

Social Marketing Strategy

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Promotion of Blue Collar Jobs

Social Marketing Strategy

Promoting the Attractiveness of the Driver Job Profile

Strategy Developed By: Outreach Egypt Consultancy for Development

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1 Introduction

Social Marketing is becoming a trend to many international organizations and private sector to approach specific problem areas and affect behavioural changes towards concepts and ideas. In general it is not anymore about benefiting the entity, company, or organization, solely, but also targeting societal benefit, and influencing social behaviour and attitude. Using social marketing has proven impact and overall change in previous campaigns such as health, education, employment, and taxes. On one hand, social marketing is used to mobilize the general public towards a target, and on the other hand social marketing is used to address changes in behaviour, attitude and perception towards an idea or a concept.

In Egypt, social marketing has been used for several campaigns, and was mainly used to raise awareness on various topics targeting diversified target groups with different social and educational background. Since the 90's, there were social marketing campaigns well known for their effectiveness and high impact on the general public, with the most commonly known campaign: bilharzia (snail fever), and since then social marketing campaigns have been widely used. The topics range from smoking, cleanliness, drugs, hepatitis, FGM to most recent campaigns such as taxes and voting rights. Throughout the years these social marketing campaigns have proven that they are effective tools to mobilize and change perception among Egyptians towards an idea or a concept.

Throughout the years, there have been a lot of social changes in Egypt among and within different classes. These social changes are related to various factors and how there is an overall alteration in the lifestyle of Egyptians. This change sometimes depends on the social background, educational background, or simply their perception towards life and what they want to be, or what not to be.

From exposure to satellite TV, private channels, talk shows, internet and social media networking, there tend to be an overall upgrading in the mentality of youth. They know more, and so they want more; they have been exposed, and so their demands increased. In this notion, the social marketing campaign concept has to be modern, up-to-date, and presented creatively to ensure mobilization of the general public towards the idea.

Recently, and post the revolution of January 25, social marketing has been used frequently to address the general public. In the meantime research has been conducted to understand core issues that could be tackled through social marketing. And one of the main areas that need to be addressed is Employment. Though employment has been a social and economic challenge in development, but post revolution, it has been looked up seriously. Several companies (private sector, multi nationals) and international agencies have invested in different ways to address the employment issues, either through research or through providing job opportunities, or training to assist in qualifying calibres for employment.

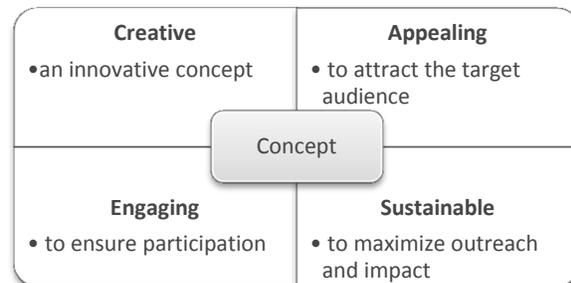
In this respect, GIZ is one of the international organizations in Egypt that has been addressing employment, where the focus is on projects with impact, and projects that would provide opportunities to large number of youth, and mainly jobs that would employ blue collars. Within the framework of the Open Regional Fund ¹ dedicated to employment in the MENA region, GIZ decided to address this topic after having conducted research and field studies as well as discussions with the private sector. There is a great demand of the private sector for blue collar workers however companies are struggling to find the right calibres. This is related to the mismatch in the market (company demand versus qualification and dedication of job seekers) but also related to the perception of the offered jobs as these are often not attractive enough for the target groups needed. Recognizing the importance of changing the perception towards the blue collar jobs GIZ initiated the Project “Promotion of Blue Collar Jobs” complimenting the National Employment Pact² aiming at contributing to the employment needs in Egypt through employment facilitation and training.

GIZ, working in parallel with different employment projects, was approached by PepsiCo raising their need for qualified drivers. In order to verify the availability of similar vacancies as well as the faced challenges, a company needs assessment survey was conducted along with a 360 degree analysis on the social perception of the driver profile. Six renowned companies, employing more than 2000 drivers confirmed the same challenges of finding the right caliber and sustaining them in their organizations. Interviewed HR and management executives, mentioned that due to the turnover, annual needs of their companies for the driver profile are increasing.

¹ The ORF is funded by the German Federal Ministry for Economic Development and Cooperation

² The **NEP is an Initiative** by the German Egyptian Business Community in cooperation with the German Arab Chamber of Industry and Commerce under the patronage of the German Embassy in Cairo (www.nep-egypt.com).

Based on the conducted surveys and discussions, especially with companies of the FMCG3, GIZ identified the “driver profile” as one of the main and widely needed occupations.



Promoting the attractiveness of the driver profile (as a blue collar job by nature) to specific target groups is a challenge. Because, GIZ is dealing with changing perception towards an idea, and is targeting the general public to be mobilized towards this goal, the need for a social marketing strategy is essential.

Consequently, GIZ contracted Outreach Egypt Consultancy for Development4 (ORE) to develop a social marketing strategy to address the main challenge which is promoting the attractiveness of the driver profile among the general public and specific target groups.

Changing perception is challenging, but understanding the roots of the problem, and strategizing effectively will influence the social behaviour and allow for the change in perception needed. Every strategy needs a plan to achieve this change. As a result Outreach Egypt is proposing a social marketing strategy that is creative, appealing, engaging and most importantly sustainable.

Outreach Egypt used a participatory approach while developing this strategy, where GIZ and PepsiCo were involved in the different processes and phases. The objective of this participatory approach is to ensure that the final output will be put into use, and therefore identifying the users of the document is essential to develop an overall structure for the strategy. Mainly the users are GIZ and the implementing team of the strategy and its activities. However, and while it is important to mention that the main objective of this strategy is to promote the attractiveness of the blue collar job profiles, it is essential to point out that the main beneficiaries of this strategy are the partner companies who will benefit from the overall project.

The objective is to develop a strategy that (i) attracts the calibre needed, (ii) promotes the driver profile and (iii) maintains loyalty of existing drivers to their companies. But

³ Fast moving consumer goods

⁴ Outreach Egypt is specialized in the design and implementation of social marketing, awareness and communication initiatives and campaigns. Outreach Egypt team has extensive experience in public awareness and reaching out effectively to different target groups in all governorates of Egypt.

prior to developing the strategy that tackles these three focal points, there was a need to understand the current perception of different target groups towards the blue collars, and specifically the driver profile. Therefore a rapid study on the perceptions of the driver job profile was conducted, by Outreach Egypt, among different target groups.

In the meantime, the main goal of is to develop a social marketing strategy that can be put to action, and therefore ORE's main objective is to create a creative concept that would address the focal aims of the strategy (attract, promote and maintain) and be useful to the users and beneficiaries of the document. Therefore this strategy has a unique structure and is presented in three separate, but interrelated documents to achieve the overall goal, as follows:



Social Marketing Strategy Document: is a document that includes the situation analysis, findings of study on the current perception of the driver profile, the social marketing strategy concept, a brand name for the project kick off, and implementation of the social marketing strategy with the target groups' analysis, slogans and sustainability of the project concept.

Social Marketing Strategy Handbook: is a document that presents the first year action plan of the social marketing concept, and a guide on how to conduct the communication, awareness, and marketing activities. The document includes steps, phases, tools, channels to be able to guide the implementing team to conduct the mentioned activities. Each activity has its tools, messages, expected outputs, monitoring and evaluation indicators, and an estimate direct cost of implementation. Complementary to the handbook is a CD with that includes templates and designs of marketing tools to be used by the implementation team while planning and conducting the activities.

Partner's Guide: is a brochure-like production designed for the partner companies of this strategy. This brochure includes tips shows different creative activities with tips on creative activities to be implemented by the partners to promote the drivers profile and

maintain existing drivers. The brochure is attached to the strategy as a separate document, and is provided on a CD for future printing if needed.

2 Situation Analysis & Social Marketing Study

Prior to developing the strategy, it was important to understand the overall situation through two different approaches; (1) conduct desktop research to understand the previous studies, researches, and findings of GIZ; and (2) conduct a rapid study to gather first-hand information from different target groups regarding the perception of the driver profile.

2.1 Background and Aim

The situation analysis and the study report highlight the findings of a rapid study conducted on perceptions of the driver job profile as part of the “Promotion for Blue Collar Jobs” Initiative undertaken by GIZ aiming at creating a higher social acceptance of employment in the latter fields. The study was carried out by Outreach Egypt to assist in the formulation of a social marketing strategy that contains key messages for promoting the driver job⁵ profile in order to increase the awareness and positive perceptions of this job. Inherent in this is the aim of strengthening the image of the job profile as an attractive one that encourages job seekers in the market to accept the driver job thereby creating employment opportunities, helping to reduce unemployment and bridging the gap between job applicants and companies/organizations filling their vacancies⁶.

2.2 Methodology

The study used qualitative tools to conduct the data gathering process. The selection of qualitative tools for this task was seen as a more suitable option to obtain information on opinions, perceptions, and attitudes of respondents for this topic. This is because attitudes and perceptions are better reflected in terms of narrative accounts that can be sketched to portray these opinions and perceptions and which cannot be quantified in a way that would give meaningful description. Therefore, findings are indicative rather than representative. However, these indicative findings shed light on a number of issues that can be addressed to help in the formulation of the concerned strategy. In light of

⁵ This study focuses on the driver job profile

⁶ Previous studies have shown that organizations, firms and companies complain of their difficulty in filling their “blue collar” job vacancies, especially the driver profile.

this, a number of focus group discussions and in-depth interviews were carried out with selected target groups to elicit their perceptions on the driver profile job. These groups included existing drivers in multinational and national companies; potential hires, students of vocational schools, and HR or administration managers of national and international companies. That said, a number of structured interviews⁷ were also held with private drivers/chauffeurs to obtain their perceptions if they were to work as drivers in firms or companies.

2.2.1 Breakdown of visits per target group

A total number of 59 interviews conducted through individual meetings, or focus group sessions. The visits were as follows:

Target Group	# of focus groups/interviews
Existing drivers	3
Private drivers/chauffeurs	28
Potential hires	2
Students/trainees	3
Managers	4

2.2.2 Research limitations

The time factor was a limitation faced. There was difficulty in scheduling appointments with selected target groups and companies, which was somewhat delayed and interrupted the data collection process. Another main constraint has to do with the selection of target groups. The selection of potential hires from among the vocational school students and other job profile respondents was not as productive as foreseen. Perhaps because these respondents, especially the students, were already engaged in certain subjects at school⁸, have a particular career path outlined for themselves and hence do not anticipate working as drivers. Similarly, other employed respondents interviewed were also engaged in different jobs and their answers about their perceptions of the driver job profile did not seem meaningful for them during the interviews since they earn their livings from other jobs. In addition, in the selection of

⁷ Twenty-eight questionnaires were administered with private drivers.

⁸ Students interviewed were from the Mubarak-Kohl schools whose studies included machinery: maintenance and repair and electricity: maintenance and installations.

the existing drivers profile, the majority of drivers interviewed were not from the “heavy trucks” drivers and the study could have benefitted more from their responses had they been more included.

2.3 General Findings

The following section highlights the main findings of the previously conducted GIZ surveys as well as a detailed account of the current study carried out by Outreach Egypt.

2.3.1 Previous GIZ Surveys

As mentioned previously, GIZ conducted two surveys using both quantitative and qualitative research methods to analyse the diverse social perceptions of the driver profile. The research conducted (360 Degree Assessment) clarified several conceptions on the social image and employment processes of professional driving. They interviewed target groups, for instance the existing drivers employed in multi-national companies and their managers; they also interviewed the potential drivers that have more suitable qualifications. The drivers syndicate, NGOs and youth centres were also included in the research to add a variety of views. These groups were mainly asked whether this helped enhance the driver profile and if so, what strategies can be adopted to promote the image of drivers.

The objective of these surveys was to collect information on drivers in Greater Cairo. Issues covered revolved around information on licensing, available courses for professional driving, perceptions of drivers and main challenges and constraints encountered by drivers.

Analysis of the surveys revealed that for every target group interviewed, different issues surfaced that clarified aspects that lead to the negative perception of drivers. Although, the questions efficiently covered all the aspects that are relevant for the research, the results were sometimes confusing in terms that it was unclear what was concluded in several aspects. Many contradictions were present in the results: the same arguments were pointed out in both the negative and positive perceptions of the profile.

The results of the surveys revealed certain challenges faced by employed drivers. These had to do with work environment (working hours, safety, driving conditions, exposure to drugs.); reputation of the profession; family or wife is not proud; no career path or

potential promotions; issuing of the license is a complicated and lengthy process and the term “Driver” on the ID card is a stigma.

On the other hand, challenges faced by management in the recruitment process of drivers included lack of trust; failure to reach and/or interest qualified candidates; inability to adapt to corporate organizations; degree holders want to switch to administrative work after a short period working as a driver and trucks are expensive while drivers are unreliable.

Overall suggestions made by respondents to improve the situation of drivers included national campaigns; involvement of private sector and drivers’ syndicate; creating a partnership between CSOs and CDAs; and on-the-job training and assistance for drivers to help them gain skills to make them better drivers and to enhance the overall profile of the job. The activities suggested to improve the social perception of drivers had to do with the role of the media; promoting positive role models and awareness campaigns.

2.3.2 The current study

Previous studies⁹ and local cultural perceptions point to the negative stereotypes attributed to drivers¹⁰ in general. Negative perceptions for drivers are not only related to poor ethical standards among the category of drivers but also to a tough work environment, and absence of a clear career path and promising future. There is no doubt that these aspects in the driver profile, not only consolidate the attitudes society has of drivers, but also attitudes of those who work directly with them or are in a position to hire them. Thus, this hinders attracting the work force to this particular job, thereby perpetuating a cycle of unemployment and unmet job vacancies. The following findings have been categorized according to target groups met.

⁹ The main challenges identified by the previous two surveys carried out for GIZ revolved around difficult procedures issuing professional driving licenses, inadequate income, bad attitudes, habits and behaviour of some drivers, unattractive job for holders of High Diplomas and & University degrees, difficult, tough and hazardous working conditions, lack of career path, stigmatization and poor functioning of the Driver Syndicate.

¹⁰ This study focused on the drivers of trucks, vans and vehicles and not taxi drivers or Tok Tok drivers or public transportation divers, although during the interviews, when discussing the driver job profile, mention was often made to these categories.

Management

In an interview with the production manager of Concrete factory, Mr Emad Awad explained that the factory is currently undertaking the training of Mubarak-Kohl students as part of their requirements to complete the three year degree program¹¹.

On the driver profile, Mr Awad said that university students who work as drivers are, in his words, either “failures” or take the job as a “stepping stone” until they obtain the university certificate. Mr Awad went on to say that there are already too many drivers.

He went on to say that it is a misunderstanding in Egypt that there are many unemployed people. He backs his argument by pointing out to the labour force which he says is mainly in the informal sector. The reality according to him is that people want “government jobs” and that is why it seems as though there is unemployment.

“Anyone who can drive and doesn’t have another job can work as a driver”, says Awad

“ مصر مافيه اش عواظلية، الناس عاوزة الحكومة ”

Translation: “Egypt does not have unemployed, people just want (jobs) in the government (civil service).”

However, he said there is a need for a driver’s school, especially for drivers of heavy trucks because it is not just a matter of having a license. The law also stipulates that drivers of heavy trucks are not permitted to drive except after a certain amount of time “3 years between each category of license”.

Contrary to the Production Manager at Concrete, who sees that driver vacancies can be occupied by any “Tom”, “Jack” or “Harry”, Mr Ahmed Farouk, Administration Manager at Pepsico, expressed his concern that although an overwhelming number of applicants for the driver job at Pepsico is a fact, very few get accepted. In his opinion this is because of the lack of “good” skills among the applicants for the job which is

¹¹ Mr. Awad said that the majority of students are girls not boys who do not want to work, they just want to go to school and so they are waiting to finish the Mubarak-Kohl to go to a university. He said that it is their grades that make them enter the Mubarak-Kohl school to begin with. However, boys make up the majority of the first year students who study maintenance of machinery and spare parts.

problematic for him during the recruitment process. He goes on to say that primarily applicants who apply for the driver positions are usually holders of two year Diploma certificates, whose skills are lacking.

Himself an ex courier/driver at Aramex, Mr Hesham Elsayed, current Ground Courier manager confirms that society deals very badly with drivers because people have negative stereotypes of drivers which he says is due to drivers' behaviour and attitudes in driving. According to this manager, there are long term and short term measures that can be taken to enhance the qualifications of the unemployed to raise the attractiveness of working as a driver and improve their overall work environment. The long-term measures have to do with working on changing the behaviour and attitudes of the community which is difficult and has to start with education. The short-term measures have to do with working with drivers themselves, enhancing their skills and providing them with the necessary qualifications to make them eligible for the job in a way that allows them to be more accepted within society as important providers of a very important service. This can focus on sufficient training to improve drivers' skills both technically and in communication skills and how to deal and behave with people.

Students of vocational schools/potential hires

One of the most striking observations made during one of the focus group discussions with potential hires or students was noted with the Mubarak-Kohl students which really sheds light on how negative stereotypes are instrumental in shaping the way we think and view certain issues and sums up much of the debate on the perceptions and opinions on the driver job profile¹². Two students in this focus group entered into a fight because one decided to talk negatively of drivers indicating that he would never marry his sister off to a driver, if a suitor came for her hand in marriage and went on further to say that he would rather become a drug trafficker than a driver. Interestingly, this particular student was himself, in the time he spends out of school, a Tok Tok

¹² The Mubarak-Kohl school is a vocational school where students who do not get high grades in the preparatory stage, can attend in the hope of being able to use this school as a stepping stone to apply for a university by undertaking a placement test after their stipulated number of years. This school is different from other vocational schools in that 2 days are spent in school for students to take theoretical subjects and the other 4 days are spent in factories where students receive practical training.

driver¹³. More importantly, the other student whose father was already a driver, tried to emphasize the value of work regardless of the job so long as it is an “honourable” one and hence the clash started. Another interesting observation was made for the single girl who was among the students interviewed, who adamantly alleged she would never accept to marry a driver even if he were educated and even if he earns a lucrative salary.

Others referred to the job of a driver as being a last resort if students do not complete their journey to attend university or find a job in engineering, which is what the majority of students in the discussions mentioned as their goal; faculty of engineering. One student said: “I want to be called a “bash mohandes” or engineer, not “usta”. Even though these two terms may be superficial in nature and giving nicknames for certain jobs does not mark someone for life, they nevertheless denote a derogatory culture where being a driver is inferior to an engineer and this for sure is something that occupies the minds of these students and even some potential hires who said they would rather work as security guards but not ever as drivers. Students based this argument on the fact that the “culture” of drivers has many negative connotations which highly jeopardizes the driver profile. Poor education, low ethical standards, deficient manners and behaviour, substance abuse, poor wages and harsh work environment were among the most frequently reported attributes of being a driver and hence their repulsion of the job. Initial probing however, showed that these characteristics were more representative of public transportation drivers especially the microbus drivers, Tok Tok drivers and even taxi drivers as well as drivers of long-haul journeys such as truck drivers.

Some students simply expressed their ambitions which did not include being a driver since they do not foresee any career path for drivers. One student explained this by saying that “once a driver, always a driver”. Moreover, some students showed a willingness to become drivers if needed be but that they would rather work as drivers in a company or factory or firm rather than a free-lance driver as this gives the driver a structured system in which to work and hence more favourable conditions for the job.

¹³ Tok Tok drivers received the worst negative impressions and perceptions from respondents together with microbus drivers.

On their thoughts of how negative perceptions about the job can be changed so that the driver profile becomes an attractive one, and help mitigate unemployment, students reported the following ideas and recommendations on how values and attitudes can be changed:

- ❖ Establish a distinct school for drivers or a division within a vocational school to provide drivers with basic training prior to working as drivers.
- ❖ Train drivers on how to deal with people prior to their work as drivers.
- ❖ Strengthen the role of the drivers' syndicate or trade union to monitor drivers and to assist in carrying out activities for drivers to change their negative behaviour.
- ❖ Conduct awareness campaigns for drivers and for society at large about the positive aspects of working as a driver and the value of work and earning an honourable income.
- ❖ Carry out media campaigns to foster safety regulations, observing traffic rules and regulations and garner support for the driver job profile. This can be carried out in TV programs, radio channels, mobile phone messaging (SMS), places where people gather like mosques, churches, coffee houses and so on.
- ❖ Solve the problem of fuel as this is an aspect which makes life for drivers very hard and maybe projected out on society in the form of bad behaviour and poor work ethics.
- ❖ Install a system of minimum wages with incentives for drivers to attract new entrants from the labour force to accept jobs as drivers.
- ❖ Establish a centre for knowledge sharing about jobs, employment opportunities, career counselling and focus on drivers. This can be done via a virtual media link such as a Facebook page to foster support for drivers and create awareness on the significance of the job and its positive aspects, work on changing the attitudes of people toward drivers and exchange of knowledge in this domain.
- ❖ Carry out a campaign for the promotion of certain jobs like the driver job by engaging youth. For example in such a campaign, youth can ride bicycles and distribute flyers and printouts on the positive aspects of drivers as part of a promotional campaign.

Existing drivers

A head driver in a multinational company emphasized that of all jobs at the firm, drivers receive sometimes the worst treatment where other employees at the same firm treat drivers as if they are of a lower status¹⁴. This was a comment that was made over and over again by various categories of drivers in different companies or firms and obviously poses a serious problem for them¹⁵. This was said in light of the attitude managers have towards drivers in not being punctual for their pick up time and in the overall treatment of the driver as inferior. This Head Driver indicated that drivers should be treated like others because when it comes to performance and carrying out duties properly, drivers are no different from other employees and equally feel loyal to the company. He gave an example of the dedication of some drivers toward their company when directly after the January 25th Revolution, drivers refrained from receiving their over-time compensation to help the company during this particular time of crisis. “So why should drivers be treated differently”, he asks?

It is noteworthy to mention that the most positive comments came from drivers of multinational companies¹⁶. In the focus group discussion with drivers, findings reveal there is a stronger tendency to accept the position of driver but not necessarily be accepting of the term “driver”. Many of the drivers in this group hold university degrees while others have High Institute degrees and some two year diplomas. For example, Aramex drivers were proud to be couriers although they know their job is also a driver. Drivers in this group said they felt they are part of an international organization and they are its “ambassadors” and so they have to behave appropriately. They are also proud of wearing uniforms which they say facilitates their access in traffic jams and on the roads in general because as they expressed, wearing the uniform counts. As it gives them pride, the uniform also gives them prestige in society and a positive identification with a reputed organization. In this sense they do not feel inferior as being drivers. On the contrary, they have a high esteem of themselves. For this group, lack of extracurricular activities is a problem which they would like solved.

¹⁴ It is noteworthy to mention that in Pepsico, there are two types of drivers; a driver + courier type where heavy trucks with goods are transported and the car pooling system in which drivers act like private chauffeurs for staff. The latter category of drivers was met in this study.

¹⁵ This was a problem referred to as being truer for free-lance drivers who do not work in a system or company than those who work in a structured system, although these drivers also complained of this.

¹⁶ Aramex is a case in point.

Unlike their multinational counterparts, drivers in a local company who do not wear uniform were not so positive when they expressed their opinions on the driver job. Poor salaries and condescending treatment by management and other staff were the most recurrent complaints. Absence of activities although was reported did not really matter. Their primary concern was with their poor salaries versus a tough job and working conditions, inadequate medical coverage and being properly addressed and treated by others. In this group, the highest educational degree obtained was a diploma while others had dropped out of preparatory school and some could barely read and write. Poor morale coupled with lack of appreciation for this group of drivers pushes them to accept jobs outside the domain of driving even if it means accepting a job with a significantly lower salary.

There are general problems and challenges common among drivers of multinational and national companies as there are particular advantages and disadvantages. These can be summed up as:

- ❖ Long working hours.
- ❖ Harsh working environment for drivers of heavy trucks and traffic poses the most serious of constraints.
- ❖ Absence of waiting room or lounge for drivers within the firms. This is particularly true for drivers who have long waiting periods during the day which are unproductive. Drivers have to wait either in their trucks during hot or cold weather or in nearby cafes.
- ❖ Maltreatment by other employees and management in companies.
- ❖ Condescending look by other employees and society at large.
- ❖ Poor salaries compared to the type of work which is arduous, length of working hours, stressful working conditions and environment, heavy workload and responsibility.
- ❖ Lack of adequate medical coverage and insurance policy to cover injuries in work or accidents.
- ❖ Lack of recreational activities, trips, sports tournaments, particularly football, and play station tournaments to strengthen ties between the company and drivers.
- ❖ Lack of a drivers' savings fund to help drivers when an emergency happens, medical or otherwise.

- ❖ Lack of sufficient training and orientation prior to work.
- ❖ Lack of appreciation from management and poor morale.

Private drivers/the chauffeur

A number of private drivers or chauffeurs were interviewed using structured questionnaires to ask them about their perceptions on the driver profile if they were to work in a company or firm as opposed to working for a family or individuals. Questions revolved around their needs if they were to become drivers in an organization and how, in their opinion, could these firms and companies make the driver job more attractive for potential applicants to accept the position of a driver in a company or firm.

The age category of those interviewed ranged from under 30 to above 50 years of age, with the majority under 30 years of age as represented by 39%, 26% above 50 years of age an equal number of respondents 17% each falling between the age category 35-40 and 41-50 years of age. Moreover, the majority (61%) of respondents are married while the remaining 39% are single.

Interestingly, although those interviewed worked as private drivers, only (35.7%) of them possess private driver's licenses, while the majority 64.3% hold 1st, 2nd and 3rd degree licenses, as depicted by 28.5%, 21.5% and 14.3% respectively. This means that the majority of those interviewed worked as drivers of trucks and heavy trucks previously and would be potential applicants for drivers in companies if they desired or needed to change their jobs. Salaries ranged from EGP 800 to 1700 and above with a majority with salaries ranging from EGP 800 to EGP 1200 (46%). An equal number of respondents (21% each) received salaries ranging from EGP 1200 to EGP 1700 and EGP 1700 and above, while 8% receive EGP 800 or under and finally 4% refrained from answering this question and refused to say the size of their salaries.

A rapid evaluation of the salaries of private drivers and those who were interviewed from companies in this study shows a better salary scale for company drivers when compared with other benefits they receive such as overtime, incentives, insurance and so on but also better starting salaries than those reported by private drivers.

Although the benefits of being a private driver as reported by respondents differed from the positive aspects mentioned by other target groups on the driver profile, the disadvantages were somewhat similar. The following table highlights the main benefits and disadvantages voiced by private drivers on their work.

Advantages	Disadvantages
<ul style="list-style-type: none"> • Can go to lots of places • Learn from different experiences • Working with decent people • Developing a bond with the employer • Mutual respect • Good start for a fresh graduate 	<ul style="list-style-type: none"> • Can get dangerous sometimes • Mistakes of other drivers out on the road • Gets frustrating after a while, no career path • Negative perception of the community towards drivers • Physical exhaustion and back pain • Traffic congestion • No fixed salary • Maltreatment by the Police • Car problems (mechanical)

However, on their acceptance of a job as driver in a firm or company, the majority of respondents indicated they would move jobs if they received a fixed salary (71%) and health insurance as well as other benefits. Some respondents (25%) were eager to point out to the necessity of training as a pre-requisite of becoming a driver in a company and 46% said they would like in addition to their salaries, an incentive package. More importantly, respondents expressed their concern with the title of driver which all respondents indicated was not suitable. Instead they mentioned wanting to be called “an administrative officer”. This was voiced by 43% of respondents as opposed to 32% who said they would rather be called “an agent” or “mandoob”, and finally only 25% said they would like to have a title of “administrative driver”.

It is noteworthy to mention that the majority of respondents also showed an aversion to wearing a uniform as represented by 64% while only 36% said they do not mind wearing standard attire. A comparison between different target groups of drivers shows that a better image and respect are much anticipated needs.

2.4 Driver profile

Findings from interviews carried out with key administration personnel in multinational and national firms and companies revealed that there are distinct recruitment rules and regulations for hiring personnel, and that there is no single set of standard criteria and qualifications required for the job, with the exception of being able to drive. For example, in one national company visited¹⁷, a minimum requirement of basic literacy skills; reading and writing were necessary to become a driver and other than that being able to drive, and passing an interview. In contrast, in another multinational company¹⁸ included in the study, required at least a two year diploma for the job, although higher degrees also applied for the job, but also complained of not being able to fill the vacancies needed by the company for drivers. This is because there are other features of the job and skills that this particular company is seeking but cannot find among those who apply for the job.

Findings from the interviews draw attention to these skills as having more to do with behaviour, mannerisms and even ethics of the applicant as well as background and culture rather than anything else and hence, cannot be easily formulated in a set of standards or criteria¹⁹ for the job profile. Consequently, management and administration staff interviewed during field visits varied in their views as to what aspects of the job are important and what are the prerequisites for becoming a driver. However, none of the management staff companies interviewed emphasized the importance of training for drivers once hired and before they take on responsibilities of the job²⁰ although training and an orientation²¹ for drivers exists in some companies.

¹⁷ This company was Juhayna.

¹⁸ This company was Pepsico.

¹⁹ This of course excludes criminal behaviour.

²⁰ This does not mean that training is not carried out at all in some companies. It merely points to how each company sees the value and worth of training before drivers take on their full roles and responsibilities.

²¹ This refers to a generic orientation given at the onset of hiring.

2.5 Remarks and Annotations

A list of frequently reported comments and observations voiced during the interviews with various target groups about the driver job profile²². The list does not only contain negative opinions made but also positive viewpoints of the job as a driver and of thoughts regarding work in general. In both cases, these annotations reflect perceptions and mind-set of respondents toward the driver profile and can be further elaborated on to draw out marketing messages for the strategy. The list is exhibited in Annex 6.

3 Developing Social Marketing Strategy

From the study of the perception and the previous experience of Outreach Egypt with integrating awareness and communication for social purposes to have a change in behaviour and attitude towards ideas, the social marketing strategy has been developed based on real social attitudes and behaviour to serve the main purpose of the strategy which is to promote, attract and maintain the driver profile. Throughout the strategy development phase, GIZ team and Pepsico²³ were involved with Outreach Egypt through participatory sessions to ensure that the needs and requirements are tackled in the concept and its design. In the following sections, Outreach Egypt is presenting the concept, its phases, branding of the concept, target groups, slogans, activities, and most importantly putting the concept into action and its sustainability.

3.1.1 Social Marketing Concept

When brainstorming on the concept, taking into consideration the social perception and the information Outreach Egypt gathered in the meetings, interviews, and focus groups, the aim was to develop a creative concept to attract different target audiences, ranging from drivers, to potential drivers, to companies and partners, and above all a caliber that is much needed in this field but is not attracted to the job profile. Initial presentation

Since dealing with social marketing is mainly about inducing ideas and perceptions for a social and behavioural change, the concept had to be creative catering a wider audience. Therefore Outreach Egypt put in a mind the sense of a national initiative; a campaign that (1) raises awareness, (2) ensures participation, engagement and

²² Where necessary, words have been added in English that were not included in the original Arabic phrase so that the translation is more meaningful.

²³ Pepsico is a main partner of the PBC – driver profile project and one of the beneficiaries of the strategy.

mobilization, (3) builds an attractive image, and (4) mainly changes the social perception towards an idea.

Thinking of different methods of how this concept is going to be implemented, Outreach Egypt came to a conclusion that this concept has to be a **destination** that offers various services targeting a wide audience: potential drivers, existing drivers, companies looking for drivers and partners of this project; whereby these services are attractive, creative and most importantly participatory.

Why is the concept based on a “destination”? A destination indicates professionalism and an institutional entity, rather than an abstract concept. Also, through previous experience, Outreach Egypt observed changes in social perception when there is affiliation towards an entity. Affiliation and the sense of belonging towards a “destination” are much more impactful than affiliating to an idea. The more this destination is profound, the more professional the image would be. Therefore this initiative, when launched, has to portray the idea of a professional location serving blue collars.

In this social marketing strategy, it is important to highlight that the main target groups are not only the existing blue collars, but those who remain un-convinced and un-attracted to blue collar jobs. The needed change is to make blue collar jobs appealing to youth who do not want to be referred to as a “blue collar”. And to make the un-attracted segment convinced with the blue collar job profile, the concept has to appeal to them. If the concept is packaged in a “white collar” vibe, it will attract the needed target group.

What is the destination? This destination is a one stop shop where it offers various products and services to meet a diversified target audience:

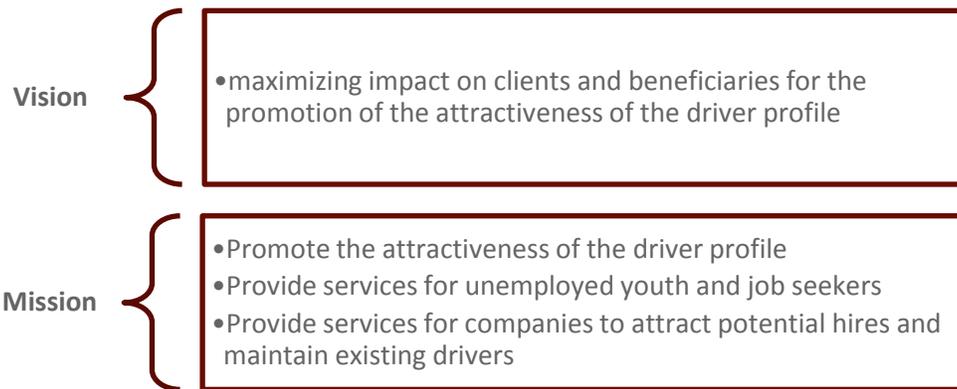
- ❖ Companies seeking a specific profile,
- ❖ Companies seeking incentive programs and activities,
- ❖ Unemployed youth searching for jobs

The objective of this destination is to provide services that would:



This destination is visioned to be an office overlooking an outdoor courtyard, whereby the office would have the staff and employees, and within the courtyard, there would be activities and live demos to promote and attract the driver job profile. These activities (which will be presented later in the strategy and the Handbook) are designed to attract the different target groups to promote the attractiveness of the driver job profile.

The destination, which is visioned as an independent entity or a company, has to align all the stakeholders involved through a common goal, which need to be communicated continuously through different channels to build and enhance the image of the destination. Therefore, setting a vision and a mission to the destination is one of the tasks that Outreach Egypt has developed while designing the concept.



The Management of the destination is the day to day management and operation which are personnel and employees of this entity, and the overall monitoring, evaluation and decision making is by a committee and its members are GIZ and representatives from partner companies.

The best scenario for the success of this idea is that the destination should generate income and revenue for sustainability, therefore the optimum plan for operating this destination and achieving the planned goals is to have a private office overlooking a courtyard. This courtyard would have separate kiosks offering services and activities. The staff working in these kiosks, would be existing drivers from the partner companies, or ex-drivers with positive

Advantages of office and courtyard

- overall image of a stand- alone entity
- More powerful in promoting the attractiveness of the driver profile
- No confusion among applicants with regards to partners.

Disadvantages of office and courtyard

- Commitment of existing drivers to commit to the hours to be performed
- Continuous efforts to maintain partners for sponsoring activities
- Fees: rental, operation and expenses

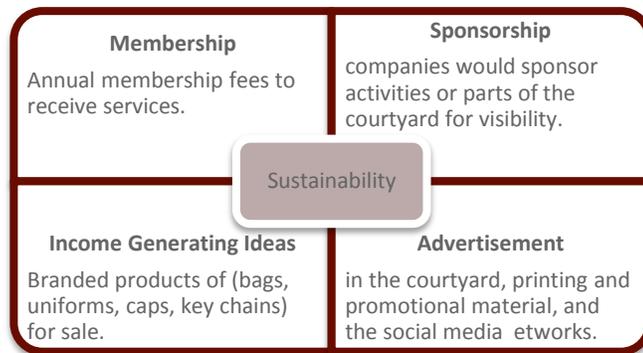
attitude and presentable to promote the attractiveness of the driver job profile. This also could be an incentive program for existing drivers of the partner companies to be part of the initiative as an extra income generation opportunity. The destination management would have schedules for the kiosks’ representatives throughout the week, to ensure representation.

In the meantime, Outreach Egypt is presenting a start-up plan for the project, understanding that this concept would start with a pilot phase. The plan for the start-up phase is a representative (person or company) to handle the implementation of the project during the first year of operation. The first year is considered a pilot activity to test the impact of the social marketing strategy on the general public, and its effectiveness in changing the perception towards the driver job profile.



Then after the first year pilot implementation, the upgrade would be an office within one of the partner’s premises, having access to the outdoor space of the company. This space is used to implement the activities that would promote and attract the driver job profile. This space should be available at all times from the partner companies.

However, and since the original plan of the “standalone” entity is the recommended setup of the concept, it is important that this destination would generate income for sustainability. Therefore it is important to prepare a complete business plan that includes: operations, human resources, sales and marketing. As for the revenue generation, Outreach Egypt suggests options to help in sustaining the destination. These options are: membership, sponsorship, income generation, and advertisement.



3.1.2 Concept Name & Branding

The objective of Outreach Egypt, while developing the social marketing strategy, is to design a concept that would be practical, and based on actual needs to help in changing the perception of the driver job profile. In this respect, selecting a name and designing a brand for the concept is a main output of this strategy. The name selection process was through the participation of GIZ, where several names, logo designs and taglines were presented for testing. Three concept brand names that were developed as follows:

Intelraq	<ul style="list-style-type: none"> a noun that is associated with action, power, and accomplishment
Super Driver	<ul style="list-style-type: none"> derived from supermarket (concept of the destination) and a super hero (driver with super qualifications)
Wheels	<ul style="list-style-type: none"> a name that would relate movement to roads, to vehicles to drivers

To be able to select the brand name, two logos and taglines for each option were designed for testing as follows:



After several modifications, the final four logos were ready for testing.



From the logo testing results²⁴, the final concept name and tagline for the social marketing strategy concept is:

Name: Intelaq

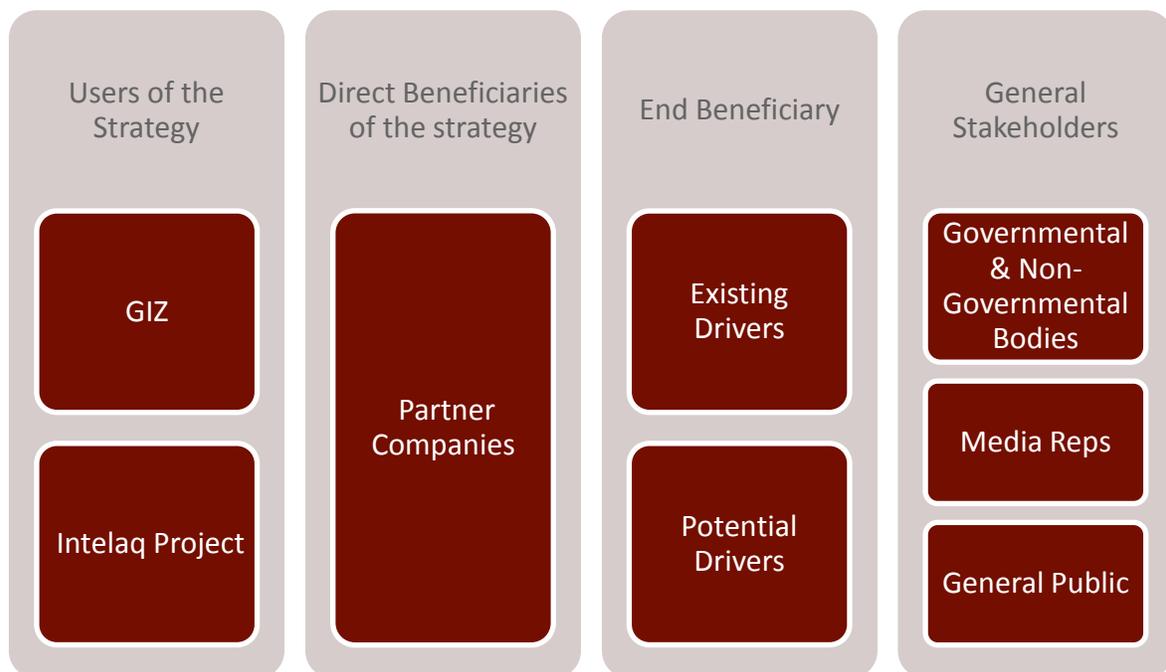
Tagline: Drivers towards a better future



²⁴ The logo testing was successfully conducted by the GIZ team. The logos had been tested in Cairo and Elminya with people from different companies and backgrounds such as Polaris, PepsiCo, Coca-Cola, Nestle, EPICO, and Better Life Association for Comprehensive Development (BLACD), taxi drivers and students as well. The total numbers of participants are 31. Logo 1: seven votes, logo two: eight votes, logo 3: fifteen votes and logo 4: one votes.

3.1.3 Strategy Stakeholders & Target Groups

This section of the document identifies the different and diversified target audience for this strategy. The beneficiaries are identified as multi-layered, and to show the co-relation between the strategy and the different stakeholders involved and the target groups, Outreach Egypt developed a simple matrix to illustrate the co-relation of the target groups and stakeholders within the strategy.



With this strategy stakeholder identification, it is important to describe each target group and their objectives and roles.

Stakeholder	Description	Objective
Users of The Strategy		
GIZ	the team of the project "Promotion of blue collar"	use the strategy and its handbook to implement Intelraq and its activities
Intelraq Project	The implementing team of Intelraq (GIZ, partners, consultants, outsourced company...etc.)	
Direct Beneficiaries of the strategy		
Partner Companies	Companies such as Pepsico, Aramex, and Juhayna who are partners of the project, and will be benefiting directly from Intelraq. The benefit is either from finding potential hires, or maintaining exiting drivers.	Become partners to Intelraq to support in the implementation of the activities and help promote the attractiveness of the driver job profile.
End Beneficiary		
Potential Hires	Main target group of the project, where the social marketing activities are designed for this target audience to change the perception of the blue collar jobs, and promote the attractiveness of the profile.	Intelraq implementers should follow the handbook and its activities to promote the attractiveness of the profile, and assist in the mobilization of this target group. The activities are identified in the handbook, and the messages are in the below section.
Existing Drivers	The other main target group of the strategy, where maintaining existing drivers is one of the objectives.	Partner companies should use the partner's guide brochure to implement the activities to gain more trust and loyalty from the existing drivers. The activities are identified in the handbook, and the messages are in the below section.

Stakeholder	Description	Objective
General Stakeholders		
Governmental & Non-Governmental Bodies	Such as the Syndicate, youth centers, CDA's, and NOGs working in employment and youth capacity building	Be involved depending on the nature of the activity to be familiar with the project, its accomplishment, and its role in the promotion of the driver job profile. These activities are identified in the handbook, and their involvement (directly or indirectly) will allow for the overall change in the perception of the driver job profile.
Media Reps	Reps from TV, Radio and Press should be involved in this project for publicity	
General Public	Involvement of general public indirectly through their awareness raising on the project and its impact is essential for an overall effect on the change in the perception.	

3.1.4 Strategy Messages

Any social marketing strategy identifies messages for the target groups. In the case of this strategy, the target group and the stakeholder analysis is complex due to the nature of its design, users, direct beneficiaries and end beneficiary. Since the main objective of the strategy is to (1) promote the attractiveness of the driver job profile; (2) attract potential hires, and finally (3) maintain the loyalty and trust of existing drivers, then the main target group for this purpose is the “end beneficiary” which is the **potential hires** and **existing drivers**. Since the social marketing strategy and its activities have been designed to reach out to these two target audiences, Outreach Egypt has formulated set of slogans and messages to be used in the activities, dissemination tools and channels, which are presented in the handbook. Outreach Egypt has realized the need to have generic messages, and not a message related to each activity, as this approach will be more beneficial. Intelraq project implementing team should refer to this section of the strategy to find the slogans, and messages related to the activity or event that is being arranged for, and ready for implementation. The messages are:

English Translation Message/Slogan	Arabic Message/Slogan
The road to success	الطريق الي النجاح
Go ... You are on the road	انطلق ... انت علي الطريق
Manager on the road	اداري علي الطريق
Invest in your job	استثمر في شغلتك
The job is ambitions + success	المهنة = طموح + نجاح

Partners in success	شركاء النجاح
Expertise in your job	احترف مهنتك
The Green Light	الضوء الاخضر
Together towards a better job	معاً نحو مهنة افضل
You're opportunity is with us	فرصتك عندنا
Ask about the job opportunity	اسأل عن فرصة عمل
Our role is to provide you with a job opportunity	دورنا نوفرلك فرصة عمل
The beginning of your path is with us	أول الطريق معنا
Together, we start our path	مع بعض نبتدي الطريق
From the beginning... till professionalism	من البداية الى الاحتراف
Submit your papers – take your chance	قدم أوراقك – تأخذ فرصتك
Stay on the road	خليك علي الطريق
The driver makes money – his eye on the road	السواق كسييب... وعنيه علي الطريق
Work is not a flaw ... money in the pocket	الشغل مش عيب...دي فلوس في الجيب
Patience on the road ... the experience and training	الصبر علي الطريق...بالخبرة و التدريب

The reason Outreach Egypt formulated generic messages, is the fact that this strategy is targeting a wide audience with the objective of changing perception towards the driver job profile. And because, not all companies use the title “driver”, the messages had to be generic, indicating a job opportunity, a clear path, success, ambition and empowerment. The aim is to raise attractiveness of the job profile to a wide segment within the society: graduates from institutes, diploma, technical schools, bachelor degrees, and the uneducated, therefore the methodology while formulating the messages was to develop simple, meaningful, and indicative slogans. Intelraq implementing team should choose from these slogans and messages to use for the activities mentioned in the Strategy Handbook, and all message and slogans should be in Arabic.

3.1.5 Social Marketing Channels and Dissemination Tools

While developing the strategy, understanding the dynamics of its implementation, the relation between GIZ, the partners, potential partners, and how this strategy will have impact on the end beneficiary (drivers: potential and existing), it is essential to identify the social marketing channels and the dissemination tools for the strategy. But also because there are different approaches to the strategy, Outreach Egypt has identified and developed different channels and tools for these purposes. One purpose is for GIZ to attract more partners to be able to implement Intelraq, and the second purpose is the

actual need to promote the attractiveness to of the driver job profile. In this respect, the following dissemination tools and social marketing channels have been developed:

Dissemination Tools: The two main tools of this strategy are the “handbook” and “guide”. The handbook is the first tool for GIZ and Intelmaq project to use as a manual to implement the activities within that will promote the attractiveness of the job profile. And the “guide” is to encourage the partners to conduct the activities suggested to maintain the loyalty and trust of existing drivers.

Social Marketing Channels: The social marketing channels are the communication, awareness, and outreach activities that have been designed by Outreach Egypt to be implemented within Intelmaq to promote the attractiveness of the driver job profile. These social marketing channels are creative, innovative, participatory, and are designed to ensure the participation and mobilization of the target audience. Each of the activities has a guide on how to implement them, along with the expected outputs and monitoring and evaluation tools and benchmarks. These activities are presented in the strategy handbook.

4 Implementation of Strategy Concept - Intelmaq

This section of the strategy is the actual plan of how to start Intelmaq. The two main milestones for putting Intelmaq into action are:

<p>Getting Partners on board</p>	<p>This is the first step to start implementing Intelmaq. GIZ has to select companies, and sign agreements to secure partners and financial contribution to implement Intelmaq</p>
<p>Intelmaq Team Building</p>	<p>The second step is to select the implementing team of Intelmaq (if not GIZ team), and conduct team building and orientation sessions to present the strategy, its objectives, its outputs, and orient them on how to use the handbook to implement the social marketing channels and activities.</p>

Getting partners on board is not an easy task, although the idea of the strategy and its purpose is much needed within the companies. Therefore to be able to attract partners to this project, Outreach Egypt is suggesting two approaches: Membership and Sponsorship. While both approaches are beneficial, each has the pros and cons for applying when implementing the pilot phase of Intelag.

Becoming Intelag Member:

The membership program fees could be categorized based on the number needed of potential hires per year, for example: From 20-50 drivers needed, 51-70; 71-100; 101-150; and the range would continue till >1500. And according to each range, a membership fee will be set, with benefits such as logo visibility during events, access to data of potential hires, and receive the Partner’s Guide to implement the in-house activities that would promote the image of the driver internally, and maintain their trust and loyalty. Intelag will rely on the support and contribution of the members.

Advantages of Membership

- Standard packages and benefits
- Packages amount are suitable

Disadvantages Membership

- Large number of members to support Intelag's budget is needed
- Time constraint to find and secure agreements with the number of memberships needed.

Sponsoring Intelag

The partner companies could become Intelag sponsors by making financial or in-kind contributions. Intelag should provide three packages: Platinum, Gold, and Silver, where each package has different benefits and sponsorship fees. Intelag project should design the three packages and its benefits according to the budget needed for the activities. Financial contributions would be actual payment deposited by the partner

Advantages of Sponsorship

- not so many sponsors are needed.
- due to time constraint, this approach is more suitable.

Disadvantages of Sponsorship

- Packages will be more expensive than the membership fees.
- Sponsors would not agree to the terms and conditions of payment methods.

companies to implement the activities, and in-kind contributions could be services and resources provided to assist in the implementation of the activities such as venues, vehicles, and human resources. Sponsors would also receive the Partner’s Guide to implement the activities in-house which are designed to promote the image of the job profile, and maintain loyalty of existing ones.

Outreach Egypt is recommending the sponsorship approach for the implementation of Intelraq. Due to the current situation, where there is a time frame for the pilot phase and an allocated budget, sponsorship would be the most efficient approach to use. The tentative budget that has been identified by this strategy for the direct cost of implementing the kick-off activities of Intelraq is around 750,000 EGP (exact figure and detailed budget in the handbook). GIZ can work on finding four to eight sponsors with packages around 100,000 EGP to 150,000 EGP each to sponsor Intelraq. The exact packages could be determined after GIZ team would choose from the activities in the handbook, and the frequency to implement each activity within the kick-off phase of Intelraq.

5 Conclusion

This strategy is a living document, and has been developed to be an overall plan for a concept, starting with a pilot activity, and ending with an entity that generates revenue for sustainability. From the situation analysis, perception study, and previous experience of Outreach Egypt with private sector, small, medium, international and multi-national companies, blue collar jobs are frequently a main target group, as in many cases, these jobs are the image and interface of the companies, whether they are drivers, couriers, representatives, distributors, or waiters. There is a huge market need for these job profiles, and many companies are looking to employ calibers for these profiles. But, because such job profiles are not attractive and appealing to the desired target group, Outreach Egypt believes that this project should be a national campaign aiming at changing the overall social perception of these job profiles. Limiting the opportunity of contributors and partners will limit the overall impact of the project. For this purpose, a national





Promoting Driver Profile Social Marketing Strategy

campaign should target all companies to be part of it, regardless of competitiveness in fields and sectors. The overall aim of the project has a noble cause, and would allow for employment opportunities with an upgrade in the qualifications of the potential hires

maximize project impact by attracting more Partners



Photos by Hassan Ramzy, Outreach Egypt

Annex 1 List of interviewees Concrete Factory

6th of October City
February 4, 2013

I: Emad Awad, Production Manager

II: Existing Drivers

Name	Age	Education	Marital Status	Years with factory
Emad Abdel Samee	52	Diploma certificate	Married	17
Harby Aly Mohamed	46	Preparatory school certificate	Married	22
Salah Ahmed Sabry	38	Diploma certificate	Married	13

III: Potential hires

Name	Age	Education	Marital Status	Years with factory	Current position
Ahmed Mustafa Abdel Aleem	27	University degree in industrial education	Married	1	Storekeeper
Mustafa Sherif Fathy	25	University degree in French education	Single	2	Storekeeper

IV: Student Trainees/Potential hires

Name	Age	Education	Practical training in factory on
Ramadan Abdel Aal	16	1st year Secondary, Mubarak-Kohl School	Maintenance and repair of machines
Hassan Ibrahim	16	1st year Secondary, Mubarak-Kohl School	Maintenance and repair of machines
Mohamed Nazeeh	16	1st year Secondary, Mubarak-Kohl School	Maintenance and repair of machines

Annex 2 List of interviewees Pepsico

New Cairo
February 4, 2013

I: Interview with Ahmed Farouk - Administrative Manager

II: Current Drivers - Car pooling system

Name	Age	Current position	Marital Status	Education	Years with firm
Hassan Aly	-	Head Driver	Married		6 (but has been a driver for 21 yrs)
Ihab Ahmed Aly	42	Carpooling driver for firm	Married	Diploma certificate	4
Ahmed Mohamed Ahmed	37	Carpooling driver for firm	Married	Diploma + 2 year institution	5 (but has been a driver for 37 yrs)

Annex 3 List of interviewees ARAMEX

Dokki, GIZA
February 19, 2013

I: Interview with Hesham Mahmoud El Sayed - Ground Courier Manager

II: Courier/Drivers in the presence of Senior Courier (Team Leader)

Name	Age	Education	Marital Status	Type of Courier	Years with firm
Ihab Farahat Mohamed	33	Diploma certificate	Single	On-foot courier	7
Ramy Taha Saadawy	29	University degree	Married	On-foot courier	2
Ashraf Abdel Lattif	34	Diploma certificate	Married	Motorcycle	8
Emad Mohamed Eladel	33	Diploma certificate	Married	Motorcycle	9
Alaa Yehia Shaaban	32	University degree	Married	Car	8
Alaa Eldin Ahmed	28	High institute	Single	Motorcycle	8
Amr Elsayed	32	High institute	Married	Motorcycle	8
Wael Abdel Wahab	30	High institute	Married	Car	10
Hassan Sidky Aboul Dahab	36	University degree	Married	Motorcycle	10
Ayman Saeed Abdel Kader	36	University degree	Married	Car	6
Abou Bakr Saeed Mohamed	25	University degree	Married	On-foot courier	2

Annex 4 List of interviewees - Mubarak Kohl School

6th October City
February 20, 2013

I: Interview with Yusuf Ramadan - School Director

II: Electricity and maintenance class - Group 1

Name	Age
Nermine Mounir	18
Mahmoud Hussein	18
Abdel Hamid Shaaban	18
Mustafa Wafeek	18
Mustafa Mohamed Zaki	19
Ahmed Alaa Azmy	18
Mahmoud Abdel Halim	18
Salah Ramadan	18
George Abdel Tawab	19
Karim Mohamed Zaki	17
Mohamed Mustafa	18
Mohamed Hamdy Ahmed	18

III: Electricity and installations class - Group 2

Name	Age
1. Mohamed Karam	18
2. Abdel Rahman Ahmed	18
3. Mohaned Adel	17
4. Mohamed Ayman	18
5. Ahmed Farahat	17
6. Islam Khaled	18
7. Mohamed Mahmoud	18
8. Haggag Farouk	18
9. Mohamed Sayed	18
10. Radwan Hassan	17
11. Fathy Akram	18

Annex 5 List of interviewees Juhayna factory

6th of October City
February 20, 2013

I: Interview with Essam - Operations Manager in the presence of Aida Elbakry, HR Section Head

II: Current Drivers

Name	Age	Education	Marital Status	Previous Jobs
Ahmed Salah	30	Preparatory school certificate	Married	Driver
Sabry Aboul Seoud	31	Diploma certificate in commerce	Married	Driver
Hussein Ahmed	36	Diploma Certificate	Married	Driver
Reda Saeed	29	Diploma Certificate	Married	Driver
Mohamed Adel	30	Preparatory school certificate	Married	Driver

Annex 6 General Remarks & Annotations List

General Comments and Remarks from drivers	
شغلانة بتفتح بيت	A job that sustains a household/family.
شغلانة محترمة وشريفة	A respectable and honourable job.
على السواق يحسن من صورته	It is up to the driver to improve his image.
اهم حاجة القرش	The most important thing is the "penny"/ money.
الشباب اللي طالع واخذ الحياة بمفهوم غلط، مخدرات وحاجات تانية وحشة وهو ده اللي ادى انطباع وحش عن السواق	The youth that is prevalent understands life incorrectly. Drugs and other (bad) things. These give a bad impression about drivers.
اي شغلانه طول ما هي حلال	Any job so long as it is "halal"/virtuous.
لازم راحة نفسية مع المادة ومع المعاملة الكويسة يخلى السواق كويس لانه هو اللي بيدى الانطباع	There must be peace of mind and good morale together with money and with good treatment; drivers will behave well because it is they who give (others) impressions (about them).
المادة بقيت كل حاجة، النظرة مش مهم	Money has become everything, image is not important.
General Comments and Remarks from Aramex Courier Drivers	
انا ببقى مبسوط لما يتقال لى "يا باش مهندس" او "يا ارامكس" او حتى "يا طيار"	I am glad when someone calls out to me and calls me "hey, engineer" or "hey, Aramex" or even "hey, pilot".
احنا عندنا عقدة الخواجة، اشتغل اى حاجة برة مصر لكن داخل مصر مارضاش	We have a complex for what is foreign, I can work as anything abroad but in Egypt I will not accept (any job).
اشتغل احسن ما تقعد فى البيت	Work is better than staying at home.
ما ينفعش ابويا يصرف عليا	It is not appropriate that my father pays for me (gives me money to live).
الايد البطالة نجسة	A hand that does not work (unemployed) is an unclean one.
كل مهنة وبيتقال عليها اسم: سواقين التوك توك بيتقالهم "يا شبح" والسواق العادى "يا اسطة"	Each profession has its names: Tok Tok drivers are called "shabah/phantom" and regular drivers are called "usta" or "expert at what you are doing"

General Comments and Remarks from Aramex Ground Courier Managers

بيتقال للواحد من كثر حرفنته في السوافة "يا جراح" بمعنى الدقة والالتقان

The word "usta" is not demeaning; on the contrary, its (use) shows the expertise with which some drivers drive and sometimes when someone is so expert at doing something in driving, he is called a "surgeon" denoting accuracy and workmanship.

General Comments and Remarks from Mubarak-Kohl School Director

للأسف الزمن اللي احنا عايشين فيه المادة بقيت هي القيمة نمرة واحد مش القيمة الاخلاقية، معك قرش تساوى قرش

Unfortunately, money has become the number one most important value nowadays, and not the ethical value. If you own a "penny"/money that is what you are worth.

اخلاقيات المهنة هي اللي بتدى انتطباع سيء

The ethics of the trade is what gives a bad impression.

احنا مجتمع بياخذ بالشكليات

We are a society of superficialities.

نحتاج الى تغيير ثقافة المجتمع

We need to change the culture of society.

General Comments and Remarks from Mubarak-Kohl Students

انا بشتغل علشان اساعد نفسي، فامش مهم الشغلانة

I work to help myself so it is not important what I work as.

الظروف المجتمعية اللي طلع منها السواق هي اللي بتخليه يتصرف باخلاقيات معينة

The social milieu and surrounding circumstances in which the driver comes from stipulates how he behaves.

السواق طول عمره حيفضل سواق

Once a driver, always a driver.

لازم ابتدى بالسواق قبل المجتمع

I have to start (working) on the driver before (changing) society.

السواق عمل انتطباع وحش

Drivers have relayed negative images of themselves.

في كل مجال في الحلو وفي الوحش

In all areas (of work) there is the good and the bad.

السيئة تعم

When something bad happens it becomes generalized.

اى تغيير فى المجتمع لازم ابدء من الاساس

For any change to happen in society you have to begin with the root (causes).

انا لو عندى بنت مش حجوزها سواق

If I have a daughter of marriageable age, I will not marry her off to a driver.

انا مش طموحى اشتغل سواق

My ambitions go beyond the driver.

لو رحت تقدمت لبنت علشان اتجوزها ابوها حيرفض

If I propose to a woman, her father will refuse (if I am a driver).

المهم الشغل الحلال

What is important is that the job is "halal"/virtuous.

احنا ممكن نشتغل برة مصر سواق لكن جوه مصر لأ

We can work abroad as drivers but in Egypt, no.

السواق خير من العاطل

A driver is better than an unemployed (person).

الشغل لازم يقدرنى فى المعاملة

I have to be appreciated and treated well at work.

انا عاوز ابقى مهندس مش "اسطة"

I want to be an engineer not an "usta"/expert.

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