs are imported and produced outside Saudi Arabia than inside, due to unskilled producers, technical development, and little "know-how" of the management of air production.

Nowadays radio is the most developed medium in the country, and its power can reach neighboring countries and to European and Far Eastern countries on special programs aimed to each country in their own languages. But advertising did not start in an electronic media until January of 1986. The advantage of radio over TV these days is that most people have a radio and it's easy to carry around. Today the number of radio receivers in Saudi Arabia is estimated at 2,800,000 receivers in use.¹⁴

Television. Although television in the western world became the major influential media if not the best for advertising. It hasn't built any market in Saudi Arabia because last January of 1986 was the first time to have any commercial on the air, primarily because it's financed and controlled by the government for all of its necessity and programming. The equipment is managed and directed well by government officers, but software makes a big problem for the Saudi government. There are no local private production companies such as Hollywood in the U.S. There are no actors or actresses except for a very few. Yet they are looked down at in Saudi culture. Most of the TV programs are bought from outside, either from Egypt or western cowboy movies which are mostly cut and censored because of unacceptable scenery or behaviors.

Audience Size

The audience size of both broadcasting media is impossible to track down because of the lack of research on audience number and set receiver number. As Dr. Douglas Boyd wrote, "It is impossible to know exactly the number of radio and television sets in Saudi Arabia."¹⁵ However, today there are an estimated 2.5 million TV sets.¹⁶ Yet, customs figures on sets of radio and TV imported to the Kingdom are not helpful because most of these sets are

purchased by non-Saudi workers who take them to their families back home as a gift, such as Egyptians, Yemenis, or Indians. Second, because the broadcasting system is not commercial, undertaking research to determine audience size or sets was not necessary and unthinkable. And because advertising relies on audience size and program preference, many foreigners' research companies tried and made surveys either by a commission such as Associated Business Consultants (ABC) of Beirut, Lebanon in 1972. This study surveyed radio and television and print media habits of the audience group. It was sponsored by the U.S. Information Agency. Another study was made by McCann-Middle East Media Study in 1977, 1979, but the most accurate study was done by Dr. Boyd and Dr. Shibaili in 1972. However, Hashemite Broadcasting Service of Jordan has done the first radio survey in Saudi Arabia, but without official permission.

The result of most of these studies projected as follows: From 1972 USIA study viewing habits in Saudi Arabia TV estimated 87% owned TV sets and 52% said they watched TV daily.¹⁷ Concerning radio, USIA study indicated that of their sampled respondents, 88% turn to Saudi radio at least once a week; 70% turn to Radio Cairo; 53% turn to Voice of the Arab-Cairo; 73% turn to BBC--London; 62% turn to radio Kuwait; and 37% turn to Voice of America. But

Radio of Monte Carlo (RMC) is the most popular foreign station received in Saudi Arabia.

The Jordan (HBS) study indicated that the Egypt (Middle East Program) and Bahrain commercial radio are well received and liked in Saudi Arabia.¹⁸

But the McCann study revealed no information more than that Radio of Monte Carlo is the most received and popular station primarily because of reporting the incident of 1979, the seizure of Makka Mosque. Then the government jammed RMC for a few weeks.¹⁹

The most exclusive study was that done by Boyd (1972) and the results are summarized as follows:

Nearly 90% respondents owned TV sets

24% respondents owned 2 TV sets

60% watch TV daily

14.8 - average viewing hours per week

6 - the average number who watch TV together

98% believe that TV has an impact on Saudi society

Thursday and Friday--weekend most popular shows and programs watched.

By the end of 1980s, Saudi's major problem is programming to get more of its audience to watch local TV, and skilled production people and companies as well as sufficient program budget. Up to date Saudi Arabia has the

most advanced and extensive broadcasting system in the Arab world. But TV and radio personnel does not exceed 1200 employees in all of its departments. Three hundred of them, who are foreigners, are responsible for all radio and television program production for all television stations in the Kingdom. Yet advertising is in its initial stage and is the least utilized. More research and correct data on consumer preference, the frequency of watching TV, and market conditions for consumers goods are the most needed for an appropriate advertising strategy for Saudi's mass media in general.

Outdoor Advertising is the most frequently used and the most advanced medium of advertising in Saudi Arabia. Today it is second after newspaper advertising in dollars revenue. Tihama is the most active agency in developing the system of outdoor advertising, and their services include the following forms:

- (1) Hoardings - posters on painted panels;
- (2) Bulletin boards - specially constructed large solus site usually bearing painted panels and sometimes laid out with gardens and illuminated;
- (3) Public information panels - double crown poster panels, usually seen on pavements and in shopping precincts;

- (4) Billboards - boards for double crown posters, sometimes temporarily displayed, including arena advertising at sports stadiums;
- (5) Newscafter - electronic device showing moving strip of words on face of high building, alternating news with advertising;
- (6) Signs - painted, metal, glass, neon, electric;
- (7) Miscellaneous - advertisements on litter bins, bus shelters advertising town guide maps, banners, and flags, and on parking meters.

An outdoor advertisement therefore works well and very confident for Saudi market and people. It is a dominant medium, working very hard by day and night, and in the very hot weather of the Kingdom. It has a long life and exposure. Many signs are permanent or are changed very seldom. It has a high coverage; nearly 80% of the people who pass it by are able to see it, especially the illiterate. Pictorial posters are used very well and its form lends itself to continuous all-the-year-round coverage.

However, the most disadvantages of this medium, which is expanding very fast since 1983 in Saudi Arabia, is that copy has to be very short in order to be read at a distance. And its audience gives less time and little concentration is expected. It is seen in a very casual and secondary fashion, and it is good only for long-term campaigns.

Nearly \$10.6 million was the revenue of outdoor advertising for 1983 in Saudi Arabia for the Tihama ad agency only. Outdoor signs develop with a U.S. company which develops the unipole signs.

Transportation is displayed through the medium of transportation advertising. Buses and taxis are the major vehicles for this type of ads in the Kingdom. It is addressed to the traveling public. The advantage of it is that the advertising can present sales messages to an audience willing to be interested, amused or informed. It is for an audience that for the time being is not concentrating on anything else and that is willing to pass the time reading the advertising.

Because people are attracted by moving objects, buses in Saudi Arabia are big and attract the attention of many people who are either waiting, sitting, or moving in the streets. This advertising, either inside the bus or outside, can provide more information and it's something to occupy the passengers' minds. It is partially branched under outdoor advertisement of Tihama in various cities of the Kingdom, primarily the capital Riyadh, Makkah, Al-Madina, Jeddah, Taif, Gassim and Dammam.

With the exclusive rights Tihama has on all Saudi newspapers and magazines, it also has the advertising right for street lamp post signs, road panels, stadium panels,

and, as well, advertising for bus services of the Saudi Public Transportation Co. throughout all the cities and towns of the Kingdom.²⁰

Bus is the most useful medium of advertisement in the Kingdom because of movement and reaching all people everywhere. It is the most effective during Hajj season "the pilgrimage to Makka" where nearly 9 million passengers used it during 1981.²¹ It's almost the most successful medium of advertising in Saudi Arabia today because of its high reach and frequency of seeing the ads in all cities and towns. There are nearly 850 buses used in the Kingdom, some of which are "double-deckers." Their total passenger carried during 1982 reached to 118 million passengers with an increase of 85 percent over 1981.

Regulation of Advertising

Generally speaking, advertising in Saudi Arabia is within the guidelines of Islamic law, but it is not fully adapted to it. For example, women in Islam must cover their heads and show no hair, but most print media and television show western ladies with bared heads as is the custom in western countries. However, television could not adapt to this law because it would require cutting and editing all acts done by ladies and this would mean that the film story would be incomplete and funny, because more than 50% of western movies use women as actresses. Among the prohibited words and acts on television in Saudi Arabia are:

- (1) scenes that arouse sexual excitement;
- (2) women who dress indecently, dance scenes and scenes showing overt acts of love;
- (3) women appearing in athletic games or sports
- (4) alcoholic drinks and environments;
- (5) derogatory references to any of the "heavenly religions";
- (6) treatment of other countries with praise, or contempt;
- (7) references to Zionism;
- (8) any material meant to expose monarchy;

- (9) all immoral scenes;
- (10) reference to betting or gambling;
- (11) excessive violence of any kind.²²

These are the main guidelines to screen programs before shows on television. These criteria are most strictly applied in Saudi Arabia. Other Gulf States follow the same guidelines but are not as strict as Saudi Arabia.

Boyd has mentioned one example of what could happen in Western movies in Saudi Arabia. In 1966 the film department related the following: because alcohol is forbidden, a scene of two sheriffs walking into a bar was censored. Another scene where the sheriff talks to an unveiled woman was also censored.²³

Therefore the criteria could be applied for commercial television, radio or print media. But no specific guideline is followed, so no person is aware of the extent of the program or ad censorship. The persons who do the editing are not very expert in western strategy of commercialism and maybe something could pass by without being censored. Other things may be censored although its censoring may be nothing more than that the editor does not like it, or feels suspicious of words or acts. However, nowadays not every program is edited the same way as in 1966. There is more openness and acceptance to western scenery and western women's dress, but not

totally as free as in the United States--for example, no lady wearing shorts can be seen on Saudi television.

Women

Always in Islamic context has been the norm for Saudi women since early days. In fact, even today most of the women of Arabia are conservative and proud of the Islamic restrictions in the matter of clothing.

Women's rights and freedom is more advanced in Islam laid down by the Koran and the Sharia (law) more than 1400 years ago, and it has often excelled those of women in the West. It was the Married Women's Property Act of 1882 when women acquired the right for them to meet in the house of relatives. Muslim women's position in Arabia has greatly improved. Her lot was established and secured since the time of Messenger Muhammad. The killing of baby girls before Islam was stopped by Islam. Legal and property rights in marriage, divorce and inheritance are all stated in the Koran. She has equal rights as men but because man's role and responsibility positions him as the head of the household according to the Koran. This same thing is widely accepted in most western societies.

What is of much importance about women in Saudi Arabia is that not all of them work, or go to school. Only a few

and very small percentage of the young generation do so. However, the majority of them study, work or go to school to pass the time, but when a woman gets married, the probability of leaving the job to rear the children is high. It is OK for Saudi women not to study--it's OK not to work, but it's not OK to stay unmarried, which is very common to women in western societies. Even those working women in the Kingdom are kept primarily in two jobs--either teaching in a girls' school, or nursing, a job that is looked-down upon in Arabia because it is associated with servants' work.

The reason for this is that family life is still the basis for the Saudi society, and even younger up to marriage age are still held in the utmost respect. Women's liberation as known in the West does not exist in Arabia and is unthinkable. Large families remain the country's immense power. Although new couples married may move out to another home, they are 80 percent tied with the old family system. And the woman has the major role of rearing children and keeping up from inside with all activities of the family. She is forbidden to drive a car, or take a taxi alone, or leave the country without a male member of the family. These are religiously restricted rules and very well practiced among most families in Saudi Arabia. Women also do not leave home unveiled and totally covered in the

street. More than half of the Saudi women married before the age of twenty-five--those who stay single longer than that without marriage will have less opportunity for marriage and feel desolate and lonely because she can't go with any man except through marriage.

The condition of Arabian women is illustrated by the Koran and tradition of prophet Muhammad who has set additional guidelines for women's way of life. Thus he has issued legislation to guide the use of women in all forms of communication and advertising. Yet in the West no legislation guides the use of women in advertising, although some women groups are lobbying for it. Arabian women in general do not prefer to be used in ads and don't like the stereotypes of women as drudges, sex symbols, shrews or as happy little homemakers. Another thing about women in Saudi Arabia is that more than 70 percent of them don't know how to read. Only few of them will buy magazines to look at them. Only a small portion of those in high school or early college read magazines, and they don't buy them often or regularly. Magazines are the least read in Saudi Arabia. Women mostly like to watch television but not alon--only with the family and also group communication in social women's parties or with males of her family, such as a brother, uncle or father. She may enjoy a great opportunity of work as physician or university

professor. She is more welcome, in fact needed, to be a doctor or school professor specially for women, but she wouldn't be expected to be seen in public for dinner with a male friend. Most of women's advertisement is a tool of women's liberation movement. Most of the ads show women in beauty products, fashions--others show her in the kitchen with the new look. These ads portray western play women to Arabian society whose women spend most of their time at home. The benefit of free time and freedom to go out is preferred in western society, but in Arabia these phrases are unacceptable and meaningless. This may lead western society to consider Arabian women with no role other than to rear children, but women in Saudi Arabia and most Islamic societies wield a lot of power from inside of the house. Her role is expanded and cemented by marriage arranged by women of the clan. She may play a big role in establishing business and work for family members through her husband's contact. She can build a great social unity and cohesion through women communication with fathers, brothers, husbands, or sons. It is also considered in the tradition that the mother is a school if you prepare her with education-ethics. Thus a strong nation will be established. Arabian culture norms are reflected upon Islamic rules which the society monitors very well.

Thus advertisers, in planning their strategy for women's products, should consider the ethics of Islamic culture, otherwise they will lose results from the efforts they made. Another important thing to be mentioned is that most women have no money unless the husband gives them the money to buy her needs. This has somewhat resulted in a male dominated market for women's things in Saudi Arabia because more than 90 percent of the women don't work; thus, buying decisions are enforced by men or husbands who control money spending.

Role of Advertising

Lack of understanding of Saudi culture makes many advertisers rely on what they think of a market and the people as being the same everywhere. This perception could be right in other countries but not in Saudi Arabia. The country is more religious dominant and very rich. The country people have no idea of what the advertisement means or wants from them. Sometimes they look down at advertisements and the people who are doing them.

Locally, advertising is not as well developed in Saudi Arabia as in the U.S. It is in its infancy. No psychological theme or persuasive strategy has been used to capture the Saudi society--no professional research or consumer preference surveys have been conducted.

As we will examine various advertisements of American consumer products in Saudi we will see how well those advertisers appeal to the Arab culture in general and Saudi consumers in particular. Most of these advertisements appear in the latest development of Saudi magazines--Al Majalla for men and Sayidaty for women. These two magazines are the leading Saudi print media in consumers topics of interest. For men and women in addition these magazines monitor the pulse of Arab life, analyses of world politics, literary works in the Arab world and heritage. However, some western ideas of sports, fashions, cinema and arts are also features of western culture in four colors. Some things are introduced to Arab culture with many ideas of western products. These are mainly cosmetics, beauty aids, luxury items such as watches and perfumes, canned foods, cigarettes, and cars. All of these are heavily advertised in these magazines. Other items of advertisement are not related to the consumer such as Douglass Aircrafts, Northridge School of Technical Aircrafts and many others.

After putting these ads in categories in chapter three, a content analysis for each category will be given and the relationship of these ads to Arab culture will show how well companies understand the Arabian consumer.

PART III

Footnotes

¹"Marketing to the Arab World," Advertising Age, January 30, 1986, p. 10.

²Ibid.

³Nancy Shilly, Advertising in Saudi Arabia. (Houston: Crescent Publications, 1981).

⁴Abdelaziz Abunaba'a, Marketing in Saudi Arabia, (New York: Praeger Scientific, 1984), p. 42.

⁵Craig Endicott, Advertising Age, September 1980, p. 26.

⁶Ibid.

⁷Jack G. Kaikati, "The Marketing Environment in Saudi Arabia," Akron Business and Economic Review, VII (Summer, 1976), pp. 5-13.

⁸Abdelaziz Abunaba'a, Marketing in Saudi Arabia, (New York: Praeger Scientific, 1948), p.

⁹John F. Maloney, "In Saudi Arabia Sand, Statistics Can Be Shifty," Marketing News, July 2, 1976, p. 6.

¹⁰UNESCO, Statistical Yearbook 1984, (Belgium: pp. 1-3.

¹¹Ibid., Table 7.20.

¹²The Middle East and North Africa, 32 ed., (London: Europa Publications Limited, 1985), p. 673.

¹³Business Week, 1957, p. 48.

¹⁴The Middle East and North Africa, p. 674.

¹⁵Douglas Boyd, Broadcasting in the Arab World, (Philadelphia: Temple University Press, 1982), p. 144.

¹⁶ , "Saudi Arabia," Middle East and North Africa, p. 674.

¹⁷USIA, 1973, p. 8.

¹⁸Pan-Arab Computer Center, 1978, pp. 5-6.

¹⁹Boyd, op. cit., p. 145.

²⁰Tihama, "Public Transportation Advertising," Facts and Figures.

²¹Ibid.,

²²Abdulrahman Shobaili, "A Historical and Analytical Study of Broadcasting and Press in Saudi Arabia," (Ph.D. dissertation, Ohio State University, 1971), pp. 272-93.

²³Douglas Boyd, "Saudi Arabia Television," Journal of Broadcasting 15, No. 1 (Winter) 1970-71, p. 76.

PART IV

Advertisement Analyses of American Products in Al Majalla and Sayadity

Before analyzing the ads that are aimed at an Arabian market, some points are worth mentioning. Among these points are (1) there is no specific consumer research having been done to study and understand the mentality and desires of the Arabian consumer; (2) most, if not all, of the ads have taken a stereotyped approach of the Arab market as one segment; (3) target market groups are not identified; and (4) many western companies think that "costly, status-oriented merchandise will sell itself." The latter is a false assumption about the Arab market stated Mr. P. Ardajj, President of Middle East Advertising and Marketing Corp. in New York.¹ Demographical, or psychographical and behavioristic segmentation market strategies are not applied or even researched in the Arab market. The market was looked at from two points: (1) its potential increased buyer power; and (2) its geographical region and wealth of the area. The Arabs are taken as a whole or as one market without looking at the increase of the middle class and the great stress on value for money. A big mistake of most companies when

advertising to the Arab market is the use of the same ad copy as is used for the American market, although most of these companies claimed to have paid considerable attention to culture values and differences. For example, cigarette ads are advertised with the same theme and approach as in America. Marlboro's advertising is heavily using the male macho image with the same working and pictures of a cowboy in the background. Camel cigarettes also uses the same strategy.

Recently, Advertising Age, in a special report about the Arabian market, stated some notice about consumer market, high class perfume was found to be the best consumer goods in sales of \$37 million a year. And Saudi Arabia rated as the sixth largest market of fragrance in the world, after the United States, Japan, Germany, France and Italy. But it is the first in terms of perfume consumption per capita compared to its 7 million citizens. Perfume is more favored as a consumer good even among religious people because it's a reward for some one to wear it and it is also among the things that Prophet Muhammad enjoyed. In promoting perfumes, some European marketers fit their advertising campaigns to Arabian culture if requested to do so. For example, the men's perfume, Drakkar Noir, by Guy Laroche, in its European ad shows a man's hand clutching the perfume bottle and a woman's hand seizing his bare

DRAKKAR
NOR

دراكار نور

الشركة العربية للأدوية والمستحضرات الطبية
حده: ت: ٦٥١٨٥٨٠ - الرياض: ت: ٤٠٢٩٣٩٤ - الدمام: ت: ٨٣٣٤٤٢٣

Guy Laroche
Paris

forearm. In the Saudi version, however, the man's arm is clothed in a dark jacket sleeve and the woman is touching the man's hand only with her fingertips.²

Yet few western marketers are this careful. Ads created mostly by multinationals either in Europe or in the U.S. have very sophisticated visual creativity and expertise with the products but lack the knowledge and small details that should be used in different markets. Usually the ad copy goes off in another direction when the product is translated from English to another language or from one culture to another. This reflects on what the marketer is trying to achieve through advertising. Some try to communicate with the market, others try to inform consumers about a product, or persuade them to buy. This issue is not that some used a standardized approach, such as cigarette marketers, or local modification as Pamper baby diapers. But it's whether the advertisement communicates to the market or not--is it relevant to it or not?

Just for the illustration of avoiding cultural difference around the world, many companies lose the market or understand it incorrectly. For example, in Mexico an American ink company tried to sell ink using outdoor signs saying "avoid embarrassment from leak and stain." In translating this phrase to Spanish, the word "embarazar"

the ink company was very embarrassed to discover that "embarazar" in Spanish means "to become pregnant." A very wrong wording and ad copy made people think that a contraceptive device was for sale, not ink. Another laundry detergent company tried to sell in Quebec, announcing that it works well on the dirtiest parts of the wash. The translation was "Les parties de sale," meaning an expression for "private parts." In Brazil, American Airlines advertised as "rendez-vous lounges" in the jet, only to discover that this phrase means a place, in the language of Brazil, a place to make love. However there are many other examples of failure because of lack of cultural understanding and cultural research.³

Through looking at some of these American product advertisements, we will notice which ads communicate better with the Saudi market and which ads do not.

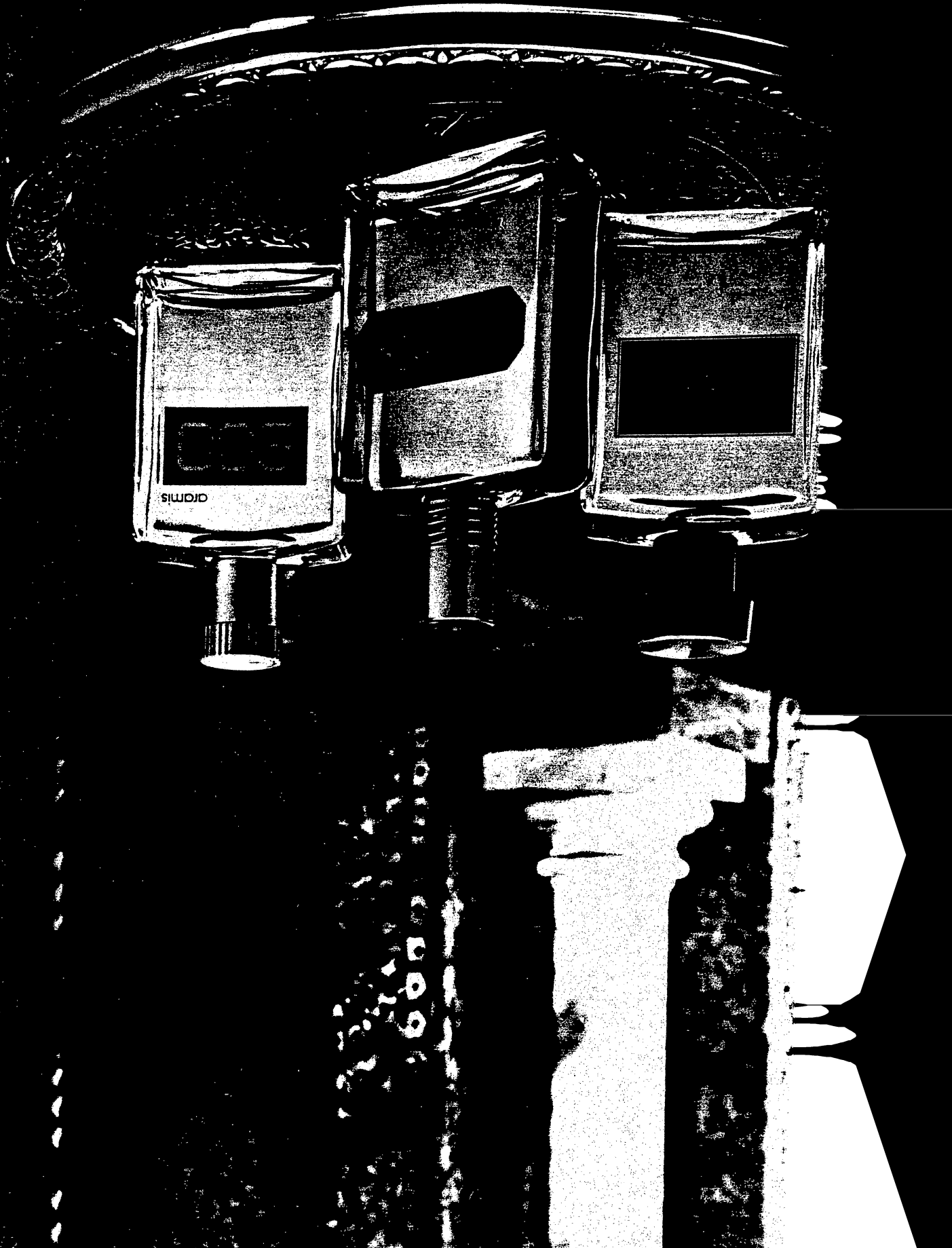
Some of these ads were successful because they were able to elicit a culturally positive concept by means of printed or pictorial messages, which may be significant to the Saudi culture. But we do not see this in most ads, as will be shown.

Aramis. This famous American men's perfume is advertised in Al Majalla and pays much attention to special Eastern tradition. The background and the color tone, the perfume bottle and the table on which it sits, show a very deep concern and thoughtful idea of the Saudi culture and Arabian taste. The color, the background and table setting goes very well with Arabian taste and is very acceptable. But a major mistake in its advertising is in using no headlines or ad copy at all. Although most Saudi citizens don't read, those who buy the magazine are able to read it, and find it interesting to read. Because the headline and ad copy is totally ignored in these ads, the message of communication was lost. No one knows what Aramis means except those people who have tried it or seen it. Not even the word "perfume" was mentioned in the ad. Anyone looking at the ad needs to read something or some identification of what is being advertised, but no information is given except for the name and the address of the distributor in Saudi Arabia. No benefits for using the product were mentioned in order to sell the product, nor was it stated where it was made. The visual creativity demonstrates the product's superiority with the use of a simple layout.

On the other hand, Calvin Klein perfume, called

٧١٥٣٥٧/٧١٥٣٥٧ - ٣٠٣١٥٧/٣٠٣١٥٧
٧١٥٣٥٧/٧١٥٣٥٧ - ٣٠٣١٥٧/٣٠٣١٥٧
٧١٥٣٥٧/٧١٥٣٥٧ - ٣٠٣١٥٧/٣٠٣١٥٧

٧١٥٣٥٧/٧١٥٣٥٧ - ٣٠٣١٥٧/٣٠٣١٥٧
٧١٥٣٥٧/٧١٥٣٥٧ - ٣٠٣١٥٧/٣٠٣١٥٧



Obsession for women is advertised in Sayidaty (My Lady), the Arabian family women's magazine. The same mistake appears in this ad when no headline or ad copy is apparent. A headline should tell the whole story, and the copy should reinforce the benefits of the product; but on the ad copy only the word "Obsession" at the bottom of the page was translated and said that it was a new perfume to enjoy from Calvin Klein. The distributor's name was also mentioned.

The illustrated photograph of the undressed lady lying on the bed in a romantic moment is typical of the sex appeal in American ads. It is, of course, an invitation to sex and is clearly planned to go against the cultural norm of Saudi Arabian society. However, because of the vagueness of the picture, the ad passes easily any cultural obstacle or concern. The other major mistake of all this is that the word "obsession" either to Americans or Arabians is meant to abuse or haunt or appear in uncommon behavior or act. It is very much prohibited as a term in Arabic language, and if this word were to be translated in Arabic meaning, the ad would not be printed at all. Another thing about women in Islam is that they are considered like glass, or a flower--some one to enjoy, not to abuse or be an obsession at all. Anyone who tries to advocate such behavior or act is consider repellent to the social

system of Saudi culture. Moreover, perfume itself only is worn by women at family gatherings or when with her husband. At other forms of social meetings, she is not allowed to wear perfume in public.

This ad fifteen years ago would never pass to Saudi culture because the rules were very strict, and the whole magazine would therefore not be accepted at all.



تہذیب و ثقافت کی تاریخ اور ترقی



DOVE is a women's soap, positioned as a beauty bar rather than as traditional soap. Its oval shape looked more feminine and smoother than the common rectangle. It is a cosmetic item which is packaged in a hard box rather than a paper wrapper. It looks nicer and persuades women to purchase it by its moisturizing cream feeling and the ad pictures the woman taking it on her hand to test its feeling on her face. The ads promise that Dove "creams your skin while you wash" and is supported by a picture of cleansing cream pouring into the bar.

The headline and the beautiful face illustrates very well the quality of the product and its smoothness. However the same strategy had been used for a long time for the American consumer. Although all women, whether Arabian or American, like to look nice and smooth, the target audience of Arabian women use the product for the reason that it illustrates a beauty soap not only for hand washing.

The theme makes no cultural distinction because the marketer sees women as women the world over, and that may be the reason for no change of ad copy or the advertisement as a whole. Another important thing is that the marketer did not try to translate the name on the box but kept it in English.

These strategies of positioning Dove soap is working well, not only for Lever Brothers who produce it for

American women, but it is actually beneficial for Arabian women because of the high heat and dry weather of their country. The product is a good product that is very appealing to Saudi women who care much for beauty.

Religiously speaking, the face is very attractive and does not convey the Islamic code of ethics for Muslim women. It would be more attractive and more acceptable socially in Saudi if the hair were covered by a black scarf. However, generally speaking, the Dove ads have a high rate of acceptance in the Saudi market because of its general theme.



علاج تجميلي عند كل استعمال لصابون دوف

حيثما يباع صابون دوف ، يوصي اختصاصيو التجميل باستعماله لحفظ البشرة الجميلة ناعمة نضرة .
السبب في ذلك ان ربع كل لوح صابون دوف هو عبارة عن كريم مرطب للبشرة .
فور استعمال صابون دوف تلاحظين الفرق ، حتى لو استعملته مع الماء العسر .
فهو رقيق معتدل ، يرطب الجلد كما ينظفه .
جربي صابون دوف لفترة سبعة ايام ، ولاحظي كيف يصبح جلدك ناعما ، تطلعي في المرآة ، ولاحظي كم أنت جميلة .
صابون دوف للمناة بالبشرة وتجميلها
يتفوق على الصابون العادي
بشروط من الزمن





"You know that tight, dry feeling you get after you wash with soap? I didn't feel that with Dove."

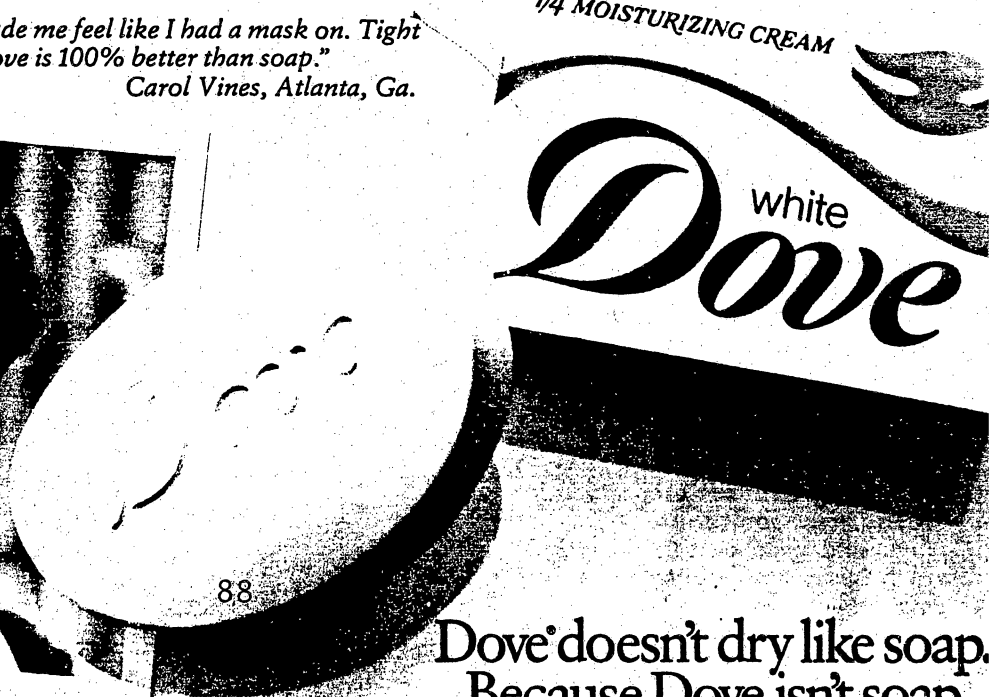
Junell Wingate, Wayzata, Minn.

"When I stopped using soap and started using Dove, my face just wasn't dry anymore. I feel 20 years younger."
Gloria Carter, Los Angeles, Calif.



What is soap doing to your face? Listen to women who stopped using it.

"Soap made me feel like I had a mask on. Tight and pulling. Dove is 100% better than soap."
Carol Vines, Atlanta, Ga.



88

**Dove doesn't dry like soap.
Because Dove isn't soap.**

JOHNSON BABY LOTION advertisements appear for its products in Sayidaty, the Arab women's magazine, but not to use it for babies only. It is targeted toward women as another target market. The ad copy illustration shows that baby lotion is grown-up with you since childhood. Day after day growing with you very softly. Unlike soap and water, baby lotion helps to erase spots of left over makeup and makes the face look natural. It offers clean soft skin as you were a baby. This is the ad copy translation of the Johnson Baby Lotion appearing for Arabian women. However, the advertisement and ad copy appear different for American consumers but is the same target market of grown-up women. In Parents Magazine the ads show benefits of Johnson Baby Lotion to keep the skin soft, leave it with healthy, youthful glow, and terrific body.

The illustration between the two ads are different. The one for Saudi women shows a child, a young baby face, lady and the lotion very attractive and attention getting. While the ad illustration for American consumer shows four small pictures stressing the lotion thickness, how absorbable, uniqueness and beauty soft all over the top half of a naked chest of a lady.

The strategy is almost the same but prepared differently to the same target market. The product is unique and useful for women anywhere in the world. It is famous

in Saudi Arabia and used constantly by women, but not as much as in America. The ad copy and illustration is reasonably acceptable in Saudi Arabia and goes well with traditional custom but not very well. It could be better if the ads appear in local language and strategy to direct women when and how to use it, not only to take off makeup spots but to use it for cool weather in winter and to soften the desert dryness. The American copy is stressed well because most women use it to be soft and feel soft and look soft. The ad copy aimed at Arabian consumer is very weak and translated the same benefit that American women use it for, with different wording. In winter time, summer time, after make up and after washing dishes or clothing or taking shower are different times that Saudi women used it daily and the advertiser can do well to stress the benefits of the lotion of these times and direct the women to try it for softer feeling in hands and body with Johnson Baby Lotion. Another point is important to mention--the reasons American women used the lotion are not the same reasons the lotion is used in Saudi Arabia.

جونسون بيبي لوشين يُظفِّف بشرتك برفق.



Johnson's
baby
lotion

PUREST SKIN CARE

Johnson-Johnson

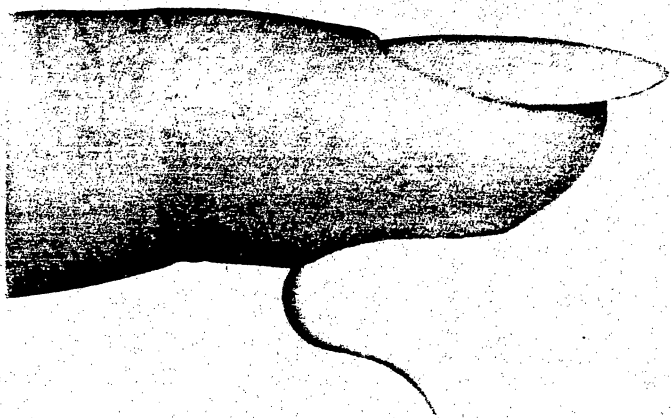


نمّا جونسون بيبي لوشين معك
ياسيدي منذ الطفولة ، ورفق
أخذ يكبر معك يوماً بعد يوم .
بخلاف الصابون والماء ، مقومات
بيبي لوشين ، تساعد على مسح
الأشجار السيئة والدهون التي تخلّصها
مستحضرات التجميل ومن ثم تعيد
إلى وجهك زيبته الطبيعي الذي
إفتقده .

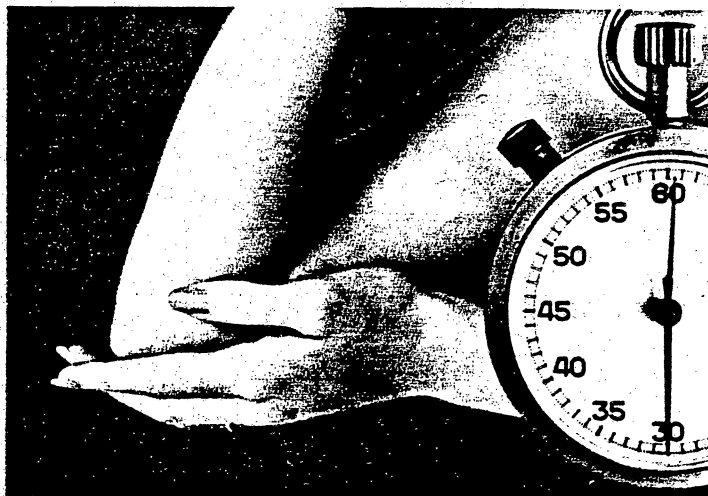
جونسون بيبي لوشين يمنحك
ياسيدي بشرة نظيفة ملساء
ليّنة نضرة ، تماماً كبشرتك
عندما كنت طفلة .

Johnson's baby lotion

Four good reasons why *Johnson's* Baby Lotion is the perfect "grown-up" body lotion.



Thicker and richer than other lotions.



Absorbs fast. Goes to work instantly.



Unique combination of 10 skin softeners.



Leaves you feeling beautifully soft all over.

When it comes to keeping skin soft, *Johnson's* Baby Lotion has everything you want in a body lotion and more. Its super-rich formula gives a new beauty to your skin and leaves it with a healthy, youthful glow. In short, *Johnson's* Baby Lotion is a terrific body lotion. We've told you four good reasons why. But don't take our word for it. Just give it a try.

It's a perfect lotion for grown-up skin.

Johnson & Johnson

Johnson's

Johnson's
baby
lotion

Johnson & Johnson

HAIR SHAMPOO. There are more than three kinds of hair shampoo advertised, aiming at women and dandruff of the hair. Two of the ads tried by different strategies to inform and increase consumer traffic toward their products. However Head and Shoulders used comparative advertising but did not indicate any other brand name except saying that half of the hair was washed with regular shampoo but dandruff remained the same, while it was gone when using Head and Shoulders for four weeks. This ad pulls consumers by two claims: first, use Head and Shoulders for dandruff or hair, and buy it often to get rid of dandruff.

The ad illustration looks doubtful and unappealing but the headline was very successful in getting the attention of the reader. Another thing about the ad copy is untrue in comparing with unidentified shampoo. Less information was provided about the other product to pull consumers to buy Head and Shoulders.

The product is useful for those who have dandruff but it has no testimonials of believability to convince consumers. Furthermore the illustration looks ugly and no social attitude was considered for Saudi women or theme to appeal to them to use the products. The cultural tradition of covered hair of Arabian women scratching her hair by the hand may illustrate better results and

more acceptance because most Arabian women cover their hair for a long time. Plus the dandruff never comes on top of the hair, but rather underneath.

At the other hand, Selsun Blue shampoo ad appears better and well illustrated with no model in the ad. Only the product with hair accessories that are placed around the bottle made it look more prestigious. The name of the product appears twice as in the bottle with English and translated on the headline into Arabic. It communicated much better than Head and Shoulders and makes more sense to Arabian women and in relation to Arabian custom and norms.

القشرة

هيد اند شولدرز يزيلها أفضل... انظري.



وغلنا هذا النصف لمدة أربعة أسابيع بشامبو هيد اند شولدرز والنتيجة: زالت منه القشرة.



غلنا هذا النصف لمدة أربعة أسابيع بشامبو عادي النتيجة: بقيت فيه القشرة.

ان التجارب التي أجريناها على نصف الشعر الواحد برهنت على مدى فعالية هيد اند شولدرز في إزالة القشرة لمدة أربعة أسابيع غسلنا نصف الشعر هذا بشامبو عادي والنصف الآخر بهيد اند شولدرز وماذا كانت النتيجة؟ بقيت القشرة في جهة الشامبو العادي ولكنها زالت من جهة هيد اند شولدرز.

هيد اند شولدرز يرفع بشعرك ويجعله أكثر جاذبية ولذلك يمكنك استعماله بانتظام.



هيد اند شولدرز... يزيل القشرة
التي تعجز عنها اصناف الشامبو العادية

متوفر الآن
للشعر المد



بعد اليوم

سيلسن بلو

Selsun
blue

For Normal Hair

4 FLOZ (118ml)

خالٍ من المشرقة!

Selsun

الجميل علاج أمريكي من
سيلسن بلو، طريقة بالغ
لازالة القشرة .
باستعمالك سيلسن بلو تتأكد من
أشار القشرة قد أزيلت بسرعة،
الشعر ناعمًا وسليًا.
الآن سيلسن بلو متوفر بتركيبتين
للشعر العادي والشعر المدهن.



A product of
ABBOTT Laboratories

CLOROX bleach is used internationally to clean white cotton to make it brighter. The product is advertised to Arabian market differently, not in theme but in terms of multiple usage. The main benefit stressed for the Saudi market is that the product makes cloth cleaner and easier to clean than before. The liquid bleach can be used for white cloth and the Clorox 2 for colored clothing. On the other hand, the product is advertised a little bit differently for the American consumer. The American ad version emphasizes the use for the product for explicit white clothes such as Arrow shirts, colored clothes, and as unbeatable disinfecting cleaner for toilet and bath tub. One major other difference that the ads for American consumer contains is some promotion on price more appealing than other products or to try it for pre-wash.

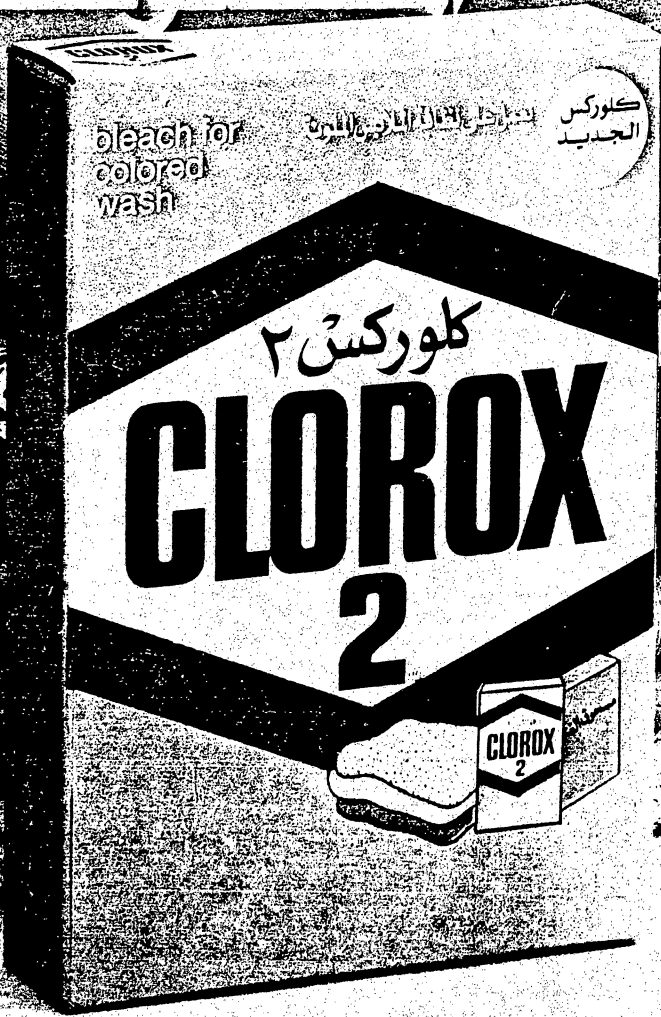
There is nothing in the ads offensive to Arabians more than it would be more proper to have no model in the ads because women don't like to wash clothes since it is a hard job that takes more time.

However, the brand is well known in Saudi market and sells very well.

إنك تستعملين كلوركس من أجل ملابس بيضاء
أكثر نظافة



الآن اكتشفي كلوركس الجديد لملابس الملونة



لقد توصل الخبراء في شركة كلوركس الى اكتشاف أحدث
وأمن الطرق التي تساعد على نظافة الملابس الملونة ، كلوركس ٢ الجديد
استخدمي كلوركس ٢ الجديد مع مسحوق الغسيل ، من أجل ملابس
ملونة أكثر نظافة ونضاعة وخالية من البقع بشكل لا يصدق ، ولم يحدث من قبل
من الآن ، سوف يصبح كل غسيلك نظيفاً وزاهياً ، مع أي نوع من مساحيق الغسيل . والسرفي ذلك ؟
أضيفي سائل كلوركس الى الملابس البيضاء ، وكلوركس ٢ الجديد الى الملابس الملونة



كلوركس ٢ الجديد مصنع على شكل مسحوق ،
لذلك فان استعماله مأمون تماماً مع كل الملابس الملونة
القابلة للغسل

كلوركس ٢ الجديد ، هو سرك لنظافة الملابس الملونة

الآن

وغسيل أنظف وأنصح ببياضاً

سهولاً وأماناً
CLOROX
كلوركس

كلوركس الجديد في قارورة فريدة التصميم
توفر لك سهولة وأماناً ، لايتناثر السائل او يندلق
منها .

ونظافته كما تعودت عليها ، غسلة واحدة مع

مسحوق الغسيل مضافاً اليه

كلوركس ، تجعل كل شيء أنظف وأنصح

من ثلاث غسلات مع مسحوق الغسيل وحده .

حقاً ، كلوركس ينظف الأوساخ التي تتركها

مساحيق الغسيل .

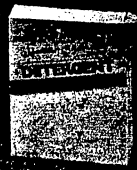
الآن ، غسيلي كله ابيض ورائحة النظافة ، من

الغسلة الاولى لانني اضيف كلوركس .

قومي بتجربة « ٣ و ١ » مع كلوركس .



خذي قيصرتين بنفس درجة الاتساح
اغسلي احدهما بمسحوق الغسيل وحده
ثلاث مرات . واغسلي الأخرى مرة واحدة
بمسحوق الغسيل وكلوركس . وعندما
ترين النتيجة : سررت تعرفين اهمية
وضرورة كلوركس .



غسل مرة واحدة
بمسحوق الغسيل وكلوركس

غسل ثلاث مرات
بمسحوق الغسيل وحده

A big stain needs a big name.

Clorox® PreWash.

When the sweet taste of the grape lingers a bit too long, reach for the Clorox® PreWash. Just spray, then wash with detergent and tough stains become a memory. And that's a promise from a very big name: Clorox®.



30¢ MFR'S COUPON NO EXPIRATION DATE 30¢

Save 30¢ when you buy any size Clorox® PreWash.

RETAILER: As our agent for redemption, you will be reimbursed in accordance with The Clorox Company's redemption policy. Copies of the policy are available from The Clorox Company, Dept. CP, P.O. Box 24305, Oakland, CA 94623. To redeem this coupon, send it to The Clorox Company, P.O. Box 1430, Clinton, IA 52734.

Void if reproduced. Offer void where prohibited, taxed or required to be licensed by law.

CONSUMER: Only one coupon of any type may be used with the purchase of the specific product and size indicated. You must pay all applicable sales tax.

115560



5

**Bleach this shirt?
Of course.**

**➤Arrow➤ Cotton Plus quality starts with
bleach-safe colors and fabrics.**

Cotton Plus for cotton
comfort and easy care.

Quality Cotton Plus
bleachable fabrics 85%
cotton/15% polyester.

The shirt
America lives in.

➤Arrow➤ from Cluett.

FREE OFFER Form free
"Colors & Clorox" brochure
write to The Clorox Co.
P.O. Box 2305 Oakland,
CA 94623



©1984 The Clorox Company
Clorox is a registered trademark of The Clorox Company

5¢ per use



15¢ per use



Clorox Liquid Bleach
is the most effective disinfectant and
deodorizer for home use.

For a comparison of the national average retail prices of 1 gallon of Clorox Liquid Bleach, a leading disinfectant, and recommended household cleaners, write to The Clorox Company, P.O. Box 2305, Oakland, CA 94623. Do not mix Clorox Liquid Bleach with other household chemicals. Always read and follow the instructions.

BABY DIAPERS most often advertised in Saudi Arabia are Pampers, aimed at mothers. The product is positioned as to its convenience and easy tape fastener for the main benefits of its use. To illustrate the visualized drawing of putting on and off the diaper on the baby for comfort and easiness. Also the ad copy uses the wording as illustrated these benefits. The copy headline and the illustration of the baby looking through an enlarger illustrates humor. The tape part of the diaper is the new benefit of Pampers. In addition the ad body copy adds the benefit of less-wet and more protection.

The advertisement and its copy go well with Saudi culture and the product is very beneficial to mothers. The brand is well known in Saudi Arabia and it is manufactured in the Kingdom.

The advertisement communicates well and is very detailed. However, most mothers care more about diapers leaking than about the new tape.

In comparison with the American version of Pampers the ad theme emphasizes different benefits, "The Wet Stops Here," as the main theme, and then advances the benefits of blue waist shield that helps wetness from leaking. The pictures are more lifelike and the appeal of a healthy look is unlike the drawing of the advertising aimed at the Saudi market.

Nothing much is needed to increase the usage of Pampers in Saudi Arabia because people use them heavily. However they do not care which products to buy since both Pampers and Luvs are competing products made by the same company, Procter & Gamble. Both products are sold and advertised for the Saudi market.

Luvs as well as Pampers emphasized the same thing of waistband and the blue waist shield for the American consumer. At the other hand, the waist tape band of Pampers and rubber tape of Luvs that fit around the legs are emphasized for the Saudi markets. None of the ads are the same as American ads. Each has some difference and emphasizes different benefits with different illustrations.

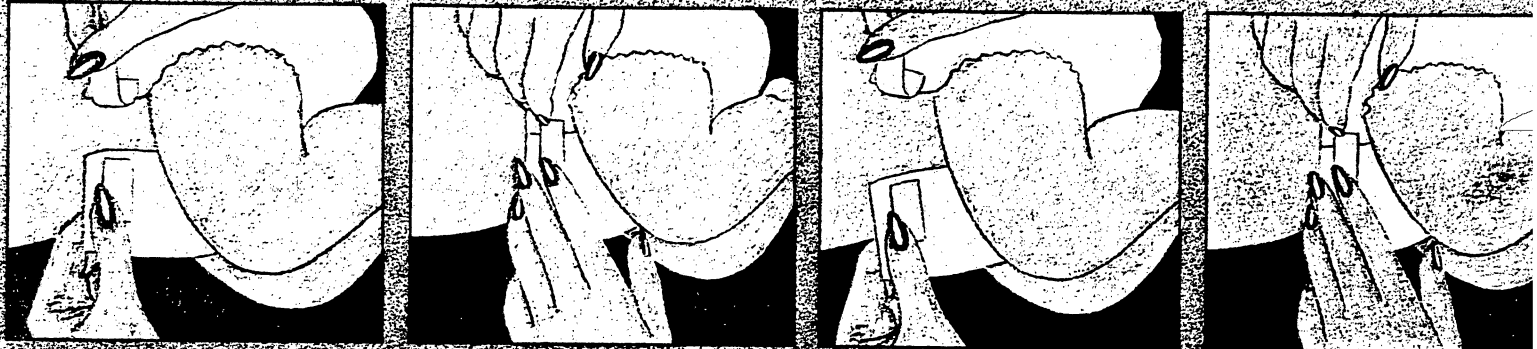
Tide and Pampers baby diapers are the most known and useful products of Procter and Gamble. However Tide strategy differs in strategy for Saudi consumers and the American consumer. The Tide ads for American consumers are very simple and clear, primarily as a reminder and insistence to use the brand. Neither wording nor ad model were used or any dramatic approach to illustrate its usefulness. It might be because the brand is well known to most American consumers and has grown up with them since birth. Unlike the advertisement to Arabian consumers-- their ads for the Saudi market were more dramatized and may have been done locally by the distributors of a Saudi

ad agency. However, the illustrations and body copy are very silly and stupidly worded because Saudi women already know the quality of Tide and it is the most frequently bought laundry detergent throughout the country. One of these dramatized headlines says, "Oh, poor women, the drop of little juice will cost you a new dress," and the illustration's more funny because the dropped glass is facing the other lady whose dress got nothing on it, while the one whose dress got wet from the juice looks as if she poured it on her dress and look more suprised rathern than looking to her dress.

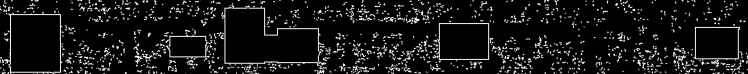
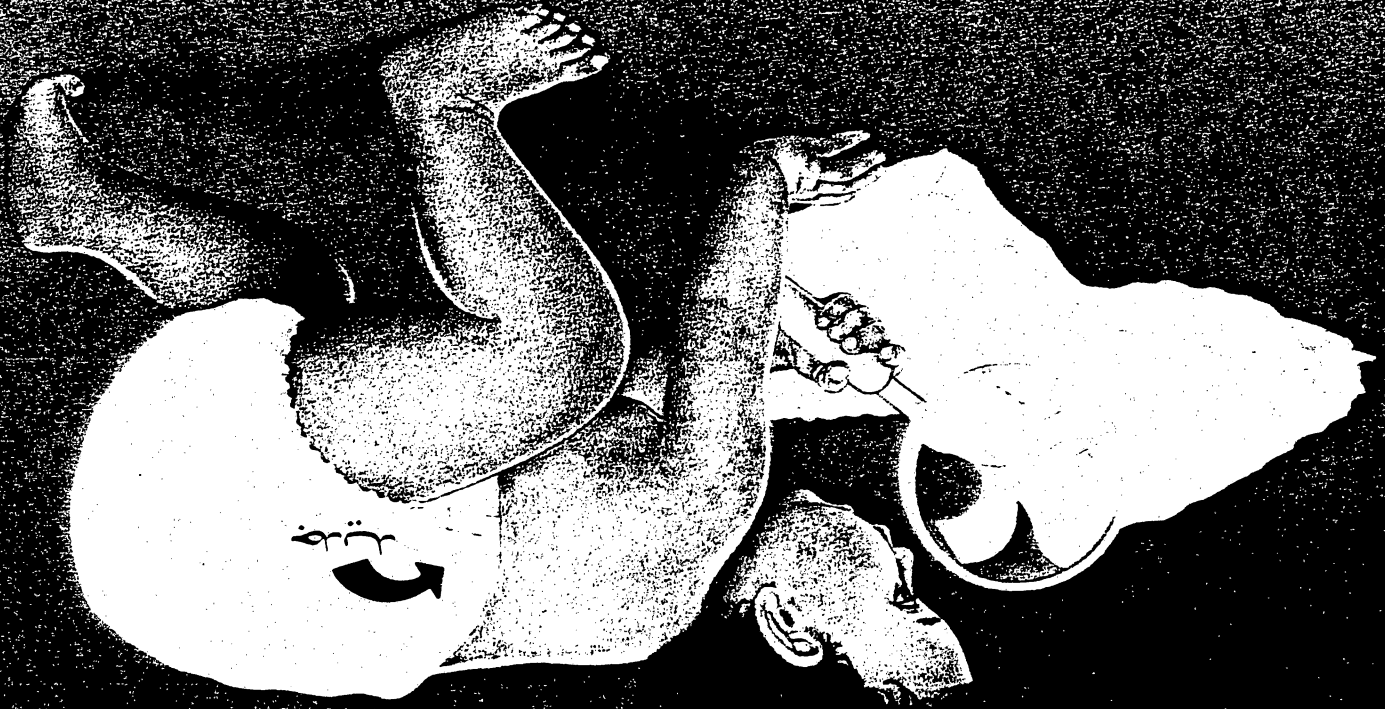
The Tide brand is the major product in the U.S. as well as in Saudi Arabia for it has been on the market for over 20 years. However, the American version ad will be much more appropriate for Saudi consumers than the dramatized one shown with this product.

انسان کے جسم پر کتنی چیزیں ہوتی ہیں۔ ان میں سے ایک چیز ہے جراثیم۔

ان جراثیموں کو روکنا اور ان سے بچنا ضروری ہے۔ اس کے لیے ہمیں اپنے جسم کو صاف رکھنا چاہیے۔
105
ان جراثیموں کو روکنا اور ان سے بچنا ضروری ہے۔ اس کے لیے ہمیں اپنے جسم کو صاف رکھنا چاہیے۔
ان جراثیموں کو روکنا اور ان سے بچنا ضروری ہے۔ اس کے لیے ہمیں اپنے جسم کو صاف رکھنا چاہیے۔



ان جراثیموں کو روکنا اور ان سے بچنا ضروری ہے۔ اس کے لیے ہمیں اپنے جسم کو صاف رکھنا چاہیے۔
ان جراثیموں کو روکنا اور ان سے بچنا ضروری ہے۔ اس کے لیے ہمیں اپنے جسم کو صاف رکھنا چاہیے۔
ان جراثیموں کو روکنا اور ان سے بچنا ضروری ہے۔ اس کے لیے ہمیں اپنے جسم کو صاف رکھنا چاہیے۔





THE WET STOPS HERE.

Babies are thrilled with Pampers® and its blue waist shield. And for good reason. Because this unique blue waist shield helps keep wetness from leaking up better

than any diaper with a regular waist ever did before. So Moms are thrilled. Because they know that means drier T-shirts, drier sheets... and a drier baby from top to bottom!

106

KEEPS BABIES DRIER FROM TOP TO BOTTOM.



For your Softouches Catalog, send your name and address to: Pampers Baby Catalog, P.O. Box 8634, Clinton, Iowa 52736.

U
in
n
g
re
or
it
e-
k;
d.
ir
o
r-
ie
s,
se
d,
er
c-
it
re
it
as
ly.
e-
ne
rk
d.
y-
x-
I
in
t-
o
st
g-
ay
ie
ie
ly
n-
d
in
I
3
is
ig
ay
il-
ilt
ne
. I
ks
a
ne
ne

لافر... يحتص طفلك لينعم في راحة أكثر من أي حفاظ آخر.



كذلك حسنة لافز تمتاز بقدرتها على امتصاص البول، فإن الحجم المناسب من لافز يساعد على إبقاء طفلك جافاً مرتاحاً ليلاً أو نهاراً. لافز بثلاثة أحجام مريحة لتناسب طفلك كما نرى.



كبير
(11+ كيلو)
العلبه البنفسجية

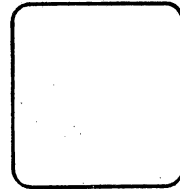


وسط
(5-12 كيلو)
العلبه الحمراء



صغير
(3-7 كيلو)
العلبه الزرقاء

حفاظ لافز مزود بشريط مطاط ناعم ومفصل بشكل الحفاظ الحاضن وهي تفصيله فريدة خاصة بلافز تؤمن لطفلك راحة أكثر من أي حفاظ آخر.



حفاظ لافز محكم التمسيل بطريقة جديدة تناسب جسم الطفل، فهو واسع على الأطراف وضيق بين الأرجل.

وبفضل شريطه المطاط الناعم فإن حفاظ لافز يعمل كباس مفصل خصيصاً لطفلك،

يمكنه من الحركة بحرية وراحة... لا تدي... لا انكماش 107 مزعج بين الأرجل... بل أفضل وقاية لمنع التسرب.

لافر... الحفاظ الذي يؤمن الراحة التامة لطفلك.



Why still
diapers?



What a waist.

Introducing Luvs Baby Pants.

Luvs Baby Pants has a special comfort waistband that helps stop leaking better than ever before. So it helps keep your baby dry and comfy. Day and night.

Luvs comfort waistband gently snuggles around your baby's waist to fit better than regular diapers. Just like little pants. 108

So why waste time in plain old diapers? Now you can get Luvs comfy new Baby Pants.

Watch "What Every Baby Knows" hosted by Dr. T. Berry Brazelton on the Lifetime cable network. Endorsed by the American Academy of Pediatrics.

NEW!

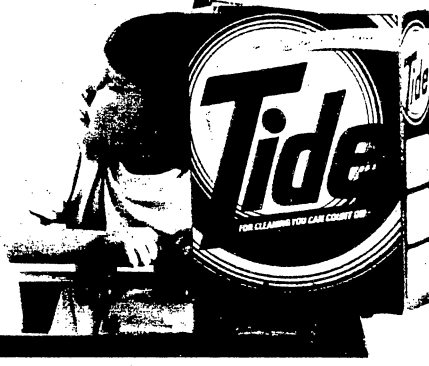
Luvs



© 1995 Procter & Gamble

المهمل حسن أنت !
ولكن إطمئن ، تايد
سينظف ثياب الشاطر.

ماما، ماذا أفعل ؟
وسّخت ثياب الشاطر
حسن بالشاورما...
خربت المسرحية !



تايد أنقذ مسرحية ولدي

بعد انتهاء المسرحية

ماما، الشاطر حسن
أنجح ممثل في العالم !

شكرًا تايد.



تايد... لنظافة أكيدة تطمئنين إليها.

تايد بفعاليته الأكيدة يزيل
أوساخ غسيلك اليومية
مهما بدت مستعصية.

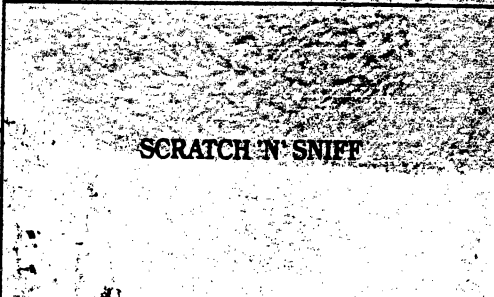
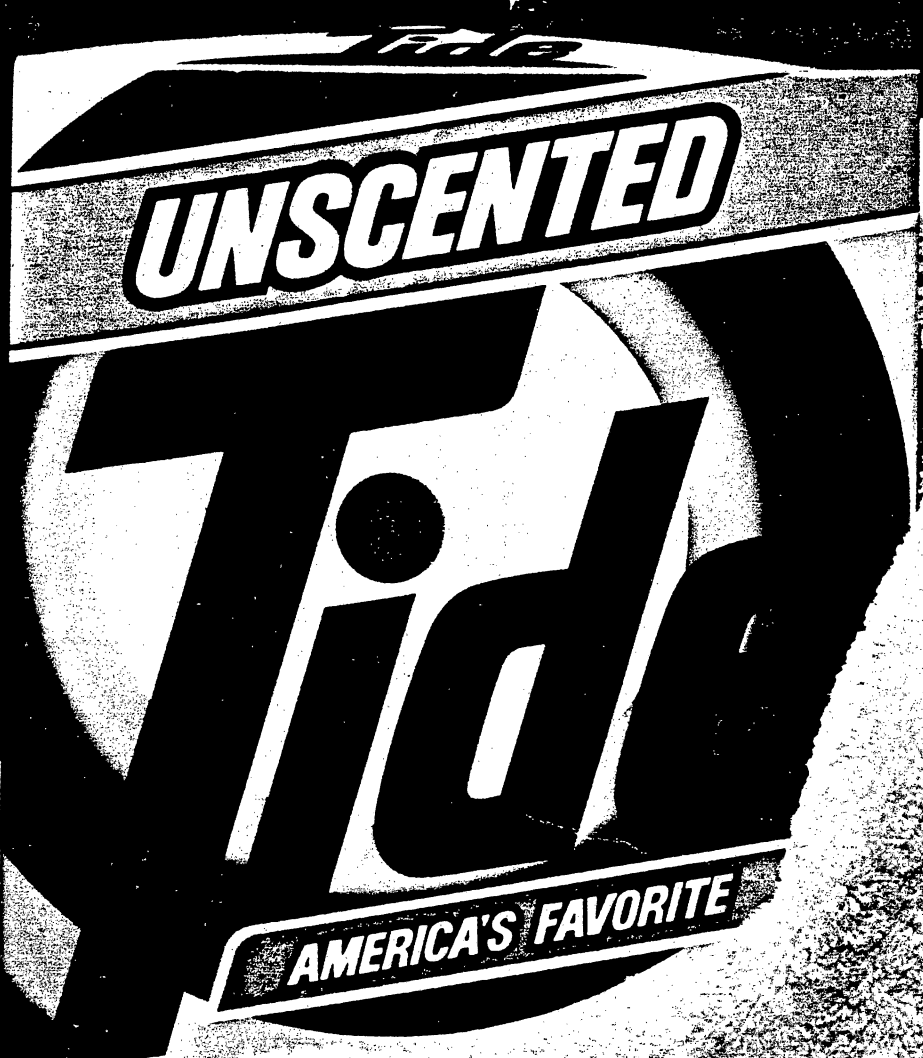
اعتمدي دائمًا على تايد.



قالوا يامسكينة شوية العصير حتكلك فستان جديد!

في مرة كنت
معزومة عند واحدة من جاراتي
ورحت أساعد في تقديم العصير. وأنا
بأصيه في الكاسات انكب على فستاني
"البوال". ولما شافوا صاحباتي الفستان مبقع
قالوا لي يامسكينة شوية العصير حتكلك فستان
جديد! بعد ما تركتهم رجعت البيت بسرعة
وغسلت الفستان بتايد ورجع نظيف زي الفل.
وفي عزومة ثانية لبست نفس الفستان
ولو تشوفي علامات الاستغراب على
وجوههم لما شافوا كيف رجع الفستان
نظيف زي أول!





SCRATCH 'N' SNIFF

NOW, ALL YOU SMELL IS THE CLEAN.

And nothing but clean is all you'll ever smell with Unscented Tide. Nothing to get between you and Tide clean clothes.

Unscented Tide leaves no fragrance behind on clothes so you never have to worry about a scent clashing with your cologne or perfume. Regular Tide

still adds a fresh scent. The choice is up to you. But either way, you'll get the great clean of America's favorite detergent.



REGULAR SCENT OR UNSCENTED... TIDE WON'T QUIT 'TIL YOUR CLOTHES ARE CLEAN

ALWAYS maxi pads for women are also advertised for Arabian women using the same strategy of stressing the message of the benefits of cleanliness, dryness of the new maxi pad. The new special feature of Dri-weaves that absorbs the wetness is emphasized.

The ad copy also translated the same way with minor differences due to the difference in the language. But basically it is the same message. The ad illustrates the same theme of comparing the Always maxi pad with another company's brand, and how Always stays dry more than the other. The only difference is that the illustrations are different from each other in terms of presenting the ad best between the two brands, but there is not very much difference.

The product is very common and used a lot in Saudi Arabia because most women experience periods every month. Its producer, Procter & Gamble, knows the market well, but some of these products are produced locally in Saudi Arabia.

The ads in Arabic run in two versions. One has a model using a very modest clean cloth and the other is without the model--just like the one run for the American consumer.

The message not only introduces the product to Saudi women because women use this in secrecy and mostly don't like to ask someone about it except a very close

woman relative or friend. But always the products try to make the consumer in general to shift from whatever brand they are using to Always because of its advantages. The product may be internationally used and women usually use it for the same reason of periods time, but therefore Procter & Gamble did not try to change the message nor the illustration because they approach the target market with a standard approach as is the case with most of their products that are used internationally and marketed the same way.

Nevertheless, comparison-advertisement has success especially in a foreign country like Saudi Arabia because its lack of consumer appeal to the inadmissibility, believability of such comparison advertising.

فرقة صحية عادية
تدوم بشكل
بسيط وسهل
استعمال

”ألويز الجديدة“

شعور بالنظافة والجفاف لم يتوفر لك من قبل.

فوط صحية حجم عادي

always

فوط صحية حجم رقيق

always

always

always

always

فوط صحية واقية للاستعمال
خارج أيام الدورة الشهرية.

متوفرة أيضاً من أولويز فوط معطرة.

إن ما يحدث عادة عند استعمال الفوطة الصحية العادية، هو أنها عندما تبتل يبقى البلل ملاصقاً للجسم مما قد يؤدي إلى الإزعاج وعدم الأطمئنان. مع فوط أولويز الجديدة يختلف الأمر، وهذا بفضل ما يؤمنه الاكتشاف الجديد ”سيجاف“ نسيج الجفاف الفريد من نوعه.

ميزة ”سيجاف“ توجيه تدفق الطمث فوراً إلى الحشوة الماصة داخل الفوطة ومنعه من أن يعود إلى سطح الفوطة. وبهذا يبقى الوجه الملامس للجسم أكثر نظافة وجفافاً... شيء تعجز عنه أية فوطة صحية أخرى.

جرّبي بنفسك إختبار ورق الشفاف.

اسكي ما يعادل ملعقة من الماء الملون على إحدى الفوط الصحية التي تستعملينها عادة، وملعقة معادلة على فوطة أولويز. ضعي ورق الشفاف بالشكل الموضح بالصورة. شاهدي الفرق بنفسك...

إن سطح الفوطة العادية يبقى مبتلاً فامتدت الرطوبة إلى ورق الشفاف، 114 أما سطح أولويز فبقي أكثر جفافاً ونظافة بفضل ”سيجاف“.

a leading maxi

always

Have you been putting up with this kind of wetness?

Now you can have this kind of dryness.

always

Now you can have Always. Always maxi pads are different from other pads because they're covered with special material called Dri-Weave. Wetness passes through the Dri-Weave and virtually all of it is trapped inside the absorbent pad below—away from you. The surface of the pad stays cleaner to help you stay drier.

And, Always maxi and mini pads are low-shaped to give you protection where you need it the most. With the widest adhesive of any pad to help keep it securely in place.

Always gives a cleaner, drier kind of protection than you ever expected from a pad. Why put up with anything less? 115

A cleaner, drier kind of protection than you ever expected from any maxi.



maxi pads
thin maxi pads
mini pads
pantliners

always

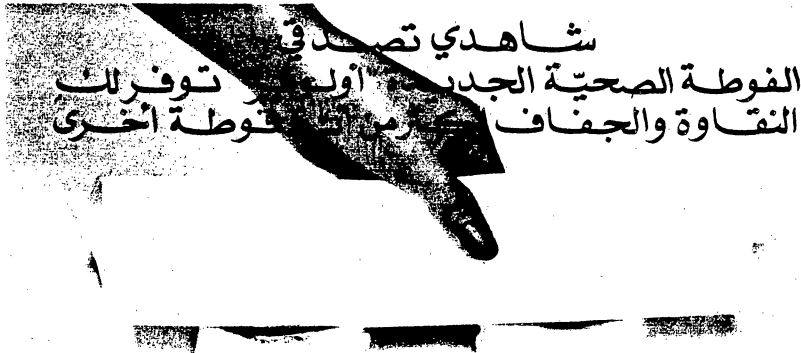
e
?
?"

ing longer
are em-
week job.
physical
carry is
ed. But I
hological
raw that
As a wife
as the job
the fam-
s attend-
and de-
no one is
e of her
aken for
nding to
a woman
owerless
exhaust-
feel they
ake time

ber that
to your
inhappy
to enjoy
ill show
onic fa-
the very
ike care
1. If you
od feel-
diate to
worked
e, there
take to
family.
age 72

"أولويز" الفوط الصحية الجديدة... وأخيراً اكتشفت لآيامي الصعبة شعوراً

رائعاً بالنقاوة
يدوم ويدوم
وكأنني الآن لبست
ثياباً نظيفة!



أولويز

آية فوطة أخرى

حيث تتعرض للبلل،
يبقى سطحها مبالاً.

حين تتعرض للبلل، يتم امتصاص السائل
بسرعة إلى الحشوة الداخلية،
ويبقى السطح أنقى وأجف
بفضل "نسيجاف"

"نسيجاف" هو اسم الغشاء الخاص بـ "أولويز" الذي يغلف
سطح الفوطة، فيساعدك على البقاء أكثر نقاوة
وجفافاً من أي وقت مضى.

ما أجمل الشعور الرائع الذي أشعر به كلما لبست ثياباً نظيفة... شعور بالنقاوة والراحة
أصبح الآن بإمكانك الحصول عليه مع "أولويز" الفوط الصحية الجديدة. "أولويز" وحدها
توفر لي هذا الشعور بالنقاوة بفضل غشاء خاص يغلف سطحها. ميزته توجيه السائل
بسرعة إلى حشوة بالداخل شديدة الامتصاص، ليبقى السطح أكثر جفافاً ويبقى لي
شعور بالوقاية والنقاوة يدوم ويدوم.

فوط "أولويز" تصميمها مثالي لراحتي. أكثر سماكة في الوسط حيث أحتاج إلى
المزيد من الوقاية، وأكثر رقة في الطرفين لتضمن لي راحة أكبر. شريط
"أولويز" اللاصق أعرض منه في أية فوطة أخرى لتأمين ثبات الفوطة بشكل مريح.
ها أنا أنعم أخيراً بنقاوة وجفاف وراحة.
إبته شعورك أنت أنه مستحيل، حققته لي "أولويز".
شعور أدعوك إلى اختباره... جزي "أولويز".



أولويز
بالصمغ الرقيق
لأيام التدفق الخفيف

أولويز
بالصمغ العادي
لأيام التدفق العادي

أولويز
بالصمغ الكبير
لأيام التدفق القوي

116

أولويز... شعور رائع بالنقاوة، يدوم
ويدوم وكأنك الآن لبست ثياباً نظيفة.

always

GENERAL ELECTRIC advertisement appears in Sayidaty women's magazine with a full range of the company's products from refrigerators, washer and dryers, and cooking system, and more of its smaller home appliances. However, another ad also appears in Al Majalla, the men's magazine, but with the illustration of one line of GE production of refrigerators. Both ads show the benefits of the products in very dull phrases. On the other hand GE also advertises similarly to American consumers using not the same illustrations, but different ones with different ad copy. The differences is not very significant, but more attractive and presented as a piece of art. The ad body copy for the American consumer does not stress the product's benefits but rather services benefits and the people who qualify to do technical assistance for all twenty-four hours under the product warranty.

These differences are very minor, although some initial effort has been made to overcome cultural differences, but not successfully. The strategy is applied the same way as for American consumers.

Home appliances are very good business in Saudi Arabia but consumers care less for brand name as long as the product is good, large in size, and has more features-- especially frost-free in refrigerators, size in laundry

and sound free in air conditioners, etc. Another important thing that most American advertisers miss is that most buying decisions in Saudi Arabia are made by men and not by women.

GE also advertised itself more than a product but also for presenting a good image for the long run in Saudi Arabia by presenting an illustration of its long successful major projects that GE has made in the Kingdom. Among these projects is the Jeddah oil refinery which GE helped not only by building the project but by training Saudi workers to take full responsibility for its operation, and many others, such as training the Saudi citizen how to operate the airport electric system, hospital, and jet motors. The GE company is trying to make Saudi consumers to be more aware and knowledgeable about its technological advancement and good relations, not only serving consumers at home, but also in the work field.

ثم اختر الاجهزة المنزلية التي تناسبك وتناسب طريقة
معيشتك وذوقك . دع هذه الاجهزة المنزلية تعطيك أفضل ما
في الحياة. من جنرال الكتريك.

مؤسسة عبد المحسن السويلم - الدمام ٨٣٤٤٠٠٩ / جدة ٦٦٩٤٧٧٢ / الرياض ٤١٢١١٤٧ ،
المملكة العربية السعودية.

اسواق مصر الحرة / القاهرة، مصر ٩٢٤٠٨٨ / ٩١٥١٣٤

مؤسسة ف.أ. كنانة ش.م (كتانة اخوان) - عمان، الاردن ٦٣٦١٤٤ / بيروت، لبنان ٤٤٤٥٦٠

الشركة العامة للإلكترونيات والتجارة - روي، سلطنة عمان ٧٠٤٤٦٦

شركة السهم الذهبي ذ.م.م. - المنامة، دولة البحرين ٢٤٥٧١٩

مؤسسة جمعة الماجد - أبو ظبي، دبي ٦٦٠٦٤٠ / الشارقة

الامارات العربية المتحدة.

محمد عبد الرحمن البحر - صقل، الكويت ٢٤٥١٤٢٣

ريلايت ترايدنج كومباني- الدوحة، قطر ٤٤١٦٢١

في درجة الحرارة اليا لمنع التلف نتيجة للتجفيف الزائد
والانكماش.

ولتوفير الراحة لك ولعائلتك فهناك اجهزة تكييف جنرال
الكتريك القوية والهادئة للغرف والتي تبرد في الأيام الحارة
وتدفي في الليالي الباردة.

هناك طرقا كثيرة للمعيشة الافضل بفضل اجهزة جنرال
الكتريك المنزلية . اذهب لاقرب موزع/وكيل وتفحص جودة
الصناعة والمواد وكذلك المزايا التي تضمن العمر الطويل
وسهولة الصيانة في كل الاجهزة التي ننتجها.

GENERAL ELECTRIC

تضع جنرال الكتريك الكثير في أجهزتها المنزلية لكي تساعدك
في الحصول على الاكثر من الحياة



نجاح مصفاة تكرير النفط في جدّه هو مفضحة للذين يديرونها.

عود المهارة والسرعة اللازمتان
لتشغيل محطة توليد الطاقة
الكهربائية لهذه المصفاة الى

المواطنين
السعوديين
الذين تلقوا
تدريبهم
ببرنامج
جنرال
الكتريك



الى الخاص. فخلال ستة
اشهر ساهم هذا البرنامج في
اجراء سعوديين اكفاء لادارة
تغيل التربينات الغازية واجهزة
التحكم بالتربينات في المصفاة.

ذلك البرنامج ما هو الا واحد من
برامج التدريب العديدة التي
طورتها شركة جنرال الكتريك
للشبكة العربية السعودية، بما
فيها برامج تشغيل النظم
الكهربائية للمطارات، ومعدات
التشخيص للمستشفيات، وصيانة
السيارات النفاثة المتقدمة.

جنرال الكتريك تفخر بأنها
اهتمت في جميع تلك المشاريع.

286-09 1

مجلس للحياة اشيا جميلة
GENERAL ELECTRIC
U.S.A.



We bring good things to life.

Why do we do all this? Because it's our responsibility to make sure the good things in life stay that way.

Everyone knows that if an appliance is built well, the manufacturer can stand behind it a lot longer. That's why, for example, our dishwashers come with a full 10-year warranty on the Fermaid[®] tubs.

Why do we do all this? Because it's our responsibility to make sure the good things in life stay that way.

Of course, you may never need to fix anything.

And can simplify your life, and parts that can simplify most repairs.

made up of easy-to-follow repair manuals

the remarkable GE Quick Fix[®] System—

yourself, we provide

And we offer another kind of service, too.

factory-trained GE service profession-

also something no other manufac-

provides a coast-to-coast network of

technician. That's why GE

sponsible, well-trained

one ought to be a re-

we believe that some-

work on your appliances,

work on your appliances,

work on your appliances,

work on your appliances,

work on your appliances,

work on your appliances,

work on your appliances,

work on your appliances,

work on your appliances,

If you should ever need someone to

And our services don't end there.

every day.

2000. We're there 24 hours a day,

purchase, call us, toll-free, at 800-626-

any questions about any GE appli-

data bank in the industry. If you have

and the most extensive computerized

link between you

service—a direct

Answer Center[®]

with The GE

pliances begins

in backing our ap-

Our responsibility

WE'RE THERE TO ANSWER YOUR CALL

THE GE ANSWER CENTER[®] SERVICE-

industry.

services of any manufacturer in the

provide the most extensive consumer

That's why, at General Electric, we

then forget about them.

just create intelligent appliances and

systems and dishwashers. But we don't

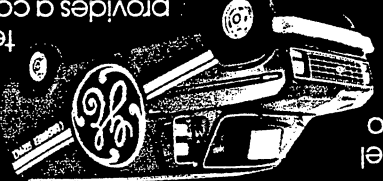
erators and washers to cooking

everything from refrig-

humanly possible—

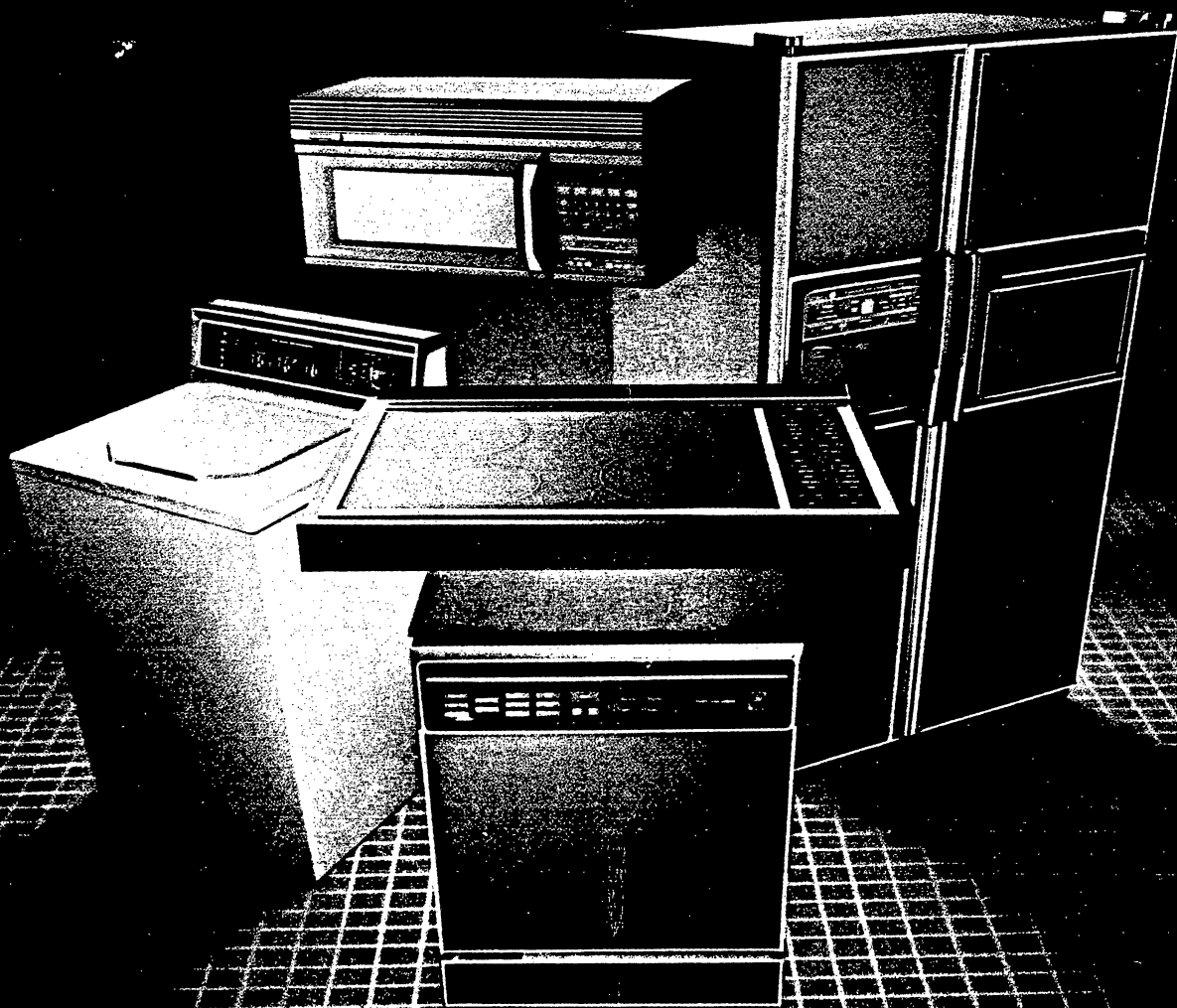
are as sophisticated as

we have a responsibility to



BRINGS A LIFETIME OF RESPONSIBILITIES.

BRINGING GOOD THINGS TO LIFE



General Motors advertisements also use the same standardized global advertising. Using the same strategy theme and creativity, General Motors placed no difference to consumers' taste and need of their car. A recent trend of automobile makers is to make the cars smaller and more economical, while Arab consumers prefer the large classic American car because of the large extended families of Saudi Arabia, and because gas consumption is still very low in comparison with the country's resources.

All advertising copy use the same slogan of "Feel the difference General Motors makes" and even the ad copy details are translated exactly into Arabic language. The same pictures also are used, which sometimes emphasize the benefits of world-wide dealer services and other ads emphasizing the space between seats as benefits for comfort and luxury. Some other ads emphasize power of the car as in trucks, with low price as promotion to buy.

However, General Motors is the largest American company selling cars in Saudi Arabia and its cars are the most preferred--mainly Cadillacs, Chevrolet Caprice and GMC station wagons and trucks. Most, if not all, of their ads are using the same ad copy that is used for the American consumer. The same ads adding the regional dealership for more information and a place to buy the car.

Although General Motors claimed that they do consider

cultural preference and traditions of Saudi Arabia, but their ads simply advertise the same as in American media and have no obstacle or violation in the Arab tradition. But the ads could be more appropriate and can sell more if they were done by a local agent, or with slogans appropriate to Saudi taste. Whatever benefits General Motors has, the Saudi society would prefer General Motors cars except for getting into smaller size luxurious cars, a consideration General Motors did not take in selling cars to Arabs. It is not only General Motors comfort, luxury, power and engines that the Saudi customer looks for when buying cars, but primarily space and price that come as the first benefits in buying cars. Saudi consumers prefer American cars, but because Japan's cars have offered better prices and space, they win the market and are thus the main competitors for General Motors in the Kingdom.

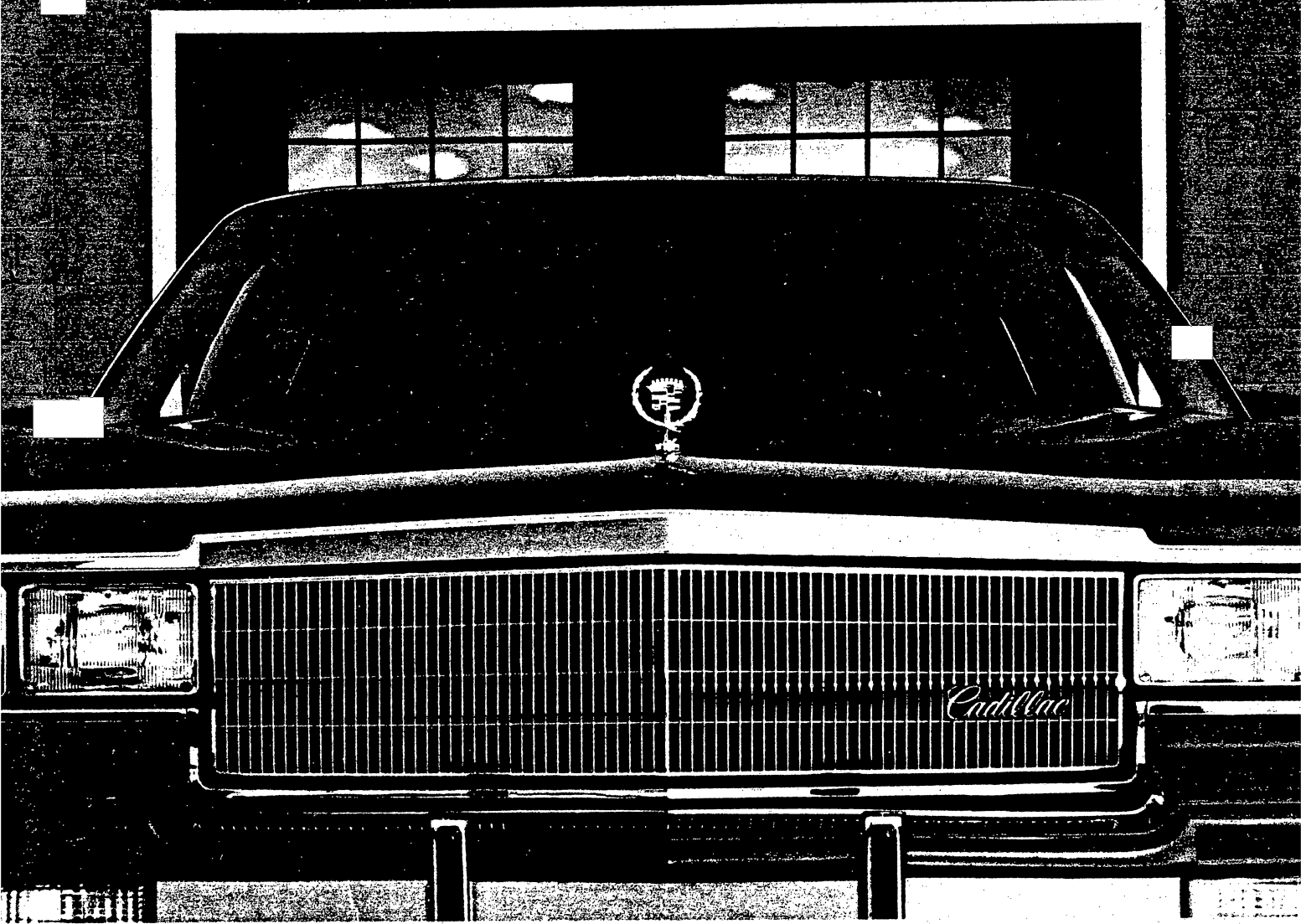
The old strategy of Ford's offer, "I will sell you a car as long as it is one color--black" may make a good campaign for most Saudi consumers who prefer standard American cars, but care less for additional accessories that raise the price. On the other hand, there is a small segment of the market which is composed of wealthy people who prefer fully automatic, comfortable cars and care less about the price. This market segment can be approached by

stressing the new technological development in General Motors cars, such as computerized dashboard, power-steering, and smooth driving, etc. These benefits should be stressed in illustration and ad copy to show more details in order to make the consumer change his old car for a new one. Other strategies can be used by showing the space of the car for families loaded into a General Motors car, and space for the children to sleep, etc. The Saudi thinks of the car as the camel that can take more luggage and drive long distances and with no service required for a long time. Therefore the American Chevrolet Caprice and the Datsun pickup truck are among the most commonly sold cars of all target markets in Saudi Arabia.

General Motors ads illustrate typical informative ads for the Saudi consumer, primarily because its market share is still very strong and good. Most cars are sold before they reach the showroom.

GM

PARTS-SERVICE



إن الفرق الذي تشعر به هو ليس مجرد السيارة

وبذا، فالوكلاء مؤهلون لصيانة سيارات وشاحنات جنرال موتورز بسرعة ودقة، مما يساعدكم على الاحتفاظ بذلك الشعور العظيم الذي يولده إقتناء منتجات جنرال موتورز. فعند اختياركم لسيارات جنرال موتورز فإنكم لا تحصلون على منتجات عالية الجودة فحسب، بل على مؤسسة كاملة رفيعة المستوى. هذا هو الفرق الذي ستشعرون به. إنه الفرق الذي تقدمه جنرال موتورز، وهو بلا شك، فرق شاسع.

اشعر بالفرق الذي تقدمه جنرال موتورز



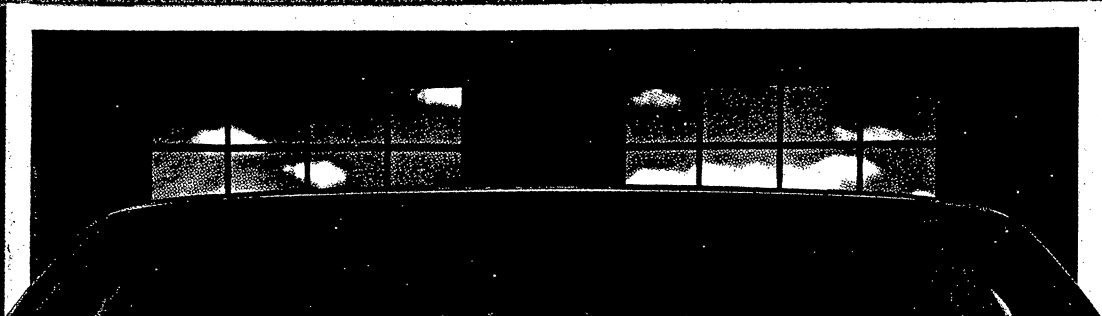
بل هو أيضا المؤسسة التي تدعمها. ولا نعني بذلك مجرد المؤسسة العالمية التي صممت وطوّرت السيارة، بل أيضا شبكة الصيانة المنتشرة في جميع أنحاء العالم والتي تقف على أهبة الاستعداد لصيانتها، وهي بالطبع متوفرة مع كل سيارة من سيارات جنرال موتورز. إن الستة عشر ألف وكيل لجنرال موتورز، وبمصادرهم الفنية تقنيا، هم على أتم الاستعداد لمساعدتكم، إذا دعت الحاجة، فالعمال التقنيون مدربون على أحدث أجهزة التشخيص لايجاد الخلل وإصلاحه. أما قطع الغيار فمتوفرة بكثرة لدى كل وكيل للاسراع في تصليح السيارة.

126





PARTS-SERVICE



The difference you feel isn't just the car.

It's also what's behind the car. Not just the global organization that conceived and developed the car, but also the worldwide network that stands ready to service it. And it comes standard with every General Motors vehicle. With its deep well of resources, General Motors has 16,000 dealers worldwide ready to assist you, should you need it. Their service technicians are trained to use the latest

FEEL THE DIFFERENCE

GENERAL MOTORS MAKES



diagnostic equipment to find and correct problems. Each dealer's parts inventory is well stocked to keep your vehicle moving. And they work quickly to service GM cars and trucks right.

When you choose a GM vehicle, you get not only a quality product, you get a quality organization. That's the difference you'll feel. That's the difference General Motors makes. A very big difference, indeed.



CHEVROLET

PONTIAC

OLDSMOBILE

BUICK

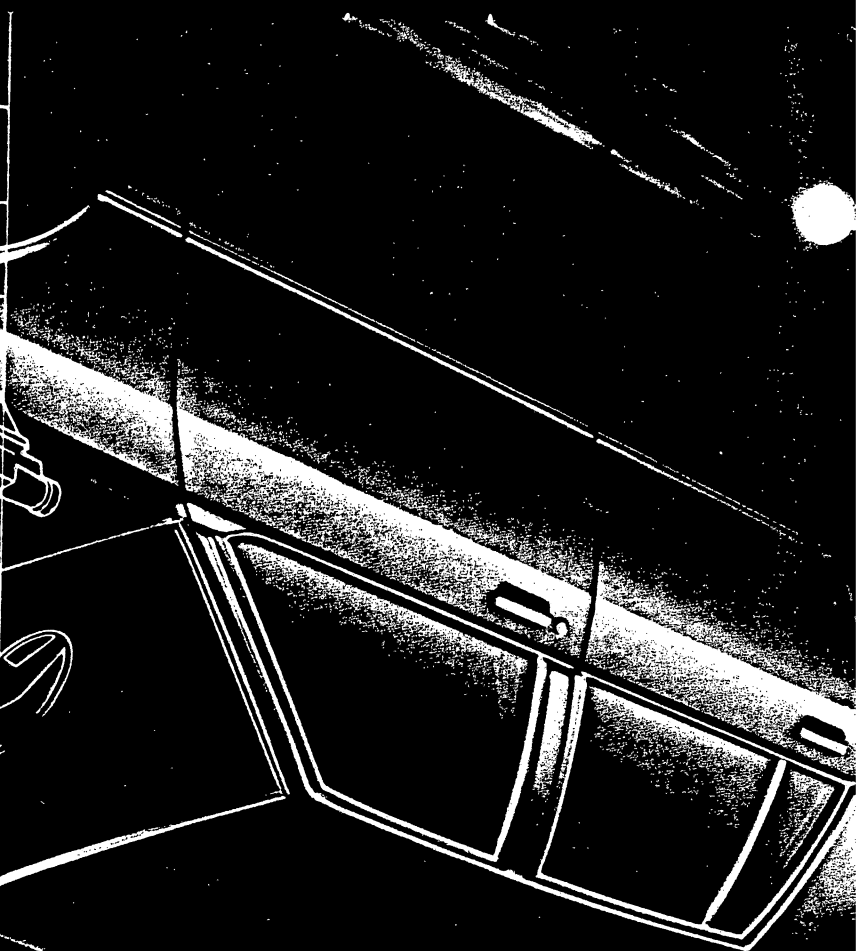
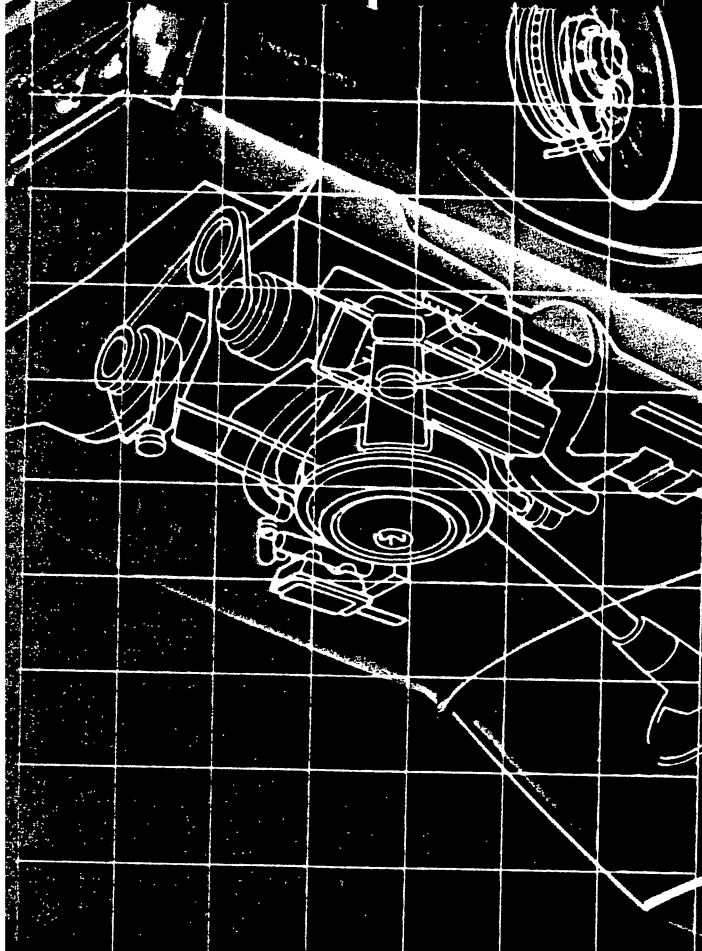
CADILLAC

OPEL

HOLDEN

GMC TRUCK

BEDFORD



CHEVROLET • PONTIAC • OLDSMOBILE • BUICK • CADILLAC • GMC • BEDFORD
 لائى تىكەمە خىراجىتى بولمىدى



لائى تىكەمە خىراجىتى بولمىدى



قىممەتلىك ۋە
 يېڭىلىنىدىغان
 ئىنتايىن ياخشى
 ئىشلىتىش
 ئىمكانىيىتى

بۇ ماشىنىنىڭ ئىنتايىن ياخشى ئىشلىتىش ئىمكانىيىتى بار. بۇ ماشىنىنىڭ ئىنتايىن ياخشى ئىشلىتىش ئىمكانىيىتى بار. بۇ ماشىنىنىڭ ئىنتايىن ياخشى ئىشلىتىش ئىمكانىيىتى بار.



This space is generously brought to you by General Motors.

There's a very comfortable feeling you get sitting in a General Motors vehicle. Maybe it's from running your hand across the rich velour seats. Or maybe it comes from not feeling boxed in. Or maybe it's just from knowing that General Motors pays meticulously close attention to the inside of its cars and trucks.

It's a difference you can feel. After all, this is where you ride. It should be roomy and secure. It is. Bucket and bench seats are sculpted to

FEEL THE DIFFERENCE GENERAL MOTORS MAKES



provide support. Generous dimensions allow uncramped space. Materials are durable and attractive. Even plush. And safety features like seat belts, padded armrests and strengthened seat attachments are structurally and aesthetically integrated for your protection.

You can take comfort in a General Motors interior. It's one big General Motors difference you'll easily feel. And a difference General Motors is delighted to make.

129



KELLOGG'S is a famous U.S. breakfast cereal advertiser trying to capture Saudi market through Sayidaty, the women's magazine. The ad attempts to capture kids market by offering a promotion of car collections for kids and offering a free cartoon video tape. The promotional package says, "When you get one of these cars, you will like all models. Try now to collect these luxurious cars." a typical American promotion package. The Kellogg's have failed to understand that Saudi family is not as child-centered as the U.S. The stereotype U.S. boy and car has no great appeal to the more formal family and the idea of the child upheld by the Saudis. The child uses the same breakfast dish as his parents in Saudi Arabia and it is fully cooked food most of the time.

Although the product is convenient and acceptable in Saudi Arabia, not very common except in major cities. Only those families who were in America recognize the product and buy it, but other local families wouldn't go to the store to buy cereal because they never have tried it. Another important thing the advertiser missed is that the father mostly buys food items, not the mother as in the U.S. market. Also, fresh milk is not commonly sold and drunk in Saudi Arabia as in the U.S. It would sell much better if the package included dried milk to serve it right away.

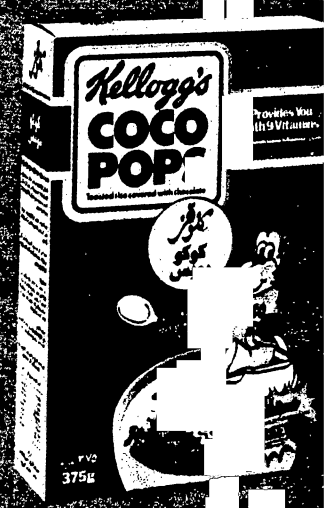
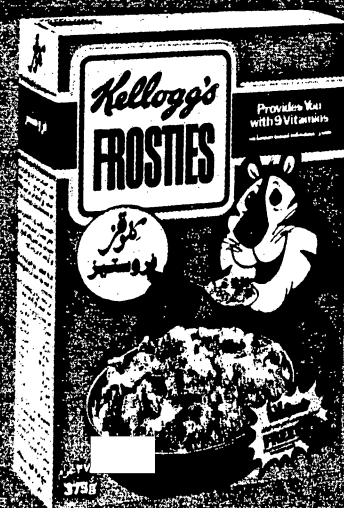
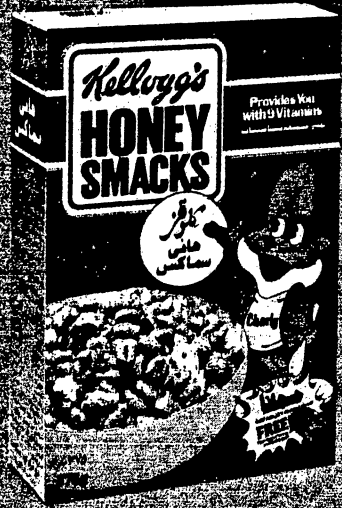
The Kellogg Company uses the same approach as in the U.S., and may be all over the world. They didn't realize that breakfast is served differently in different countries. Something should be examined before introducing the product without modification.

كلمن

قدم ثماني لعب من
وديلات السيارات
في العالم
بـجافا

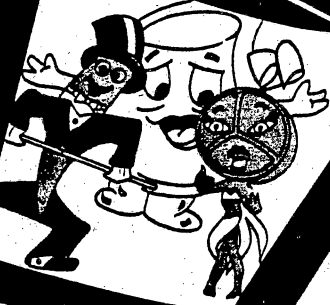


عندما تحصل على واحدة من هذه
سيارات الأنيقة، سوف تحب أن
تقتني بـوديلات. ابدا من الآن
بـالسيارات الرائعة.



هدية من كلوز كورن فليكس شريط فيديو مجاناً

رحلة عبر مملكة الغذاء
كلوز كورن فليكس، أشهر وجبات الإفطار في العالم، تقدم لك، مجاناً، واحد من أروع وأجمل شرائط الفيديو التي يمكنك مشاهدتها. شريط رسوم متحركة بعنوان «رحلة عبر مملكة الغذاء».



Kellogg's
CORN
FLAKES

Provides You with 6 Vitamins

كلوز كورن فليكس

خذ ١٢ كوبوناً، وسلمهم للوكيل العام لمنتجات كلوز في منطقتك، أو لكتبات تهامة في جدة، لكي تتسلم شريط الفيديو المجاني

موزعو كلوز

- مكتبات تهامة
- مركزو الشرق الأوسط، شارع فلسطين، تلبيفون ٦٧١٠٣٠٠
- الجوميس، منطقة الخمراء، تلبيفون ٦٦٠٨٥٢٢
- مركز المساعدة، شارع المدينة
- المملكة العربية السعودية شركة بزر هاند، الرياض ١٩٥٠٠٧٦، فاكس ٦١٧ ٤٣٨٨
- البحر ١٨٣٧ ١٨٥٧
- الإمارات العربية المتحدة
- حسيني سوبرماركت، فاكس ٢٢٠١٦٦
- حسيني سوبرماركت، فاكس ٨٢٢٠٠٠
- الكويت

طوال توفر المخزون

SNICKERS used the same strategy as for the American consumer in stressing the benefit of taking Snickers to fulfill hunger. However, there is a difference in the target consumer. The American ad is aimed at mothers to buy Snickers for the children to eat after they come home from school. While the ad for Arabian consumer is aimed at youth nearly aged 15-25 as the primary consumer to buy Snickers whenever they feel hungry. The different strategy in market segment is due to the different purchasing decision. In America, women mostly buy candies and food items for the family, unlike Arabian consumers where men make purchasing decision in buying food and candies. Therefore the youth were illustrated in custom dress and casual to buy Snickers when ever they feel hungry.

The advertisement in the American version had a very simple headline, but very effective in getting the message to use Snickers when children are hungry as a good snack. In the ad body copy the mother is talking to us, while in the ad aimed at Arabia, once the youth talking as he ate Snickers while the other says when you feel hunger talking to you.

The product is very common in Arabia and the product name is written in Arabic too. There is a great possibility that this product is made in Saudi Arabia as well.

The Snickers ad is unlike the ad used for American

consumers in the illustration, but not in wording.

This may possibly be because the advertisement is made locally by Saudi advertisement agent, because the ad theme sequence in the casual dress starts the message from right to left, unlike the English language whose sequence reads from left to right.

نعم، لطفة
من السماء

حتى يَحِين
سائرون وَجِبْتِي التالِيَة
الاستمتاع بتساوٍ
ز في أيّ وقت من
كلّما أن قيمتها
بضياء. لذا فأنا
سنيكرز دانيس

في النوعة والكراميل
والفستق والمغطاة
كقوة الحليب اللذيذة

SNICKERS

عفتية بالمستق - سنيكرز تشببك وفارضيك حكا

فان سنكرز
تشبعك حقاً.

سنكرز هي الكراميل والنوجا،
المحشوة بالفستق والمغطاة
بشوكولاتة الحليب اللذيذة.

عندما تشعر بالجوع
تناول سنكرز.

SNICKERS

قطعة
كبيرة
لذيذة
لغاية

غنيّة بالفستق ، سنكرز ترضيك حتماً

**"After school it's always. I'm hungry, Mom.
So I give them a good, wholesome snack...
SNICKERS."**



My kids fly through the door after school and head straight for the pantry. It's SNICKERS® time. And that's O.K.

SNICKERS Bar satisfies their hunger between meals. And it satisfies my desire to do right by them.

Every SNICKERS is packed with fresh peanuts, peanut butter nougat, caramel and milk chocolate. And it's dated for freshness, so it doesn't need any preservatives. I like that.

It feels good knowing that when my kids come home hungry, I can satisfy them with something that satisfies me. SNICKERS.

**"Packed with peanuts,
SNICKERS really satisfies."®**

"When he runs on empty, SNICKERS® satisfies him. And me."

When my son mows the lawn, I stay out of his way. Except when he gets hungry. Then I give him a SNICKERS® Bar.

Packed with peanuts and peanut butter nougat, SNICKERS® is great at satisfying his hunger. And it's covered with caramel and milk chocolate for a taste he really loves. Then it's dated for freshness, so I know SNICKERS® has no preservatives.

So when my son needs to fill up between meals, I give him the wholesome snack that both of us love. SNICKERS®

"Packed with peanuts, SNICKERS really satisfies!"®

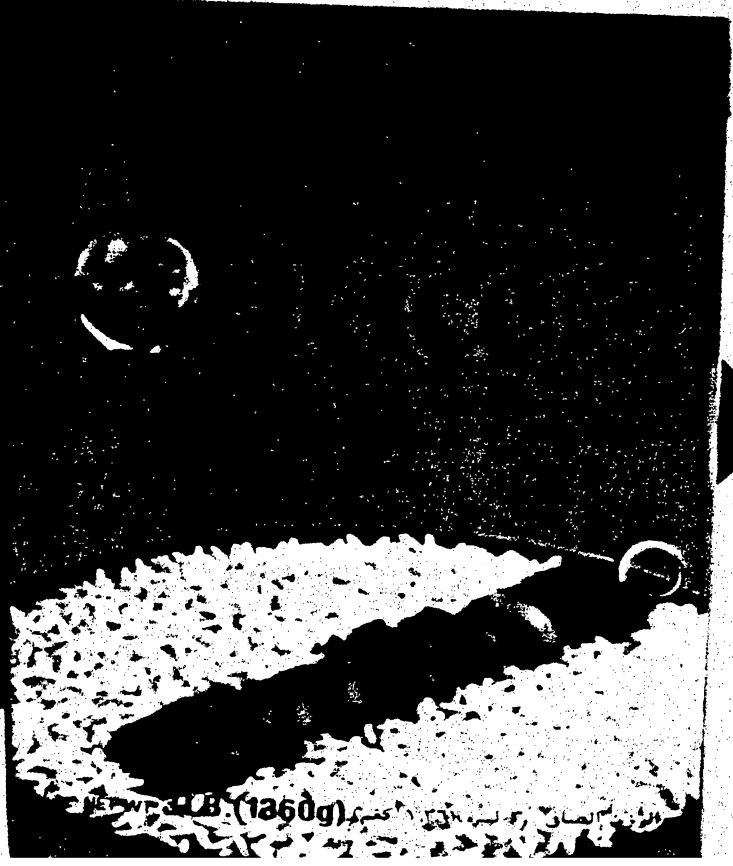
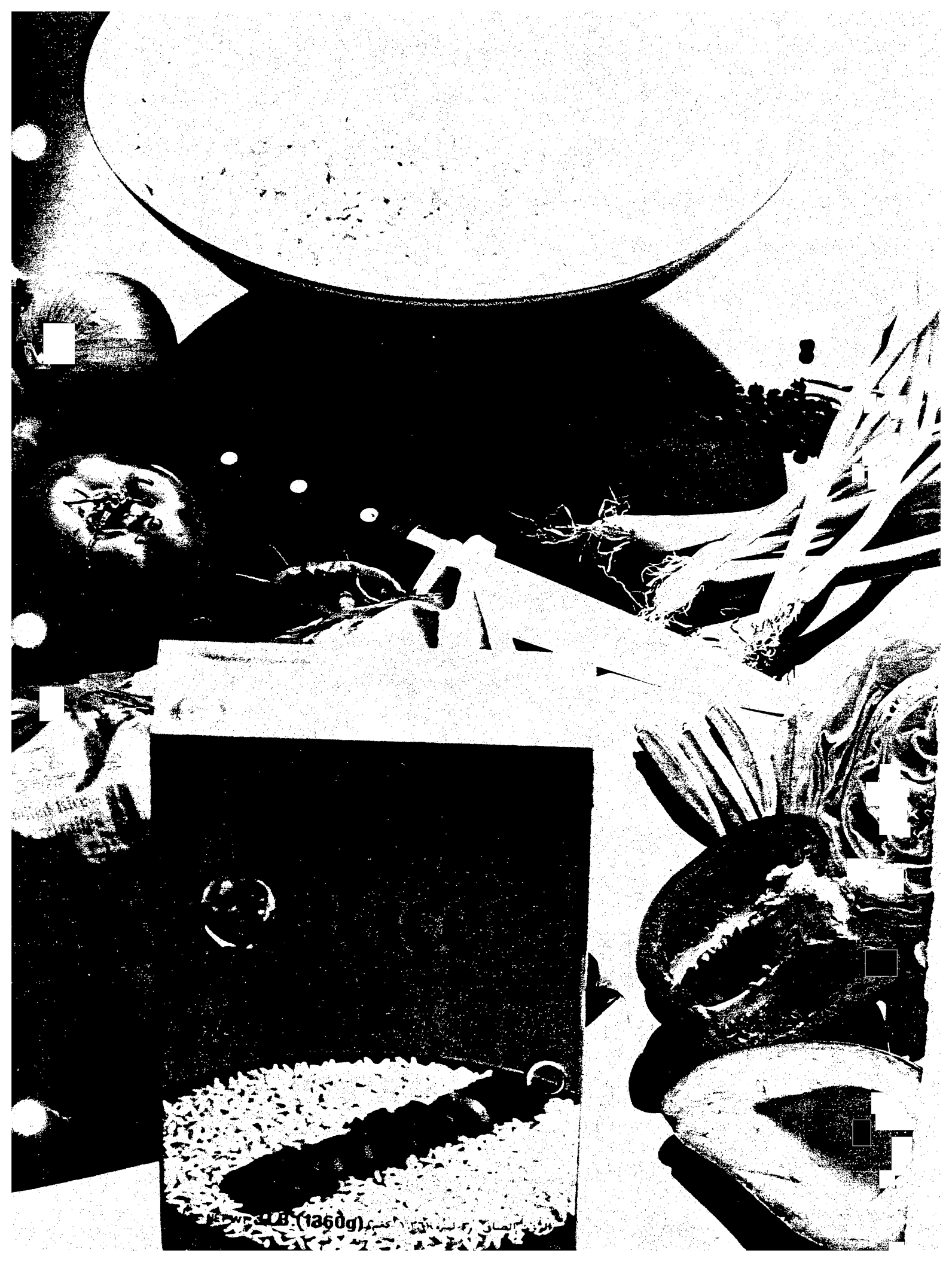


UNCLE BEN'S RICE is also advertised with the same standardized approach with more exaggeration that it is the best rice in the world. This is not true because there are many naturally better rices than Uncle Ben's. The advertisement took two full pages in Sayidaty--a proper media for this kind of product. On one of the two-page ad are rice recipes with colorful illustrations of prepared dishes. On the other page is pictured the rice package with cooked rice and vegetables on the table. Another dish appears on the package illustrating an Eastern famous dish called shish kabob. The advertisement is rich but very cluttered.

However, the advertiser has missed two important points about Saudi Arabian consumers. The first point is that the Saudi consumer does not buy rice in small packages but rather in large size bags of nearly 100 lbs. in weight. The primary reason for this is that rice is the main dish for the Saudi family and is cooked daily. The other point is that rice is used primarily for a special cooked rice dish called "kapsa" which was not mentioned in the Uncle Ben's recipes. This Arabian dish is mainly made of meat and rice cooked together with some spices, tomatoes, and is served usually for lunch rather than dinner.

On the other hand Americans use rice mostly for

dinner but not as much as Arabian consumers. The advertisement for the American consumer used the same strategy but worded differently. The illustration is also different, the package is different and the rice is sold in different colors and grains and in more varieties than the one sold in Saudi Arabia.



NET WT. 1 LB. (1260g) الوزن الصافي ١ رطل (١٢٦٠ غرام)

أنكل بنز - أجود أرز في العالم لأجود الأطباق في العالم

دجاج ريسوتو:

المقادير:

٢٥٠ جراما أرز أنكل بنز، كيلو واحد دجاج ناضج بدون عظم، عود كرفس مقطع قطعاً صغيرة، جزرة مقطعة الى شرائح، بصلة مفرومة، ملعقة كبيرة زيت زيتون، ١٢٥ سنتيلتر من الماء، ملعقة كبيرة عصير طماطم، مكعبان خلاصة دجاج، شرائح طماطم للتزيين.

الطريقة:

يطهى الأرز وفق التعليمات المذكورة على العلبة. تستخدم مكعبات خلاصة الدجاج بدلا من الملح. تقلى الخضروات في الزيت حتى تصير ذهبية اللون. يضاف الدجاج وعصير الطماطم والماء ثم يغلى الخليط لمدة ١٠ دقائق حتى يتبخر الماء. يمزج الخليط بالأرز الناضج ويتبل حسب الذوق.

تكفي الكمية أربعة أشخاص.

هناك نوع واحد من الأرز يقدم مع أفخر الأطباق ومن الطبيعي أن يكون أرز أنكل بنز. نقي وممتاز في علبته وشهي في الطبق.



وصفات:

بايلا الإسبانية:

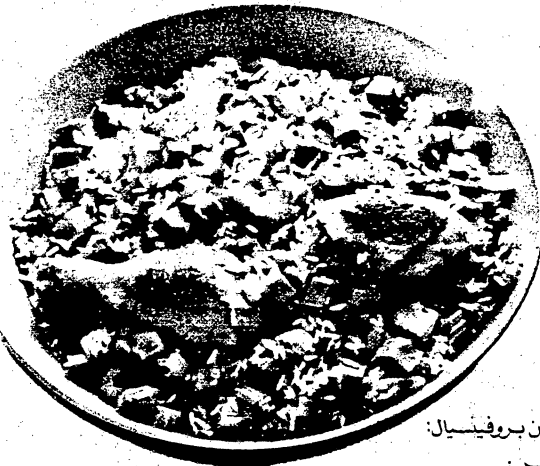
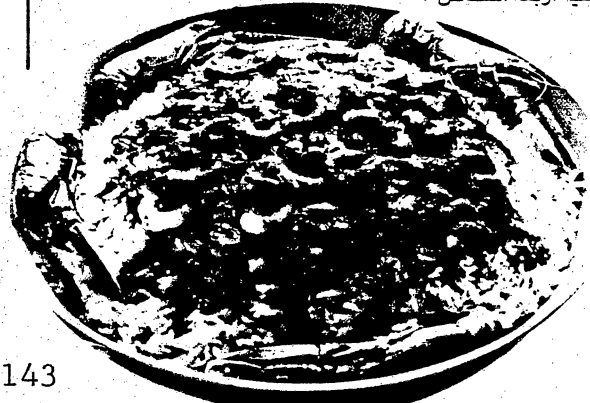
المقادير:

٤ قطع دجاج، زيت زيتون، بصلة متوسطة الحجم، فلفل حمراء، فلفل خضراء، فصان ثوم، درزينة محارة، ٢٥٠ جراما روبيان بدون قشره، ٣٧٥ جراما أرز أنكل بنز، ١٢٥ سنتيلتر من مرق الدجاج، ٢ ملعقة شاي زعفران أو كركم، ٢ ملعقة شاي من الزعتر والأوريغانو، ١/٤ ملعقة شاي من الفلفل الأحمر والجلجلان الجاف، ورقة غار، ٦٠ جراما بازلاء مجمدة، خبتين طماطم، قطعة من السجق الإسباني (مقائن). ولاعداد هذا الطبق تستخدم مقلاة كبيرة غير عميقة من الحديد.

الطريقة:

يقطع الدجاج ويقلى في الزيت حتى يصير ذهبي اللون ثم يغطى ويطهى على نار هادئة. تحفظ اجزاء الدجاج ساخنة وتوضع جانبا بعد طهيها. يفرك الحار تحت الماء ثم يغلى لمدة ١٠ دقائق. تغلى الروبيان من ٥ - ١٠ دقائق حتى تنضج. تصفى من الماء وتوضع جانبا. يفرم البصل ويسحق الثوم وتنزع بذور الفلفل ثم يقلى الجميع في الزيت حتى يصير قوام الخليط ليونا. يضاف الأرز ويقلب من ٣ - ٤ دقائق. تصب خلاصة الدجاج وترفع درجة حرارة الخليط الى الغليان ثم يرش بالزعفران والاعشاب والملح. استمرى في التقليب حتى يذوب الزعفران ثم أتركه الخليط ليستوى على نار هادئة لمدة ١٥ دقيقة.

يرتب الدجاج والحار فوق الأرز وتضاف البازلاء الناضجة وشرائح الطماطم والسجق. اطهى ببطء لمدة ١٥ دقيقة ثم اضيفي قليل من الماء قرب نهاية الطهي. يزين الأرز بالروبيان المتبقية ويقدم تكفي الكمية أربعة أشخاص.



روبيان بروفيانسال:

المقادير:

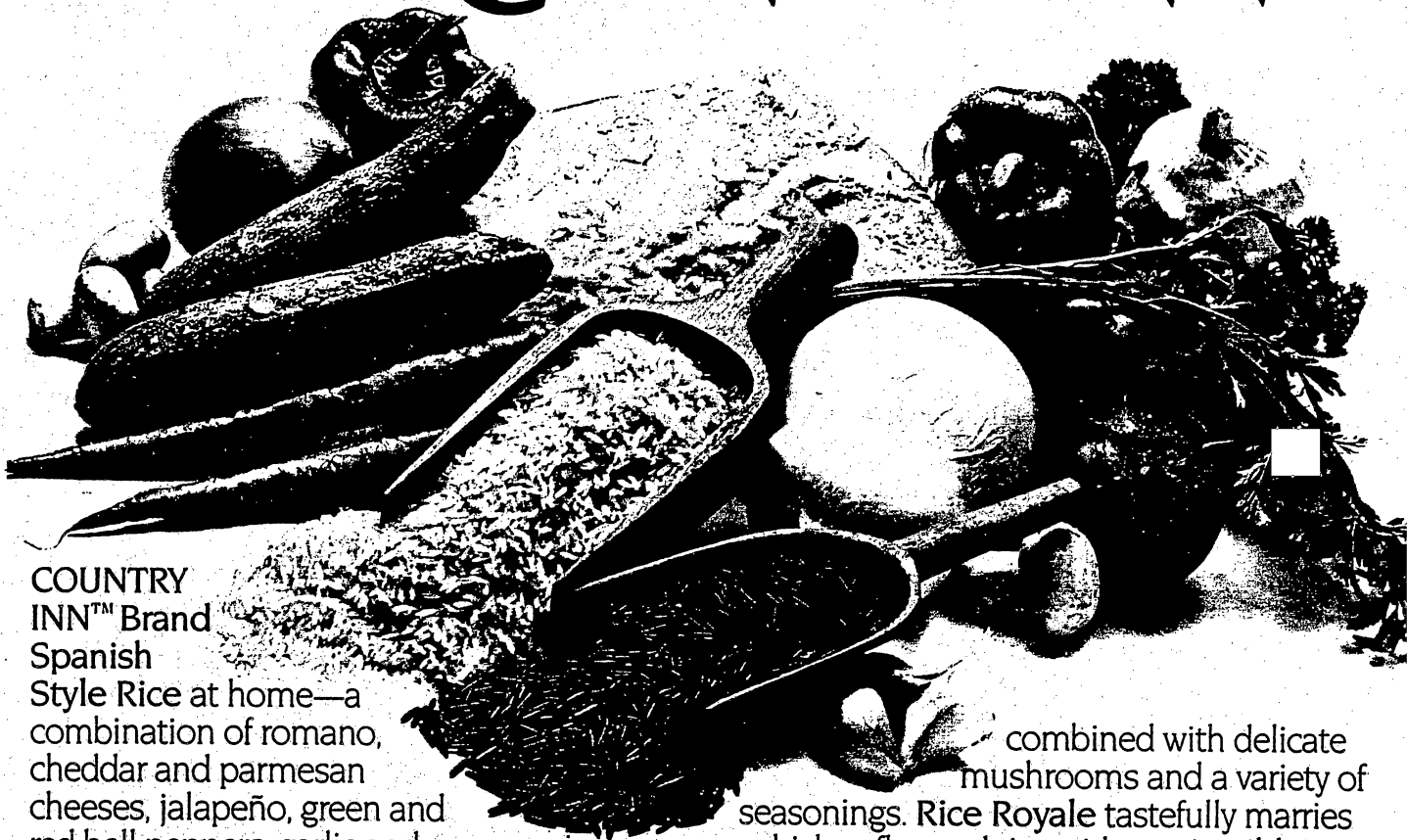
٢٥٠ جراما أرز أنكل بنز، ٢٥٠ جراما روبيان طازجة أو مجمدة بدون قشره، بصلة صغيرة، فص ثوم، ٦٠ جراما زبدة، رطل طماطم، ملعقة شاي أعشاب خضراء مفرومة أو ١/٢ ملعقة شاي جافة متنوعة، ملعقتان كبيرتان خلاصة الدجاج، ذرة سكر، ٥٠٠ جرام طماطم (اختيارية)، شرائح ليمون للتزيين.

الطريقة:

إذا كانت الروبيان نيئة، تغلى في ماء مملح من ٣ - ٥ دقائق ثم تصفى وتوضع جانبا. يقطع البصل قطعاً صغيرة ويسحق الثوم. يقل الاتنان في الزبد حتى يصير اللينان. تقشر الطماطم وتقطع الى قطع صغيرة ثم تضاف الى البصل والثوم مع الاعشاب وخلاصة الدجاج والسكر والملح والفلفل. تغلى الصلصة ثم تخفض درجة الحرارة ويترك الخليط ليستوى لمدة ٣٠ دقيقة. تضاف الروبيان (وعصير الطماطم حسب الرغبة). يسوى الخليط على نار هادئة لمدة ٥ دقائق ثم يقدم وسطحلة من الأرز. تكفي الكمية أربعة أشخاص.

Uncle Ben's
Rice أنكل بنز

MORE COUNTRY INN™



COUNTRY INN™ Brand Spanish Style Rice at home—a

combination of romano, cheddar and parmesan cheeses, jalapeño, green and red bell peppers, garlic and savory spices.

New England Style Rice—Traditional Tastes at Their Best.

Better make reservations at least two weeks in advance at stately Federal House near historic Stockbridge, Massachusetts, if you want to try their ever-popular New England rice. Or you can dine at home on new COUNTRY INN™ Brand New England Style Rice, which combines classic pasta shells with the traditional tastes of zucchini, onions, garlic and delicate pieces of chicken.

Garden Style Rice and Rice Royale, Too!

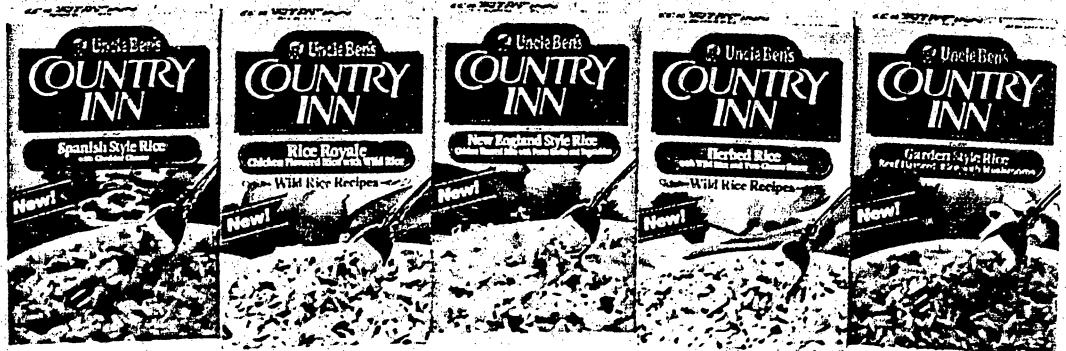
Here are two more COUNTRY INN™ Brand Rices that are brand new! Garden Style Rice is a delicious beef-flavored rice

combined with delicate mushrooms and a variety of seasonings. Rice Royale tastefully marries a chicken-flavored rice with exotic wild rice.

From Inspiration to Your Table in 25 Minutes.

Now it's easy for you to serve recipes inspired by the best inns in the country. Uncle Ben's put everything right in the package. Combine the rice and carefully blended ingredients, add butter and water, and cook.

Try all five of these delicious new additions to the family of COUNTRY INN™ Brand Rice Dishes.



SERVE THE RICE DISHES INSPIRED BY THE FINEST INNS.

INTRODUCING FIVE BRAND RICE DISHES.

Inspired by the Finest Inns. Brought to you by Uncle Ben's®

Herbed Rice & Wild Rice—A Spirited Taste of Shenandoah History.

Uncle Ben's takes the first of its new COUNTRY INN™ inspirations from the heart of the Shenandoah Valley in Virginia, home of the two-century-old Buckhorn Inn.

There, guests can dine on exceptional dishes, some based on recipes as old as the inn itself. One spirited favorite: a rich dish blending the finest long grain rices, two cheeses and an array of succulent vegetables.



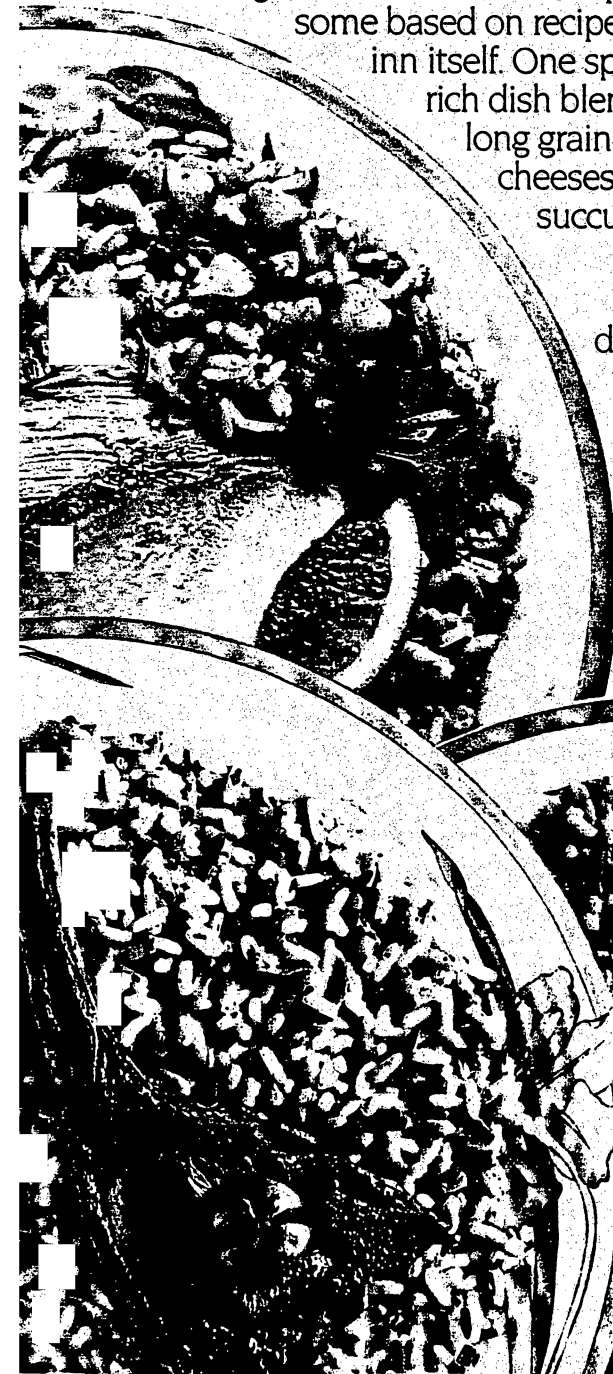
The Buckhorn Inn, Virginia

Uncle Ben's Brings It Home to You.

You could travel to the Buckhorn Inn for this tasty dish, or you could indulge yourself right at home with the Uncle Ben's dish that was inspired by it: COUNTRY INN™ Brand Herbed Rice with Wild Rice and Two-Cheese Sauce... a subtle blending of long grain rice, mozzarella and swiss cheeses, onions, spinach, carrots and parsley.

Spanish Style Rice—Born of the Earthy Southwest.

Next, you might enjoy a drive through the exotic landscape of Arizona to Tanque Verde, an inn south of Tucson, to try their famous Spanish rice. Then again, why not sample Uncle Ben's sensational new



DEL MONTE advertises refreshing fruit juices in Sayidaty, the women's magazine. The ads are very simple and clearly inform Saudi consumers about the quality of Del Monte. The ad illustration of fruits and cans emphasizes the name; the headline also emphasizes the name and trademark and the headling and illustration go well with each other and are very appealing to Saudi consumers. There is no cultural contraction but rather it conforms to Saudi taste and simplicity. The illustration speaks for itself without any comment needed.

At the other hand, the same strategy is used for the same product for American consumers with two exceptions: first the American consumer ads have fruit juices rather than just fruits in cans, and second it is illustrated by a model as shown. Another important point is that the ad is aimed at Arabian consumers, selling itself in plural by saying, "Pick up Del Monte today," while in the American ads, it sells to the individual, "I want refreshment that's in tune with what my body needs."

Both ads run in four colors and make a successful layout in presenting the products. The only important thing is that the Saudi consumer does not use canned foods and prefer fresh fruit over canned. Only for some occasion, like a party, are tins of canned fruit used, but not on a daily basis as in the U.S. Another important omission was not mentioning that it is produced in the U.S.



اطفوا ثمرة ديلمونتي، اليوم.

Del Monte
QUALITY

الآن، تستلعبون الحصول على أجود
لفاكهة في كل يوم من أيام السنة.
ديلمونتي تقطف لكم أجود
لفاكهة وأنضجها، وتعليها وهي طازجة
بكل ما فيها من عافية وطعم
لفاكهة الطبيعيّة.
استمتعوا بالدرّاق، والأناناس، والاجاص،
والفاكهة المشكلّة من ديلمونتي ..
قطفوا ثمرة ديلمونتي، اليوم.

"I want
refreshment that's
in tune with
what my body
needs!"

For a light,
refreshing taste
that isn't light on
nutrition.
In four delicious
flavors,
50% juice,
100% great taste,
New Del Monte.
Pineapple Blends.
It's the
Sensible
Alternative.



PINEAPPLE
ORANGE



PINEAPPLE
MANDARIN



LIPTON TEA is advertised for the Arabian consumer with a variety of taste in a very attractive setting. It is very much consumed product in Saudi Arabia--more than in the U.S.--and people are served it daily. The illustration and the ad copy say nothing much more than its information about the product and its content. The advertisement, however, is positioned differently than to the American consumer in terms of usage. The Arabian serves tea while it is hot all the time, and never served cold or with ice as in America. The advertisement strategy for the American consumer stresses the taste of Lipton Sun tea with Sweepstakes promotion and a coupon to promote sales.

The product, and the advertisement, are culturally accepted in Saudi Arabia but one thing the advertiser missed is understanding the tea market in Saudi Arabia--that consumers buy tea in large quantities and big box size of 6 lbs. or more because tea is the main drink after water, and people serve it daily at least twice a day at breakfast and evening and at any social party. It is also served in offices, cafeterias and at outdoor cafes which serve nothing other than tea. The tea for Saudi society is compared to coffee for Americans, and more because Americans have many soft and hard drinks to serve themselves and others.

The sales of these tea packages will not appeal to the majority of Saudi consumers except to singles and foreign market and restaurants which are not very much to consume tea. Lipton tea strategy is not successful in approaching the Saudi market with its small package and the varieties of taste because just plain Lipton tea is more favorable and acceptable to Saudi culture than the flavored ones.

شاي بهارات متعة

شاي بالليمون والليم طعم بساطين الربيع وفاكهتها
تضفي معالم جديدة واضحة لمفهوم كوب الشاي ...
شاي بالقرفة نكهة متميزة لأكثر أنواع
البهارات عبيرا ...

شاي بالنعناع رائحة وطمع زكي يثير الشهية ... إنه مزيج
فناخر لأجود أنواع شاي لipton ونكهة النعناع ...
شاي بالهيل خلاصة الهيل النقي ممزوجة بعناية
فانفة لتعطي نكهة حقيقية متناسقة ...



ليبتون

the couple's three children. Tired of being housebound, in 1971 Millie began working one night a week selling household decorations—planters, sconces, floral arrangements and

neighborhood. She was a natural. In her first year she made \$20,000, and before long Joe had quit the insurance business to join forces with her. Using their home for collateral, they

successful, trained and educated for shipping. Thousands of the oil are stored in huge gray file cabinets, whose drawers are labeled "Southwest," "Barns," "Clowns," "Religious." In the last category, says Joe proudly, "We have ev-

ENTER THE LIPTON

Lipton
Orange Blossom Orange Mint & Lemon Citrus Flavors
100 TEA BAGS



Lipton
24 FAMILY SIZE

FLO-THRU TEA BAGS
 MAKE PITCHERS OF TEA EASILY



Lipton
SUN TEA



"SUN TEA SWEEPSTAKES"

Enjoy the clean taste of Sun Tea and win a trip to Hawaii!

It's light, pure, fresh. It's the clean taste of Lipton Sun Tea. The taste for today. And come tomorrow, you could win a vacation in the sun!

Just fill in the coupon below, then redeem it at your grocer's. You'll be entered automatically for a chance to be one of four Grand Prize winners in the Lipton Sun Tea Sweepstakes. Each will win an all-expense paid one-week vacation for two in Hawaii. Easy to make.

Just put some Lipton Tea Bags in a gallon jar of cold water. Then for three or four hours, all you add is sun! For complete directions to brew Sun Tea, see packages of Lipton Family Size or Regular Size Tea Bags.

OFFICIAL RULES

1. To enter, complete the coupon on this page and redeem it by 9/30/86. When your coupon is returned by your retailer to the clearing house by 2/28/87, you are automatically entered in the sweepstakes.
2. No purchase necessary. You may also enter by sending your name, address, zip code and the words "Sun Tea" printed on a 3" x 5" piece of paper to: Lipton Sun Tea Sweepstakes, P.O. Box 593, Lowell, IN 46399. Enter as often as you wish, but each entry must be mailed separately. Mail-in entries must be received by 12/31/86.
3. Winners will be selected in random drawings by VENTURA ASSOCIATES, INC., an independent judging organization whose decisions are final. All prizes will be awarded. One prize per family. (Prize includes round trip air fare, hotel accommodations for two for 8 days/7 nights, plus \$500 spending money.) Prizes are not transferable. No substitution for prizes except as required by availability. Travel is subject to space and departure restrictions and must be completed by 6/30/88.

4. Sweepstakes open to residents of the U.S., 18 years or older, except employees and their families of Thomas J. Lipton, Inc., its affiliated companies, their advertising and promotion agencies. All Federal, State and local laws and regulations apply. Void where prohibited or restricted. Odds of winning are determined by the total number of entries received. Not responsible for lost, misdirected or late mail or late retailer submissions.
5. Winners will be notified by mail and may be required to sign and return an affidavit of eligibility and release within 21 days of date of notification. If this affidavit is not received within the 21-day period, alternate winners may be sought. Winners agree to the use of their name and likeness for publicity purposes. Taxes are the responsibility of winners.
6. For a winner's list, send a stamped, self-addressed envelope to Sun Tea Winner List, P.O. Box 740, Lowell, IN 46399 by 4/30/87.

30¢

STORE COUPON

EXPIRES 9/30/86

Save 30¢

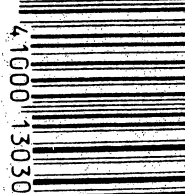
on one box of Lipton Family Size or 100 Regular Size Tea Bags

TO THE CONSUMER: This coupon good only on required purchase of products specified. Limited to one coupon per purchase. Coupon cannot be bought, sold or exchanged for cash, coupons or certificates. Any other use constitutes fraud. You must pay any sales tax TO THE RETAILER. Thomas J. Lipton, Inc. will reimburse you for the face value of the coupon, plus 8¢ for handling, provided you have accepted the coupon in accordance with Lipton's Redemption Policy as indicated herein by retailer. Cash value: 1/20¢. Mail to: Thomas J. Lipton, Inc., Back 600, 111 Park TX 79975.

FOR AUTOMATIC ENTRY IN SWEEPSTAKES, FILL OUT BELOW.

RF 910

Name _____



McDONNELL DOUGLAS & NORTHROP aircraft advanced technology companies advertise very heavily in Al Majalla magazine. Both companies are very specialized and well known in aircraft and space technology.

Apparently these two companies aim to communicate the efficiency of their products and services by illustrating their strength in a professional way. However, their target market is very small and only elites or government officers are mostly interested in their products or services. Even though any of those target groups will not buy an airfighter or private airplane without consultation firm giving them a better understanding of the best buy. No advertisement of such product may originate consumer sale, but could only be an initial information source to consider when planning for sale of a jet and service.

Few of these types of ads can be seen in America consumer magazines, but maybe appear in business periodicals or special aircraft magazines.

For Saudi consumers these air jet advertisements have low involvement and concern to reach because of the highly specialized private products and service that do not appeal to the majority of the Saudi consumers and Arabs in general. Also, what does a jet fighter have to do with consumers, even those in the target market are not common consumers

and the advertisement does not generate sales.

In every one of these ads the goal possibly is to have long-term communication, to create awareness and insistence in the desirable target market.

Whatever the scheme behind the advertisement described, probably too sophisticated to be presented in Al Majalla, the international men's magazines of the Arabs. Any other media mix, such as direct mail or business periodicals, are more appropriate media for this type of ads.

في طليعة التقنية في النقل الجوي

اشتهرت شركة مكدونال دوغلاس بالطائرات التي أنتجتها دون إنقطاع منذ عام ١٩٣٢، وتخلق حالياً في كافة الأجزاء حوالي ٢٠٠٠ طائرة نشافة من صنعيها. ونحن نفخر بما قدمناه للعالم من الطائرات فنية في حقول عديدة تشمل مقصورات القيادة الرفيعة الأجنحة وتشمل الجناح الأيسر المتطور كما تشمل المحركات الفعالة والأقلام من هديرها. وفي طليعتها كلها مجموعة طائرات MD-80 التي كسبت ثقة قطاع الطيران بأسرع شركات ومسافرين.

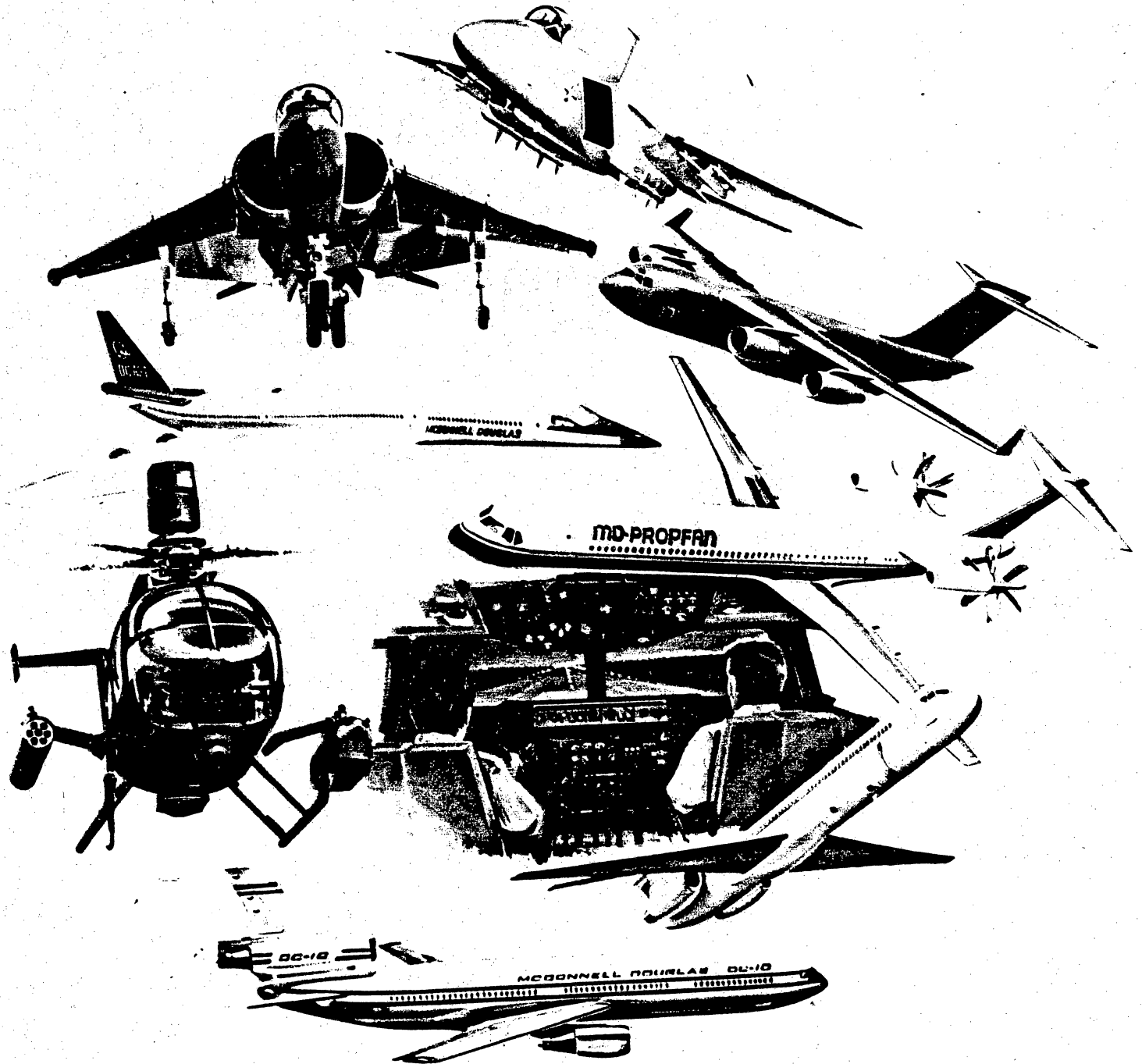
كما إن مخططي سلاح الطيران الأمريكي قد أركنوا إليها فاختاروا الطائرة المجهزة بمعدات العناية الطبية C-9 والطائرة الناقلة الشاحنة KC-10 وطائرة الميقاتيل C-17. كلها دلائل ثقة وإيمان بنوعية الإنتاج وتقنيته وتطوره. هذه هي الصفات التي عرفت بها مكدونال دوغلاس.

جمع خبراتنا الناجحة عن إنجازاتنا المتميزة في عالم الفضاء المتطور بنحريها لخدمة الإنسان في كافة الحقول تدريباً، وعناية صحية، واستخدام الكمبيوتر وتوليد الطاقة.

لمزيد من المعلومات الرجاء الإتصال بـ

مكدونال دوغلاس
DOUGLAS

MCDONNELL DOUGLAS TECHNICAL SERVICES, P.O. BOX 753, RIYADH, SAUDI ARABIA, TEL. 4785585 TLX: 201038.



قدرة غير محدودة على المناورة
تصميم ذو زاوية انقراض عالية.
لا وجود لأجهزة تحديد للتحكم
بالطيران.

محرك اف ٤٠٤ عالي الكفاءة.

ان المشابرة على القتال مع الحارق
اللاحق هي أكبر من أيّة مقاتلة
مشابهة.

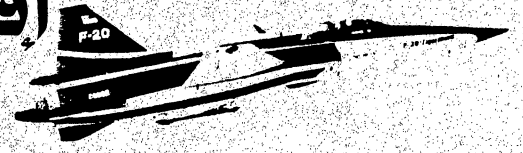
F-20 Tigershark
America's Newest Tactical Fighter

©1985 Northrop Corporation



إف-٢٠ تايفر شارك

مزودة بأسرع أنظمة للطيران في العالم.



© 1983 Northrop Corporation



ليس ثمة أنظمة أخرى للطيران في العالم تستطيع اليوم منافسة تلك التي تزود بها مقاتلات إف-٢٠ تايفر شارك لجهة سهولة تشغيلها، وسرعة إعطائها المعلومات، واتخاذها القرار الفوري، وتدبير الحاجة إلى صيانتها. إن كافة المعلومات المائدة لهمة إف-٢٠ تظهر على شاشة العرض الرئيسية العلوية وعلى لوحَي العرض الرقائطين. ففي حين تكون يداه على عصا القيادة وذراع التسارع، باستطاعة الطيار قيادة إف-٢٠ تايفر شارك وتحديد الأهداف مع تسديده الأسلحة بأنواعها المتعددة جو-جو، وجو-أرض وجو-بحر. كل ذلك يتم على مدار الساعة ودون أن يتحمل الطيار خلال المعركة عناء حفاض نظره عن الشاشة العلوية.

تايفر شارك مزودة بكمبيوتر متطور ذي استجابة تبلغ ٢٤٨,٠٠٠ عملية في الثانية، يقدم أحوية عن زبي القذائف وإطلاق الصواريخ وتسديد القنابل كما يخفف من الأعباء الملغاة على عاتق الطيار.

سرعة إف-٢٠ تايفر شارك تبلغ ضعف سرعة الصوت (ماك ٢)، وهي مقاتلة تكتيكية ذات إداء ممتاز، ومزودة بأنظمة للطيران تسهل على الطيارين إتخاذ قرارات أكثر سرعة ودقة.

Northrop Corporation
1800 Century Park East
Los Angeles CA 90067
USA

NORTHROP
Making advanced technology work

نورثروب
تجعل التكنولوجيا المتطورة فعالة

Cigarette ads of all kinds, especially men's cigarettes, are heavily advertised in Al Majalla and Sayidaty magazines. But they are all depicted in the western image as they appear in U.S. magazines. Among these ads are Barclay, Marlboro, Camel and Kent. These ads use the same theme and strategy as in the U.S., even the background pictures are not changed, but rather translated into Arabic. Only one different theme and picture was not used, which was targeted for women smokers. The use of the ad campaign of Virginia Slims, "You came a long way, baby," was not used in these magazines. However, light cigarettes are advertised instead in the women's magazines, such as Marlboro Light, Slik and others.

All cigarette smoking itself is unbeneficial, and harmful, not only for the Saudi consumer, but for everyone. However, most Saudi citizens do not like smoking and some others believe it is prohibitive because it is dangerous to one's health. Yet, as in the U.S., under the ad copy is the government's warning of smoking and its dangers to health. The most noticeable factor about all cigarette ads is that all of them advertised in men's magazines only, Al Majalla. Only Kent and Barclay introduced its product differently, with a soft image of unsex, in which women partially or fully appear in the ads, but it is the male who holds the cigarettes. The advertisers used the men's magazine as the message that the product

is specially for men.

The most significant mistake about the cigarette ads is that they are placed in a magazine, while the majority of magazine readers are not smokers, or if they smoke cigarettes, they usually don't read magazines. Only a few of those who buy the magazine are cigarette smokers.

Each ad is illustrated with an exaggeration in the ad copy. For example, Kent says, "Good time with it," and it's American excellent in a sporty background and a cheery soft smile. It's more feminine rather than masculine. Kent's background scenery depicts the American way of life, where men socialize with women. But in Arabia women cannot sit with men unless they are relatives. And men enjoy their time with men and women, with women in social setting. This picture invites one to the American way of life, which is not common and is unacceptable in the society of Saudi Arabia; in fact, it is religiously enforced that there is no social gathering of men and women in public at all. Therefore a wrong communication message is used by Kent to the Arab market, perhaps intentionally.

Barclay says in its ad copy that it is "worldly successful" and thus emphasizes the benefit of 99% nicotine free. However, the picture is more attentive to sex appeal as the man's eyes turn toward the woman who is out of the picture, except for her hand. Winston cigarettes appeal

more to a distorted picture of a business type of community showing New York City at night, and states in the ad headline copy, "Test the best from America." It was positioned differently as the most sold cigarette in America. Its target market is the businessman, as the picture illustrates in the background, the life-style of those who smoke this kind of cigarettes. However, the headline "...the best in America" is a doubtful statement. There are many things a hundred times better than Winston cigarettes that we use from America. It is too exaggerated.

Marlboro's strategy is different, but it is the same as it is in America. It was positioned for the Arabian market the same way as in the American market. Males dominate the culture. It is true that Saudi Arabia is a male dominated culture, but the majority of the dominating males in Saudi Arabia don't smoke cigarettes at all. They never liked cigarettes and it doesn't even occur to them to smoke them. In fact, their stature will be diminished if they smoke cigarettes in public. However, the copy headline of Marlboro calls for one to taste, "Come to the flavor," "Come to the world of Marlboro." The communicated message is to try Marlboro, and it also states below the cigarette package, "It's the most sold cigarette in the world." This is also a very doubtful statement and misleading. Finally Camel cigarettes are also positioned in

much the same manner as Marlboro, using masculinity in its copy, "World of maleness...A place of flavor."

All cigarette ads written about above are made in the United States, and all ads placed no consideration of cultural values and traditions of Arabs in their copy. All of them positioned for Arabs are the same as originally positioned for Americans. All background pictures depicted western society and western men, maybe because the advertisers know that cigarette smoking is not an Arabian tradition, and is not acceptable culturally or ever approved by authorities of Saudi Arabia.

These ads may have successful campaigns for American consumers, but not for Arabian consumers, primarily because the products are not beneficial and are not acceptable in Saudi Arabia except by a very few people. Second, the ads have no uniqueness of any kind that may appeal to an Arabian consumer, because most of the people don't like cigarettes, even those who smoke them, and because culturally the product is used among the lowest uneducated segment of the population.



لننت ، معهما تطيب الأوقات



نكهة التبغ
الأميري الفاخر



نجاح عالمي BARCLAY

نكهة غنية لائقة و ٩٩٪ خالية من القطران

MADE IN U.S.A.

163

تحذير حكومي: التدخين يضر بصحتك وننصحك بالامتناع عنه

P. Oshley & Mathier 7080

تذوق الأفضل من أميركا



وينستون

سيجارة الفلتر الأكثر مبيعاً في أميركا على الإطلاق.

تعال الى حيث النكهة
تعال الى عالم مارلبورو



السيجارة الأكثر مبيعا
في العالم



Marlboro Lights



The spirit of Marlboro in a low tar cigarette.



SURGEON GENERAL'S WARNING: Smoking By Pregnant Women May Result in Fetal Injury, Premature Birth, And Low Birth Weight.

10 mg "tar," 0.7 mg nicotine av.
per cigarette by FTC method.

Philip Morris Inc. 1985

PART IV

Footnotes

¹"Middle East Market Planning for the Region Must Go Beyond Stereotype and With Its Diverse and Fast-Changing Society," Advertising Age, September 1981, pp. 3, 13.

²Michael Field, "Fragrance Marketers Sniff Out Rich Aroma," Advertising Age, January 30, 1986, p. 10.

³Jonathan Slater, Business America, April 2, 1984, pp. 20-23.

PART V

Conclusion, Marketing Implementation, and Tips for Western Marketers

For years advertising makers have been violating, in one way or another, the ethics or traditions of some cultures, societies, or particular social groups. The U.S. social issue concerning the portrayal of women in advertising was not recognized until the beginning of 1970. In the U.S., the movement of National Organization of Women (NOW) established a movement protesting the portrayal of women as sex objects.¹

An unwritten concept and responsibility of advertisement in America is to accomplish impressive sales level to satisfy its client and stockholders. And the only measure of a successful advertising campaign is just that--impressive sales.

This fact is well known to most consumers; thus they become extraordinarily interested in advertising. Yet advertising campaign strategies change every season for American consumers and whenever a new development is added to improve the product's quality. Also, in America, advertisements appear in different media for different age groups, ethnical groups, and demographical areas. Therefore different strategies are sometimes used for each

market segment. Illustrations and body copy changes occur in order to appeal to and satisfy each market segment. But only one theme and ad copy is used most of the time to the Saudi market. The reason is simple--it is because no consumer research has been conducted in Saudi Arabia; no consumer preference has been identified until now.

The criteria of social class and stratification in American markets used to hit their target market may not apply to Saudi society even if research data are collected. Although such data on understanding Saudi society from the view of social class structure may not help marketers to generalize consumer behavior. Primarily this is so because consumer data on income, occupation, education and other demographic categories are untouchable subjects. Therefore the data fail to provide meaningful insight into Saudi consumer characteristics because the information people give about themselves is unreliable and false statistics are given to show high self-esteem.

Nowadays many Saudi consumers, due to oil wealth and social trend of changed psychology of affluence, seek fulfillment beyond economic security. Consumers' lifestyles for some people have been moving toward personalization of an expression of oneself through products. Others deemphasize money and award meaningful work. Some others have turned away from modern life and wealth to a basic

tribal life tied to a stronger religious identification. Finally, some others have leaned more toward education, resulting in later marriages and later work.

It is also necessary to note that advertising and other communication elements are not of high involvement to most Saudi Arabian consumers. But the majority are more selective and have a better understanding of the goods' quality because the country is an open market to most western country products as well as eastern country products. People of Saudi Arabia have a wide variety of products to compare as to quality and price. From countries like Germany, Saudi Arabia imports the best cars of Mercedes Benz and BMW as well as home furnishings. From France, the best perfumes, clothing and fashion are imported. From Italy, home furnishings and building materials and canned foods are imported. Spain exports clothing and electric equipment to Saudi Arabia, and from England and the European Common Market, wools and Rolls Royce cars are imported, and much more.

At the other hand, from Eastern countries such as Taiwan, Thailand, China, Japan, India, Saudi Arabia imports many products of clothing, furniture, cars, and decorated items for much less cost than European products.

This open market made it very easy for not only Saudian consumers, but even visitors, to choose whatever

needed with reasonable price. Few American consumer products are sold or advertised in Saudi Arabia, but consumers know their quality and price, and advertising may have little effect to change consumer attitude to buy or shift to another product unless the price makes the difference. Price strategy may be the best way, after quality, to change the attitude of Saudi consumers toward another product. This is because local consumers are very accustomed and loyal to certain products since birth. Almost all Saudi women know Tide as the best product for washing clothes. They might shift to another product if the leading product is not on the market for a short time.

Pepsi, Tide, Pampers, Hoover, Caprice, toothpastes and Kodak are the best and leading American products in Saudi Arabia, not only because these products have good quality but because they have been in the market for over fifteen years, and are very well established businesses.

It is not the subject here to criticize which approach of one standardized salable campaign vs. multi-campaigns is more effective, but it involves the consideration of the sub-division of both approaches. It is not unlawful to standardize campaigns, but advertisers have difficulty in introducing new products, translating product names which may mean something other than intended and therefore

brings about an unfavorable attitude toward the product. This is the case, for instance, of Nova cars, which in Mexico means "don't go." Also translations of the copy and theme and words are sometimes impossible to translate into another language as they have no equivalent expression. Still others may have bad meaning when translated.

The most common mistakes of all the big U.S. companies in marketing abroad and in Saudi Arabia is that most of their products advertised using the same standardized approach world wide:

- Fail to understand differences in advertising
- Fail to achieve a domestic image in the foreign countries
- Fail to exploit market in the proper sequence as in the U.S.
- Fail to appreciate difference in words meaning regardless of whether the same language or translation is involved
- Fail to understand media importance varies sharply with such factors as literacy level and restrictive cultural norm
- The advertisement fails to strike accord with Saudi's local consumers task.

In Saudi Arabia, for example, the use of an illustration of a boy and a girl to advertise something is not

acceptable. It is an objectionable relationship in Saudi society. Such ad campaign is common in the U.S. market and in most industrial countries. Therefore the standardization of such advertisement will affect the sale of the products locally in some countries, unless a proper adjustment is taken to modify the advertisement to local understanding and local norm.

As is advised by many such as Lenormand (1964),² Carson (1967),³ and Diamond (1969),⁴ advertisements should be carefully examined and analysis of marketing labels made before using them in foreign markets.

Another notion by Abraham Maslow in The Psychology of Being (1962), was that "the best way of understanding another human being, ...is to get into his Weltanschauung and be able to see his world through his eyes."

Thus it is important to have an adequate cultural sensitivity on the part of decision making involving Saudi society and any other foreign country, even if those countries speak the same language as the U.S. and England, there is a great cultural difference between the two countries.

The measurement of the effectiveness of these ads has not yet been researched. How much attention is given to it, whether Saudi consumers read it or not, is it memorable, does it increase awareness of the product, and most important measurement of all is whether these ads sell or not. These questions, and more, are still untouched in market data that are very essential to advertisers.

At the other hand, in the United States, admen and market researchers have analyzed consumer interest in terms of everything from Freudian drives such as food, sex, etc. to class position and color preference.

In Saudi Arabia, the advertising business and advertisement of foreign goods are in their infancy. Many reasons can be attributed to this fact. First of all is that the country is underdeveloped and not yet industrialized, while the outbreak of the Industrial Revolution developed most of the western world and made advertising a necessary tool of business and a dominant feature of modern life. Saudi Arabia's plan for industrialization just began with a Five Year Plan from 1980-85, with a budget of 200 billion Saudi riyals.

A second reason is the availability of media and its effectiveness, coverage and frequency of commercial advertising. These media, especially print media, are not yet

developed to take responsibility for advertising. The Public Relations Department is in full scale, for instance, in the Los Angeles Times newspaper. Just recently all print media advertisement has been put under a new Saudi Ad agency named Tahima to take responsibility for handling and managing all advertising activity in the Kingdom of Saudi Arabia.

A third reason for the immaturity of advertising in Saudi Arabia is the combination of literacy rate, relative cost, income, life style, etc. which are among the major difficulties facing the advertising business and marketers. Because the rate of illiteracy is very high, marketers must learn how to find the right media mix. They also must learn to identify social trends, primarily the rise of the middle class that dominates the markets of Saudi Arabia more than a stereotype of big oil shakhs--the elites. These target groups present heavy weight and are the main buyers of consumer goods. Another important aspect, the life-style of Saudi citizens, shows that most Saudis are self-employed, owning their own businesses either being large scale exporters and importers of consumer goods, or farmers in a large scale. Others own small private businesses as store owners of groceries, hardware, etc. A few other segments of Saudi citizens are members of the so-called liberal professions such as lawyers, doctors,

ministers of religion, and finally a few, and the least number, work in the government sector while supporting more than five family members who do not work at all.

The mentality of the Saudi citizen is not yet as programmed as is that of the U.S. consumer to worry much about job, status, car, and all the material things. Rather they worry much about religious duties, family, and getting through in life peacefully. This is because the education system of Saudi Arabia was not built to create consumer demand for goods, but rather built to teach discipline, dedication and honor of the system, primarily of Islam. While in the United States the education system from childhood teaches and relates the success of a person's life depends on his ability to become a millionaire--that is the ideal example of success which is supported by excessive advertising making it easy for all of these. The development of industry made advertising a necessity in the West to adjust demand upward toward supply. But in Saudi Arabia, industry is not yet developed and no excessive goods are on the market. Whatever is there is consumed right away without advertisement because the country needs more than what is available. Imported items are not sufficient for society's needs. Not until industry develops and mass production is a fact will there be warehouses with months' supplies of goods. Then the

call for advertisement is called into play to satisfy the hunger of the elites for more money and more production. Not until twenty years from now, perhaps, will there be a future in the advertising business in Saudi Arabia. This may be either good or bad for Saudi society, depending on its perceived benefits.

Lots of consumption in the developing countries is a reality and a major western mode that became the main motive for economic circles and the industries of the western world, for without high consumption, life will be slowed and the economy will shrink. Thus advertising plays the role of "greasing the belt" between consumers and industrial products to keep the circle going. The reason for industrial consumption is primarily a relief from bitterness and tedium of labor, and the aspect of urban life created since medieval times.

From all of the advertisements that were examined, a particular misconception has occurred in each ad. Some times the companies used one world wide approach of standardization in stratgey and illustration with minor changes or translations. Some companies that do that are: Procter & Gamble in their ads of Always maxipad, baby diapers and Tide detergents. Cigarette ads also use the same approach. General Motors, General Electric and

Snickers also use the same strategy and Del Monte and Uncle Ben's Rice are also using the same standardized approach for the Saudi market. It seems that all of these companies see that their products have an international appeal and acceptance for a consumer's needs and wants. That is true to some extent but it doesn't mean that it should be sold in the same way as in the U.S.

Thus these examples represent extremes of conceptual mistranslation and these advertisements which carry models also carry messages about the advertisers' perception of the world. Therefore cultural groups, primarily of Saudi Arabia, may not respond to these advertisements the same way Americans do and the expected results will not be in favor of the marketers' desires.

Table 3

Tabular Summary of Ads Appearing in Al Majalla and Sayidaty, and How Each Ad Relates to the Study Criteria

| Product | Ads Meeting Criteria | | Ads Not Meeting Criteria | |
|--------------------------|----------------------|------------|---------------------------------------|---|
| | Illustration | Ad Copy | Illustration | Ad Copy |
| Drakka Nor | | | Sex temptation in finger-tip touch | |
| Aramis | | | | No communication message of product name or usage |
| Obsession | | | Vaguely naked | Obscene product name |
| Dove | | | Very temptational | Deceptive "make beauty" |
| Johnson's Baby Lotion | | | Inapplicable to Islamic code | |
| Head & Shoulders | | | Inapplicable to Islamic code | Deceptive "comparison" |
| Selsun Blue | Applicable | Applicable | | |
| Clorox Ad I | Applicable | Applicable | | |
| Clorox Ad II | | | Inapplicable | Deceptive comparison |
| Pampers | Applicable | Applicable | | |
| Luvs | Applicable | Applicable | | |
| Tide I & II | | | Inapplicable | Deceptive |

Table 3 (continued)

Tabular Summary (continued)

| Product | Ads Meeting Criteria | | Ads Not Meeting Criteria | |
|-------------------|----------------------|------------|------------------------------------|---------------------------|
| | Illustration | Ad Copy | Illustration | Ad Copy |
| Always I | Applicable | | | Deceptive |
| Always II | | | | Deceptive |
| General Electric | Applicable | Applicable | | |
| General Motors | Applicable | Applicable | | |
| Kelloggs | Applicable | | | Deceptive "Free Gift" |
| Snickers | | | Offensive for his age to buy candy | Deceptive "Gets you full" |
| Uncle Ben's Rice | Applicable | Applicable | | |
| Del Monte | Applicable | Applicable | | |
| Lipton's Tea | Applicable | Applicable | | |
| Douglass Aircraft | Applicable | Applicable | | |
| Northrop | | Applicable | Inapplicable | |
| Cigarettes | | | Inapplicable | Inapplicable |

PART V

Footnotes

¹M. Venkatesan and Jean Losco. "Women in Magazine Ads," Journal of Advertising Research, October 1975.

²Lenormand, J. M. "Is Europe Ripe for Integration of Advertising," International Advertising, March 1964, p. 14.

³Carson, David, International Marketing: A Comparative Approach. New York: John Wiley & Sons, Inc., 1967.

⁴Diamond, R. S. "Managers Away from Home," Fortune, August 15, 1969.

BIBLIOGRAPHY

- Abunaba'a, Abdelaziz. Marketing in Saudi Arabia. New York: Praeger Scientific, 1984.
- Advertising Age. "Marketing to the Arab World." January 30, 1986.
- Alalbani. Alhejab. Beirut, Lebanon: Alarabi Book Press. 1973.
- Ali, Sheikh R. Saudi Arabia and Oil Diplomacy. New York: Praeger. 1976.
- Almaney, Adnan J. "The Behavioral Effects of the Arabic Language." University of Michigan Business Review. July 1979.
- An-Nawawis, Yahya. Forty Hadith. Beirut, Lebanon: The Holy Koran Publishing House. 1976.
- Arab Economist. "Where to Invest in the Arab World: Saudi Arabia." November, 1974.
- Baier, K. and N. Rescher. Value and the Future. New York: Free Press. 1969.
- Berman, Ronald. Advertising and Social Change. Beverly Hills, CA. Sage Publications. 1981.
- Borden, Neil H. The Economic Effects of Advertising. New Jersey. Prentice-Hall, Inc. 1970.
- Boyd, Douglas. "Saudi Arabia Television," Journal of Broadcasting 15. No. 1 (Winter). 1970-71.
- Boyd, Douglas. Broadcasting in the Arab World. Philadelphia: Temple University Press. 1982.
- Business America. "Tips for the American Traveler to Saudi Arabia," Bureau of Consular Affairs, U.C. April 2, 1984.
- Carson, David. International Marketing: A Comparative Approach. New York: John Wiley & Sons, Inc. 1967.

- Diamond, R. S. "Managers Away from Home." Fortune. August 15, 1969.
- Emery, Michael and Ted Smyth. Mass Communication. Dubuque, Iowa. Wm. C. Brown Company Publisher. 1983.
- Encyclopedia Americana, Vol. 15. "Islam."
- Endicott, Craig. Advertising Age. September, 1980.
- Europa Publications. "The Middle East and North Africa." 1985.
- Field, Michael. "Despite Recession Import Market Still Strong." Advertising Age. January 30, 1986.
- _____. "Marketing in the Arab World." Advertising Age. January 30, 1986.
- _____. "Fragrance Marketers Sniff Out Rich Aroma." Advertising Age. January 30, 1986.
- Galwash, Ahmad. The Religion of Islam. Cairo. Alshaah Printing House. 1952.
- Gelman, Eric and Bill Powell. "Can Cheap Oil Be Bad News?" Newsweek. April 14, 1986.
- Hess, John and Philip Catcorn. International Marketing. Homewood, Illinois. Richard D. Irwin. 1966.
- Jensen, Lavon L. "Marketing in Saudi Arabia." Overseas Business Reports. Washington, D.C. Government Printing Office. December 1979.
- Kaikati, Jack G. "The Marketing Environment in Saudi Arabia." Akron Business and Economic Review VIII. Summer 1976.
- Keegan, Warren J. "Multinational Product Planning: New Myths and Old Realities." Multinational Product Management. Cambridge. Marketing Science Institute. 1976.
- Kleinwaks, Elise. "Some Markets Shrink as New Opportunities Develop." Business America. March 4, 1985.

- Kleppner, Oho. Advertising Procedure. New Jersey.
- Koepp, Stephen. "Cheap Oil?" Time. April 14, 1986.
- Kottler, Philip. Principles of Marketing. New Jersey. Prentice-Hall, Inc. 1980.
- Lebkicher, R. and G. Rentz, et al. ARAMCO Handbook. Dahrn. Arabian American Co. 1960.
- Lenormand, J. M. "Is Europe Ripe for Integration of Advertising." International Advertising. March 1964..
- Lewis, Bernard. The Arabs in History. New York. Harper and Row Publishers. 1960.
- Lynn, Kenneth S. The Dream of Success. New Jersey. Prentice-Hall. 1962.
- Maloney, John F. "In Saudi Arabia Sand, Statistics Can Be Shifty." Marketing News. July 2, 1976.
- Maududi, Abul Ala Sayyid. Towards Understanding Islam. 14th Ed. Lahore, India. Alhambra Art Printers. 1974.
- Mansfield, Peter. The Arabs. London. Penguin. 1976.
- Ministry of Information. "Industrial Studies and Development Center." A Guide to Industrial Investment in Saudi Arabia. Riyadh. 1977.
- Merriam, Allen H. "Rhetoric and the Islamic Tradition." Today Speech. Winter. 1974.
- Muslim Student Association. "Islam At A Glance." Indianapolis. March, 1982.
- Pan-Arab Computer Center. 1978.
- Reiner, Karl. "Saudi Arabia." Business America, August 9, 1982.
- _____. "Competitors Chip Away at U.S. Market Share." Business America. February 20, 1984.

- Santayana, George. Character and Opinion in the United States. New York. Charles Scribners Sons. 1972.
- Shilly, Nancy. Advertising in Saudi Arabia. Houston. Crescent Publications. 1981.
- Shobaili, Abdulrahman. "A Historical and Analytical Study of Broadcasting and Press in Saudi Arabia." Ph.D. Dissertation. Ohio State University. 1971
- Slater, Jonathan. Business America. April 2, 1984.
- Terpstra, Vern. International Marketing. Hinsdale, Illinois. The Dryden Press. 1978
- Tihama. "Public Transportation Advertising." Facts and Figures.
- UNESCO. Statistical Yearbook 1984. Belgium.
- USFI. "American Problems in Doing Business in Korea." No. 19. Asia. 1984.
- Venkatesan, M. and Jean Losco. "Women in Magazine Ads." Journal of Advertising Research. October 1975.
- World Almanac. "Saudi Arabia." 1986.