

# **Employing Comprehensive Communication for Knowledge Management and Achieving Sustainable Economic Development Reading the Zain Telecom Company Report, Thought Leadership, “Building Sustainable Communities with the Communication Power”**

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Received: 14-04-2025 Accepted: 23-05-2025 Published: 01-06-2025

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## **Abstract:**

Technological developments, economic transformations, changing institutional work mechanisms, the openness of institutions to their environment, the shift toward a knowledge economy, in which information has become as important as social capital, and the entry into the competitive market. Furthermore, the internal development of institutions—whether through their size and human resources, the development of their management and production systems, or the adoption of new technological techniques—have all contributed to the importance of communication within organizations. Communication has become a core function encompassing all other administrative functions, ensuring coordination and guidance among employees and between them and their clients, enabling them to achieve efficiency and effectiveness in their performance.

Most organizations also seek to rely on knowledge management as a strategic requirement to ensure their survival and continuity. This is achieved by adopting mechanisms, approaches, and knowledge management methods that enable them to plan their efforts, activities, programs, and strategies to achieve their desired goals and improve their image and reputation with their customers.

Hence, this Research Paper reveals the role of comprehensive communication as one of the most important fundamental approaches to knowledge management. It helps

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empower individuals to acquire knowledge through the practices and learning methods adopted by the organization. This enables them to become capable individuals who are able to confront new developments, find the best possible solutions to address them, and expand their horizons, which contributes to achieving sustainable performance.

**Keywords:** Comprehensive Communication, Management, Knowledge, Sustainable Development.

## **1. Introduction**

Working to implement the sustainable development agenda necessitated the development of mechanisms and strategies that seek to achieve its three dimensions: (the Economic Dimension - the Social Dimension - the Environmental Dimension). The latter dimension required all stakeholders, particularly economic institutions, to reconsider adapting their performance in accordance with these developments and transformations, which focused on the need to adhere to environmental and social responsibility.

Therefore, focusing on economic performance alone is no longer sufficient to achieve leadership and enhance competitiveness, especially in light of the international repercussions aimed at protecting and preserving the environment. To achieve this, these institutions must develop new indicators to evaluate their comprehensive performance, ensuring harmony between their objectives and the requirements and needs of their stakeholders, while taking into account the environmental and social conditions in which they operate.

Based on the above, and based on the findings of studies focused on the importance of comprehensive communication and its role as a fundamental and essential axis in all processes related to knowledge management within the organization, which contributes to achieving sustainable performance and commitment to social and environmental

responsibility. This all depends on the extent of the conscious selection of communication means and methods that enable it to achieve this.

**Therefore, this Research Paper reveals the importance and role of comprehensive communication in supporting and implementing knowledge management processes in organizations and achieving sustainable performance.**

This represents the core of the Main Issue that this Research Paper aims to answer, which is as follows:

**To what extent does comprehensive communication contribute to supporting knowledge management strategies that achieve sustainable organizational performance? What are the communication components that Zain Telecom's report focuses on to build community sustainability?**

To answer the issue, the Research Paper aims to:

- Highlighting the importance of comprehensive communication tools used within the organization, which aim to create consistency across all forms of communication, both internal and external, to convey a consistent and authentic image and enhance the organization's position and role in society.
- Emphasizing the role of comprehensive communication as an important component of knowledge management, as it enhances employee engagement and enables them to fully contribute to achieving the company's objectives. It also supports their participation in disseminating the organization's vision, values, and mission to stakeholders, highlighting its social and environmental responsibility, and achieving sustainable performance.

- Revealing the importance of companies' contribution to improving community life and promoting social responsibility, as confirmed by Zain Telecom's report. Leveraging the power of communication helps companies achieve economic and social sustainability, enhancing their competitive position and contributing to building a better future for all.

We rely on **the Descriptive and Analytical Approach**, focusing on the theoretical foundations of both comprehensive communication and knowledge management variables. This aims to establish and analyze the relationship between them, which emphasizes the functional role of comprehensive communication tools in supporting knowledge management strategies.

**Based on the above, we divided the Research Paper into Three Main Axes, which are:**

1. The conceptual framework of the study (Comprehensive Communication - Knowledge Management).
2. The importance of comprehensive communication in knowledge management and achieving sustainable organizational performance.
3. An analytical reading of the components of comprehensive communication and sustainable performance in Zain Telecom's thought leadership report.

**First: The Conceptual Framework of the Study (Comprehensive Communication - Knowledge Management)**

#### **1. Comprehensive Communication:**

“Comprehensive communication refers to the various internal and external communication activities undertaken by an organization under the management of a communications manager, working in continuous harmony and coordination to enhance the organization's image”( Fadhila

Sabaa,2021,p823). It is communication that aims to ensure that communication messages reach both internal and external audiences in a consistent manner.

Comprehensive communication is a strategic approach that integrates the various forms of communication used by the company. This concept aims to coordinate and unify these forms to present a comprehensive and comprehensive image of the organization. This communication primarily targets employees to enable them to work effectively and increase their productivity. It then extends to external audiences, both near and far, to better communicate its vision and values (<https://www.comundi.fr>).

Thus, while comprehensive communication, on the surface, does not propose new functions, nor does it offer innovative prescriptions for managers, nor does it include definitive solutions to the problems facing institutions, it is, in essence, laden with open calls to think differently about the mechanisms of communicative action. This is achieved by breaking down the barriers between its various specializations, types, means, and activities, and by building a comprehensive, unified, and harmonious vision capable of integrating the multiple needs of the institution's audiences and containing its various productive dimensions, whether human, communicative, or societal(Fatima Bakhoush,2024).

In view of the above, we find that comprehensive communication is the communication that allows for the management of the various communication activities undertaken by the institution, through which it aims to achieve two strategies (Internal and External), which are:

- **Internal Strategy:** aims to enhance individual and organizational performance.

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▪ **External Strategy:** aims to build the organization's identity and reputation, meet customer needs, and adapt to its environment.

## 2. Comprehensive Communication Branches:

Comprehensive Communication includes several branches and areas that complement each other to achieve the organization's aspirations and goals and realize its strategic vision, including the following:

1) **Corporate Communication:** Focuses on the organization's image, identity, and contributions to sustainable development.

2) **Business Communication:** Aims to promote goods and services, focusing on persuasion and influence in the sales and marketing processes.

3) **Financial Communication:** Focuses on the organization's dealings with financial institutions.

4) **Internal Communication:** Focuses on all communication activities within the organization's internal environment, aiming to guide employees, develop their capabilities and skills, and enhance their performance.

A comprehensive communication strategy for a new business should consider the following aspects(<https://www.linkedin.com/amiralinizati>,2023):

✓ **Customer Communication Management (CCM):** A CCM Strategy is beneficial in retaining customers, improving customers' perceptions of the brand, ensuring brand consistency, and strengthening customer engagement and loyalty. Brands should embrace an omnichannel approach to provide an exceptional customer experience.

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✓ **Direct-to-Consumer (D2C) Communication Marketing:** As the world becomes increasingly digital, D2C communication marketing has become an essential part of any successful business strategy.

✓ **Consistency:** The most important thing to consider while developing a communication strategy is consistency in content creation and messaging. This will help the business weather any trend that may arise.

✓ **Personalized Service:** Providing excellent service means offering personalized service, mainly catering to higher-dollar customers. Personalizing the first line of customer interaction can help avoid making customers feel snubbed.

✓ **Effective Organizational Communication:** Effective organizational communication is crucial for a new business. A communication strategy should outline the basics of effective corporate communication, the importance of a communication strategy, the role of different communicators within the organization, and the types of communication that are appropriate for different situations.

### 3. Comprehensive Communication Features:

**The Features of comprehensive communication, both internal and external, can be deduced in the following elements(Jabari Soaad,2018):**

- The comprehensiveness of the communication process, which means everyone is connected (Full Duplex).

- The various stakeholders of an organization can achieve their own identity in parallel with the organization's goals through participation in decision-making.

- Communication with the broader social environment positions the organization in the appropriate place, helping it build a positive image and, consequently, achieve its goals at all levels.

- Overcoming excessive media and public opinion resistance to it leads to an increase in communication processes to a level close to saturation. Therefore, it can be said that an organization's communication originates among the public for the purpose of accomplishing tasks. It is communication within the organization that contributes to the management of human resources.

- Communication outside the organization distinguishes its image among its partners through external communication disciplines such as public relations, relations with the press, and advertising.

The features of comprehensive communication reflect the importance of communication within an organization. It is a fundamental axis to which all administrative processes, including planning, organizing, directing, and controlling, are linked. The results of any activity undertaken by an organization are based on what was previously planned and the extent to which it is understood by employees, who are guided through communication to the mechanisms for implementing established objectives. This is accomplished by distributing tasks, which the organization will subsequently monitor and evaluate. The organization's overall performance is linked to the extent to which employees are aware of the desired objectives and their understanding of the extent of their responsibility toward achieving them.

#### **4. Comprehensive Communication Objectives:**

**Among the objectives that comprehensive communication seeks to achieve are the following (<http://sitededie.fontaine-picard.com>):**



- 1) Enabling the organization to align its internal and external communications, contributing to the creation of a unified image among its customers.
- 2) Define the company's positioning.
- 3) Contribute to building the corporate identity.
- 4) Coordinate the organization's various communications and link them to daily work methods.
- 5) Propose strong messages in a cohesive manner that reflect the company's identity, values, and positioning.
- 6) Organize and unify corporate branding to facilitate communication.
- 7) Recognize the company and enable enhanced communications to enhance the consistency and integration of its image internally and externally.
- 8) Justify the company's choices.
- 9) Communicate the company's values.

## **5. Knowledge Management:**

■“Nonaka” defined it as the interaction between tacit knowledge and the experiences, skills, and ideas it contains, acquired by an individual, and explicit knowledge resulting from interaction with the external environment (Ben Hajouba Hamid,p31).

■It is also defined as the efforts exerted to complete several functions: knowledge acquisition and learning, distributing and communicating knowledge, Interpretation of knowledge, and employment and investment of knowledge(Khaled Atiq Saeed Abdullah,2014,p03).

**“Binny” also divided the scope of knowledge management into six elements, which are(Abrar Atef Asghar,2022,p247):**

**1) Transactions:** This is the department in which knowledge is used to complete a transaction or job, fulfill a request, address a customer inquiry, or resolve customer problems. These applications include customer service applications, help desk applications, and others.

**2) Analytics:** This is the department that generates knowledge from vast amounts of sources, identifying similar trends and patterns, and transforming data into information. When developed and worked on, it becomes knowledge that can be utilized, such as management information systems, competitive intelligence, and others.

**3) Asset Management:** This department focuses on managing explicit knowledge assets, managing intellectual property, and making them available to users.

**4) Operations:** This department focuses on work practices and procedures, often files related to total quality management and process reengineering. These knowledge assets are often improved through internal lessons, codification, and performance measurement.

**5) Development:** This department focuses on increasing the competencies and capabilities of the organization's knowledge workers. This is known as investing in human capital, which increases the knowledge content and the organization's ability to learn from the experiences of others, attract the best knowledge workers, and compete with competitors.

**6) Innovation and Creativity:** This section focuses on providing an environment for knowledge workers to collaborate, enabling them to generate knowledge and produce new innovations and creativity, despite their diverse specializations.

The aforementioned divisions highlight the importance of knowledge management at the organizational level. However, implementing knowledge management requires several forms of education and application to acquire the necessary expertise and skills. Therefore, communication activities significantly help the organization open communication channels that train employees and foster a spirit of teamwork.

This is because organizations today need to manage their relationships with their customers. Communication is the mechanism that enables them to create a shared understanding with their customers. This is achieved by ensuring the flow of decisions, instructions, information, and orders between the units and departments that comprise their organizational structure. On the other hand, it enables them to control interactions with their stakeholders by managing their reputation and image and creating a position that allows them to achieve their goals.

To achieve the above, some view comprehensive corporate communication as “a function of integrated communications management aimed at enhancing the organization’s strategies”( Alain Lavigne,2002,p02).

**In addition to what we have said, the importance and role of knowledge management is also evident in the following(Arouf Radhia ,2018,p354):**

- Knowledge management presents a significant opportunity for organizations to reduce costs and leverage their internal assets to generate new revenue.
- It is a systematic, integrated process for coordinating various organizational activities toward achieving its goals.

- It enhances the organization's ability to maintain and improve organizational performance based on expertise and knowledge.

- Knowledge management enables the organization to identify required knowledge, document, develop, share, apply, and evaluate existing knowledge.

- Knowledge management is an effective tool for organizations to leverage their intellectual capital by making the knowledge generated by them easy and feasible for others who need it.

- It is a motivating tool for organizations to encourage the creative abilities of their human resources to create new knowledge and proactively identify unknown relationships and gaps in their expectations.

- It contributes to motivating organizations to innovate and confront unstable environmental changes.

- It provides an opportunity for organizations to gain a competitive advantage by enabling the organization to embrace more innovations in the form of new products and services.

- It supports efforts to leverage all tangible and intangible assets by providing a framework for enhancing organizational knowledge.

- It contributes to maximizing the value of knowledge itself by focusing on the content.

Thus, knowledge management is a management approach to creating, sharing, and using knowledge within an organization. Its goal is to improve the organization's efficiency and effectiveness by leveraging its knowledge assets, as illustrated in the image below.

(<https://www.linkedin.com/pulse/-ahmed-karam-ua>).



The components of knowledge management indicate that comprehensive communication represents one of the most important fundamental approaches to knowledge management. It helps empower individuals to acquire knowledge through the practices and learning methods adopted by the organization, enabling them to confront new developments and find the best possible solutions to address them, achieving efficiency and effectiveness in their performance, and contributing to sustainable development.

### **Second: The Comprehensive Communication Importance in Knowledge Management and Achieving Sustainable Performance for the Institution**

Controlling the sustainable performance of institutions is currently a strategic choice, encompassing all types of performance (economic, social, environmental, etc.). This is a logical reflection of the modern trend toward continuous improvement of the institution's overall performance.

The dynamic nature of performance and the diversity of factors that intervene and influence it, in addition to the diversity of standards and indicators for measuring and evaluating it, have prevented the definition

of a single concept that encompasses its elements. This reflects the diversity and multiplicity of definitions specific to it.

“A. Kherakhem” defined performance as performing a task, accomplishing an activity, or carrying out a task. In other words, taking an action that helps achieve established goals (Sheikh Al-Dawi, 2009, p218). The definition focuses on the accomplishments achieved compared to the established goals.

“Wiersema & Robin” define performance as “the ability of an organization to achieve its long-term goals” (Wael Mohamed Sobhi Idris, 2009, p38).

Hence, we find that the aforementioned definitions share a common definition of performance as being linked to the organization's achievement of pre-established objectives. However, some of them do not focus their definition of performance solely on the level of achieving objectives; rather, they must achieve outstanding performance that reflects and embodies the organization's competitiveness.

This indicates the importance given to performance as a strategic source of strength. It represents an organization's ability to optimally utilize its resources in a way that allows it to achieve superiority and gain competitive advantages, enabling it to ensure its survival in a competitive environment characterized by continuous change and development. This justifies the shift toward what is called (**Performance Management**).

Performance has been defined as “the potential for successful implementation of actions in the future to achieve goals and objectives, which aligns with the view that performance is based on the management system and managers. Performance management precedes performance measurement and gives it meaning” (Michel J. Lebas, 1995, p23). The

above definition indicates that performance management depends on the context in which it was created to achieve it as well as finding the necessary and appropriate metrics to measure it.

To achieve the strategic role of human resources in performance, it is necessary to “create a clear vision between the organization's strategic objectives and those of employees. This should be clearly defined and crystallized in the design of the performance management system and the method of its dissemination from the top of the pyramid down to the operational levels”( Wael Mohamed Sobhi Idris ,2009,p145).

Therefore, defining tasks and responsibilities and defining the roles of employees and administrators in a published performance document contributes to establishing a performance culture in the organization and enables it to improve its efficiency and effectiveness.

Accordingly, “the first step toward sustainable performance revolves around Three Objectives: Economic Efficiency, Social Equity, and Environmental Conservation. It builds confidence for stakeholders and demonstrates the commitment of all members of its management to participating in progress and accountability. It also includes Two Fundamental Aspects: Ensuring Risk Control and Improving Performance, which demonstrates the company's commitment to the global approach to sustainable development” (Florence GILLET ,2006,p18-19). Thus, the organization's pursuit of sustainable performance reflects its commitment to its environmental and social responsibility.

To address these challenges, the concept of social and environmental responsibility has emerged as a tool to help companies fulfill their commitments to the environment and society, and build

strong relationships with stakeholders. This can be achieved by improving internal performance through enhanced products and processes. Externally, it is linked to improving relationships with stakeholders and regaining customer confidence, which in turn enhances the company's image and reputation.

### **Third: An Analytical Reading of the Comprehensive Communication and Sustainable Performance Components in Zain Telecom's Thought Leadership Report**

Zain Group launched its annual thought leadership report, "Building Sustainable Communities with the Connectivity Power", highlighting how purposeful telecommunications services can address numerous economic and social challenges and emphasizing the profound impact telecommunications services have had. The report also explores the various stages of its four-decade journey to empower communities and ensure universal access to connectivity.

It also believes that communication has a vital role in promoting communities' development, social, and economic plans. As one of the most important factors of cross-border empowerment, it has had a clear impact in connecting and bringing together those who have suffered from circumstances and problems that have resulted in geographical restrictions(<https://www.alayam.com> ).

#### **1. The Achieved Results in the Field of Communication and Knowledge Management According to the Report:**

- Zain Company has identified the following methods of communicating with employees:
  - Workshops.
  - Awareness messages containing important information.
  - Attendance at events and activities.



- Annual employee engagement survey.
- Reporting form.
- Zainers App.
- **Among the priorities it seeks to achieve are the following:**
  - Employee satisfaction and job security.
  - Benefits and incentives.
  - Performance development opportunities.
  - Competitive salaries.
  - Adherence to the company's values and core principles.
  - Opportunities to build external relationships in international markets.
  - General health and mental health.
- In 2023, Zain participated in the 10th Annual Conference of the International Labor Organization, where it presented its WE ABLE strategy. Key achievements in 2023 include the creation of sign language databases in Kuwait, Iraq, Bahrain, and Jordan, all of which were published on Zain's website. Additionally, comprehensive recruitment guides were launched. Dedicated sessions were conducted with each operation. Comprehensive training on digital accessibility and etiquette was also provided to employees. The GROW program was successfully launched in several operations, resulting in the hiring of five individuals with disabilities.
- Zain aims to train 50% of its employees by 2025, by issuing certifications to several employees under the Zain DEIU Train-the-Trainer program in collaboration with IE University in Spain, and working towards full regulatory compliance.
- Partnering with the Human Resources Department, improvements were implemented to the group-wide family leave policy. In 2022, Zain

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launched the WE SUCCEED program, which attracted high-potential employees to the forefront of leadership development. The top 50% of participants were connected with significant sponsors to accelerate their careers in 2023 and beyond through scheduled meetings.

- The WE STEM teams also aim to increase the number of women in technical fields. In 2023, these teams successfully launched two data science competitions, addressing telecom industry challenges and developing machine learning solutions within the company.
- In 2023, Zain reintroduced the internal innovation platform ZAINIAC, an online platform that enables employees to submit ideas that serve and align with business strategies. The platform provides clear evidence of Zain's commitment to providing advanced and innovative solutions. Submitted ideas are evaluated by members of the Vanguard team, a committee composed of innovative employees with diverse knowledge. This committee is responsible for evaluating and guiding these ideas. To date, 629 ideas have been submitted, accompanied by nine hosted events, and seven successful applications have been implemented.
- Zain Group launched the BE WELL initiative, which focuses on four pillars to promote workplace wellness and aligns with its goal of “Nurturing Belonging... Mindfully”. It also emphasizes the benefits of movement through events that serve this goal. This program also focuses on improving mood and reducing stress by proactively promoting mindfulness and awareness at work.
- The Me program helps identify signs of distress. This initiative also offers a mental health promotion program, providing free, confidential counseling and therapy sessions with a specialized center. This initiative also offers a free subscription to the Tuhoon app, an Arab organization

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that promotes self-help and provides tools and solutions to enhance mental health.

- The ZY initiative is dedicated to empowering young employees by providing them with the knowledge and resources needed to excel in the workplace. Zain Group introduced the Generation Z Program 2023, which fostered an entrepreneurial mindset and enhanced skills related to Zain's strategy.
- Zain Bahrain also launched CODE 2030, a technology-focused employment program that supports the empowerment of Bahraini youth in the technology sector. Additionally, the launch of the ZY Counsel initiative, which includes eight talented Zain employees nominated by executive management teams, represents a transformational journey to address CEO challenges through innovative and strategic solutions.
- Zain also continues to embrace diversity, equity, and inclusion initiatives by stimulating internal creativity, innovation, and employee development. It recently launched the Diversity, Equity, and Inclusion University. Women are an integral part of Zain's success story, through the expansion of leadership positions, a human resources policy that adopts revolutionary goals, and other innovative talent development programs. Zain's focus on fully integrating women into all aspects of the business is tremendously beneficial in enhancing productivity.
- In a proactive step toward strengthening the control environment, the Board of Directors published policies, procedures, codes of conduct, and internal standards on the company's official website. The goal of this step is to cultivate a culture of ethical behavior and instill a positive culture that requires uniform adherence to these standards at all levels of the company. Furthermore, executive management upholds integrity and

high professional standards, with the leadership approach relying on strengthening internal control mechanisms, thus reinforcing a strong framework that resonates throughout the company.

- In October 2023, Zain won the “Outstanding Leadership and Growth” and “Innovation, Collaboration, and Partnerships” awards in the areas of diversity, equity, and inclusion from the “SAMENA” Council.
- Zain Bahrain won the “Best Wellness Program award at the 2023 Middle East HR Summit”. Zain Jordan also won the “Al Hussein Bin Abdullah II Award” for its contributions to education and training in the same year.
- Zain also won the “Innovation, Collaboration, and Partnerships” award in recognition of its efforts in creating programs to develop employee expertise and skills. This was achieved through its collaboration with IE University in Madrid, a partnership that seeks to shape the future of business and education, drive meaningful change, and create opportunities for growth and learning. This collaboration provides opportunities for 2,000 Zain employees to participate in a comprehensive online digital transformation program. It also provides access to a master's degree, enabling them to enhance their educational and professional aspirations.
- Zain Tech and Mastercard have entered into a strategic collaboration on data services, artificial intelligence, and machine learning for businesses.
- Zain Jordan Innovation Campus (ZINC) celebrated its milestone of holding 5,900 events with over 350,000 visitors across its eight branches covering Entrepreneurship, Artificial Intelligence (AI), Digital Marketing, Robotics, and the Internet of Things (IoT). ZINC supported 242 startups, including the sixth edition of the Zain Innovation Program, which featured over 30 startups.

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- Zain won the Excellence Award for 5G Business Development at the 2023 SAMENA Excellence and Leadership Awards ceremony in Dubai.

## **2. The Achieved Results in the Field of Sustainable Performance According to the Report:**

- **Zain has identified the ways to communicate with the community as part of its sustainable performance through the following:**

- Social media awareness campaigns.
- Supporting and developing sustainable initiatives and activities.
- Establishing meaningful partnerships.
- Participating in community events, forums, and workshops.

- **Its priorities include the following:**

- Developing climate change mitigation and adaptation plans, as well as protecting biodiversity.
  - Enabling an inclusive digital society.
  - Responsible supply chain management.
  - Adhering to health and safety standards.
  - Creating awareness programs that support disadvantaged communities.
- As part of Zain's five-year sustainability strategy, the company's operational context and focus on achieving long-term sustainable value for stakeholders. In the fourth year since implementing this strategy, Zain Group has undertaken various activities to achieve the goals set out in its corporate sustainability agenda, driven by Zain's mission: to provide meaningful communication that drives just systemic change and empowers communities.
  - Zain Group has demonstrated a strong commitment to environmental, social, and economic development, integrating its Environmental, Social, and Governance (ESG) indicators into its work culture. As climate

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change challenges mount, it continues to work toward its ambition to achieve net-zero emissions. The group maintained its A-Level Leadership rating in the CDP Global Report.

- The company continued to achieve its climate change-related targets and took significant steps to advance the climate action agenda to transition to net-zero emissions by 2050.
- Operating responsibly through a responsible supply chain. Zain has developed a comprehensive supply chain management approach to address sustainability-related risks, ensure suppliers comply with Zain's environmental, social, and governance (ESG) standards, promote sustainable practices across its value chain, and mitigate reputational risk.
- Zain is collaborating with a consortium of Gulf Telecom Companies to launch a Sustainability Innovation Center to bridge the gap between technological innovation and climate change initiatives.
- In May 2023, Zain was ranked the best organization in “Sustainability Leadership” and “Women's Empowerment” in the Middle East.
- Zain Saudi Arabia was upgraded to “A” in the MSCI ESG Index in recognition of its environmental, social, and governance (ESG) efforts.
- Zain Saudi Arabia received three awards at the Telecom Review Summit: (Best Diversity and Inclusion Program Award - Best Green Technology Award for its Zero-Carbon 5G Network - Global Women in ICT Leadership Award).
- Zain's regional data and information storage and disaster recovery center, THE BUNKER, has been awarded the Gold Level 3 Operational Sustainability Certification by the Uptime Institute, an American organization specializing in rating, studying, and evaluating the

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performance, resilience, sustainability, and efficiency of global data centers.

### 3. Zain's Strategy to Enhance and Improve Performance:

- **Board of Directors Skills and Competencies Development Plan:** Board training and development play a pivotal role in promoting effective governance practices and improving board performance. This is achieved by providing members with the knowledge, skills, and insights necessary to fulfill their duties and contribute meaningfully to the company's strategic direction.
- **Orientation and Qualification:** New board members undergo orientation programs that provide a clear understanding of the company's management structure, operations, telecom sector trends, and key challenges. This helps accelerate the effectiveness and contribution of new members.
- **Governance Principles and Regulations:** Board members are educated on the fundamental principles of corporate governance, including their roles, responsibilities, legal obligations, and compliance requirements under applicable laws and regulations.
- **Telecommunications Sector Training:** Members receive training and awareness materials that include insights into industry trends, competitive processes, and emerging risks.
- **Risk Management and Compliance:** Training programs cover risk assessment, mitigation strategies, and compliance frameworks to ensure members are well-versed in identifying and addressing potential risks.
- **Ethics and Corporate Social Responsibility:** Board members are educated on ethical considerations, corporate social responsibility, and

sustainability practices, and their alignment with company values and societal expectations.

- **Communication and Stakeholder Engagement:** Board training focuses on effective communication, both within the board and with shareholders, employees, and other stakeholders. This includes building transparent communication skills and active engagement.
- **Cybersecurity and Technology:** As businesses become increasingly digitized, board members receive training on cybersecurity threats, data privacy, and the implications of technological advancements.
- **Continuing Education:** Board members are encouraged to participate in continuing education through workshops, seminars, conferences, and professional development opportunities to stay abreast of industry trends and evolving governance practices.

### **Conclusion:**

The real challenge facing economic institutions is adapting to the dynamic nature of their surrounding environment, both internal and external. This requires them to seek mechanisms and strategies that enable them to integrate their objectives and respond to the aspirations and requirements of their customers. This ensures their growth and development, and maintains their survival and continuity.

Perhaps the most important tributary to achieving this is strengthening communication in all its forms, types, and means between organizations and their audiences. They cannot achieve success without gaining support that values their performance and strengthens their position, because the existence of communication gaps weakens their performance and prevents them from achieving their goals. Studies and research have shown that the biggest administrative problems facing



organizations are communication problems. Therefore, they must pay greater attention to overcoming communication difficulties to ensure their performance is achieved efficiently and effectively.

The results presented in Zain's 2023 Thought Leadership Report highlight the continued growth of Zain's brand value and its strengthening position as one of the strongest brands in the telecom sector.

Zain Group's commitment to social, economic, and environmental development lies at the core of its social contract commitments. Recognizing the impact its products and services have on social development efforts and initiatives; Zain's initiatives have evolved beyond traditional community outreach programs. Zain has also developed deep-rooted relationships with its communities. The group has maintained its approach to public engagement by launching more campaigns focused on digital innovation, corporate sustainability, and targeted marketing and social media campaigns.

**In conclusion,** the research paper argues that sustainable performance is an indicator and standard for judging the effectiveness and efficiency of an organization's overall performance. This explains their tendency to adopt systems that specifically address the requirements of this performance, thereby fulfilling their environmental and social responsibilities.

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