



CASE STUDY: Achieving Differentiation Through Branding



Background

Vodafone is the largest mobile telecommunications network company in the world. The company has interests in mobile networks in 28 countries across five continents, with over 101 million customers worldwide. It aims to be the world's leading wireless telecommunications and information provider, generating more customers, more services and more value than any of its competitors.

Challenges

- Build compelling brand preference in a market place glutted with undifferentiated competitors
- Protect Vodafone's position in the market (27% share in Europe), making customer retention and reducing "churn" critical
- Identify ways to acquire new users in a maturing market, without relying on price discounting
- Understanding opportunities to get consumers to use their cell phones more
- Translating the Vodafone global brand positioning across Europe and Asia-Pacific, while building ownership at the local market level

Approach

- Created a multi-dimensional brand architecture that lets Vodafone take full advantage of the many drivers of preference in the category
- Developed a positioning around owning "To Communicate" that extended Vodafone's market
- Conducted research to understand how people make choices between carriers, and developed strategies to overcome switching
- Identified new usage occasions, as well as opportunities to drive more usage from existing occasions, and evaluated potential new programs with consumers to understand impact on usage
- Conducting opportunity assessment in Japan to determine relevance of global architecture to local needs



Result

- 60% towards completion of integrating local brands into a single pan-European brand
- The company has begun to develop localized versions of the global Vodafone brand architecture to direct all activities that touch consumers
- Facilitates Vodafone's annual long-term marketing planning session