



National Water Company

Marketing Plan

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I. SITUATION ANALYSIS AND LANDSCAPE

The National Water Company (NWC) of the Kingdom of Saudi Arabia (KSA) is preparing an initiative to upgrade the nation's water meter, in keeping with the Kingdom's innovative e-government plan and general modernization and upkeep of infrastructure as well as aims to reduce eco footprint.

KEY BENEFITS OF NEW WATER METER

- Additional cost savings and network efficiencies for users.
- Significant water savings with advanced leak detection technology.
- Increased accuracy in meter reading.
- Removes need for entering property for manual meter reading.
- Longer life span compared to analog, up to 15 years compared to analog's 10.
- Testing of water cleanliness.
- Instant maintenance and support.

SUMMARY/OVERVIEW OF CAMPAIGN

- Unified brand strategy (no more than 30 pages), ensuring all parties speak to similar benefits and brand positioning.
- Visually stunning website.
- Clean, modern, forward-looking and professional marketing that avoids being gimmicky across all potential channels.
- Special strategy for reaching rural parts of the KSA.

II. BRANDING

BRAND OBJECTIVES

- Every citizen of the KSA hears about the new meter 7 times.
- The meter upgrade is generally regarded positively within the KSA and any negative mentions are contextualized and smoothed over.

BRAND CHALLENGES

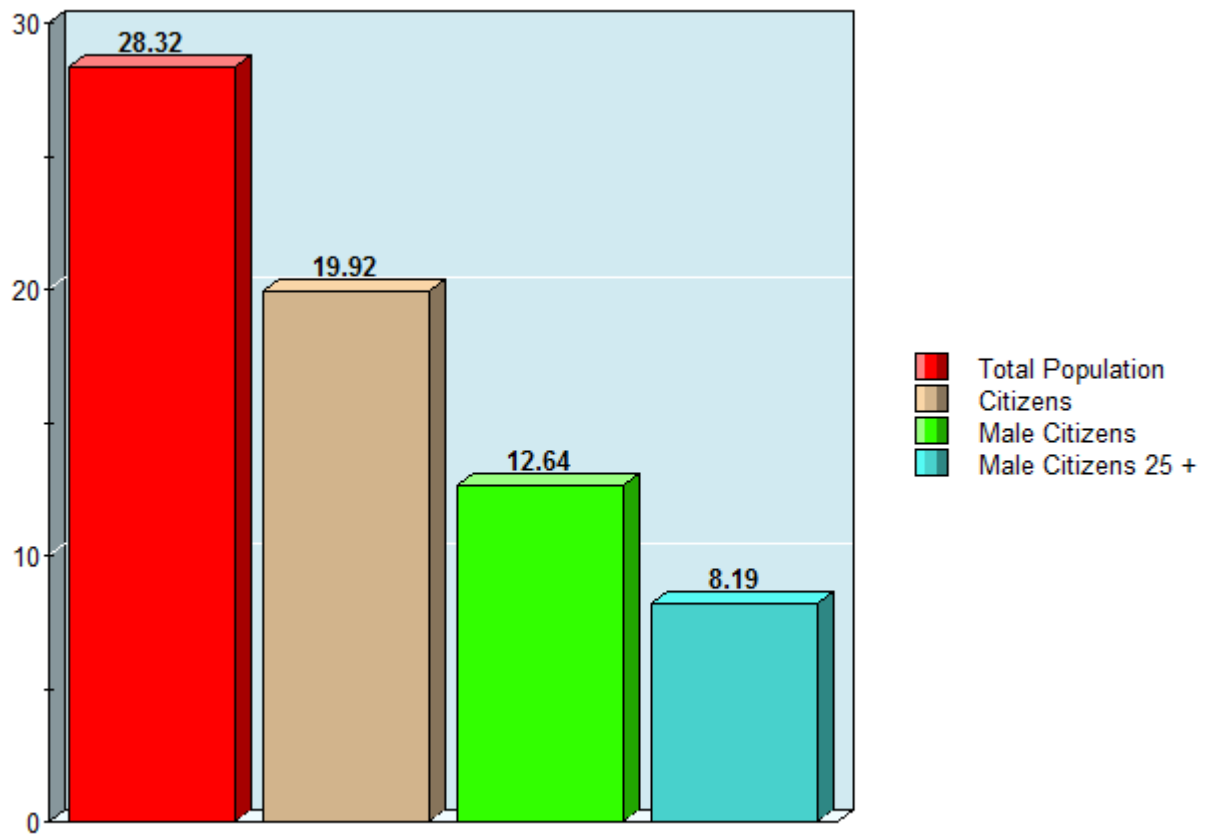
- Lack of awareness: Scale of spreading message to 8.19 million people.
- Previous bad experiences with the NWC (such as receiving a fine) or limiting perceptions such as believing water should be free, that the water meter belongs to them, or (for those that benefit from under-reporting) that improved accuracy can increase their bills.
- Resistance to NWC engineers entering their property.
- Resistance/lack of knowledge about the privatization of water in the KSA.
- Potential backlash.

POSITIONING

The positioning should be very simple, factual and “to the point.” Care must be given to prevent the campaign from being too gimmicky. On a subconscious level, citizens must never feel as if the NWC is trying to “sell them something.” This must be positioned as a simple, infrastructure upgrade that has already been deployed in other notable nations such as Australia and the US. The execution should be highly visual, utilizing numerous graphs, visual analyses as well as infographics. “Show don’t tell” should be the philosophy.

The central philosophy behind our approach can be summarized in the acronym F.A.B.: Features, advantages, benefits. Rather than overstating our case with the Saudi people by “feature dumping” i.e. listing all features in the advertising, the strategy should be benefits-oriented; for each feature listing, marketing collateral should name an advantage (what the user will be able to do with the new feature) as well as a benefit (how life will be different with the new feature). While the difference is simple, it is also quite powerful and has been broadly documented as having higher acceptance and adoption rates compared to traditional advertising.

TARGET DEMOGRAPHICS
(millions)



III. MARKETING

The marketing strategy contains specific, actionable steps that flow from the preliminary brand strategy above and will be refined as a full 3-5 year brand strategy is developed at project start and survey research is collected. Specifically, the goals of the marketing strategy are to provide a comprehensive vehicle in order to disseminate the core messaging of the FABs of the product in order to ensure maximal adoption rate amongst users and minimize any sort of negative sentiment. All advertisements and collateral will seek to capitalize on core benefits listed in the strategy. The website, in particular, will serve as an anchor for the entire strategy and reflect the key FABs of the product.

PUBLIC ENGAGEMENT (SURVEY ROUND)

- Forums/public q and a.
- Online forums.
- Public surveys.

The goal is to initially discover the thoughts and feelings of the citizenry prior to executing the campaign. This will give the initiative a “grassroots” feel and inform the NWC of any potential issues.

WEBSITE

In addition to the standard page on the core NWC site, there should be a visually stunning branded site-- Stylistically along the lines of:

<http://www.imaginamos.com/>

<http://nasapropect.com/>

<http://gardenestudio.com.br/>

<http://www.thehappyforecast.com/>

A simple animated style that will be easily palatable and immediately recognizable. At the same time it will showcase the technical sophistication of the NSW. A technically sophisticated product such as the upgraded water meter must be accompanied with an equally sophisticated web presence as this will demonstrate expertise.

The website will contain a short, informative video in a similar animation style. This video can be broken up into short ad segments and generally syndicated as part of the campaign. Animation style comparable to: <https://www.youtube.com/watch?v=4zphfXtAxQo>

Scheduling App: Scheduling functionality based on geographic coverage area of NWC, allowing for express consent to enter property as well as advanced scheduling.

Optimal site speed: Under 3 seconds to account for bandwidth issues across the KSA, especially in rural areas.

SAMPLE INTL TRAFFIC LEVELS ACROSS COMPARABLE SITES

<i>COUNTRY</i>	<i>DEPT</i>	<i>TRAFFIC VOLUME/MONTH</i>	<i>YEARLY VISITS AS % POPULATION</i>
United States	EPA (US Environmental Protection Agency)	1.1 million	0.3%
England and Wales	OFWAT (Water Services Regulation Authority)	28,000	0.04%
Jordan	WAJ (Water Authority of Jordan)	13,000	0.2%
China	Ministry of Water Resources of the People's Republic of China	110,000	0.008%

Target Traffic Levels: 1% or 280,000 visitors/year

SITEMAP

HOME

- Include counter of number of installations done/number left to go.
- Scheduling information.
- Feedback and comments
- Video explaining process.

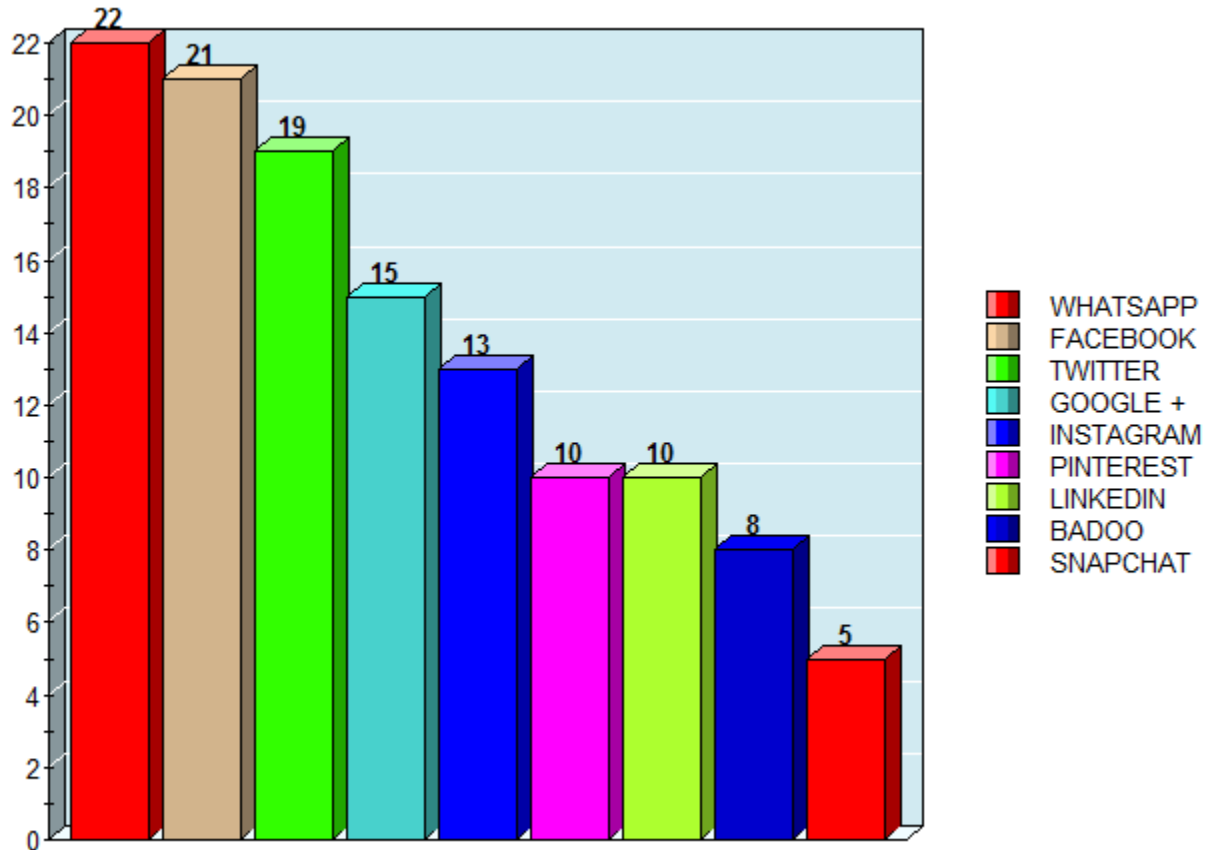
ABOUT THE METER

- Explain the meter upgrade.

FAQ

CONTACT

SOCIAL MEDIA PENETRATION IN THE KSA



Summary

The social media strategy seeks to maximize network effect and exposure of the product in a fun and creative way, while limiting the possibility for negative backlash as a result of limiting perceptions of the NWC or the way that water is managed in the KSA. Ergo, strategy will focus on “closed outbound” methods of marketing vs. “open inbound.” In practice, what this means is unidirectional communication primarily flowing from the native ad networks within each targeted social media channel. For example, on Facebook, campaign will utilize Facebook ads instead of a Facebook page and organic campaign with real likes. On Twitter, campaign will utilize Twitter ads instead of a live Twitter account that has limited content controls.

WHATSAPP: While WhatsApp enjoys the highest market penetration it is also a private messaging tool that has been used with limited success and can be perceived as being too invasive as a marketing channel as it requires the acquisition of a personal phone number.

FACEBOOK: Facebook remains a powerful medium through which to influence public opinion. This channel will easily allow the NWC to reach 21% of the Saudi population through FB ads. In order to control popular opinion, a FB page should not be created. However, FB ads leading to the main site and in general advertising the meter, should be employed.

Target CTR: 6%

Target Traffic over the course of the campaign: 5M USVs

TWITTER: While there will be significant overlap in the Facebook and Twitter using populations, some segment of the population, approximately 3-5% will be easier to reach on Twitter. Ads should be taken out there too.

Target CTR: 2%

Target Traffic over the course of the campaign: 3M USVs

GOOGLE +: While there is no ad network specific for Google +, it can be a powerful tool for campaign SEO. With each individual added to the campaign "circle" search queries can be immediately manipulated through SPYW (search + your world). Additionally author tags can be utilized for SEO content for the site.

Target Traffic over the course of the campaign: 500,000 USVs

INSTAGRAM: Instagram business ads will give instant access to a unique segment of users. Many IG users list it as their "preferred" social media site and approximately 20% keep it as their primary social media account.

Target Traffic over the course of the campaign: 1.5M USVs

PINTEREST: Pinterest now has a native advertising program as well as the ability to promote native boards. Promotional boards can be created along with the "promote" feature.

Target Traffic over the course of the campaign: 1M USVs

LINKEDIN: LinkedIn will allow access to an older, more professional group of people and ads should be leveraged there as well.

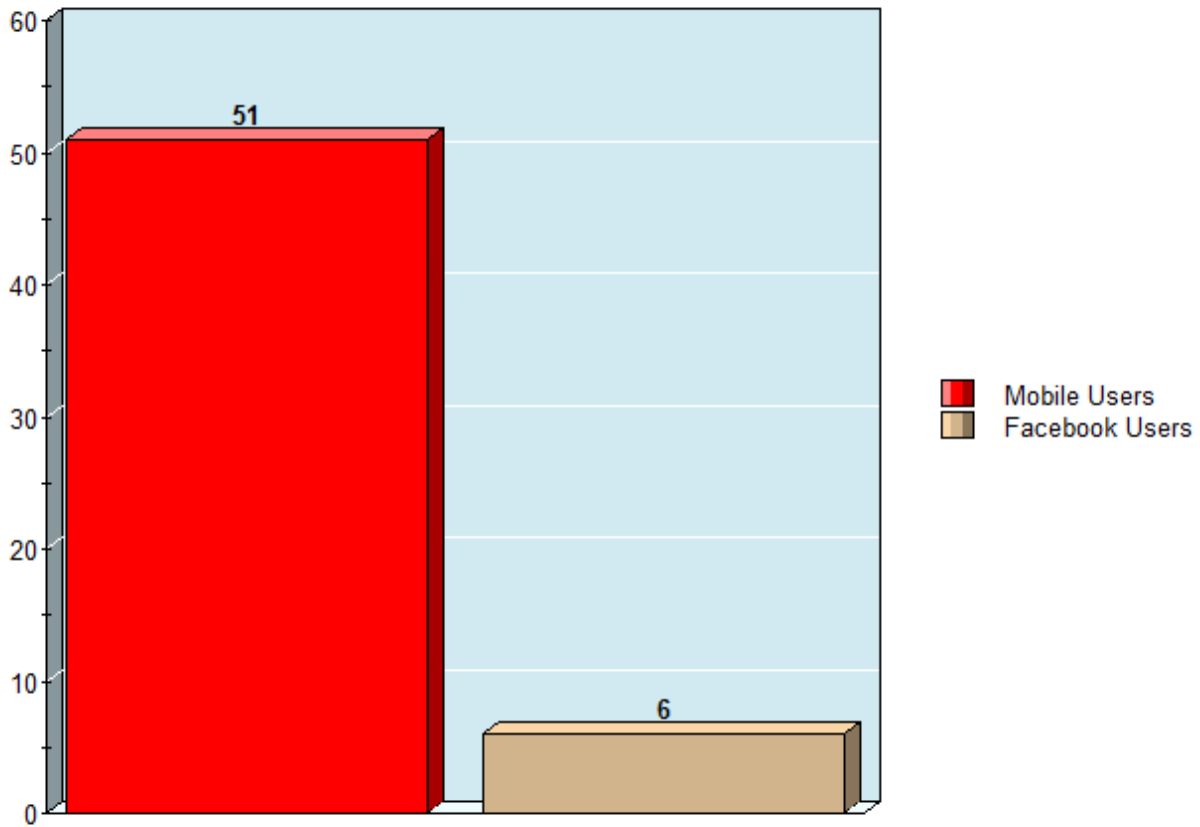
Target Traffic over the course of the campaign: 350,000 USVs

SNAPCHAT: This unique SM network is being utilized heavily by brands in the US and there is speculation that Saudi prince Alwaleed bin Talal has even invested in it. It niches specifically in a younger 13-34 audience range and has a native advertising platform.

Target Traffic over the course of the campaign: 500,000 USVs

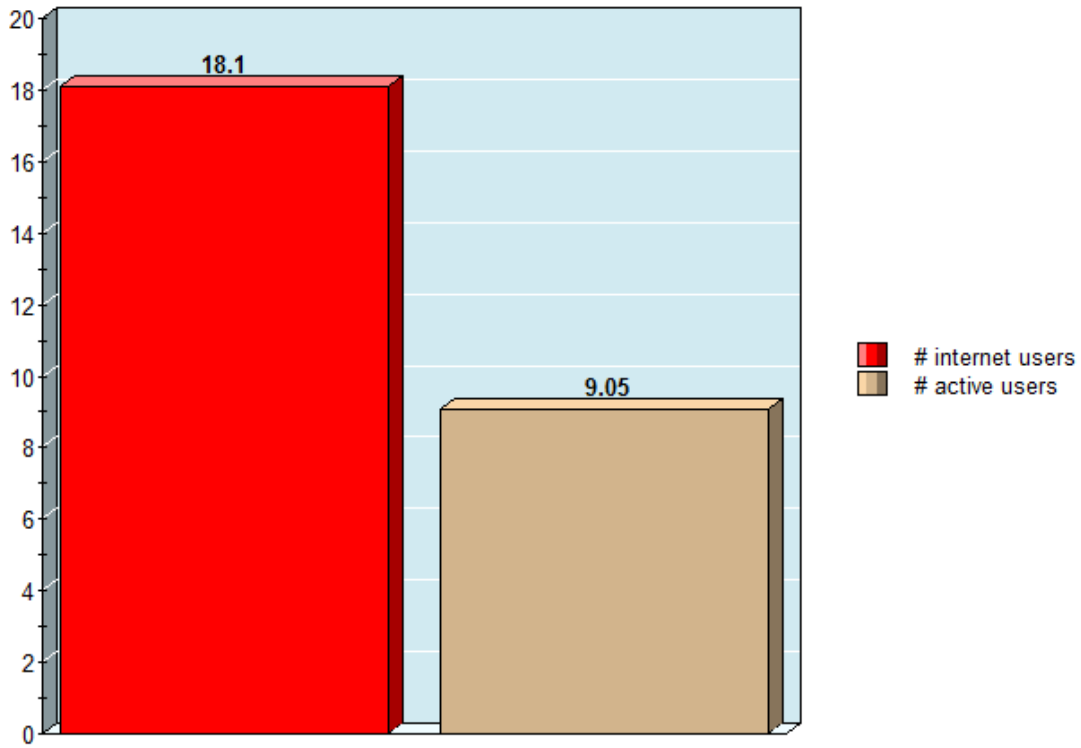
FACEBOOK AND MOBILE USERS IN THE KSA (millions)

Almost the entire population of the KSA is mobile, with numbers surging far past official population estimates to account for travelers.

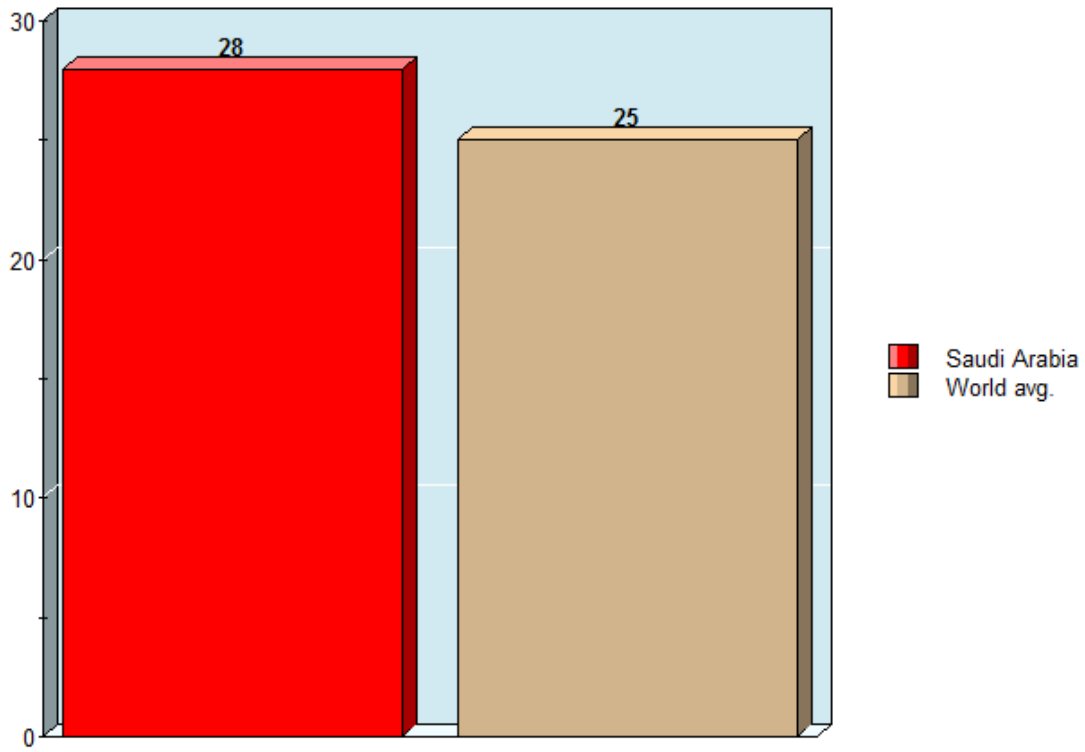


(66% smartphone penetration)

**INTERNET USE IN THE KSA
(millions)**



AVG # OF MINUTES SPENT ON FACEBOOK PER VISIT



Multi-channel marketing: MCN conducted with planar budget. ROI and conversion rate measurements lead to increased optimization.

YOUTUBE

Create short YouTube video ads.

Target Impressions over the course of the campaign: 8M

SMS

Send SMS to every listed number in the KSA. Remain non-intrusive by limiting to 2-3 SMSs per year. Performed through local telecom carriers. This will allow extended reach vs a third party provider because it won't reach those who used ad block. The message will have a link to the site with high CTR.

Target Open Rate: 35%

MAILERS

Create visually appealing die-cut mailer in the shape of a water meter. Inside the bi-fold, write key benefits in addition to contact info. Mail to every address in the KSA. 2 rounds of mailing/courier. Distribution with a nationally syndicated magazine.

ROBO-CALLS

Robo-call each listed house phone number with public service announcement.

OUTDOOR ADVERTISING

Billboards, Mupi and Megacom

Mupi Ad



Megacom Ad:



NEWSPAPER AND MAGAZINE

Company will utilize a series of strategically placed ads across print and online versions of newspapers

and magazines. The approach will be “start deep, plan wide” in the sense of trying small ads on all networks and carefully tracking conversions, traffic and impression rates with favorable scenarios being optimized by larger ad spaces being bought in the target publication. When possible, ads will be colored with quick reference to the FABs of the product as well as mention of online presence. Ads will be straightforward, non-salesy, and visually engaging. High levels of visual appeal will demonstrate technical expertise to the public without high reliance on catchy ad copy.

Target Impressions over the course of the campaign: 5M

Target website conversion rate: 0.3%

SPONSORSHIP

Sponsor key events in order to promote upgrade. Concepts such as a football game with actual activation on the field. Partnership with airlines and Companies with 5000 + employees.

NATIONAL DAY

Competition with large cash prize (\$50K +) large social media impact.

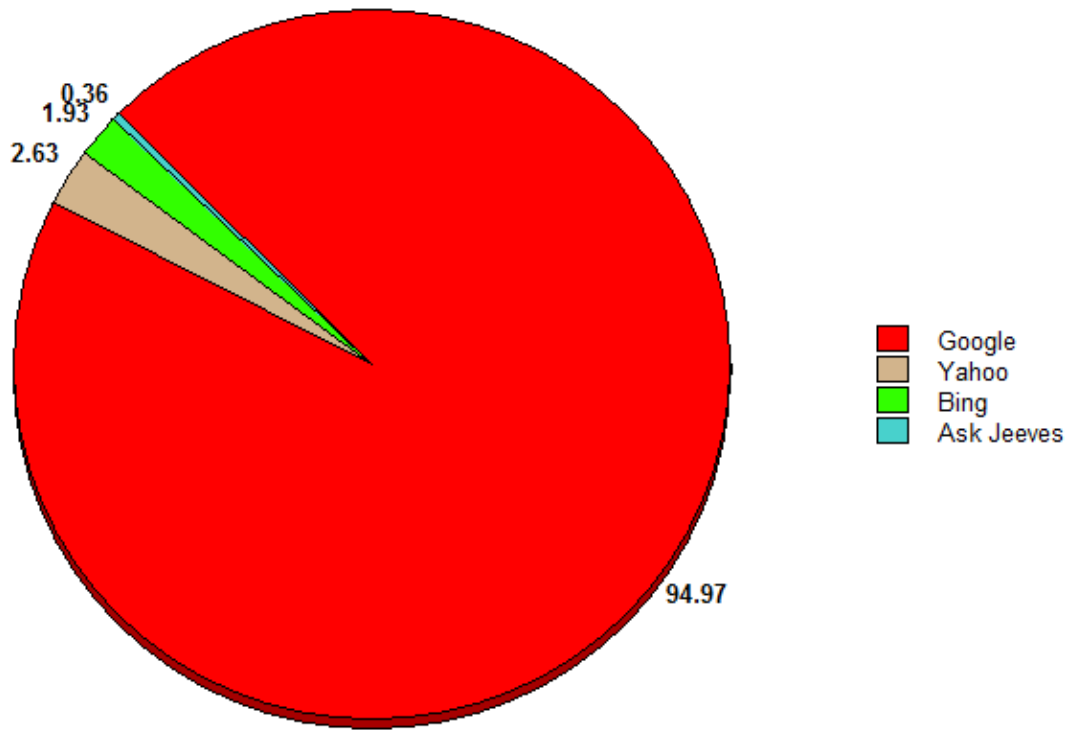
GOOGLE

Adwords and other contextual ad networks as well as CDNs (content distribution networks.).

Adwords target CTR: 1.5%

CDN target CTR: 0.5%

SEARCH ENGINE MARKET CONCENTRATION IN THE KSA (%)



AVERAGE SEARCH ENGINE RANKING IMPACT FACTOR REALIZATION COMPARED TO THE US AND WESTERN EUROPE

	USA	KSA	W.EUROPE
PageRank	7.11	4.91	6.71
TrustRank	6.81	5.35	6.02
External Links	1,240,192	1,219	988,840

This data suggests that it is relatively easy to rank the NWC's site on any target search words they should choose to optimize for both in English and Arabic.

Distribution of search in the KSA:

English Keywords: 22.11%

Arabic Keywords: 73.89%

Contextual Ads: While certain niches are competitive (such as electronics and auto) any targeted keyword for this campaign is relatively untouched with low CPCs.

SEO STRATEGY

- Develop rich content.
- Build links.
- Generate Social Signals.

CDNs

Top 10 sites in the KSA:

SITE	NATIVE AD PLATFORM?	CN?
www.google.com.sa	Yes	Yes
www.youtube.com	Yes	No
www.facebook.com	Yes	No
www.live.com	Yes	Yes
www.google.com	Yes	Yes
www.maktoob.com	Yes	Yes
www.yahoo.com	Yes	Yes
www.blogspot.com	No	Yes
www.sabq.org	No	Yes
www.travian.com.sa	No	No

Top 5 Regional Sites in the KSA:

SITE	NATIVE AD PLATFORM?	CN?
www.traidnt.net	No	Yes
www.haraj.com.sa	No	No
www.kooora.com	No	Yes
www.gulfup.com	No	Yes

www.adslgate.com	No	Yes
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TV

Target prime time with quick, creative PSAs. Conduct analysis of network range to cost for most efficient placements.

The overall strategy with TV and radio will be to create engaging, short segments that are visually appealing and quickly relay core messaging without wearying the viewer. Given the size of this campaign, “advertisement fatigue” is a distinct possibility since the average commercial spot can run upwards of 400 times per network. The solution is to ensure that ads are short, palatable, to the point, as well as being memorable and engaging. High quality production, film, crew, and lighting are a must in order to reflect the technical expertise and general modern-facing outlook of the NWC. Productions and scripts should be shot locally to emphasize connection to the people and to give back to the local economy and help stimulate local film crews, production artists and other business entities. Spots should be changed every 2 weeks to promote diversity and avoid fatigue on part of the viewers.

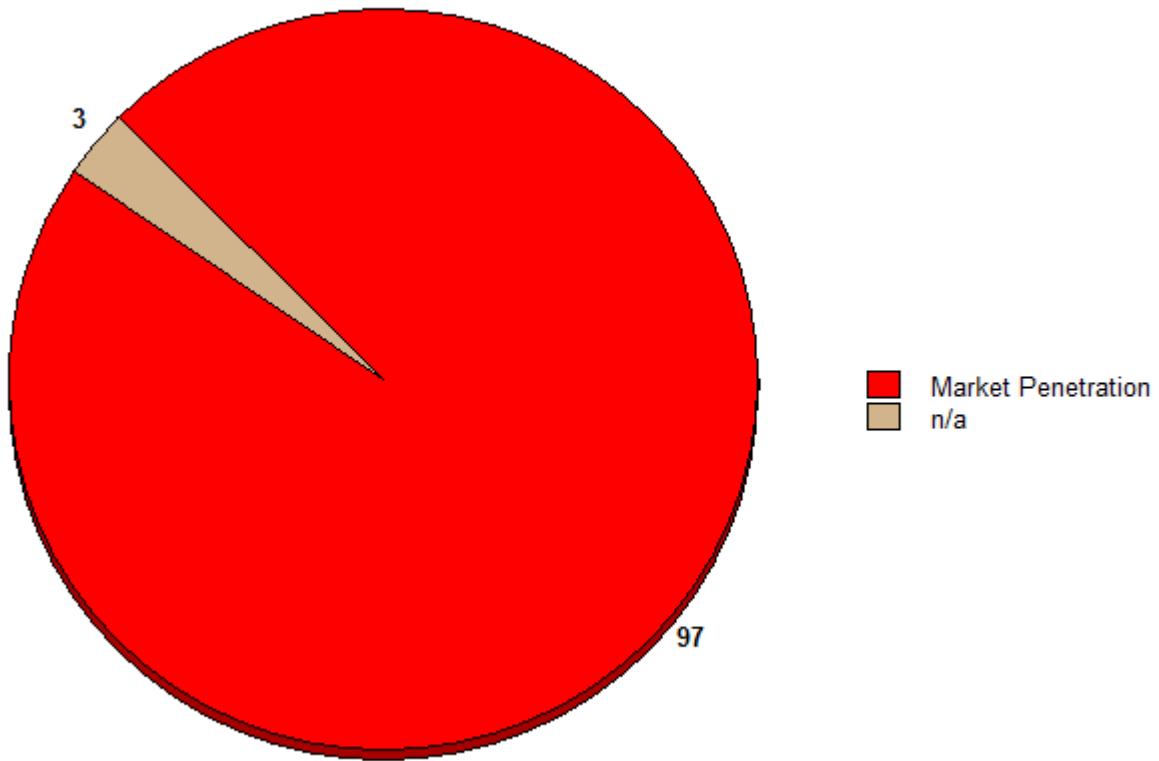
Target Impressions over the course of the campaign: 10M

GOOGLE ANALYTICS TRAFFIC SEGMENTATION

Segmentation will be created in GA or alternate analytics panel to clearly show traffic results based on medium, allowing NWC to test efficacy of each media outlet.

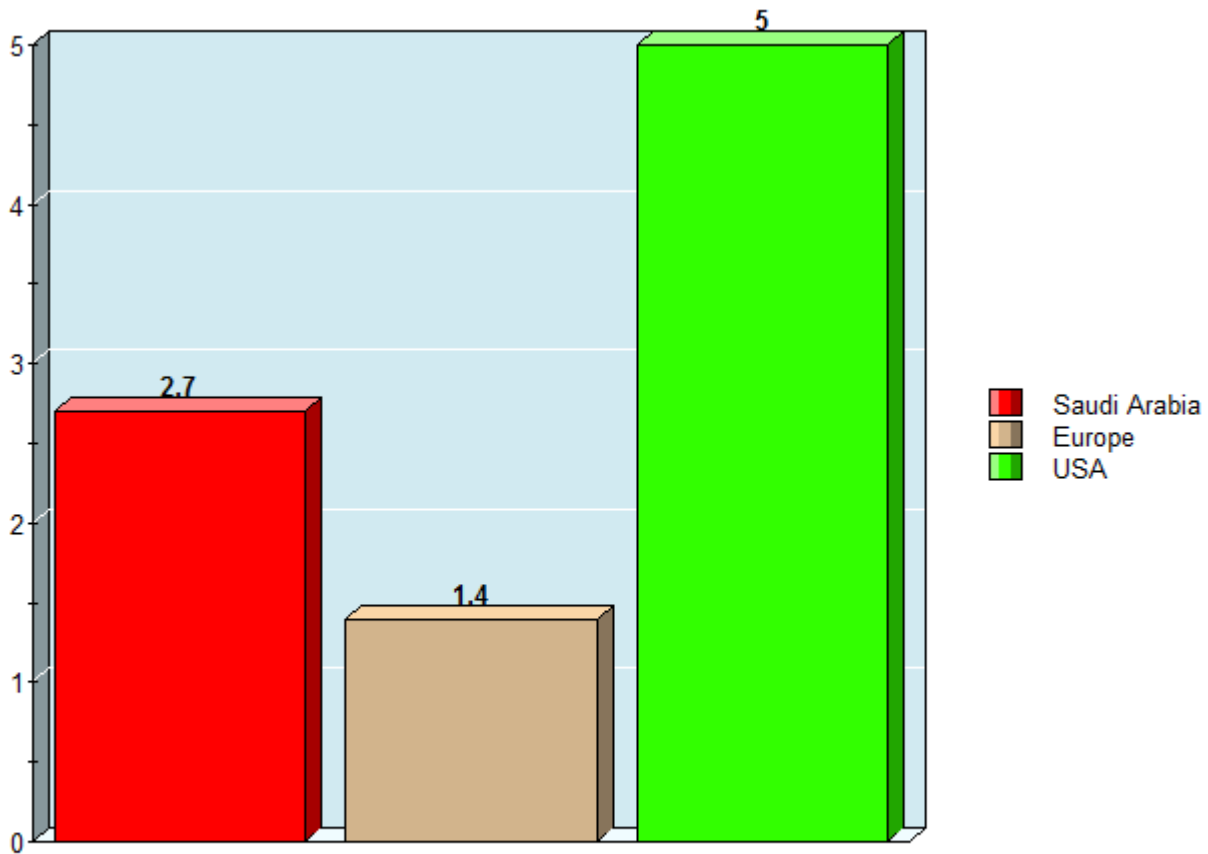
Crazy Egg Heat Map: Utilized heat map for additional analytic data.

**SATELLITE TV MARKET PENETRATION IN THE KSA
(%)**



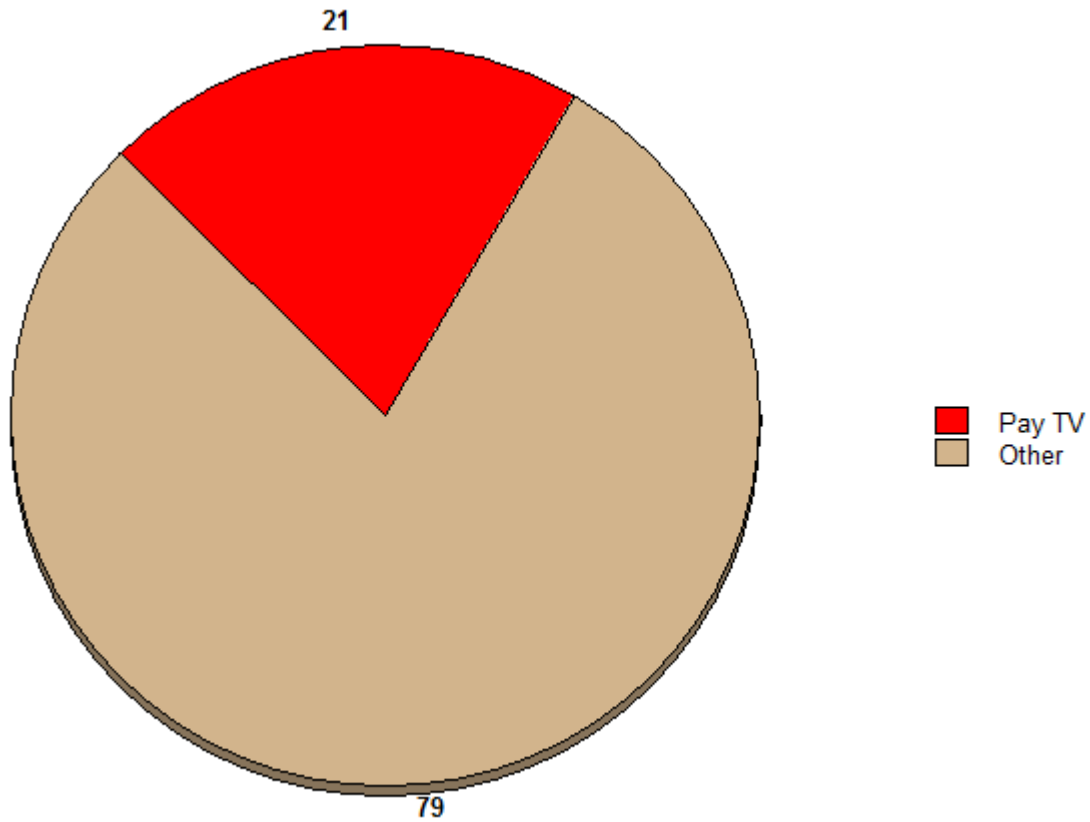
AVERAGE HOURS SPENT PER PERSON PER DAY WATCHING TV IN THE KSA

Relatively high watch times make TV commercials an especially significant medium through which to promote the new NWC initiative.



**PAY TV PENETRATION IN THE KSA
(%)**

Al-Jazeera Sports is the largest Pay TV provider with 59% market penetration.



PRESS RELEASES

- Press conference to control messaging.
- Syndicated press releases.
- Byline editorials to all media who did not receive press release/attended the press conference.

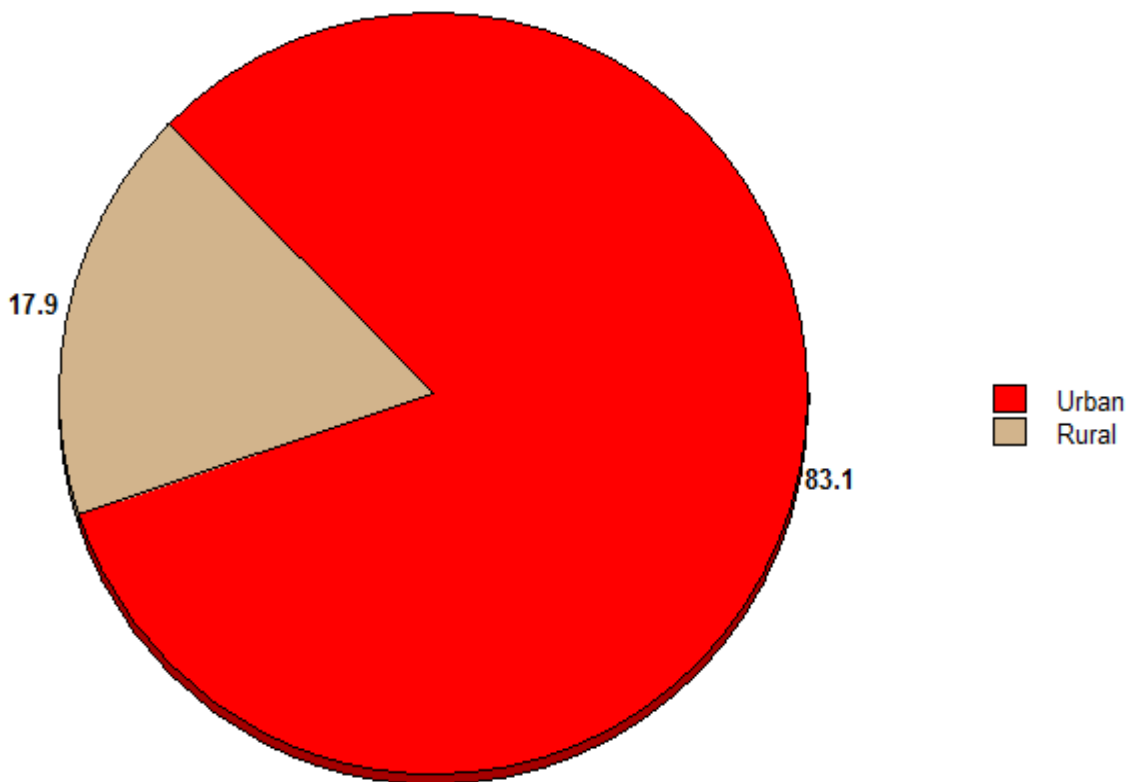
The press release will be a short 200-300 word document, carefully edited and developed in order to promote the FABs of the product and give current timelines to the press. Any additional coverage should be supported by a dedicated press officer from the NWC who is readily available for media inquiries. All care must be taken to control messaging and ensure minimal amounts of corrections and/or inaccurate data as well as skewness in opinions in the initial press coverage. Photographs such as headshots of relevant stakeholders as well as photos of the product in multiple dimensions to meet criteria of media outlets (industry standard is 300 DPI) should be available via a media kit on the website in order for media outlets to quickly publish online versions and/or blog posts. Additionally, high quality video footage should be available for online publication.

REPUTATION MANAGEMENT

- Alert system on keywords that relate to “NWC,” “meters,” and other relevant keywords on the semantic index. Incidents of syndicated reputation management dealt with proactively.
- Engage advanced monitoring services of a reputation management company which can monitor non-indexed chatter as well as deeper survey of social media networks.
- Crisis mgmt: Create multi-stage crisis management plan, with cooperation between the reputation management team, social media team and the NWC to proactively deal with customer complaints or negative sentiment. Create a moderated forum and survey feedback form so that negative data can be properly aggregated and acted upon.

RURAL VS. URBAN CONCENTRATION IN THE KSA
(%)

- Identify key stakeholders in rural areas.
- Send delegates to negotiate with stakeholders.
- Implement meter upgrade, starting with high visibility influencers and following with the rest of the community.
- Provide a gift after the upgrade (small pack of candy, etc, tied to the water meter,) for a bulk cost of >\$0.50 USD.

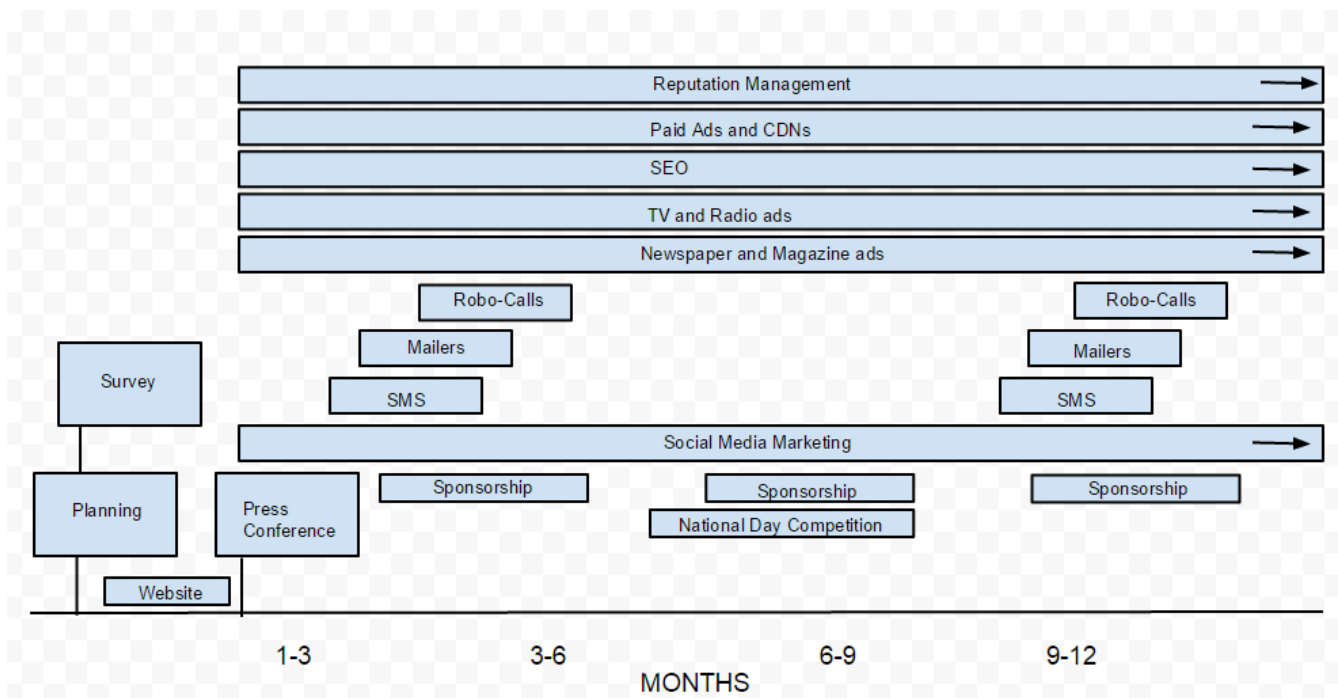


KEY NOTES AND ASSUMPTIONS

Organic vs ad based social media: In order to better control messaging and potential backlash from unregulated social media channels this plan has been structured around ad-based social media.

Mobile apps: As the website will be mobile optimized and simple, mobile apps were intentionally not included. NWC will integrate campaign details into their current website and mobile app which will direct users to the main channels of the campaign.

TIMELINE



CONCLUSION

The challenges the NWC's meter upgrade initiative bring are numerous: From managing multiple marketing channels in a vibrant nation of 28 million, to dealing with limiting perceptions around water ownership and private property. However, the opportunities, from a marketing perspective are also fertile. The PSA nature of the initiative, being ultimately beneficial for the people of the KSA will allow the NWC to advertise on unique real estate such as on government websites and channels, as well as give them the latitude to repeat their message numerous times without it appearing too overbearing. Creative positioning along with a quality-focused orientation that does not interfere with the core messaging will result in a simple national upgrade with no serious repercussions. Indeed, the very step of prioritizing marketing and PR in this initiative is a powerful testament to the KSA's ability and willingness to make this infrastructure upgrade as smooth as possible.

NEXT STEPS

1. Develop comprehensive survey vehicle and prepare service outlet, such as public polling booths and online variants.
2. Once survey results are in, modify and develop plan into a 3-5 year branding strategy.
3. Develop list of key needed personnel and possible vendors. Develop clear guidelines for rating and assessing vendors including coercion/benefit regimes with commission and penalty structures.
4. Develop RFPs for vendors. Perform due diligence including listing of all staff members with background checks, references, as well as review of online presence and corporate status.
5. Assess each RFP with emphasis on cost, ROI, total network range and technique.
6. Create final vendor list, with multiple back up vendors per category.
7. Execute on campaign in adherence to timeline listed above.
8. Gather results and measure. Perform numerous multivariate tests to improve optimization. Rate and manage vendors, optimize servicing firms.

