THE SIMINN CASE FOR INTERNAL BRANDING

Background
Siminn, colloquially known as Iceland Telecom, is a 97 year-old company offering a full range of data communications services to consumer and business markets, including fixed (land) lines, mobile phone equipment sales and service, data services, and cable. As has been true of initiating providers in this category the world over, Siminn enjoyed a monopolistic position in the Iceland market until market liberalization began in 1998. With Siminn now a limited company (99% of Siminn shares are owned by the Icelandic Government), privatization was seen as a likely next step in company evolution.

Siminn enjoys a market leadership position in all its product and service domains (See Exhibit 1), though competition is intensifying. The recent arrival of Vodafone looms as particularly threatening. With an acquisition of two local companies, Vodafone has already captured 35% of the mobile market; gestures toward infringement into other Siminn markets have also been made. Vodafone is also granted significant brand image advantages over Siminn, a company that is straddled with perceptions of being a slow-to-move provider with poor customer service. Describing the Siminn brand in internal research, customers had this to say:

Many people are not satisfied with the service that Siminn provides. I guess it is because they are a government company. I have not experienced bad service myself, but the word of mouth is that they provide bad service.

Siminn has a multiple personality. If something breaks or goes wrong, you get one person from Siminn who unplugs your connection, another that fixes the connection box at your house, and the third checks the connection at Siminn.

I was once staying at my father-in-law’s house, and they were working on a phone box in the street. It took them three weeks. They came in the morning and opened everything and went away. They came back a week later and fixed it. They were four: two of them checking and two of them working a half day. And then they went away without finishing their job. The neighbor’s phone was not working: they cut the wrong line or something.

Often Siminn isn’t helpful, even rude…. It’s the most complained about company in Iceland.

There are no follow-ups: just bills.

Despite the intensifying competitive turf, and their significant customer service challenges, there existed great opportunity for Siminn to capture value in the data and communications world. Siminn was, after all
the best-known and most trusted company in Iceland. In research conducted in June 2002 (corporate) and May 2003 (consumer), 91% of consumers describe Siminn as trustworthy and dependable; 85% of those in the “quite demanding” corporate market describe Siminn as ‘dependable in delivering service to its customers.” Moreover, most national product and service providers exhibited a classic “commodities” profile in Y&R AssetValuatorTM terms. Differentiation was clearly lacking, and esteem disadvantages loomed large. (See Exhibit 2).

Time for a Change

In 2002, a new President and CEO took the helm at Siminn, Brynjólfur Bjarnason, who brought with him a new structure for the organization and new appointments to the firm’s management board. Included in his talent pool was Katrin Olga, who arrived as Vice President of Marketing, taking charge of the company’s biggest and most influential sector. The challenge for Siminn, the new management team, and therefore for Katrin Olga herself, was to evolve the brand from its monopolistic center of gravity to something more consumer-centric: from a company known only as the biggest telecom company in Iceland to the customer’s first choice; from products to the solutions, value, and results; from transactions to relationships; from technology-orientation to market-orientation; from a state-owned and run business concern to an attractive investment option; from a defensive strategic responder to a dynamic and innovative player in the market. The situation was complicated by a lack of common vision, mission and core company values within the firm, and a workforce that found itself divided squarely between the new and old “guards.” Interviews with the company’s management explained the culture divide this way:

There are two types of people here: older, technical people, conservative, but with experience. And new dynamic young people who want to make a difference. If we can make a balance, it can be very powerful.

There is a Siminn heart, but it needs to be united. ONE company, not five.

There are a lot of kings in the company!

The task was truly daunting: the team had to redefine Siminn’s core business, and essentially turn the company around. Tough as the challenge was, the potential payoff was great. With Iceland’s telecom market so thoroughly penetrated, and, with other telecoms large and small reaching the same saturation and penetration levels as Iceland, Siminn’s actions had the potential to serve as a model for the telecommunications company of the future – an enticing status indeed.

The Starting Point

The starting point to meet Siminn’s challenges was a major six-month brand positioning project initiated in May, 2003 by Young & Rubicam Business Consultants in Geneva. Spearheading the project was Y&R veteran Sue Mizera, the actual creator and developer of the strategic planning tools that would be used. The questions were basic ones: What was Siminn’s differentiation, its most valuable positioning platform? What business was Siminn in? What specific direction should Siminn take to become a real player on the worldwide telecoms stage?
Y&R’s Brand OctagonTM model would be used to frame the positioning task. The OctagonTM process deconstructed the brand positioning decision into nine core components. These included (1) Vision: the company you seek to become; (2) Mission: a distillation of the purpose of the company, an answer to the question of why employees come to work everyday; (3) Core Values: The business ethics that guide behaviors internal to the firm, and their overt expressions to external audiences; (4) Total Offering: The tangible aspect of the brand, what the company does, and what it offers in the marketplace; (5) Brand Promise: the ultimate guarantee the company promises to the marketplace, including reasons as to why the marketplace should believe them; (6) Brand Name, and (7) Brand Personality: the human-like characteristics of the brand that help make it distinct and special. Finally, a (8) Target Recommendation combined with the above insights into brand differentiation to create the overarching (9) Brand Positioning: the all-inclusive, unifying strategic answer at the heart of everything, the specification of what business are you in, and what you really stand for.

Data to inform the positioning decision would be collected in three phases: (1) one-on-one interviews with the core management team, (2) workshops among “rising stars” in Simmin senior and middle management, and (3) a total of thirty-six face-to-face interviews among consumer and business customers, both current and potential, as well as opinion leaders in the field.

Key Findings

Specific positioning recommendations per the brand OctagonTM Model were described in an internal company presentation as follows.

Vision. Siminn’s vision is to become known as “the guide to tomorrow’s boundary-less society.” “Guide” here is meant to suggest a proactive leader, someone you trust to follow into the unknown, someone with more knowledge than yourself, someone who empowers you. “Guide” implies that you not only know where the industry is heading, but that you are trusted to lead customers unerringly through the growing complications and choices that lay ahead. "Boundary-less” applies not only to geography, but to the opening up and evolution of society as a whole, the dismantling of social and economic barriers. “Boundary-less” recognizes explicitly that the impact we seek to have on people’s lives goes beyond the realm of communications into the societal. It is a place where we begin to include information and communications along with people’s most basic needs for food, water, shelter, and warmth.

Mission. Simply put, Siminn’s mission is to get closer to its customers – to be customer-focused and services-minded. This is the essence of everything; it is what the Siminn brand stands for, what customers are demanding, and what competitors will claim. It is something that can never slip. The Siminn mission involves educating customers, guiding them, and generally helping in every way to ensure they get the most of Siminn’s products and services. It is about providing an integration of products and services that can meet customer evolving needs.

Core Values. Five core values collectively define the business ethics that will help Siminn to achieve its goals and mission:

- **Trust:** Already strongly present in Siminn’s customers’ minds, trust implies reliability, quality, responsibility, and concern for customers’ needs.
• **Integrity:** An important part of Siminn’s heritage, integrity suggests an honest approach to business, a commitment to Iceland, and a deep respect for all.

• **Agility:** To stay ahead in the industry, Siminn will have to think sharp and be fast on their feet. Siminn must not only be responsive to customers’ needs as articulated; they must possess the ability to predict consumer and business needs and proactively address these as well.

• **Simplicity:** In an industry and life context that grows more complex every day, Siminn’s job is to make the lives of its customers clearer, simpler, easier, and more straightforward.

• **Passion:** Siminn has much to be proud of – expertise, know-how, commitment – yet the characteristic Siminn style has been to subdue enthusiasm along these lines. Siminn employees must embrace and express their passion for the jobs they do, and the people and country that they serve.

**Total Offering.** Siminn is a connection, interaction, and communications company that provides a broad range of high quality solutions to fit individual consumer and business needs and to help them live, execute, and enjoy their lives. Siminn is no longer just the “phone company,” nor is the business only about “connecting people” anymore.

**Brand Promise.** Compared to competition, only Siminn is able to provide a complete range of products and services. Siminn is not just a provider of mobile phones, or internet, or fixed lines. Rather, Siminn is a One-Stop Shop – a single source for products, expertise and technology. Customers look to Siminn for guidance and education about a deeper and fuller use of current and future technology. They expect Siminn, as the experts, to guide them as to the solutions that will best meet their needs. Customers trust Siminn’s counsel and support, and it is intangibles such as these that truly differentiate Siminn from competitors.

**Brand Personality.** Siminn is a trustworthy and reliable family man/woman around 35 years old, modern, quite fit and healthy, cheerful. He/she is very respected in the community, and looked upon as a role model. He/she is international, travels a lot to keep up with the world and its new innovations. He/she is trendy, exciting, and very pleasant to be with. He/she cares for the people around him/her. This description is opposed to the Siminn of the recent past, which is commonly described as “an old man who, should he be invited to a party, you wouldn’t want to be there.” The new Siminn personality, in contrast, is younger, more dynamic, and more passionate – for life, for learning, for growing. **Exhibit 3** shows brand personality boards developed in the Workshops, capturing the desire of the company to change and the potential to completely transform its image of the brand.

**Target Market.** Coincident with the research and work sessions dedicated to informing the brand differentiation recommendation was data collection and analysis dedicated to the parallel targeting decision. Mizera and Katrin Olga knew that a renewed respect for the discipline of market segmentation would be required within Siminn, which historically considered just two usage-defined customer groups in their plans -- consumer and business. Yet, a key consumer insight emerging from the data was the fact that people in the Icelandic market have all the technology they want. Therefore, to truly understand the consumer, it was important to know not simply which devices they owned, but why and how they used them – in short, to uncover the meanings that Siminn products and services add into people’s lives.
A psychographic segmentation of customers in terms of their attitudes, goals, motivations, mindset, and values was conducted toward this end. Customers were divided into seven psychographic profiles. Given their representation in Iceland and proportionality within Siminn’s customer base (see breakdown in Exhibit 4), and their levels of product saturation and potential, the decision was made to target five attitudinal groups in subsequent marketing and communications programs, tailoring messages and delivery for each. These comprised the thrill seeking/risk-taking Explorers (Exhibit 5A), Reformers (Exhibit 5B), Aspirers (Exhibit 5C), Succeeders (Exhibit 5D), and the wholesome, conventional, security-minded Establishment (Exhibit 5E).

**Brand Positioning.** With these insights in hand, the project team put forth its unifying positioning recommendation:

What business is Siminn in? What do they really stand for? They are not only selling products and services that connect people or enable them to communicate with each other, though these are certainly the core of Siminn’s business. Rather, Siminn is uniquely qualified to offer customers choices that deliver personal and professional fulfillment. How? By learning customer’s needs, and then helping to meet these needs through understanding and guidance, via the Siminn One-Stop Shop. In this way, Siminn is able to provide greater opportunities for accomplishment, happiness, satisfaction, self-realization and even fun. Siminn enables a whole new dimension in living, learning, relaxing and working at home, in the office, or anywhere.

The completed OctagonTM Model for Siminn is presented in Exhibit 6.

**At Issue**

It was clear that following on the OctagonTM process, new communications plans and marketing programs would be required to signal the repositioned Siminn brand to the various external audiences. A creative briefing initiating these activities was soon underway (See Exhibit 7).

But Katrin Olga and Mizera knew that the re-positioning task at hand qualified more as a company turn-around effort – something that would require much more than an external brand marketing campaign. Siminn needed something that would help employees of the company stand up for and live up to the new and demanding vision, mission, and values set forth for the company and the brand. Something capable of resolving the cultural divide existing between the old and new “guards” within the company, so that the new vision and core values could be lived, and the positioning resonante in the marketplace. Siminn needed an internal branding campaign.

“Internal branding” was a term coined in the 1990s to capture the intra-organizational strategies and tactics that would guarantee a corporate culture capable of supporting and reinforcing the essence of the brand. Broadly defined, internal brand programs had as their objectives the alignment, coordination, and unification of internal and external branding programs, marketing and business plans and strategies, and activities and decisions of front-line and non-consumer-facing employees. The benefits of internal branding were widely touted and included the efficiencies and effectiveness of message alignment, brand experience maximization, and development of a current and future workforce of motivated, energized, enlightened and empathic ambassadors of the brand.
Katrin Olga and Mizera knew that this would not be an easy task. Katrin Olga had had prior, very positive experience with internal branding in her former company, an experience that involved corporate cultural change across 30 international offices including everyone in the company from the Chairman to the office clerks. To expect such deep and far-ranging change to happen immediately, following on, for example, a letter from the CEO or new posters in the halls, was folly. Change would not be obtained with a single initiative, nor all at once by fiat, no matter how tempting it was to believe it could be. Too many examples of failure littered their experiences to even entertain this as reasonable. The academic and practitioner literature also highlighted the vast scope of the task, stressing the near religious experience of the transformation process at hand.1 But how was this “religious transformation” engineered, exactly? What were the design tenets guiding the task? Shared wisdom suggested the importance of consistency of some sort between internal and external messages, the criticality of buy-in and internal expressions of program support, and a general requirement for interdisciplinary partnership and leadership when executing the communication programs within the firm. On judgment, people in the company would first need to understand the nature of the changes and their rationales before they could begin to believe in the changes or, critically, to act on them. There would be training in which they would learn to live the culture of the brand. Structures would be put in place to enable actions in alignment with the vision and mission; metrics and incentives would guarantee continued performance toward this end. But what were the all-important executional details? Who should be involved as strategic and tactical partners, and how would they be involved? Who was to be trained, by whom, and in what? How did the internal and external promises align? And, at the end of the day, however that was signaled, how would results be measured, and success of the program gauged, monitored, and controlled? The experts were quiet on the details, all falling short on the how-to’s and tactics required in designing and executing an effective internal branding program. Barriers and unexpected challenges lay underspecified, and the critical lynchpins of success remained unknown. Katrin Olga and Mizera felt that the experts lacked an overarching framework within which the internal campaign could be expressed and designed. By their judgment, it all came down to a belief in the need for an internal branding initiative that would be (a) truly educational, (b) involving and inspiring enough to ensure that it would “take” and stir long-term employee commitments to change, and (c) suggestive of and strongly supported by brand-relevant measurements of success.

They had a year, and many mountains to move. They began with nothing but a promise that the project would birth initiatives they could not yet even define.

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1 See, for example, Jesper Kunde’s Corporate Religion, Integrated Branding by LePla and Parker, Building the Brand Driven Business, by Davis and Dunn, and various postings on BrandChannel.com.
Exhibit 1
Penetration Figures and Siminn Market Shares

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1 Source: Siminn Internal Market Research; projectable base 280,000 Icelanders.
Exhibit 2
Y&R Asset Valuator™ Profiles for National Data/Communications Brands

2 Y&R Asset Valuator™ Profile pillars are, reading from left to right, Differentiation, Relevance, Esteem, and Knowledge.
Exhibit 3
Siminn Brand Personality Boards
Exhibit 3 (cont’d)
Siminn Brand Personality Boards
Exhibit 3 (cont’d)
Siminn Brand Personality Boards
### Exhibit 4
Segmentation Results

#### International profiles including Iceland

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<th>Struggling</th>
<th>Establishment</th>
<th>Aspirer</th>
<th>Succeeder</th>
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Exhibit 5A
Siminn’s Explorer Target

**Values:**
- individuality, discovery & quest for identity
- risk taker, daring; dares to be different
- experiments with life, open to change
- intelligent, progressive, innovative; challenge me!
- looks for extreme, adrenaline experiences
- adventure, speed, danger
- often young but not necessarily
- doesn’t like responsibility/routine
- rule breaker, ridicules conventions & stereotypes
- enjoys company of friends
- confident & optimistic
- actively seeks the new, unconventional, unusual

**Technology Attitudes**
- Early adopters of the new technology
- Aggressive growth
- Willingness to discover new horizons
- Empowerment is the key
- Explorers adopt trends and technology first

**Perceptions of Siminn brand**
- Do not like us that much – don’t want to be like the rest. Likely to associate with smaller, “outsider” providers. Frelsi and Internet likliest common denominators
- Position already-accepted products closer to their lifestyles
- Entertainment and excitement – not only spiritually, but technically
- Frelsi, Internet
- Further position Frelsi within their environment and lifestyle, entertainment through Frelsi.
- Explorer is the least loyal to Siminn brand

"I played my first computer game at age 4. I play it all and do it all today. ADSL makes me happy. Cable would be better. It’s about speed. I was a tester for Eve. I despise it, we play Counter Strike and Medal of Honor. We are funding our own server, regular people like me. Computer games are very important for you, everybody needs something. I’m preparing to be a carpenter, I’m not a professional, but I have ideas. I program music"

Explorer

Pushing the ends of the envelope; new is best
Exhibit 5B
Siminn’s Reformer Target

Reformer

Authenticity, integrity, personal fulfilment and self-realization

“Telecommunications is important but it doesn’t rank that high with me. It’s important to get connected to people and to meet them. Technology also brings trouble, it isolates you and you don’t meet people and that’s bad. I consider myself ahead in technology. I do telebanking all the time. It is a big part of my life. I helped to test Eve, I liked it, I bought it. I’d like to see faster connections. The mobile phone is great, it’s your personal number, the fixed line number is for the house”

Perceptions of Siminn brand
• Like our technological innovations and social/environmental policies
• Offer stimulating innovations and alignment with socially important issues
• Functionality, enduring qualities and intellectually challenging – simply a tool
• The basic things they need to function in society. High Quality Service
• Reformer is the 4th most loyal to Siminn brand

Technology Attitudes
• Pursue excellence
• Technology is a powerful tool to achieve excellence
• They like cutting edge technology
• They can also be early adopters
• Self-fulfillment is the key
• Reformers adopt trends and technology second

Values:
• freedom & self-fulfillment
• social conscience
• personal growth: tell me more
• integrity, authentic, unpretentious
• strong personality: pushes limits
• disobeys laws & rules that are wrong
• decision making based on intrinsic values
• not impressed by status or respectability
• curious & inquiring - enjoys debates/complex ideas
• attraction to things foreign
• culturally & intellectually sophisticated
Exhibit 5C
Siminn’s Aspirer Target

Aspirer

Highly involved, technology drives status, they have all the latest greatest

"I wish I could connect my mobile to my laptop!"

"I use internet at home up to 10hrs a day, since I have ADSL I don’t think of the price"

"I think Vodafone is a new and exciting company, international and damn smart!"

"The damn Wap is often not updated!"

"I am a valuable customer for Siminn, I wish Siminn would see that!"

Technology Attitudes

- They want new technology because it’s edgy
- They are somewhat tech savvy
- Image is the key
- Aspirers adopt trends and technology third

Values:

- status, prestige, rank & personal image are key
- highly social, charismatic & popular
- the latest word in style, trends, entertainment, fashion
- accomplished and influential, excellent social skills
- success is being able to acquire and provide
- needs for recognition, attention and admiration
- comfort, luxury, elegance and self-indulgence (but not selfish)
- cares about what others think
- vibrant & alive: bright lights, big cities
- highly imaginative, creative: big ideas

Perceptions of Siminn brand

- Do not associate specifically with us. Find us out-dated, slow-moving and un-hip
- Change of image to hip, exciting.
- We want changes with Siminn and unique contact base— speak “our language”
- GSM, not necessarily fixed line, ADSL/SHDSL. Be informed of the latest, acquireable technology trends – no later than yesterday
- Aspirer is the 3rd most loyal to Siminn brand
Exhibit 5D
Siminn’s Succeeder Target

Succeeder

Technology is highly integrated into their lives, it is important for information, connection and control

"The communication technology is part of living, you don’t use internet or watch TV or read newspapers just to do it, you do it to get information about something that concerns your life”

"I don’t have a fast connection at home yet because I have such a good one at work, but when my children start school they will have one at home”

"Knowledge comes easier, it used to be more difficult to get answers“

Perceptions of Siminn brand
• Know that Siminn has the way, the will, the capability and are not fooled by new gimmicks
• Siminn is deserving of their trust by constantly striving for innovations and new intellectually exciting products
• Want to be confounded, “dazzled” with technology that saves time and proves to be efficient
• Help me make the most of my time. Help me control my work and leisure environment.
• Succeeder is the 2nd most loyal to Siminn brand

Technology Attitudes
• See technology as a tool
• Can pursue aggressive growth
• Medium risk takers
• Control is the key
• Succeeders adopt trends and technology fourth

Values:
• control, stability & efficiency
• tradition & authenticity
• classic & classy
• at home in the competitive business world
• motivated by challenges; enjoys complexity; looks for evidence
• desire to achieve/strong goal orientation
• high levels of confidence
• personal growth & development: strong work ethic
• desire to stand out from the crowd
• interested in understanding exciting possibilities of the future but recognizes the future is difficult to control
Exhibit 5E
Siminn’s Establishment Target

Establishment

Basics, keep in touch with family, driven by values of joining, security and no risk; not involved

"I think I know enough. I’m waiting for broadband. I only use the mobile for calls, not the other services. I ask my daughter if I have a question...”

"Some of my friends are at my level (advanced), others are not. It depends if you worked in an office or not---”

"I’m involved, I have internet, mobile and fixed line, but my husband would rather go fishing. I don’t use the mobile too much, only to be connected to my family... I’m connected all day on email--”

"My mother got a mobile so she can be securely connected when she goes to the countryside”

Perceptions of Siminn brand
- Regard Siminn as trustworthy and reliable and something that fulfils their needs of belonging
- Want more pro-active information and added awareness regarding usage of Siminn’s products and services
- Want the technology to be simple and get value for their money. It must work and continue to work
- They have GSM, Fixed line and internet. Might want specific education online.
- Establishment is the most loyal to Siminn brand

Technology Attitudes
- Not very tech oriented
- Mainly stable growth
- Risk averse
- Process driven
- Security is the key
- Establishment adopts trends and technology last

Values:
- need to belong, be part of the crowd
- avoid risk, looking for security, comfort & order
- family, home life, loyal friend
- loyal business partners
- price-conscious, looking for value for money
- conventional & conformist
- wholesome, popular and a positive mind-set: can-do
- avoid confrontation
- honest, straight forward, reliable
- simple & unpretentious
Exhibit 6
The Siminn Octagon Model™

Brand Positioning Octagon™

Name
Siminn

Vision
Guide to tomorrow’s “boundary-less” society

Goals
Primary: Consumer using “psychographics” and business segments
Secondary: Press, opinion leaders and internal

Promise
• One stop shop
• Education/guidance
• Integrated communication solutions tailored to different life styles & needs (from education to entertainment)
• Seamless high quality customer service
• Constant innovation
• Valuable business partner

Core Values
Trust
Integrity
Agility
Simplicity
Passion

Mission
• Customer focused and service minded
• Educate our customers - creating needs
• Mutual objectives and guidelines for all
• More professional and proud employees especially at the front-end (education and motivation)
• Integration of different services and packaging VAS
• Focused and tailor made marketing efforts
• ONE company spirit through promoting a caring, vital and fulfilling workplace
• Benchmarking
• Value chain partnerships

Personality
Siminn is a trustworthy, and reliable family man/woman around 35 years old, modern, quite fit & healthy, cheerful. He/she is very respected in the community and looked upon as a role model. He/she is international, travels a lot and keep up with the world and new innovations. He/she is trendy, exciting, very pleasant to be with. He/she cares for people around him/her.

Total Offering
Connection, interaction and communications company that provides a broad range of high quality solutions that fit individual needs

BRAND POSITIONING
Powerful choice to fulfil and enjoy your lives

Powerful choice to fulfil and enjoy your lives
<table>
<thead>
<tr>
<th><strong>Brand Belief/Creative Territory</strong></th>
<th><strong>Brand Positioning backed by promise &amp; total offering</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Siminn provides a powerful choice to fulfill and enjoy life by taking the role of “Guide to tomorrow’s borderless society” and offering a One Stop Shop with high quality, integrated communication solutions tailored to different needs and life styles.</td>
<td></td>
</tr>
</tbody>
</table>

**The Problem Is...**

To position Siminn as the undisputed leader in the communication market.

**So We Must Say...**

The Message *Brand Positioning’s promise with relevant hook from insights that will make it relevant to target audiences*.

Siminn understands that everybody’s communication needs are different therefore it offers a One Stop Shop with best quality, integrated solutions tailored to specific life style and business needs as well as guidance and seamless customer service.

**To These People...**


AND as a secondary target: Press, opinion leaders and internal.

**Who Will Believe It Because...**

Siminn is the only communication company that offers all from fixed line to mobile, internet and cable under one roof. It provides the best and fastest connection, variety of value added services and great customer service.

**Why we’re communicating?**

To position Siminn as the undisputed leader in the communication market.

**Target and Insight**


AND as a secondary target: Press, opinion leaders and internal.

**Support: how we deliver on our promise**

Siminn is the only communication company that offers all from fixed line to mobile, internet and cable under one roof. It provides the best and fastest connection, variety of value added services and great customer service.

**So That This Happens...**

**Think:** Siminn is the only communication company that I use.

**Feel:** I feel attached to Siminn because they know what I want and act accordingly.

**Act:** I don’t bother shopping around I will have all my communications needs from Siminn and wait for their latest innovation.

**Desired Outcome**

**Communication vehicles**

- A new graphic identity, look & feel, including a new logo and end-line.
- An image campaign which can be run in different media from TV to print and adaptable to promotions, collateral materials, website design, tactical product launches, internal marketing as well as Buzz marketing.
- Fresh ideas how to have links to Explorers and businesses under the same umbrella.
- CRM program to be anticipated in the long-run.

**Required Materials & Mandatories**