

“Entfahem” Campaign: The Use of Social Media to Improve Consumer Habits in Bahrain

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Abstract: Improving consumption habits would improve the quality of life and welfare in any society. Thus, this study aims to provide in-depth analysis of the case study of Entfahem (“you can change consumption habits” in Arabic) campaign, the non-profit campaign to improve consumption habits in Bahrain. It aims to study the extent to which strategic planning was used in implementing a social marketing campaign to address the lack of strategic consumption campaigns in Bahrain. Besides, it attempts to study the use of social media as a marketing tool in a non-profit project. Two focus groups were held with the team in addition to the observation of the communication tactics used in social media and interpersonal communication. Access to the campaign’s strategic plan was allowed to achieve the research’s aims. The study provides the first qualitative analysis of the process of planning, implementation and evaluation of a strategic social marketing campaign in Bahrain. The lack of empirical Arabic literature that has studied the strategic use of social marketing highlights the need for this research.

Key words: Social media, non-profit initiative, strategic planning, social marketing, community welfare

INTRODUCTION

Most of the social marketing initiatives in the literature were focused on promoting health issues while the contribution of this case is that it highlights the problem of improving the consumption habits to improve the social welfare in the society of Bahrain. It is claimed that it is the social marketing challenge to deal with consumption problems created by big businesses (Hastings and Domegan, 2014). The contribution of this study is that it is the first paper that highlights the process of implementing strategic social marketing campaign in Bahrain.

Thus, it is beneficial to offer a brief introduction of Bahrain. Bahrain is located in the Arab Gulf region in the Middle between Iran and the Arabian Peninsula (Fig. 1). The Cooperative Council of Arab Gulf States consists of six Arab Gulf states that share the same culture, history, language, religion and economic interests: United Arab Emirates, Kuwait, Bahrain, Saudi Arabia, Oman and Qatar. The discovery of oil in the Arab Gulf in the 1930s put the Arab Gulf societies face-to-face with the challenge of development. After the discovery of oil in the Arab Gulf, people moved from working in agriculture and fishing to work in the oil industry that provided them with fixed salaries (Shaygey, 1989; Najem, 1993). Moreover, investment and commerce flourished in the Arab Gulf. Al Jassaney argued that the discovery of oil in the Arab Gulf resulted in social and economic challenges in the second

half of the 20th century (Jassaney, 1982). The Arab Gulf societies started to move from tribalism towards modernization and globalization (Najem, 1993).

This study provides a qualitative analysis of the use of social marketing framework and the use of social media in Entfahem campaign. Entfahem campaign was a non-profit project conducted by a team of university students in Bahrain as a social marketing project that aims to increase consumer awareness and practice of law (35) of Consumer’s Rights and Duties in Bahrain.

Entfahem campaign is a student’s project which was conducted the voluntary efforts of eight team members who conducted the campaign as a university project that targets the young generation and lasts 6 weeks. As a university voluntary project, Entfahem campaign was conducted by limited resources and limited budget.

Literature review

The use of strategic social marketing approach in the Arab Gulf: A number of social change campaigns have been launched from the middle of the 20th century to increase the awareness and improve the life quality of the Arab Gulf societies of many social issues. However, most of these early campaigns lacked strategic planning and well-trained staff (Maklooth, 1996; Maleh, 1985). Moreover, several studies criticized the lack of strategic planning of measurable objectives and evaluation in public campaigns implemented by voluntary associations (Mathnane, 1994; Rashid, 1990). These



Fig. 1: Map of the Arab Gulf states

studies recommended using strategic planning through establishing specialized departments that would specify measurable objectives and evaluation benchmarking, in addition to training the staff working in these departments. Al Awadey attributed the absence of strategic planning for long-term goals in national literacy campaigns in the Arab Gulf societies to the lack of communication specialists and the failure to use integrated communication techniques.

The contribution of this research is that it highlights the strategic process of the implementation and evaluation of a social marketing campaign in Bahrain. Al Saqer (2016)'s research were the only studies that highlighted the role of social marketing approach in public communication campaigns in the Arab Gulf. Based on a

research in voluntary associations in Saudi Arabia, Al Terkestaney found that there was an absence of specialized social marketing departments to plan and implement comprehensive social campaigns.

Al Saqer (2016) used a qualitative methodology to study two communication programs in the Arab Gulf and found that these programs were limited to the technical use of communication while it lacked strategic planning. She claimed that 'studying social marketing program as a strategic planning process will enable other researchers to develop a management theory of social marketing in the Arab Gulf context' (Al Saqer, 2016).

Therefore, this case study provides in-depth analysis of how social marketing approach was implemented in a student project in Bahrain. The selection of Entfahem

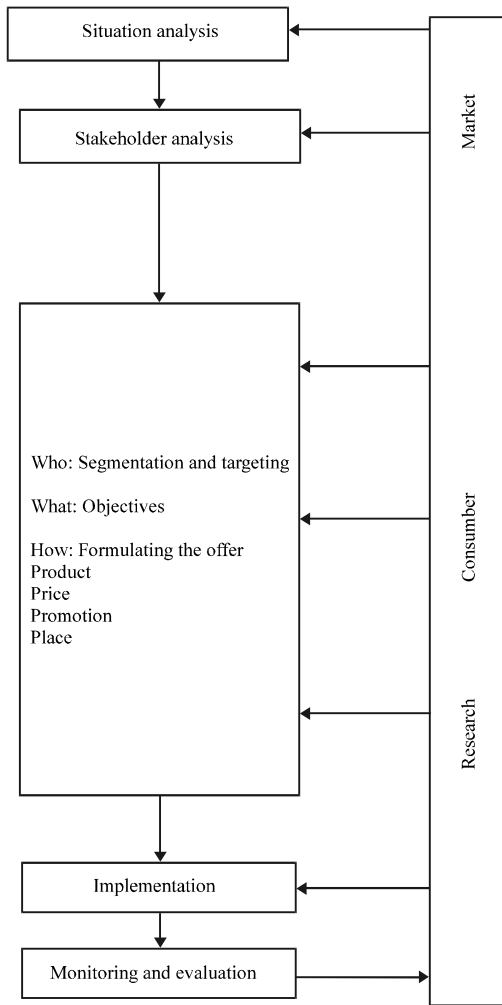


Fig. 2: A social marketing plan (Hastings and Elliott, 1993)

campaign was because as a university-based project, it adopted Hastings (2007) strategic plan to implement the campaign (Hastings and Elliott, 1993) (Fig. 2).

Improving consumption habits in the middle East:

Previous campaigns used a traditional advertising approach therefore, this campaign was selected because it used a strategic social marketing framework. Based on the team’s research, there is no previous campaign in Bahrain that used a social marketing approach to address changing consumer habits. There was a campaign in Egypt that was conducted by the students of Helwan University in Egypt called “You can’t cheat the Egyptians!” that focused mainly on the use of a social adverts to increase the consumer awareness. Moreover, Consumer Protection Department in Egypt launched an information campaign called “I know” to increase the awareness of rights and duties. The campaign used the

Facebook mainly to give tips to the consumers to improve their shopping habits. As discussed earlier, none of the previous campaigns used a social marketing approach.

The use of social media as a research and promotion tool in the campaign:

As a university voluntary project, Entfahem campaign was conducted by limited resources and limited budget. It depended mainly on the voluntary efforts of the eight team members who conducted the campaign as a university project that targeted the young generation and lasted 6 weeks (Appendix 1). The use of social media was beneficial first because it has been more suitable and accessible to the young target audiences; and second because of the unexpansive nature of the social media. It was argued that consumers are using social media to conduct their information searches and to make their purchasing decisions (Lempert, 2006; Vollmer and Precourt, 2008). Instagram and Twitter were used to promote the messages and interact with the target audiences as these two social media tools are the most popular social media means in the Bahraini society. Mangold and Faulds claimed that “the tools and strategies for communicating with customers have changed significantly with the emergence of the phenomenon known as social media also referred to as consumer-generated media” in 2009. The contribution of this campaign was the use of social media not only as a promotion tool but also as an evaluation tool by using WhatsApp focus groups.

MATERIALS AND METHODS

Research questions: As it is clear from the review of literature, Arabic literature has failed to provide detailed empirical research of real-life social marketing campaigns based on strategic planning framework. Therefore, this paper raised two key qualitative questions:

- To what extent strategic social marketing planning, implementation and evaluation were used in Entfahem campaign in Bahrain?
- What is the role of social media as a social marketing tool to address the target audience needs in Entfahem campaign?

Research methods: Two face-to-face focus groups were arranged with the team members that each lasted for 45 min. The use of face-to-face focus groups helped get in-depth information through interpersonal communication. The number of participants in each focus group was only seven participants which allowed every

member to provide her/his in-depth insights freely. Besides, the communication materials such as the campaign's logo, adverts, screenshots from the social media accounts and educational material were discussed in details. Besides, on-line interview were conducted with the team leader. Moreover, all the team members were contacted either face-to-face or through on-line communication during the time of the campaign to ask them about their roles in the process of planning, implementing and evaluating the campaign. The use of field notes allowed recording the researcher's main impressions, summary of the interviews and focus groups, comments on any materials shown by the interviewees and any critical incidents that might benefit the research.

Observation is another important technique that was used in this research to record systemically 'events, behaviors and artefact (objects) in the social setting chosen for study' and to 'discover complex interactions in natural social setting' (Marshall and Rossman, 1999). In this research, observation allowed the researcher to be involved in the process of designing and implementing communication techniques used to promote social change in their own social contexts. This approach enabled the researcher to be involved in the planning process and promotional activities and to analyze communication tactics used in interpersonal communication that could never be achieved using alternative technique. The researcher used field notes to record all the small events, speeches, behavior or artefacts that might be of benefit to the research.

After that field notes and comments and observation diary transcripts of the interview and focus groups were translated from Arabic to English. Then, they were coded through the process of reading and re-reading. Finally, these categories were reduced to key themes and dimensions for the study.

Findings: This section aims to explain the extent to which the team adheres to strategic social marketing planning through explaining the campaign's steps based on the planning report conducted by the team the observation and focus groups.

PEST analysis of the campaign: Based on the planning report of the team, the campaign's process started with situation analysis through providing a PEST analysis of the Political, Economic, Social and Technological factors affecting the campaign as follows.

Political factors: Obtaining consumer rights is a democracy process that allows the consumer to claim for his/her rights. This is protected by the law (35) of the Ministry of Industry, Commerce and Tourism in Bahrain.

Economic factors: Improving consumer habits would help the individuals to spend their money wisely and would save the country's resources and hence it would increase the economic welfare and result in a better quality of life.

Social factors: The theme of the campaign is accepted by the Bahraini society. However, based on the campaign's research, there is a lack of awareness and neglect of the issue in the Bahrain society. Most of the social campaigns in Bahrain focused on promoting health issues. Little attention was paid to implement a strategic campaign to change consumption habits.

Technological factors: As the young target audience in Bahrain is very active users of social media especially Instagram and Twitter, social media was used as a marketing tool in the campaign to achieve the campaign's aims.

SWOT analysis of the campaign: The team implemented a SWOT analysis where the strengths and weaknesses of marketing organization were laid alongside the opportunities and threats of the environment as follows.

Strengths: The campaign was conducted as a university non-profit project that followed a social marketing process. The students were devoted and enthusiastic to work in the team. The university supported the campaign and provided the place to launch the activities.

Weaknesses: The key limitation of the campaign was the limited budget as the campaign depended mainly on the use of public relations to get sponsorship to provide financial resources. The lack of resources was one of the major barriers facing voluntary associations that aim to promote social change at the collective level (Rashid, 1990). Another barrier was the limitation of time as the team had only 6 weeks to implement the campaign. As all the team members were students, they were busy with other assignments and tests and sometimes it was difficult to devote their full time for work.

Opportunities: The campaign had the opportunity to get the financial support of the Ministry of Industry, Commerce and Tourism and cooperate with the Consumer Protection Department. The Ministry sponsored the campaign competitions and assigned prizes for the winners. Several studies in the literature have stressed the importance of partnership and collaboration in health communication, i.e., (Haggart, 2000; Markwell and Speller, 2001) claimed that intersectoral collaboration could be operationalized at each level of policy and/or decision making when individuals from health, social, voluntary and private bodies work together to meet the needs of their target audiences.

Threats: The campaign was competed with other activities and campaigns that were conducted at the same time at the university. Besides, the time was challenging as some students had lectures and exams at the same time of the campaign.

Definition of the problem: To define the problem, the team conducted a questionnaire to achieve a better understanding of the problem in Bahrain (Appendix 2). They used a random sample of the university students of all the university colleges. The results showed that there was a considerable lack of awareness and practice of consumer rights and duties as follows:

- The 56.6% of the sample was males while 43.4% were females
- The 56.6% of the sample was between 18-24 years old
- The 83.8% of the sample said that they did not know the consumption rights and duties assigned by the law (35) in year 2012
- The 56.6% of the sample said that they had encountered some problems with a product or a service offered by one of the stores in Bahrain
- The 60% of the sample said that they did not know before that there is a Department for Consumer Production in Bahrain
- The 49% of the target audiences do not often write a shopping list before purchasing
- The 38% of the target audiences do not often keep the receipt for some days after purchasing
- When the written price in the product's label was different from the actual purchasing price, 62% of target audiences said that they would not complain to the Department of Consumer Protection
- The 50% of target audiences said that they would look for cheaper alternatives when the product's price increases
- The 34% of target audiences do not often read the information label (or ingredients) of the product before purchasing

Consumer orientation approach through the use of social media: In all the social marketing steps as a strategic planning process, 'consumer orientation' appears to be a key factor. The team leader explained that the team used social media (Instagram and Twitter) because it has been the most popular media mean among the target audience of the youth, in addition to its low cost. She explained that social media enabled the team to research a wide variety of the target audience in a short time. It was challenging for the team to choose the most applicable applications as such media is developing very fast.

The use of WhatsApp focus groups: In addition to the quantitative questionnaire, the campaign's team conducted WhatsApp focus groups to collect detailed in-depth data about the consumption problems in Bahrain and the reasons for the wrong consumption habits. Another WhatsApp focus group was conducted to select the best campaign's logo and slogan from the point of view of the target audience. The team explained that conducting the focus groups through the WhatsApp saved the time and effort of the team and the participants and gave them more freedom to express their experiences frankly. The team leader said that the WhatsApp focus group was beneficial in utilizing time and making it easier for the participants to gather in one place –hyper place. On the other hand, she explained that the disadvantage of these groups was the fact that the nature of WhatsApp interaction was different from conducting face-to-face interaction as it took some participants few minutes to interact with each other. The team explained that the WhatsApp focus group lasted two hours and a half and all the participants had participated actively and shared their opinions.

Campaign's aims and objectives: Entfahem campaign had mainly the goals to increase the awareness and change the wrong practices of the university students in Bahrain between the age 18-40 years old regarding consumer rights and duties assigned by the law (35) in 6 weeks. Tones and Green (2004) noted that according to the health education model, coercive strategies and techniques are unacceptable. The team explained that the campaign aims to empower the target audiences to use the information they acquired to improve their consumption habits.

RESULTS AND DISCUSSION

Stakeholders and competitive analysis: The team explained that the key stakeholders of this campaign were:

- The university students in Bahrain between the age 18-40 years old
- Ministry of Industry, Commerce and Tourism (Consumer Protection Department)
- Journalists and broadcast media
- Campaign's financial sponsors
- Young activists in the social media such as Khawla Al-Maraghey
- Public opinion leaders such as Dr. Ahlam Al-Qasemy

The competitive analysis consists of:

- The competitive habits of wrong consumption such as the pleasure of unplanned purchasing and excessive shopping who could be a habit of relaxation

- The competitive stores and sellers who denied consumer rights and had wrong practices
- The competitive activities that are conducted at the same time of the final activity and exhibition

The use of marketing mix in the campaign: Based on the social marketing plan conducted by the team the team explained that they designed the offer to meet the marketing mix (product, place, prices and promotion). The product was assigned by the campaign team to be improving the consumption habits of the young Bahraini consumers by their rights and duties. Moreover, the messages stressed the benefits the participants would achieve if they followed the consumption tips.

The team claimed that the price for the behavior change was not expensive as the consumers had to conduct little changes in their consuming habits. However, the fact that consumption attitudes and habits need time to change would make the price higher in the campaign.

To address the place, the campaign was launched in 17 November 2015 till 22 of December for 6 weeks in the university's campus. The change should take place in the stores and supermarkets where the behavior takes place. The campaign exhibition was in the same building where the students were entering to attend their classes so, it can be accessed easily by the target audiences.

Moreover, promotional videos were used in the social media, in addition to campus adverts, educational materials, interactive exhibition and lecture that were held at the end of the campaign in the university campus, in addition to media advocacy through the press and TV. The campaign's adverts were distributed in the university's campus and social media accounts that were popular among the youth. The voluntary aspect was respected by the team through the language used in the slogan and focusing on positive tips and solutions to improve consumer habits and behavior. However, the language of the tips was still direct and gave straightforward tips. It was challenging that the nature of social media required more creative ways to create more interaction between the campaign and the target audiences. The team was aware of that thus, they accompanied the tips with some interactive questions to the target audiences and they answered any question raised by the participants.

Branding of the campaign: Hastings (2007) explained that there were four tactics to brand social marketing campaigns: collaboration, assigning positive value, assigning positive logo and offering solutions for the problem. As a non-profit project, the campaign's team

attempted to get the support of the Ministry of Industry, Commerce and Tourism in Bahrain to enhance its resources. Besides, it used a positive value of empowering the consumers change their consumption habits by providing them with practical solutions and training through the exhibition in workshops. The slogan "Entfahem, You know your rights and duties" was positive to empower them to change their behavior. The team avoided using negative vocabularies or patronizing language in order to empower the target audiences rather than giving them orders. Besides, the campaign gave the target audiences practical solutions and tips to improve their consumption habits. The slogan was selected to be simple and attractive. The team explained that they used WhatsApp focus groups of the target audience to choose the best slogan from the point of view of the participants. They said that they selected a simple logo and they used green color because it is a fresh young color and a symbol of doing well. They used a shopping trolley in the logo as a symbol of consumption habits. This visual was selected by the participants in the focus groups because it is simple, understood and attractive from the perspectives of the target audiences. They used Arabic language in the adverts to reach the Arabic target audiences.

Formulation of the communication strategy: The team explained that they used supplementation strategy through using both social media and interpersonal techniques to increase social awareness of the consumer rights. This strategy occurs when a media message is reinforced by similar messages that are delivered through other communication modalities (Perloff, 1993). Several scholars recommended using supplementation strategy in communication campaigns through combining mass and interpersonal communication techniques (Kotler and Roberto, 1989; Lazarsfeld and Merton, 2000; Perloff, 1993; Tones and Green, 2004; Wallack, 1990). Moreover, in the field of health promotion, various studies found that integrated interventions that used mass media and interpersonal communication such as school programs and community activities were effective in creating behavior change, i.e., (Backer *et al.*, 1992; Perry *et al.*, 1992; Pierce *et al.*, 1990). In this case, the use of social media was combined with interpersonal communication in the campaign to attract the needs of the young target audiences who used social media more than mass media and increase their awareness. Interpersonal techniques were used to convince the target audiences. This could go along with Moffitt's argument that 'a thorough communication mix can allow for the limitation of one selection to be offset by the strength of another in the mix' (Moffitt, 1999).

The use of social media in the campaign: The team launched accounts in the Instagram and Twitter as they explained that they selected these two mediums because they were the most popular social media means among the youth in Bahrain (entfahem_bh). Based on the cognitive learning theory, the campaign used direct information tips as a first step of changing the consumer behavior. The team used social psychological techniques through rational appeals to 'empower' the youth to start thinking about their consumption behavior and habits. At the same time, the voluntary aspect of the target audience was enhanced by the campaign's messages. It was observed that the team used positive vocabularies to empower the target audiences to acquire self-esteem and confidence in taking their own decisions such as "You are aware, You have the right". This could be related to the key empowering tactics at the individual level such as stressing beliefs about control and self-efficacy beliefs, besides values such as self-esteem (Tones, 1997). However, it was ironic that on one hand the target audiences were encouraged to acquire self-esteem, self-confidence and critical awareness to take their own decisions and on the other hand they were told what they 'should' do. This could be related to Gruber and Trickett's argument that there is a fundamental paradox in the idea of people empowering others because the very institutional structure that puts one group in a position to empower also works to undermine the act of empowerment'. Therefore, the target audiences were offered access to resources through providing them with free training workshop in the university campus in addition to providing them with easy tips and solutions to improve the consumption habits.

The use of interactive social media adverts: The team used social media short adverts to involve and attract the target audiences. The participants in the advert were portrayed in the adverts to be similar to the target audiences. They were similar clothes and encounter similar consumption problems (based on the results of the former research). The use of real-life stories in the adverts was intended to empower the target audiences to take the decision and to provide them with practical solutions. This is connected to the argument that 'advertisers should consider the symbolic and self-expression properties of their online ads and match them to targeted consumer's self-concept's (Taylor *et al.*, 2012).

Interactive competitions in the social media: Several interactive competitions were held in the social media to attract the target audiences. The competitions focused on empowering the target audiences to change their consumption habits based on law (35). The team succeeded to get the sponsorship of the Ministry of

Industry, Commerce and Tourism that assigned attractive cash prizes to the winners who practiced some of these habits. This tactic was based on operant or instrumental learning theory that assumed that responses become stronger, the more they are associated with rewards (Bettinghaus and Cody, 1987).

Campus adverts: The team used campus adverts in Arabic language to draw the student's attention and they distributed them in different popular places in the campus. They distributed them in accessible places in an innovative way to address the place aspect such as student's lockers, cafeteria, on the student's cars and even inside the classrooms. This could be related to Roger's diffusion of innovation in the field of health communication (Kotler and Roberto, 1989; Rogers, 1983; Rogers and Storey, 1987). Tones and Green referred to 'innovation's a 'practices that are new or are perceived to be new by members of the social system' (Tones and Green, 2004).

Final campus interpersonal exhibition and training: The team's final activity was held in the university campus on 22 of December 2015 to attract the target audience through interpersonal face-to-face communication and training on some habits. This could be related to the argument that communication planner should maximize efforts by 'using the mass media to gain attention and to educate while using face-to-face communication to reach those influentials most important to the persuasive effort' (Bettinghaus and Cody, 1987).

Atteyah criticized the fact that most of the existing Arabic research focused on the role of mass media in development campaigns while less attention has been paid to face-to-face channels (Atteyah, 198). Based on observation, many participants interacted positively in the campaign's partition and were involved in practicing some tips assigned by the campaign in the exhibition. It was observed that the team employed psychological approaches to empower the target audiences through using positive messages and vocabularies to encourage their participation. The team distributed information leaflets of the law 35 and offered the participants with the required information numbers in case they had any consumption problems. Then, the team encouraged the target audiences to share their good and bad practices with the team and offered them with practical tips and solutions.

Arranging interpersonal training session with a specialist: The final exhibition was accompanied with an interactive training session with a sociologist who is specialist in consumption habits. According to social learning theory the youth would adopt the behavior and

attitudes of popular characters because they want to associate themselves with a powerful, attractive source (Devine and Hirt, 1989). An easy interactive language was used to attract the students. Besides, prizes were assigned to the participants who interacted in the last activity to encourage their participation. This goes along with McKenzie-Mohr and Smith's suggestion that for the most complex behavior, multifaceted approaches were needed in 1999.

The use of media advocacy: As the campaign was held with limited budget, the team used public relations to establish unpaid media relations. Wallack referred to media advocacy as 'the strategic use of mass media for advancing a social or public policy initiative' (Smoking Control Media Advocacy Guidelines, 1988; Wallack, 1990). Several press releases were published in the main newspapers in Bahrain such as "Al Wasat" and "Al Watan". Besides, the team was interviewed in the Bahrain TV local channel to talk about the campaign's aims and activities. The use of media relationships was intended to generate publicity about the campaign. Media advocacy implies the tactical rather than strategic use of public relations a 'sunpaid publicity' to generate unpaid coverage of an issue through media. The media can be used as an instrument to lobby for policy change or generate support from opinion leaders, i.e., (Reid *et al.*, 1992; Wyllie and Casswell, 1992). The significance of this approach is that it moves from social psychological approaches to community-based communication. However, the limitation of the unpaid publicity was the inability of the team to control the size, the time and content of the media coverage. Therefore, the lack of press and TV adverts resulted in limited media coverage.

The campaign's outcomes: The team used a different sample in their evaluation of the campaign as they distributed a questionnaire to students who attended the final activity and exhibition. This sampling raises the question to which extent the evaluation's results represent the target audiences as the participants who did not attend the event were excluded from the sample. Besides, only few participants returned the questionnaires which limited the evaluation results. Based on the team's evaluation (Appendix 3), the campaign achieved the following results:

- The 80.6% of the sample said that they had heard about "Entfahem" Campaign
- The 43.3% of the sample said that they were affected by the social media, 36.7% of the sample said that they were affected more by the exhibition while 20% of the sample said that they knew about the campaign through the campaign adverts in the campus in the campus

- The 96.8% of the sample said that they had benefited from the campaign
- The 26% of the sample said that one campaign is insufficient and more campaigns should be conducted to increase the awareness of the consumer rights in the Bahraini society

Based on the evaluation results, the team concluded that the campaign had achieved its aims despite the time and budget barrier. However, the team leader recommended that future campaigns should target a wider range of audiences through combining the use of social media with mass media.

Through studying the planning and implementation process of implementing Entfahem campaign, it is found that a strategic approach was used to implement a social marketing campaign in Bahrain. However, two key barriers were found: first the limited budget and resources derived from the voluntary nature of the campaign and second, the limited time frame which makes it difficult to move from educational aims to behavior change which is the essence of social marketing. However, one of the key findings of this study is the beneficial use of social media in non-profit low-budget campaigns.

The use of social media in the campaign in addition to addressing the place aspect through in-campus interpersonal training was innovative in this case. The interactive nature of the social media empowered the target audience to participate in the campaign rather than being a mere object of the messages. Based on observation, the tactics used by the team could be related to the individual empowerment approach that aims at increasing 'consciousness' and 'confidence' through stressing self-esteem and life skills (Tones, 2001; Tones and Tilford, 2003). This approach looks at education as a means of empowerment.

Although, the team encouraged participation but it was limited to individual empowerment techniques through using social psychological tactics to 'empower the target audiences at the individual level. Psychological empowerment requires 'enabling people to participate by raising their consciousness and confidence'. However, several studies recommended moving from the educational and preventive models of health promotion towards the empowerment model that aims not just at influencing individual choices but also at creating health public policy (Tones, 2001; Tones and Tilford, 2001). Therefore, future campaign should establish more strategic partnerships to achieve community support.

As the campaign was launched with limited resources, the use of public relations for providing sponsorship and media advocacy was beneficial to acquire financial support and publicity. However, more collective approach should be developed in the future to

cooperate with various private and governmental entities in Bahrain. Several scholars in the Arabic literature highlighted the need for a collective approach to social change in voluntary association through collaborating with the government and other Arab voluntary associations to achieve economic support (Rashid, 1990).

As for the strategic aspect of the social marketing campaign, the lack of resources results in conducting one campaign within a limited time frame. Future campaign should be conducted within a long-term project to move towards behavior change. Besides, future campaigns should not be limited to target the youth, but it should target other publics in the Bahraini society. Furthermore, although the use of research in the process of the implementation and evaluation of the campaign was a significant strength of the campaign the sampling of the campaign's evaluation needs improvement. The questions of the final evaluation were very general as the word "impact" was used without specifying which aspect of this "impact" would be addressed. This raises the question whether the questionnaire measures what it was intended to measure. The evaluation questions should be tied more strictly to the campaign's aims to achieve more systematic results.

As the first study that provides in-depth analysis of the use of strategic social marketing in Bahrain, future research should develop the findings of this research and develop further understanding of how new technologies and innovations could be applied in social marketing campaigns. One of the new research directions recommended by this study is to study the use of WhatsApp focus groups as a part of the ongoing evaluation process in non-profit social marketing campaigns because of its low cost and interactive nature.

CONCLUSION

The study finds that the use of strategic planning in this case was beneficial to achieve the campaign's aims. Besides, the use of WhatsApp focus groups as on-going evaluation process during the campaign was an innovative consumer orientation strategy. However, the final evaluation of the campaign needs to be improved and connected more to the campaign's aims. Besides, it is found that the use of social media is helpful to satisfy some target audience's needs, in addition to overcoming the budget challenge in voluntary projects. In conclusion, the study offers discussion and practical implications and invites for future research.

ACKNOWLEDGEMENT

The researcher would like to acknowledge the cooperation of Entfahem's team to provide all the required materials to conduct this research.

APPENDIX

Appendix 1: The team tasks in the campaign

Member of the group	Task
Abeer Ali Ahmad	The team leader Conducting the research and focus groups PR-sponsorship Managing the Instagram Account Photosetting and monitoring one of the campaign's video
Noor Al-Huda Salah Al-Sabt	Strategic plan of the campaign PR-sponsorship-media advocacy Managing the Twitter Account Photosetting one of the campaign's video Arranging the final activity Contacting some popular youth to represent the campaign in the social media
Mooza Buhazaa	Contacting sponsors PR arrangements- media advocacy Acting in one of the social media videos Arranging the campaign partition Arranging the final activity Managing the Instagram Account Distributing campaign's adverts posters in campus
Lulwa Al-buainain	PR arrangements Sponsorship for the activity's catering Arranging the photocopying the campaign's banners Arranging the campaign partition Arranging the final activity Managing the Instagram Account Distributing campaign's adverts posters in campus
Zainab Al-Na'ar	Designing the campaign's logo Supervising the focus group to evaluate the logo Designing the campaign's posters Designing visual designs of Twitter and Instagram accounts Designing the campaign's banner
Talal Nayef	Acting in a social media video Production of the video Distributing the invitation cards for the final exhibition Arranging the campaign partition
Dana Al-Khadhey	Contacting sponsors PR arrangements Acting in one of the social media videos Arranging the campaign partition Arranging the final activity Distributing Campaign's adverts posters and fliers in campus Distributing the invitation cards for the final exhibition
Mohammed Maher	Acting in a social media video Photosetting and production of two Instagram videos Arranging the competitions PR arrangements

Appendix 2 (Percentage about social media):

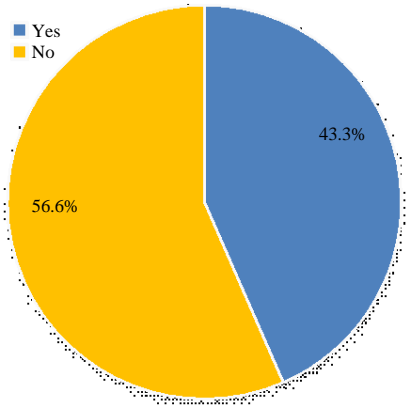


Fig. 1: This figure show gender percentage about social media

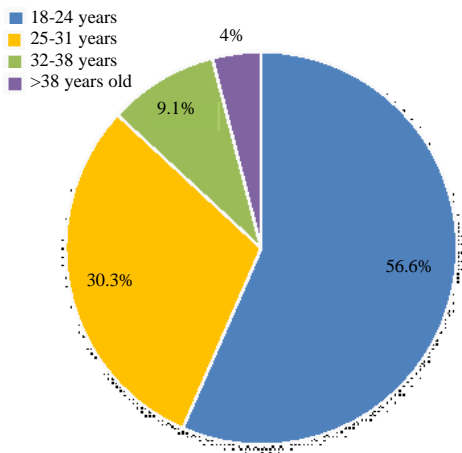


Fig. 2: The figure show the age percentage about social media

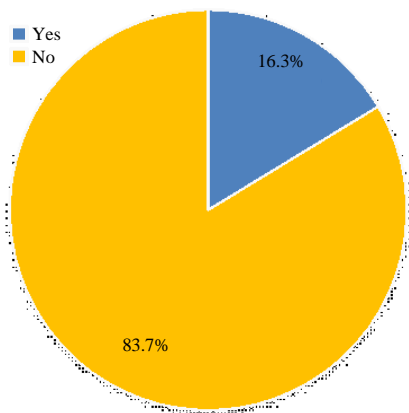


Fig. 3: Do you know your consuming rights and duties assigned by the law (35) in year 2012?

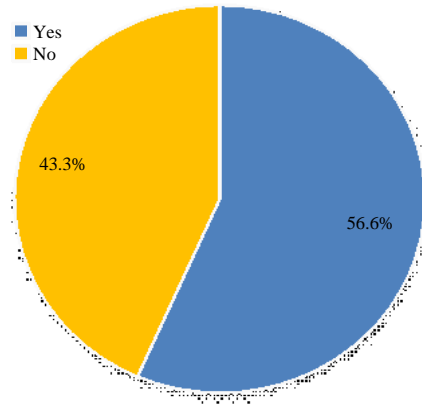


Fig. 4: Have you encountered any problems with a product or service offered by any of the stores in Bahrain?

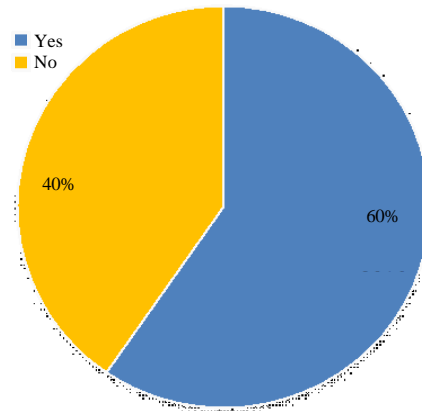


Fig. 5: Do you know before that there is a department for consumer production in Bahrain?

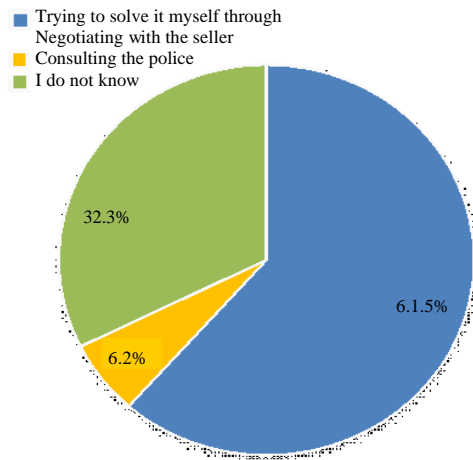


Fig. 6: If you answered (No) who would you consult when you encountered a problem with a seller or a store?

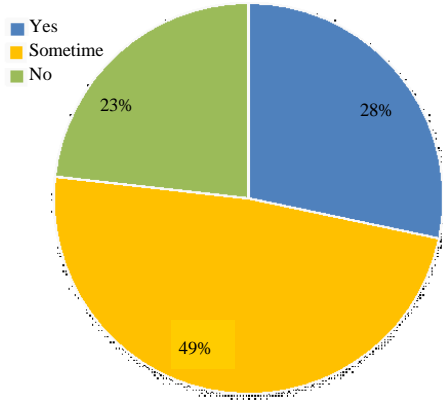


Fig. 7: Do you often write a shopping list before purchasing?

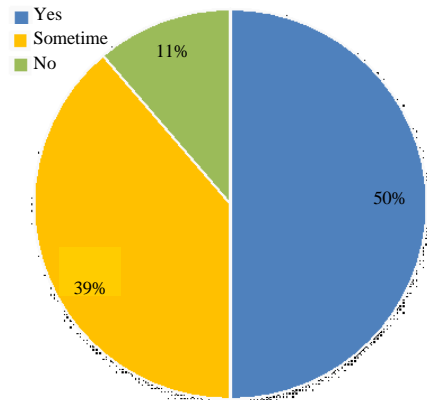


Fig. 10: Do you look for cheaper alternatives when the product's price increases?

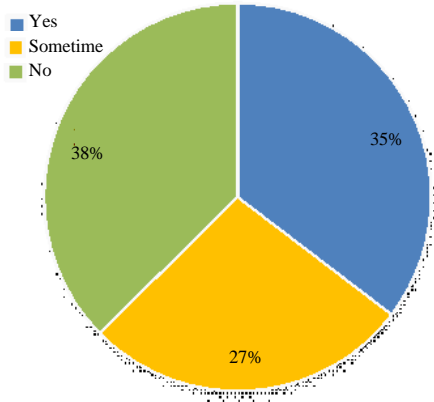


Fig. 8: Do you often keep the receipt for some days after purchasing?

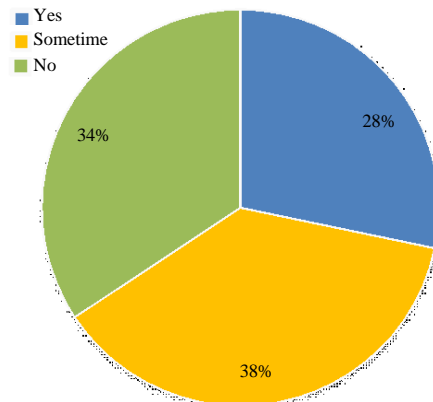


Fig. 11: Do you often read the information label (or ingredients) of the product before purchasing it?

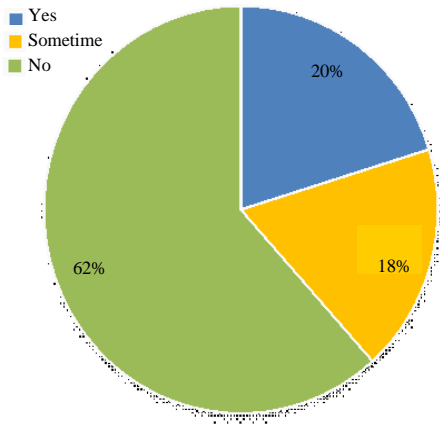


Fig. 9: When the written price in the product's label is different from the actual purchasing price will you complain to the Department of Consumer Protection?

Appendix 3 (Questionnaire about campaign):

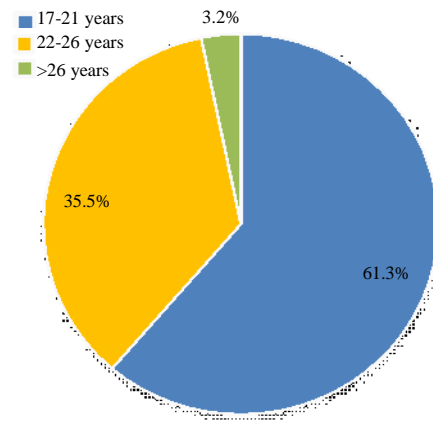


Fig. 12: Questionnaire 2 age

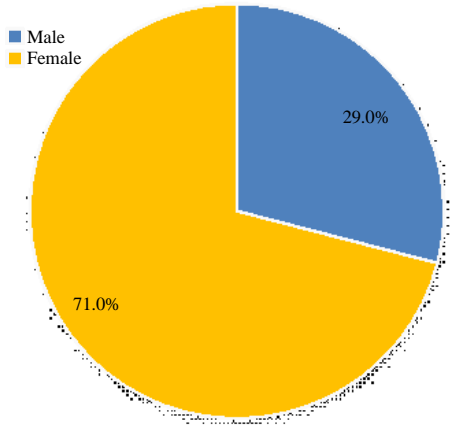


Fig. 13: Questionnaire 2 gender

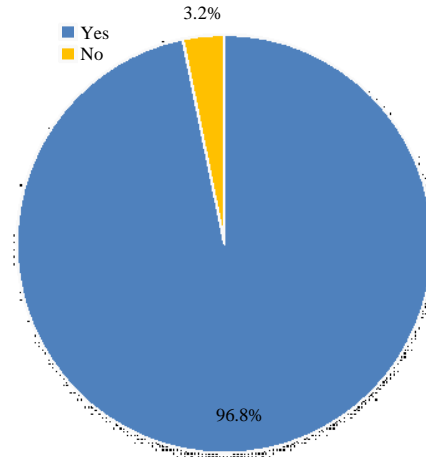


Fig. 16: Have you benefited from the campaign?

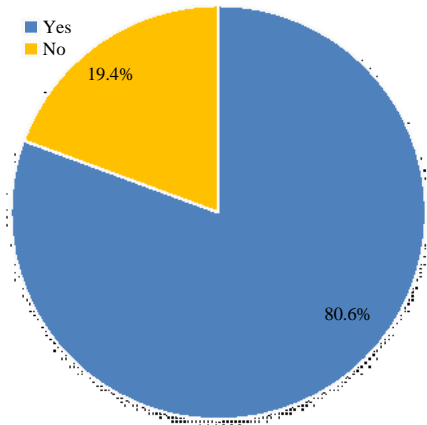


Fig. 14: Have you heard about “you are aware campaign?”

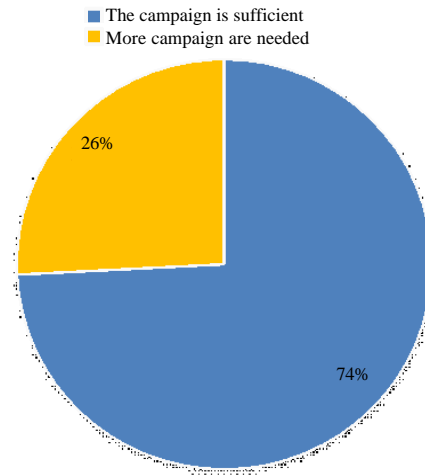


Fig. 17: Do you think the campaign has been sufficient or more campaign are needed?

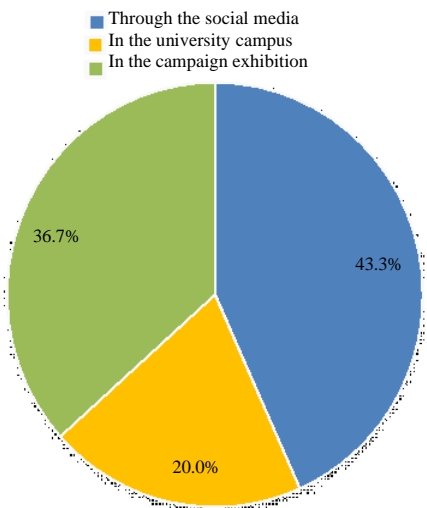


Fig. 15: If you answered (yes) where have you heard about the campaign

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