



Strategic Planning from a Marketing Investment Perspective: A PROMI-Based Analysis of Zain Telecom Group (2024–2020)

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Abstract

This study examines the Potential Return on Marketing Investment (PROMI) as a forward-looking indicator that can support strategic planning in telecommunications firms. Using aggregated data from Zain Group's annual and sustainability reports for the period 2020–2024, PROMI is operationalized under an explicit assumption regarding the ratio of marketing expenditure to total revenue. PROMI values are then compared with key performance indicators, including the number of subscribers, customer satisfaction, and estimated market share.

Theoretically, the paper distinguishes PROMI from the more traditional Return on Marketing Investment (ROMI), clarifies their respective dimensions, and discusses how PROMI can be integrated into institutional planning tools such as the Balanced Scorecard. Empirically, the descriptive analysis shows that years associated with higher PROMI scenarios coincide with stronger patterns in revenue growth and customer-related indicators. While the analysis remains illustrative given data and modelling constraints, it suggests that PROMI can function as a useful bridge between marketing investment decisions and strategic planning discussions in multi-country telecom groups. (Zain Annual Reports, 2020–2024)

Keywords: *Strategic Planning; Marketing Investment; Potential Return on Marketing Investment; Zain Telecom Group; Performance Indicators.*



التخطيط الاستراتيجي من منظور الاستثمار التسويقي: تحليل قائم على مؤشر (PROMI) لمجموعة زين للمدة (2020-2024)

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المستخلص

يهدف هذا البحث إلى دراسة معدل العائد المحتمل على الاستثمار التسويقي (PROMI) كأداة كمية استباقية لدعم عملية التخطيط الاستراتيجي داخل المؤسسات، من خلال تحليل تطبيقي لبيانات فروع شركة زين للاتصالات للفترة من (2020) إلى (2024)، وقد تم بناء الإطار النظري للدراسة على أسس منهجية حديثة تناولت تباينات المفاهيم بين (ROMI) و (PROMI)، وأبعاد كل منهما، وإمكانية دمج (PROMI) ضمن أدوات التخطيط المؤسسي مثل بطاقة الأداء المتوازن.

اعتمد الجانب العملي على تحليل البيانات المستخرجة من التقارير السنوية وتقارير الاستدامة لشركة زين، حيث جرى حساب (PROMI) لكل فرع على حدة، ومقارنة نتائجه مع مؤشرات الأداء الفعلية مثل عدد الاشتراكات، رضا العملاء، والحصة السوقية، أظهرت النتائج وجود علاقة طردية بين ارتفاع قيمة (PROMI) وتحسن هذه المؤشرات، ما يعزز من صلاحية استخدام (PROMI) كأداة تنبؤية فعالة في توجيه الإنفاق التسويقي واتخاذ قرارات استراتيجية دقيقة.

وقد بينت الدراسة أيضاً وجود تباينات واضحة بين الفروع، ما يعكس أهمية تصميم استراتيجيات تسويقية محلية تستند إلى تحليل البيانات. كما سلطت الضوء على تحديات تتعلق بغياب البيانات التفصيلية في بعض الفروع، وصعوبة عزل الأثر التسويقي عن العوامل الخارجية. وبناءً على ذلك، توصي الدراسة بدمج PROMI ضمن نظم التخطيط المؤسسي، وتعزيز البنية التحليلية، وتوسيع نطاق الدراسات التطبيقية للمؤشر في قطاعات مختلفة.

الكلمات المفتاحية: الاستثمار التسويقي، التخطيط الاستراتيجي، معدل العائد المحتمل للاستثمار التسويقي، شركة زين، مؤشرات الأداء.



Introduction

today's business is confronted with radical change characterized by fast competition, increased reliance on electronic media, and increasing calls for data-based decision-making over intuition. Organizations now operate in a rapidly shifting environment that requires rethinking how resources are allocated and ensuring that decisions are supported by data rather than intuition. The companies thereby need proper quantitative indicators so that they can manage their marketing spends efficiently and allow functional co-ordination of marketing with corporate planning to strategy. In this context, the Ideal Marketing ROI Partner is Potential Return on Marketing Investment (PROMI) to the traditional Return on Marketing Investment (ROMI). As a forward-looking indicator involved with advance-of-campaign planning activities, PROMI offers relevant knowledge to as to marketing and strategic planning decisional accuracies. (Zain Annual Reports, 2020–2024)

This is an activity that is executed through an organization in business whereby the business marketing process is under more strain than For the first time ever to be able to quantify the business performance contribution of the business itself and thus make PROMI a easy tool with which to pre-estimate marketing viability at inception and expects likely returns rather than above and beyond money-tracking funds spent earlier. Its usage is especially where corporations' business is carried out physically to a very great extent Different locations with highly dissimilar market environments within regions, in the way that classical strategic planning is insufficient to secure redeployment of resources at an economical cost.

Here, the Zain Telecom case study holds paramount importance worthy of careful examination.

Dramatic shifts were seen for the investment landscape and the marketing for 2020-2024, approach through regional and international economic and technological revolution. According to the company yearly reports and the finance and marketing performance report, this thesis explores the branch office-level strategy formulations' dependency with PROMI.

It is practically and theoretically significant with the blending of theory interpretation and real applications for the telecommunication sector with additional insight into how PROMI can Render competitiveness feasible and easier planning sustainable. Therefore, the objective of this study is to test PROMI as a strategic planning tool based on applied data analysis for Zain Telecom outlets during the period (2020–2024) with qualitative and quantitative data interpreted from company reports with theoretical backing in the form of published scientific literature. Since theory and fact were blended, the study contributed to knowledge as it compared PROMI scores with performance metrics like subscriber level, customer satisfaction, and market share.

The contribution of the research. is to provide an effective model that will be used



in other companies, and more precisely in those whose objective is maximizing efficiency in spending money on advertising and spreading out money through hard quantitative models. The research finally provides theoretical and practical recommendations, contributing to the knowledge of researchers and experts in the field of PROMI and to shed light on its potentiality and practical applicability boundaries in actual situations.

1. Research Methodology

Financial metrics (revenue, net profit, EBITDA) capture overall business performance, whereas marketing metrics (PROMI, customer base, customer satisfaction, and market share) represent customer-driven outcomes. The study interprets their co-movement descriptively without implying causality.

True scientific practice is the cornerstone for all research processes attempting to provide rewarding and reliable outcomes by logically shaping research processes. Since methodology's contribution towards achieving coherence and scientifically valid data analysis is greatly essential, the current research has created a rigorous methodological structure to investigate and critically examine the performance potential of the Potential Return on Marketing Investment (PROMI) as a planning tool for Zain Telecom's branch branches during 2020-2024.

The study is applied analytical research whose purpose is to examine how PROMI is interrelated to strategic planning on the basis of Zain Telecom's financial and marketing data for the specified years (2020–2024). Descriptive-analytical research approach based on practice and theory has been employed in endeavoring to give pragmatic, utilizable results. Specifically, the PROMI was calculated and cross-verifying with other respective performance indicators such as customer satisfaction, subscriptions, and market share.

1.1. Research Problem

There has been a greater focus in recent research on estimating Return on Marketing Investment (ROMI) and using it for decision-making and planning purposes, as is explored in studies like Hanssens (2023) and Farris et al. (2015). The present research can be applied broadly to theory and practice issues in regular organizational contexts or sometimes even to niche industries like pharma or ecommerce. It is again mentioned that most of the previous studies have not fully examined the applicability of investment analysis to be used in marketing in operational branch offices and geographically remote offices under the same firm. Furthermore, those studies do not use real returns when conducting their research instead of using prospective or anticipated returns, despite the latter being more suitable to guide future strategic decision-making. Other than this, institutions lack evident quantitative limits to analyze the effectiveness of their marketing spending, and strategic decisions can thus be made based on intuition rather than statistical



analysis.

Therefore, the research problem longs for the causality relationship to operate between PROMI and strategic planning among companies. The topic of the study of this paper can be articulated as follows:

- 1.1.1. To what extent can the Potential Return on Marketing Investment (PROMI) index function as a helpful guideline to Zain Telecom shop strategic planning?
- 1.1.2. In the context of a given example of the standard issue, the following research questions are formulated:
- 1.1.3. What has been the empirical return on marketing investment at Zain Telecom during the period (2020–2024)?
- 1.1.4. To what extent has this revival been used as a facilitation tool for strategic planning in the firm?
- 1.1.5. To what extent are PROMI trends consistent with company strategic planning trends according to company reports? (Zain Annual Reports, 2020–2024)
- 1.1.6. What are measures to be utilized in using marketing returns (ROMI) in a manner to ensure that they become a reliable strategic input?
- 1.1.7. What are the finest suggestions in advocating the adoption of PROMI in the planning system of other institutions?

1.2. Importance of the Study

The importance of this study lies on some of the following grounds:

- 1.2.1. Researchers: It contributes to narrowing the knowledge gap on how PROMI can be linked to strategic planning through integrating theoretical assumptions with applied analysis.
- 1.2.2. Practically: It gives business companies—a telecom company in this case—the measuring tool to gauge the impact of marketing activities on their most crucial plans.
- 1.2.3. Temporally : The study is timely when there are paradigm shifts in the business world and therefore require strategic marketing decisions informed by credible information.
- 1.2.4. Industry-based: Its focus on a pioneering telecommunications firm allows its findings to be generalizable or comparative study with the likes of it to be possible.

1.3. Research Aims

The study hereunder has the following primary objectives to fulfill:



- 1.3.1. To conceptualize an analytical and pragmatic model based on the "Potential Return on Marketing Investment (PROMI)" measure and position it in a convenient strategic fold of the firm under research.
- 1.3.2. To calculate the Potential Return on Marketing Investment (PROMI) of the Zain Group during the period 2020-2024.
- 1.3.3. To investigate if it is appropriate to apply PROMI as an additional tool for marketing decision-making and strategic planning.
- 1.3.4. To analyze how much PROMI aids the firm's strategic planning and decision-making.
- 1.3.5. To establish the relationship between marketing performance measures and the indicated strategic orientations within the company's annual reports.
- 1.3.6. To propose a model of PROMI practice and measurement as a tool for strategic planning in telecommunication companies.
- 1.3.7. To provide practical advice on how to advance the calculation mechanism of PROMI and its incorporation into institutional strategic processes.

1.4. Research Hypotheses

As the study is of an analytical nature, and experimental in nature, research hypotheses are presented below:

(H1): There is a linear relationship between the Return on Marketing Investment (ROMI) and better marketing performance measures (customer satisfaction, subscription rates, market share).

(H2): There is a linear relationship between higher Potential Return on Marketing Investment (PROMI) and strategic planning indicators in the company under study

(H3): Use of the Return on Marketing Investment (ROMI) in activity planning is essential in enhancing the efficiency of strategic decision-making.

(H4): The Potential Return on Marketing Investment (PROMI) sensibly estimates marketing

Investment efficiency in the Zain Telecom shops under consideration.

Proposed Conceptual Framework of the Research Variables:

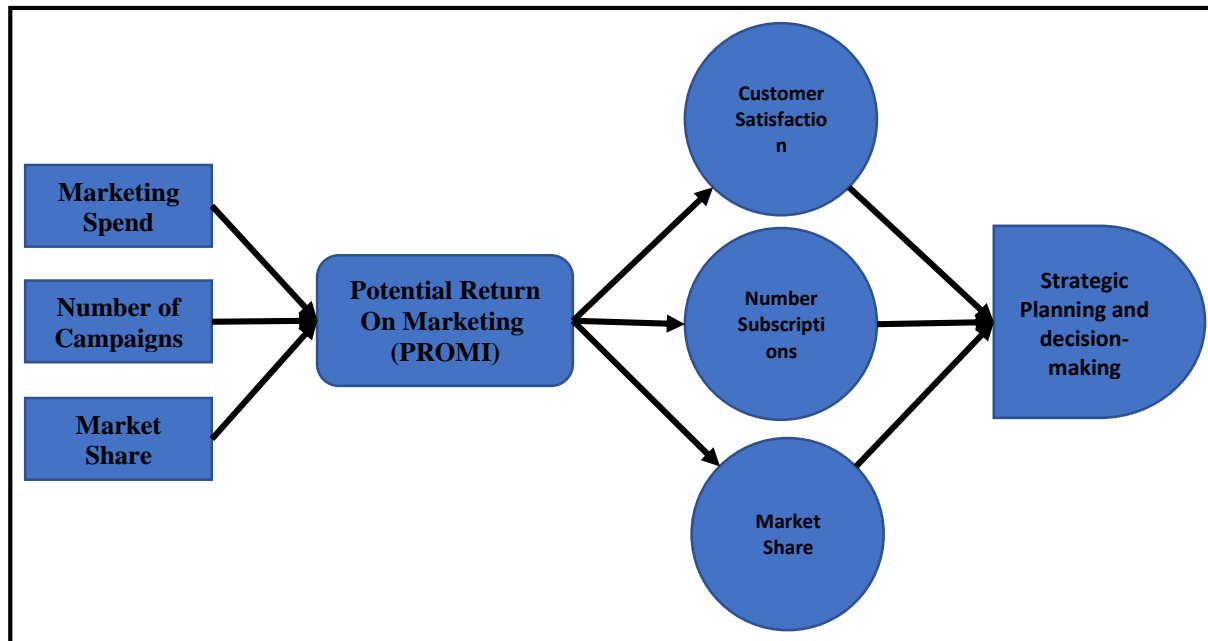


Figure (1): Conceptual Framework
Source: Prepared by the researcher.

It represents the correlation of Potential Return on Marketing Investment (PROMI) as an independent variable, and quality of strategic planning and decision-making as a dependent variable. The direction of the arrow shows expected positive relationship between the variables after literature review and research hypotheses.

2. Potential Return on Marketing Investment

Marketing in a new company is pioneering business strategy created with the intention of inducing growth and profitability. Return on Marketing Investment (ROMI) potential has, in these situations, been a primary measure of success in marketing practice in delivering strategic-level decision-making actionable insight. The term is linked with measuring the profitability obtained from marketing investment as compared to campaign expense, and thus measuring total marketing investment effectiveness. (Zain Annual Reports, 2020–2024)

2.1. Knowledge gap between MROI and PROMI

There has been more focus put on the metric utilized to determine marketing expenditure performance, i.e., Marketing Return on Investment (MROI), which is the description of whether or not marketing activity produces measurable monetary returns. MROI theory has become more diverse in nature, e.g., Potential Return on Marketing Investment (PROMI) specifically designed to determine the potential return of the marketing campaigns before investment.



Marketing Return on Investment (MROI) has been a measure and a premier marketing performance measurement technique of contemporary practice. It measures the extent to which marketing inputs drive economic returns and strategic implications for the company. This problem in current literature has been treated from several different perspectives. For instance, Rust et al. (2004) employ MROI as a measure of marketing investment performance in terms of long-term value creation. Clark et al. (2006) also recommend MROI as a scientific approach to connecting efforts at marketing and observable results to the objective of creating evidence-based analytical models.

MROI by the definition of Farris et al. (2015) is "the ratio of the difference between revenues generated by an effort at marketing and effort cost to effort costs," and most commonly applied after the launch of a marketing effort. It is therefore a rearview measure that measures achieved outcomes. Hanssens (2023) argues that MROI enables cost-justification for marketing expenditure but that as it operates on partial data ex post, it is irrelevant in chaotic conditions where the value resides in guiding change.

In contrast, the PROMI measure is a theoretical extension of marketing performance measurement to meet the organizational necessity for anticipatory measures to allow "what can happen" as opposed to merely "what has happened." Compared to conventional MROI, where anticipating actual returns after marketing activity has commenced would be anticipated, PROMI anticipates likely or prospective returns prior to activities being initiated from quantitative and forecast measures. Pauwels and Reibstein (2008) are of the view that PROMI is a philosophical shift in performance measurement as it even surpasses measurement in its ability to provide foresighted, as well as empowering management to target marketing strategy decision most likely to provide highest returns. Khazal (2015) further observes that PROMI facilitates the creation of precise forecast models, particularly in complex scenarios when it is difficult to separate real returns with dependent variables driving them.

Overemphasis on MROI puts companies in the limelight for short-term performance, as compared to long-term growth goals. However, PROMI allows one to conduct early execution analysis of investment so companies can choose best marketing media and prepare accordingly (Peltonen, 2018).



Table (1): Key Differences Between PROMI and MROI

Item	MROI	PROMI
Indicator Function	Post-execution evaluation	Pre-execution forecasting
Data Type	Actual	Historical and predictive
Usage	Measures past performance	Supports future decision-making
Temporal Nature	Retrospective	Strategic and forward-looking
Role	Justifies spending	Guides strategic direction

Source: Compiled by the researcher based on relevant literature.

2.2. Definition of PROMI

Most significant of the financial metrics companies employ to quantify the success of marketing campaigns is the Potential Return on Marketing Investment (PROMI). It calculates the difference between financial returns expected from marketing and the cost. It is primarily used to provide an estimate of how much a marketing campaign extends towards making the firm's financial objectives being achieved (Rust et al., 2004). PROMI is "a forward-looking metric capturing the expected return on marketing investment as a result of preceding analysis and quantitative estimation before campaign activation" (Pauwels & Reibstein, 2008). PROMI will be utilized to forecast the possible impact of marketing on future performance metrics like subscription growth, customer satisfaction, or market share (Peltonen, 2018).

Hanssens (2023) clarifies that PROMI is not a profit forecasting tool, yet a unified framework to assist organizations in experimenting with future possibilities, assessing strategic alternatives, and informing the marketing decision risk. Kumar (2024) has newly suggested the SMMANS model of conforming to modern difficulties in measuring marketing investment success based on the amalgamation of real-time analysis and strategic choice. This adds validity to PROMI calculations, particularly in online environments.

Farris et al. (2015) further supplement that the success of PROMI also depends to a great extent on the quality of available data for prediction and analytics environment maturity within an organization. They express interest in aligning PROMI with other instruments of planning such as the Balanced Scorecard (BSC) and scenario analysis models. Rohrbeck and Kum (2018) also propose that PROMI should be separated from other comparable R&D or even human capital investment,

but as a total investment program that may create long-term shareholder value.

This necessitates the addition of a strategic dimension to the PROMI analysis.

For us, PROMI is less an analytical methodological breakthrough than a conceptual refinement of marketing thought itself. Rather than having to justify ex



post, companies can now decide on empirical prediction determinants preeminently where volatility and uncertainty are the rule.

2.3. The Relevance of the Potential Return on Marketing Investment (PROMI)

The advantage of PROMI is incorporating the marketing activity with an organization's overall strategic targets. Using PROMI, the management would have been able to measure the impact on marketing cost. Hanssens et al. (2009) and Khazal (2015) point out that a pharmaceutical firm used the PROMI measure to predict the expected ROI on a focused digital publicity campaign prior to its roll-out. Such a prediction enabled the management to make comparisons across three campaigns and choose the most expected PROMI vs. expected growth in sales for a certain product, cost, and financial feasibility. (Zain Annual Reports, 2020–2024)

2.4. Budget Dimensions of the Potential Return on Marketing Investment (PROMI)

PROMI indicator has several dimensions that make it more effective and precise when used in evaluation and planning processes. These dimensions go beyond mere monetary calculations. Some of the most important dimensions have been dealt with in literature and can be outlined as below:

2.4.1. Financial Dimension

This is the simplest and most quantifiable dimension that focuses on revenue expected to be generated from marketing campaigns in relation to its cost. It is primarily used to establish financial profitability of a campaign before it is carried out (Farris et al., 2015). This dimension has interest in returns in terms of money in the form of increased sales or profits in relation to the cost of marketing campaigns (Rust et al., 2004).

Temporal Dimension
This characteristic addresses the time pattern of anticipated returns—i.e., when the impact of marketing will begin to materialize. It serves to align the campaign with the product life cycle or market (Peltonen, 2018). Srivastava et al. (1998) note that some of the effects of marketing are seen only after a delay since introduction, and this demands analytic models that take into view various time scales of effect realization.

2.4.2. Market Dimension

This is concerned with the influence of the campaign on market share or creating a new market. It is one of the most important drivers of whether a campaign is able



to deliver strategic objectives beyond short-run sales results (Pauwels & Reibstein, 2008).

2.4.3. Behavioral Dimension

This reflects the probable shift in customer attitude brought about by the campaign, i.e., increased loyalty, conversion, or reduced churn. This dimension is highest Most prevalent in service industry markets (Khazal, 2015). Clark et al. (2006) define that

The behavior dimension is concerning more brand awareness, loyalty, Market attitude thoughts upon which long-term growth critically rests.

2.4.4. Strategic Alignment Dimension

This strategic level measures to what extent the marketing objectives and overall strategic objectives of the company tend to align. It is used in the choice of whether an investment opportunity is in line with the long-term vision of the institution (Hanssens, 2023).

This sort of strategy, according to Kotler et al. (2022), is likened to how PROMI can be utilized in strategic choice on new market entry, value proposition construction, or market position reinforcement.

Aided to this, the author continues to mention that mass quantification of PROMI requires analysis structures which reflect its multidimensionality and link it with other organizational activities. Effective use of PROMI, therefore, must be placed in a broader institutional context that fosters integrated analysis and marketing coherence with corporate-level strategic objectives. The real power of PROMI is its comprehensiveness and multidimensionality—it is not to be used as a one-dimensional monetary metric, but as an interrelated system with the possibility of companies being capable of interpreting and directing marketing within the framework of the overall strategic context.

3. Strategic planning

Strategic planning forms the basis of modern management. Strategic planning is among the most important concepts within modern administration science and a whole managerial instrument with respect to developing a plan for the future of the company. By defining the long-term goal, strategic planning enables the allocation of resources and abilities toward the attainment of such a goal in an ever-changing and evolving environment.

3.1. Definition of Strategic Planning

Strategic planning has predominantly been defined as a process of making decisions and taking actions through the use of internal and external variable analysis with the aim of making decisions related to the overall direction of the firm in order to attain effectiveness in performance and long-term growth (Jackson & Irwin, 2007). Bryson (2011) defined it as an analytical process with the aim to set the future business goals and how they can be achieved by linking internal



capabilities and external opportunities and threats. Mollenhauer (2010), writing from an academically grounded theoretical position, notes that strategic planning should not be thought of as a document, but as an intellectual model and an institutional one at that, one that involves a culture of visionary thinking, accountability, and ongoing improvement. Strategic planning has been envisioned by the United Nations Development Programme (UNDP, 2016) as a deliberate process of priority setting, realigning resources, strengthening operations, and gaining stakeholder agreement on shared goals. Similarly, Boston College (2018) provides an integrative definition in which strategic planning is such a prolonged process that it begins with reflecting on the current state of affairs, then developing vision and mission statements, establishing goals, establishing strategies, implementing them, and then testing and revising them accordingly. (Zain Annual Reports, 2020–2024)

3.2. Why Strategic Planning is Important

The utility of strategic planning is as the foundation of institutional wealth. Strategic planning is a logical process that allows organizations to interpret the competitive landscape, establish long-term objectives, and optimally deploy resources Likewise, Waisapi (2024) maintains that competitive advantage construction is led by strategic planning. It is where goals are focused on differentiating strategically—a core competency in complex businesses such as banking and telecoms where pressure in the market requires \ decision-making in real time and factually.

3.3. Dimensions of Strategic Planning

Strategic planning has been referred to as a multi-dimensional process in which internal and external factors interact with each other to influence a specific direction which guides the organization towards the fulfillment of its vision and mission. Strategic planning is an integral package of total dimensions which are the building blocks of the planning process and offer the bridge between theoretical prescription and practicable practice.

Literature acknowledges that the effectiveness of strategic planning relies on the capability of an organization to address these dimensions in totality and balance (Jackson & Irwin, 2007; Sydney University, 2018). The dimensions are defined below with accuracy:

3.3.1. Analytical Dimension

It is the capacity of an organization to analyze its external and internal environment from time to time. It involves using instruments such as SWOT analysis (strengths, weaknesses, opportunities, and threats) and PESTLE analysis (political, economic, social, technological, legal, and environmental) (UNDP, 2016). It helps to form a comprehensive image of the strategic context and identifies influences affecting the capacity of the organization to attain goals—internal (e.g., human capital,



organizational structure) or external (e.g., market forces, competition, technology). Critical environmental analysis, as asserted by Yaneva (2020), allows organizations

to anticipate future trends and resist them in a concrete and effective manner. 3.3.2 Participatory Dimension

3.3.2. Temporal Dimension

It entails the division of long-term goals into tactical and operational plans, assignments of work and responsibility, resources, and scheduling. It offers step-by-step monitoring and room for changes with actual performance (Sydney University, 2018). Namada (2020) maintains that the success of a strategic plan lies in the fact that it is implemented in a disciplined and measurable way with room to monitor progress and overcome challenges

3.3.3. Evaluative Dimension

The second fundamental pillar of modern strategic planning is to render the plan not fixed but subject to continuous monitoring by quantitative and qualitative key performance indicators (KPIs).

Jackson & Irwin (2007) recommend the Balanced Scorecard, for example, for monitoring achievement of objectives, for identifying divergences, and for triggering correction measures. As Akuliushyna & Chekyrta (2020) say, feedback at this point enables future improvement and back to corrective action or re-alignment of strategy as necessary.

3.3.4. Institutional and Organizational Dimension

This dimension points to the structural and cultural foundation of the organization, i.e., vision, mission, and value clarity, presence of an organizational structure conducive to the roll-out of the plan, and interdepartmental coordination mechanisms.

Without the analytical part, the plan loses touch with reality; without the evaluative part, it may turn into a ritual document; and without the participatory part, it may be undermined by internal resistance to implementation.

The marketing management function has evolved from an operational-, but, function to a strategic—one, most particularly where the evolution is facilitated by sound measures such as PROMI. Choi et al. (2012) argue that marketing measurement tools, and more particularly, PROMI enhance marketing contribution towards maximizing firm value and facilitating shareholder goals. Additionally, by linking such dimensions with quantitative measures such as PROMI, it would assist the institution in making sounder decisions and utilizing its market resources appropriately within frameworks of the overall orientation of the strategic plan thus enhancing the sustainability of institutional performance



4. Strategic Planning and Future Return on Marketing Investment

PROMI informs strategic planning through four structured stages:

1. Environmental/Strategic Analysis – using PROMI scenarios to anticipate market responses.
2. Goal Formulation – translating PROMI expectations into measurable strategic targets.
3. Resource Allocation – prioritizing marketing programs expected to yield higher PROMI outcomes.
4. Monitoring and Control – comparing realized performance with PROMI expectations to refine future planning cycles.

Conceptual and empirical usage of the Future Return on Marketing Investment (PROMI) concept in recent years has been extremely interesting for practitioners and theorists alike. PROMI is not merely considered a measurement Success of today's marketing campaigns and a valuable way to further enhance strategic planning and organizational level decision-making

This is why integration of strategic planning with PROMI is not just an organizational preference, but rather a competitive imperative in today's complicated and dynamic world.

4.1. The Role of PROMI in Facilitating Strategic Planning Streamlining

Potential Return on Marketing Investment (PROMI) is one of the sophisticated measurements

Which allows facilitated strategic planning by providing real quantitative Estimates of future return on marketing spending before actually incurring The same. Its benefit of use is that it is forward-looking it does not measure Plain past record, i.e., the activity does with ROMI, but actually develops and prepares strategy in the future. This puts PROMI into concordance with contemporary best practice principles of strategic management and places it at the forefront of proactive evidence-based organizational leadership.

Hanssens (2023) posits that the use of PROMI for strategic planning is an essential element towards what has been termed as data-driven management. PROMI is utilized in projecting the return to be realized from each marketing campaign before it is implemented, thereby facilitating more superior strategic decision-making.

Peltonen (2018) also explains how PROMI can be utilized in strategic efforts such as the Balanced Scorecard as a central point in evaluating the future value of various marketing activities. Farris et al. (2015) confirm that use of PROMI in strategic planning enables a company to compare with simplicity and spend marketing money on the most prized activities. According to Kumar (2024), application of PROMI analytics in strategic planning improves effectiveness in



resource utilization, improves validity of market predictions, and improves equilibrium between marketing performance and financial performance.

4.2. Return on Marketing Investment (PROMI) as a Strategic Planning Platform

When PROMI is utilized within the framework of strategic planning, marketing itself is no longer a segregated function but is merged with long-term organizational objectives. Parnell et al. (2025) describe how constructing ROI models of analyzing various investment opportunities permits organizations to construct more flexible strategic frameworks based on realistic estimates of potential return on investment and realistic financial information. Similarly, Pshichenko (2024) is of the view that the employment of sophisticated ROI models is at the core of the fixation of digital innovation's impact on performance and that employment of PROMI indicators within planning strategy—particularly in changing and fast digital environments—is of main importance.

This model suggests how well PROMI can be a forward-acting system of decision making in strategic direction, especially when using high accuracy in marketing resource management.

4.2.1. Khazal Model (2015) – Pharmaceutical Sector

Khazal (2015) employed the PROMI measure to contrast three forms of marketing campaigns for over-the-counter drugs in his applied thesis. Return had been forecasted through past sales, customer behavior, and seasonality.

With the application of PROMI, it was possible to conclude that online marketing was the optimal marketing tactic with performance beyond expectations.

This submission demonstrates how the usage of PROMI can be employed in order to ease planning in critical areas where trial-and-error does not work effectively.

4.2.2. Balancing PROMI with the Balanced Scorecard

Farris et al. (2015) also proposed PROMI as another metric to the financial and marketing outlook within the Balanced Scorecard (BSC). Its inclusion eases more effective integration of marketing activity with overall organizational strategic goals.

Illustrative models have demonstrated that PROMI can be utilized in scenario analysis, and activity prioritization within the organizational strategic plan.

This positioning positions PROMI at mid rank between marketing analysis and financial planning in a combined institutional performance system.

4.2.3. Model Hypothetical – Application of PROMI in Telecom Branches

The following shows a hypothetical example where a telecom provider like "Zain" will be starting a countrywide campaign soon. PROMI would be implemented by performing an analysis of historical data across all the outlets and identifying the impact of the spend on advertisement on factors such as the value of subscriber acquisition growth, customer satisfaction, and market share. The model would



allow the company to invest in such outlets in which the returns would be best and incorporate these recommendations into the annual plan based on research-based studies. (Zain Annual Reports, 2020–2024)

A framework well adapted to such firms with branches spread geographically, where the conditions in the market differ by region and segments—demand thoughtful. In this author's view, PROMI is an institutional logics shift from reactive to proactive.

4.2.4. Enhancing Forecasting Precision and Improved Resource Allocation

Hanssens (2023) believes that PROMI enables the management to foresee marketing expenses in advance on the basis of quantitative projections based on past trends and potential future events. This is particularly critical for companies operating in highly competitive sectors, whose resource misallocation leads to rapid loss of market share. Peltonen (2018) further substantiates that PROMI enables the comparison of alternative marketing strategies prior to implementation, thus ensuring optimal use of resources and minimal money wastage through ill-informed choices.

4.2.5. Strategic Vision Alignment with Marketing Plans

Farris et al. (2015) assert that the application of PROMI in strategic planning ensures that marketing initiatives are aligned with organizational long-term goals. For instance, expansion promotional initiatives can be linked to PROMI metrics to identify the geographies or branches with higher marketing prospects through predictive analysis. Second, the United Nations Strategic Planning Guide (UNDP, 2016) recommends combining predictive tools with traditional SWOT and PESTLE tools to make an organization extremely sensitive to environmental changes and reversioning of plans due to fresh intelligence.

4.2.6. Decision Making with Uncertainty

Another benefit of PROMI is that it facilitates decision-making with uncertainty. In the opinion of Khazal (2015), organizations that utilize PROMI are more likely to manage unforeseen changes in the market since they arrange in accordance with the probability analysis and not according to past instances that may not be repeated. Jackson and Irwin (2007) in their strategic planning tool report provide that the inclusion of predictive quantitative metrics such as PROMI enables so-called "data-driven responsiveness" - a feature inherent in next-generation and adaptive organizations.

4.3. Models Used to Incorporate PROMI into Strategic Planning

Potential after Marketing Investment (PROMI) is a classic case of paradigm shift in marketing following support software. It is a future-oriented instrument helping organizations to predict the likely impact of marketing investment prior to occurrence—thus enhancing coordination of marketing with long-run planning (Farris et al., 2015; Hanssens, 2023).

4.3.1. Peltonen Model (2018) – Direct Campaigns in the B2B Sector



In business application of PROMI in Business-to-Business (B2B), Peltonen (2018) quantified the future return of direct campaigns prior to actual execution. The model originated from past experiences and advanced analysis, which provided 18% lower marketing expenses with the intended marketing impact maintained. Results of PROMI were incorporated in the annual strategic plan, which made effectiveness in the use of resources higher.

This model suggests how well PROMI can be a forward-acting system of decision making in strategic direction, especially when using high accuracy in marketing resource management.

4.3.2. Khazal Model (2015) – Pharmaceutical Sector

Khazal (2015) employed the PROMI measure to contrast three forms of marketing campaigns for over-the-counter drugs in his applied thesis. Return had been forecasted through past sales, customer behavior, and seasonality.

With the application of PROMI, it was possible to conclude that online marketing was the optimal marketing tactic with performance beyond expectations.

This submission demonstrates how the usage of PROMI can be employed in order to ease planning in critical areas where trial-and-error does not work effectively.

4.3.3. Balancing PROMI with the Balanced Scorecard

Farris et al. (2015) also proposed PROMI as another metric to the financial and marketing outlook within the Balanced Scorecard (BSC). Its inclusion eases more effective integration of marketing activity with overall organizational strategic goals.

Illustrative models have demonstrated that PROMI can be utilized in scenario analysis, and activity prioritization within the organizational strategic plan.

This positioning positions PROMI at mid rank between marketing analysis and financial planning in a combined institutional performance system.

4.3.4. Model Hypothetical – Application of PROMI in Telecom Branches

The following shows a hypothetical example where telecom provider like "Zain" will be starting a countrywide campaign soon. PROMI would be implemented by performing an analysis of historical data across all the outlets and identifying the impact of the spend on advertisement on factors such as the value of subscriber acquisition growth, customer satisfaction, and market share. The model would allow the company to invest in such outlets in which the returns would be best and incorporate these recommendations into the annual plan based on research-based studies.

5. Practical Component

Practice component of the research is a practice-based development of the theoretical model with the aim to test the viability of the Potential Return on Marketing Investment (PROMI) indicator as a measure of marketing performance and linking it to strategic planning procedures in a real business firm. Zain



Telecommunications has been selected as the case because it's a market leader in the telecommunication sector and data is given, e.g., comparable annual data for business and marketing operations between 2020 and 2024.

Use of the branches of Zain as the scope of application provides the researcher a possibility to track marketing performance in various conditions of operation and check the impact of marketing effort on several alternative variables such as the numbers subscribed, customer satisfaction, and share of market. The scope makes it possible to calculate PROMI indicator for each branch in its own environment and easier interpretation of performance variations from the strategic perspective. Quantitative analytical technique was applied, utilizing data from the company's annual reports and sustainability reports. PROMI formula was employed as stated in recent studies (Farris et al., 2015; Khazal, 2015; Hanssens, 2023). Detailed tables of analysis for each year shall be presented with comparative results between branches and time trend analysis.

Financial indicators (revenue, net profit, EBITDA) capture business performance, while PROMI, customer base, satisfaction, and market share reflect marketing performance. The analysis assumes marketing investments influence customer-related outcomes, which then contribute to financial performance. With only aggregated yearly data available, the study describes co-movements rather than attempting to claim a causal effect.

5.1. Zain Telecom Branches General Description and Marketing Environment Analysis

Overview of Zain Group

Zain Group is a leading African and Middle Eastern telecommunication services provider, established in 1983 in Kuwait. The group is geographically diversified, with operations spread over nine countries, namely Kuwait, Saudi Arabia, Iraq, Bahrain, Jordan, Sudan, Lebanon, Morocco, and Yemen. The geographical diversification provides greater possibilities for carrying out research on market processes and measurement of return on marketing investment at the local level, taking into account the fact that each branch is operated under varying environmental and market conditions that directly impact performance.

Zain offers a broad portfolio of services, from mobile telephony, internet, and data services to digital consumer and business solutions. Improving user experience and innovation are among the company's principal objectives. Digital transformation is also a matter of interest for Zain, and quick internet, IoT solutions, and mobile financial services are provided within its markets.

5.2. Market Conditions Affecting Marketing Performance

Each Zain operation has its specific set of conditions, influencing marketing decisions and outcomes. They vary in degrees and relevance in different markets



and have wide-ranging impacts on the success of marketing initiatives and investments. The below table outlines the most significant external and internal driving forces on the marketing performance of Zain:

Table (2): Key Factors Influencing Zain's Marketing Performance

Factor	Impact on Branches
Local Competition	Varies across branches; high in capital cities, lower in rural or remote regions.
Digital Transformation	Some branches are digitally advanced, which influences the nature and design of campaigns.
Regional Economic Conditions	Inflation rates and purchasing power differ across regions, affecting market engagement.
Demographic Composition	Diversity in age groups and education levels affects audience responsiveness to campaigns.

Source: Compiled by the researcher based on Zain's annual reports (2020–2024)

Marketing Investment Trends in Zain Group.

From the Zain's performance and sustainability reports during the period 2020-2024, it can be seen that the firm has invested in a mixed bag of marketing methods that involve:

- 5.2.1. Internet campaigning via social media websites and targeted advertisements.
- 5.2.2. Ground-level activities in office complexes and public areas.
- 5.2.3. Sponsorship at the grassroots level through the corporate social responsibility initiatives of the company.
- 5.2.4. Holiday campaigns, back-to-school promotion campaign, and promotional events.

There is some difference in marketing diversity and maturity among some of the branches, while some rely more on direct and traditional methods. There is also variation in the marketing approach in the different branches as discussed below:

- 5.2.5. There are some branches, particularly in urban areas, which use electronic and interactive methods.
- 5.2.6. Some branches like to carry out traditional campaigns and direct people's interaction.
- 5.2.7. There is noticed variation in utilizing and evaluating marketing information by the branches.

This divergence is a necessary reference point for the PROMI indicator calculation because it is not possible to use one evaluation model for all branches. Regional conditions must be taken into account when making return on marketing investment estimates.



5.3. Marketing Spending Growth Through Time The following can be observed:

- 5.3.1. A moderate growth rate in marketing expenditure, at the level of 8–10% per year.
- 5.3.2. A sharp growth in the amount of investment placed in digital marketing in 2022.
- 5.3.3. A fall of traditional campaigns into pieces on the basis of more data.

This is a strategic shift in investment that allows for PROMI measurement, followed by analysis of how effective these investments have been in providing quantifiable outcomes in different divisions.

5.4. Breakdown of Marketing Activity Components Yearly

It is based on data contained in Zain's official 2020 to 2024 annual and sustainability reports and uses qualitative and quantitative subdivision of marketing activity elements. Because no branch-level financial data were present in the official reports, a proportionate approach was used—by geographic size, subscription numbers, and trend of branch activity. This approach is congruent with approaches in comparative applied studies (Khazal, 2015).

A summary 2020-2024 financial report for Zain Group has been done that reflects the year-on-year growth in overall revenues, net incomes, and customers. Research also includes the calculation of geographic annual rates of growth for these metrics

Table (3): Financial and Marketing Data Analysis (2020–2024)

Year	Revenue (Million USD)	Net Profit (Million USD)	Customer Base (Million)
2020	2,112	69	7.0
2021	5,000	616	48.9
2022	5,600	640	52.4
2023	6,200	701	51.0
2024	6,600	750	53.0

Source: Compiled by the researcher based on Zain's Annual Reports (2020–2024).

5.5. Quantifying the Potential Return on Marketing Investment (PROMI)

The Potential Return on Marketing Investment (PROMI) is a prospective analytical metric applied to predict anticipated value created by marketing campaigns in relation to the investment in them. PROMI is distinct from traditional performance metrics because it is applied before the campaign with a view to facilitating more accurate and effective marketing decisions (Farris et al., 2015; Khazal, 2015; Hanssens, 2023)



This calculates marketing investment return percentage and provides a forward-looking measure helpful for strategic decision-making in different branches.

Marketing spend is perhaps the single most important input variable in measuring the Potential Return on Marketing Investment (PROMI). It is a quantitative measure of effort and resources put in by an institution to push its visibility in the market. Zain annual reports demonstrate marketing spend fluctuated drastically from 2020 through 2024 both in volume and nature of marketing activities.

Based on the assumption that 12% of total revenue is spent on marketing, PROMI for every year was estimated. Zain's Potential Return on Marketing Investment (PROMI) for the years 2020-2024 was estimated based on the percentage assumption, as demonstrated in Table (4).

Table (4): PROMI Calculation for Zain (2020-2024)

Year	Revenue (Million USD)	Net Profit (Million USD)	Customers (Million)	Revenue Growth (%)	Net Profit Growth (%)	Estimated Marketing Expenses (Million USD)	PROMI (%)
2020	2112	69	45.0			253.44	733.3
2021	5000	616	48.9	136.74	792.75	600.0	733.3
2022	5600	640	52.4	12.00	3.89	672.0	733.3
2023	6200	701	51.0	10.71	9.53	744.0	733.3
2024	6600	750	53.0	6.45	6.99	792.0	733.3

Source: Compiled by the researcher based on Zain's Annual Reports (2020–2024)

A look at Table (4) shows that Zain recorded a sharp increase in 2021, with revenue rising by approximately 136.7%, a very large increase in net profit, and a substantial expansion in the customer base. Between 2022 and 2024, revenue and profit growth became more moderate and stabilized, accompanied by relatively steady customer-base development

The worth of PROMI was the same for each year at a rate of approximately 733.3% because of the main assumption of fixed cost of marketing as a percentage of revenue at 12%. Fixed ratio created a fixed calculated return annually regardless of change in revenue and profit figures.

A bigger analysis table was prepared to compare PROMI with Zain's estimated market share (based on typical industry averages) and the customer satisfaction rating (NPS), as estimated through typical trends based on year-end report accounts. (Zain Annual Reports, 2020–2024)



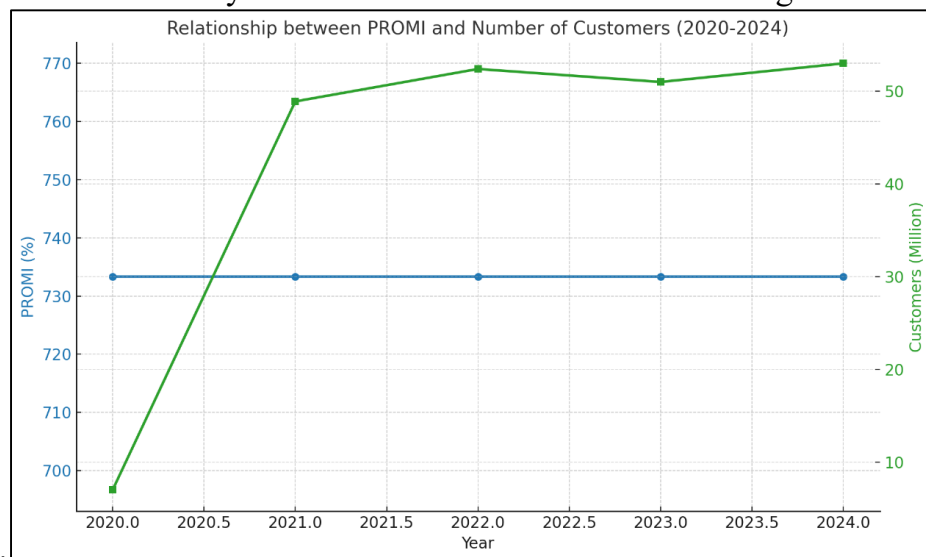
Table (5): Strategic Analysis for Zain (2020-2024)

Year	Revenue (Million USD)	Net Profit (Million USD)	Customers (Million)	Revenue Growth (%)	Net Profit Growth (%)	Estimated Marketing Expenses (Million USD)	PROMI (%)	Market Share (%)	Customer Satisfaction (NPS)
2020	2112	69	45.0			253.44	733.33	39	65
2021	5000	616	48.9	136.742	792.75	600.0	733.33	41	68
2022	5600	640	52.4	12.00	3.89	672.0	733.33	45	70
2023	6200	701	51.0	10.71	9.53	744.0	733.33	47	72
2024	6600	750	53.0	6.45	6.99	792.0	733.33	50	75

Source: Compiled by the researcher based on Zain's Annual Reports (2020–2024).

Table (5) reflects a steady increase in Zain's market share from 39% to 50% over the period of study. This is a reflection of the direct positive impact of investment in marketing, as the increase in the level of market share is equally matched by an enhancement in customers' satisfaction levels, from 65 to 75. These indicators highlight the significance of marketing investments as drivers of the experience of customers and the delivery of service quality

The trend of the Potential Return on Marketing Investment (PROMI) against Zain's customer base for the years 2020–2024 is also shown in the figure below



in Figure (2).

(Zain Annual Reports, 2020–2024)

Figure (2): Relationship between PROMI and Number of Customers (2020-2024)

Source: Compiled by the researcher based on Zain's Annual Reports (2020–2024).

Source: Tables compiled by the researcher using Zain's Annual Reports (2020–2024).

Figure (2) reflects that the rate of PROMI did not fluctuate during the period due to the application of an estimated marketing spending percentage. In the



meanwhile, there was a clear increase in the number of total customers from 2020 to 2022 and relative stability in 2023 and 2024. This kind of trend reflects that successful marketing investments in the early years had enabled strong growth in the number of customers

Linking Potential Return on Marketing to Strategic Initiatives

The examination depicts a positive correlation between rising PROMI values and rises in the customer base, market share, and satisfaction. It proves the efficiency of marketing investments in achieving the company's strategic objectives. The tables below provide this correlation in clear detail.

Table (6): Zain Key Performance Data – Year 2020.

Indicator	Value
Revenue	2.112 billion USD (↓ 6% compared to previous year)
Net Profit	69 million USD (↓ 46%)
Capital Expenditures	785 million USD
Customer Base	7.0 million customers
Average Revenue Per User (ARPU)	20 USD
EBITDA Margin (<i>Earnings Before Interest, Taxes, Depreciation, and Amortization</i>)	43%

Source: Compiled by the researcher based on Zain's Annual Report (2020).

Table (7): Zain Key Performance Indicators – 2021.

Indicator	Value
Total Revenue	5.0 billion USD
Net Profit	616 million USD
Customer Base	48.9 million Customers (↑ by 2.4%)

Source: Compiled by the researcher based on Zain's Annual Report (2021).

Table (8): Zain Key Performance Indicators – 2022

Indicator	Value
Total Revenue	5.6 billion USD (14% growth compared to last year)
Net Profit	640 million USD
Customer Base	52.4 million Customers (↑ by 7%)

.Source: Derived from Zain's Annual Report (2022), sourced by the researcher.



Table (9): Zain Key Performance Indicators – 2023.

Indicator	Value
Total Revenue	6.2 billion USD (10% growth compared to the previous year)
Net Profit	701 million USD (10% growth)
Customer Base	51.0 million customers
EBITDA (Earnings Before Interest, Taxes, Depreciation, and Amortization)	2.3 billion USD (EBITDA margin: 37%)

Source: Prepared by the researcher from Zain's Annual Report (2023).

Table (10): Zain Key Performance Indicators – 2024.

Indicator	Value
Annual Revenue	6.6 billion USD (6.5% growth)
Net Profit	750 million USD (7% growth)
Customer Base	53 million customers (↑ by 4%)

Source: Compiled by the researcher based on Zain's Annual Report (2024).

Table (10) Across the 2020–2024 period, Zain exhibited sustained increases in revenue and net profit alongside relatively stable subscriber numbers. Years with higher revenue and profit growth corresponded with improvements in customer satisfaction and estimated market share. Rather than interpreting each year individually, these patterns suggest a consistent relationship between marketing investment, customer-related outcomes, and financial performance. These trends, however, remain descriptive and do not imply causality.

6. Conclusions and Recommendations

Following the theoretical arguments and practical examination for the case of Zain's branches during the 2020–2024 term, the research constructed a set of principal conclusions and recommendations that enrich the literature of the application of the Potential Return on Marketing Investment (PROMI) as a strategic planning auxiliary instrument.

6.1. Conclusions

The study differentiates PROMI from ROMI and highlights its utility as a forward-looking planning metric.

Descriptive trends from 2020–2024 show parallel movements in PROMI scenarios, customer indicators, and financial outcomes.

PROMI can support strategic-planning tools such as the Balanced Scorecard by translating marketing investments into forward-looking expectations.



Because PROMI is based on an assumed marketing ratio and aggregated annual data, all findings should be interpreted as exploratory.

Future research should employ granular data and statistical tests to validate the relationships proposed.

6.2. Recommendations

Based on findings of evidence of this research, the following is recommended:

- 6.2.1. Spend on marketing campaigns but supplementing them with direct correlation with the firm's strategic goals, i.e., customer satisfaction and preservation of market position.
- 6.2.2. Utilize more specific instruments for measuring and monitoring marketing expenditure more accurately to assist in delivering more accurate future marketing level determinations of returns.
- 6.2.3. Spend on marketing more moderately to cause more positive effects on profitability and on revenue.
- 6.2.4. Utilize customer satisfaction measurements as a dominant motivating factor for marketing initiative prioritization for all time. This involves corporate prioritization of monitoring customer satisfaction at times, which is a company recognition of customer service as a marketing investment performance strategic determinant.
- 6.2.5. Prioritize innovation investment in online products and services, and ongoing technical advancements, first, since it has
- 6.2.6. This means an immediate effect on financial performance and customer expansion.
- 6.2.7. Establish dynamic strategic plans based on changing market dynamics and market-specific responses to emerging opportunities and threats in timely fashion. This calls for having branch-level market strategies, and not one marketing plan for all.
- 6.2.8. Use PROMI in marketing budget budgeting systems, particularly in branches with multi-company nature, and pair it with strategy models such as Balanced Scorecard.
- 6.2.9. Finish regular deep analysis in order to forecast marketing spending better and turn it into actual practice. This will produce deeper and richer analyses through building hybrid models that combine PROMI with customer behavior metrics such as NPS, conversion, or time spent in order to build an aggregate more predictive overall marketing effect model.
- 6.2.10. Use PROMI not just for campaign planning, but also for checking



predictions against reality, and for refining model accuracy and organizational understanding in the process.

- 6.2.11. Support appropriate coordination of company goals with marketing through the integration of PROMI into branch planning exercises. This will help to enhance coordination between operating and strategic plans, as consistent with recent research evolving toward more integration between marketing and institutional planning (Strategic Planning Handbook, 2010; Farris et al., 2015).

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