

QATAR UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
QATAR POST MARKET ANALYSIS

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ABSTRACT

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Title: Qatar Post Market Analysis

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The purpose of this project is to perform an internal and external market analysis for Qatar Post for providing them with better marketing solutions for gaining a competitive advantage over their rivals. Research problem in this project is to compare the efficiencies and effectiveness of Qatar Post in relation to its rivals and competitors and to identify the strengths, weaknesses, opportunities and threats associated with its working. Also to identify the forces, internal as well as external which might affect the overall transformation of Qatar Post. Basic design of the study includes recognizing the strengths, weaknesses, opportunities and threats to the Qatar Post organization following which we analyse the various SO and ST strategies so as to have provided a suggestive route to ensure growth of the organization. Marketing is taken as a prominent tool to promote growth of the organization according to the realized points under the headings of SWOT and Porter's forces. Major findings in the market analysis includes major competitors of Qatar Post compete on the grounds of speed, quality, and price of delivery, so upon successful mix of these factors, Qatar Post can boost its growth to manifolds. Also Qatar Post has to be dynamic in responding to the changing needs of the market environment. Threats include new entrants and substitution due to buyer's power which is realized as pressure to this industry. If Qatar Post brings its deep rootedness in providing great services to its base, it could be a challenge to its competitors. With time, it also has to adapt to the change in technology to make delivery of service speedy and efficient. In order to expand globally, Qatar Post may thrive to have a top notch service provision with

great market research achieved through latest technology training to employees, that could help Qatar Post become number one postal service in the state.

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CHAPTER 1: EXECUTIVE SUMMARY

Qatar Post is a government agency launched in 1950, and they're specialized in the provision of a wide variety of mailing services including postal system, acceptance of parcels and letters, provision of the post office boxes, as well as the sale of the postage stamps, and packaging.

This project aims to carry out internal and external market analysis for Qatar Post and provide them with marketing solutions that can help them go ahead of their existing competitors in the postal and courier market.

The main challenge stated in this project is reaching the top companies and government agencies in Qatar. This project will oversee the Situational Analysis, Industry/ Market Analysis, Internal Analysis and Competition Analysis for Qatar Post. Various frameworks such as SWOT and Porter's 5 Forces will be used for in-depth analysis. Based on the above analysis, various strategic frameworks such as internal marketing, customer-focused culture, and marketing communication mix will be used to analyse the current position of Qatar Post with regards to its competitors. Moreover, a new Segmentation, Targeting and Positioning (STP) Process and an Integrated Marketing Communications (IMC) Plan will be proposed for Qatar Post to help them to develop in the parcel, postal and courier industry in Qatar. The findings of this study indicate that Qatar Post has the opportunity to develop and become booming in Qatar.

This implies that Qatar Post has high hopes of succeeding within this industry provided they use internal and external marketing tools to attract the right target market.

CHAPTER 2: SITUATIONAL ANALYSIS

Project Brief

This project aims to serve Qatar Post to increase the awareness of Qatar Post B2B services in Qatari Market. The project will shed the light on the corporate services provided by Qatar Post and its current situation in Qatar. Moreover, the project will evaluate the effectiveness of the current marketing communication tools and will identify the exact marketing challenge of Qatar Post Marketing Communication Activities. Then it will identify the suitable strategy to be implemented to overcome this challenge and to achieve the marketing goals and objectives.

Relevant Historic & Current Context

Definition

Qatar Post is a government agency specialized in the provision of a wide variety of mailing services including postal system, acceptance of parcels and letters, provision of the post office boxes, as well as the sale of the postage stamps, and packaging. Additionally, the organization offers other additional services including delivery of passports from the Ministry of Interior to the clients as well as bank cards from banks operating in the Gulf region to the owners. The history of Qatar Post is closely associated with the General Post Corporation, which was the pioneer in Postal Administration in the Gulf region. It was established with the aim of dispatching Sea Mail through the air, and it also facilitated the dispatch of letters, printed matter, postcards, small packets, parcels, magazines, and newspapers. Within its first twenty years of operation, the corporation grew to add more services to its portfolio.

Vision

“To provide best-in class fulfilment services across Qatar and embrace advent of Digital Life”

Core Values

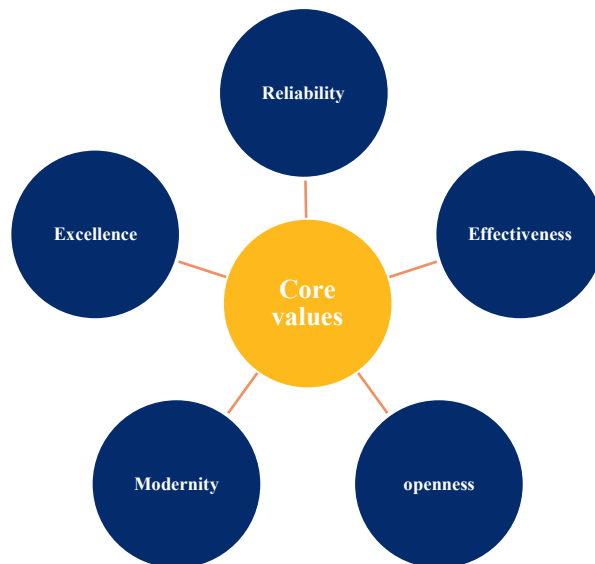


Figure 1: Core values of Qatar Post 2017

Qatar Post History

In the 1950s, Qatar Post was launched in Qatar with the aim of providing post office services, and it would later be renamed Q-Post in 1963. During the time, the Qatari government took full responsibility for the provision of post services to the citizens. Since the company was established, it has evolved to provide modern postal services, and as such, it has been equipped with the latest equipment and advanced

technology to facilitate the provision efficient services to its customers. This implies that the company sufficiently caters to the growing needs of postal services of Qatar. The corporation has its head office in Doha with over forty postal branches throughout the state, and the central post office manages over 25, 000 electronically operated postal office boxes.

Qatar Post Transformation

Qatar has a vision for the future whose deadline is 2030. The nation is migrating to a culture where knowledge will take centre stage in the society. Qatar Post is making improvements as far as its operations are concerned. The company endeavours to expand into new regions in a move that will see the entity grow and develop. The company plans on ensuring that it increases customer satisfaction. Qatar Post's managing director Faleh Al Naemi contended that the object is in the process of formulating changes that will impact all its sectors. The transformation process has just begun and is progressing at high speed. The company has the vision of ensuring that it is competitive in a global domain. The entity feels that it has the responsibility of connecting the Qatari people to the rest of the world. It looks forward to ensuring that it is the face of Qatar as far as national service is concerned. The move to modernize the company has already taken effect, and people are receiving communication services in a better way. There are three different areas that the transformation focuses on addressing. Firstly, the entity seeks to grow its portfolio as far as services are concerned. The move will see the body offer globally competitive services. The institution will also develop its premium capabilities. The second strategic position on which the company has focused its energy is the improvement of its operational undertakings. The development of functional projects will ensure that the growth of the firm is accelerated. Thirdly, the company aims at nurturing its

overall capabilities. Notably, the entity has improved its technological skills and formed partnerships with the Turkish post plus the Qatari civil aviation authority. (“Qatar Post is opening up a new Chapter”, 2017)

Core activities

Qatar Post offer services in both individual and corporate level. For corporates they offer 4 main services:

Mail Room Management

Mail is at the core of what Qatar Post has done for over 50 years. An outsourced service, mail room receiving, sorting and distributing mail, which optimises, secure and track all mail within an organization. It is a safe and seamless solution to ensure efficient mail delivery and management.

Benefits of Mail Room Management:

- 1. Its accurate:** mail is managed and delivered with accuracy to improve productivity.
- 2. Its secure:** all dispatched information and mail is tracked to ensure it reaches the right people
- 3. Archiving,** helps manual archiving of all important mail and documents.
- 4. Its dedicated:** comes with resources dedicated for delivering mail within the organization
- 5. Its customised:** its customised based on customer requirements
- 6. Its cost effective:** Helps reduce costs of admiration, manpower and establishing a follow up system

Digital Mail Room

An online mailroom automation and management system that integrate, optimise, secures and tracks all mail within the organizations, its safe and seamless solution to ensure through mail delivery and management, it will comprehensively change the way company manage mail while dramatically improving efficiency, eliminating waste and speeding up the organization's internal process.

Benefits of Digital Mail Room:

- 1. Its complements:** The Digital Mail Room solution complements Qatar Post physical Mail Room product giving peace of mind that all aspects of mail requirement are in good hand
- 2. Its Advances:** the online system uses the latest technology to capture, store and process large volumes data.
- 3. Its secure:** all dispatched information and mail is tracked and guaranteed to reach the right people.
- 4. Its fully integrated:** digital mail room solutions include being able to scan, transfer and publish paper documents as searchable data online.
- 5. Its accessible:** the online system contains advanced search functions that allow for multiple searches and queries.
- 6. Its customised:** the product is very flexible and can be tailored to customer requirements
- 7. Its dedicated:** Qatar Post manage every part of delivering mail within the organization with their professional staff.

Global Priority

It is one of the Qatar Post international delivery services, carefully designed around the urgency of the shipment and it consider as the fastest and most secure service in Qatar.

Benefits of Global Priority:

1. **Its secure:** mail is kept safe and sealed during and upon delivery.
2. **Its trackable:** Parcels are tracked and traced thought the entire shipping and delivery process.
3. **Its protected:** Qatar Post automatically protect every shipment against loss and damage, up to a certain value.
4. **It's convenient:** Qatar Post offer door-to-door pickup and delivery service from Saturday to Thursday.
5. **Its efficient:** Qatar Post dedicated team of +220 will deliver parcels to destination within the agreed time scales.

Fulfilment Services

Qatar Post leverage their extensive experience to offer suitable fulfilment services. Their services are contracted flexible/ tailored to enhance customers experience. This services consist of 5 services:

- **E-Commerce Delivery:** If customer sell online in Qatar, Qatar Post offer for them complete tracking of shipment and Proof of Delivery (POD) for all item delivered. It is designed to cover all delivery business models.
- **Bespoke Delivery:** Qatar post providing complete customised, technology rich, fulfilment solutions to add more value to business.

- **Business Delivery from customer PO Box:** If customer don't have the time to collect their mail from their PO Box, Qatar Post will deliver it to their company premises
- **Bulk Mail & Advertising Mail:** this solution allows a business to send a larger amount of prepared mail reduced postage rates. Its available for addresses and unaddressed PO Boxes and is ideal for invoice, statements, company announcements and promotion to PO Box owners.
- **Qatar Post Premium Service (QPP):** designed for the speedy and secure door-to-door local delivery of important documents and other urgent packages such as; credit card or gift items.

Milestone

Since its inception, Qatar Post has undergone several changes including the renaming of the entity to Qatar Post from General Postal Corporation and Q-Post. When the company was established, there were only 900 private post office boxes in the country. However, the corporation has seen a rapid expansion of the postal address services in Qatar, as evidenced by the fact that by 1988, there were over 25,000 electronically operated postal office boxes. This was the first of its kind throughout the world. Moreover, the corporation operates over 12,000 conventional postal office boxes. In 2017, the company rebranded and changed its logo (Figure 1) signalling its intention to expand its branch network to other parts of the country. The company has also been looking to widen its product portfolio in a bid to reach as many clients as possible.



Figure 2: Previous logo and the new logo of Qatar Post

Current Intentions

The current intentions of the corporation include growing its business, in which case, Qatar Post aims at growing its business service portfolio. As such, the company is working towards increasing the services it provides to corporate clients, individual clients, and the government. The postal service corporation is also looking to increase its clientele by generating more leads. Therefore, the organization intends to increase its customers from various targeted leads online and offline. The efforts to expand its business service portfolio are geared towards generating more revenue for the government. The organization also looks forward to the creation of awareness among Qataris and the business community on the importance of postal addresses. It also looks forward to educating the business community on the services that it provides to enable the efficient running of the business in the country. The company is also aligning its operations and services to the country's Vision 2030, which aims at transforming its service delivery.

Qatar Post Industry/Market Analysis

Qatar is very active regarding postal services on all levels. The country is active on money transactions due to a large number of foreigners. It is also very active regarding shipment and small cargo materials because it is considered as a connection hub between east and West parts of the world.

In Qatar, there is only one semi-governmental company that provides postal services which is Qatar Post. All other companies operating in the field such as DHL, UPS, TNT, etc.... are all privately owned companies. So far, none of the postal services companies is listed in Qatar stock market.

Qatar as a country has a sophisticated infrastructure for postal services such as Hamad Port, Hamad International Airport, and AlRuweis Port. That infrastructure and the unique location of Qatar in the middle of the world reflect promising future and outstanding business opportunities for the companies operating in this field.

Qatar economy is booming supported with the huge projects currently ongoing in the country such as Qatar Rail, Roads, Qatar 2022 stadiums, and more. This economic growth is the indicator that postal companies and postal services will be required more than ever before in the country.

In addition, the blockade on Qatar which started approximately in the middle of 2017 made serious changes to the shipping and postal services in Qatar. Before the blockade, Qatar entirely depended on Jebel Ali (UAE Port) for the international Sea Freight. The only land access from KSA was also blocked. This means that Qatar is now an island more than a country linked through the land with other countries. These massive changes pushed Qatar economy to seek alternative sources and roots for shipping and postal services. The situation is still vague, and Qatar is still digging and shaping roots. However, this blockade seems to be a beneficiary step forward for

Qatar on being a self-centric and more independent regarding logistics and relationship with countries outside the GCC.

With those recent changes and the existing fact that Qatar is a strong economy with the strong situation in the world, it seems that the postal and shipping services in the country will keep growing. In fact, Qataris and residents of Qatar believe that this is the chance for local companies to grow and prosper since external competition is now struggling.

Category & Competitor Analysis

Competitor Analysis:

Being an agency, secondary market research for postal and courier companies has led to the following companies being competitors for Qatar Post. When analyzing competitors of Qatar Post, it is important to keep in mind that there are two types of competitors. Direct competitors are those who provide packing and shipping services as their main source of income. Indirect competitors as companies that provide some of the same services, or different services that meet the same needs of our target customers.

Direct Competitors

DHL is present in over 220 countries and territories across the globe, making it the most international company in the world. With a workforce exceeding 350,000 employees, they provide solutions for an almost infinite number of logistics needs. DHL is part of the world's leading postal and logistics company Deutsche Post DHL Group and encompasses the business units DHL Express, DHL Parcel, DHL e-Commerce, DHL Global Forwarding, DHL Freight and DHL Supply Chain. In Qatar, they are located in Tower Zone, C-Ring road and in many shopping malls. They also target the same customers of Qatar Post. They offer different services for the

corporate in Qatar such as International Shipping, Logistics Freight transportation, Express Saver and Expedited.

FedEx Express invented express distribution and is the industry's global leader, providing rapid, reliable, time-definite delivery to more than 220 countries and territories, connecting markets that comprise more than 90 percent of the world's gross domestic product within one to three business days. Unmatched air route authorities and transportation infrastructure, combined with leading-edge information technologies, make FedEx Express the world's largest express transportation company, providing fast and reliable services for more than 3.6 million shipments each business day. They are located in Qatar in C Ring Road. They offer for corporate in Qatar many services like Offer packing, shipping, printing, copying and private mailboxes.

GWC has worked diligently to become the national leader in all forms of logistics services, giving particular respect to quality, cost, and customer service through the integration of people, technology, and business systems. They are located on D ring road. They are offering different service one of them is GWC Forwarding's access to Agility's global freight forwarding network of 550 offices within 125 countries is crucial for local industry and commerce.

Indirect Competitors

The first company that provides indirect competition is the HANSAF group of companies. The company rivals Qatar post since it allows for courier services and its headquarters are in Doha. The second company is the SKYCOM express which operates around the world and has offices in Doha, Qatar. The firm offers courier services to recipients all over the world. ARAMEX is another company that provides courier services to international destinations. ARAMEX is not a postal company but has facilities that rival the capabilities of the Qatar post. ARAMEX trades its shares on the NASDAQ stock exchange. Additionally, DTDC QATAR Company challenges the services of Qatar post. The company provides cargo delivery services just like Qatar Post. The DTDC Qatar Company also offers shipping services whereby different parcels can reach international destinations.

5 Forces Analysis:

The 5 Forces Analysis will assist in guiding the company to examine the competition levels in the postal services industry.

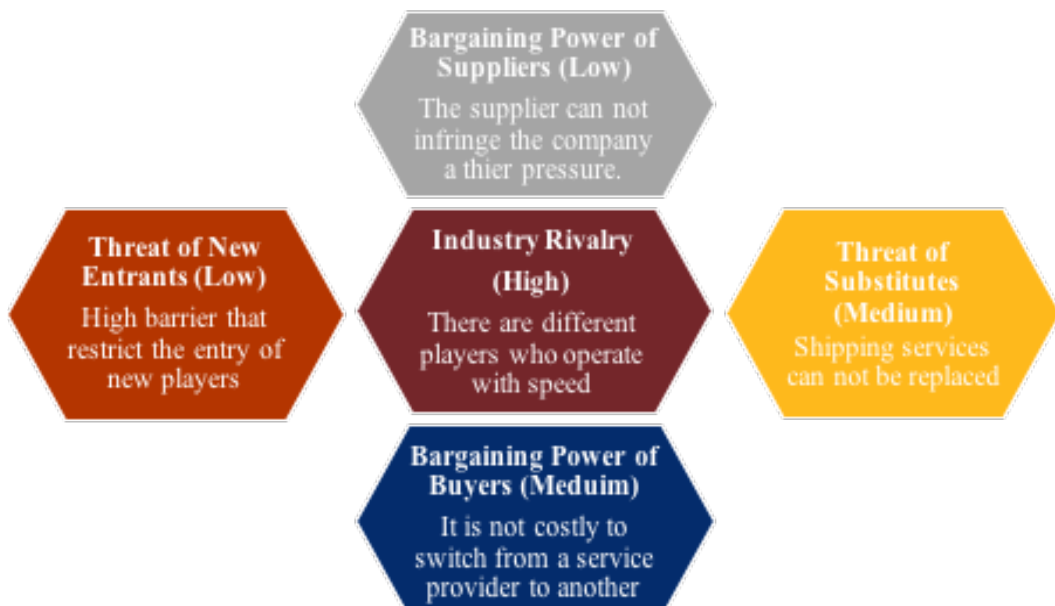


Figure 3: 5 Forces Analysis for Qatar Post

Competitive rivalry (High Pressure):

The parcel industry is an intense rivalry. There are four main players in the industry competing for market share. The features that they compete on are the speed of delivery, the quality of the delivery, and the price. If a company can create a successful mix of all of the factors, the company will hold the greatest market share. Established players in the shipping service industry compete rigorously for a market share. The company that responds first to the continually changing environment is the company that wins. Established companies have to strive for continuous improvement in quality, lower prices, and innovation. There are very low switching costs for consumers in this industry, making the rivalry even more intense. In addition, intense rivalry is also amplified because maintaining the infrastructure of an express delivery company is an exit barrier due to high fixed costs.

Threat of New entrants (Low Pressure):

The threat of new entrants is low in the parcel industry. It is expensive to have the services that are equal to that of existing competitors. The barriers to entry are very high, partly because of the government legislations associated with establishing the required international transportation network. Additionally, existing companies can take advantage of the absolute cost advantage achieved by large volumes of shipments and better economies of scale.

Buyer Power (Medium Pressure):

The buyers have the ability to switch their parcel spending to other competitors in the industry at any time. Costs associated with switching from one shipping service to another can be very low; therefore, buyers can easily turn to a shipping provider that offer faster service, lower price, or service innovation. This is especially true for buyers with high annual shipping volume, as this provides a

distinct advantage when negotiating better rates and preferential treatment. It generally comes as no extra cost to the buyer to switch their parcel delivery company. Players can make it more difficult for customers to switch providers by creating more custom services and integrating into their customers' supply chain.

Threat of Substitutes (Medium Pressure):

There are few substitutes to shipping services. It would be difficult to find a substitute in delivering products or information. Shipping services are a commodity, and cannot be easily replaced with another service or even a similar service. If a company sells physical goods to the consumer it must have the customer pick up their parcel at a retail store location or have the goods delivered. The only other substitution would be if a company had enough volume to justify the costs of building and maintaining its own delivery network.

Power of supplier (Low pressure):

The bargaining power of suppliers is low. It is low because when looking at the items that the delivery industry uses, such as vehicles, employee benefits, airline contracts and general goods associated with the overhead of running the business, all of the contracts are rewarded through an RFP process and are attached to multiyear service contracts. Suppliers must maintain good relations with the firms in the industry. The industry has high fixed costs and players are large enough and have substantial buying power that they can leverage against their suppliers.

SWOT Analysis:

S Strengths <ul style="list-style-type: none">○ Established relationships with every Qatari household and business that receives mail○ Established brand○ Owned by the government○ Partnership with UPS network	W Weaknesses <ul style="list-style-type: none">○ Lack of technology equivalent or better than the competition is a barrier to entry in growth areas such as ecommerce.○ Lag behind the competition's technology○ Local Awareness○ Missing market research
O Opportunities <ul style="list-style-type: none">○ Growth in ecommerce is increasing residential parcel delivery○ Growth in corporate services○ Ability to implement change may improve due to new marketing department.○ Global expansion○ Strong relationships between customers and brand	T Threats <ul style="list-style-type: none">○ High competition○ Political crisis (Qatar Blockage)○ Rapid change of technology○ High bargaining power of buyers○ Declination of traditional services (Letters) due to electronic communication

Figure 4: Qatar Post SWOT

Strengths

After analyzing the current position, multiple strengths that Qatar Post possesses are discovered. Some of the most significant strengths included the company serves numerous Qatari households and entities that receive mail. The approach is holistic and ensures that the Qatar post brings its services closer to people and different organizations. The undertaking could see the entity become a global powerhouse as far as shipping services are concerned. The company could position itself in a situation whereby its services are unrivaled in Qatar. The company is already an established brand. The disposition is crucial since the entity has a name in the postal industry arena.

Weaknesses

Although many strengths are discovered, there were a significant amount of weaknesses. Technology is currently among the critical forces determining the success of any organization. In this context, the company lacks technology which rivals that of other players in the parcel industry. Technology is, therefore, a basic requirement for a company to make steps. The company has not engaged in sufficient market research. The issue could see it miss essential facts as far as the parcel industry is involved. The company lacks marketing expertise which could see it fail to convince potential business partners to join its course. The lack of market expertise could see the firm hire the wrong personnel. The lack of market research could bring about a situation where Qatar Post could experience a shortage of creative talent. It is essential to understand that a company cannot just utilize the staff it has to play the role of marketers. A company can source marketers outside its boundaries. The lack of the necessary marketing strategies could see the services of the company remain unknown to many people.

Opportunities

In light of the exponential growth of e-commerce, thanks to the convenience it provides to customers to do shopping by sitting at home, Qatar Post can effectively make use of the emerging opportunities to do delivery services to customers. In addition, the growth in corporate services that include subscription of post boxes, mail room solutions, premium post, business delivery, passport delivery, and handling of bulk mails provide several business opportunities to Qatar Post. More importantly, Qatar Post can effectively utilize the digital technology to customize its services for different categories of clients. They can also fix premium charges for various services based on the speediness of the service. The newly evolved marketing department with its committed leadership can implement new changes that will easily deal with competitors. Furthermore, the strong team and cutting edge technology at its disposal can help Qatar Post take up several global expansion initiatives. The strong relationship Qatar Post established with its customers will continue to give the organization a competitive edge.

Threats

In light of the Government of Qatar permitting several private courier operators in the country, Qatar Post may have to face severe competition. This also means that the existing strategies of the company have to be changed to fight competition. Political crisis like Qatar Blockade is more likely to affect the decisions of the government that in turn will affect the day to day functioning of Qatar Post as it is owned by the Qatar Government. Rapid change of technology inspires companies to adopt new innovations to do product delivery. As private operators are looking forward to employing drones to do product delivery, Qatar Post may continue to face several challenges in the future. The bargaining power of customers gives them the

choice to switch their courier service without notice that will challenge Qatar Post in the coming days. The rapid growth of information technology has made certain old technologies like delivering letters by post obsolete that in turn affects Qatar Post. Similarly, innovation may supersede certain other services undertaken by Qatar post today.

CHAPTER 3: GOALS AND OBJECTIVES

The main SMART (Specific, Measurable, Attainable, Relevant and Timely) objectives of Qatar Post should be:

Awareness objectives:

- Achieve 80% awareness about Qatar Post amongst the target market within 1 year.
- Achieve 60% awareness about all services provided amongst target market within 3 months.

Cognitive objectives:

- Educate 60% of the target market about the services provided by Qatar Post within 6 months.

Affective objectives:

- Motivate 50% of target market to use Qatar Post services.
- Show 50% of our target market the benefits and different services of Qatar Post.

Behavioural objectives:

- Encourage 40% of corporate in Qatar to change their contract with other courier companies within 1 year.
- Increase the percentage of corporate using Qatar Post's services by 40%.

These objectives can be measured by keeping a track of the records and market insights. Marketing tools like Websites, Internet Marketing and Print Media can help to achieve these objectives. Moreover, insights such as number of clicks on the company website can help analyse and measure the effectiveness of using the marketing tools.

CHAPTER 4: RESEARCH METHODOLOGY

AND KEY INSIGHTS

For this project, the primary as well as secondary research was utilized. Under the primary research, there were four interviews that were done. The first interview was with Mrs. Maud Daniel who is the head of marketing and communication in the Qatar Post. This interview contained questions that helped understand the situation of Qatar Post more appropriately. The questions regarding the organisational strategy had offered services which were asked during this interview and discussed the challenge that they are facing with corporate services. The key findings helped in understanding the company's detailed profile. After that, some questions were sent to by email to know about the current situation with business to business marketing communication in the Qatar Post (Appendix A).

The second primary interview was a face-to-face interview with Mrs. Nour Elhouda Saramrame who is the key accounts manager in the Qatar Post. This interview contained questions about the cooperate services in detail, such as the sales process, corporate requirement and complaints. She mentioned that the “most demanded service from corporate service is the mail room”. In addition, the sales process is the sale officer who should build a good relationship with a customer by having good networking. Secondly, the sales officer will call the customer to choose the present Qatar Post services. Third, presenting the services that the Qatar Post will offer to customize these services with the customer, so they can be convinced to join Qatar Post. Fourth, the customer has two options which are either to have a one-year contract with Qatar Post for each service, or to have partnership with Qatar Post so they can have mixture of services that are tailored to their specialized needs. The main challenge was that the customers think that the Qatar Post is a government agency and

that is not professional, and they are only trying to have the customers trust. Qatar Post recently boosted its Digital Mailrooms and expanded its Global Priority service to both the retail and corporate sectors in partnership with UPS network. UPS is a well-known American company that transports packages. It is the largest package delivery company in the world.

The third primary interview were a face-to-face interview with four corporate respondents who are from different industries. The first respondent is from a telecommunication company, the second respondent is from a consultation company and the other two are from government entities. They were asked if they are aware of Qatar post and whether they use Qatar Post services in their companies. Two respondents answered by saying that they know that Qatar Post as the oldest postal agency in Qatar. One respondent is planning to have a partnership with the Qatar Post and only one of them are currently using their services. Most of the respondents did not hear about any campaign and marketing materials of Qatar Post. Reasons for this is since the company is not noticeable and the respondents are not following Qatar Post social media accounts, never visited the Qatar Post website, and did not download a Qatar Post App on their mobile phones. The respondent who is planning to have a partnership with Qatar Post in the future had commented that they have been advised by the government to “use the local companies such as Qatar Post”. Furthermore, they stated that “the Qatar Post sales team visited their organization several times to know what services they can offer to them”. Nevertheless, the respondent who is using Qatar Post currently was asked whether if Qatar Post services that were provided with high quality, they stated that “Qatar Post services are not fast, and the services are not customizable and suitable for their organization”. They stated also that “Qatar Post in this year 2017 increased the price of the P.O. Box suddenly

without any prior notice to the customer and this issue had greatly upset them as a current customer. Therefore, they were thinking of switching to another international courier. They also commented that the call centre and sales representatives of Qatar Post did not have enough information about the services provided by Qatar Post.

Hence, through this interview it was clear that most of respondents did not know or was not aware of enough adequate information about Qatar Post Services to make well-informed consumer decisions about the company. This showed that Qatar Post needed to work harder in both internal and external marketing to spread their message of services being offered to the customer .

CHAPTER 5: RECOMMENDED STRATEGY

In this section of the project, three major models will be studied to place Qatar Post in the best possible strategic position in the postal and courier market. They are Internal marketing, customer focused culture and marketing communication mix model.

Internal Marketing

Internal marketing is the means of communicating with staff members of the team to motivate all functions as they seek to meet the customer and also understand their role in the production and marketing process. This is done to improve the performance of the organization by coordinating efforts of all employees in the group. Internal marketing strictly occurs within the organization. The functional process of having it internally is to align, motivate and empower employees at all levels of management that include operations, logistics, human resource, production and IT departments. Internal marketing can lead to the empowerment of employees as they started to feel more accountable and respected in the organization when they contribute to the decision-making process. Higher employee satisfaction means that employees that provide better service to the firm and the customer as well. This leads to better employee retention in the business. Internal marketing improves the coordination of the departments in the company as they work closely together hence leading to cohesion in the organization.

Customer Focused Culture

Customer focus is the orientation an organization has in the addressing of customer needs and concerns. Customer focus is based on the utmost satisfaction of customers. The customer is the most critical person in the business as all the activities in the organization are aimed at satisfying a customer needs. Customer focus can lead to the recognition of an opportunity growth. This can be achieved as the process leads

to the unearthing of various unfulfilled customer needs which the organization did not know exists (Kaplan & Norton, 2001). Customer focus also leads to increased customer satisfaction as the team realizes the likes and dislikes of customers driving to the tailoring of the customer need to specifics hence strengthening the relationship with the customer. This can also lead to customer loyalty as the customer is satisfied with the services offered as they suit his or her need. When an organization focuses on the customer satisfaction, the team slowly builds its reputation and credibility as the customers have trust in the brand. This will lead to more referrals to other persons hence culminating in increased revenues.

Marketing communication

All organizations no matter how small or large they are, they need to communicate with a range of stakeholders. The type of the organization whether it is governmental, educational, commercial, charities, and even non-profit organizations need marketing communication to interact their ideas, mission, and vision to their target audiences (Fill & Jamieson, 2014). Marketing communication does not only focus on customers or those who buy products and services, but also to other people and organizations that might have influence on buyers such as wholesalers, value added resellers, retailers, etc.... (Percey, 2008)

Marketing communication was defined as:

“Marketing communication is a management process through which an organization engages with its various audiences” (Fill & Jamieson, 2014; 7).

Another practical definition:

“All the messages and media an organization can deploy to communicate with the market” (Mars, 2010; 11).

There is no universal definition of marketing communication; there are tens of definition and even more complex interpretations (Todorova, 2015). Through managing and understanding audience’s communications environment, organizations will be able to develop and deliver messages for their audiences’ groups. Those messages will be of significant value and will try to encourage audiences to offer attitudinal and behavioral responses to what the organization is offering (Naik & Peters, 2009).

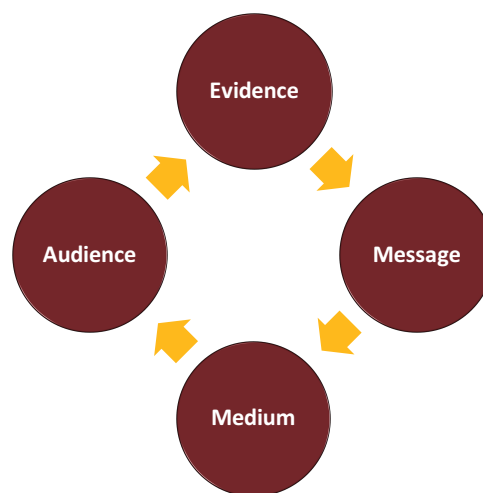


Figure 5: Key Elements in Marketing Communication Strategy (Fill & Jamieson, 2014)

The above presents the key elements of any marketing communication strategy. Marketing communication activities starts with identifying audiences and

target groups. Organizations need to understand who they want to communicate with. Categorization and market segmentation is very important at this stage. The second stage is determining evidences. This stage involves having a clear connection between the chosen target audiences and market share development of the organization. The evidence should present credibility and relevance of the target audiences. The third step is about key messages. The message is very important and essential part of the communication. It presents the meaning and the content an organization is trying to provide and deliver to its target audiences. Languages and ethics are critical elements in messages crafting. Messages should credible, concise, and authentic to the organization target audiences. The last step in the primary communication cycle is medium choice. Organizations need to choose the right medium that can cover the targeted segment of the market. Choosing the medium is the most critical step in the cycle. If the company chooses irrelevant marketing communication medium, then the previous efforts will be wasted (Fill & Jamieson, 2014; Schiller & Rasticova, 2011).

Marketing Communication Mix

The marketing communication mix refers to the forms of which organization communicate with their target audiences. Traditionally, marketing communication included above-the-line and below-the-line communication methods such as personal selling, direct marketing, advertising, and public relations. With the rapid development of communication tools, the communication mix now includes other forms such as social media and web-marketing (Todorova, 2015).

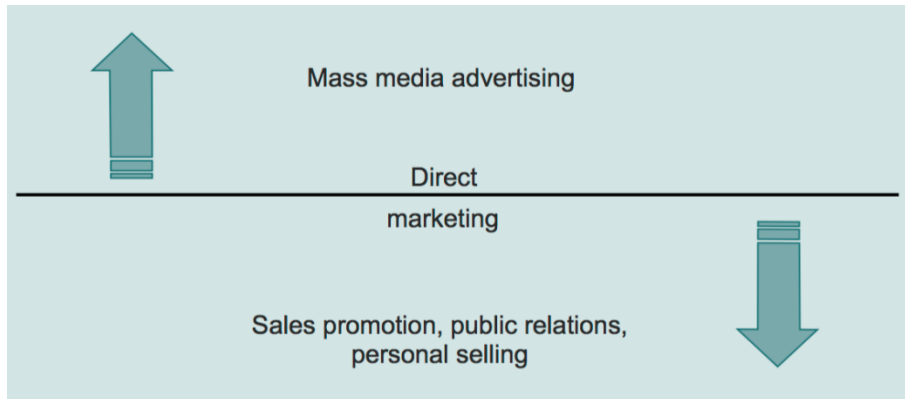


Figure 6: Above the line and below the line communications (Fill & Jamieson, 2014)

Advertising

Advertising is non-personal form of communication. It is usually used for mass communication purposes. In advertising there is usually an ability to reach a large audience but with very low interaction level. In addition, the credibility of the given by the target audiences is low (Fill & Jamieson, 2014). Advertising is not a cost-efficient tool. It costs a lot of money especially when it is performed through reputed mediums. Traditionally, advertising use to be done through newspapers, magazines, TV, radio, and street boards. Nowadays, advertising uses social media and web platforms (Naeem, Bilal, & Naz, 2013). Advertising is a useful tool for Qatar Post to increase the awareness about their services in both level individual and corporate.

Social Media

Social media is one of the most influential communication tools nowadays. It has wide cover range, low costs, and easy access to target audiences. However, the two-way communication in this field is dangerous because clients have full freedom

to express what they think about the organization products and services which may create negative word of mouth (Fill & Jamieson, 2014). Almost all international courier companies around the world have multiple pages on different social media platforms. The most effective social media to reach corporate clients are linked in, twitter and Instagram.

Web Marketing

Web marketing refers to a broad category of advertising that takes many different forms, but generally involves any marketing activity conducted online. Companies can upload videos to YouTube or start a blog for no cost at all. Other outlets like official websites or paid search marketing cost a fraction of what a major television advertising campaign would. Web marketing is must on these days since companies can reach large number of target market by one click and some without any cost.

Personal Selling

This form depends on interpersonal interaction between the seller and the targeted audiences. It has low reach abilities and very high costs (Fill & Jamieson, 2014). In courier, personal selling is the most effective tool because they sell particular services that need to be personally demonstrated to the non-existing buyers (corporate clients).

Public Relations

Public relation is very cost-effective communication tool. It has the ability to reach large number of audiences as well. However, the control over the communication tool is little (Fill & Jamieson, 2014). Public relations materials include press releases, publicity, and news conferences. While other techniques such as product placement and sponsorships, especially of events and experiences, tend to

generate a lot of PR. Courier can do event press release to be used by an individual or organization to announce an important event or place their product in related and popular event or exhibitions.

Events and experience

Events including exhibitions, virtual (online) events, webinars, and conferences can attract large number of audiences. It can also give the place of the organization the proper advertising it needs as a place and destination. Through events, audiences get to know more about the organization, where it is located, and what does it offer. Several companies sponsor the events to reinforce their brand in the minds of the customers and create a long term association with them (Shishenina, 2011). Courier can use event to reach large number of existing and potential target audiences.

Sales Promotions

Sales promotion is used to accelerate sales and attract more customers. It has medium ability to reach audiences but it usually comes with good credibility. The cost and wastage of sales promotion is usually low to medium. The best advantage in sales promotions is the high control ability over the marketing tool and the interaction with audiences (Fill & Jamieson, 2014). Sales promotion is useful for companies that sell goods and services. For postal and courier business, it is useful to have special promotion for each contract and they can also make special rate for the companies and their employees.

Direct marketing

Target marketing aim for individual clients, its mission is to build a satisfactory relationship with the customer based on his needs. Direct marketing is not cost effective but it allows the organization to have full control over the communication processes. The credibility of direct marketing is also high (Fill & Jamieson, 2014). In couriers, direct marketing is an effective tool because they sell particular services that need to be personally demonstrated to the non-existing buyers by contacting with client by email or phone.

CHAPTER6: TACTICAL EXECUTION

Based on the recommendations provided in the “Recommended Strategies” section, Qatar Post needs to have an internal and external marketing mix that portrays the same message to employees and to customers. The marketing can be in form of ads that reflects the services offered by the firm. Defining the internal culture of the firm also aids in the development of employee brand awareness. This can be done by having a firm’s internal culture that emphasizes on the need by employees to have adequate knowledge on the services and products the firm produces. The internal culture of the firm should be well defined in a manner that the employees know their responsibilities in the firm.

Internal marketing implantation

There are various ways of improving internal communications in an organization, most important are stated below:

1. Intranet system where the managers of different departments subscribe their team members to it. This system will enhance the internal communications by having a centralized point of all the messages in the group. The messages involving the firm can be sent the intranet system hence team members have the same word. Internal communications are also influenced by the use and promotion of feedback (Arnett et al., 2002). This creates a hub that unites all the employees and increases their product and service delivery knowledge. The intranet can be created in a social way in that the employees can comment and like the messages sent to the intranet. This encourages their input in the firm and thus gaining knowledge on the service delivery and products as they feel part of the company.

2. Encourage the staff team to give input on the issues that the management raises and vice versa. This is essential as the staff and the management work together hence the need for the conducive environment.
3. Actual meetings and reduction of the use of emails as the means of communicating to subordinates by management is also a solution. This can be substituted by having actual meetings where the administration can lay out their strategies to the staff. The feedback is instant, and the employees better understand the concepts.
4. Aligning each employee to the objectives of the company. This is to ensure that the employees are all striving towards the same purpose. This should be done by having a good understanding of the goals of the company (Rafiq & Ahmed, 2000). The management communicates the objectives of the firm to the subordinate and ensures that every employee has adequate knowledge of the vision of the company. The administration then creates a link between the day to day activities and the set goals. This ensures that the employees are all pulling on one side on the set goals and vision of the company.
5. Employees are the sellers of the brand and hence need to have an awareness of the services that the company offers. This can be done by having the employees go through a service training experience as this provides insight into the services provided.
6. Provide incentives to the persons that score high in knowledge test involving the services offered by the company. This can motivate other employees in emulating the person to gain more knowledge about the firm and its services.
7. Exposing the staff to the services. The company can hold a seminar to educate the employees of the services offered.

Build a Customer-Focused Culture

1. Constant innovation in the field of customer service is a crucial component as the organization seeks to improve the relationship of between the company and end customer. Innovative ideas can be in the form of asking for information regarding the services offered and how to improve the services from the customer (Cook, 2010). The information is then used in the next service being introduced hence the customer has the feeling of involvement in the product. This significantly improves the customer-company relationship.
2. Accessibility and availability of quality services is also a way to build a right customer focused environment. This can be done by having services such as the provision of a twenty-four-hour payment service through online banking. This can attract more customers as the service is customer oriented to reduce the stress inflicted upon the customers to carry cash around and also is not time limited hence the customer can choose his or her most appropriate time to pay for services.
3. Qatar Post can also offer different counters for every service they provide. This is helpful to a customer as the service differentiation leads to short queues and hence save time.
4. Customer experience should be of high quality. A good customer experience is the one who impresses the customer. Customer experience can be judged by the level of respect and goodwill the staff accords the customer. The staff performance and customer handling skills should be of exceptional quality enough to influence the customer to be a loyal customer of the firm. The locality of a customer should not be a hindrance to the delivering of services to the customer. This is judged by the customer as a good or bad customer

experience. Qatar Post should invent new ways to reach its customers who do not reside in the neighbourhood of the organization. Qatar Post can be near of the business and government if the provided a small branch on Diplomatic area and Lusail (Figure 7) area since these zone where most of private, semi-government and government are located.

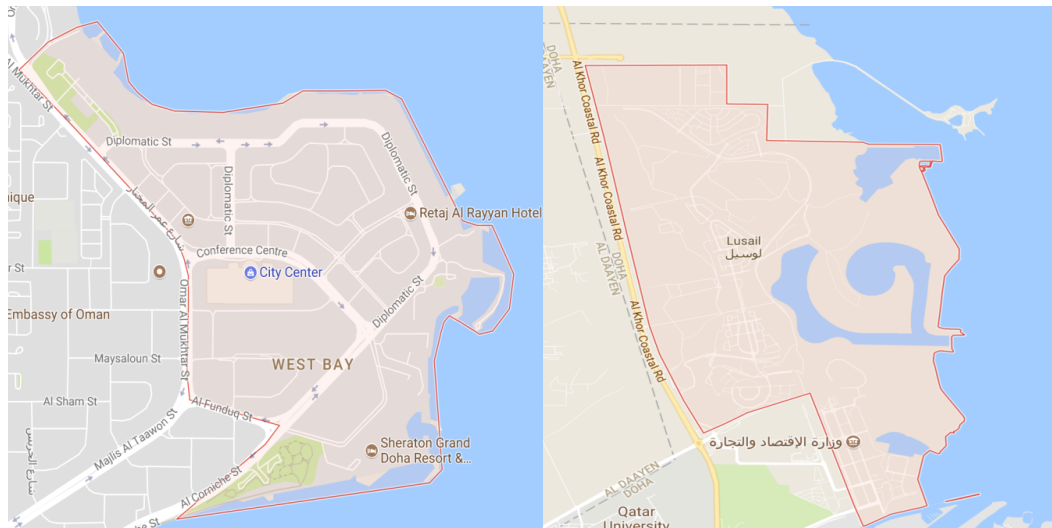


Figure 7: Diplomatic and Lusail area Map

5. Number of staff providing a service. The customer is likely to move to a firm that has many persons operating on one function as the time taken on the deliverance of the service is short (Sousa, 2003). Qatar post should place a strategic number of persons on each service they provide to improve customer satisfaction.
6. Staff appearance and personal attitudes also have an impact on the customer. The staff that is well dressed and reflect own good views are more likely to attract more customers. Qatar Post should strive to have their staff dress formally and teach them humility to customers to have a good impression on customers thus realizing a good customer relationship.
7. Consistency and accuracy in the issuing of accurate information to the customer also reflect an excellent customer focused environment. The information given to the customer should be correct so that the customer may not suffer from a mistake of the staff. The bills should be of accurate figures and issued on time to the customer.
8. Information about the costs and methods of payments should be readily available to the customer. This results in the breeding of a customer focused environment in the organization.

Segmentation, Targeting and Positioning

To get started, Qatar Post should firstly focus on having a clear Segmentation, Targeting and Positioning.

Table 1: Segmentation of Qatar Post.

Segmentation Category	Variables	Segmentation Profile
Demographic	Industry	Telecommunication, Banking, Consultation, IT, Oil and Gas, Real Estate, Health Care, Government
	Company Size	Small, Medium, Large
	Location	Qatar
	Company ownership	Private, semi-government, Government
Personal characteristics	Attitude toward risk	Risk-taking, Risk-avoiding customers
Operating Variable	User status	User , nonuser
	Customer Capabilities	Many services, Few services
Purchasing approaches	General purchasing policies	Service contract, system purchases, sealed bidding
	Purchasing criteria	Service, Quality, Price
Situational Factors	Urgency	Quick service, normal
	Size of order	Large order, Small order

Targeting

After doing the market segmentation Qatar Post has to evaluate the segment of their market potential. Then the company has to decide which and how many segments to serve and how to serve them. For Qatar Post the best selection is market specialisation, they will be able to take up a particular market segment for providing all relevant product to the target group. Qatar Post will provide various products in single market and will concentrates on serving many needs of Qatari market. Based on that, the main target of Qatar Post is businesses in Qatar that need different type of courier services as Qatar Post offered different services.

Positioning

Positioning is the perception of a company that a customer holds regarding the nature of a company, its products, and the brand relative to the competition. The company creates positioning so it is important that Qatar Post aims to position itself as a leader in the country and on a global scale. Considering the previously conducted steps the following position statement will be successful:

"For private, semi-government and government clients who are unaware of Qatar Post's corporate services or who are aware of the services, but have a contract with other courier, Qatar Post is the leading provider of best-in-class postal services as well as automated postal equipment and modern IT systems that deliver to each business' doorstep" .

Marketing Tools, Objective, Timeline and Estimated Budget

Table 2: IMC Plan-Breakdown

Awareness Stage		
Social Media	To create awareness by using the mentioned social media. Allow businesses in Qatar to follow Qatar Post in all their social media accounts. Using these Platform ads can be created to target more business for Qatar.	Twitter and Instagram Posts: - 1 tweet/ post daily, total of 60 tweets/ posts in the first month. LinkedIn, Twitter and Instagram Ads: Every month
-LinkedIn		
-Twitter		
-Instagram		
Print Ads in Newspapers		3 Months (Appendix H)
Google Ads	To create awareness about Qatar Post	3 Months
Billboard		3 Months
Transit		4 different Ads on all Qatar Post vehicles (one Month for each ad) (Appendix D)

(*Continued)

Cognitive Stage

Qatar Post for Corporate Website	Share the important events, update people with latest news, and to provide communication and an information hub.	Permanent and available 24/7
Optimize using Search Engine Marketing (SEM).	Use keywords such as "Postal" or "courier" or "delivery" or "PO Box" for Search Engine Optimization (SEO). SEO	Should be conducted twice a year
Booth in Conferences and Exhibitions	Increase awareness regarding Qatar Post, present the transformation of Qatar Post and promote it for the Qatar Post social media accounts.	3 days in April & 4 days in May
Roll up displays		2 roll up will be on the booth during these conferences and exhibitions.

Affective Stage

Press Releases	<ul style="list-style-type: none"> To let the media know about an event in hopes that it will pass the information along. If the reporter will see a story in the press release, he/she will write an actual news article about it. To help promote Qatar Post appearance on the internet via blogs, websites and social networks. 	This should be done when each project is completed, and results turn out to be positive.
Video Ads	The Video Ad can be displayed within the Website as well as YouTube.	For each service one video ad and some general video ads about Qatar Post.

Behavioural Stage

World Post Day Event	Increase corporates engagement with Qatar Post Services	9 th of October
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Social Media

Since social media is an interactive tool of two-way communication, Qatar Post can create awareness and increase business' engagement by increasing the number of followers especially other businesses. The most effective social media platforms for business to business are LinkedIn, Twitter and Instagram, since the Qatar Post should be active and updated at all times within these platforms. LinkedIn, Twitter and Instagram Ads can be created to target the businesses and governmental entities in Qatar. The Ads can be Images or short videos. Example of the posts for social media platforms is located in Appendix B.

Google Ads

Google Ads is a very effective way to advertise for Qatar Post for the internet user and to reach as much as possible from the target market. Google ad will be a 30 seconds Ad which will invite watchers to visit the corporate website of Qatar Post.

Billboard

The Billboard ad can be in the car parking lot, particularly in the underground parking of ministries and places related to businesses such as the Ministry of Economy and Commerce. In these places, Qatar Post will be able to reach customers who are going to these ministries to finish their work as a place of employment, or who just happen to be applying for service. The Billboard example is located in Appendix C.

Transit

Cars, bicycles and vans of the Qatar Post can be used within the campaign, especially in the awareness stage. Four different Ads will be designed for all of the Qatar Post cars.

Website

Qatar Post can create new link, but only for its corporate clients. In this link, the business can check all the services offered for them, and how to apply. Also, they will be able to sign into their accounts and check what they already registered for and track their orders. This link will give the corporate customers a different experience than the individual clients. In this website, the updated events and services will be available only for the corporate clients. An example of the home page of the Qatar Post Corporate website is in Appendix D.

Booth in Conferences and Exhibitions

Having a booth in big B2B conferences and exhibitions such as the Moushtarayat Exhibition and Project Qatar 2018, will introduce and present the presence of the transformation of Qatar Post. Moushtarayat is the 1st Government Procurement and Contracting Conference & Exhibition which aims to open a wide window for networking among big buyers (Government, Semi-Government and large private entities) and SMEs. It will realize the current opportunities and consolidate the road going forward for constant and collaborative access to government private contracting and sub-contracting in Qatar. Usually, this event is hosted in April for two days. The project Qatar is the country's only business exhibition that is specialized in construction and all related industries. After fourteen successful editions, the show promises fast market penetration into the country's lucrative construction market, and the opportunity to generate new business leads with companies of all sizes. Project

Qatar 2018 is a peerless platform, and its participation is essential for everyone aiming at seizing a share of Qatar's arena of opportunities. The unique roll up design and brochures should be distributed during these exhibitions. The roll up and booth design is featured in Appendix E.

Video Ads

The Video Ad can be displayed within the Website, in addition to YouTube with an affective Component. Since Qatar Post have four main services, it should at least have one ad for each service. In each ad, it should explain briefly the service, its focus and how the service is secure and fast.

World Post Day Event

There is a World Post Day celebrated each year on October 9th. This date was declared by the 1969 Universal Postal Congress in Tokyo as a means to mark the anniversary of the Universal Postal Union's (UPU) creation in 1874. The purpose of World Post Day is to bring awareness to the Post's role in the everyday lives of people and businesses, as well as its contribution to global social and economic development. As a result, the UPU's member countries are encouraged to organize their own national activities to celebrate the event, including everything from the introduction, or promotion of new postal products and services, to the organization of opening days at post offices, mail centres and postal museums.

Qatar Post can take this date as a yearly event for Qatar Post to increase the awareness of Qatar Post services in both the individual and corporate level. This event will be an open day at Qatar Post main building. Different activities can be included on this day such as a stamp museum, or a stamp shop. Some activities would be available for the school student as well such as taking them for a journey to see the history of postal services in Qatar since 1950s up until now, and the student could

also be engaged in a workshop to design a stamp. On the other hand, the Qatar Post can introduce a new service for an individual, or a corporate business on this day. For the corporate level, this event will encourage businesses in Qatar to engage with the Qatar Post by using their service. Qatar Post can explain more about their services and how to apply for it and they can offer some special promotions on this day for business. To promote this event, Qatar Post can use the same media tools mentioned above for approximately three months before the event. In addition, Certain influencers who are famous in the Qatari community such as Ghanem AlMuftah and Abdulaziz Alajail will be selected to publish different videos and posts about the events and invite people to the event through their social media accounts to generate a word of mouth, influence people to come and participate. An Agenda and map for this event is located in Appendix F and Appendix G.

Sales Promotion

A sales promotion is useful to have special promotions for each contract such as a contract for one year with three months for free. Qatar Post can also make a special discount for the companies and their employees such as a business who has a contract or partnership with Qatar Post. Therefore, Qatar Post will offer a special discount for their employees to use it as individual, for example for the CONNECTED service (It is an international shipping service that offers hassle-free shopping options, and then delivers the items to the customer.

Estimated Budget

The estimated budget for the IMC plan is approximate 430,0000 QAR including all media tools (appendix I)

CHAPTER7: PROGRAM EVALUATION AND CONTROLS

The results of an effective Internal Marketing strategy should emerge in multiple ways – improved business results, reduced errors and defects, higher worker productivity and increased employee satisfaction. There are a few ways in which the effectiveness of Internal Marketing can be measured. One possibility is that it is linked directly to an outcome metric, such as postal errors/defects or the delay rate in delivery. The goal of internal marketing is then to drive motivation and coordination so that this metric shows an improved result. A variation on this would be to link with an indirect metric, such as employee attrition, complaints and protests, or measures of worker productivity. The difference is the outcome metrics are larger and less under worker control, but they are the ones relevant to the customer and the company. Another possibility is to link it to worker engagement measured by a sample anonymized survey of the employees. Like a customer satisfaction survey, this can aim to deliver an Internal NPS (Net Promoter Score) reflecting how positively (or negatively) the employees view Qatar Post.

Culture is a difficult thing to evaluate, since it is fundamentally intangible and without any direct connection to objective metrics. Instead, this will have to depend on random surveys of Qatar Post customers to evaluate their feelings on this matter. Some important variables are the quality of service (speed, reliability, ease of access), the Post's response to a crisis or a problem raised by a customer, and the personal friendliness and consideration shown by customer-facing employees. Samples can be drawn from general customers, and from those who have raised complaints and issues. The survey can then obtain the feedback and impression made by Qatar Post

on these customers. Our goal should be to consistently have a very high score on both surveys, especially those from the complaints group.

The IMC Plan can be evaluated by looking at each tool and measuring its success, and consequences subsequently. Displaying Roll up stands and brochures in Conferences like Moushtrayat and Qatar Project is dynamic for Qatar Post as these conferences are the hub where all big buyers (Government, Semi-Government and large private entities) and SMEs gather. Being present in these conferences and building network with various buyers can help achieve the awareness that Qatar Post seeks for especially for corporate services. Moreover, creating Ads on LinkedIn, Twitter and YouTube can also help achieve the attention of the desired target market. The success of these Ads can be measured by the number of clicks on Ad that Qatar Post receives. Having a well-developed website that designed only for corporate clients is also crucial. SEO also helps the target market to get in touch with Qatar Post quickly. The success of websites can also be measured by the number of visitors and views on the page. Rise in service sales and customers can also be effective in measuring the success of the IMC tools. Moreover, Print Ads in newspapers and Video Ads help to understand the company from a better perspective. Personal selling is the most effective way to reach the accurate target market. All the above marketing tools will help in achieving the marketing objectives. Having successful event can be measured by the number of attendees and how many corporate signed contract after the event.

CHAPTER 8: FEASIBILITY AND RELEVANCE

FROM THE CLIENT PERSPECTIVE

This project aims at discussing the key aspects of sustainability of Qatar Post in the competitive environment by doing SWOT analysis of the organization. The ways of boosting their efficiency has been discussed along with various factors taken into consideration reflecting their for improving their adaptability of technological advancements in their core competencies. Possible solutions to undertake this project includes Current activeness of Qatar Post in its operations, its semi-governmental nature, geographical aspects of the country Qatar, Logistics and Investments. Since these are the basic solutions which have become our motivation to move forward with the project, these have been carefully analysed, and all the necessary information which is required for making their final decision has been made available with the management team with all resources to carry out this study. These solutions in this project are carefully evaluated taking into consideration the following criteria. Competitors specs, Technological specs, Customer specs, logistical specs have become the pillars to identify the above mentioned solutions for going ahead with this study project. Out of the many possible solutions listed, the most feasible solution for this project has been identified and selected which is economically reasonable as well as technically feasible also. The most feasible solution for our project is the investment on stronger grounds of market research and analysis. Qatar Post would be required to have an investment of 431,000 QAR on their promotional tools so as to have achieved the desired goals and aspired objectives. Since Qatar Post is a an independently operated semi-governmental organization with most trust of customers, this investment seems feasible for its makeover into more technological advanced organization capacitated enough to take care of the needs of organization. The above

mentioned promotional tools prescribed for the agency are easily implemented. Another prospective event is the World Post Day, which can give Qatar Post a sustainable competitive advantage by increasing its visibility better among the rival players.

CONCLUSION

Postal industry of Qatar has been always on a boom for Qatar Posts to flourish since its establishment, but with the technological advancements and revolution in the field of Information Technology reaching out to every corner globally, the quest to remain in the race is still not assuaged. It demands more attention from the management team of Qatar Post to know more about their rival competitors and their existing expertise in technological arena. As a motivational objective of becoming the largest postal organization and keeping up with the competition in its target market by adopting various methods as mentioned in the project, Qatar Post has the potential of realising this dream. Segmenting, Targeting and positioning would help focus on the right path by Qatar Post. With the right budget plan, the management can strive for achieving its target of attaining the largest market share through proper media of marketing by websites, direct mails and print media too. With the proper marketing mix, and the right tools to analyse their strengths, weaknesses, opportunities and threats, Qatar Post can become the best in the industry. With all its rivals being private player, Qatar Post has already gained an advantage over others in having a broad target base customer under its shadow, now the only thing to be taken care of remains in its strategies to blend its services with a tinge of technology. Postal services globally have evolved to a whole new level of post tracking, which has to be implemented by it.

Realising its direct and indirect competitors, Qatar Post if streamlines itself into a perfect channel of marketing and budget investment, can reach out to its maximum potential. So with this project, we take pride in concluding that our findings and discussions in this report touches upon the fact that Qatar Post is all set to become the biggest player in the market.

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APPENDICES

Appendix A: Interview with Mrs.Maud Daniel:

1. How would you explain the importance of marketing communication to Q-Post?

Qatar Post needs more than ever to communicate with a range of stakeholders, in order to get materials and services to undertake their business activities, or to collaborate and coordinate with others to secure suitable distribution of their goods and services. In addition, there are consumers, people who are free to choose among the many hundreds and thousands of product offerings. Marketing communications provides a core activity so that all interested parties can understand the intentions of others and appreciate the value of the goods and services offered.

The entire marketing communications is planned, coherent and consistent. This word – consistency – applies to internal policies and strategies, to messages to and from internal and external stakeholders: consistency with the values of their customers and with the relationships they forge with key suppliers and distributors.

2. How would you rate the current situation of Q-Post in terms of B2B?

There is an alarming decline in the B2B segment for several reasons; the embargo have affected the services of Qatar Post, companies are opting for digital solutions rather than mail delivery, companies are insourcing the postman jobs.

3. How do you measure the effectiveness of your marketing communication in the B2B?

In B2B, marketing communication is a little more complicated. Advertising, website, brochures, trade show booth, etc. should be integrated to deliver a consistent image for our product or service. But unless the customer or prospect is getting the same image from every touch point in the organization, the image may become confused, or worse evolve into a negative. For this reason, communicating in the B2B market has to come from the inside. The entire organization must understand and be able to articulate a consistent message. In the B2B market, this means that what the sales teams are saying, the tools they are using to deliver their message and the customer's total experience with your day to day call center teams, become more important than all the money spent on creating the brand image.

4. How would you rate the effectiveness of the marketing communication tools?

Clear ramp up of volume and revenue appears after promotions, SMS and digital campaigns. There has been a great improvement over the past 2 years, however so much is yet to be developed to gain effectiveness and leverage on companies successes.

5. What are the challenges that face you when implementing marketing communication strategy?

Our current gaps are; content creation, CRM system, email marketing tool, data, always on campaigns.

6. How are you trying to overcome those challenges?

The purpose of marketing communication is critical. What you say, when you say it, and why you say it play an intricate role in establishing the company's brand identity. Our marketing communication techniques are ultimately what differentiate Qatar Post in a highly-competitive market, by identifying the Intended Audience, boosting our visual and content, and optimizing the media mix.

7. How do you segment the Qatari market? Based on what?

The B2B segmentation is based on industry, and size of companies; Gov, Large, SME, Soho.

8. Do you believe that the current segmentation methods are efficient? And why?

The theory is proven to be efficient. The current practice in Qatar Post is inefficient because the sale team is not split by segments yet nor by acquisition/retention.

9. What do you think Q-Post need as key improvement factor in developing successful B2B communication?

Here some ideas: Listening to B2B prospects and customer's feedback, invest in content marketing, develop buyer personas, integrate marketing automation.

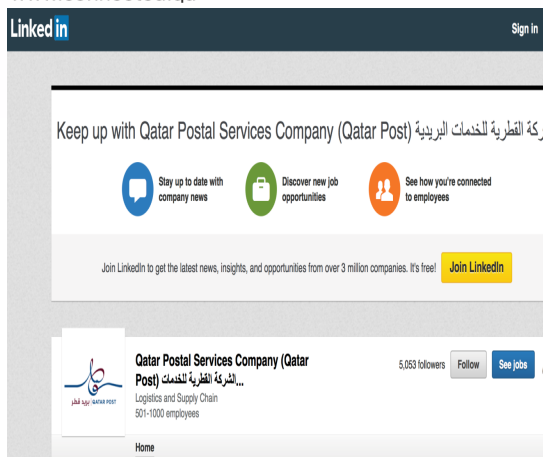
Appendix B: Sample of social media posts:



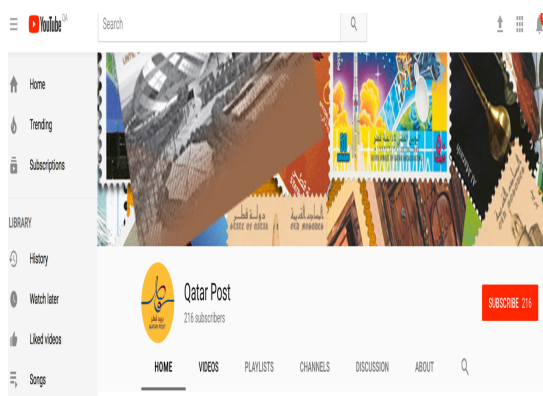
Qatar Post Twitter account



Qatar Post Instagram



Qatar Post LinkedIn account

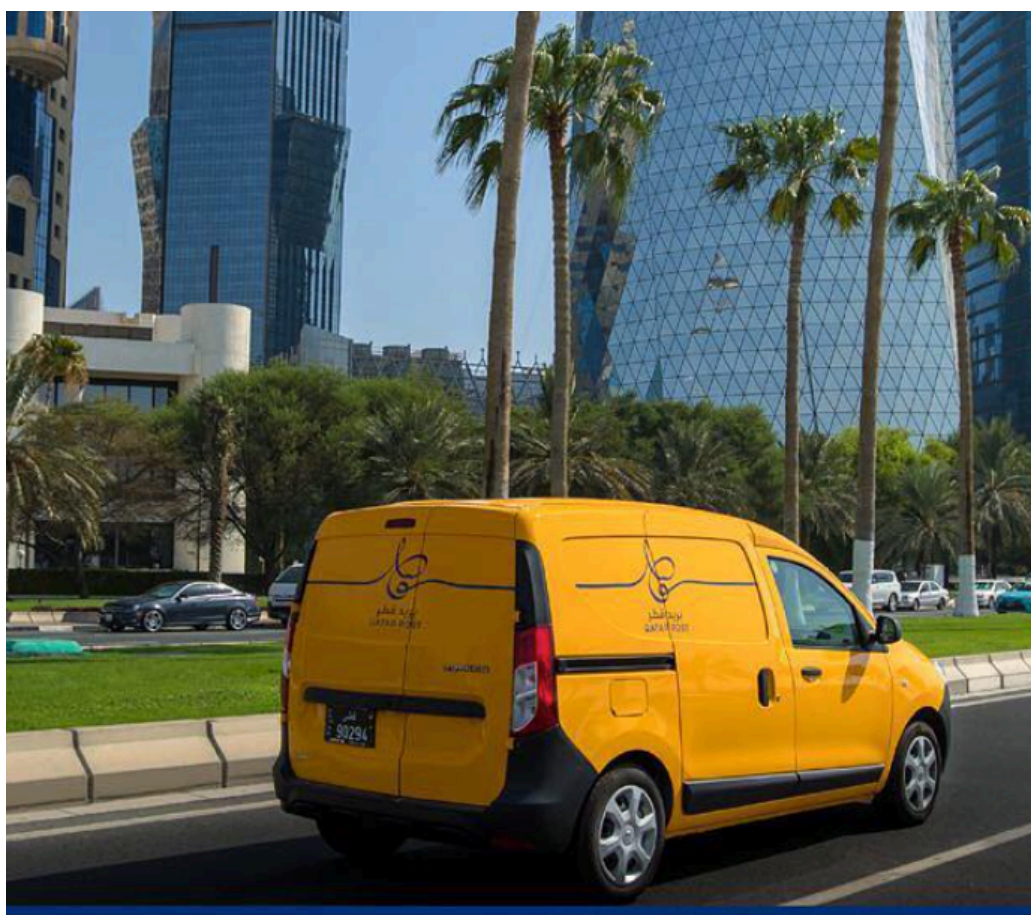


Qatar Post Youtube Channel

Appendix C: Sample of Billboard in Car Parking



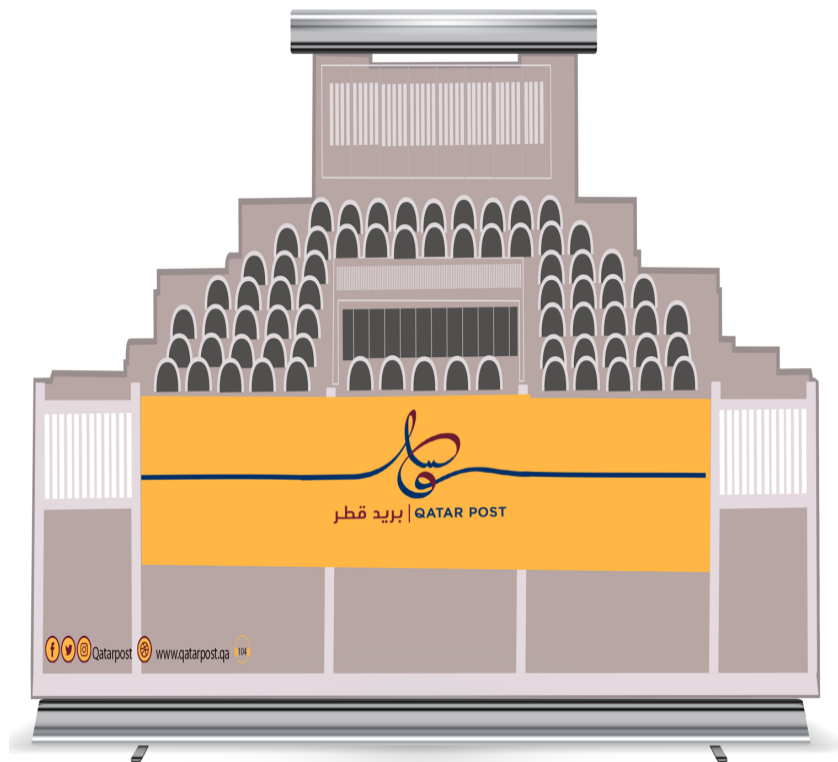
Appendix D: Sample of transit:



Appendix E: Qatar Post Corporate Website

The screenshot displays the Qatar Post Corporate Website interface. At the top, there is a navigation bar with the Qatar Post logo and name in Arabic and English, along with 'QUICK TOOLS', 'SERVICES', and 'Sign Up / Sign In' buttons. The main content area is titled 'Corporate Service' and includes three expandable sections: 'How can we help you?', 'Quick Facts about Qatar Post Corporate activities', and 'Qatar Post Product Offerings'. The 'Qatar Post Product Offerings' section features a grid of service tiles: Post Box Subscription, Qatar Premium post QPP, Mail Room Solution, Business Delivery, Passport Delivery, Digital Mailroom Solutions, Bulk Mail, and Global Priority. On the right side, there is a 'QUICK TOOLS' list with items like Track & Trace, Price Calculator, Pay P.O. Box, Branches Location, Track QPP Item, E Government, Metrash 2, Check P.O. Box, and Stamp Gallery. Below this is a 'LATEST NEWS' section with three news items: 'Under refurbishment' (Oct 28), 'Al Rayyan branch closed for renovation' (Aug 14), and 'New stamp Tamim Al Majd released' (Jul 4).

Appendix F :Roll up displays and booth design in Conferences and Exhibitions



Appendix G: World Postal Day Event Agenda

World Postal Day Event



World Post Day Agenda		
Date: 9 th October		
Location: Qatar Post Main Building –Doha-Qatar		
	Time	Activities
Individual	8 am – 9 am	Schools registration
	9am – 11 am	Journey of postal services
	11 am – 12 pm	Tour in the Stamp museum and Workshop of designing stamp
	12 pm- 3 pm	CLOSE
Corporate	3 pm- 4 pm	Corporate registration
	4 pm- 5 pm	Introduce new service
	5pm – 7 pm	Presentation: 4 main service and signing contract with customers

Appendix H: Sample of Newspaper ad



Appendix I: Estimated Budget:

Estimated Budget			
Media Tool	Price Per unit	Quantity	Total
Booth in Conferences and Exhibitions	10,000 QAR	2	20,000 QAR
Roll up	250 QAR	2	500 QAR
Brochures	5 QAR	2000	10,000 QAR
Social Media	LinkedIn = 8 QAR per click Twitter LinkedIn = 7 QAR 6per click Instagram Ad= 10 QAR per click	500 clicks 500 clicks 300 clicks	4,000 QAR/per month 3,500 QAR/per month 3,000 QAR/per month
Ads in Newspapers	Al Raya - 21,900 QAR in Business page as half page. Qatar Tribune: 19,800 QAR in Business Page as half page Online Gulf Times for 1,000 QAR as 200pxX250px in Home page	2 2 2	43,800 QAR 39,600 QAR 2,000 QAR
Website	Estimated Cost creating website = 7,000 QAR	1	7,000 QAR
Optimize using Search Engine Marketing (SEM).	Cost for utilizing Search Engine Optimization = 8000 QAR per month to be followed twice per year.	2	16,000 QAR

(*Continued)

Estimated Budget	Estimated Budget		Estimated Budget
Media Tool	Price Per unit	Quantity	Media Tool
Video Ads	Estimated Budget for Video Ad= 30,000 QAR YouTube ads cost per view =1 QAR	4 (1 for each service) 600 Views	120,000 QAR 600 QAR
Billboard	2,200 QAR	5	11,000 QAR
Event	150,000 QAR	1	150,000 QAR
Video Ads	Estimated Budget for Video Ad= 30,000 QAR YouTube ads cost per view =1 QAR	4 (1 for each service) 600 Views	120,000 QAR 600 QAR
Billboard	2,200 QAR	5	11,000 QAR
Event	150,000 QAR	1	150,000 QAR
TOTAL	431,000 QAR		