

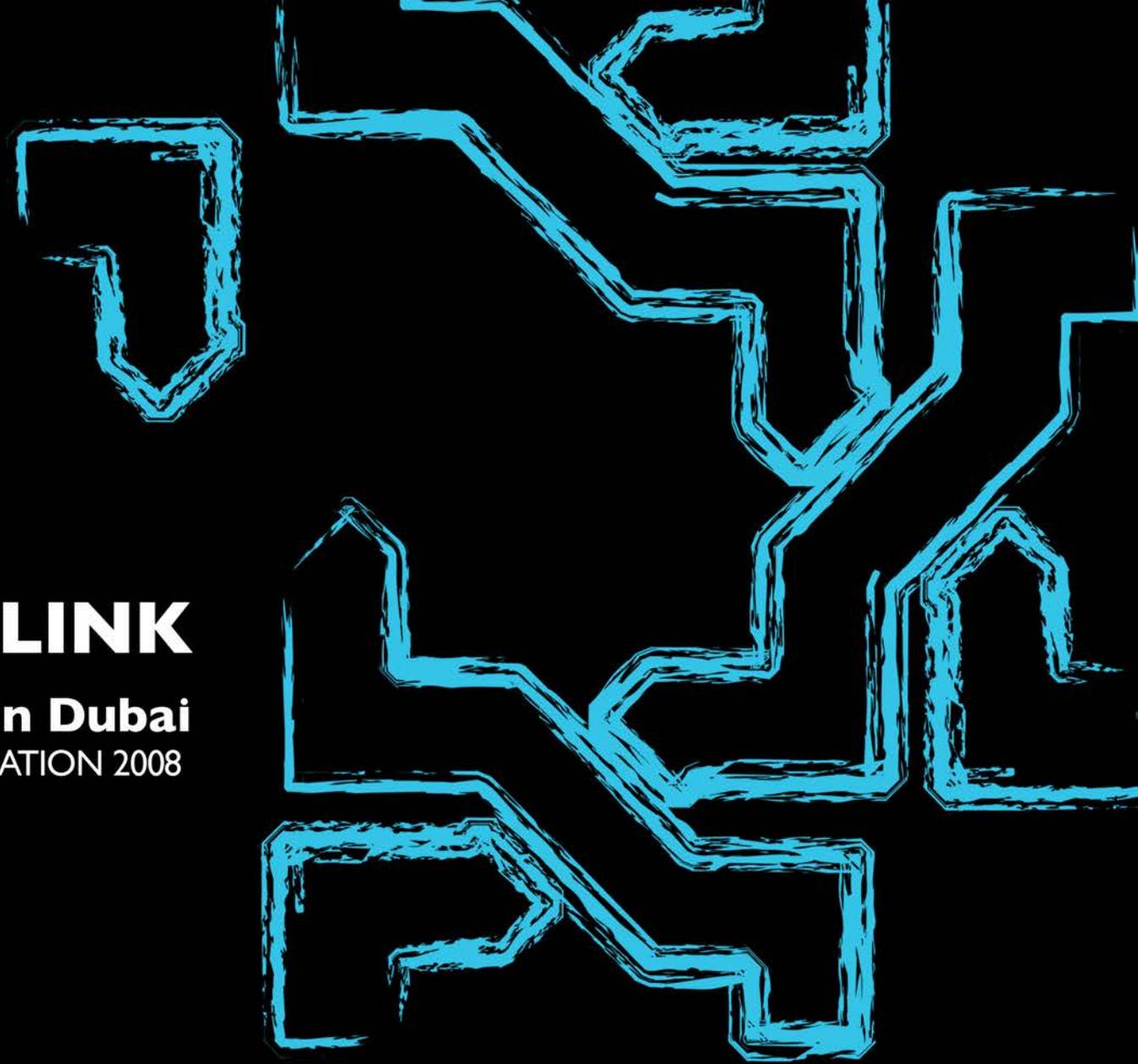
# THE MISSING LINK

**American University in Dubai**

INTERAD XII ADVERTISING ASSOCIATION 2008



**LOS MAESTROS**  
CONDUCTING THE MYTH





LOS MAESTROS  
CONDUCTING THE HYTH

# The Team

CREATIVE



Ahmad M. Issa



Anna Maria Aoun



Boutros G. Karam



Kavitha Kanakar



Lama Helweh



Malda Smadi



Sara Al Zawqari

BUSINESS



Kamelia Bayat



Lina Abou Chaaban



Mustafa  
Mohammed



Tamara Azab



Vahid Esmaeili

MEDIA



Fatima S. Dockrat



Phoebe E. Youssef



Yogita Manwani



Zeeshan Merchant

EDITORS



Javeria Pasha



Zenia Mowdawala

Joyce Al Amil  
Maya Kusybi  
Dalia Badawiyeh  
Rana Behairy  
Waad Barghouti

Faculty Advisors:  
Dr. Ode Amaize  
Dr. Lance De Masi



**American University in Dubai**  
United Arab Emirates, Dubai  
Dubai Media City

Tel: (+971) 4 3999 000  
Mob: (+971) 50 725 4057  
E-mail: oamaize@aud.edu  
Website: www.aud.edu

Classmates: Abir Achkar, Anisha Ramschandani, Mahmoud Tarabishi, Tala Ardalan, Taghrid Belqaizi, Yasmeen Abuamer

# TABLE OF CONTENTS

1	<b>EXECUTIVE SUMMARY</b>
2	<b>SITUATIONAL ANALYSIS</b>
4	Consumer Insight
6	SWOT Analysis
7	<b>CULTURAL BRANDING AND CREATIVE STRATEGY</b>
11	Positioning
13	Identity Myths (Storyboard variations)
17	Print Advertisement
21	Radio and Mobile
22	<b>MEDIA PLAN</b>
25	Event Marketing
26	Sales Promotion
30	Campaign Evaluation
	<b>APPENDIX</b>



# EXECUTIVE SUMMARY

Ever since AXE was first introduced in the Middle Eastern market in 2003 it has received unprecedented success. According to Unilever, AXE is the most increasingly popular deodorant brand in the world. However, with rising awareness and growing competition, Los Maestros has found that AXE has begun to lose its grip on the extremely brand conscious, young, Arab male population of the UAE. Our target market of Emiratis, which consists of local males, aged 18-24 feel AXE is not for them. They enjoy AXE's advertisements but do not feel a connection to the brand. This is the reason for the low market share of AXE in the UAE amongst Emiratis.

Through extensive research, Los Maestros pinpointed the problems and opportunities regarding Emiratis and their connection with AXE, which has built its global brand image around the 'boy gets girl' theme. AXE's sexually explicit ads may be appealing to a more open-minded audience; however, it does not suit a more conservative group such as our proposed target audience. Even though Emiratis represent a small percentage of the total population in the UAE, they have a high purchasing power and they exert a socio-cultural influence over the rest of the population. Therefore, they prove to be a lucrative target for AXE.

We uncovered two key elements in our research which set the basis for the creative strategy to help bridge the gap between the Emiratis and AXE. These elements consist of two major cultural contradictions that the local community faces.

First, Emiratis have begun to feel less important in their own country due to the rising influx of various cultures. The foreign influence in the UAE has led Emirati women to accept non-local Arab men for marriage. This makes a typical Emirati Youth feel less wanted by his own community and therefore less significant in general.

Second, there is a cultural inconsistency resulting in young Middle Eastern men being associated with terrorism, post 9/11. Consequently, our target market feels subjected to prejudice and this gives rise to a acute social anxieties, desires and tension, which they must address. These insights provided

Los Maestros with a platform to create a fresh and innovative campaign for AXE. Our strategy of 'AXE: THE MISSING LINK' presents AXE as an exciting brand that specifically speaks to the Emiratis and addresses their social and cultural concerns.

Accordingly we have used a variety of Integrated Marketing Communications (IMC) media and events to convince **our target market of 18-24 year old Emirati males that AXE, through it's resonating and compelling myths, is a culturally and politically qualified male deodorant brand, designed to enhance the confidence and desirability to the opposite sex by addressing their insecurities and desires that have resulted from economic, social and cultural contradictions.**

AXE must now act as a cultural activist that helps in restoring the Emiratis' identities. Globally, AXE has linked boy and girl successfully with an image that revolves around masculinity, sexuality and confidence. In the U.A.E, our aim is to maintain the same image of AXE but in the Emirati cultural context. By portraying AXE as 'THE MISSING LINK' in our executions, we will establish a strong relationship between the brand and the target as well as close the gap between western and middle eastern culture, making Emiratis feel that AXE is a brand truly made *for them*.

# SITUATION ANALYSIS

Los Maestros conducted research to learn and gather insights about 'Emirati Youth' and the deodorant industry. We established the following objectives:

- To gain insight into the the Emirati Youth culture, lifestyle, interests, values, and beliefs.
- To identify contact point opportunities where we can connect AXE to Emirati Youth and their daily routine.
- To understand the Emirati Youth attitude towards AXE, and test whether they identify with the brand.
- To identify AXE's weaknesses by studying what drives Emirati Youth to favor other competing brands.
- To devise a creative strategy that will be best suited for the Emirati youth.
- To create a media plan that will communicate with the target market effectively and efficiently.

## RESEARCH

### United Arab Emirates Culture and Religion

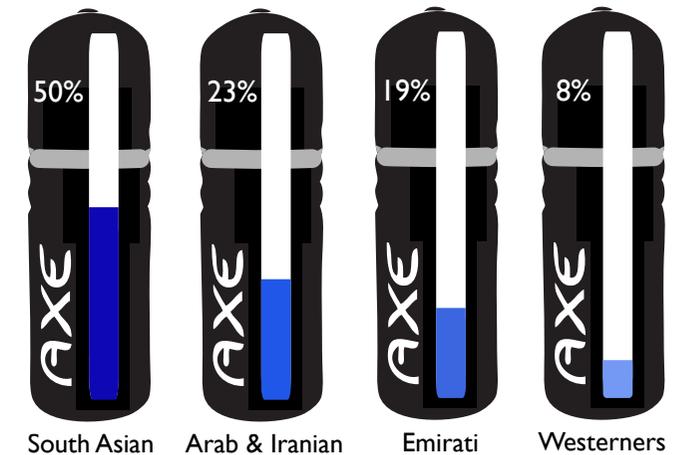
The UAE government provides sponsorship to certain foundations that aim to preserve traditional forms of art and culture such as *The Audhabi Cultural Foundation*. One of the first attempts by the government to preserve Emirati culture was through *Al Jawaher wal la'li*, the first known manuscript produced in the UAE which discusses the Emirates of the nation.

The population of the United Arab Emirates consists of 76% Muslim, 9% Christian, and 15% other religions. Mosques, Churches and other religious centers are found across the country.

### United Arab Emirates Economy

The United Arab Emirates is one of the fastest growing economies, and has a highly industrialized economy that makes the country one of the most developed in the world. As measured by the CIA World Factbook, its GDP per capita ranks 3rd worldwide, and has risen by 35 percent in 2006 to \$175 billion, compared with \$130 billion in 2005. The UAE owes its growth to petroleum and natural gas exports, the construction boom, an expanding manufacturing base, and the thriving services sector.

Ethnic Groups in the United Arab Emirates  
Figure I: The percentage of major ethnic groups living in the UAE.



<sup>1</sup> Figure I Data obtained from CIA Factbook,

### Small, But Mighty, And "UNAXED"...

Evidently from the preceding Figure I, the Emiratis represent a minority (19%) in their own homeland. They have the highest purchasing power among all ethnic groups within the UAE. This is due to constant government support that facilitates Emirati business transactions, owning and buying land, getting loans, priority in job opportunities and the creation of the localization policy (also known as Emiratisation).

### ...But No More

Despite the potential purchasing power of this market, very few brands have targeted them specifically. This was confirmed during interviews when our target market disappointingly mentioned the fact that none of the brand's marketing and advertising messages were directed to them. Los Maestros will customize the entire campaign to cater to the needs and culture of our target market, creating a positive ongoing purchasing cycle. Our creative strategy relies on cultural branding and is based on myths and contradictions that govern Emirati Youth's daily life. The objective of this is to make our target market feel prioritized and AXED.

## Primary Research

### Focus Groups

Obtained qualitative data by conducting 6 focus groups of Emirati males aged 18 to 24.

### Surveys

Administered 100 surveys to achieve information regarding deodorant consumption, purchasing behavior and lifestyle (habits, attitudes, rituals, interests, etc). Key questions included were:

- How often do you use deodorant per day?
- What brand(s) of deodorant do you use?
- What is your perceived image of AXE?

### In-Depth Interviews

Conducted 20 personalized in-depth interviews to gain customer insight, and to develop a 'Day in the life of an Emirati Youth sketch.

### Observation and Technology Usage

Observed activities, such as their use of technology (SMS, Bluetooth, and Internet), social behavior (friends, family, and networking) and outdoor activities.

### Observation of Retail Outlets

Observed the distribution and shelving of AXE and its competitors in key retail stores (Carrefour, Spinneys, Union Co-op, and Choitram) in the UAE to gather data about AXE's market share.

### Interview of Retail Managers

Interviewed four retail and merchandise supervisors in the mentioned retail stores to attain information about the sales, distribution, and turnover of deodorants.

## Secondary Research

### Demographic and Psychographic Data <sup>2</sup>

Received secondary quantitative data which includes demographic and psychographic data (size, value and deodorant consumption of target market) from consumer research companies such as OMD and PARC.

### Media Data <sup>3</sup>

Acquired secondary media data such as reach, frequency, cost and listenership of various mediums (TV, Radio, Internet, Cinemas, Outdoor, etcetera) from Media Edge.

### Internet Sources <sup>4</sup>

Referred to a number of credible websites (such as CIA Factbook, official UAE government site, Unilever) to further support the research.

### Cultural Industry Analysis

Researched integrated UAE mass culture studies in academics, popular books, and journals to learn about the culture and desires of the Emirati Youth which AXE could help address. Reviewed popular publications on Emirati Culture, such as *Culture Shock* by Ginal Crocetti and *Miseducation of the West* by Joe Lokincebe and Shirley Steinberg. After reviewing cultural resources we observed that the Emirati culture is famous for its television serials and music that represents their society and lifestyle, such as Mohamed Abdo, a respected icon in the Middle East, and the Ramadan television series that bring families together.

## Findings

Los Maestros has summarized the main findings of our research, which directed our business strategy, creative execution and media plan.

- Our target is Emirati males aged 18-24.
- They constitute 106,174 of the total population and make up 11.1% of the U.A.E nationals.
- Non Emirati National males of age 18 to 24 constitute 11.8% of the U.A.E population which make up 480,000.
- The Emirati aged 18-24 monetary value is \$6,286,341 million, translating into a high potential opportunity for AXE.
- The Non Emirati aged 18-24 monetary value is \$11,785,901 million.

<sup>2</sup> Pan Arab Research Center, Inc.

<sup>3</sup> Media Edge is a global communication planning center and implementation agency

<sup>4</sup> [www.cia.gov](http://www.cia.gov) , [www.uae.gov](http://www.uae.gov), [www.unilever.com](http://www.unilever.com)

## CONSUMER INSIGHTS

### Lifestyle

#### Education

Undergraduates or in the process of earning a degree. According to UAE Government statistics:

- Nationals with only high school certificates are 31.5%.
- Nationals with university degrees (Bachelor and above) are 11%
- Nationals with post graduate degrees are 4,185.

#### Flirting with the Opposite Sex

Emirati Youth bear a passion for the latest gadgets where they depend on Bluetooth and SMS as their major tool of communication with the opposite sex. This medium, being discrete allows them to flirt with one another, in a more private setting.

#### Outdoor Activities

Young Emirati males enjoy outdoor activities such as Desert Safaris, trips to the beach and lead a relatively laid-back lifestyle.

#### Leisure and Entertainment

They enjoy going to the cinema and having dinner in the most exclusive restaurants.

#### Personal Grooming

They are highly conscious of their appearance and scent.

#### Conspicuous Consumers

Their lifestyle revolves around buying and using brands to distinguish themselves from other social classes and ethnic groups, leading to them being recognised as trendsetters.

### Socio Cultural Influence

#### Cultural Norms

Emirati Youth abide by cultural and religious norms that require them to respect their elders (Grandmother/father) and parents. In addition, there is cultural sensitivity towards expressing attraction or physical interaction with the opposite sex in public. This is why some of AXE's traditional, sexually explicit advertisements appeared to be offensive and culturally insensitive to Emiratis. Los Maestros solved this problem by creating culturally sensitive advertisements that relate to Emiratis and their conservative culture.

#### Their Grandmother

Friends and family play a major role in their decision making process- particularly the grandmother, who helps in shaping their future path with decisions regarding marriage, children, etc- making her a key figure in our creative strategy and execution.

#### Cultural Activities

Cultural outdoor activities play a major role in the target's lifestyle such as camel racing, fishing, pearl diving, Arabian horse breeding, falconry, cultural dance and poetry- all of which reminds them of their Bedouin heritage and keeps them in-touch with their traditions in the fast paced modern world. Los Maestros has addressed these needs and created an Emirati Poetry Competition online that relates to Emirati culture and also to AXE's image and positioning in the market. Emirati males like to gather in communal tents (Majlis) to socialize and network with other Emiratis.

### Deodorant Usage, Purchase Behaviour and Perception

1. Young Emirati males are heavy deodorant users, purchasing 3 deodorant cans per month.
2. They favor traditional scents such as Musk and Arabian 'Oud.
3. They are brand switchers and non-loyal customers, using up to 3 different deodorant brands at the same time.
4. They spend an average of at least \$8 per month on deodorant purchases.
5. 80% of Emirati Youth recognize AXE by its 'boy gets girl' positioning but do not accept it because of sexually oriented ads that are not seen favourably in their culture.

### Marketing Objective

1. Increase market share among Emiratis from 14% to 19%, which is a 5% increase. We want to increase our market share because our competitors have a higher market share than AXE. Therefore, we want AXE to be more visible to our target market.
2. Increase sales figures among Emirati Youth from DHS 4 million (\$1.1 million) to DHS 9 million (\$2.5 million) . Increasing sales is our primary objective. We believe that we can achieve and increase sales of AXE by DHS 5,000,000 because Emirati Youth have a high purchasing power. We wish to obtain this through our culturally driven campaign.

\$1 = 3.67 DHS

## Industry Analysis and Competitive Analysis

Within the UAE, deodorant users constitute 71% of the total 4 million population. This indicates that the sales of the deodorant category are fairly high. This market is not going untapped, as several major corporations are feeding off this large consumer base—namely, Unilever, Procter and Gamble and Biersdorf AG—each of which produce deodorant brands that target different segments of the market. According to the information gathered from OMD and PARC, the current market value of the deodorant category is \$120 million.

### Competitive Analysis

Figure 2 compares AXE with its competitors in the deodorant market. The following competing brands deliver product specific benefits rather than psychological ones, which is a trait exclusive to AXE. Therefore this characteristic positioning of ‘attracting the opposite sex’ gives AXE a personality that differs from other brands. This is why Los Maestros decided to keep this image in the mind of Emiratis but execute it in a less sexually explicit way.

Emirati Youth view Nivea, Adidas, Fa as AXE’s primary competitors. They believe that deodorants not only make them smell good but provide them with confidence. Unlike AXE, all these three brands provide product benefits instead of psychological ones. Nivea, for example, comes across as a brand that is sensitive to male skin. It is portrayed as a cool, refreshing deodorant that provides gentle care. Integrating Emirati families to speak to the target market through their advertisements is the key to Nivea’s popularity among the locals.

Emirati Youth are particularly fond of the brand Fa, since it has the highest market share. Fa comes across a confident, exotic brand and like its slogan makes the user ‘feel good’. Adidas is the only competitor perceived as an athletic brand. It has a large consumer base of sport enthusiasts and perhaps its strongest asset lies in its brand name.

Fig.2 Competitive Analysis of 4 Leading Brands of Male Deodorants

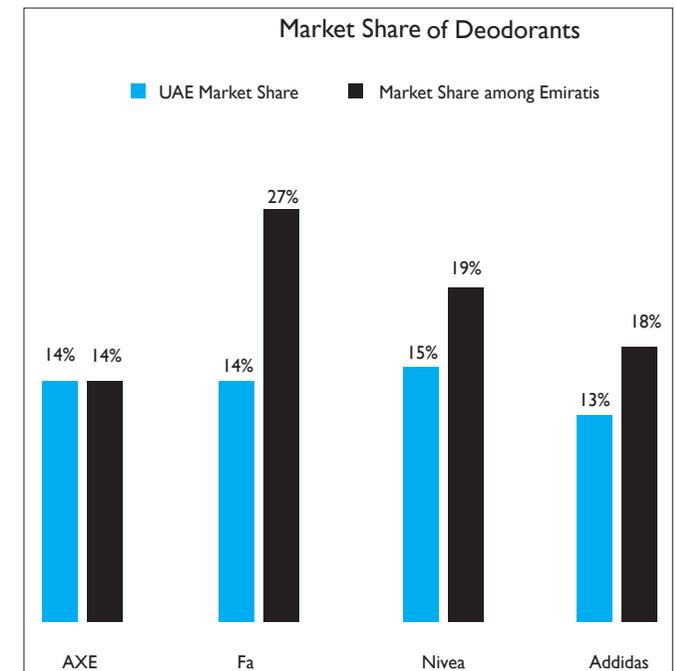
Brand	Price DHS	Distribution	Product Line	Target Market	Positioning	End-line	Media
 AXE	10.00	All retail stores & groceries, small shelf space.	Shower Gel Spray Deo	Males 18-24	Attraction & Sex Appeal	“The AXE Effect”	TV, Cinema, Newspaper and Magazines
 Nivea	8.65	Much more widely distributed and bigger shelf space.	Lotion After Shave Deodorants Facial and Cosmetic Products	Female & Male 18-24	Refreshing & Gentle	“Cool Kick, Gentle Care”	TV, Cinema, Newspaper and Magazines
 Adidas	10.95	Limited to key retail stores, sport outlets, larger shelf space than AXE.	Shower Gel Deodorants After Shave & Foam Perfume	Athletic Males & Females	Dynamic & Sporty	“Active Sensation”	Not Available
 Fa	10.25	Widely distributed	Shower Gel Deodorants Soap	Mainly Females Introduced a new line for men	Fresh & Colorful	“Spirit of Freshness”	TV

1\$ = 3.67 DHS Price per unit of product

## BRAND ANALYSIS

### Business Performance

- The following chart illustrates the market share of AXE and its competitors in the UAE market and among Emiratis.
- The chart shows that AXE is performing well and ranks second in the competitive UAE market.
- On the other hand, AXE’s market share among Emiratis falls in fifth place.
- AXE is not doing well among Emiratis due to the following reasons:
  - a) AXE’s sexually explicit ads are seen as offensive to the UAE culture
  - b) AXE does not specifically target Emirati Youth



OMD, September, 2007

Based on our research we have developed the following SWOT analysis.

## SWOT ANALYSIS

### Strengths

- AXE is in second place in the UAE market, with a market share of 14%.
- Males of all cultures identify with AXE's image of attracting the opposite sex.
- It has an established world-wide image.
- It has a variety of scents.

### Weaknesses

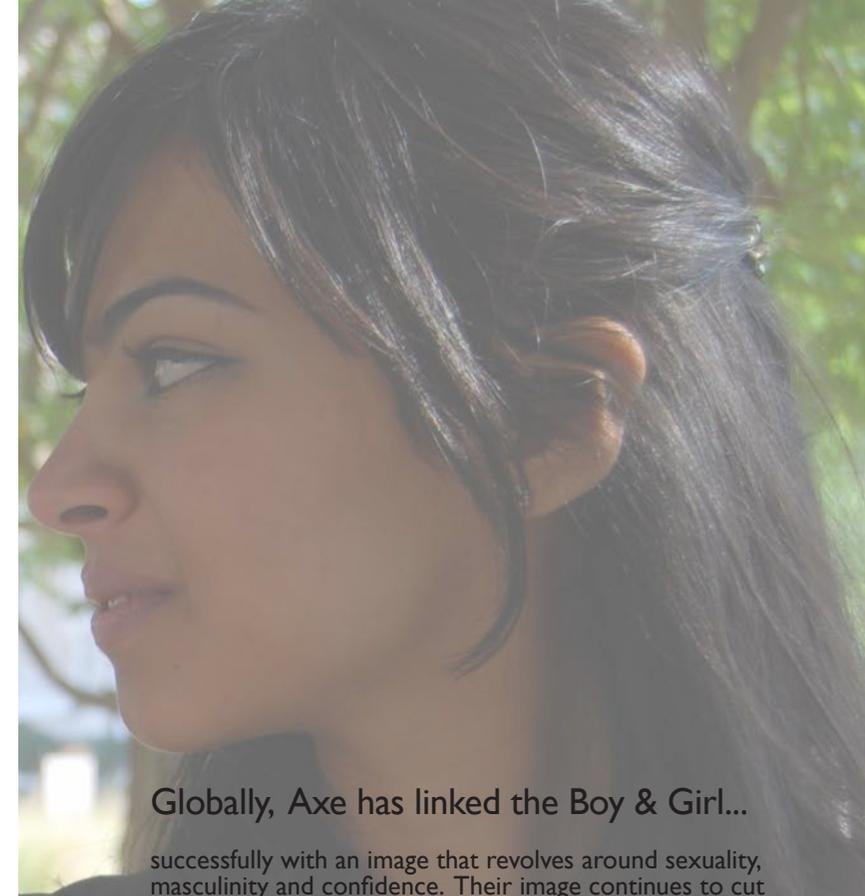
- 86% of deodorant consumers in the UAE market do not use AXE.
- AXE occupies small shelf space in most supermarkets.
- AXE's execution of its sexually explicit ads offend some cultures in the Middle East.

### Opportunities

- Emiratis have high purchasing power.
- Consumers in the UAE are heavy deodorant users, due to UAE's hot and humid weather.
- According to TGI, Emiratis are brand driven when buying toiletries and perfumes.
- Emiratis purchasing decisions are influenced by TV ads.

### Threats

- Emiratis are brand switchers.
- UAE advertisement policies have restrictions that limit the usage of sexual appeal.
- Fa is a market leader among the Emiratis, while AXE falls in fifth place.
- 12% of Emiratis are non-category users.
- Numerous competitors have similar packaging and scents as AXE.



## Globally, Axe has linked the Boy & Girl...

successfully with an image that revolves around sexuality, masculinity and confidence. Their image continues to cut through brand parity and advertising clutter to gain maximum brand awareness and a positive attitude, leading to positive behavior from consumers. AXE's positioning has successfully created a badge value where most men purchasing AXE can relate to the brand's built image. Our aim is to maintain the same positioning of AXE while toning down the sexual content of the advertisements.

## But Not Quite in the Emirati Youth Market...

where primary research analysis shows that the Emirati Youth are, just like other men, interested in the idea of attracting girls. However, from the individual reactions in focus groups and when asked in the surveys about AXE's image, most confirmed that AXE's presentation and execution through its sexually oriented ads did not consider Emirati cultural factors such as religion, social behavior, traditions, and the role of women in their society. This is because it is not acceptable in the Emirati culture to freely talk about material related to sex in public. Owing to this, most of our target market developed a unfavorable attitude towards the AXE ads.

# CULTURAL BRANDING AND CREATIVE STRATEGY: *The Key Access to Emirati Arab Male Youth Market*

...Where Los Maestros' Audacious Cultural Branding Strategy Will Set the Record Straight

## Targeting the Emirati Arab Male Youth Market

To get to the very essence of a country and its people, an in-depth knowledge of its culture is imperative. This is especially true in the case of the Emiratis who hold their land, traditions, and way of life in high esteem. As a result of globalization, the Emiratis find themselves opening their doors to foreign influences. This has resulted in changes that are both advantageous and cataclysmic with respect to their culture. In order to firmly establish its presence in a culturally sensitive country like the UAE, especially among young Emirati males, AXE must avoid using conventional branding schemes. AXE must set itself apart from brands that utilize mind-share, emotional, or viral strategies to promote themselves. According to *Douglas B. Holt*, author of *How Brands Become Icons*, the mind-share model conceives the brand in abstract terms whereas, the viral approach assumes that a brand will succeed once it is seeded with the right consumers. Emotional branding schemes fail to realize the fact that emotional attachment to a brand can only come from a great myth. All these models overlook the elements that make an identity brand valuable to the target audience. Therefore, **AXE must utilize cultural branding strategies to guide its transformation into an identity brand. Since identity brands thrive in unique myth markets, AXE must identify the appropriate myths in order to establish cultural and political authority among the young Emirati men. The brand must keep track of the historic changes in the society so that it can align its myth to the disruptions in the society. Cultural branding is the only way to go if AXE wants to promote itself to the young Emirati males.**

## National Ideology:

A nation is a sum total of the people inhabiting it. It is a form of self-defined cultural and social community. It is vital that the citizens of a nation are in agreement with the morals and values it upholds. They must be able to identify and accept the nation's values and beliefs, only then can they work toward its betterment. Ideologies are often conveyed through myths that arise through consumer demand for them (Holt, 2004). **In order to strengthen its identity value, AXE must establish itself within such myth market. Therefore, a deep understanding of the UAE's national ideologies is vital for AXE's survival in this market.**



## The Traditional Emirati way of life:

On December 2nd, 1971 the seven Emirates of Abu Dhabi, Dubai, Sharjah, Ajman, Ras Al-Khaimah, Umm Al-Qaiwain, and Fujairah united to form the United Arab Emirates. The two main factions- the nomadic Bedouin tribe and the sea oriented culture-together shaped the traditional Emirati culture. Even though each Emirate maintained its own economic and cultural integrity, a national identity based on unity had formed. The principle building blocks of the Emirati culture, and the foundation of their ideologies is based on:

- Loyalty to the tribal leader
- Loyalty to the Emirate they belong to
- Loyalty to the national government

These ideologies stem from the Emirati's commitment to the tribe and the land it inhabits. Within the tribe an age-old social structure existed in which each family was traditionally bound to work together to help and protect immediate relative and other families. Every family was expected to work together for the betterment of the tribe; in return the tribe would protect its people from foreign invading forces. This symbiotic relationship along with presence of Islam (the common religion) provided the cement that held the people together, and formed the core essence of the Emirati culture. Thus, protecting, helping and giving aid to tribe members form the traditional social values of the UAE since ancient times.



### **The Emirati Grandmother: A Key Access to the Emirati Male**

Within the family structure the grandmother takes on the role of the wise old storyteller. She is the one who passes on pearls of wisdom and stories about the land and the people to the younger generation. As a result, she acts as a conduit which bridges the gap between the old and the new. She is the embodiment of their ancient culture and the one who ensures the continuation of their legacy. Therefore, it comes as no surprise that Emiratis look to their ancestors and elders with great reverence. They believe that each successive generation is a continuation of the Emirati heritage. The people of the UAE are deeply aware that their age old legacy provides a necessary link to the past; thereby, providing a solid foundation for the building of the future. **The Emiratis consider their traditions, customs, and rituals to be extremely sacred and will suffer no damage to it.**

To attain acceptance from the people of a country whose core beliefs are so intricately interwoven with the teachings of Islam, the land they inhabit, and the solidarity that the tribes exhibit while overcoming various obstacles; **AXE must act as a vehicle of self-expression that embodies the ideals that the Emirati male youth aspire to. The more successful AXE is in achieving this goal, the greater chance it has to become an identity brand among the Emirati male youth.**

### **Cultural Contradictions: Modernity diminishes traditional Emirati way of life**

AXE has to establish itself as an identity brand, and in order to do so it must compete in myth markets. As an identity brand AXE's main objective would be to resolve cultural contradictions in the society, which come in the form of symbolic disruptions that pulse through and destabilizes it (Holt, 2004). AXE must be sensitive to these disruptions, so that it can identify and latch onto the myth market that is most appropriate.

In the early 1960s the pearling boom brought about increased globalization with a great mix of tribal people settling in coastal towns and villages. This development brought about the discovery and establishment of oil economy. From there on the United Arab Emirates witnessed a rapid progression that saw it undergo drastic political, economical, social, and cultural transformations.

**Political changes:** The establishment of the oil industry provided the UAE with a new outlook to their ways of living.

- After the discovery of oil, the country went from being a group of small *Sheikhdoms* to a united federation of seven absolute monarchies.
- Oil wealth has a strong negative impact on the level of democracy; by keeping the public politically demobilized and reducing the chance of social changes that would lead to the establishment of democracy, thus keeping the tribal political system intact.
- However, steps have been taken towards a democratic government. On December 1st, 2005 Sheikh Khalifa Bin Zayed Al Nahyan (President of UAE) announced that half of the Federal National Council will be elected while the other half will be appointed by the rulers.

**Economic changes:** The country progressed from a largely illiterate and economically backward population to a country facing the prospect of sudden wealth and power.

- As the years passed, the United Arab Emirates found itself in the forefront of rapid economic advancement, especially the Emirate of Dubai that accounted for 70% of UAE's total trade.
- Before the 1960s the only settlements were small towns and villages. However, the establishment of oil trade has resulting in rapid and unparalleled growth, particularly in Dubai. The UAE has been heavily influenced by other global economies, namely that of the U.S. Features of urbanization include numerous skyscrapers in the city centres, multi-story buildings, modern residential complexes, shopping centres, extensive network of roads, suburbs etc.
- According to the Economist, Dubai's sense of urgency in diversifying its economy is in recognition that its oil reserves are likely to be exhausted by 2010.
- For this reason, the information industry in particular has

been lavishly cultivated, once again causing the U.A.E to open its borders to foreign influences. In 2000, Dubai Internet City opened at a cost of \$250m. For media companies there is the adjacent Dubai Media City, which opened in 2001.

- The annual Dubai Shopping Festival, launched in 1995, now fills hotels to 90% capacity and can generate sales of up to \$1.5 billion.
- The Burj Al Arab, a luxury hotel built on an artificial island, has become a symbol of the city.

Such rapid political and economic developments required the UAE to open its doors to other nationality, heralding the new age of globalization and integration. Unfortunately, the rapidity with which globalization thrust through the U.A.E culture has brought about various social and cultural disruptions, that has left many of the locals feeling confused about their identity.

#### **Social and Cultural disruptions that affect the Emirati-Arab Male Youth:**

The UAE's social distinctiveness lies in its various tribal identities. The UAE culture is predominately paternalistic, patriarchal, and hierarchical with the elders and fathers making decisions. However, an influx of different nationalities has resulted in a kaleidoscope of cultures in the UAE. About eighty to eighty-five percent of the UAE's four million inhabitants are foreigners, mostly from the Indian subcontinent and Southeast Asia. The UAE nationals constitute a minority of less than twenty percent. Since they are constantly aware of their minority status, they try more than ever to develop a strong sense of unity amongst themselves and across internal borders. The locals have come to identify themselves as U.A.E citizens, thus creating a strong sense of national solidarity. However, an invasion of different cultures, ideas, and ideologies have become a major source of tension among the natives of UAE; namely the Emirati men.

Although, increased globalization has brought about a lot

of changes that are advantageous to the nation and people inhabiting it such as the booming tourism, media, education opportunities, better living conditions, able to afford luxurious lifestyle, it has also brought about a lot of anxieties:

- Attitude towards marriage has changed drastically in a single generation.** Improved education, access to media, overseas travels, and exposure to different cultures have influenced young Emirati women's views on marriage and family life.
  - Marriages are often delayed** to make way for their careers, and if they had a choice they would opt for foreign Arab men rather than their more conservative male counterparts.
  - This leaves the men feeling less desirable, and less powerful.** They feel they are not in control anymore, and that their manhood has been seriously compromised.
- The Emirati-Arab Youth Myth Markets Must be**

## **Axcessed**

*The Terrorist and 'The Reel Bad Arab' Myth Markets:*

The economic growth of the country has led to growth in education with 336,135 students enrolled in over 640 government schools throughout the country at the start of the 1999/2000 academic years. Over half a million students are now at school or in college, while several thousand students, of both sexes, are pursuing courses of higher education in some of the top-notch Western universities abroad at Government expense. Substantial progress has also taken place in the job market of the UAE. It has become an employment hotspot for graduates due to its rapidly expanding business centre. Many international companies are relocating or establishing local operations there on a weekly basis. It is true that a lot of this has come from exposure to other countries. However, this exposure created another source of tension among the Emirati men. When word got out that two U.A.E nationals were part of the Al-Qaeda group that coordinated a series of suicide attacks upon U.S.A on September 11, 2001 that resulted in 2,993 casualties; many foreigners, especially Westerners, began to view them as terrorist or supporters of terrorism. No matter how educated the Emirati man is, or whether he comes from a good, well-off family, or whether he drives the latest Porsche or Range Rover, he is nothing more than a criminal in the eyes of many. Such a stigma caused the Emirati men to feel threatened by foreign individuals. He no longer feels comfortable in his own skin, and feels he needs to adapt if not completely abandon his traditions in order to be accepted.

*Co-authors of the Emirati-Arab Youth Myth:*

**Media and mass-culture have played pivotal roles in the miseducation of the West that led to widespread Islamophobia and hatred directed at the Arabs.** The representation of Muslims- Arabs in particular, as barbaric, ugly and ignorant people is a result of misinformation gathered by Europeans from the Crusades and colonialism. The supposed 'inferiority' of the Arabs in the view of the early European discoverers, played a central role in shaping European self-consciousness.

**Books have also played a central role in spread-**

## **ing Islamophobia among the masses:**

- Best-sellers such as 'The Clash of civilization: Remaking of World Order' by Samuel P. Huntington, and 'What went wrong: Western impact and Middle Eastern response' by Bernard Lewis give the idea that *Islamophobia* scholarship is thriving in the 21st century.

- They continue this miseducation by arguing that it was Muslim inferiority and barbarism that led to its failure as a culture.

- Western media portray Arabs and Muslims as the new enemy that replaced Communism. Westerners that are constantly bombarded with misinformation about Arabs in the news, define Islam in three words: backwardness, terrorism, and polygamy (Abukhattala, 2004).

## **Cinema is another form of propaganda that plays an integral role in the miseducation of the West about Islam and Arabs.**

- In his seminal book 'Reel Bad Arabs' author Jack Shaheen's review of nearly one thousand movies indicate that most of the movies distort the images of Arabs and Muslim, and never show them in real light. Movies such as 'True Lies' (1994), 'Terror Squad' (1988), 'The Siege' (1998), 'Indiana Jones and the Last Crusade' (1989) etc, show Arabs as an inherent, inhuman bunch. Even children's movies such as 'Aladdin' and 'Father of the Bride II' depict Arabs in poor light.

- According to Ibrahim Abukhattala, author of 'The New Bogeyman under the bed: Image formation of Islam in the Western School curriculum and media'; young, impressionable children are exposed to negative images of Arab Muslims as primitive and backward.

- Sometimes Arab men are portrayed as sidekicks of the White men. Case in point: Lawrence of Arabia, where a brave, blond, blue-eyed Englishman manages to 'tame' the barbarous Arab people and help him win the land for the Arabs. The desert sheikh who begins as a proud and brilliant warrior is also 'tamed' by the Englishman and reduced to the role of a camel rider.





**The ‘Freej’ Myth: Precursor of AXE’s “The Missing Link” Myth**

In response to the entire negative image, finger-pointing and slander directed at them; Emirati male youth also used mass-culture and media to set a counter strike against the West’s propaganda perpetuated against them. However, they use mass media to depict the true nature of their culture.

*This situation gave rise to UAE’s first ever-Arabic cartoon series- Freej:*

It was a desire to preserve UAE culture that inspired Mohammed Saeed Harib, the 28-year old Emirati, to create Freej. The series revolves around four old women living in a secluded neighborhood of Dubai trying to make sense of all the transformations happening around them. In the show the four women are shown living in their traditional wind tower homes as Dubai’s newest architectural icons tower above them in the background. It is this setting that captures the very essence of life in the UAE. It is one of those unique places where ancient ruins co-exist with towering skyscrapers. These four grannies who are often out of sync with modernity are proving to be catalyst for preserving the UAE culture. They are super heroes who are a celebration of the Emirati culture. These grannies are not just fantasy figures. Their undoubted bravery and resolution to protect their culture made them examples for the Emirati men to emulate.

**AXE’s Missing Link Myths:**

The lack of acceptance from both the UAE national women, as well as from the foreigners leaves the Emirati men in a quandary. To young Emirati men both the West and their women are intimately related. They are fascinated by the two, but at the same time it is a source of great tension. Even though young Emirati men are fascinated by the West because of its immense economic and technological powers, they still feel threatened by its tendencies to force its values on others. Young Emirati women are seen as indispensable part of the preservation, and continuation of the Emirati heritage. However, Emirati women’s tendencies to imitate Western women’s lifestyle and their increasing demand for equality has made them a source of frustration in the minds of the Emirati males. They are confused about their identity, and about their role in society. They no longer feel a sense of pride or belonging. They are finding it very difficult to adhere to their traditions and to be real to themselves. The creation of negative image in the West has left young Emirati men in Western societies feeling ashamed of their ancestors and heritage. Therefore, some of them have avoided reference to their lineage and heritage by adopting names that are more westernized. Axe must now tap into the myth markets created by acute contradictions in the national ideologies.

- To bridge the gap between themselves and the outsiders.
- To bridge the gap that exists between themselves and their women.

•To embrace their culture whole-heartedly, and to be real to themselves. They feel that their confidence level and desirability are diminishing at an exceeding pace.

**It must now act as a cultural activist that helps in restoring their identity. According to Holt, in order for a self-expressive, lifestyle brand- such as AXE- to become an identity brand, it must not only target the most valuable contradictions in society but also perform the right myths at the right time and in the right manner. AXE must now decide what stories it is going to tell, and the way in which it is going to tell it to young Emirati men.**

**These stories will form the centre of the cultural branding strategy.**

**Positioning statement:**

**To the culturally sensitive yet cosmopolitan 18 to 24 yr old ambitious Emirati/Arab male, AXE, through its resonating and compelling myths, is the only culturally branded male deodorant that enhances his confidence and desirability to the opposite sex by addressing his insecurities and desires that have resulted from economic, social and cultural contradictions.**

**Slogan:**

**AXE The Missing Link**

## **AXE's Creative Myth Treatment for Broadcast:**

In the broadcast industry storytelling is the centre of the endeavor. Therefore, AXE's myth treatment must include a cultural brief that sets up the plot, the characters, and the settings. For AXE to establish itself as an identity brand its creative ideas should not be merely instruments to deliver benefits, rather they must symbolize AXE's proposed role in culture.

### **Target Audience:**

-The primary target audience includes young Emirati males, 18 to 24 years of age.

-The secondary target audience includes other Muslims and young Arab males living in UAE, and around the world.

### **Compelling benefits:**

AXE has the power to abolish a young Emirati man's insecurities concerning women by increasing his desirability and equipping him with the confidence to achieve his ambitions.

### **Symbolism:**

- *The Grandmother:*

The grandmother plays an integral part in the story. The grandmother in the story plays the role of the wise and kind women who is always ready to provide her grandson with excellent advice to help him out of his predicaments. She is the one who helps and guides the grandson to follow the right course and be true to himself. She is the wise old lady who helps her grandson connect with his traditions in order to build a future for him.

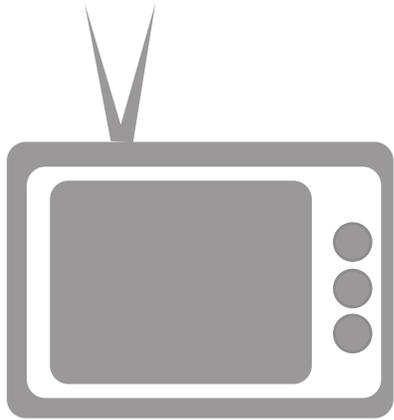
- *The Attire:*

The Kandoura (tradition dress of the Emirati males) is seen as a symbol that positions young Emirati males in a distinct social category. It stands as a symbol of their attachment to their culture and identity. No matter how educated or modern the young Emirati man is, he can never forgo his traditional attire.

- *The settings:*

Young Emirati men are becoming more and more cosmopolitan with each passing day. However, they are still finding it increasingly difficult to gain acceptance due to the spread of Islamaphobia. Therefore, settings such as the visa counter of a foreign embassy, the airport security and checkpoints serve as potent reminder of all the negativity and misunderstanding directed against them.





Mohammed is getting ready to go to his visa interview.



He looks at the mirror nervous and frustrated, afraid to be rejected for a visa to the United States.



Mohammed with his grandmother. Mohammed complains: «Grandma, I am not ready for this interview, I know I'm going to mess things up, and then I won't be able to go to university!» The grandmother pats Mohammed on the shoulder and says: «Mohammed just be yourself. Why don't you go ahead and smell like you always do. Go spray that EX? OX?» Mohammed laughs and replies: «AXE grandma, it's called AXE!»



Mohammed thinks as he reaches to the AXE bottle. «I wish it was that simple!»

### Identity myth variation I

AXECESS GRANTED I: Broadcast, 30 second spot

A young Emirati gains acceptance for visa and affection from the young attractive female with help from AXE, and a little hand from his granny.

#### The Setting:

- Bedroom of a 20 year old Emirati male; Visa counter of the American embassy

#### The Characters:

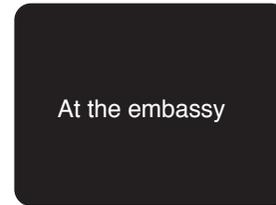
- Mohammed Khalid, the grandson
- The grandmother
- The attractive female at the visa counter

#### The Plot:

Mohammed Khalid, a young Emirati male, who is worried about being rejected for the visa is told by his grandmother to use AXE and to confidently attend his interview. Skeptical at first, he eventually follows his grandmother's advice and ends up not only getting the visa, but also the affection of the young attractive female who interviewed him.



He puts on his Kandoura, and walks out of the room feeling confident.



At the embassy



The lady at the embassy notices Mohammed approaching. There is a sudden attraction that makes her smile and blush.



The lady performs her routine interview questions, but then stops and asks: «What cologne are you wearing?» Mohammed surprised, turns back to his grandmother, turns again to the lady and hesitantly replies: «Umm... AXE!» This draws an immediate smile on the lady's face and Mohammed is happily confused.



Getting his visa accepted, Mohammed's grandmother is proud and happily tells him «I told you so!»



AXE, The Missing Link.

## Identity myth variation II

AXCESS GRANTED 2: Broadcast, 30 second spot

A young Emirati male after failing to catch his flight on time twice because he was stopped for interrogation, finally achieves what he has set out for with the help of AXE and a little advice from his grandmother.

### The Setting:

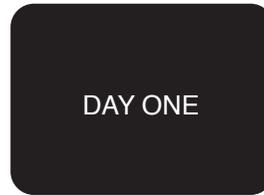
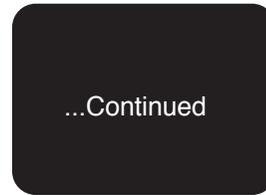
- Dubai International Airport

### The Characters:

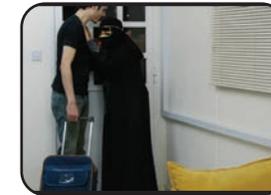
- Mohammed Khalid, the grandson
- The grandmother
- The attractive local female at the security check

### The Plot:

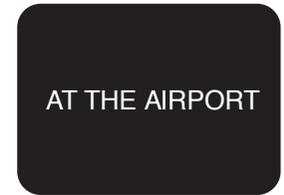
Mohammed Khalid tries his best to catch his flight on time, but he is stopped twice by a very attractive woman and set aside for interrogation. On the first occasion he attired himself in western outfit to try to fit in, and on the other occasion he wears a suit to appear important. However, his attires do not help him much as he is stopped on both the occasion. Seeing him unhappy and frustrated, his grandmother sits him down and instead of going around him putting Bukhoor (an Arabic scent) on him she sprays him with AXE. This gives him the confidence to go to airport wearing his traditional garb. This time he finds that the attractive lady who stopped him twice, now gave him easy access to his flight; and maybe even her heart.



Mohammed prepares himself. He shaves his beard, puts on a trendy t-shirt, wears his jeans low, and gels his hair.



He kisses his grandmother on her forehead and on her hand and tells her goodbye.



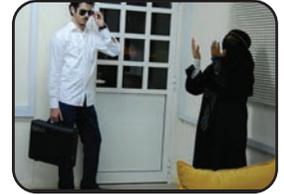
Mohammed is stopped at the check point.



The security guard takes Mohammed to interrogate him, meanwhile missing his flight.



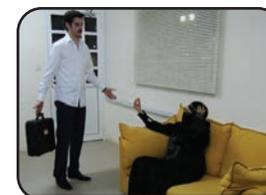
Mohammed is denied departure.



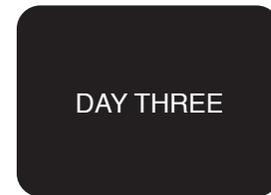
Mohammed decides to look smart this time around as he dresses himself up in a suit.



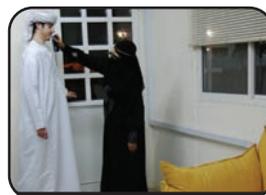
He is stopped once again by the same lady at the check point.



As he returns home frustrated, he complains to his grandmother. His grandmother tells him to cool down and says: «Don't worry my grandchild, you just be yourself and everything will work out.»



Mohammed decides to listen to his grandmother and be himself as he dresses up in his traditional outfit.



Before Mohammed could walk out the door, his grandmother runs after him to bless him. But instead of using the traditional Emirati Bukhoor, she grabs the AXE bottle and sprays all over him.



As he arrives at the same check point at the airport, the lady looks at him with a smile, her eyes following his every move, and gladly grants him access and hands him her number.



Mohammed is granted access.



### Identity myth variation III

AXCESS GRANTED 3: Broadcast, 30 second spot

The young Emirati man after landing in the JFK International airport is denied access outside the airport by the security team because he was an 'Arab'. However, with the help of AXE he triumphs against all odds and comes out victorious.

#### The Setting:

- JFK International Airport

#### The Characters:

- Mohammed Khalid, the grandson
- The grandmother
- The attractive foreign female who is part of the security team

#### The Plot:

Mohammed Khalid land in the JFK International airport however, since he is in his traditional garb he is stopped by the security crew and denied access to the outside. In a matter of seconds Mohammed was surrounded by security guards along with an extremely attractive lady, who is part of the security group. But, as soon as the lady smells the AXE on him she begins to soften up. As the other security guards try to "dismantle" the box, the lady keeps staring at the young Emirati man; she basically poured her feelings out just by looking in his eyes. Once the security crew found out that the package is not a threat, they are relieved and start laughing with Mohammed.



Mohammed arrives at the JFK International airport



The security guards at the airport take notice of the strange Arab looking man and suspects him.



Suddenly all the security guards surround Mohammed including a lady security officer.



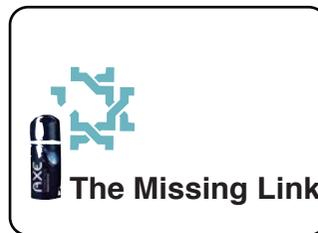
Mohammed's smell attracts the lady security officer. So she leans onto him and softens up but she is forced to check his suitcase. As she opens it, a black box appears, and the guards rush to dismantle it.



But to their surprise, the box is the latest package for AXE customized especially for the gulf region.



The guards are relieved and grant him access to the country.



AXE, The Missing Link.



The grandmother is going through a big album where she places pictures of Mohammed with the girl from the visa desk, the girl from the Dubai Airport, and from the girl in the JFK Airport.



### Identity myth variation IV

AXCESS GRANTED 4: Broadcast, 30 second spot

AXE provides a young Emirati male with the confidence to choose the girl of his choice. The young Emirati male, even after realising that he has a lot of options to deal with when it comes to the ladies; he still prefers to pursue the young Emirati female.

#### The Setting:

- University

#### The Characters:

- Mohammed Khalid and his friend
- Attractive Emirati girl
- Attractive foreign girl

#### The Plot:

Mohammed Khalid and his friend are sitting and conversing with each other on campus. They then spot an attractive Emirati girl walking with her attractive foreign friend. The foreign girl senses that there is something special about Mohammed Khalid, and decides to send him a message via Bluetooth. However, Mohammed denies her "axecess". He instead sends a Bluetooth message to the attractive Emirati girl. She then turns to him and smiles.



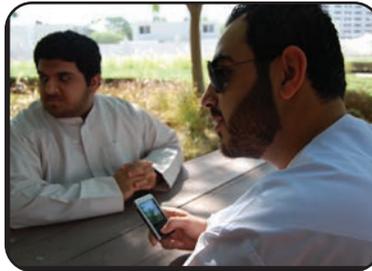
Mohammed Khalid is sitting on campus with a friend.



An Emirati girl and her foreign friend walk past Mohammed Khalid, and an immediate attraction is noticed between Mohammed and the Emirati girl.



Both the girls start giggling as Mohammed smiles to them.



Mohammed picks up his phone and decides to bluetooth the Emirati girl.



But before he knows it, the foreign girl is attracted to him and she decides to bluetooth Mohammed.



Unfortunately for her, Mohammed Khalid is not interested in her. So she gets denied.



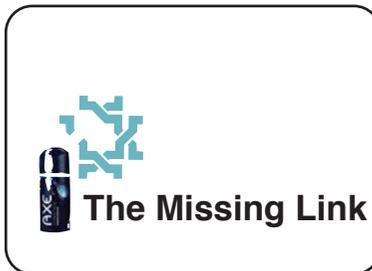
Who Mohammed is really interested in is the Emirati girl who ends up getting the bluetooth message from him.



The Emirati girl gets «AXCESS GRANTED» and is pleased with that.



She looks back at Mohammed Khalid and smiles to him.



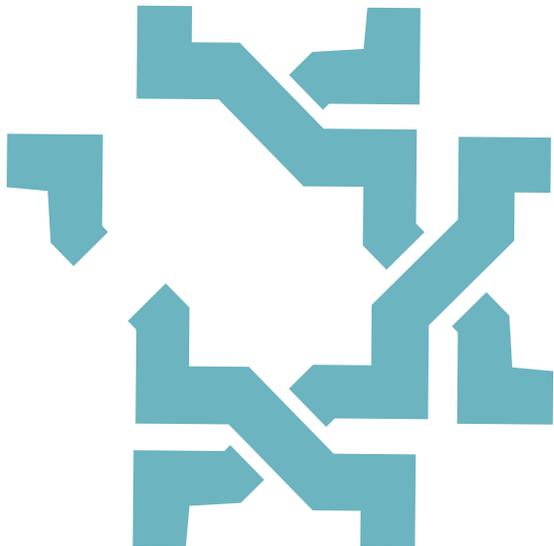
Each story addresses a contradiction that is prevalent in the UAE society. The boy is shown to be apprehensive while trying to get his visa, or go to a foreign country wearing his traditional garb. This clearly indicates the boy's anxieties about not being accepted based solely on the way he looks, or his accent, or his dress code. The commercials tell the story of a boy who wants to feel accepted. AXE plays the role of the link that when put in place helps the boys overcome his fears, by making him more confident and increasing his desirability to the opposite sex.

#### **Integration:**

AXE is an integral part of all the identity myth variations. It is not a mere prop, but a crucial element that is responsible for helping the story move forward. In each of the stories AXE acts as the one missing element that augments the Emirati male's desirability to the opposite sex. It also acts as the catalyst that boosts his confidence to overcome any form of barriers.

#### **Extendibility:**

Each identity myth is a continuation of the one preceding it. Elements from one identity myth are carried onto another story thereby, creating a family unit of which each story is a member. Each story makes use of themes that are very relevant to this day and age, and to the target audience. Themes of acceptance, of boy meeting girl and/or getting her, the insecurities the boy faces when it comes to the girl, of gaining access or being denied access due to typecasting etc. These themes help extend the myth and establish the campaign equities.

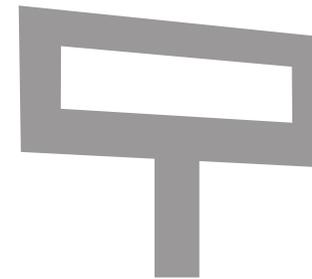


## **Print Advertisements:**

The print advertisements are a series of adverts that make use of the before and after concept in order to depict AXE as the solution of some of the major anxieties and tensions the Emirati males face. The print advertisements make use of the cultural disruptions as a platform to convey the message that AXE is the missing link, which when obtained; helps the Emirati man to overcome barriers, achieve his goals, thereby increasing his desirability. Each advertisement has a before and an after scene. The before scene depicts a problem that requires a solution. These problems are representations of the contradictions within the society that leave the Emirati man feeling confused and disillusioned.



Location and advertisements are subject to change. The examples below are a representation of how it would look in a real environment



### **PRINT SET I:**

In the first advert the before scene shows an image of a lonely Kandura hanging in a closet, and the after axe scene shows the image of the Kandura with the Abhayas hanging close to it.

1.The Kandura and the Abhaya are the traditional dress code of the Emirati men and women, respectively. UAE nationals distinguish themselves from others by dressing in their traditional garb.

2.The use of the traditional garments in the ad alludes to the anxieties faced by the Emirati male, concerning their womenfolk.

3.The ad depicts how AXE serves as the missing link that help the Emirati male attain the girl even when he is dressed in a Kandura. This shows that the Emirati man is confident enough to be true to himself.

Location and advertisements are subject to change. The examples below are a representation of how it would look in a real environment



### PRINT SET 2:

A similar approach is followed in the other print advertisements. The before scene depicts a pair of Naal (traditional footwear worn by the Emirati men) worn by a lone male. The after AXE scene depicts the Naal wearer surrounded by shoes worn by women.



### PRINT SET 3:

#### AXCESS DENIED

In this poster the foreign female is admiring the Emirati wearing AXE. Yet, she is being denied access. AXE gives him all the power and authority to reject her because she is simply not his type.

#### AXCESS GRANTED

Here, the female and the male are both admiring each other, which is evident in the shy look in their eyes. The Emirati male is allowing access to the girl, with all the attracting power that AXE is giving him. AXE again is the missing link.



#### PRINT SET 4:

The final advert diverts away from the before and after concept, however it still holds true to the myth treatment.

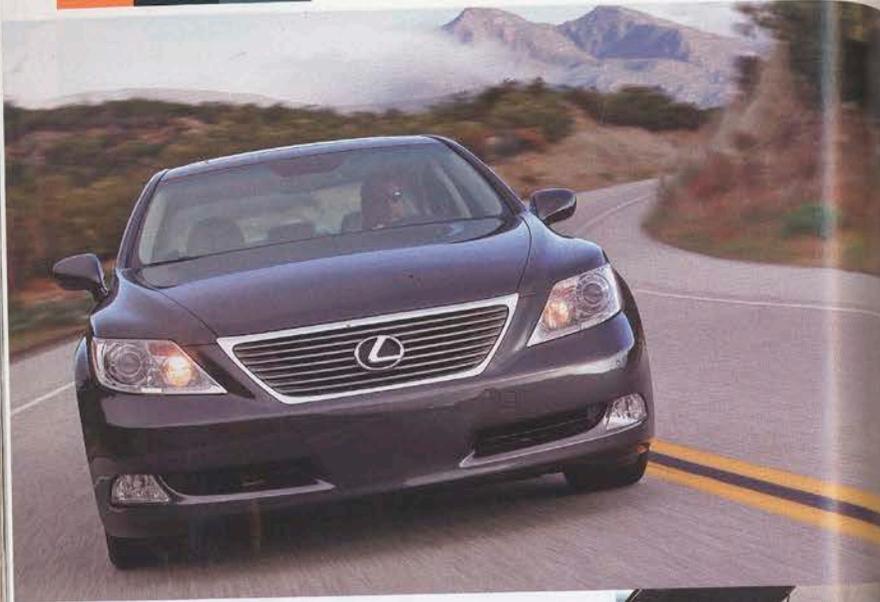
1. The advert contains two images- one of a rejected visa page in the passport, the other of an "axepted" visa page.

2. The first image contains the picture of a rejected visa page in the passport of a young Emirati male.

3. The second image contains the picture of an "axepted" visa page in the passport of a young Emirati male. The picture also shows that the Emirati male now uses AXE deodorant. This image has the word "Axepted" stamped across it.

4. Once again the advert shows AXE acting as the agent that help the Emirati males increase his desirability, and thus achieve goals confidently.

### NEW CARS 2007



76 | AUTOMOBILE

Until now, there have been only three big dogs in the practical, daily driver, luxury four-door world: the V-8 versions of the BMW 7-series, the Mercedes-Benz S-class, and the Audi A8. Sure, the latest Jaguar XJ8, the Maserati Quattroporte, and the Bentley Continental Flying Spur are all superb sedans in their own manners, but the German troika define the genre. The previous Lexus LS430 is an astonishingly good car, superior in many ways, but it is just not quite in the class of the Germans when you talk about driving dynamics.

That all changes for 2007. The new LS460 is not just the peer of the leading trio, it provides a new benchmark for the category. The first all-new V-8 engine since Lexus began its inexorable rise to the pinnacle seventeen years ago is coupled to an eight-speed automatic transmission that is so totally unobtrusive that you forget about it. If your foot demands more thrust, the gearbox will select the right ratio and you'll rocket forward, unaware of any mechanical activity under the floorpan. What you do get with your foot firmly planted is a wonderfully subdued but distinct V-8 rumble, stripped of all extraneous elements. For most Americans



In an era when manufacturers claim faster and faster development times, Lexus takes pride in the fact that developing the LS460 took four and a half years of concentrated work. One of the engineering goals was for drivers of the new LS460 to find the cars "seamless and intuitive" in use. Lexus spent as much time on the psychology of potential buyers as on engineering. Chief engineer Satoru Maruyamano approached the project as though his 1500-member team were creating a fine musical instrument. For instance, they wanted the doors to sound and feel like a heavy wooden architectural door when being shut. The prototype vehicles that we drove in Austria all had show-car-quality paint jobs that are actually the production

OCTOBER 2006

standard. It includes two complete hand-sanding operations in preparation for the final coats, as well as final buffing by six-axis robots so that every surface is polished to a deep, lustrous finish.

The interiors are particularly impressive in that they are not overdone. Each seat is very simply presented with side bolsters and a single transverse seam across the central seating area. There are no pleats and no complex patterns, just soft leather and soft foam. Yet they hold one in place during even the most vigorous cornering on tight, winding roads. The range of adjustments is wide, and in some models the rear seats are able to change height and rake. The right rear seat even includes an ottoman extension such as those found in first-class airline seats (or in a Maybach). All seat controls are electrically operated, of course, and particular attention has been paid to the sound quality of all those electric motors, so they are pleasant and harmonious if you do hear them.

Traditionally, Japanese manufacturers have offered very few options, but in seating alone, this Lexus is offered with a luxury package, a rear-seat upgrade package, an executive-class seating package, and even a semi-aniline leather upgrade for the long-wheelbase LS460L's luxury package. There are two suspension systems, air and steel spring; two wheel sizes, eighteen- and nineteen-inch; two braking systems, with 13.2-inch radial-fin ventilated front rotors or 14.1-inch spiral-fin front rotors; two steering systems, with fixed and variable ratios; two cruise-control sys-

tems, traditional and with dynamic radar control; and a huge variety of trim and color choices. There are even two optional parking systems. The more advanced one steers the car, with the driver only controlling its speed with the brake pedal. It will be interesting to see how dealers specify cars for stock, but we'd estimate that they will be loaded and will go for top dollar.

Despite all the increased content and the 30 percent stiffer body shell, the LS460s are only 375 pounds heavier than directly comparable LS430s. That doesn't mean that they are lightweights; they average two metric tons each, or 4400 pounds, with the long-wheelbase model about 85 pounds heavier than the standard model. Lexus anticipates that about 30 percent of sales for 2007 will be of the LS460L and just five percent will be the hybrid LS600hL version yet to come.

For all of the high-tech components, the final arbiters of salability in the extensive inspection processes that regulate production of these extremely serious cars are human beings. Highly trained and highly motivated, these quality controllers rely on their ears to discern and eliminate any sound source that might bother a customer. That "fine musical instrument" metaphor is taken quite seriously in Lexus Land.

#### SPECIFICATIONS

On sale: Now Price: \$60,000 (base, est.)  
Engine: 4.6L V-8, 380 hp, 367 lb-ft  
Drive: Rear-wheel



There is an elegant simplicity to the interior detailing, but the rear exterior aspect is still generic Japanese sedan.

OCTOBER 2006



#### THE MISSING LINK

tems, traditional and with dynamic radar control; and a huge variety of trim and color choices. There are even two optional parking systems. The more advanced one steers the car, with the driver only controlling its speed with the brake pedal. It will be interesting to see how dealers specify cars for stock, but we'd estimate that they will be loaded and will go for top dollar.

Despite all the increased content and the 30 percent stiffer body shell, the LS460s are only 375 pounds heavier than directly comparable LS430s. That doesn't mean that they are lightweights; they average two metric tons each, or 4400 pounds, with the long-wheelbase model about 85 pounds heavier than the standard model. Lexus anticipates that about 30 percent of sales for 2007 will be of the LS460L and just five percent will be the hybrid LS600hL version yet to come.

For all of the high-tech components, the final arbiters of salability in the extensive inspection processes that regulate production of these extremely serious cars are human beings. Highly trained and highly motivated, these quality controllers rely on their ears to discern and eliminate any sound source that might bother a customer. That "fine musical instrument" metaphor is taken quite seriously in Lexus Land.

AUTOMOBILEMAG.COM | 77



## Radio advertisement: 30 sec spot

The grandmother plays a very important role in the Emirati culture. She is not only the preserver of the old ways, but she is the one responsible for transmitting the values and tradition to the younger generation. This leads to the formation of the radio advertisement. The radio advertisement uses two old grandmas's talking over the phone, one grandma asking how her grandson achieved all that he did, and the other saying that it was all because of AXE. Such dialogues are common among the womenfolk in the UAE, especially among grandmothers, when they think its time to get their grandsons married. The grandson manages to get hold of a highly desirable Emirati girl, named Fattamy.

SFX

PHONE RINGING

SFX

PHONE ANSWERED

Um S'eed

Allo?



Umm S'eed

Um Khammas

Um S'eed, how are you? And how is your family?

Um S'eed

Um Khammas, its so nice to hear from you. Everyone is fine, all praise to Allah. How are you?



Um Khammas

Um Khammas

Everything is fine, all praise to Allah. Oh, I just called to tell you that my grandson Khammas got axepted into an excellent university in America.

Um S'eed

Really?! Um Khammas how did your grandson get accepted?? And how did he get accepted to marry Fattamy??

Um Khammas

My sweetheart!! He uses AXE!

Um S'eed

AaaaahhhHHH! Thank you so much. Please excuse me, I must go.

SFX

AGITATES RECEIVER WHILE PUTTING DOWN

Um S'eed

(Background) S'eed go get AXE!!!

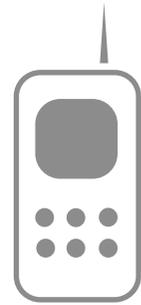
SFX

RECEIVER PUT DOWN



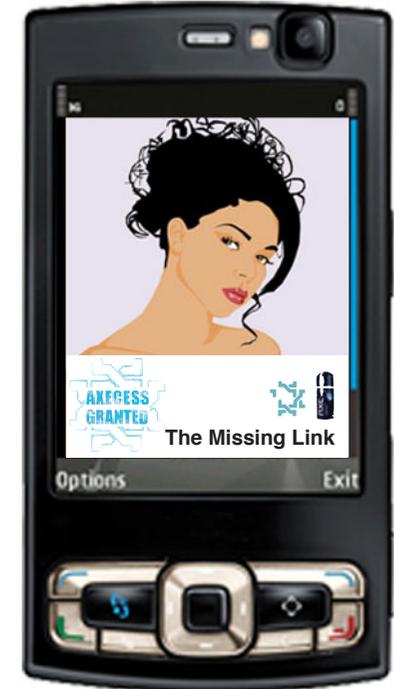
## AXECESS-IT Mobile Game:

The AXE cellular game is intended to generate buzz among the Emirati male youth. Once the game starts, a vector image of a typical young Emirati male appears on the screen. The mission at hand is to spray this particular male who is moving across the screen with AXE, as fast as possible. There is a certain goal/number of target that the player has to hit within a certain timing that needs to be achieved in order to proceed to the next level. If the user does not achieve the number targets required at each level, "AXECESS DENIED!" will appear on the screen, and the player will be unable to proceed to the next level. However, if the player is able to attain the maximum target in each level, "AXECESS GRANTED!" appears on the screen followed by the vector image of an attractive women. As the player passes each level, the time becomes shorter, the number of targets become higher, the speed at which the target moves and the attractiveness of the female also increases. If the player is able to win the final level, an extremely attractive girl will appear on the screen, with the words "You are Acepted" next to her.



### Controls

2 UP  
4 LEFT  
8 DOWN  
OR The analogue keys on certain Cellular phones  
6 RIGHT  
5 SPRAY!



# MEDIA PLAN

The following media plan is a holistic and comprehensive plan covering many different mediums and reaching a significant Emirati population as well as secondary target segments.

The following SOV analysis describes AXE and their major competitors' spending on media in the years 2005, 2006, 2007.

Brand	2005 (In US\$)					
	Newspaper	Magazine	Cinema	Outdoor	TV	Total
AXE	20,905	124,356	164,216		93,206	402,683
Adidas						
Nivea	1,406	67,369	37,877		1,637	108,289
Fa						0
Rexona					147,125	147,125
Total	22,311	191,725	202,093	0	241,968	658,097

Brand	2005 (In US%)					
	Newspaper	Magazine	Cinema	Outdoor	TV	Total
AXE	5	31	41	0	23	100
Adidas						
Nivea	1	62	35	0	2	100
Fa						
Rexona					100	100
Total						

## Year 2005

The dominant brands in the media -in terms of share of voice- were:

AXE, with a spending of \$402,683,

Rexona with a spending of \$147,125,

Nivea with a spending of \$108,289.

Rexona's entire media expense went to TV, while that of AXE and Nivea were distributed to various media classes. AXE had the most varied medium exposure with 94% of the total newspaper expenditure, 67% of the total magazine expenditure, 81% of the total cinema expenditure and 39% of TV's total expenditure.

Brand	2006 (In US\$)					
	Newspaper	Magazine	Cinema	Outdoor	TV	Total
AXE	2,317	540	35,151		98,241	136,249
Adidas						0
Nivea					1,323	1,323
Fa					2,252	2,252
Rexona		57,063			127,700	184,763
Total	2,317	57,063	35,151		229,516	324,587

Brand	2006 (In US%)					
	Newspaper	Magazine	Cinema	Outdoor	TV	Total
AXE	2	0	26	0	72	100
Adidas						
Nivea					100	100
Fa					100	100
Rexona		31	0	0	69	100
Total						

## Year 2006

One of the most dominant brands was AXE with an expenditure of \$136,249. AXE has successfully been able to achieve the most varied medium exposure by utilizing 100% of the total newspaper expenditure, 1% of the total magazine expenditure, 100% of the total cinema expenditure and 43% of TV's total expenditure. Media not used by AXE in 2006 was outdoors. In 2006, Nivea and Fa's media expense was exclusively spent on TV, while Adidas for the second consecutive year did not advertise.

Brand	2007 (In US\$)					
	Newspaper	Magazine	Cinema	Outdoor	TV	Total
AXE						
Adidas						
Nivea		66,104	20,903		34,736	121,743
Fa						0
Rexona	7,321	76,746	76,312			160,379
Total	7,321	142,850	97,215	0	34,736	

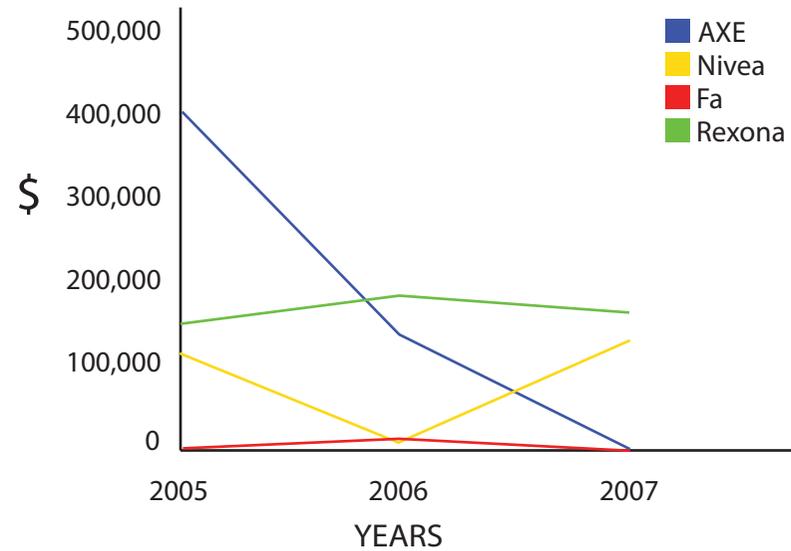
Brand	2007 (In US%)					
	Newspaper	Magazine	Cinema	Outdoor	TV	Total
AXE						
Adidas						
Nivea		54	17	0	29	100
Fa						
Rexona	5	48	48	0	0	100
Total						

## Year 2007

Rexona and Nivea invested heavily in the market during the year 2007, making them the brands with the highest media expenditures. AXE, Adidas and Fa did not advertise. While print ads in newspapers were entirely dominated by the competitor brand Rexona, TV was dominated by Fa. A trend throughout the years was that radio and outdoor were not used. AXE and Rexona have dominated the market in terms of their total media expenditure. Most brands dedicate their media expense to one specific medium, while AXE's strategy has been to penetrate through as many media vehicles as possible to create the most varied media exposure.

## MEDIA EXPENDITURE

As can be seen from the graphical illustration above, AXE spent heavily on advertising in 2005, but then reduced their spending in 2006, and it then reduced to null in 2007. Nivea, on the other hand, spent on advertising in all 3 years, but reduced their spending heavily in 2006. Fa only spent on advertising in 2006, but only a minimal amount compared to the other brands. Adidas did not spend at all over the last 3 years, and Rexona has been quite consistent with their spending, with their spending ranging from \$147,000 to \$185,000 in the last 3 years.



## GEOGRAPHY

### Geography Objective & Strategy

We are primarily looking to concentrate our advertising efforts more in Dubai and Abu Dhabi, as compared to the other cities in the UAE. These 2 cities are our spot markets. The majority of the population of UAE is concentrated in these two cities. These cities also have a significant Emirati population as compared to the other cities.

## TARGET AUDIENCE & MEDIA MIX OBJECTIVE

Our primary target audience is Emirati men aged between 18-24 years old. The goal is to increase the usage of AXE deodorants among Emirati Youth. The aim is to increase sales by 20.8% and to increase units by 500,000 within this coming year. We will also have a secondary target market, which will be Arabs originating from other Middle-Eastern countries, such as Saudi Arabia, Kuwait, and Qatar. The media mix that will be used for the campaign will be TV, outdoor, radio, magazine, newspapers, cinema, internet, event marketing and sales promotions.



## TARGET AUDIENCE & MEDIA MIX STRATEGIES



### Television

T.V. has the highest reach of 93% among the Emirati males (obtained from Mediaedge). Because of this high reach and high cost for ad placement, a significant part of the budget will be allocated here. To target Brand Junkies, we will place ads in the following vehicles:

*Prison Break (MBC Action):* Prison Break is a popular series that is watched by young adults, including the target audience of 18 to 24 years age group. It is a high paced, action T.V program that appeals to a lot of young men. Based on the above information, it would be prudent to use the program as a media vehicle, as members of the target audience enjoy watching the show.

*Football League (Dubai Sports Channel):* Members of our target audience watch a lot of sports channels, especially channels that feature football matches. The Emirates Football League has a huge following from Emirati males who are extremely passionate about the sport, and the team they support.



### Outdoor

Outdoor media is location-specific, therefore it can be placed in areas that the target audience frequently visit and come across in their daily lives. Outdoor vehicles are also easily visible and noticed, and attract attention better than most other vehicles. The outdoor ads will be placed on Jumeirah Beach Road in Dubai. This road is a long stretch, and is commonly used by Emiratis to enjoy a leisurely drive on.



### Radio

Radio is heard quite often in the UAE, since traffic is very common in the country and people use radio as a form of entertainment during the long rush hours. The radio vehicles that are chosen will be Al Khaleejeya 100.9 and Al Rabia 107.8, which have a reach of 14% and 13% respectively (obtained from Mediaedge).



### Newspapers

Newspapers reach out to a huge audience and will be an important medium for us to use. The sections that Brand Junkies focus on include international news, sports news and the car section. The newspaper vehicle that will be used is Al Khaleej, since 53% of Emiratis read this newspaper (obtained from Mediaedge).



### Magazines

This media ensures segmentation potential, thereby ensuring that it is limited to the target audience. The vehicle chosen is the monthly magazine titled Alam Assayarat, since 76% of its readers are Emiratis, thus ensuring reach to our primary target audience (obtained from Mediaedge).



### Cinema

According to the IPSOS statistic, 33% of UAE nationals like to go to the cinemas. The study also indicates that Brand Junkies visit the cinema every two to three weeks. An advantage of this media is the reduced level of distraction, and the possibility that they will pay more attention to advertisements. The chosen cinemas include the cinema in Mall of the Emirates, Grand Cineplex, and Marina Mall (Abu Dhabi). These 3 cinemas are visited regularly by Emiratis.



### Internet

Emirati males are tech-savvy and use the internet for educational and entertainment purposes. Internet is highly accessible, and in Dubai, 67% of the population have access to it. Internet usage among Brand Junkies is high. The websites in which ads will be placed include:  
[www.dubaimoon.com](http://www.dubaimoon.com): Dubai Moon is widely popular with UAE nationals, as a social utility that allows them access to various fun activities. Not only does this website connect them with friends and colleagues through chatrooms, greeting cards and voicemail, it also provides them the opportunity to view the latest gossip, news and weather updates. Furthermore, Emiratis use Dubai Moon to download photos, ringtones, fun text messages and videos for their mobile all for a small fixed fee. Through this website many products including second hand cars are auctioned off and constant bids results in frequent access to the website by those interested. For the businessmen, stock market and real estate updates are available, and as for younger men online games including billiards are accessible free of charge.

[www.kooora.com/www.goalzz.com](http://www.kooora.com/www.goalzz.com): This is a website frequently visited by Emiratis, and Arabs in general, to obtain current news on many different sports, with emphasis on football/soccer. Advertising on this site will extend our reach beyond Emiratis, to even our secondary target market of other Arab nationalities.



### Mobile

Young Emiratis are heavy users of mobile phones. Mobiles are seen as a status symbol within the Emirati target group. It is not uncommon for Emirati men to have more than 1 mobile phone. They use the Bluetooth application frequently as a mode of communication with people of the opposite sex. Therefore, we will use this application as a marketing technique for AXE, in the form of a game.

# EVENT MARKETING

## Event Marketing 1 Objective

The objective for the event that we will be creating will be to address the cultural contradiction of Emiratis traditionally not being public and very open about their emotions. We want to invite Emirati men to be open about their emotions in an indirect way. AXE will assist them in this, and by doing this will create an image of being a brand that Emiratis can trust to open their feelings to; romantic or otherwise.

## Event Marketing 1 Strategy: She'ar Al Imaraty (Verses from an Emirati)

Through knowledge of Emiratis, it was realized that the local males write poems frequently. The strategy employed for our objective is that of creating an event named She'ar Al Imaraty. This literally translates to 'Verses from an Emirati'. We will invite Emirati men through our promotional plan for the event, to send in poetic verses to us via e-mail. These poems will express their feelings about a particular issue, which is something Emirati men tend to keep to themselves quite often. Through this event, we will encourage Emirati men to send the poems to us which will then be judged by a jury comprising Emirati women that AXE will especially appoint. The winner will receive a generous fund for his wedding. Most of the promotion done for this event will be done via the internet and radio. The timing of this event will be in Advertising Cycle 3, in the month of February. By this time, most Emiratis should be aware of AXE's brand message, and February would fall under the winter holiday season.

## Event Marketing 2/Cause Marketing Objective

For our 2nd event, we will address the hostile image that Emiratis have in the western countries as a result of terrorist activities in the Middle East specifically after September 11, 2001. Furthermore, the money raised from this event will go to a charity related to the UAE culture and tradition.

## Event Marketing 2/Cause Marketing Strategy: Axis of Evil

Our 2nd event will be that of stand-up comedy in Emirati universities. We will bring in performers from the 'Axis of Evil' to perform stand-up-comedy in Arabic. This way, AXE is reinforcing the funny, youthful side to Emirati life as opposed to the negative western perceptions. Also, the Axis of Evil performers will address the political war, and present their ideas and comments with some sense of humor. Furthermore, the money gathered from this event will to the Sheikh Mohammed Centre for Cultural Understanding (SMCCU) which is one such foundation which will help promote and further illustrate the aims and goals of AXE. SMCCU looks to bridge the gap between the different nationalities present in the country, and assist in the tolerance of multi-cultural society. It also looks to explain to people the traditions, customs, and religion of UAE.

The image shows two overlapping browser windows. The top window displays the AXE website with a navigation menu (HOME, AXE PRODUCTS, AXE HELP, AXE ARCHIVE) and a large graphic of a woman in a hijab with the text "Sweet talk your way into my heart." The bottom window shows a form for submitting a poem. The form includes fields for "Title" (filled with "To My Love"), "Dedicated to" (filled with "Fatima"), and "Body" (filled with a poem). The poem reads: "The very first time that I saw your brown eyes, your lips said hello and I said hi, I knew right then you were the one...". There are also fields for "Your name" (filled with "Moh'd K.") and "Your email" (filled with "mk@axe.com.ae").

The image is a screenshot of a USA TODAY article titled "A Mideast spin on comedy axis". The article is by Bill Keveney and discusses the "Axis of Evil" comedians, a trio of Arab-American comedians (Ahmed, Kader, and Jobrani) who perform stand-up comedy in Arabic. The article mentions their tour in the Middle East and their goal to bridge cultural gaps between Arab and western cultures. It also notes that they are set to embark on their first tour of the Middle East in partnership with Showtime Arabia.

The image is a screenshot of the UAECONNECTOR.COM website. The website features a navigation menu (HOME, NEWS, REAL ESTATE, FINANCE AND ECONOMY, LIFESTYLE, SPORTS, WATER SPORTS, HORSE RACING) and a search bar. The main content area displays a news article titled "CRITICALLY ACCLAIMED 'AXIS OF EVIL' COMEDIANS BRING THEIR STAND UP DIPLOMACY ON FIRST TOUR OF MIDDLE EAST". The article includes a photo of the comedians and text about their tour. The website also has a sidebar with a "Newsletter" sign-up form and a "Prayer Time" section.

## SALES PROMOTION

### Sales Promotion Objective

The objective of our Sales Promotion tactic is to encourage trial of AXE, which would hopefully lead to future purchases of the product. Furthermore, we also want to relate the sales promotion tactic to the Emirati culture.

### Sales Promotion Strategy

Emirati men traditionally use the Arabic Oud as a substitute for perfume. Our sales promotion would be to introduce AXE samples in small bottles, similar in size to the small packaging of Oud. By doing this we are making AXE look and feel more similar to Emirati tradition, and something they can relate to. Sampling would allow us to introduce new customers to the product. The sample bottles will be given away as gifts in the Axis of Evil event. The modified AXE deodorant bottle will be distributed in stores that sell Arabic Oud.



## SCHEDULING OBJECTIVE

Scheduling: Pulsing

Cycle 1: July/August/September

Cycle 2: October/November/December

Cycle 3: January/February/March

Cycle 4: April/May/June

During the campaign, advertising will be relatively light in advertising cycle 1, which consists of the prime summer months, since many Emiratis tend to travel to foreign countries during these months. Advertising will be heavier in advertising cycles 2, 3 and 4.

The following table summarizes the media mix and the costs.

## REACH & FREQUENCY

Reach/Frequency & GRP Objective

Achieve 70% reach during the beginning of the campaign. Reach will range from 70-85% over the life of the campaign. The minimum effective frequency per cycle would be 3.4 (refer to Ostrow Model in Appendix). The goal of the events would be to get approximately 2,600 of the target audience to participate.

Months	Medium	Vehicle	Insertions	Message Length/Size	Cost (AED)	GRP's	R/F
July August September	Television	MBC Action Dubai Sports TV	3 times/week 36 in three months	30 Seconds	1,260,000	1080	16/36 14/36
October November December	Magazines	Alam Assyarat	2 times/month 6 in three months	Full Page Color	120,000	456	76/6
	Outdoor	Jumeirah	2 lampposts per month		120,000	100,000 (impressions)	
	Event - Axis of Evil						
January February March	Television	MBC Action Dubai Sports TV	3 times/week 36 in three months	30 Seconds	1,260,000	1080	16/36 14/36
	Cinema	Mall of the Emir, Marina Mall Grand Cineplex	6 times/week 72 in three months	30 seconds	1,944,000	2356	33/72
	Radio	100.9 & 99.0	20 times a week 240 in three months	30 seconds	240,000	3360	14/240
	Event - She'ar Al Imaracy			Feb 1-Feb28			
April May June	Outdoor	Jumeirah	2 lampposts/ Month		120,000	100,000 (impressions)	
	Television	MBC Action Dubai Sports TV	5 times a week/ 60 times in 3 months	Full Page Color	2,100,000	1800	16/60 14/60
	Newspapers	Al Khaleeji	4 times a week/ 48 times in 3 months	Full Page Color	1,200,000	2544	53/48
	Magazines	Alam Assayarat	2 times a week/ 6 in 3 months	Full Page Color	120,000	456	76/6

# SCHEDULING STRATEGY



## Television

TV will be used in 3 advertising cycles; 1, 3, and 4, but in cycle 4 spending on TV ads will be increased since the ads have the 'Visa for travelling' theme, and cycle 4 is just before the summer months when the Emiratis are likely to travel/try getting a Visa. The ads in cycle 1 will kick-off the campaign and explain the new theme to the Emiratis. Also, the TV ads will not run in advertising cycle 2, mainly because of Ramadan (a holy month for Emiratis) falling in the month of October traditionally.



## Cinema

Cinema will be used only in the 3rd advertising cycle of January, February and March since this is the time period when Oscar nominated movies are normally released. Since attendance is very high during this period, reach will be maximized.



## Outdoor

Outdoor will be used in the 2nd and 4th advertising cycle. The first cycle will not be used because majority of Emiratis travel during these months. In the second cycle reach will be maximized through other mediums.



## Radio

Radio will be used in the 3rd advertising cycle. Radio is a medium that does not have a peak period when it is more effective, and therefore we are going to use it in advertising cycle 3.



## Internet

Internet will be used throughout the advertising campaign and a source of information about AXE products and Brand Junkies will be able to access the interactive features that the website provides. Furthermore, we will also have banner ads in the 1st advertising cycle, which will advertise the brand and the website.



## Magazine

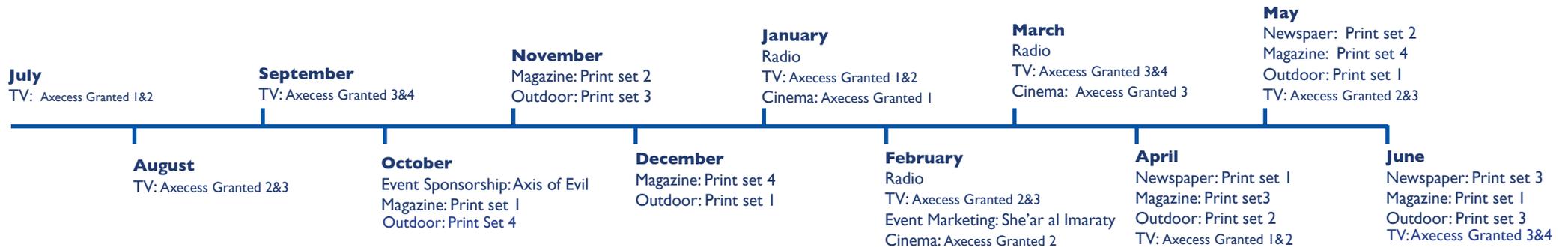
Magazines will be used in 2 advertising cycles; the 2nd and 4th ones. Alternate cycles will be used in order to keep AXE in the minds of the audience throughout the year.



## Newspaper

Newspaper will be used in the 4th advertising cycle, to ensure that reach is wide and constant amongst Emiratis.

## Timeline of Campaign Schedule (1 Year)



## BUDGETING

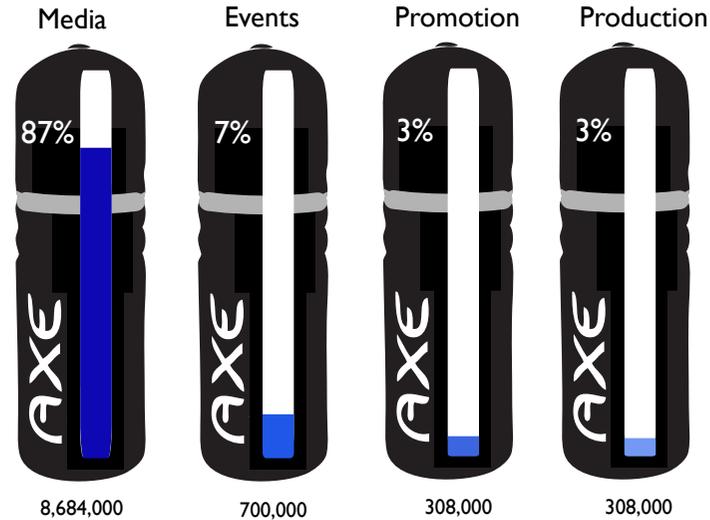
To achieve a DHS 5 million increase in sales, a media versatile budget is needed. We derived a budget through the percentage of sales; 25% of sales would approximate DHS 7,250,000. However, our campaign warrants an investment of DHS 10,000,000. Our aim is to culturally reposition AXE as an identity brand. For an identity brand to successfully integrate into the target market, frequency of the message needs to be high. For this purpose, the myths need to be retold through the creative execution and this repetition of message justifies the budget of DHS 10,000,000.

As a result, a profitable return on customer investment is expected within 3 years.

## CAMPAIGN BUDGET

Campaign Budget (DHS)	
Media	8,684,000
Events	700,000
Promotion	308,000
Production	308,000
Total	10,000,000
Total in \$	2,725,000

1\$ = 3.67 DHS

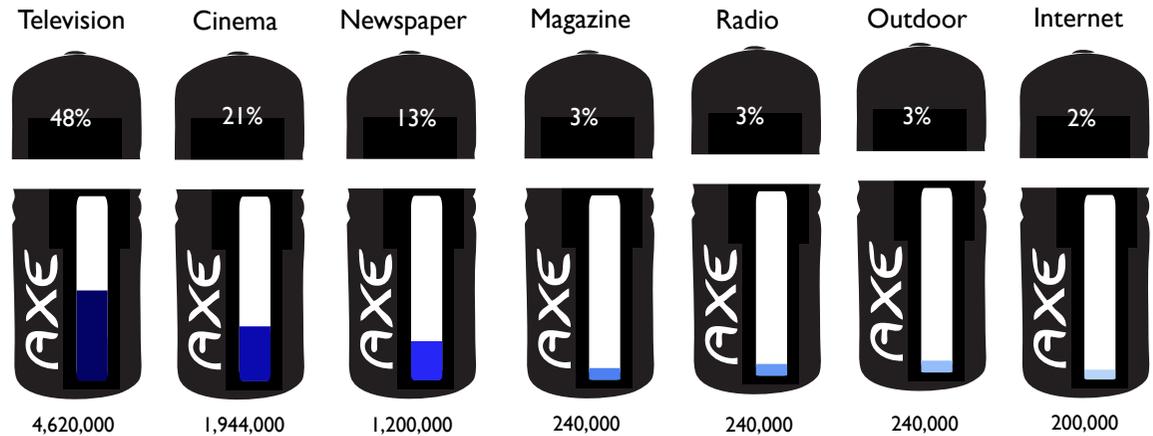


## BUDGET STRATEGY

Media Breakdown (DHS)	
Television	4,620,000
Outdoor	240,000
Radio	240,000
Magazines	240,000
Cinema	1,944,000
Newspaper	1,200,000
Internet	200,000
Total	8,684,000
Total in \$	2,366,000

1\$ = 3.67 DHS

## MEDIA BREAKDOWN



## CAMPAIGN EVALUATION - AIMS

Throughout the course of this campaign, tracking and evaluation methods will be used to analyze the effectiveness of the campaign. Methods to track the marketing plan, the media plan, and the ads themselves will be used and necessary, emergency changes will be made.

### First audit - The marketing plan:

-Changes in AXEs marketing mix, such as product distribution or price, could require changes in the ads. These changes may not be implemented till the advertising campaign has started, and so these changes will need to be taken into account

-Changes in a major competitor's marketing mix, such as a change by Fa or Rexona, could require AXE to change their marketing plan or their positioning strategy. For example, a new advertising campaign by Fa targeting Emiratis, may require essential changes from our side in terms of positioning etc.

### Second audit – The media plan:

-The minimum effective frequency (MEF/c) may need to be altered if the advertising is not achieving our brand recognition target as intended during the formulation of the campaign. The brand recognition can be identified by asking respondents how many times they think they have seen or heard the AXE ad in the last 4 weeks.

-It needs to be made sure that our target audience is looking at the ads. Since a significant part of the UAE population consists of expatriates, the ads could be mostly seen or heard by them as compared to the Emiratis. Periodic surveys of target audience members can be taken to ensure that this is not the case, and if it is, alterations to the media plan will need to be made.

### Third audit: The ads:

-Attention wearout may occur overtime, and the effective-

ness of the creative idea or the creative execution may reduce, thus reducing the effectiveness of the ads. If this happens to be the case for our campaign overtime, slight alterations could be made to the ad to prevent wearout.

-If learning wearout occurs, that is if the audience doesn't effectively relate the brand to the message, the AXE packaging or logo may need to stand out more.

### The overall population of the UAE is 4 million. The breakdown in terms of regional origin is:

- South Asians: 50% - 2 million
- Arab & Iranians: 23% - 920,000
- Emiratis: 19% - 760,000
- Westerners: 8% - 320,000

### Estimations of people aware of Axe (as of 2007) is 2,145,000 (2.145 million). The breakdown in terms of regional origin is:

- South Asians: 1.2 million
- Arab & Iranians: 400,000
- Emiratis: 310,000
- Westerners: 235,000

### The estimation of increased awareness in terms of regional breakdown is:

- South Asians: 1.2 million-1.3 million = 15%
- Arab & Iranians: 400,000-650,000 = 8 %
- Emiratis: 310,000-600,000 = 44 %
- Westerners: 235,000- 260,000 = 3 %

### The media mix is expected to generate the following results:

- TV: 350,000
- Outdoor: 40,000
- Radio: 70,000
- Newspaper: 400,000
- Magazine: 45,000
- Cinema: 180,000
- Internet: 400,000
- Event – She'ar Al Imaraty: 900
- Event – Axis of Evil: 1700
- Sales Promotion: 2500

- Mobile Marketing: 1000

**Therefore, the total amount of contact points generated in this campaign is 1,491,100 (1.4911 million).**

**We estimate that according to regional origin, the contact points will be distributed in the following manner:**

- South Asians: 310,000
- Arab & Iranians: 480,000
- Emiratis: 600,000
- Westerners: 100,000

Since our campaign is aimed mainly towards Emiratis, a major chunk of the contact points will go to them. Furthermore, our secondary target market of Arabs and Iranians will also receive a significant amount of contact points. The above figures illustrate numerically, the aims of the campaign (in terms of target market), and what we expect to achieve via this campaign.

### Income flow

The potential of the whole 18-24 Emirati market in the UAE is \$6,286,371, and the potential of the 18-24 non-Emirati market in the UAE is \$11,785,901.

We are expecting to reach approximately 80% of the 18-24 Emirati market which equates to 80,107 people, and 58% of the 18-24 non-Emirati market which equates to 145,182 people. These are the number of people that will be made aware of AXE during this campaign.

Taking into account an awareness: purchase ratio of 1:0.25 for Emiratis aged 18-24, the total income generated from this group would be **\$1,571,593**. For the non-Emiratis aged 18-24, an awareness purchase ratio of 1:0.08, the income generated from this group would be **\$942,872**. Therefore, the total income generated in the year from our target age group, taking into account these ratios, is **\$2,514,465**.



# Work Cited List

## Books:

Douglas, K. (2004). September 11, Terror War, and Blowback. In J.L. Kincheloe & S.R. Steinberg (Ed.), *The Miseducation of the West: How Schools and Media distort our understanding of the Islamic World*. Wesport, CT: Praeger.

Holt, D. (2004). *How Brands Become Icons: The Principles of Cultural Branding*. Massachusetts: Harvard Business School Press.

Ibrahim, A. (2004). The New Bogeyman under the Bed: Image formation of Islam in Western curriculum and media. In J.L. Kincheloe & S.R. Steinberg (Ed.), *The Miseducation of the West: How Schools and Media distort our understanding of the Islamic World*. Wesport, CT: Praeger.

Joe, L.K. (2004). Miseducation and the Invisibility of the Operations of the Empire. In J.L. Kincheloe & S.R. Steinberg (Ed.), *The Miseducation of the West: How Schools and Media distort our understanding of the Islamic World*. Wesport, CT: Praeger.

Rossiter, R., & Bellman, S. (2005). *Marketing Communications: theory & applications*. Australia: Pearson.

Shirley, R.S. (2004). Desert Minstrels: Hollywood's curriculum of Arabs and Muslims. In J.L. Kincheloe & S.R. Steinberg (Ed.), *The Miseducation of the West: How Schools and Media distort our understanding of the Islamic World*. Wesport, CT: Praeger.

## Websites:

Education and Youth. (2007). Website: <http://www.uae.gov.ae/Government/education.htm>

Khalaf, S. (2007). Culture of United Arab Emirates. Web site: <http://www.every-culture.com/To-Z/United-Arab-Emirates.html>

Piecowye, J. (2006). UAE National Teens. Website: [http://jamescast.podomatic.com/entry/2006-12-19T21\\_47\\_14-08\\_00](http://jamescast.podomatic.com/entry/2006-12-19T21_47_14-08_00)

Sami, L. (2006). Political history of UAE. Website: <http://www.gowealthy.com/articles/1302/index.asp>

The Economist. (2008). Historical Background. Website: [http://www.economist.com/cities/findStory.cfm?CITY\\_ID=DUB&FOLDER=Facts-History](http://www.economist.com/cities/findStory.cfm?CITY_ID=DUB&FOLDER=Facts-History)

The World Factbook United Arab Emirates. (2008). November 10 2007. <https://www.cia.gov/library/publications/the-world-factbook/geos/ae.html>

United Arab Emirate: Job Market. (2007). Website: [http://www.prospects.ac.uk/cms/ShowPage/Home\\_page/Explore\\_working\\_and\\_studying\\_abroad/Country\\_specific\\_information/United\\_Arab\\_Emirates/job\\_market/p!ecedFL](http://www.prospects.ac.uk/cms/ShowPage/Home_page/Explore_working_and_studying_abroad/Country_specific_information/United_Arab_Emirates/job_market/p!ecedFL)  
United Arab Emirates, Ministry of Economy. Preliminary Results of Population, Housing and Establishments Census 2005. October 20 2007. <http://www.tedad.ae/english/index.html>

## Secondary sources:

Media Edge. Personal communication. November 15 2007

PARC (Pan Arab Research Company). Personal communication. October 15 2007

# APPENDIX - Media

Using the Ostrow Model, the Minimum Effective Frequency of exposures to the ad to the target audience was established:

OSTROW MODEL FOR AXE	
1) Marketing Factors That Affect Frequency	
Established Brand?	+ .1
High Market Share?	0
Dominant Brand?	+ .1
High brand loyalty?	- .1
Long purchase cycle?	+ .1
Product used occasionally?	+ .2
Need to beat competition?	0
Advertising to older consumers/children?	0
	+ .4
2) Copy Factors That Affect Frequency?	
Simple Copy?	0
Unique Copy?	- .2
Continuing Campaign?	+ .1
Product sell copy?	+ .2
Single kind of message?	+ .1
New messages?	- .1
Larger ad units?	0
	0
3) Media Factors That Affect Frequency?	
Lower ad clutter?	- .1
Compatible editorial?	- .1
Attentiveness high?	- .1
Continuous advertising?	+ .2
Few media used?	+ .2
Opportunities for media repetition?	- .1
	0
Frequency = 3+.4+0+0 = 3.4	

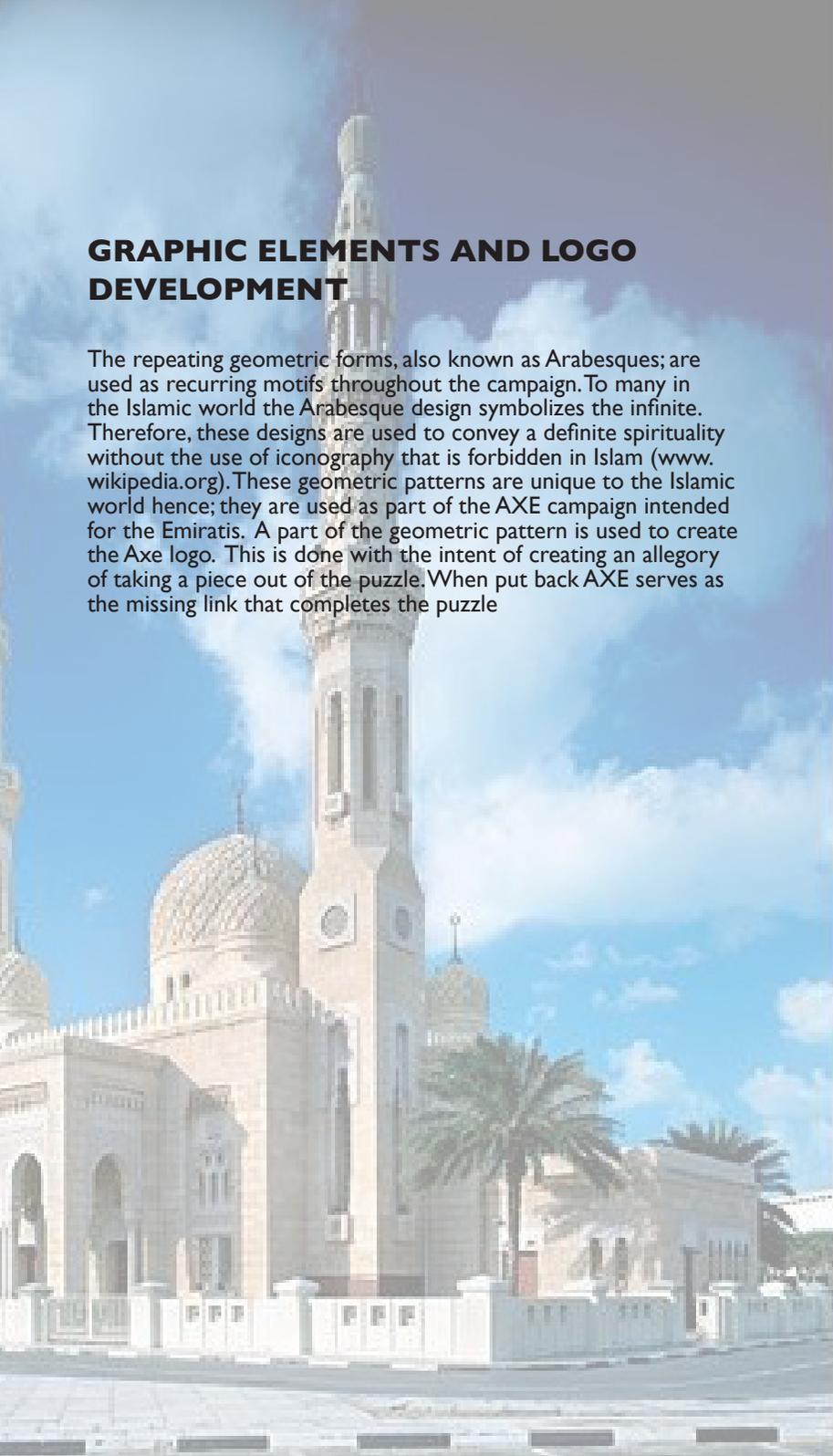
## APPENDIX - Creative

The grandmother in this campaign plays an important part as a cultural icon. She is the one who guides her grandson to be himself by wearing what helps him break down the barriers in the society, and eventually getting the girl. In this poster, there is an extension of the myths that were proposed previously. The idea behind this print ad is having the grandmother be involved in the purchasing decision of her grandson, making sure he wears AXE.



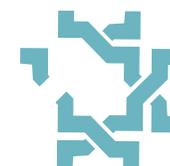
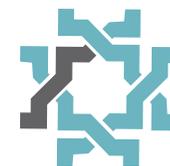
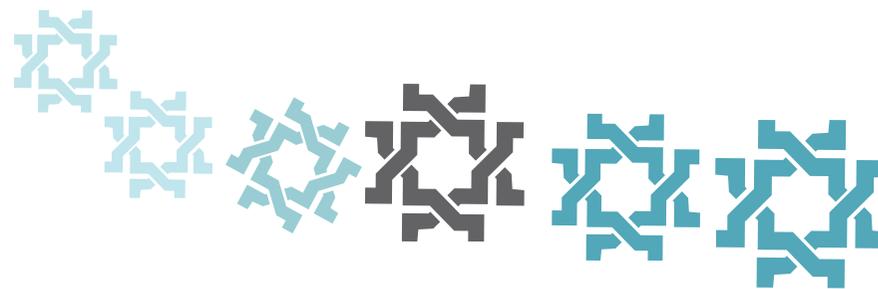
This photograph refers to the Identification Myth III, in which the video concludes with the grandmother looking through a photo album with her grandson and his lady acquaintances throughout his experience across the longer story.



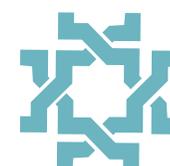


## GRAPHIC ELEMENTS AND LOGO DEVELOPMENT

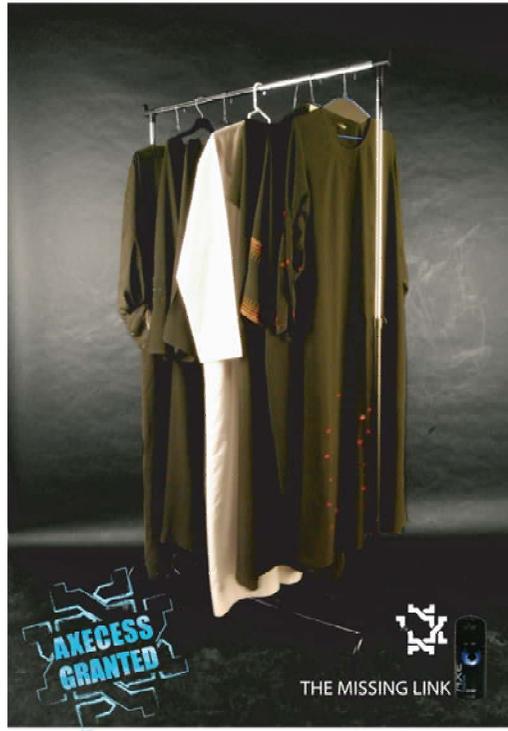
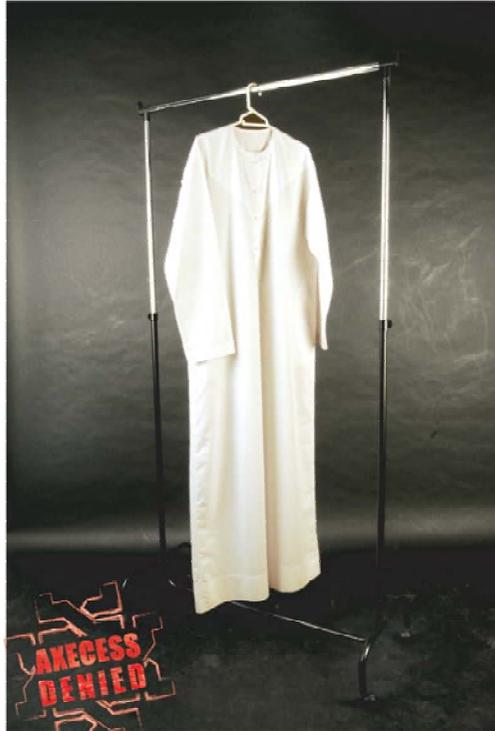
The repeating geometric forms, also known as Arabesques; are used as recurring motifs throughout the campaign. To many in the Islamic world the Arabesque design symbolizes the infinite. Therefore, these designs are used to convey a definite spirituality without the use of iconography that is forbidden in Islam ([www.wikipedia.org](http://www.wikipedia.org)). These geometric patterns are unique to the Islamic world hence; they are used as part of the AXE campaign intended for the Emiratis. A part of the geometric pattern is used to create the Axe logo. This is done with the intent of creating an allegory of taking a piece out of the puzzle. When put back AXE serves as the missing link that completes the puzzle



## THE MISSING LINK

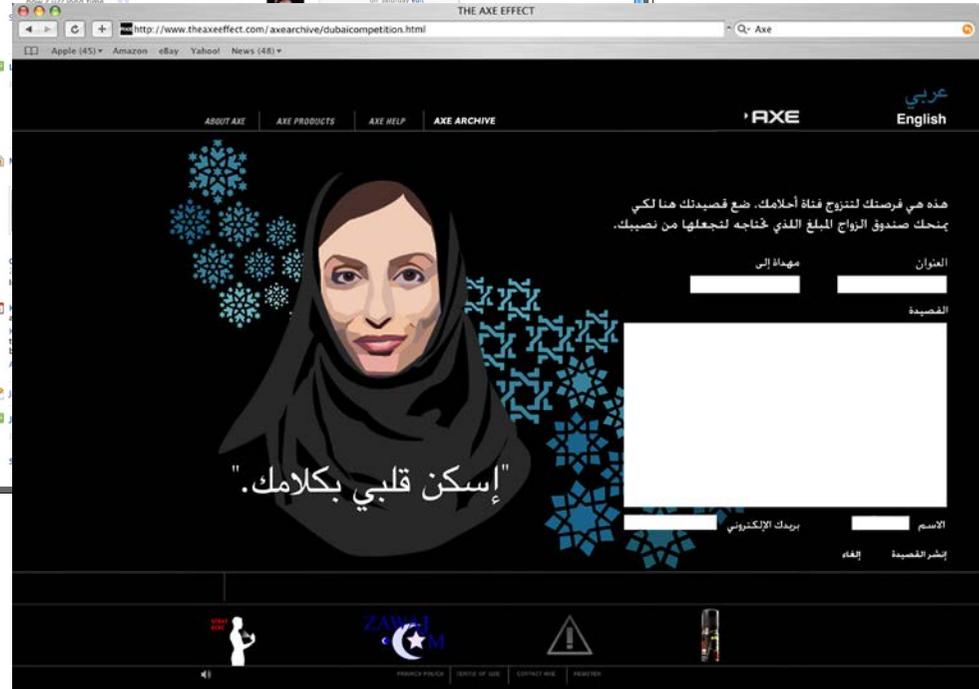
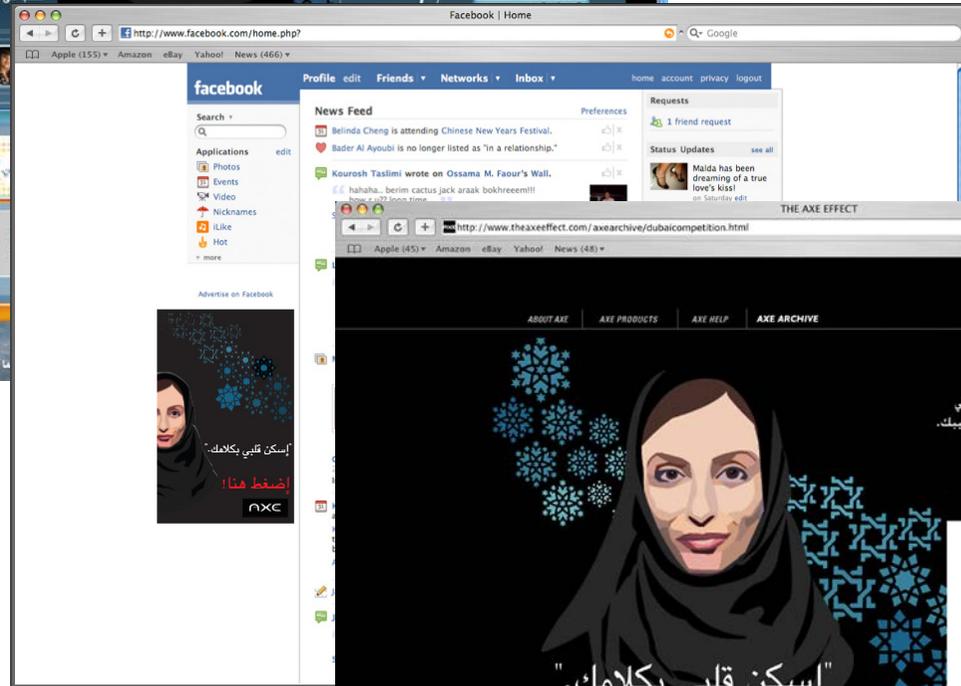


# PRINT ADVERTISEMENT





# ARABIC VERSIONS OF EVENT WEBPAGE AND BANNERS



# APPENDIX - Situational Analysis

## SURVEY HELD FOR FINDINGS IN THE SITUATIONAL ANALYSIS

Age:

How often do you use deodorant in one day?

Which shops do you usually shop from?

Who shops for your grocery items?

- You - Maid/Driver - Parent -Other Specify:

How much are you willing to pay for deodorants?

6-8dhs 9-11dhs 12-16dhs I don't mind paying more for a new long lasting fragrance

How many cans of deodorant do you purchase per month?

Have you ever heard of AXE?

- Yes - No

If yes, how did you hear of AXE?

-TV ads -www.youtube.com clips -Magazines -Internet ads  
-Recommended by friends -Saw it in the Supermarket Other

Which products of AXE have you tried?

-Deodorants -Body sprays -Shower Gels

How often do you use/buy AXE products?

- Regularly.Why?  
- Occasionally.Why?  
- Tried it and never used it again.Why?  
- Never tried it.Why?

If not AXE, what other brand/brands do you use?

Do you like using/buying many brands or are you loyal to one brand?

What is your perceived image of AXE?

- "Get girls" - Masculine and sexy - Adventurous and Original - Classic  
Other, specify

What attracts you the most to using AXE?

-Seductive Fragrances - Long lasting effect - Gives you Confidence - Masculine  
- Different Packaging - Negative Specify:

Are you satisfied with the available AXE fragrances in the market?

-Very Dissatisfied -Neutral - Satisfied -Very Satisfied

Do you prefer using?

- Deodorant - Bukhur/3itir

If Bukhur/3itir why do you prefer using it?

-Long lasting & Stronger scent - Traditions & Culture - Other Specify:

Which scent of 3itir do you favor the most?

Specify

If Bukhur/3itir ,Do you use it on:

- Daily basis - Occasions

How often do you visit Arabic perfume stores like "Abd al Samad al Qurashi"?

- Only when "I" run out -When a new fragrance is out  
- All your perfume shopping is from there

Do you feel that there is any brand of deodorants or shower gel that targets you as a UAE National?

Yes, Deodorants Specify Why

Yes, Shower Gel Specify Why

NO

Which Deodorants' Fragrances, Packaging and Price attracts you the most and why?

Specify