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INTEGRATING PUBLIC RELATIONS INTO MARKETING STRATEGIES
IN THE STATE OF QATAR

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

In Partial Fulfillment
of the Requirements for the Degree
Master of Arts
in
Interdisciplinary Studies

by
Hamad Faleh Al-Hajri

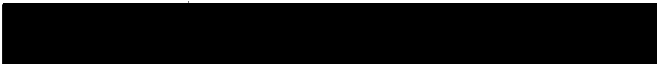
June 2001

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ABSTRACT

The purpose of this research is to investigate the prevalence of public relations in Qatar's private sector and to assess the marketing manager's awareness of and attitude towards public relations. At the present time, few companies use public relations as a marketing strategy, although much effort is made to market in the media, and on the Internet. The objective is to provide marketing managers with sufficient information about public relations that will enable them to include public relations in their marketing strategies giving them greater opportunity for market growth and expansion.

The results of the survey indicated that public relations were not being used in Qatar to its fullest advantage. Recommendations included the need for training marketing managers in the use of this marketing tool for the benefit of business and industry and economic growth of the country.

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CHAPTER ONE

INTRODUCTION

Success of business and industry today requires that companies be market oriented. As competition increases domestically, regionally and globally, unless a company directs more effort and develops more strategies to market their goods, they will not be able to compete. Marketing is of great importance to companies in small countries to achieve economic growth. The one aspect of marketing that is often ignored is that of public relations. Although used in most developed countries today, it has not been implemented in small countries mainly because marketing managers do not have an understanding of what it is, how it is used, and the benefits that could be achieved by its use.

Qatar is one such country. Qatar is located in a peninsula which projects northward from the Arabian mainland into the Arabian Gulf, and several small islands located mainly off its western and eastern coasts. It is bordered by Saudi Arabia and the United Arab Emirates to the south, and has maritime boundaries with both of these countries and Bahrain, situated off the northwest coast, and Iran. "It covers a total land area of 4,401 square

miles" (Cutlip, Center & Broom, 1994, p. 1). (See Appendix A)

Oil was discovered in Qatar in the 1940s. About 85 percent of Qatar's exports consist of oil. However, because oil is a depleting natural resource, steps have been taken to encourage the private sector to have greater participation in the economy. As a result, new companies have been established, those that are owned by nationals as well as foreign investors (Time Almanac, 2000).

Purpose of The Study

The purpose of this research is to investigate the prevalence of public relations in Qatar's private sector and to assess the marketing manager's awareness of and attitude towards public relations. At the present time, few companies use public relations as a marketing strategy, although much effort is made to market in the media, and on the Internet. The objective is to provide marketing managers with sufficient information about public relations that will enable them to include public relations in their marketing strategies giving them greater opportunity for market growth and expansion.

Statement of the Problem

Qatar is a very small country. Since the early 1970s, many oil-producing countries have recognized that oil is a depleting resource, and to maintain a high standard of living for the people, more development is needed in the private sector. This was supported by the fact that oil revenues are greatly influenced by demand and supply, making the market at times volatile and unpredictable. Business and industry can bring greater financial stability to the country and at the same time provide jobs. Business and industry is important to the country for revenues, but also to make the country and its people less dependent on foreign imports. The goal is to achieve a higher rate of exports than current imports so that a Balance of Payments can be realized (Qatar Developments Since Independence, 2000). The main goal is to continue the economic development and modernization of Qatar even though it is a small country with a very small population, and limited natural resources.

Methodology

The method used for this research consists of:

- Primary research: a questionnaire distributed to marketing managers in major companies in the

state of Qatar for the purpose of identifying the current use of public relations, and how public relations could give companies an advantage in the marketplace.

- Secondary research: a collection of published data on the subjects of Qatar, public relations, and how it is used by those in various businesses and industries.

Limitations

This research is limited to the public relations aspect of marketing and its application to business and industry in the state of Qatar. It is further limited by the number of respondents to the questionnaire, the time frame, and the material available from published sources that apply to the state of Qatar.

Definitions

- Marketing - A communication process implemented by business and industry in a variety of ways to advise the public as to what products and services are available in the marketplace.
- Public Relations - A communication function of management through which organizations adapt to, alter, or maintain their environment for the

purpose of achieving organizational goals
(Wilcox, Ault, Agee, & Cameron, 2000).

- Qatar - A small nation located in the Arabian Gulf, bordered by the gulf, Saudi Arabia and the United Arab Emirates.

Plan of the Research

The plan of the research is as follows:

- Chapter One: An introduction to the study, its purpose, importance, methodology, and limitations.
- Chapter Two: A review of literature on the subject of public relations, its uses, strategies, and importance as a marketing tool.
- Chapter Three: A review of the State of Qatar, its industrial development, major businesses and industries that would benefit from the use of public relations to reach the global marketplace. Limitations of its use are discussed as they relate to cultural and religions factors.
- Chapter Four: The results of the survey of marketing managers in major companies in Qatar

and their current and potential use of public relations.

- Chapter Five: Based on the results of the survey and secondary data, recommendations are made as to the use of public relations in the various industries and the strategies that would give them an advantage in the marketplace.
- Chapter Six: A summary of the study and conclusions regarding the study and its benefit to marketing in Qatar.

Summary

Chapter one is an introduction to the study of public relations in the state of Qatar. The chapter includes: the purpose of the study, statement of the problem, methodology, limitations, definitions, and plan of the research.

The following chapter is a review of Public Relations as a marketing tool, its history, growth and how it is being used today.

CHAPTER TWO
PUBLIC RELATIONS

Public relations is a process a series of actions, changes, or functions that bring about a result. One popular way to describe the process, and to remember its components, is to use the RACE acronym, first articulated by John Marston in his book, *The Nature of Public Relations*. Essentially, RACE means that public relations activity consists of four key elements:

Research --- What is the problem or situation?

Action (program planning) --- What is going to be done about it?

Communication (execution) --- How will the public be told?

Evaluation --- Was the audience reached and what was the effect?

The public relations process also may be conceptualized in several steps as follows: Public relations personnel:

- Obtain insights into the problem from numerous sources.
- Analyze these inputs and make recommendations to management

- Execute a program of action
- Evaluate the effectiveness of the action
- Management makes policy and action decisions
(Wilcox, et al., 2000).

The components of public relations consist of:

Counseling, research, media relations, publicity, employee/member relations, community relations, public affairs, government affairs, Issues Management, financial relations, industry relations, development fund raising, multicultural relations/workplace diversity, special events, and marketing communications (Wilcox, et al., 2000).

Evolution of Public Relations

Public relations is a 20th century phenomenon whose roots extend deep into history, in a sense it is as old as human communication itself. In succeeding civilizations, such as those of Babylonia, Greece, and Rome, people were persuaded to accept the authority of government and religion through techniques that are still use: interpersonal communications, speeches, art, literature, staged events, publicity, and other such devices. None of these endeavors were called public relations, but their

purpose and their effect were the same as those of similar activities today (Wilcox, et al., 2000).

The art has many roots. For example: the practice of dispatching teams to prepare the way for a traveling dignitary or politician was not invented by Harry Truman or Richard Nixon. Their political ancestors in Babylonian, Greece, and Rome were quite adept at it. Publicity, community relations, speech writing, positioning, government relations, issue analysis, employee relations, even investor relations, all have deep historical roots (Wilcox, et al., 2000).

In the centuries that followed, public relations played a major role in most ever public event. The Olympic Games, for example, were heavily promoted by athletes focusing on the heroes. Modern extension of exhibitions can be seen in the promotion of movies, circuses, exhibitions, and politics. Publicity, which consists mainly of the issuing of news releases to the media about activities of an organization or an individual, is one of the earliest forms of public relations. It has been used for virtually every purpose. During the colonial era, broadsides were distributed in Europe by the Virginia Company offering 50 acres of free land to those bringing settlers to America by 1625. Through the use of newspapers

and pamphlets, the Boston Tea Party was widely publicized, helping to persuade American colonists to revolt against Great Britain. Throughout the 19th century, many settlers were lured to the west through publications with exaggerated statements pictures, promises, and the like (Wilcox, et al., 2000).

At the time, railroads worked secretly with the press encouraging people to use it. Any accidents or negative publicity was held to a minimum. Publicity also contributed significantly to the industrial development of the country. Another example was America's entrance into World War II when the government used publicity and public relations to get the public to support the war effort. Public relations has become essential in modern life because of a multiplicity of reasons including the following: heavy, continuing population growth, especially in cities where individual citizens have scant direct contact with Big Business, Big Labor, Big Government, and Big Institutions. The globalization of business and communications has been accompanied by a parallel increase in public relations activity around the world. At home, government regulation has brought about the employment of thousands of government public information people and public relations experts helping those regulated to comply

with or oppose regulation. This has been important as many citizens feel alienated by rapid changes taking place. They feel cut off from the sense of community. They seek power through pressure groups, focusing on causes such as environmentalism, human rights, and antinuclear campaigns. Public opinion, registered through continual polling, has become increasingly powerful into opposing or effecting change (Wilcox, et al., 2000).

During the second half of the twentieth century, public relations became firmly established as indispensable to America's economic, political, and social development. By the turn of the century it was well integrated into the total communication programs of companies and institutions both nationally and globally (Wilcox, et al., 2000).

Public relations is usually found in a separate department in a company. As advertising loses some of its brand building power, and as sales promotion has grown far beyond its optimum size, companies are recognizing the potential of public relations. Public relations uses the following tools for a variety of promotional strategies:

Publications - company magazines, annual reports, customer brochures.

Events - sponsoring athletic or art events or trade shows.

News - favorable stories about the company, its people, and products.

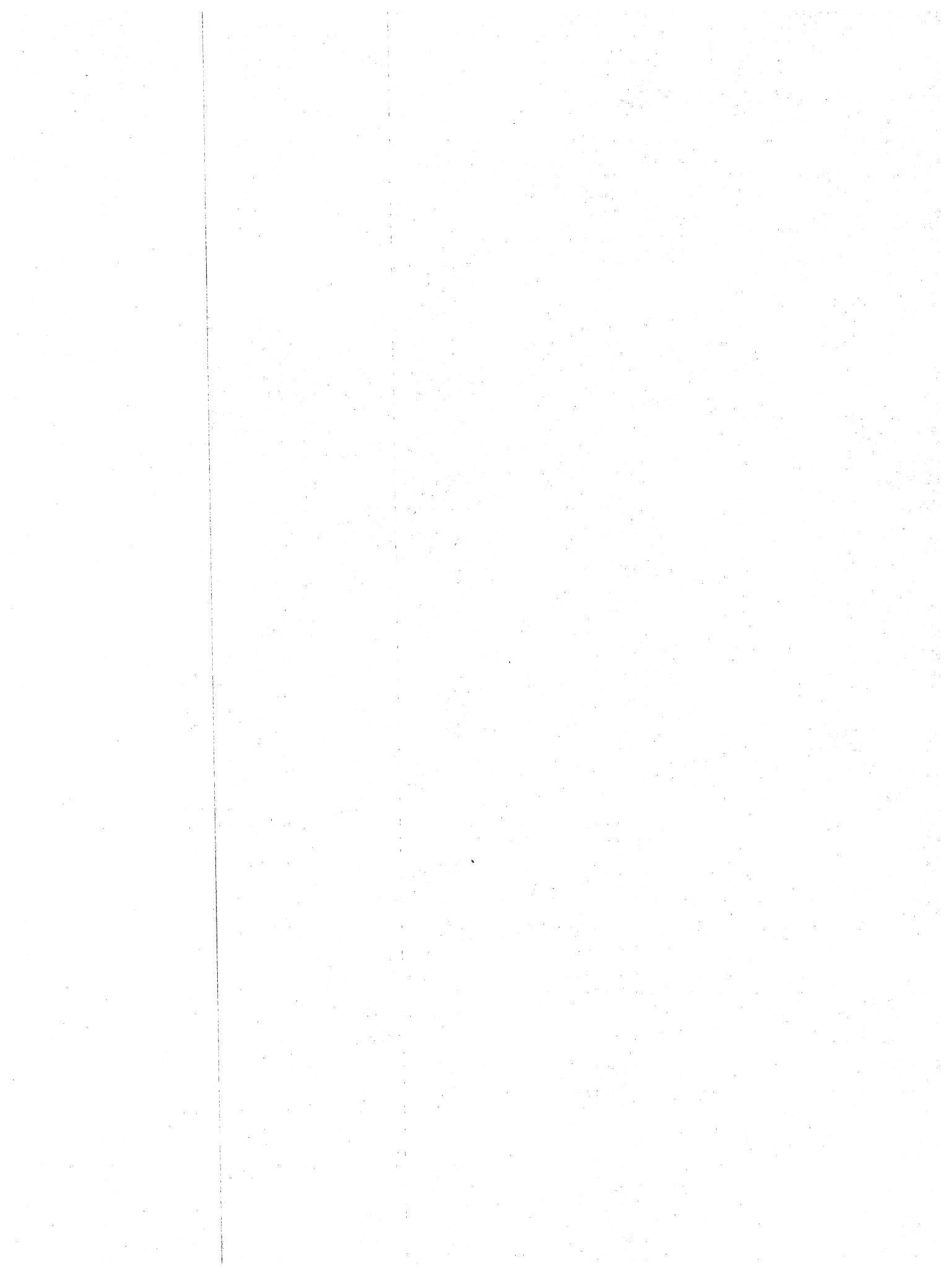
Community involvement activities - contributions of time and money to local community needs.

Identity media, stationery, business cards, corporate dress codes.

Lobbying activity, efforts to influence favorable or dissuade unfavorable legislation and rulings.

Social responsibility activities, building a good reputation for corporate social responsibility.

Most Public Relations expenditures represent solid investments designed to create and deliver a positive image to the target market. They are less blatantly perceived as self-serving than advertising campaigns. A favorable magazine story about a new software product is worth much more than tens of thousands of dollars spent in advertising. Hi-tech companies do a lot of public relations work in advance of launching new products. Today, developing new creative ideas is a full time task for most product producing and service companies (Philip, 1999).



SUMMARY

Public Relations is a process, a series of actions, changes or functions that bring about results. It is not a new marketing tool but one that has been used for centuries dating back to Babylonia times. Today it is widely used in profit making and nonprofits. It is well established as being indispensable as a marketing strategy.

The following chapter is a review of the state of Qatar, its location, economic growth, and industrialization.

CHAPTER THREE

THE STATE OF QATAR

The State of Qatar occupies a small peninsula that extends into the Persian Gulf from the east side of the Arabian Peninsula. ~~It covers 4,468 square miles.~~ Saudi Arabia is to the west and the United Arab Emirates to the south. The country is mainly barren. Its capital is Doha. In 1999 the population was estimated at 723,542 (Time Almanac 2000).

Oil was discovered in Qatar in 1939. Commercial exportation began in 1949. This was a turning point in Qatar's modernization and economic development, heralding a new era of accelerate progress in a wide range of fields, including administration, infrastructure and the economy together with associated improvements in the social and cultural arenas. The new oil helped transform Qatar's economy from its reliance on traditional marine oriented activities such as pearling and fishing, together with some small scale farming into a modern and much more diversified industrial economy. The flow of oil revenues created more affluent society and one in which rapid increases in living standards, education and health care services were possible. Along with this came a significant

population increase from an estimated 30,000 in the 1950s to, according to recent census figures, more than half a million people today (Abu Dhabi, 1998).

Throughout this period of rapid growth, which commenced in the late 1950s, Qatar has made great strides towards establishing its modern status and independent character. The country's impressive modernization program is continuing under its present leader, HH Sheikh Hamad bin Khalifa Al Thani, who has expressed a special interest in consolidating the valuable steps that have already been taken within the framework of its Arab and Islamic identity. Plans are now in place to build a modern and strong state that can continue to play a worthwhile role, regionally, within the Arab world as a whole, and within the global environment (Abu Dhabi, 1998).

The provisional modified constitution stipulates that Qatar is an independent and sovereign Arab country. Islam is the official religion, and the main source of legislation, and the system is democratic. Arabic is the official language and its people are Arabs. The state supervises and guides the national economy for the welfare of the country and its people. Private property, capital and labor are the main pillars of the country's social structure organized by law. The state guarantees free

economic activity provided it does not conflict with public interest. It also guarantees freedom of residence, a free press and respect for personal property. Qatari citizens are assured equal rights and obligations and it is the responsibility of the state to provide public jobs (Abu Dhabi, 1998).

The economic policy of Qatar is based on diversification of national income resources through expansion of industrial and agricultural production, in combination with development of human resources. It also aims to provide a larger role to the private sector. A key objective is to achieve a surplus in the balance of payments through increasing exports and tightening budgetary control through implementation of essential reforms in financial policy. Several joint stock companies have been established such as the Qatar Manufacturing Company and the Qatari Water and Electricity Company. Incentives have also been offered to the private sector in order to encourage investment in industrial projects. Several laws have been passed in connection with the program dealing with the organization of foreign capital investment in economic activity. So far as the hydrocarbon industries are concerned, Qatar has been able to maintain its oil production capacity. Oil production and exports

have continued at levels which meet the country's financial requirements and development needs (Abu Dhabi, 1998).

On a worldwide basis Qatar ranks as the third largest holder of natural gas reserves with estimates of more than 500 trillion cubic feet, and proven reserves of 360 trillion cubic feet. Qatar has also paid special attention to development of the industrial sector and supported it through investment in manufacturing and quarrying industries. Incentives are offered to the private sector to encourage investment in industry. A number of industries have been established and represent the foundation of the private sector economy. These include: petrochemicals, chemical fertilizers, gas liquefaction, oil refining, cement, steel, and iron. The private sector has a number of factories that manufacture foodstuffs, textiles, garments, leather, wood, furniture, paper, chemicals, rubber, plastic, aluminum, machines and equipment. The main goal of agriculture is to lead Qatar to self-sufficiency. Strong support has been given to farmers to encourage local capital investment in this sector (Abu Dhabi, 1998).

Qatar has modern well-equipped communication and telecommunications networks, connecting it with the world

through three earth stations. Water and electricity are provided free to all citizens and the Qatar government remains committed to providing its citizens with a wide range of services and amenities. Education is free at all stages. The government schools provide books, transportation, and financial incentives. The standard of living is considered one of the best worldwide thanks to the comprehensive social care program established two decades ago. Medical care and medicines are available for both citizens and residents. Hospitals and medical centers are equipped with the latest technological devices. Qatari women participate actively in social service fields and have played an important role in women's social and charity activities. They have also penetrated all fields of work (Abu Dhabi, 1998).

Qatar is an Islamic state. The Qataris are Sunni Moslems. There are also small Hindu and Christian communities though they have no formal places of worship. All business and industry activity function within the Arab culture and Islamic principles (Cutlip, Center, & Broom, 1994).

Qatar is a member of the United Nations, the Gulf Cooperation Council (GCC), and the Organization of Petroleum Exporting Countries (OPEC).

Summary

The State of Qatar is one of the smallest countries in the world. Located on the Persian Gulf, it covers 4,468 square miles and has a population of less than one million. Following the discovery of oil in 1939, the government has used revenues to modernize the country and improve the standard of living of the people. Today, Qatar is a modern state and the people enjoy one of the highest standard of living in the world. The private sector contributes to the economy and lessens the nation's dependence on oil revenues.

Qatar is an Islamic state, with the majority following the Sunni sect. It is a member of the United Nations (UN), the Gulf Cooperation Council (GCC), and the Organization of Petroleum Exporting Countries (OPEC).

Chapter IV, Public Relations in Qatar, reviews the primary research of this study, reporting the results of a survey conducted in Qatar to determine the use of Public Relations in business and industry, and to identify the attitude of marketers in the use of this marketing tool.

CHAPTER FOUR

PUBLIC RELATIONS IN QATAR

The purpose of this research is to investigate the prevalence of Public Relations in Qatar's private sector and to assess the marketing manager's awareness of and attitude towards public relations. At the present time, few companies use public relations as a marketing strategy, although much effort is made to market in the media and on the Internet. The objective is to provide marketing managers with sufficient information about Public Relations that will enable them to include Public Relations in marketing strategies giving them greater opportunity for market growth and expansion.

To assess the use of public relations in Qatar, a questionnaire was prepared for distribution to various managers in the country. A total of fifty-one questionnaires collected data from the companies selected at random. See Appendix B. The total responses vary as not all answered every question.

The respondents consisted of organizations in both the public and private sector. In the private sector managers in manufacturing (18), retailing, and services (6) were selected as the primary source of data. In the

public sector, government agencies (11) and government owned companies (27) were contacted. The research resulted in a valid 51 responses with a mean of 2.0391 for the private sector and 1.6275 in the public sector.

It is believed that the random sampling sufficiently covered both sectors. The respondents included marketing managers, public relations managers, administrators, and supervisors.

The respondents held various positions within their organization. Administrators and supervisors were the majority. The majority (29) were citizens of Qatar. Twenty-two indicated "Other."

Marketing Organization

Respondents were requested to describe their marketing organization, the way in which marketing was integrated into the organization. Table 1 reflects the results of the survey.

Table 1.

Marketing Organization

<i>MARKETING ORGANIZATION</i>	<i>TOTAL</i>	<i>%</i>
Marketing is a separate department	25	49.0
Use a commercial marketing agency	3	5.9
No marketing function	14	27.5
Marketing activities integrated throughout the organization	7	13.8
Other	2	3.9

The majority of respondents indicated that their organization had a separate marketing department. The large percentage of companies with no marketing function is questioned as some arrangements have to be made to market products. This issue needs to be explored further to identify the way in which products are marketed outside the organization.

Marketing Communication
Activities

The survey requested respondents to indicate the marketing communication activities that the organization pursue. Table 2 reports the results of the survey.

Table 2.

Marketing Communication Activities

<i>MARKETING COMMUNICATION ACTIVITY</i>	<i>TOTAL</i>	<i>%</i>
Public Relations	31	60.8
Sales Representatives	19	37.3
Advertising	15	29.4
Planning Events	15	29.4
Market Research	20	39.2
Sales Promotion	25	49.0
Other	3	5.9

Public Relations received the highest percentage of responses. However, many organizations still depend on sales representatives to promote their products to the consumer.

The respondents were asked if their organization had a separate Public Relations Department. The majority, 43 (84.3%) responded favorably with only eight (15.7 percent) responding in the negative.

These responses appear to be inconsistent with other responses, e.g., only 25 out of 51 respondents indicated they had a separate marketing department. This indicates that more research needs to be done, perhaps defining a Public Relations Department and its functions.

Public Relations as a
Marketing Tool

Public Relations can be used as a marketing tool in many different ways. Respondents were requested to indicate as to how it was being used in their organization. Table 3 represents their responses to the different ways in which they use Public Relations.

The responses indicated that annual reports were used very frequently which can be questioned as to the validity because most organizations are not public organizations which would require an annual report to shareholders. Perhaps annual reports should have been better defined.

Table 3.

How Public Relations are Used by the Organization

ACTIVITY	Percent			
	Very Frequently	Somewhat Frequently	Occasion- ally	Never
Conventions	4	21	16	3
Annual Reports	17	10	14	1
Special Events	17	14	11	2
Open House	6	14	17	3
Trade Shows	3	9	19	11
Articles	2	12	16	12
Charity	8	19	11	4
Employee Relations	4	4	29	13
Gift Giving	6	14	18	4

Questions

Questions number one through four were designed for the purpose of determining the respondents attitude toward Public Relations. These questions asked for opinions. Respondents were requested to circle responses ranging from Strongly Agree (SA), Agree (A), No opinion (N), Disagree (D), or Strongly Disagree (SD). Table 4 reports the results of the responses for the first four questions.

The majority of respondents indicated that they were familiar with Public Relations as a marketing tool. The responses were also more positive than negative, with few exceptions. This supports the view that Qatar marketing managers are familiar with Public Relations and how it is used to benefit the organization.

Table 4.

Knowledge and Attitude Toward Public Relations

<i>QUESTION</i>	<i>SA</i>	<i>A</i>	<i>N</i>	<i>D</i>	<i>SD</i>	<i>MEAN</i>
1. Today companies need to be market oriented.	33	15	1	1	0	0.823
2. Marketing strategies should include PR.	33	15	1	1	0	1.272
3. PR differs from other marketing strategies.	20	19	0	3	0	1.411
4. Consumers relate more favorably to PR than advertising	11	27	8	3	0	1.980

Islam

One of the issues raised regarding the use of Public Relations has been the concern that the way in which it is used will conflict with the principles of Islam, and be offensive to its followers. The following four questions relate to Islam and requested marketing manager's opinion to determine if, in fact, a conflict does exist. Table 5 reports the opinions of the respondents.

Table 5.

Islam and Public Relations

<i>QUESTION</i>	<i>SA</i>	<i>A</i>	<i>N</i>	<i>S</i>	<i>SD</i>	<i>MEAN</i>
5. PR activities are inconsistent with principles of Islam	4	30	12	3	0	2.196
6. Islam views PR as an acceptable Marketing tool.	2	6	21	17	3	3.137
7. Islam supports business and industry.	8	21	15	3	1	2.196
8. PR should conform to principles of Islam.	26	14	9	1	0	1.666

A number of respondents indicated that Public Relations activities were inconsistent with the fundamental principles of Islam. The majority agreed, either that they supported the statement, or perhaps the question was not understood. However, Public Relations would have to conform to Islamic principles and always be

concerned about the activity being that which Islam would approve of. In this way, Public Relations may have more limitations than other countries would experience.

Benefits of Public Relations

Questions nine through 13 were designed to determine whether marketing managers fully understood the benefits that could be derived from the use of Public Relations strategies. Table 6 reflects the opinions of respondents.

Table 6.

Benefits of Public Relations

<i>QUESTION</i>	<i>SA</i>	<i>A</i>	<i>N</i>	<i>S</i>	<i>SD</i>	<i>MEAN</i>
9. PR assists an organization to develop closer relationships with consumers	28	10	11	2	0	1.745
10. PR provides the organization an opportunity to present a favorable image	21	23	6	1	0	1.745
11. Marketing managers would benefit from periodic PR seminars	13	30	6	2	0	1.941
12. PR can benefit the organization in the domestic and global markets.	11	28	11	0	0	1.960
13. PR strategies are less costly compared to advertising and promotion programs.	13	29	5	3	0	1.921

The responses indicated that marketing managers are familiar with the benefits that can be derived from using Public Relations. Most agreed also that they would benefit from periodic seminars to increase their knowledge of Public Relations.

Question 14 asked whether or not the respondent's company would be using more or less Public Relations in the future. The responses indicated that 21 would use it more, 25 the same as they have in the past, with three using it less (Mean 1.5686).

Public relations is a very broad marketing strategy. In Qatar it fits into the way in which business is conducted, but in general, it does not appear that it is being used to its fullest advantage. Most companies are ready to promote their products in every way possible. There are various types of events that take place that provide situations such as trade shows, conferences, various events, and the like, that provide opportunities to get both the name of the company and its products before a very large audience. And, there are opportunities such as conducting open house, giving of gifts, contributions to charity, issuing annual reports, etc., that are done rarely, if any, that could be used beneficially.

The majority of respondents supported the view that companies today need to be market oriented. There was also an agreement as to the need for public relations to be made part of the marketing strategy a company uses. However, the responses clearly indicated that there were a significant number that had very little, if any, background, or understanding of public relations and the contributions that it could make to the organization.

One of the major concerns was that public relations may not be used to its fullest potential. Public Relations can be designed and used to meet the requirements of any culture. Instead of conflicting the religion or culture, it can easily and cleverly promote the way of life of the people. However, the study revealed that the majority of respondents had a very limited understanding of the subject, although they were highly informed as to the meaning of marketing in general.

One of the most important results of the study that needs to be mentioned is the fact that there was a high percentage of respondents that did not indicate a response to the questions. It is assumed that this indicated a lack of understanding of Public Relations, a lack of knowledge as to how it is used as a marketing tool, or they were not

particularly involved in the marketing aspect of the organization. See Appendix C.

Summary

The results of the survey were, in general, positive for the use of Public Relations. Most of the managers surveyed seemed to have an understanding of its use. However, the results indicated that most managers were not aware of the full benefits of Public Relations and the many different ways that it could be used to enhance an organization's image, and promote products or services.

The following chapter discusses how Public Relations could be integrated into marketing strategies and proposed recommendations that would be beneficial to organizations and their marketing strategies.

CHAPTER FIVE

IMPLEMENTING PUBLIC RELATIONS

Public relations is defined as the deliberate, planned, and sustained effort to establish and maintain mutual understanding between an organization and its publics. It is the management, through communication of perceptions and strategic relationships between an organization and its internal and external stakeholders. It is an art and a social science that looks for different ways to promote products and/or services to bring the company's name before its consumers. The main objective is to use it as a way to reach those in the market that perhaps could not be reached in other ways - or to present a more favorable image of the products or services being offered.

Qatar, as a small country, and one that is probably lesser known throughout the world compared to others, needs to implement public relations to give it greater awareness in the international and global marketplaces. There are many opportunities to use Public Relations as the companies could benefit from more activity regarding trade shows, conferences, seminars, etc. More could be done by management of the different companies in

contacting potential global customers without spending thousands of dollars in advertising to promote their products. Public relations is a marketing tool that gives management the opportunity to work more closely with potential customers. Great impressions can be made by just promoting the country itself and its desire to expand into the larger market.

The study clearly indicated that marketing managers in Qatar have a great need to know more about public relations and how it could benefit their organization. This does not mean that they are not currently marketing their products or services in meaningful ways, but rather that marketing could be greatly enhanced by integrating public relations strategies.

Recommendations

The following are proposals that would greatly benefit management in every organization as to how public relations would benefit the image of not only the company, but also the products/services being offered domestically and internationally.

1. Conduct seminars for the purpose of introducing the subject of public relations as part of a

marketing strategy, especially those that are currently being used.

a. Seminars would be more like training sessions; only the public relations would be broadly presented showing how it would be used within the domestic market as well as the global market. The focus would be on the benefits from the use of public relations that have been achieved by other companies including those in other countries.

2. Identify potential costs to be incurred that would be significantly less than they are probably spending for advertising at the present time.

a. In most cases, public relations require only a minimal budget, depending on what is to be done. Locally, the company could support some event that takes place annually such as sporting events - mainly soccer as that is the favorite sport of the people.

b. Relations between the company and the press also needs to be promoted with stories of

events that have occurred or are occurring within the organization such as announcements of people being promoted, or perhaps the activities of some employees as it pertains to their volunteer effort for some charitable organization.

3. Introduce ways in which public relations could and should be used such as:
 - a. Participating in trade shows, presenting products and services in a positive light so that all those attending would be more aware of the company and the state of Qatar in general. Opportunities exist throughout the Gulf as trade shows are common and they are well attended by companies from all over the world. Products and services are promoted probably more for the international and global market, as the domestic market for most products is very small compared to the larger market that exists within the global framework.
 - b. Conferences. Most industries that sell in the global marketplace frequently hold conferences usually on an annual basis.

These are usually held in large hotels and invitations are extended to every company related to the industry.

4. Arrange for more contacts, personal visits, planned visits to other countries for certain events to which Qatar could contribute in some way. In each country, or most countries, one of the best contacts is organizations such as the Chamber of Commerce, industrial organizations, and the like. Greater participation in international events would greatly enhance the image of Qatar and provide an excellent opportunity to make contact with companies that could contribute to the company's business while making contact with potential markets that perhaps have not been considered in the past.

Due to the fact that Qatar is a very small country, although it is growing rapidly, public relations could greatly contribute to its growth. This is important as oil is a depleting resource, and before the revenues decline significantly, the economy needs to be based on the private sector. Although the country itself may be disadvantaged because of its size, diversification can greatly expand its size within the marketplace.

Summary

Business and industry in the State of Qatar could significantly benefit from greater use of Public Relations. There are many opportunities open to them that would greatly enhance any marketing strategy.

Recommendations are made to encourage its use and also offer training in the field to marketing managers so that they would have a better understanding of the process.

The following chapter is a summary and conclusion of this study.

CHAPTER SIX

SUMMARY AND CONCLUSION

Oil was discovered in Qatar in the 1940s at the time when oil was being discovered in neighboring countries. Before that time, Qatar depended on pearling and fishing as an economic resource. The population was relatively small, and without any significant natural resource. When oil was discovered in the area the whole world became interested in the Gulf countries as many, including the United States, as oil reserves were being rapidly depleted. When World War II came to an end, oil production and shipping to the far corners of the earth was possible. For the first time, the Gulf countries became important to every industrial nation, and the development of third world countries.

To lessen dependence on imports, Qatar has become self sufficient in some things such as food supplies. The surplus is an important export today. Business and industry has grown significantly during the last decades as new business were needed not only to support the oil industry but to support the growing population as well.

Because the domestic market of Qatar is relatively small, many companies today are selling in the

international market. However, more progress has to be made if the country is to be able to support itself when the oil reserves have been depleted. To promote growth, companies could benefit greatly by using public relations. The opportunities exist but until this time they have not been fully exploited. For this reason, it is proposed that marketing manager of the different countries be educated as to the need for public relations to be integrated into their current marketing strategies.

APPENDIX A
EXECUTIVE'S OPINION SURVEY

Executive's Opinion Survey

The following questionnaire is designed to identify the way in which Public Relations are used in the State of Qatar as part of a research study to complete the requirements for a Master's Degree in Marketing and Communication. Your assistance is greatly appreciated and all responses to the questionnaire are confidential. Thank you.

Please indicate the type of organization with which you are affiliated:

Private Sector:

- Manufacturing
- Retailing
- Services
- Other, please specify _____

Public Sector:

- Government agency
- Government owned company
- Other, please specify _____

Your Current Position(s):

- Marketing Manager
- Public Relations Manager
- Administrator
- Supervisor
- Other, please specify _____

Nationality:

- Citizen of State of Qatar
- Other, please specify _____

Which of the following best describes your Marketing Organization?

- Marketing is a separate department.
- Use commercial marketing agency
- Have no marketing function in our organization
- Marketing activities are integrated throughout the organization.
- Other, please specify _____

Which of the following marketing communication activities does your Organizations have? Marketing activities include: (please check all that apply)

- Public Relations
- Sales Representatives
- Advertising
- Planning Events
- Market Research
- Sales Promotion
- Other please specify: _____

Does your organization have a separate Public Relations department?

- Yes
- No

The following are some of the traditional tools of Public Relations. Please indicate how frequently is each used in your organization. (1 - very frequently; 2 - Somewhat frequently; 3 - Occasionally, 4 - Never). Circle the number that best represents your response on the right hand side.

<input type="checkbox"/> Press Conferences	1	2	3	4
<input type="checkbox"/> Conventions	1	2	3	4
<input type="checkbox"/> Annual Reports	1	2	3	4
<input type="checkbox"/> Special Events	1	2	3	4
<input type="checkbox"/> Open House	1	2	3	4
<input type="checkbox"/> Trade Shows	1	2	3	4
<input type="checkbox"/> Articles in newspapers/magazines	1	2	3	4
<input type="checkbox"/> Contributions to charity	1	2	3	4
<input type="checkbox"/> Employee relations	1	2	3	4
<input type="checkbox"/> Gift giving	1	2	3	4

On the left hand side of the Public Relations tools above, please indicate how important is each tool to your organization on a scale from 1 - 5, 1 being very important, 4 being not at all important.

For each of the following statements, please indicate the level of your agreement or disagreement by circling the letter(s) that best represent your response:

- SA - Strongly Agree
- A - Agree
- N - No opinion
- D - Disagree
- SD - Strongly disagree

- | | | | | | |
|---|----|---|---|---|----|
| 1. Companies today need to be market oriented. | SA | A | N | D | SD |
| 2. An effective marketing strategy should include public relations. | SA | A | N | D | SD |
| 3. Public relations differ from other marketing Communication strategies. | SA | A | N | D | SD |
| 4. Consumers often relate more favorably to public relations strategies than to advertising. | SA | A | N | D | SD |
| 5. Effective public relations activities are inconsistent with the fundamental principles of Islam. | SA | A | N | D | SD |
| 6. Islam views Public Relations as an acceptable Marketing tool. | SA | A | N | D | SD |
| 7. Islam supports business and industry. | SA | A | N | D | SD |
| 8. Public relations activities should conform to the principles of Islam. | SA | A | N | D | SD |
| 9. Public relations assist an organization to develop closer relationships with consumers and potential consumers. | SA | A | N | D | SD |
| 10. Public relations provides the organization an opportunity to present a favorable image that cannot be achieved with advertising. | SA | A | N | D | SD |
| 11. Marketing Managers of organizations would benefit from periodic seminars on public relations and ways that it can be implemented effectively. | SA | A | N | D | SD |

12. Public relations can benefit the organization in the domestic market and the global marketplace. SA A N D SD
13. Public relations strategies are less costly compared to advertising and promotion programs. SA A N D SD
14. Will your company be using more or less of Public Relations in the future?

___ More of ___ Same as ___ Less of

Please share with us any comments you may have on the nature and role of Public Relations in the Gulf region.

Thank you for your assistance and cooperation.

APPENDIX B
MAP OF QATAR

Qatar



APPENDIX C
FREQUENCY TABLE

Please indicate the type of organization with which you are affiliated:(private Sector)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	no response	10	19.6	19.6	19.6
	Manufacturing	18	35.3	35.3	54.9
	Services	6	11.8	11.8	66.7
	Other	17	33.3	33.3	100.0
	Total	51	100.0	100.0	

Please indicate the type of organization with which you are affiliated:(Public Sector)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	no response	7	13.7	13.7	13.7
	Government agency	11	21.6	21.6	35.3
	Government owned company	27	52.9	52.9	88.2
	Other	6	11.8	11.8	100.0
	Total	51	100.0	100.0	

Please indicate the type of organization with which you are affiliated:(Your current positions)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Response	1	2.0	2.0	2.0
	Marketing Manager	1	2.0	2.0	3.9
	Administrator	11	21.6	21.6	25.5
	Supervisor	12	23.5	23.5	49.0
	Other	26	51.0	51.0	100.0
	Total	51	100.0	100.0	

Please indicate the type of organization with which you are affiliated:(Nationality)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Citizen of UAE	29	56.9	56.9	56.9
	Other	22	43.1	43.1	100.0
	Total	51	100.0	100.0	

Which of the following best describes your Marketing Organization?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Marketing is a separate department	25	49.0	49.0	49.0
	Use commercial Marketing agency	3	5.9	5.9	54.9
	Have no marketing function in our organization	14	27.5	27.5	82.4
	Marketing is integrated throughout the organization	7	13.7	13.7	96.1
	Other	2	3.9	3.9	100.0
	Total	51	100.0	100.0	

Which of the following marketing communication activities does your organization have?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	no response	20	39.2	39.2	39.2
	Public Relations	31	60.8	60.8	100.0
	Total	51	100.0	100.0	

Which of the following marketing communication activities does your organization have?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid no response	32	62.7	62.7	62.7
Sales Representatives	19	37.3	37.3	100.0
Total	51	100.0	100.0	

Which of the following marketing communication activities does your organization have?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid no response	36	70.6	70.6	70.6
Planning eventes	15	29.4	29.4	100.0
Total	51	100.0	100.0	

Which of the following marketing communication activities does your organization have?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid no response	31	60.8	60.8	60.8
Marketing research	20	39.2	39.2	100.0
Total	51	100.0	100.0	

Which of the following marketing communication activities does your organization have?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid no response	26	51.0	51.0	51.0
Sales Promotion	25	49.0	49.0	100.0
Total	51	100.0	100.0	

Which of the following marketing communication activities does your organization have?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	no response	36	70.6	70.6	70.6
	advertising	15	29.4	29.4	100.0
	Total	51	100.0	100.0	

Which of the following marketing communication activities does your organization have?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	no response	48	94.1	94.1	94.1
	other	3	5.9	5.9	100.0
	Total	51	100.0	100.0	

does your organization have a separate public relations departament?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	43	84.3	84.3	84.3
	no	8	15.7	15.7	100.0
	Total	51	100.0	100.0	

How frequently does your organization use Conventions?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	no response	7	13.7	13.7	13.7
	very frequently	4	7.8	7.8	21.6
	somewhat frequently	21	41.2	41.2	62.7
	occasionally	16	31.4	31.4	94.1
	Never	3	5.9	5.9	100.0
	Total	51	100.0	100.0	

How frequently does your organization use Annual reports?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid no response	9	17.6	17.6	17.6
very frequently	17	33.3	33.3	51.0
somewhat frequently	10	19.6	19.6	70.6
occasionally	14	27.5	27.5	98.0
Never	1	2.0	2.0	100.0
Total	51	100.0	100.0	

How frequently does your organization use Special events?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid no response	7	13.7	13.7	13.7
very frequently	17	33.3	33.3	47.1
somewhat frequently	14	27.5	27.5	74.5
occasionally	11	21.6	21.6	96.1
Never	2	3.9	3.9	100.0
Total	51	100.0	100.0	

How frequently does your organization use Open house?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid no response	11	21.6	21.6	21.6
very frequently	6	11.8	11.8	33.3
somewhat frequently	14	27.5	27.5	60.8
occasionally	17	33.3	33.3	94.1
Never	3	5.9	5.9	100.0
Total	51	100.0	100.0	

How frequently does your organization use Trade shows?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	no response	9	17.6	17.6	17.6
	very frequently	3	5.9	5.9	23.5
	somewhat frequently	9	17.6	17.6	41.2
	occasionally	19	37.3	37.3	78.4
	Never	11	21.6	21.6	100.0
	Total	51	100.0	100.0	

How frequently does your organization use Articles in newspapers/Magazines?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	no response	9	17.6	17.6	17.6
	very frequently	2	3.9	3.9	21.6
	somewhat frequently	12	23.5	23.5	45.1
	occasionally	16	31.4	31.4	76.5
	Never	12	23.5	23.5	100.0
	Total	51	100.0	100.0	

How frequently does your organization use Contributions to charity?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	no response	9	17.6	17.6	17.6
	very frequently	8	15.7	15.7	33.3
	somewhat frequently	19	37.3	37.3	70.6
	occasionally	11	21.6	21.6	92.2
	Never	4	7.8	7.8	100.0
	Total	51	100.0	100.0	

How frequently does your organization use Employee relations?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid no response	10	19.6	19.6	19.6
very frequently	4	7.8	7.8	27.5
somewhat frequently	4	7.8	7.8	35.3
occasionally	20	39.2	39.2	74.5
Never	13	25.5	25.5	100.0
Total	51	100.0	100.0	

How frequently does your organization use Gift giving?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid no response	9	17.6	17.6	17.6
very frequently	6	11.8	11.8	29.4
somewhat frequently	14	27.5	27.5	56.9
occasionally	18	35.3	35.3	92.2
Never	4	7.8	7.8	100.0
Total	51	100.0	100.0	

How frequently does your organization use Gift giving?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid no response	9	17.6	17.6	17.6
very frequently	4	7.8	7.8	25.5
somewhat frequently	6	11.8	11.8	37.3
occasionally	23	45.1	45.1	82.4
Never	9	17.6	17.6	100.0
Total	51	100.0	100.0	

How important to your organization to use Conventions?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	no response	32	62.7	62.7	62.7
	Very Important	6	11.8	11.8	74.5
	important	9	17.6	17.6	92.2
	no opinion	3	5.9	5.9	98.0
	not important	1	2.0	2.0	100.0
	Total	51	100.0	100.0	

How important to your organization to use Annual reports?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	no response	35	68.6	68.6	68.6
	Very Important	4	7.8	7.8	76.5
	important	6	11.8	11.8	88.2
	no opinion	5	9.8	9.8	98.0
	not important	1	2.0	2.0	100.0
	Total	51	100.0	100.0	

How important to your organization to use Special events?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	no response	33	64.7	64.7	64.7
	Very Important	10	19.6	19.6	84.3
	important	3	5.9	5.9	90.2
	no opinion	4	7.8	7.8	98.0
	not important	1	2.0	2.0	100.0
	Total	51	100.0	100.0	

How important to your organization to use Open house?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	no response	34	66.7	66.7	66.7
	Very Important	4	7.8	7.8	74.5
	important	7	13.7	13.7	88.2
	no opinion	5	9.8	9.8	98.0
	not important	1	2.0	2.0	100.0
	Total	51	100.0	100.0	

How important to your organization to use trade shows?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	no response	36	70.6	70.6	70.6
	important	5	9.8	9.8	80.4
	no opinion	7	13.7	13.7	94.1
	not important	3	5.9	5.9	100.0
	Total	51	100.0	100.0	

How important to your organization to use Articles in newspaper/magazines?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	no response	36	70.6	70.6	70.6
	Very Important	1	2.0	2.0	72.5
	important	6	11.8	11.8	84.3
	no opinion	6	11.8	11.8	96.1
	not important	2	3.9	3.9	100.0
	Total	51	100.0	100.0	

How important to your organization to use Contributions to charity?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	no response	35	68.6	68.6	68.6
	Very Important	4	7.8	7.8	76.5
	important	5	9.8	9.8	86.3
	no opinion	6	11.8	11.8	98.0
	not important at all	1	2.0	2.0	100.0
	Total	51	100.0	100.0	

How important to your organization to use Employee relations?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	no response	38	74.5	74.5	74.5
	Very Important	4	7.8	7.8	82.4
	important	6	11.8	11.8	94.1
	no opinion	3	5.9	5.9	100.0
	Total	51	100.0	100.0	

How important to your organization to use gift giving?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	no response	34	66.7	66.7	66.7
	Very Important	6	11.8	11.8	78.4
	important	6	11.8	11.8	90.2
	no opinion	3	5.9	5.9	96.1
	not important	2	3.9	3.9	100.0
	Total	51	100.0	100.0	

How important to your organization to use gift giving?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	no response	36	70.6	70.6	70.6
	important	4	7.8	7.8	78.4
	no opinion	10	19.6	19.6	98.0
	not important	1	2.0	2.0	100.0
	Total	51	100.0	100.0	

An effective marketing strategy should include public relation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	no response	1	2.0	2.0	2.0
	Strongly Agree	33	64.7	64.7	66.7
	Agree	15	29.4	29.4	96.1
	No opinion	1	2.0	2.0	98.0
	Disagree	1	2.0	2.0	100.0
	Total	51	100.0	100.0	

Public relations differ from other marketing Communications strategies

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	no response	1	2.0	2.0	2.0
	Strongly Agree	30	58.8	58.8	60.8
	Agree	19	37.3	37.3	98.0
	Disagree	1	2.0	2.0	100.0
	Total	51	100.0	100.0	

Consumers often relate more favorably to public relations strategies than to advertising

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	no response	2	3.9	3.9	3.9
	Strongly Agree	11	21.6	21.6	25.5
	Agree	27	52.9	52.9	78.4
	No opinion	8	15.7	15.7	94.1
	Disagree	3	5.9	5.9	100.0
	Total	51	100.0	100.0	

Effective public relations activities are inconsistent with the fundamental principles of Islam

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	no response	2	3.9	3.9	3.9
	Strongly Agree	4	7.8	7.8	11.8
	Agree	30	58.8	58.8	70.6
	No opinion	12	23.5	23.5	94.1
	Disagree	3	5.9	5.9	100.0
	Total	51	100.0	100.0	

Islam views Public Relations as an acceptable marketing tool

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	no response	2	3.9	3.9	3.9
	Strongly Agree	2	3.9	3.9	7.8
	Agree	6	11.8	11.8	19.6
	No opinion	21	41.2	41.2	60.8
	Disagree	17	33.3	33.3	94.1
	Strongly disagree	3	5.9	5.9	100.0
	Total	51	100.0	100.0	

Islam support bussiness and industry

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid no response	3	5.9	5.9	5.9
Strongly Agree	8	15.7	15.7	21.6
Agree	21	41.2	41.2	62.7
No opinion	15	29.4	29.4	92.2
Disagree	3	5.9	5.9	98.0
Strongly disagree	1	2.0	2.0	100.0
Total	51	100.0	100.0	

Public Relations activities should conform to the principles of Islam

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid no response	1	2.0	2.0	2.0
Strongly Agree	26	51.0	51.0	52.9
Agree	14	27.5	27.5	80.4
No opinion	9	17.6	17.6	98.0
Disagree	1	2.0	2.0	100.0
Total	51	100.0	100.0	

Public Relations assist an organization to develop closer relationships with consumers and potential consumers

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	28	54.9	54.9	54.9
Agree	10	19.6	19.6	74.5
No opinion	11	21.6	21.6	96.1
Disagree	2	3.9	3.9	100.0
Total	51	100.0	100.0	

Public Relations provides the organization an opportunity to presenta favorable image that cannot be achieved wiht advertising

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	21	41.2	41.2	41.2
Agree	23	45.1	45.1	86.3
No opinion	6	11.8	11.8	98.0
Disagree	1	2.0	2.0	100.0
Total	51	100.0	100.0	

Marketing Managers of organizations would benefit from periodic seminars on public relations and ways that it can be implemented effectively

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	13	25.5	25.5	25.5
Agree	30	58.8	58.8	84.3
No opinion	6	11.8	11.8	96.1
Disagree	2	3.9	3.9	100.0
Total	51	100.0	100.0	

Public Relations can benefit the organization in the domestic market and the global marketplace

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid no response	1	2.0	2.0	2.0
Strongly Agree	11	21.6	21.6	23.5
Agree	28	54.9	54.9	78.4
No opinion	11	21.6	21.6	100.0
Total	51	100.0	100.0	

Public Relations strategies are less costly compared to advertising and promotion programs

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid no response	1	2.0	2.0	2.0
Strongly Agree	13	25.5	25.5	27.5
Agree	29	56.9	56.9	84.3
No opinion	5	9.8	9.8	94.1
Disagree	3	5.9	5.9	100.0
Total	51	100.0	100.0	

Public Relations strategies are less costly compared to advertising and promotion programs

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid no response	3	5.9	5.9	5.9
Strongly Agree	7	13.7	13.7	19.6
Agree	23	45.1	45.1	64.7
No opinion	13	25.5	25.5	90.2
Disagree	5	9.8	9.8	100.0
Total	51	100.0	100.0	

will your company be using more of less of public relations in the future?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid no response	2	3.9	3.9	3.9
more of	21	41.2	41.2	45.1
same as	25	49.0	49.0	94.1
less of	3	5.9	5.9	100.0
Total	51	100.0	100.0	

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