

MKT 501 – Marketing Management

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Executive Summary

The purpose of the report is to present the marketing strategy for The British School of Bahrain Brand (referred to in this report as BSB).

The marketing strategy covers the following aspects:

- ❖ Brand overview,
- ❖ Competition overview,
- ❖ Market segmentation,
- ❖ Target market,
- ❖ SWOT on the brand and
- ❖ Market research on product, place, price, and promotion.

Key recommendations which have been identified on the marketing strategy of this brand are outlined below:

- ❖ The school should consider expanding into other locations with potential customers,
- ❖ Target market can be extended to middle income earners and an appropriate marketing mix would have to be designed for this market.
- ❖ Raise student's standards and accelerate their progress in Arabic.

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1. Brand Overview

The British School of Bahrain (BSB) is an educational institution and a brand established in 1995 in the Kingdom of Bahrain (Bahrain).

BSB is a selective, coeducational, independent kindergarten-through-Year 13 school for students between the ages of 3 and 18 (British School of Bahrain, 2020). The school follows the National Curriculum of the United Kingdom, with some adaptations to reflect the local historical, cultural and physical features of Bahrain (British School of Bahrain, 2020) and is delivered through the following key stages:

- ❖ Foundation Stage, Nursery and Reception
- ❖ Key Stage (KS) 1, Year 1 and 2
- ❖ KS 2, Year 3 to Year 6,
- ❖ KS 3, Year 7, 8 and 9,
- ❖ KS 4, Year 10 and 11 – General Certificate of Secondary Education (GCSE),
- ❖ KS 5, Year 12 and 13 – GCE – A Level ,
(British School of Bahrain - About Us, 2020).

The school also offers the International Baccalaureate Diploma and BTEC as alternative programs to the National Curriculum of the United Kingdom for students between the ages of 16 and 19.

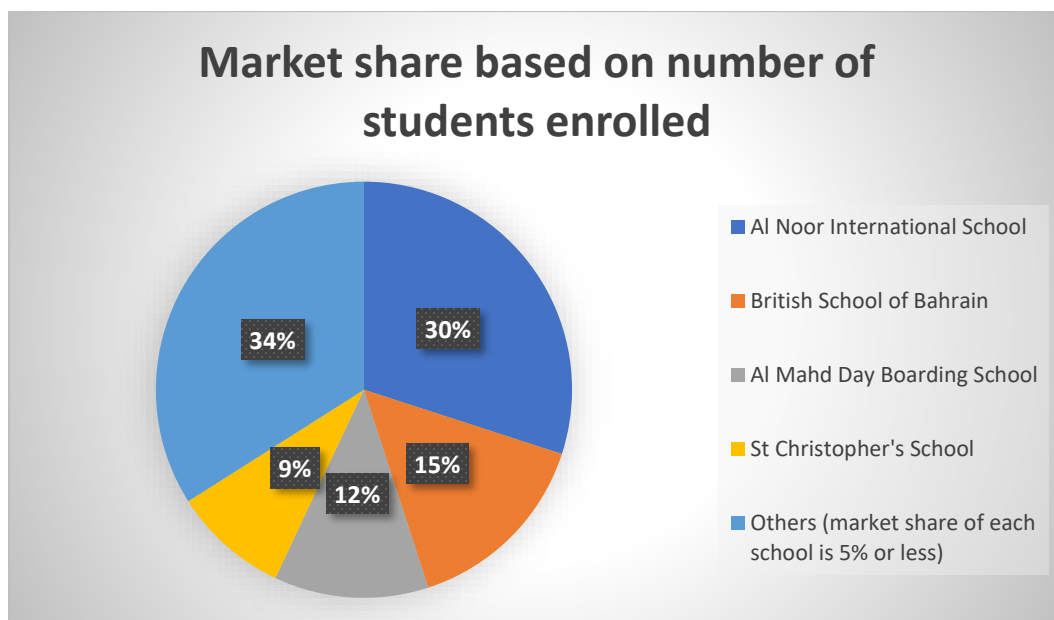
The academic services under the BSB brand are currently on the growth stage of the product life cycle for the following reasons:

- ❖ The number of customers which in this case are students is increasing. BSB started in 1995 as a small school with a family atmosphere (Home - British Schools in the Middle East, 2020). The number of students had increased to 2,200 as of 21 March 2016 (Schools Review Reports - Schools Review Reports, 2020). The total number of students currently enrolled is 3,012 (British School of Bahrain - About Us, 2020).

- ❖ Although the Financial Statements of BSB are not available to the public, the increasing # of students enrolled is a good indicator that the revenue is also increasing, fixed costs per customer are falling and profits are rising.
- ❖ More competitors offering the same British curriculum are emerging (Appendix 1).

2. Competition Overview

The competitors of the BSB brand are private schools in Bahrain which offer the British Curriculum either the National Curriculum of the United Kingdom or Cambridge curriculum. The market size based on the number of students enrolled in the British curriculum schools in Bahrain is approximately 19,568 and this has been computed based on the data extracted from school reports published by the Bahrain Education and Training Quality Authority (BQA) (Schools Review Reports - Schools Review Reports, 2020). The competition overview on market share based on enrolment size is demonstrated on the chart below. Statistics of data used to depict the chart can be found in Appendix 1.



Competitions aspects such as the target markets, product features, estimated annual revenue, quality ratings for BSB and competitors with market shares of 9% or above have been assessed and presented below:

School	Year Established	Market share : # of students (a)	Market share %	Average fees per student (b)	Average Annual Revenue (a x b)	Target Market	Quality of services rating*	Key product feature
Abdul Rahman Kanoo International School	1997	1744	9%	1,791	3,122,690	Middle income families	3	British, IB curriculum
Al Mahd Day Boarding School; Riffa Saar,Samaheej	1997,2007 & 2011	2500	12%	946	2,365,536	Economic families	3	British curriculum
Al-Noor International School	1993	6063	30%	1,713	10,387,536	Middle income families	3	Diversified academic program - offers 3 curriculums across all grade levels: Cambridge for the British Section, Ministry of Education (MoE) for the Bahraini Section, Central Board of Secondary Education (CBSE) for the Indian Section
British School of Bahrain	1995	3012	15%	4,862	14,643,742	Upper class families with parents who have graduated in universities	1	British curriculum, IB curriculum

School	Year Established	Market share : # of students (a)	Market share %	Average fees per student (b)	Average Annual Revenue (a x b)	Target Market	Quality of services rating*	Key product feature
St Christopher's School	1961	1838	9%	5,349	9,831,094	Expatriate professional families, characterized as having middle to upper socio-economic backgrounds	1	British, IB curriculum

* BQA ratings: 1 – Outstanding ; 2 – Good ; 3 – Satisfactory ; 4 -Inadequate

Data on year of establishment, number of students, target market, quality of service rating, key product features presented on the table above was obtained from the BQA website (Schools Review Reports - Schools Review Reports, 2020).

Average annual fee per student on the table above has been calculated as the sum of annual fees per student for all grades which is posted on the respective schools websites (see in text citation below) divided by number of grades:

Abdul Rahman Kanoo International School (Fees – Abdulrahman Kanoo International School, 2020)

Al Mahd Day Boarding School; Riffa Saar,Samaheej (Fees and prices for Al Mahd Day Boarding School, 2020)

Al-Noor International School; Telephoned the school on various days to obtain fee structure because the fees are not published.

British School of Bahrain (British School of Bahrain - School Fees, 2020)

St Christopher's School (St Christopher's School Bahrain, School Fees for this Academic Year, 2020)

3. Market Segmentation

Market segmentation is the division of a market of potential customers into groups or segments depending on different characteristics (Difference Between Market Segmentation and Target Market | Compare the Difference Between Similar Terms, 2020). The market for academic education is segmented on the following basis: Geographic, Demographic and Psychographic.

3.1 Geographic Segmentation

Education is a basic need for every child. There are 195 countries in the world today (How many countries are there in the world? (2020) - Total & List | Worldometer, 2020) with children who need educational services. Educational services are segmented by country to nurture the local historical, cultural and physical features.

The market is also segmented by residential areas which are the places where residents live. The residential areas in Bahrain are segmented by governorates. Bahrain is divided into four Governorates: The Capital, Northern, Southern and Muharraq (Governorates of Bahrain, 2020)

3.2 Demographic Segmentation

The market is also segmented into three categories by gender: coeducational schools being schools which accommodate both female and male students; the girls only schools and boys only schools. This kind of segmentation is attributed mainly by religious beliefs.

There are three groups of learners in the market; Toddlers below the age of three; Infants, juniors and seniors aged between 3 and 18 years; and the adults being individuals who are over 18 years.

The society is made up of people with various kinds of jobs and different levels of income. Because of this, the market can be segmented by the level of income earned. Generally, the market has 3 levels of the income; low income earners whose basic salaries are below the BD450 (minimum salary for a local fresh

graduate), medium income earners earning between BD450 and BD1,500 and high income earners with salaries exceeding BD1,500 per month.

The market is also segmented by language. Arabic is the official language of Bahrain, but English is widely spoken, is used in business and is a compulsory second language in Arabic schools (Bahrain - Language, Culture, Customs and Business Etiquette, 2020). Schools either conduct lessons in either Arabic or English.

3.3 Psychographic Segmentation

One psychographic trait used to segment the market is the belief by parents that their children must have an education background which is similar to theirs.

Various curriculums on the market which define education background are the British curriculum, American curriculum, Canadian curriculum, Bahraini curriculum, CBSE Indian curriculum and Pakistani curriculum.

4. Target Market

The target market is the market segment that the business is focusing on for a specific product or marketing campaign.

BSB target market is in Bahrain. In 1995, the Proprietors of BSB identified and chose the country as a lucrative market for the British Curriculum because back then only six schools offered the British Curriculum in the country (Appendix 1).

The school campus is in Hamala, Northern Governorate. The school targets residents of the Northern Governorate. Most expatriates reside in Northern Governorate particularly in Hamala and surrounding settlements Budaiya, Saar and Manama (Schools et al., 2020). BSB also targets children of Saudi Arabia expatriates residing in Bahrain Hamala, Saar and Budaiya settlements and working in Saudi Arabia Eastern Provinces, Dammam and Al Khoba, which are located near the Saudi Arabia and Bahrain border.

BSB as a coeducational school, targets both male and female students. The curriculum originated from United Kingdom where there are no religious

restrictions regarding separation of male and female students. The Boys/Girls ratio published on the school's website is 4:3 which indicates the school considers equality on gender distribution (British School of Bahrain - At a Glance, 2020)

The school targets children aged between the ages of 3 and 18. The targeted age range is further segmented into three sections to suit the curriculum: the Infants School provides for children in Key stage 1, from 3–6 years old; the Junior School for children in Key stage 2, from 7–10 years old, and the Senior School for children from 11–18 years old (British School of Bahrain, 2020).

BSB targets students from high income families (Schools Review Reports - Schools Review Reports, 2020). Such families have parents who are professionals and are graduates (Schools Review Reports - Schools Review Reports, 2020).

The British curriculum is in the English and therefore the school targets English language speakers. The school ethos read; We require a good level of English proficiency for admission to the BSB and we do not currently provide any programs to teach students for whom English is an additional language who are at an early stage of acquiring English (British School of Bahrain - School Ethos, 2020).

The school targets students who wish to undertake the British Curriculum. These are expatriates from United Kingdom, other European countries and African countries which are British colonies. The school also targets the Bahraini nationals from elite backgrounds who aspire to study at universities abroad.

5. SWOT analysis of the brand

5.1 Strengths

The school was awarded a rating of 1 by Bahrain Education and Training Quality Authority (BQA) (Schools Review Reports - Schools Review Reports, 2020) in the last review done in 2016. The next rating is due in 2020 because reviews are conducted every 4 years for high performing schools. The rating of 1 applies to aspects of students' academic achievement, students' personal development,

teaching and learning styles, students support and guidance, leadership, management, and governance across all grade levels. Ratings are: 1 – Outstanding ; 2 Good ; 3 Satisfactory ; 4 Inadequate.

Teacher to student ratio is 1: 11 (British School of Bahrain - At a Glance, 2020).

The student teacher ratios for the competitors ranges between 1: 18 and 1:25.

A range of technological initiatives have been introduced to help students develop their technological skills, including use of Edmodo, Lightbot programming, Google classrooms and Google apps (Schools Review Reports - Schools Review Reports, 2020).

BSB provides a variety of non-academic or extra-curricular after school activities in sports, creative subjects, performing arts, and other programs to improve children's skills in Mathematics and English. BSB Academies programs on offer are Basketball, Spears Football, Taekwondo, Swimming, Gymnastics, Tennis, Music, arts and drama, Art, S.T.E.M. Lab, Bollywood dance, Photography and Chess (British School of Bahrain - BSB Academies, 2020).

5.2 Weaknesses

For students in Year 1 to Year 11, the school is dependent on a single curriculum, the British curriculum. Therefore, if events that would have a negative impact on the market for British curriculum occur, the business will not have alternative services to fall back on for the school to continue operating as a going concern.

Students' standards and progress in Arabic is slow (Schools Review Reports - Schools Review Reports, 2020).

5.3 Opportunities

More expatriates are moving onto Muharraq Island, where new beachside developments have sprung up on reclaimed land, and to a new development in Riffa next to the golf course (Schools et al., 2020). BSB should consider setting up schools in these locations.

5.4 Threats

Early in 2020 a disease called Coronavirus was reported. Coronavirus (Covid -19) is an infectious disease that has spread across the entire globe. The World Health Organization has declared the COVID-19 coronavirus outbreak to be a pandemic. Due to the quick and widespread of the disease the government of Bahrain ordered educational institutions to close in February 2020. Negative effects of the coronavirus outbreak on the business include delays in students' learning progress, unexpected investments in web based learning tools, salaries for teachers have to be paid yet teaching services have reduced, demand from parents to reduce fees, job losses and salary cuts for some parents with children at BSB.

The number of competitors is growing. In 1995 only 6 schools offered the British curriculum and as of today there are 17 schools offering the British curriculum.

Due to the decline in oil prices and the increase in Value Added Tax from 5% to 15% effective July 2020 in Saudi Arabia (Saudi Arabia triples VAT as Covid-19 hits economy, 2020), costs will rise and there is a risk that companies will lay off expatriates. BSB could be affected as part of their target market includes expatriates living in Bahrain but working in Saudi Arabia.

6. Market Research

BSB provides services and does not sell products. There are seven elements used in the marketing mix for services and these are Product, Price, Place, Promotion, People, Physical evidence, and Process (7 Elements used in Marketing Mix for Services, 2020). However, this report outlines the common 4 P's only: Product, Place, Price and Promotion.

6.1 Product

BSB service assortment is small. The width of the service line is 2, Academic services and Non-Academic services. The length of the service mix is 16. The various services which form the service mix are outlined in Appendix 2 (British

School of Bahrain - BSB Academies, 2020). The service mix is outlined on the BCG matrix on Appendix 3.

The curriculum adopted to deliver academic services is structured as follows:

Standard route	
Foundation stage to Year 11	National Curriculum of England and Wales
Select one route from 3 options	
Year 12 and 13	National Curriculum of England and Wales - GCE) A Level or International Baccalaureate Diploma or BTEC

The academic service for the National Curriculum of England and Wales is the core business accounting for more than 65% of revenue and is packaged and delivered in key stages outlined below:

- ❖ Foundation Stage, Nursery and Reception
- ❖ Key Stage (KS) 1, Year 1 and 2
- ❖ KS 2, Year 3 to Year 6,
- ❖ KS 3, Year 7, 8 and 9,
- ❖ KS 4, Year 10 and 11 – General Certificate of Secondary Education (GCSE),
- ❖ KS 5, Year 12 and 13 – GCE – A Level ,
(British School of Bahrain - About Us, 2020).

6.2 Place

The school has one campus which is in the Northern Governorate, Hamala. Accessibility to the school is easy because most of the target market reside in the Northern Governorate particularly in Hamala and the surrounding settlements such as Saar and Budaiya. The school has outsourced bus services from a local bus Company to provide transport to students who do not wish to use private transport. The cost of outsourcing bus services is passed on to the student without a markup. A fleet of over 50 buses transports students to settlements in the Northern Governorate and to certain areas in the Capital Governorate. Bus transport services are available before and after school.

As an emergency risk response to the coronavirus pandemic, the school has established a Virtual School which is accessible through the school's website. No matter where the students of BSB are, the Virtual School is open for students from the age of 4 - 18 to engage in lessons delivered through a range of platforms. and Blue Jeans is the main platform used to deliver lessons (British School of Bahrain - BSB Virtual School, 2020).

The place is also accessible through other means of communication and contact such as telephone lines, emails and social media accounts which are published on the school's website (British School of Bahrain - Contact Us, 2020).

6.3 Price

BSB adopted a competitive pricing strategy. Competitive pricing entails setting the price at the same level as one's competitors and this method relies on the idea that competitors have already thoroughly worked on their pricing (Competitive Pricing Definition, 2020). The prices of competitors, offering the British curriculum to a target market of high income earners/upper class families are shown below:

School	St Christopher's	Nadeen School	BSB School	Shaikha Hessa	Capital School
Year Established	1961	1977	1995	2001	2014
Grade level:	<i>Tuition Fees per student per annum in Bahraini Dinar:</i>				
Nursery	3,138	2,616	2,859	1,955	2,400
Reception	4,107	3,030	3,636	2,425	2,400
Year 1	4,107	3,408	3,636	2,829	2,600
Year 2	4,107	3,408	3,636	2,829	2,600
Year 3	4,566	3,408	4,137	2,829	2,600
Year 4	4,566	3,408	4,137	2,829	2,800
Year 5	4,566	3,408	4,497	2,829	2,800
Year 6	4,566	3,408	4,500	2,829	2,800
Year 7	5,562	N/A	5,175	3,416	N/A
Year 8	5,562	N/A	5,175	3,416	N/A
Year 9	6,687	N/A	5,415	3,968	N/A
Year 10	6,687	N/A	5,664	3,968	N/A
Year 11	6,687	N/A	5,664	3,968	N/A
Year 12	7,662	N/A	7,398	3,968	N/A

Year 13	7,662	N/A	7,398	N/A	N/A
In text citation for school fees details	(St Christopher's School Bahrain, School Fees for this Academic Year, 2020)	(School Fees and Timings Nadeen School, 2020)	(British School of Bahrain - School Fees, 2020)	(School fees, 2020)	(Capital School Bahrain Private Schools Bahrain, 2020)

The table above indicates that the fees for this group of competitors are vary by grade levels and increase as students go up the grades. The payment terms are the also the same, annual fees is paid in three instalments, at the beginning of each of the three terms. Unlike other competitors targeting medium income earners, the schools which target high income earners do not offer discount on tuition fee except for Capital School which was established in 2014.

6.4 Promotion

BSB uses a pull marketing strategy to communicate with their audience. A pull strategy is a technique used to bring the customer to you, rather than pushing your business on the customer and pull strategy involves the use of pull tactics or the communication of information to attract the customer (Study.com, 2020).

BSB uses advertising and mass media communication through traditional and digital media to promote the school. Traditional methods of advertising used by BSB include television adverts targeting the local market interested in the British Curriculum and distribution of physical school magazines. Digital advertising methods adopted by the school include advertising on digital bill boards, mobile SMS communications, the use of the school's website and social media accounts; Instagram @BritishSchoolBahrain, Twitter @thebsbh, Facebook @British School of Bahrain, Youtube BSB YouTube.

Customer relationship management techniques are used to promote the school. There is a digital customer database system used to gather and track students' information. This database also contains information of BSB alumni such as

colleges or universities they were accepted, achievements in life and this information is published in website newsletters and in the school magazine.

CONCLUSIONS AND RECOMMENDATIONS

Based on the last quality review done by an external and independent quality reviewer we can conclude the brand and school's overall effectiveness is outstanding because it was awarded the best rating of 1 (1 – Outstanding; 2 Good; 3 Satisfactory; 4 Inadequate) (Schools Review Reports - Schools Review Reports, 2020).

Outstanding standards and progress are demonstrated by students across the school in English, mathematics, and science (Schools Review Reports - Schools Review Reports, 2020).

Students' are confident and effectively participate in school life with an outstanding ability to work independently and assume leadership roles (Schools Review Reports - Schools Review Reports, 2020).

Effective learning is successfully promoted in almost all lessons using a wide range of educational resources and a variety of teaching strategies that meet the needs of individual students (Schools Review Reports - Schools Review Reports, 2020).

Excellent arrangements are in place for students' support and guidance, Students' interests and experiences are promoted in full within a safe and healthy environment and thorough the provision of a wide range of extra-curricular activities and development of their personal skills (Schools Review Reports - Schools Review Reports, 2020).

Rigorous and effective self-evaluation and strategic planning are spearheaded by a very clear vision that is appropriately focused on achievement of the highest academic and personal outcomes of students (Schools Review Reports - Schools Review Reports, 2020).

Exceptionally effective systems are in place for monitoring the school's performance, especially in respect of student achievement (Schools Review Reports - Schools Review Reports, 2020).

The effective management focuses on development and continually encourages staff to improve performance (Schools Review Reports - Schools Review Reports, 2020).

Recommendations

The brand must raise students' standards and accelerate their progress in Arabic by monitoring the teaching and learning of Arabic in lessons and through scrutiny of students' work (Schools Review Reports - Schools Review Reports, 2020).

The school must consider expanding into other locations such as Muharraq Governorate and Riffa because there are potential markets of high income earners.

The country has a market of middle income earners who prefer the British curriculum. The school should also consider tapping into this market.

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APPENDIX 1

List of competitors and respective market shares

#	School	Year Established	Number of students	Market share
1	Abdul Rahman Kanoo International School	1997	1744	9%
2	Al Mahd Day Boarding School; Riffa Saar,Samaheej	1997,2007 & 2011	2500	12%
3	Al Majd Private School	2004	155	1%
4	Al-Noor International School	1993	6063	30%
5	Al-Wisam School	2004	988	5%
6	British School of Bahrain	1995	3012	15%
7	Capital School	2014	366	2%
8	Ebenezer Private School	2006	279	1%
9	Nadeen School	1977	316	2%
10	New Generation School	2016	163	1%
11	Palms	2005	237	1%
12	Quality Education School	2003	507	2%
13	Sacred Heart School	1948	1068	5%
14	Shaikha Hessa Girls School	2001	452	2%
15	St Christopher's School	1961	1838	9%
16	Talent International School; Manama, Riffa	1971 & 1980	435	2%
17	Tylos Private School	2009	260	1%
	Total		20383	100%

APPENDIX 2

Product Mix

Academic Services	Non-Academic Services
National Curriculum of England and Wales educational service	Basketball
International Baccalaureate Diploma educational service	Spears Football
BTEC educational service	Taekwondo
	Swimming
	Gymnastics
	Tennis
	Music
	Arts and drama
	Art
	S.T.E.M Lab
	Bollywood dance
	Photography
	Chess

APPENDIX 3

