

The words Saudi Arabia *actually* types

A keyword study of what this market searches for when it wants marketing, and what that tells you about building a department

More than 100 keywords pulled in Arabic and English. 13 search results pages taken apart. One uncomfortable finding.

Thirty pages, six movements

01	How to read this, and the disclosure	03
02	The verdict up front, and the four numbers behind it	04 – 07
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Every figure is sourced on the page where it appears. Pages 28 and 29 carry the method and the five places this report is weakest. Read those before you quote anything from the middle.

Three sources, one disclosure, and one thing this is not

Everything in this report comes from three places, and you should judge each one differently.

- 01 **Search tool data.** Volumes, difficulty scores, cost per click and intent, pulled from Ubersuggest in July 2026 for Saudi Arabia in Arabic and English, and for the United States as a ceiling. Directional, not exact. Page 28 explains exactly how wrong these can be.
- 02 **Live search results.** Thirteen search pages taken apart to see which domains actually rank and how much traffic they actually get: eight for Saudi Arabia in both languages, five for the United States. This is the closest thing to ground truth here.
- 03 **Published research.** Government statistics, platform studies and academic work, each named with its year on the page where it appears.

The disclosure: I own BMD. The website studied in this report is my own, and it currently ranks for nothing. I chose it as the case because it is the only site whose numbers I can publish without asking permission, and because a report about search strategy written by someone hiding their own search results would be worth very little.

This is not an SEO guide. It is a demand study that happens to use search as its instrument.

Judge the sources separately. They disagree in useful ways.

Saudi Arabia searches for who to hire, not what to build

Two Arabic phrases carry almost all of the commercial search demand in this category. شركة تسويق, meaning marketing company, gets 3,600 searches a month in Saudi Arabia. وكالة تسويق, marketing agency, gets 2,900. Both are tagged Commercial intent, which means the person typing is close to spending money.

Now the other side. قسم التسويق, marketing department, gets 210. بناء قسم التسويق, building a marketing department, gets zero. هيكل قسم التسويق, marketing department structure, gets zero.

6,500



MONTHLY SAUDI SEARCHES FOR A MARKETING COMPANY OR AGENCY TO HIRE

210



MONTHLY SAUDI SEARCHES FOR THE PHRASE "MARKETING DEPARTMENT"

0



MONTHLY SAUDI SEARCHES FOR "BUILDING A MARKETING DEPARTMENT"

That gap is not a gap in demand. Companies in this market spend on marketing constantly, and Saudi digital ad spend is forecast at 4.68 billion dollars this year. The gap is in language. The market has a well worn phrase for renting marketing and no phrase at all for owning it.

The demand exists. The vocabulary does not.

SOURCES • UBERSUGGEST, SAUDI ARABIA, JULY 2026 • RESEARCH AND MARKETS 2026

Every keyword tool gives you four numbers, and three of them get misread

Before any of the tables in this report mean anything, the four columns need definitions. Most keyword arguments are really definition arguments in disguise.

WHAT THE COLUMNS MEAN

COLUMN	WHAT IT CLAIMS	WHAT IT ACTUALLY IS
Search volume	How many people search this each month	A modelled estimate, grouped across similar phrasings and rounded into buckets
SEO difficulty	How hard it is to rank	A score derived from who currently ranks, not from how good you are
Cost per click	What advertisers pay	The clearest signal of commercial value on the page, and the least discussed
Search intent	Why they typed it	A classifier's guess: Informational, Commercial, Navigational, Transactional

Volume is the number everyone quotes and the softest of the four. Cost per click is the number almost nobody quotes and the hardest. An advertiser paying 8.97 dollars a click for مدير تسويق, marketing manager, in Saudi Arabia is placing a real bet with real money. That bet is evidence. A volume estimate is a model.

Volume tells you how many. Cost per click tells you how much it is worth to be the answer.

Read the money column first.

The whole country is online, and one company decides what it finds

Saudi Arabia is not a market where you have to argue for digital. That argument closed years ago.

99.0%

Of Saudi individuals aged 15 to 74 use the internet.

GASTAT, 2025

98.4%

Of them access it by mobile phone.

GASTAT, 2025

95.81%

Google's share of Saudi search traffic.

STATCOUNTER, JUNE 2026

57.2%

Obtain information about goods or services online.

GASTAT, 2025

Three Saudi government figures and one independent tracker say the same thing: this is a fully connected, mobile first, Google dominated market. If someone in your buying market is going to research a decision, they research it on a phone, on Google, in the next few minutes.

Which makes the question of what they type into that box a real business question, not a technical one. It is the closest thing you have to a transcript of what your market is thinking about at the moment it decides to act.

Search is not a channel here. It is the record.

SOURCES • GASTAT ICT SURVEY 2025 • STATCOUNTER JUNE 2026 •
DATAREPORTAL DIGITAL 2026 SAUDI ARABIA

The normal way to pick keywords, at speed

Someone opens the tool. They type the name of what the company sells. The tool returns a list. They sort it by volume, highest first. They take the top twenty, hand them to whoever writes, and ask for one article per keyword. Three months later the traffic report shows a line that has not moved, and the conclusion in the room is that SEO does not work in this market.

Every step there is reasonable. The sequence is what fails. Sorting by volume means you optimised for the number the tool is least confident about. And before any of it, did anyone ask whether the people behind that number can buy something from you?

Sorting by volume is not a strategy. It is an alphabetical order that happens to use numbers.

There is a second version of the same mistake, and it is the one that catches founders. You type your own product name. If you sell a book called Building Marketing Department, you type “building a marketing department”. The tool says 10 searches a month in the United States, zero in Saudi Arabia. You conclude nobody wants this. What actually happened is that you searched for your answer instead of their question.

WHAT YOU TYPED

“building a marketing department”

10 US · 0 Saudi

WHAT THEY TYPED

شركة تسويق

3,600 Saudi · Commercial

Everyone searches for their own name first.

SOURCES · UBERSUGGEST, UNITED STATES AND SAUDI ARABIA, JULY 2026

The Arabic map, sorted by money rather than by size

This is the full Arabic picture for Saudi Arabia. Read the cost per click column alongside the volume column, because the two disagree more often than you would expect.

ARABIC KEYWORDS, SAUDI ARABIA, JULY 2026

KEYWORD	VOLUME	DIFFICULTY	COST / CLICK	INTENT
شركة تسويق marketing company	3,600	15	\$2.27	COMMERCIAL
وكالة تسويق marketing agency	2,900	13	\$1.44	COMMERCIAL
شركات التسويق marketing companies	1,600	28	\$2.53	NOT TAGGED
التسويق الالكتروني digital marketing	1,300	28	\$2.61	COMMERCIAL
مؤشرات الأداء KPIs	1,000	20	\$0.66	NOT TAGGED
استراتيجية التسويق marketing strategy	390	11	\$0.80	INFORMATIONAL
دورة تسويق marketing course	320	28	\$0.81	INFORMATIONAL
خطة تسويقية marketing plan	260	15	\$2.42	COMMERCIAL
مدير تسويق marketing manager	260	13	\$8.97	COMMERCIAL
قسم التسويق marketing department	210	14	\$0.00	NAVIGATIONAL
كتاب تسويق marketing book	140	14	\$0.23	TRANSACTIONAL
إدارة التسويق marketing management	140	24	\$1.02	NOT TAGGED
مهام قسم التسويق marketing department duties	50	11	\$0.00	COMMERCIAL
نموذج خطة تسويقية marketing plan template	50	8	\$1.07	COMMERCIAL
مهام مدير التسويق marketing manager duties	40	12	\$0.00	INFORMATIONAL
وصف وظيفي مدير تسويق marketing manager job description	10	5	\$0.00	NOT TAGGED

One row does not belong with the others. مدير تسويق sits at 260 searches, which is small, and at 8.97 dollars a click, which is the highest price in the entire Arabic set. Advertisers are paying more than three times the marketing company rate to reach 260 people. They are paying it because those 260 people are about to make a hiring decision.

The smallest row carries the biggest bet.

SOURCES • UBERSUGGEST, SAUDI ARABIA, ARABIC, JULY 2026

In English, this market only searches for one thing

The English side of Saudi search is almost entirely geographic and almost entirely about hiring a vendor. The concept keywords are close to empty.

ENGLISH KEYWORDS, SAUDI ARABIA, JULY 2026

KEYWORD	VOLUME	DIFFICULTY	COST / CLICK	INTENT
marketing agency riyadh	720	28	\$8.04	COMMERCIAL
marketing companies in riyadh	590	29	\$6.28	COMMERCIAL
advertising agency in riyadh	390	27	\$3.52	NOT TAGGED
marketing agency saudi arabia	210	29	\$6.35	NAVIGATIONAL
digital marketing agency jeddah	170	17	\$3.46	COMMERCIAL
branding agency riyadh	110	16	\$31.90	COMMERCIAL
go to market strategy	110	41	\$4.32	INFORMATIONAL
advertising in saudi arabia	70	32	\$29.72	COMMERCIAL
marketing plan template	70	46	\$2.00	COMMERCIAL
marketing department	50	23	\$22.97	NAVIGATIONAL
marketing kpis	50	24	\$3.89	NOT TAGGED
marketing manager job description	40	47	\$0.00	INFORMATIONAL
marketing department structure	20	38	\$0.00	INFORMATIONAL
in-house marketing vs agency	10	5	\$0.00	NOT TAGGED

Look at the last four rows and then look at the first six. Every term that describes hiring an outside company has volume and a price attached. Every term that describes the decision that comes before that hire has almost no volume and, in three of the last four rows, a cost per click of zero. No advertiser is bidding on the comparison. They are all bidding on the transaction that follows it.

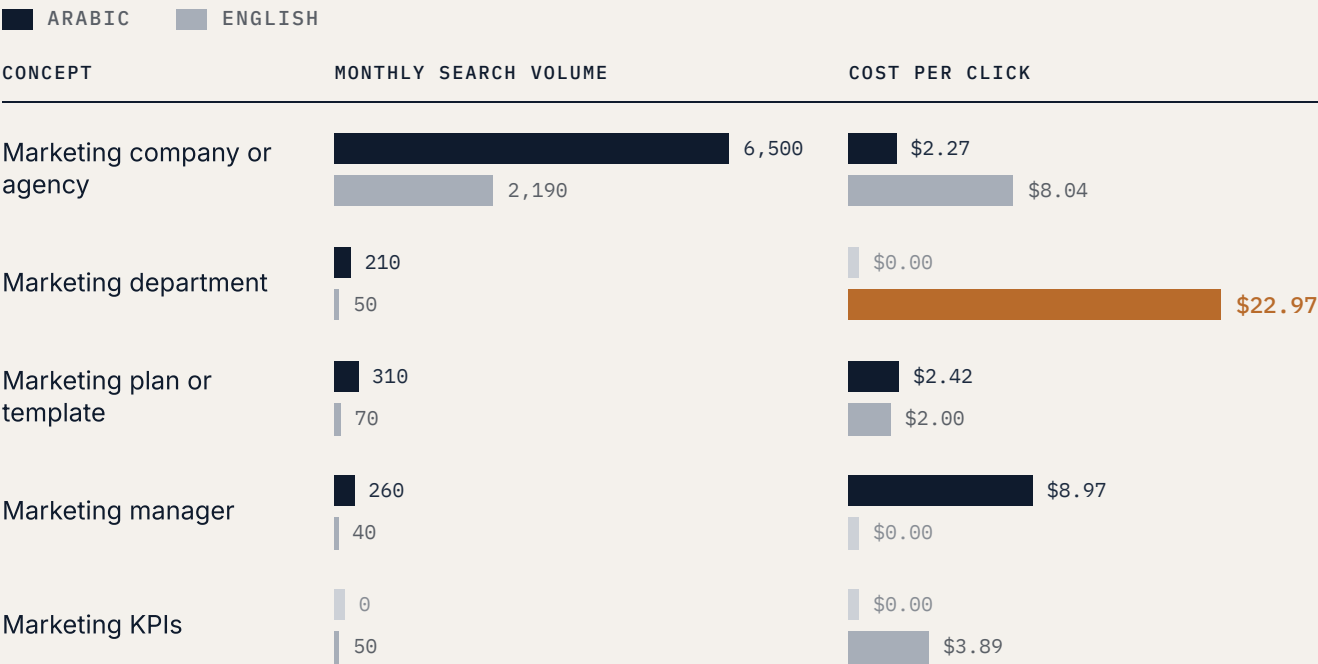
One row is worth stopping on. The bare phrase “marketing department” in Saudi English gets 50 searches a month, and advertisers pay 22.97 dollars a click for them. That is nearly three times the price of a click on “marketing agency riyadh”, which carries 14 times the volume. Somebody has worked out that the fifty people typing those two words are worth far more than the seven hundred looking for a vendor.

English in Saudi is a directory, not a conversation.

SOURCES • UBERSUGGEST, SAUDI ARABIA, ENGLISH, JULY 2026

The two languages of this market do different jobs

Put the same idea side by side in both languages and the pattern holds across the set.



Arabic wins volume on every concept row, by about 3 to 1 on the agency terms and 4 to 1 on the department itself. English wins price on the rows where a company, rather than a student or a curious employee, is doing the typing. That is not a coincidence about language. It is a fact about who types in which language. Arabic search here includes everyone. English search here filters down to corporate buyers, consultants and expatriate managers, and advertisers price it accordingly.

Arabic is where the market is. English is where the budget is.

This has a direct consequence for anyone choosing which language to publish in first. If you want reach, publish Arabic. If you want the twelve people at a Riyadh holding company who are about to sign something, publish English and accept the tiny numbers.

Two languages, two different customers.

SOURCES • UBERSUGGEST, SAUDI ARABIA, ARABIC AND ENGLISH, JULY 2026. BARS ARE SCALED WITHIN EACH COLUMN.

These phrases return nothing at all

Not low. Nothing. Every phrase below returned a search volume of zero for Saudi Arabia, with an empty monthly history behind it.

ZERO VOLUME IN SAUDI ARABIA, JULY 2026

ARABIC	ENGLISH TRANSLATION
بناء قسم التسويق	building a marketing department
هيكل قسم التسويق	marketing department structure
الهيكل التنظيمي لقسم التسويق	marketing department organisational structure
مؤشرات الأداء التسويقية	marketing performance indicators
kpi التسويق	marketing KPI
قياس عائد التسويق	measuring marketing return
توظيف مدير تسويق	hiring a marketing manager

And the English side of the same list, also zero in Saudi Arabia: first marketing hire, marketing agency vs in-house team, when to hire a marketing agency, marketing maturity assessment, marketing audit, marketing metrics for CEOs, marketing consultant saudi arabia.

Read that second list again. Marketing audit, zero. Marketing maturity assessment, zero. Marketing consultant Saudi Arabia, zero. Those are three of the most commonly sold consulting services in this market, and not one of them is a phrase anyone types. The services sell. The words do not travel.

A service can sell well and still have no search vocabulary. Nobody searched for a smartphone in 2006 either.

Zero volume measures language, not appetite.

SOURCES • UBERSUGGEST, SAUDI ARABIA, ARABIC AND ENGLISH, JULY 2026

One thousand against zero, and the only difference is one word

Here is the cleanest evidence in the whole study that these zeros are about vocabulary rather than interest.

1,000

مؤشرات الأداء

Monthly Saudi searches for KPIs.

0

مؤشرات الأداء التسويقية

Monthly Saudi searches for marketing KPIs.

Same country. Same month. Same tool. The second phrase is the first phrase with the word “marketing” attached, and attaching it takes the number from 1,000 to nothing.

The concept of measuring performance is fully established in Saudi business. A thousand people a month go looking for it. The idea that marketing is one of the things you measure has not attached itself to that concept yet. It has no phrase, so it produces no search, so it looks like it does not exist.

Anyone who has sat in a Saudi quarterly review already knows this without the data. Finance has numbers. Operations has numbers. Sales has a target on a wall. Marketing has a deck of screenshots and a sentence about brand awareness. The search data is just that meeting, written down at national scale.

They measure everything. They have not been taught that marketing is one of the things.

The gap is not interest. It is a missing noun.

SOURCES • UBERSUGGEST, SAUDI ARABIA, ARABIC, JULY 2026, BOTH FIGURES VERIFIED ON TWO SEPARATE PULLS

The world does not search for this either. It searches for a person.

The Saudi numbers look small. Is the topic bigger somewhere else? It is, but not in the way you would guess.

UNITED STATES, ENGLISH, JULY 2026

KEYWORD	VOLUME	DIFFICULTY	COST / CLICK
marketing plan template	4,400	49	\$9.36
fractional cmo	3,600	41	\$22.71
fractional chief marketing officer	2,900	19	not returned
marketing kpis	1,600	45	\$6.73
marketing department structure	210	16	\$7.10
marketing team structure	170	14	\$5.59
in-house marketing vs agency	170	6	\$0.00
marketing org chart	140	27	\$11.70
marketing budget percentage of revenue	70	54	\$8.92
marketing maturity model	70	17	\$15.53
how to build a marketing department	10	31	\$0.00
first marketing hire	10	14	\$0.00
building a marketing team from scratch	10	9	\$0.00
when to hire a marketing agency	10	5	\$0.00

Four keywords carry 12,500 of the 13,370 monthly searches in that table. The ten that describe the actual work of building a department carry 870 between them, less than a quarter of what fractional cmo carries on its own. And the phrase “how to build a marketing department” gets 10 searches a month in the largest English speaking market on earth, at a cost per click of zero.

What the world does search for is the person. The fractional CMO cluster runs to 6,500 searches a month, and the buying terms inside it carry the highest prices in this entire study: 40.17 dollars a click for “hire fractional cmo”, 33.69 for “hire a fractional cmo”.

Markets search for someone to hire, not something to build.

SOURCES • UBERSUGGEST, UNITED STATES, ENGLISH, JULY 2026

The Arabic results are held by universities, job boards and PDF uploads

Assumption going in: the big Arabic content mills own these pages. Mawdoo3, Edarabia, Mostaq, Harmash, Annajah. The live results say otherwise.

1

Times mawdoo3.com appeared across five Arabic search pages. Position 16, one estimated visit.

0

Times edarabia, hubspot-ar, mostaq, harmash or annajah appeared.

13

Of 21 organic results for قسم التسويق that are Saudi university domains ending .edu.sa.

The winners are stranger than the assumption. Marketing department searches return university course pages. Marketing manager searches return job description templates. Marketing plan searches return Scribd uploads and LinkedIn posts.

The weakest page in the set is الهيكل التنظيمي لقسم التسويق, marketing department organisational structure. Every result on it returned zero estimated clicks. The top three results have domain authority of 10, 10 and 54. A site with an authority score of 4 ranks on page two. Four of the results are not web pages at all: a Syrian PDF, an Algerian academic journal, an Iraqi Word document and a Scribd upload.

Two small sites are beating large ones on real traffic. technatech.com, authority 15, takes 14 estimated visits at position 4 on خطة تسويقية, ahead of Canva at authority 93. ezdig.me, authority 18, takes 14 visits at position 3 on مهام مدير التسويق, ahead of mawdoo3 at authority 54.

Nobody is defending these pages. They were never attacked.

A site you have never heard of beats Gartner, Indeed and Pinterest

Same exercise in English. The result is the same shape and slightly more absurd.

SEARCH PAGE FOR "MARKETING DEPARTMENT STRUCTURE",
SAUDI LOCATION

RANK	DOMAIN	DOMAIN AUTHORITY	ESTIMATED VISITS
1	theorgchart.com	33	7
LOWER	gartner.com	91	fewer
LOWER	indeed.com	91	fewer
LOWER	pinterest.com	94	fewer
15 AND 22	hubspot.com	93	fewer

theorgchart.com is a small site with an authority score of 33 and it sits above Gartner, Indeed and Pinterest. One of its top pages earns 3,459 monthly visits with zero backlinks and zero referring domains. Six of its eight best pages have one backlink or none. Meanwhile a Scribd copy of HubSpot's own article outranks HubSpot.

Two more findings from these pages. On the Saudi English search for "marketing department structure" there is not a single Saudi or Gulf result at any position, despite the Saudi location setting. And on "marketing consultant saudi arabia", every result returned zero estimated clicks, and five of them are job boards. The only human being on that page is one LinkedIn profile ranking on LinkedIn's authority, not their own.

An entire commercial keyword in this country, and the search page is job listings and a directory.

These pages are not competitive. They are vacant.

SOURCES • UBERSUGGEST SERP ANALYSIS AND DOMAIN DATA, SAUDI ARABIA, ENGLISH, JULY 2026

Chasing the 3,600 gets you traffic that cannot buy from you

شركة تسويق carries 3,600 searches a month at a difficulty of 15. That is the most attractive looking number in this entire study, and it is a trap for anyone selling anything other than agency services.

The intent tag on it reads Commercial, and the search results confirm it: agency homepages, directories, Clutch listings. The person typing it has already decided what they are buying. They are not asking whether to build a department. They are comparing vendors, and they want a price and a portfolio.

You can rank for that phrase. Difficulty 15 is genuinely low, and on the related Saudi English term the winner is digitect.com at authority 27, taking 73 estimated visits, more than the rest of the page combined. What you cannot do is convert that visitor into a person who buys a book about internal capability, because you have interrupted a purchase already in progress with a suggestion that they do something harder instead.

COMPOSITE CASE

A consultancy ranks a strong page for “marketing company saudi arabia”. Traffic rises 400% in five months. Sales calls rise too. Every call opens with the same question, how much per month and what do we get. Twelve calls, zero closes, because the caller was shopping for a supplier and reached a teacher.

Illustrative. Details changed, drawn from patterns across GCC consulting engagements rather than one client.

High volume, wrong verb. They typed hire.

SOURCES • UBERSUGGEST, SAUDI ARABIA, JULY 2026

Chasing your own title gets you a page nobody asks for

The opposite mistake, and the one that catches people with a strong point of view. You have a framework. You have a name for it. You target the name.

10

Monthly United States searches for “how to build a marketing department”, cost per click \$0.00.

0

Monthly Saudi searches for بناء قسم التسويق.

17

Total estimated monthly visits across the entire United States search page for that phrase, every result combined.

That last number deserves a second look. The whole first page of Google for “how to build a marketing department” moves about 17 visits a month across every site on it. HubSpot ranks tenth and earns one. You could win that page outright tomorrow and the prize would be a handful of visitors.

Worse, the content index behind it is thin enough to be visibly abandoned. Only ten pages exist in the tool's content database for “marketing department structure”, and their combined social shares total zero. Four of the ten are PDF spam sitting on hijacked subdomains, including a Brazilian municipal government domain and a seminary, all serving the same file.

When spam is your main competition, the prize is usually not worth the fight.

Owning a word nobody types is just owning a word.

SOURCES • UBERSUGGEST KEYWORD, SERP AND CONTENT DATA, UNITED STATES AND SAUDI ARABIA, JULY 2026

The machine answers exactly the words this category is made of

There is a newer problem sitting on top of both failures, and it hits low volume informational keywords hardest. Which is to say, it hits this entire category.

82%

Of desktop AI Overviews appear on keywords with under 1,000 monthly searches.

SEMRUSH, 2024, 200,000 US KEYWORDS

8%

Of visits with an AI summary resulted in a click to any website, against 15% without.

PEW RESEARCH CENTER, JULY 2025

34.5%

Lower click rate at position 1 when an AI Overview is present, across 300,000 informational keywords.

AHREFS, 2025

71%

Growth in AI Overviews on commercial intent queries, November 2025 to April 2026.

SEMRUSH

Look at the first number against the tables on pages 8, 9 and 13. Almost every keyword in this study sits under 1,000 monthly searches. The words that describe building a marketing department are precisely the words a machine now answers before anyone reaches a website.

Google launched AI Mode in Arabic in October 2025, so this is not a purely English problem for much longer. One caveat worth stating plainly: every click study quoted above measured United States behaviour. None of them measured Saudi Arabia or Arabic results. Google holds 95.81% of Saudi search, which makes the extrapolation reasonable, and reasonable is not the same as measured.

Small informational keywords now pay in citations, not clicks.

SOURCES • SEMRUSH 2024 AND 2026 • PEW RESEARCH CENTER JULY 2025 • AHREFS 2025 • GOOGLE OCTOBER 2025 • STATCOUNTER JUNE 2026

Zero volume is not zero demand. It is zero *vocabulary*.

Three facts from the previous eleven pages, placed next to each other.

- 01 Saudi companies search for KPIs 1,000 times a month, and for marketing KPIs zero times.
- 02 Saudi companies search for a marketing company to hire 6,500 times a month, and for how to build a marketing department zero times.
- 03 Saudi digital ad spend is forecast at 4.68 billion dollars in 2026, up 16.8% on last year.

A market cannot spend 4.68 billion dollars on something it has no interest in. The money moves. The searches for the underlying decision do not exist. Both are true, and the only explanation that survives both is that the market is acting without a shared language for what it is doing.

This changes what a keyword list is for. A keyword with volume is a demand you can capture. A keyword with zero volume and a real underlying problem is a demand you have to name before you can capture it. The first is a channel decision. The second is a positioning decision, and it takes years rather than quarters.

You cannot rank for a phrase your market has not learned to say. You can teach it the phrase.

THEY CALL IT TRAFFIC. IT IS VOCABULARY.

Capture the words that exist. Build the words that should.

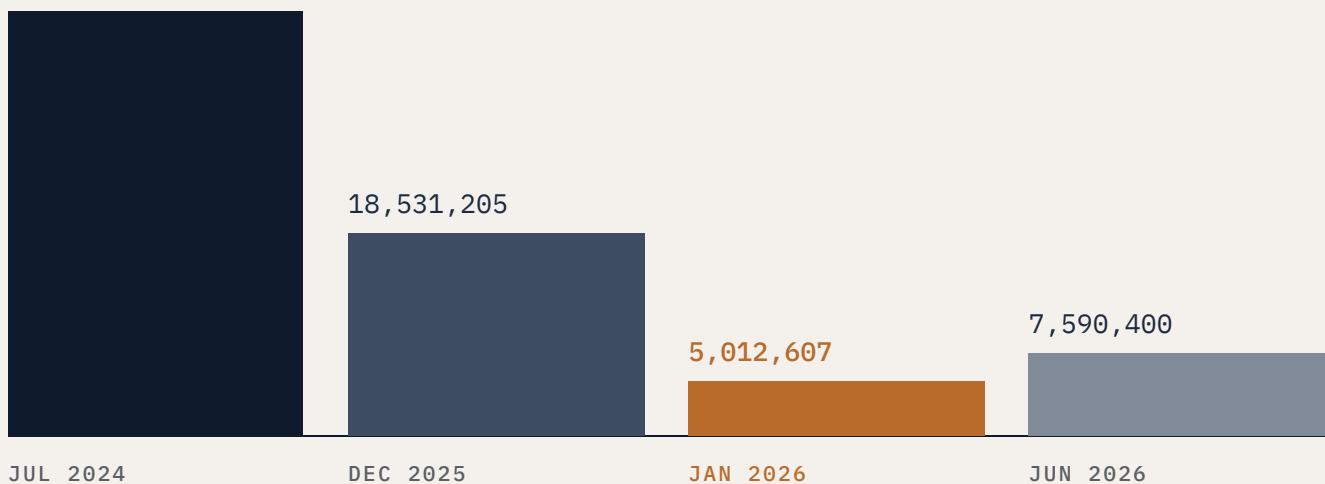
SOURCES • UBERSUGGEST, SAUDI ARABIA, JULY 2026 • RESEARCH AND MARKETS 2026

The Arabic content site everyone assumes owns this space lost 82% of its traffic

There is a specific reason this is a better moment to publish Arabic business content than any of the last ten years.

MAWD003.COM ESTIMATED MONTHLY ORGANIC TRAFFIC

42,795,752



That is a fall of roughly 82% in two years, with a cliff between December 2025 and January 2026. Mawdoo3 still holds 1.46 million ranking keywords and an authority score of 54, and its top ten pages are now prayers, jokes and riddles. Whatever it was, it is no longer the Arabic business answer engine.

Nothing has replaced it. On the five Arabic pages examined in this study, the space it vacated was filled by university course listings, job description templates, Scribd uploads and forum threads. Not by a competitor. By whatever was nearby.

The incumbent left. The vacancy is still posted.

The Arabic business web is unusually empty right now.

SOURCES • UBERSUGGEST DOMAIN AND SERP DATA, JULY 2026

Four entry points, ranked by how soon they pay

Given all of the above, there are exactly four ways into this market through search. They are not equally good and they do not pay on the same schedule, which is the point of ranking them.

DOOR	WHAT IT CAPTURES	MONTHLY VOLUME	PAYS IN
ONE The hire	People shopping for an agency	6,500 Arabic 2,190 English	WEEKS
TWO The document	People who want a template	310 Arabic 210 English GCC	MONTHS
THREE The title	People about to hire a marketing manager	310 Arabic 250 English GCC	MONTHS
FOUR The vocabulary	People who have no phrase yet	260 Arabic everything below it zero	YEARS

Every figure in this table is the sum of named keywords from the tables on pages 8 and 9, plus the United Arab Emirates figures given on page 23. Door one Arabic is شركة تسويق plus وكالة تسويق. Door one English is the six agency-finding terms. Door two Arabic is نموذج خطة تسويقية plus خطة تسويقية; its English figure is marketing plan template in Saudi plus the Emirates. Door three Arabic is مدير تسويق plus مهام مدير التسويق plus وصف وظيفي مدير تسويق. Door four Arabic is مهام قسم التسويق plus قسم التسويق.

Most brands pick door one, get the traffic, fail to convert it, and quit. A few pick door four, write brilliant essays about a phrase nobody types, and quit for the opposite reason. The two that actually work are doors two and three, and almost nobody in this market is standing at either.

Enter through two and three. Fund four with one.

SOURCES • UBERSUGGEST, SAUDI ARABIA AND UNITED ARAB EMIRATES, JULY 2026

The hire door pays fast and converts badly. The document door does the opposite.

DOOR ONE • THE HIRE

شركة تسويق at 3,600, وكالة تسويق at 2,900, marketing agency riyadh at 720 with a cost per click of 8.04 dollars. Difficulty scores of 15, 13 and 28. These are winnable and they are the wrong audience for anything except agency services.

There is one honest use for this door if you are not an agency. Write the comparison page that this market has never written: what a Riyadh agency actually costs against what a two person internal team actually costs, in riyals, with the Saudization rules included. You will capture people at the exact moment they are about to spend, and you will be the only page on the internet that gives them a second option. Accept that most of them will still hire the agency. Some will remember who told them the truth.

DOOR TWO • THE DOCUMENT

خطة تسويقية at 260 with a Commercial intent tag and a cost per click of 2.42 dollars, نموذج خطة تسويقية at 50 with difficulty 8, marketing plan template at 70 in Saudi and 140 in the Emirates, tagged Commercial in both markets. This is the smallest cluster with the clearest buying signal in the entire Arabic set.

Someone downloading a marketing plan template has admitted, in private, that they do not have one.

Door one buys attention. Door two buys a confession.

SOURCES • UBERSUGGEST, SAUDI ARABIA AND UNITED ARAB EMIRATES, JULY 2026

The title door is the one the money is already pointing at

DOOR THREE • THE TITLE

وصف searches, 8.97 dollars a click, Commercial intent, difficulty 13. مدير تسويق, 260 searches. 40. وظائف مدير تسويق, 10 searches. marketing manager job description, 40 in Saudi and 210 in the Emirates at 2.23 dollars a click.

Small numbers, and the highest advertiser prices in the Arabic set. Somebody is paying nine dollars a click to reach a person thinking about a marketing manager. That person is either about to write a job description or about to sign an offer letter, which makes them the single most valuable reader in this entire keyword map for anyone selling a system for building a department. They have already decided to build rather than rent. They just do not know what to hire for yet.

WHY THIS DOOR WIDENS IN 2026

From 19 January 2026, a 60% Saudization rate applies to marketing roles including marketing managers, advertising and PR specialists, graphic designers and photographers, for any organisation with three or more people in the function, with a minimum salary of 5,500 riyals a month for a Saudi national to count toward it. Every company crossing that third marketing hire now has a compliance question attached to an org chart question.

Figures from published legal summaries of the ministry's decision rather than the decree text; confirm the current wording with MHRSD before you act on it.

DOOR FOUR • THE VOCABULARY

قسم التسويق at 210 with a cost per click of zero, and everything below it at zero. Nobody will pay you for this door for a long time. It is where the category name gets decided, and category names get decided by whoever writes the definition that other people start quoting.

Sell to door three. Write for door four.

SOURCES • UBERSUGGEST, SAUDI ARABIA AND UNITED ARAB EMIRATES, JULY 2026 • MHRSD SAUDIZATION DECISION EFFECTIVE 19 JANUARY 2026

What to publish, in what order, and what to measure at each stage

Sequence matters more than the list. This order assumes a site starting from zero authority, which is where the case study site in this report starts.

MONTHS	PUBLISH	LANGUAGE	SUCCESS LOOKS LIKE
1 – 3	The marketing manager cluster: job description, real salary bands, what the role should own, the Saudization rule	Arabic first, English second	Ranking top 10 for مدير تسويق variants, first inbound enquiries
4 – 6	The document cluster: marketing plan template, budget template, the one page dashboard	Arabic first	Downloads with an email attached, above 50 a month
7 – 9	The comparison: agency cost against internal cost, in riyals, both sides argued	Arabic and English together	Sales conversations that open with your numbers
10 – 12	The vocabulary: define the department, the maturity stages, the measurement set, and name them	Arabic first, English mirror	Other people using your phrases without crediting you

Notice what is not in the table. No blog about digital marketing trends. No listicle. Nothing targeting شركة تسويق, because it is somebody else's customer at somebody else's moment.

Twelve months to a vocabulary. Three to a lead.

Four situations, four different answers

01 • THE OPERATOR

You run a company of 50 to 200 people with one marketing person and a monthly agency retainer.

Read door three first. You are the door three buyer.

FIRST MOVES

Write the job description before the job ad. Put a number on what the agency delivers per riyal. Decide which of the two you are keeping in twelve months.

02 • THE AGENCY

You are a marketing agency in Riyadh or Jeddah.

Door one is yours. Take it before someone reads this.

FIRST MOVES

Own شركة تسويق and marketing agency riyadh in both languages. Publish real prices. The pages that beat you today have authority scores in the twenties.

03 • THE CONSULTANT

You sell consulting, training or a methodology to Saudi companies.

Your service has no search vocabulary. Build one.

FIRST MOVES

Stop targeting the name of your offer. Target the symptom that precedes it. Publish the definition you want the market to use, then use it consistently for two years.

04 • THE MARKETING MANAGER

You are a Saudi marketing manager trying to justify a budget upward.

The measurement vocabulary does not exist. That is your opening.

FIRST MOVES

Bring clarity metrics rather than vanity metrics to the next review. Name the three numbers your department will own. Publish nothing until those three numbers move.

Same map, four different doors.

The method transfers. Run it on your own category.

This report studied one narrow category, and the method underneath it is not narrow at all. Four steps, in this order.

-
- 01 Pull your category in Arabic and English separately, in your actual country. Do not accept a global English number as a local answer. In this study Arabic outran English on every concept, by about 3 to 1 on the agency terms and 4 to 1 on the department itself, while the price ran the other way.
 - 02 Sort by cost per click before you sort by volume. The money column tells you what a click is worth to someone who has already tested it.
 - 03 Open the actual search pages. In this study the assumed incumbents appeared once across five Arabic pages, and a site with authority 33 outranked Gartner, Indeed and Pinterest.
-
- 04 List your zeros, then ask of each one: is this dead, or is it unnamed? A dead zero means nobody cares. An unnamed zero means everybody cares and nobody has a phrase for it. Those are two opposite findings that look identical in a spreadsheet.

The fourth step is the one that separates a keyword list from a strategy. Every category has a set of unnamed zeros. The brand that names them correctly does not compete for that keyword later. It owns it, because it wrote it.

Four steps. The fourth one is the whole report.

Six numbers, one afternoon, no tools you do not already have

Before you commission anything, pull these six numbers for your own domain and your own category. The case study site in this report scored badly on four of them, which is why it is the case study.

- 01 Your domain authority and referring domain count. The site studied here scores 1 and 0.
- 02 The number of keywords you currently rank for in your own country, in your own language. The site studied here returned no data on nine separate queries across three markets.
- 03 Your category's top three keywords by volume, in Arabic, with intent tags. If the intent reads Commercial and your product is educational, you have a mismatch.
- 04 The same three by cost per click. If your highest priced keyword has your lowest volume, that is your door three.
- 05 Your zeros. Write down every phrase that describes what you actually do and returns nothing.
- 06 Your mobile largest contentful paint. The site studied here is at 2.7 seconds on mobile with one flagged issue, redirects costing 630 milliseconds.

THE ASSESSMENT

The assessment at buildingyourmarketingdepartment.com runs the same logic on your marketing function rather than your website. It takes about fifteen minutes and returns a maturity stage and the three things to fix first. If you would rather have the argument in person, the contact details are on the last page.

Six numbers beat six months of opinion.

SOURCES • UBERSUGGEST DOMAIN, BACKLINK AND PAGESPEED DATA
FOR BUILDINGYOURMARKETINGDEPARTMENT.COM, JULY 2026

How this was built, and where it is weakest

Method. All keyword figures in this report were pulled from Ubersuggest on 26 July 2026 through a single endpoint, the keyword overview, for Saudi Arabia in Arabic and English, the United Arab Emirates in English, and the United States in English as a ceiling. Search page data came from live analysis of thirteen keywords, eight Saudi and five American. Mixing endpoints produces different answers for the same keyword, so this report does not mix them.

FIVE LIMITS, STATED PLAINLY

- 01 Keyword volumes are estimates, and they overstate. An Ahrefs study of 72,635 keywords against real Search Console data found 91.45% of Google Keyword Planner volumes were overestimates, and that its "roughly accurate" band meant within 50% either way. That study only covered keywords in the 1,000 to 10,000 range, which is above almost everything in this report. The numbers here are directional. Treat them as ratios between keywords, not as counts of people.
- 02 The same tool gives different answers hours apart. Four keywords in this study were pulled twice on 26 July 2026 during the research. "Marketing agency riyadh" returned 590 then 720, at 4.95 then 8.04 dollars a click. "Marketing agency saudi arabia" returned 170 then 210, at 2.85 then 6.35 dollars. "Branding agency riyadh" returned 90 then 110, at 21.43 then 31.90 dollars. "Advertising in saudi arabia" moved the other way, 90 down to 70, while its cost per click went from 16.90 to 29.72. This report uses the later pull throughout, and prints this list so you can see the size of the wobble rather than take a single figure on faith.
- 03 The keyword suggestion index is not current. Suggestion data carries a timestamp of 21 January 2026, roughly six months before publication, which is why this report relies on directly queried keywords rather than the tool's own suggestions. Live search page data was pulled in July 2026 and is current.
- 04 Every click and AI Overview study cited on page 18 measured United States behaviour. None measured Saudi Arabia or Arabic search results. Google holds 95.81% of Saudi search, which makes the extrapolation defensible, and it remains an extrapolation.
- 05 There is no credible public measurement of the Arabic against English query split in Saudi Arabia. Every article claiming one traces back to an SEO blog rather than a primary source. The language comparison on page 10 compares tool volumes, which is a different and weaker claim.

Directional numbers, printed with their error bars. The full source list follows.

Every source, named with its date and its sample

SEARCH DATA	Ubersuggest keyword overview, SERP, domain, backlink and PageSpeed endpoints, Saudi Arabia, United Arab Emirates and United States, pulled 26 July 2026.
SAUDI STATISTICS	GASTAT ICT Access and Usage by Individuals 2025 · GASTAT GDP Q2 2025 · Statcounter Saudi Arabia June 2026 · DataReportal Digital 2026 Saudi Arabia.
MARKET CONTEXT	Research and Markets, Saudi Arabia digital advertising forecast, February 2026 · MHRSD Saudization decision for marketing occupations, effective 19 January 2026 · GulfTalent salary data, July 2026, sample of 20, treated as indicative only.
SEARCH BEHAVIOUR	Pew Research Center, AI summaries and clicks, July 2025, 900 US adults and 68,879 searches · Ahrefs AI Overview click study, 2025, 300,000 keywords · Semrush AI Overview keyword distribution, 2026 · SparkToro and Similarweb zero click data, 2026, US only and excluding the Google mobile app · Ahrefs Search Console against Keyword Planner study, 72,635 keywords.
BUYER BEHAVIOUR	6sense B2B Buyer Experience Report 2025, approximately 4,000 respondents, published as vendor research.
LANGUAGE DATA	W3Techs content language survey, 26 July 2026.

TWO STATISTICS CHECKED AND DROPPED

The claim that Arabic makes up around 3% of online content has no findable primary source; W3Techs measures Arabic as the content language of 0.6% of websites, which is a different claim. The claim that buyers complete 57% of the journey before contacting a vendor traces to a 2011 study that cannot be located in its own publisher's database, and 6sense's 2025 figure of 61% is down from 69% the year before, which reverses the usual narrative.

A source you cannot find is not a source.

Who wrote this, and what to do with it

Redha Alayesh has built 3 marketing departments and worked with more than 40. BMD, Building Marketing Department, is his consulting practice and the book of the same name. Clients and collaborations have included Alyaseen Agri, Ithra, IBM and the Saudi Esports Federation.

The website analysed throughout this report is his own, and it currently ranks for nothing in any market. That is the point of using it.

buildingyourmarketingdepartment.com

THE ASSESSMENT • THE BOOK • THE COMMUNITY

One last thing, in the interest of the honest margin. I might be wrong about how fast the vocabulary shifts. A category name can take five years or it can take one bad quarter that gives everyone the same word at the same time. I am not wrong about the direction: a market that searches 6,500 times a month for someone to hire and zero times for how to build has told you exactly which conversation it is not having yet.

Stop reading what they type.
Decide what they can type.