

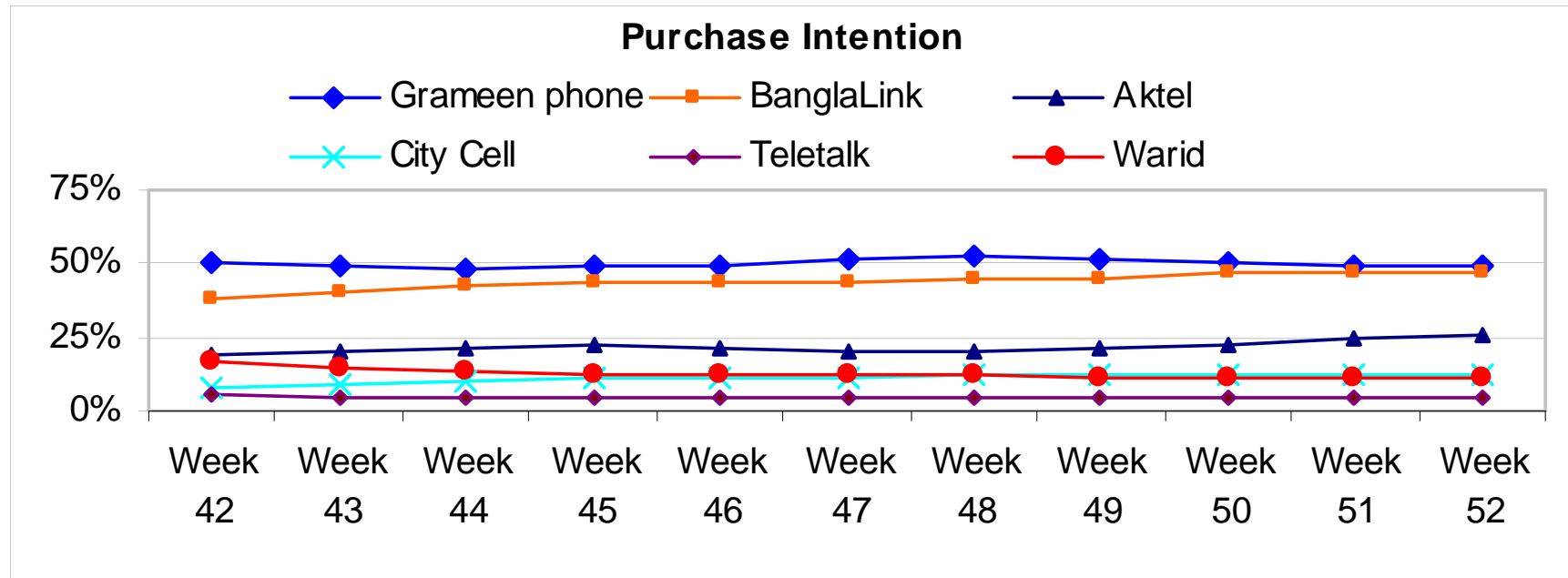
Case 1:

Understanding processes related to campaign execution

Through the example of the Grameenphone Corporate Campaign

The logo for the advertising agency GREY, featuring the word "GREY" in a bold, red, sans-serif typeface. The letters are closely spaced, with the "G" and "R" being particularly prominent. The logo is positioned in the bottom right corner of a large black rectangular area that occupies the lower half of the slide.

The brief – the current issue



Establish the **brand positioning** to boost “Brand preference” and “Communication like-ability”
Establish GP as **quality service provider** to increase “Brand Preference” and “Value for Money”
Continue establishing GP as a **patriotic** brand which is also the **partner in development** of the country
Establish a **brand & communication platform** that sends a single brand message encompassing the above 3

Suggested brand essence – closeness with care

GREY

Understanding from the brief – understanding the issue

Attributes	GP	AKT	BL	CC	TT	WT
Has the best network coverage	82%	23%	25%	7%	3%	2%
Has the best quality	68%	18%	19%	4%	3%	1%
Can get connected quickly	74%	19%	16%	5%	2%	1%
Has the best customer service	53%	18%	26%	6%	3%	1%
Products are widely available	67%	29%	35%	9%	4%	1%
Is rightly priced	44%	23%	29%	6%	4%	1%
My friends like to use the brand	63%	22%	24%	4%	2%	1%
I feel proud when I say I use	55%	16%	20%	5%	2%	1%
Is an innovative brand	32%	20%	50%	6%	3%	1%
Comes up with new prod. / services	44%	15%	22%	4%	2%	1%
Value for money	41%	16%	26%	6%	3%	1%
Advertisements are very attractive.	44%	23%	55%	15%	4%	3%
International Company	68%	29%	33%	17%	3%	5%
Overall acceptability	60%	19%	21%	5%	2%	1%

Purchase intent is going down despite positive ratings in almost every feature

Some blame pricing, some communication, some credit it to the competition

It is not a fight of reality

- In reality actual benefits and services already justifies differences in prices

It is a battle of perceptions

- It is the likeability of the brand that is going down

Grameenphone is losing audience connect

GREY

Understanding the reason behind the issue

The disconnect happened when the positioning was no longer clear

- From the beginning of its journey, GP was positioned as the challenger
 - Poor telecommunication coverage – **the challenge**
 - 1 country 1 phone – **the vision – acceptance of the challenge**
 - Places covered – **the struggled journey of a challenger**
 - Stay close – **the challenger helping others overcome their challenges**
 - Promise kept – **the ultimate triumph, the end of the cycle**
 - Time to move forward – **the promise of a new vision, beginning a new cycle**
 - **The new vision was never communicated**
 - **The brand, its positioning, its relationship to customers and its intent was left open to interpretation**
- Advent of a new challenger made the old challenger the champion
 - The struggle of the old challenger was no longer visible
 - The new challenger's journey to free the oppressed had begun
 - The champion was not assuming its duties and responsibilities either

Therefore the task

To clarify the position and relevance of the brand to the lives of the people

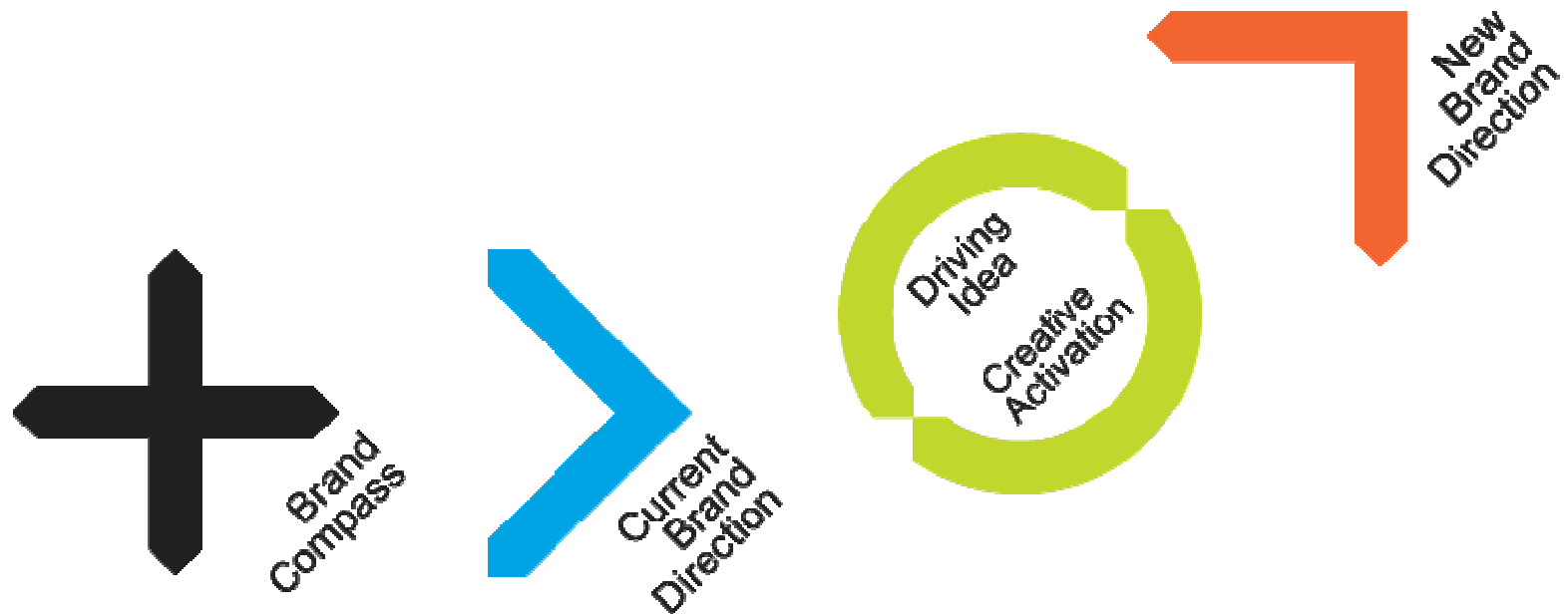
GREY

Grey Brand Acceleration

Our proprietary tool for giving
the brand the future direction

GREY

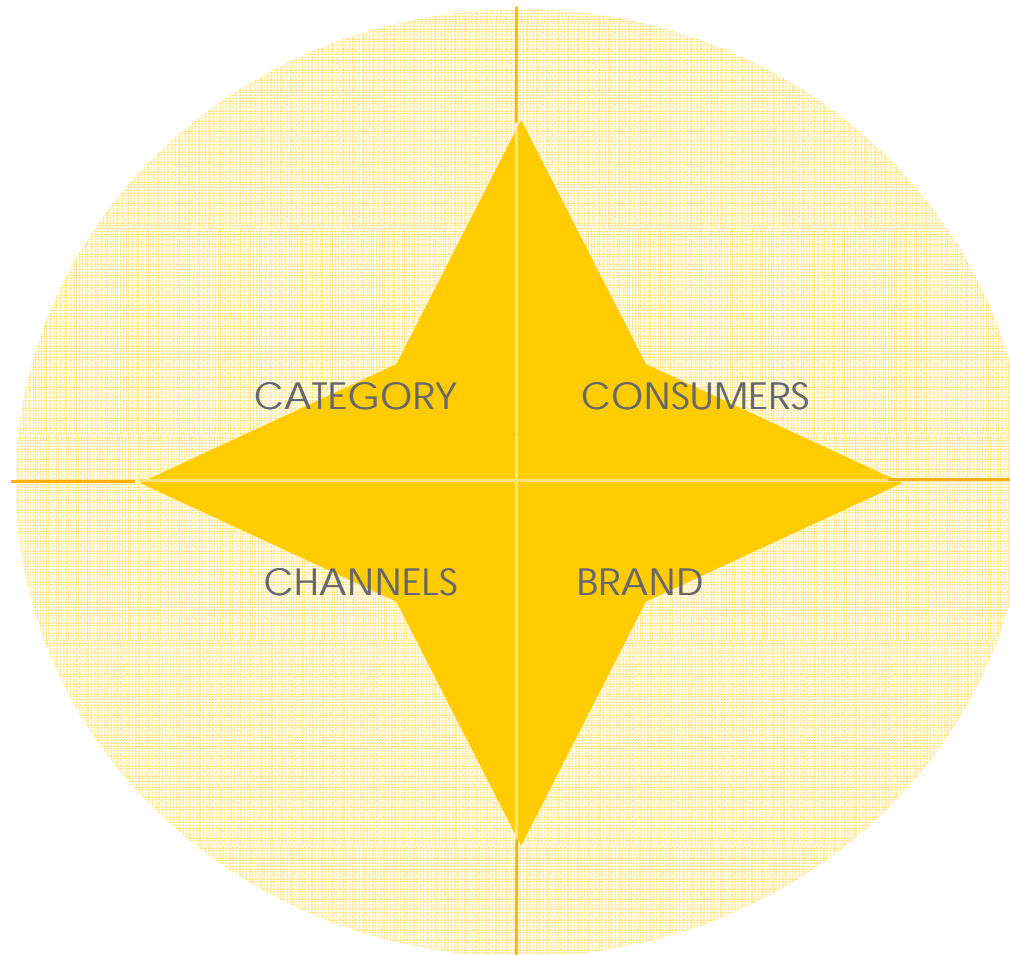
The Process



Gathering understanding – the Brand Compass

GREY

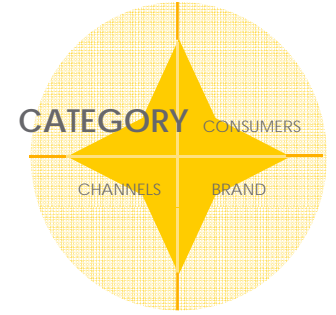
What is Brand Compass?



It is an exploration of the four dimensions which frame the brand-building enterprise

GREY

Brand Compass: Category Drivers

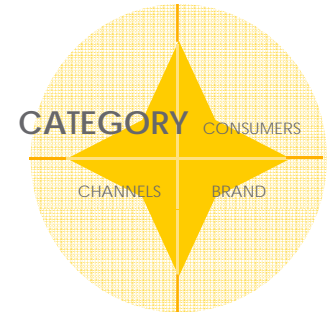


Core brand identity is becoming the selling point in a parity market

- People were buying into products/offers backed by 'company' strengths
- Products/offers and even traditional company strengths are **reaching parity**
- Brand identity and imageries will consolidate and differentiate promises
- The single brand identity of the company, or the 'corporate brand', will simplify choice by giving 'emotional' reasons for association
- The brand identity or promises will initially be backed by functional promises (like network), but later move to only category benefits of connectivity as functional promises achieve parity and become new hygiene factors

[Appendix 1](#)

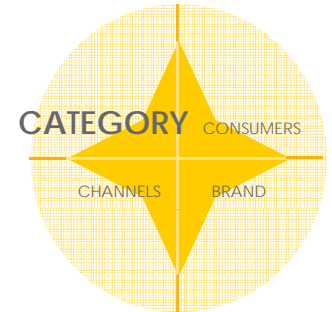
GREY



Brand Compass: Category Drivers

Value added services are going to add to the selling point

- Products are reaching parity in terms of price and even traditional features (like FnF)
- People are getting more involved with the mobile phone, thus demanding more functions and services to be integrated into it
 - Telephone, media, computing and consumer electronics are converging into one
 - Handsets are more involving than service providers – Blackberry
- Content providers, service backrooms and other 3rd parties are becoming more and more important with growing need for diverse VAS
- 'Voice' becomes too basic to create new demand or increase usage
- VAS will serve multiple purposes besides enhancing and rationalizing brand identities
 - They manage (or supersede) expectations, and thus maintain interest & loyalty
 - Innovation is the origin and soul of the category and maintains freshness



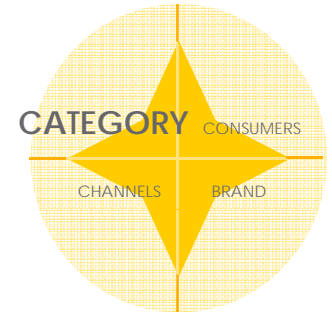
Brand Compass: Category Drivers

Data will become the new need and the biggest addition to the image

- Symbol of future technology
- The next level of 'advancement'
- Today, not essential, but already aspiration for all
- Easy to rationalize more than entertainment
- New technology handsets all pushing data
- Faster lifestyles, or the aspiration of it, will always push mobile data
- WAP will educate through entertainment
- Horizontal growth will start, though much later, with awareness of pc & internet

GREY

Benefit or Need Areas
that drive the category

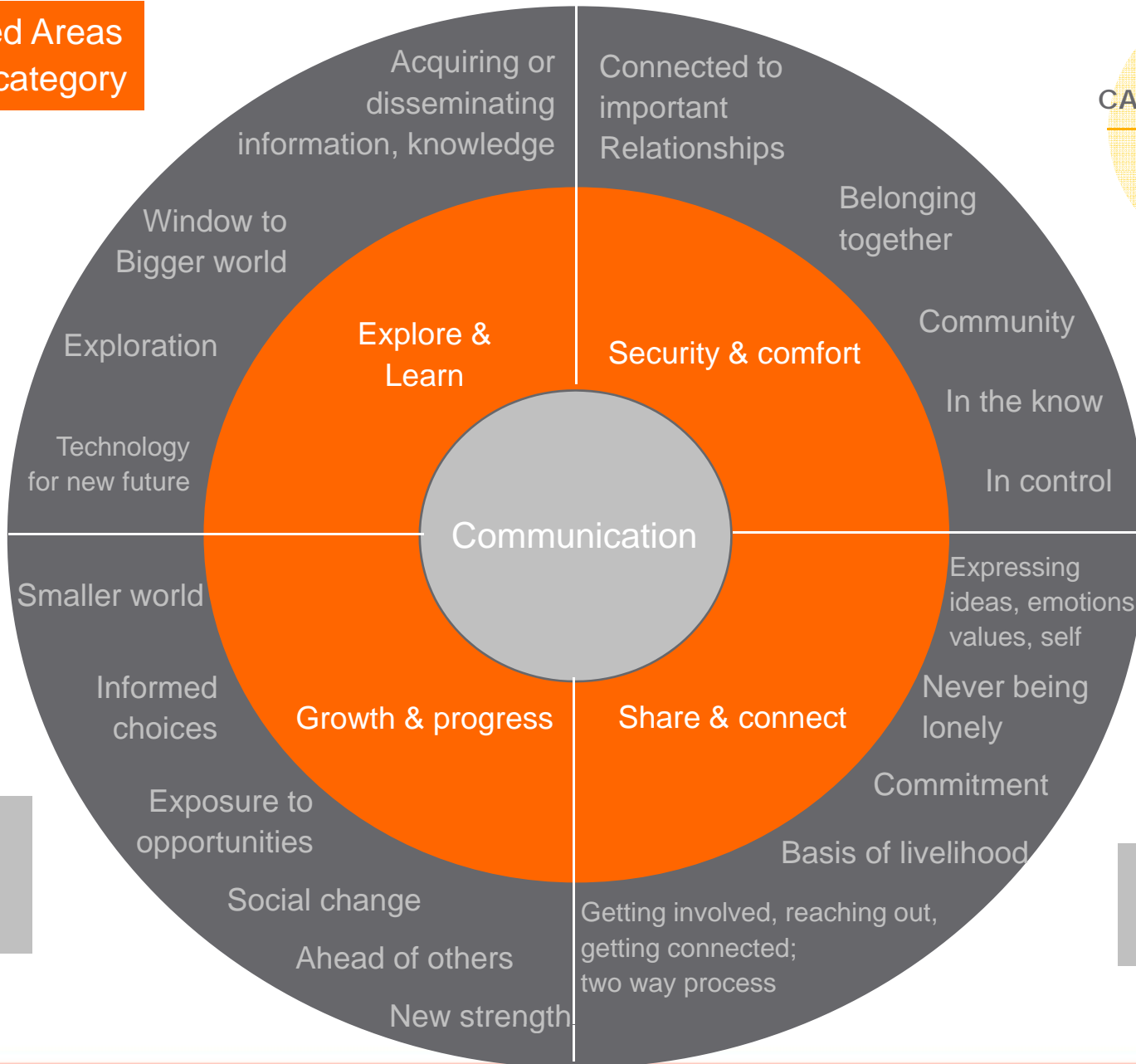


Hutch

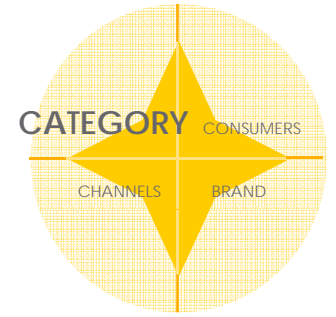
Grameen
Teletalk
BSNL

Bangla Link
Indicom
RIM

Airtel



GREY

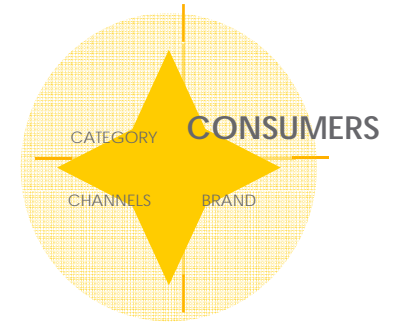


Brand Compass: Category Drivers Summary

Grameenphone already owns the distinct category need area of 'comfort & security'

The task is to decide whether we intend to keep on meeting this need or should the brand be designed to meet a different need segment.

Brand Compass: Consumer Drivers



Consumer segments driving brands today

Explorers:

- Active, youthful, disciplined and driven by moral values

Archers:

- Confident and focused, have clear strategies to attain goals set by self

Fence-sitters:

- Calculative opportunists keen to find short-cuts to success and do not feel guilty for being manipulative

Harmonists:

- Collectivistic, look for affiliation and social endorsement at every aspect of life, ready to comply and compromise

Aspirants:

- Ambitious, recognition-seeking and dare to dream big; believe that they belong to a superior league

Fatalists:

- Unwilling to take risk, ready to accept ups and downs of life instead of fighting for changing destiny

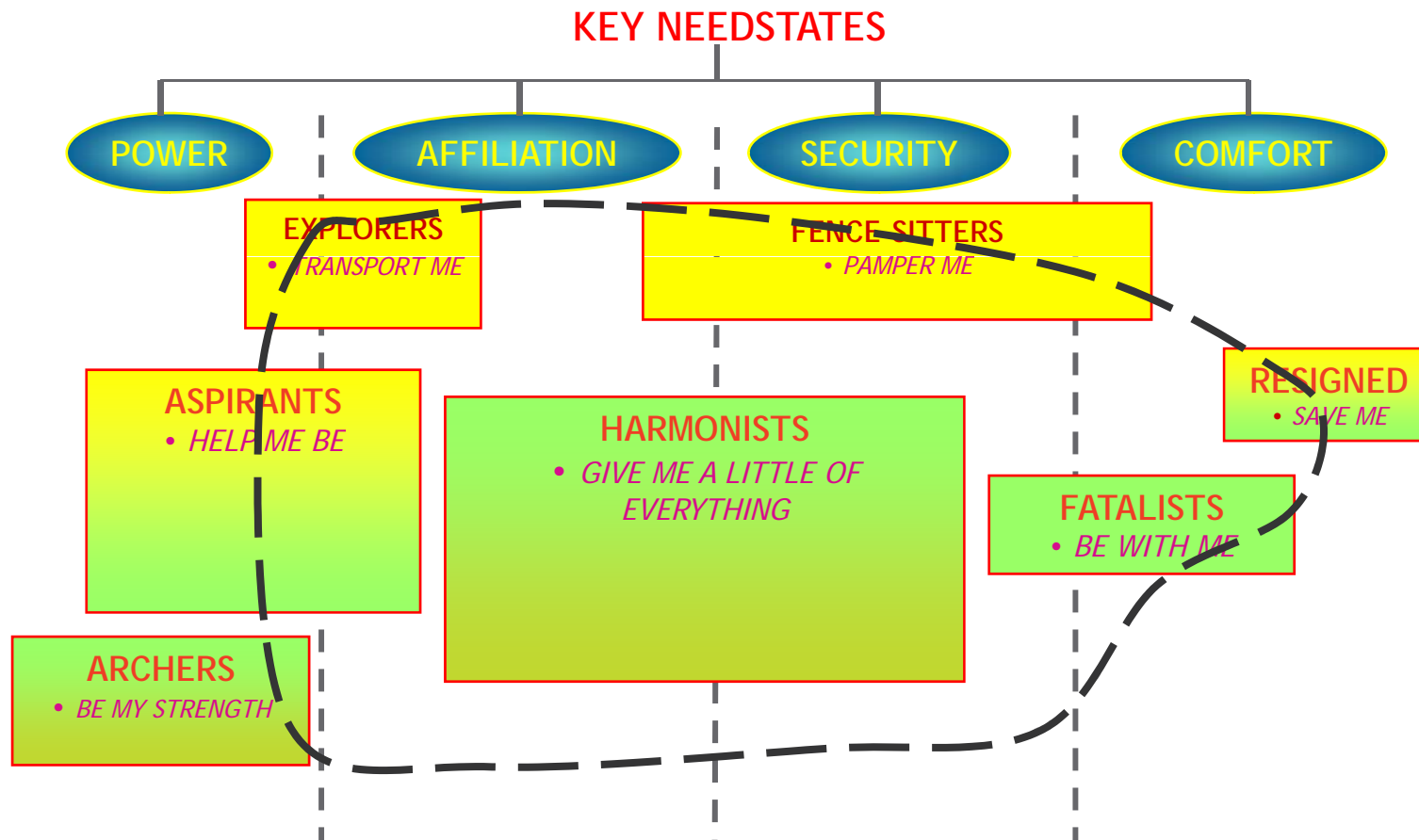
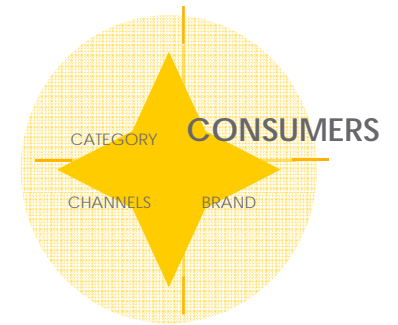
Resigned:

- Pessimist and frustrated with own inability to overcome barriers, have accepted misfortunes and failures

GREY

Brand Compass: Consumer Drivers

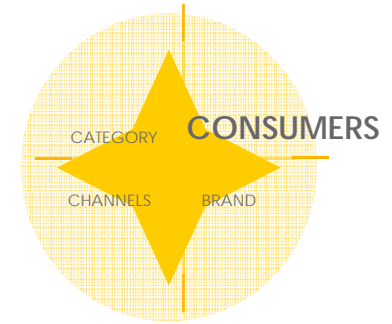
Taking Space Among 7 Psychographic Segments



TEEN/YOUTH YOUNG ADULTS MIDDLE AGED

GREY

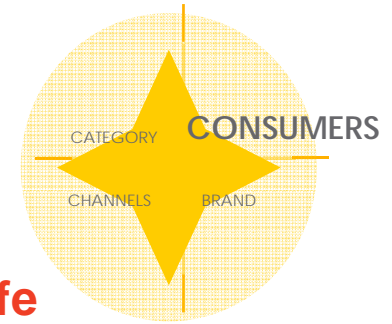
Brand Compass: Consumer Drivers



The current need of harmonists is still belongingness

- This is the horizontal growth market – financially constrained (including students and housewives) community and family driven individuals
- Need to stay close to family is still an important driver – the best excuse
 - A good portion live away from families
 - Another good portion spend a large part of their time outside home
- Need to stay close to community is also important – the silent excuse
 - Mobile has created new worlds, new communities and you are left alone if you are not ‘connected’
 - If you aren’t accessible, you are not important
 - You miss out on anything that is happening around
- Bangladesh is a happy nation with loud emotions
 - The happiness, the loud emotions and the enjoyment of the present – all stem from the sense of belongingness

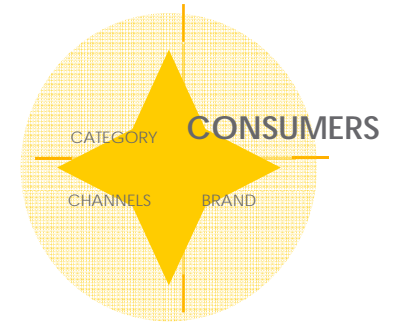
Brand Compass: Consumer Drivers



Another need is gathering symbols of a, often pseudo, better life

- Connectivity has definitely improved earning prospects of many – the carpenter, the electrician, the taxi driver, the SME
- However, for the major portion of the population, mobile is just a symbol of that prosperity and rewarding life
 - No real economic benefit, but perceptual benefit of a ‘easier’ life is high
 - It is the only major social advancement that everyone has access to
 - Mobile phone, being the most valuable personal possession in a life where everything else is shared, is a reward these people give themselves
- It is the socially accepted need for belongingness that helps rationalize and legitimize this indulgence into personal gratification

Brand Compass: Consumer Drivers Summary



Both the need for belongingness and the need to feel living a better life are emotional needs that mobile phone meets today

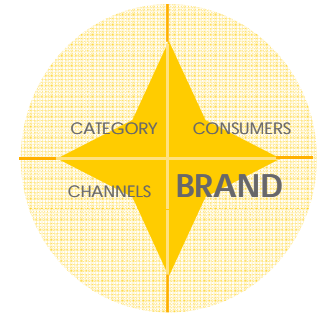
Of these two needs, belongingness is the bigger, because it is a core need and also the dissuading factor for the dissonance created by the other need.

As seen earlier, fulfilling this need of belongingness has been Grameen's past strength. Therefore, the recent phenomenon of disconnect of the heart can only mean 2 things:

- a) Grameen is not meeting this emotional need effectively anymore
- b) This need area is becoming hygiene and hence obsolete as a driver

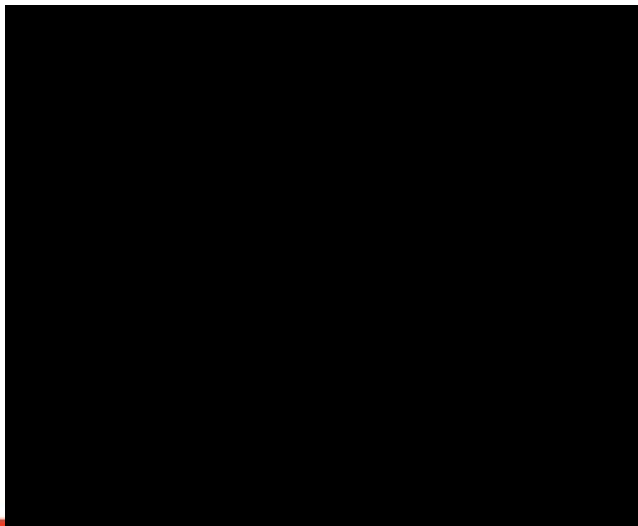
Unless extensive research proves that belongingness as a driver is becoming obsolete, the size and characteristics of the potential market makes it is safe to assume that belongingness will remain a significant driver, and the task is only to ensure that Grameen meets this need effectively again.

Brand Compass: Brand Drivers

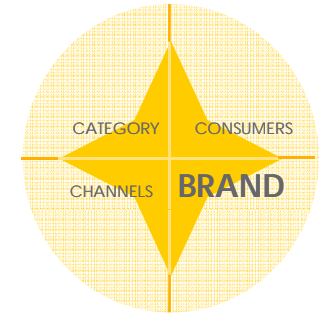


Grameenphone always stood for the personal emotional benefit of belonging

- Symbol of personal right to be connected
 - 'A phone for every hand' – the original promise
 - The origin of the vision – deprivation of personal rights, not national rights
- Symbol of personal pride
 - 'My country, my pride'; 'My language, my pride'
- Symbol of personal closeness to near and dear ones
 - 'Stay close' – husband wife, mother son
 - That is why 'social' or collective ads never created the connect for GP



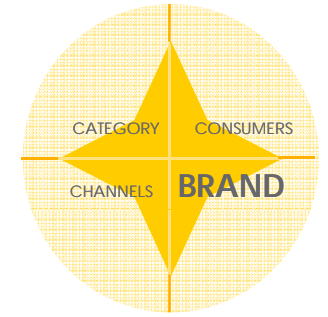
GREY



Brand Compass: Brand Drivers

The disconnect happened when Grameen stopped making that, or any other, promise

- The company's strength was always its vision to connect the nation
 - Poor telecommunication coverage – the need
 - 1 country 1 phone – the vision
 - Places covered – the implementation of the vision
 - Stay close – the benefit of the implementation
 - Promise kept – the completion of the vision
 - Time to move forward – the promise of a new vision
 - **The new vision was never communicated**
 - It didn't promise to meet the old need or any new need
- **Just when the company was at its peak, it acknowledged that it had become a champion from a challenger and detached itself from the people**
 - It became evident that no benefit of the consumer was driving it anymore

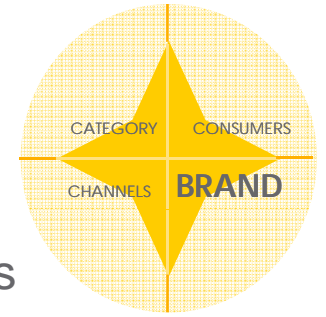


Brand Compass: Brand Drivers

The disconnect was further fuelled by the competition

- A new challenger emerged – the competition positioned himself as the one truly driven by the consumers' need
 - The ploy to capture the market through economy was legitimized
- By promising change and enjoyment for all, the challenger further entrenched the image of a complacent champion upon the leader





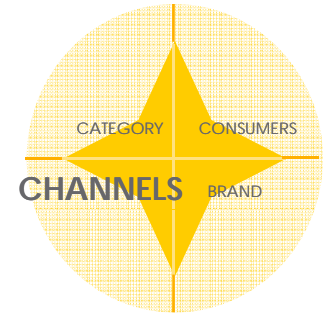
Brand Compass: Brand Drivers Summary

The new challenger has done its task well – times have changed, prices have come down, and more people are coming into the category.

However, the need to come into the category remains the same – belongingness to the ever growing new community.

The task for the champion is therefore quite simple – capitalize on its old equity and show the ever growing new masses that the brand is still driven by their need to belong – in which case it is only a simple communication task of refreshing the same old benefit

GREY



Brand Compass: Channel Drivers

The channel mostly used by this category is advertising

- Electronic media used most frequently
 - The population is diverse and dispersed
 - Electronic media has the highest reach
- Print media used mainly for announcements – promotions, tariff changes, achieving hallmarks, reward programs etc
- Outdoor communication used not as reminder – rather as announcement media in a rapidly growing and increasingly mobile society
- Other channels – like events, sponsorships, PR etc – are also used but never quite properly utilized or built

A GREY tool Grey Engagement Matrix (GEM) will be used to find the relevant media required for this category and brand

Brand Compass: Summary of Insights

Grameenphone already owns the distinct category need area of 'comfort & security'

The task is to decide whether we intend to keep on meeting this need or should the brand be designed to meet a different need segment.

Unless extensive research proves that belongingness as a driver is becoming obsolete, the size and characteristics of the potential market makes it is safe to assume that belongingness will remain a significant driver, and the task is only to ensure that Grameen meets this need effectively again.

CATEGORY

CONSUMERS

CHANNELS

BRAND

Electronic media advertising will remain important

However, to refresh the old benefit as a driver again, a more extensive use of all communication channels like activation and PR will become necessary

The task for the champion is quite simple - capitalize on its old equity and show the ever growing new masses that the brand is still driven by their need to belong – in which case it is only a simple communication task of refreshing the same old benefit

GREY

The Current Brand Footprint

Means

Best network

Uncontrollably big

Innovations

Is

Reliable

High browed

Modern

The Desired Brand Footprint

Means

Best network

Approachable for any problem in life

Relevant & enjoyable innovations

Is

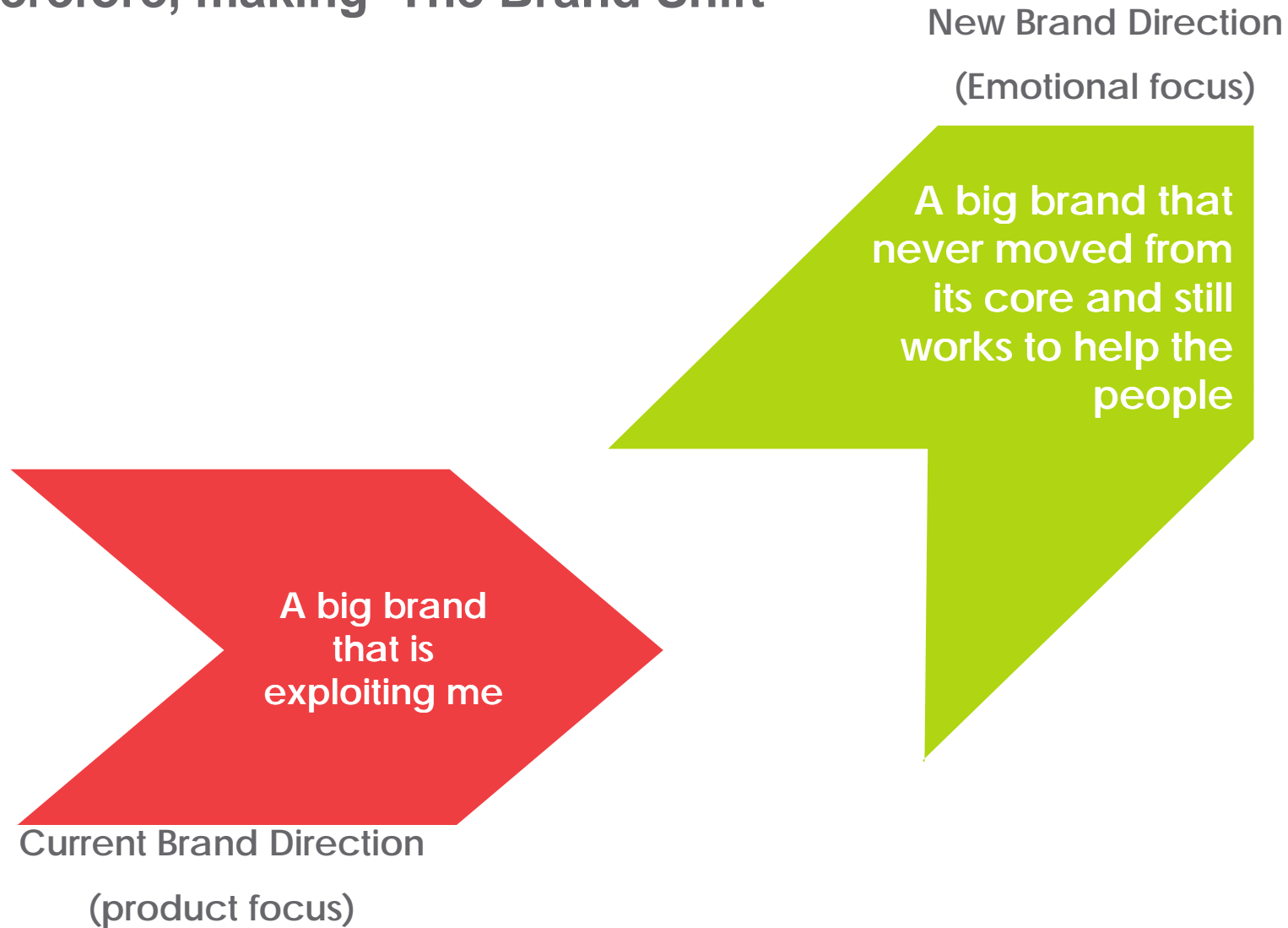
Reliable

Caring

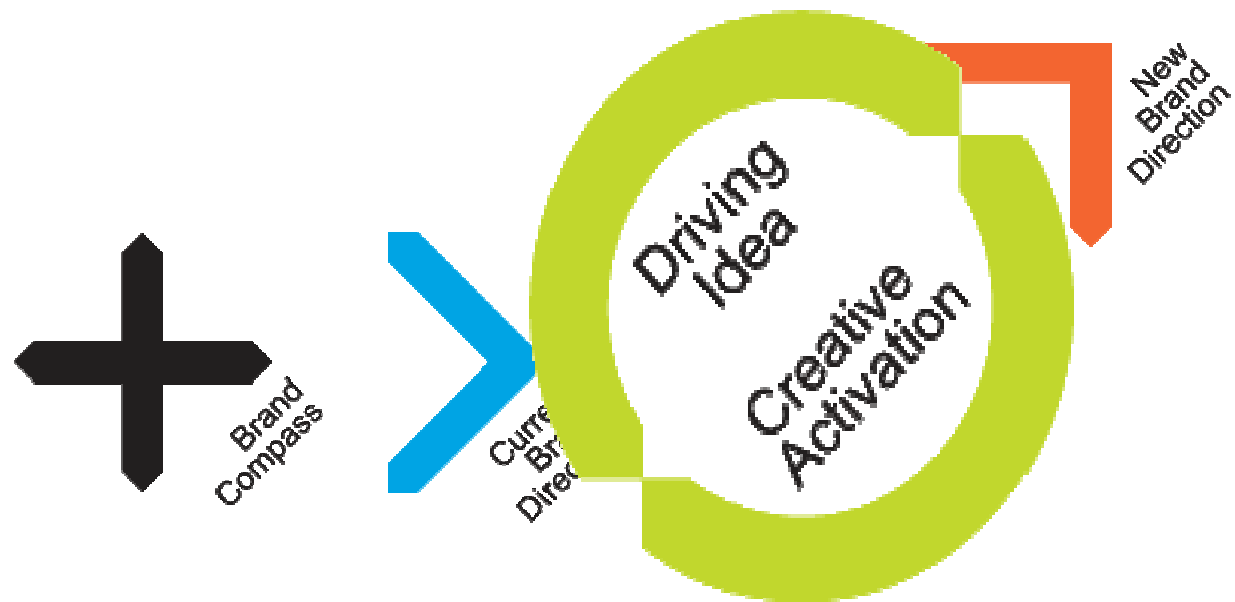
Inspiring

The GREY logo is displayed in a bold, red, sans-serif font. The letters are thick and blocky, with a slightly irregular, hand-drawn feel. The 'G' and 'Y' have prominent horizontal strokes. The logo is set against a solid black background.

Therefore, making 'The Brand Shift'

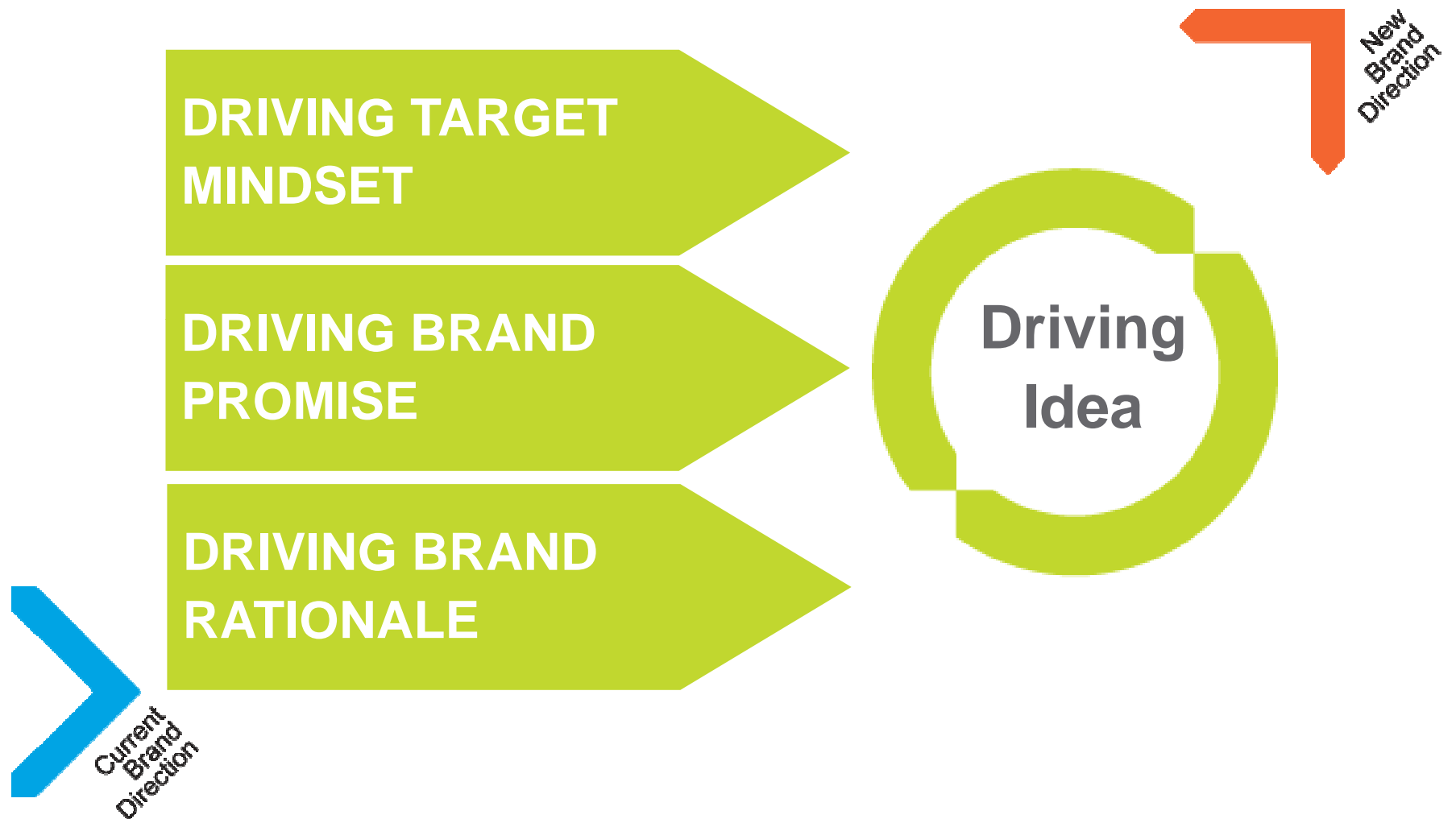


The Question Is How



GREY

Leading to the Driving Idea



DRIVING IDEA TO CONNECT



A big brand that
always helped people

DRIVING TARGET MINDSET:

People who make up for all the deprivations of
life through the inspiration of togetherness

DRIVING BRAND PROMISE:

We ensure the delight of togetherness

DRIVING BRAND RATIONALE:

We will help you enjoy the delights of life – by keeping you close to your
near and dear ones through the best network of the country, by bringing
relevant innovations that inspires, and by providing solutions to all
telecommunication problems with personal care.

**Creating
Magic
Together**



A big brand that is
exploiting me

GREY

The brand parameters required for a relevant positioning

Target Group:

Middle class, 20-40yrs of age, with high affinity and security needs

Functional Attributes of the Brand:

Best network, relevant innovations, quality customer interactions

Emotional Attributes of the Brand:

Reliable, caring, inspiring

Personality:

Inspirational, caring, reliable

Tone & voice:

Personal, helpful, inspirational

The GREY logo is displayed in a bold, red, sans-serif font. It is positioned in the bottom right corner of a solid black rectangular bar that spans the width of the slide.

The brand positioning

Brand Positioning:

Grameenphone helps me to stay close to loved ones and important things by providing the best mobile services in a reliable and caring way

Brand Essence:

Magic of togetherness

The logo for GREY, featuring the word "GREY" in a bold, red, sans-serif font. The letters are slightly shadowed, giving it a three-dimensional appearance. The logo is positioned in the bottom right corner of a black rectangular bar that spans the width of the slide.

The brand message

Stay close

Category emotional need

Strong functional source credibility

Imbues a sense of comfort & security

Attracts by promoting a way of life

Connects through concern for people

Distinctive

Extendible enough to relevantly cover even evolving issues

The GREY logo is displayed in a bold, red, sans-serif font. It is positioned in the bottom right corner of the slide, which features a black background with a red horizontal bar above it.

Magnitude of the brand message

Stay close to life

It is a holistic benefit

Covers the entire gamut of closeness

The importance of closeness in life

Implying life is meaningless without closeness

GREY

The distinctive differentiation

Bangla Link – Making a Difference – social, collective, gain for oppressed

AKTEL – Clearly Ahead – the struggling once number 2

Warid – Be Heard – the disappointment

Citycell – Its Simple – feature based, tactical, distant

Grameenphone – Stay Close – personal, emotional, reliable

Brand message extendibility

Mother brand:

“Stay Close”

Functional attributes:

- Network coverage: **“Stay close to loved ones wherever you are”**
- Network quality: **“Stay close to loved ones without interruptions”**
- Entertainment innovations: **“Stay close to emotions”**
- Utility innovations: **“Stay close to important things in life”**
- Data innovations: **“Stay close to the world”**
- Customer care: **“Stay close to friends”**

Product communication:

- Time based tariff: **“Stay close whenever you want to”**
- Overall tariff: **“Stay closer”**
- New feature: **“Stay close to family”**

Special day celebrations:

- Activation based: **“Stay close to your strengths”**

Note: Overall tonality will vary from somber to lightness based on brand muscle

GREY

Launching the mother brand message

Stay Close

GREY

The communication task

Create the relevance of 'Stay Close' to the lives of people and to the brand:

- Show the importance of closeness in life
- Show why Grameenphone is the best way of staying close

The communication message structure



The communication hook

Pain of staying away and the joy of coming together

Universal relationships & urge to stay close

- TVC
 - Husband wife
 - Father daughter
 - Friends
- Print
 - All relationships

The communication uniqueness

Fresh rich storytelling

Need to stay close highlighted, not taken for granted

Focal point: the joy as a resultant of closeness

Launching the mother brand message

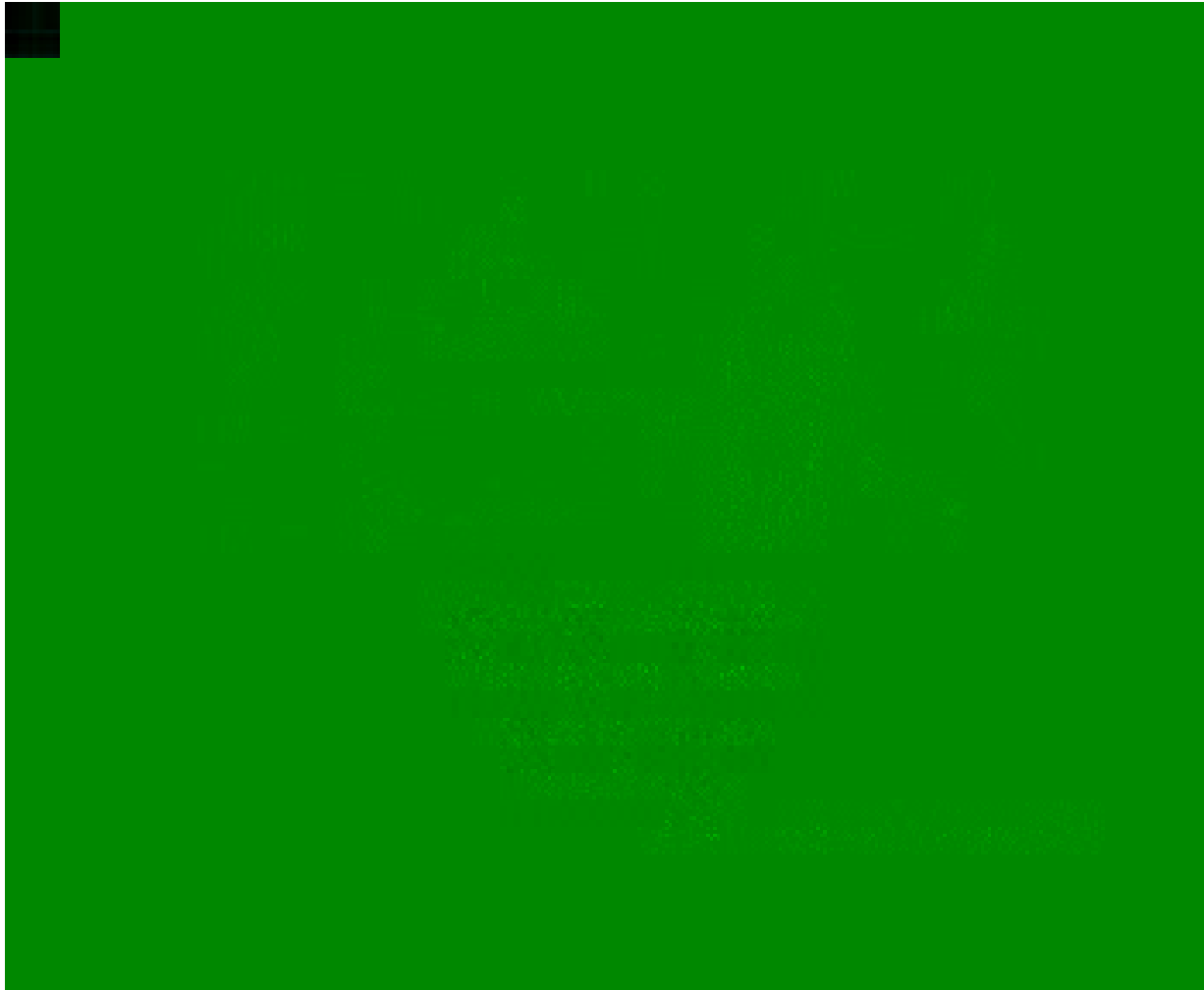
Stay Close

Creative Samples:



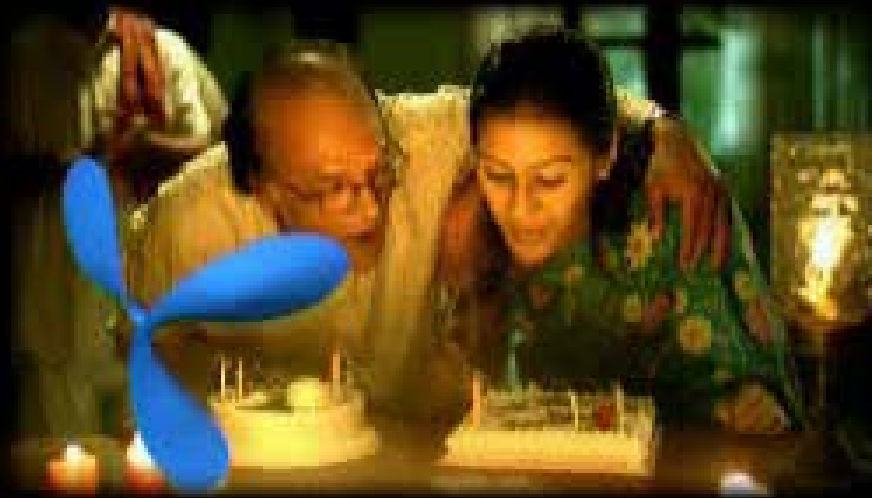
GREY

TVC 1: Railway Station - Couple



GREY

TVC 2: Birthday – Father Daughter



Client : grameenphone

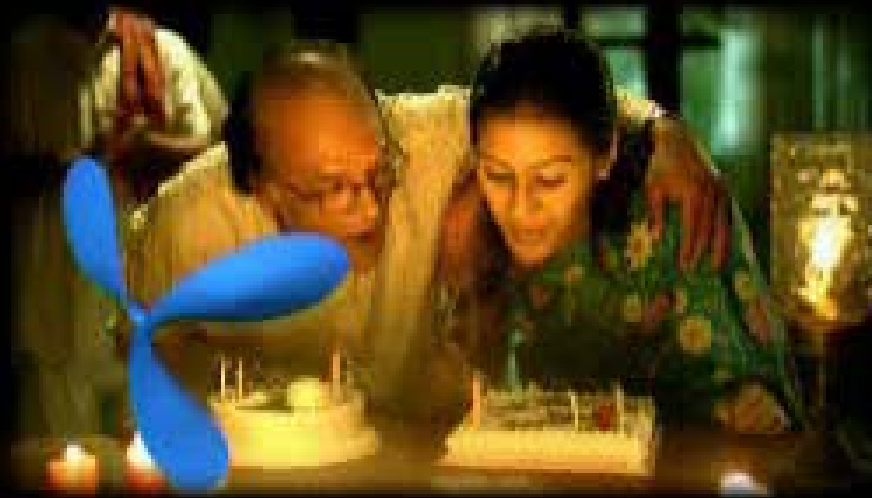
Title : Birthday

Duration : 90 sec.

a half stop down production

GREY

TVC 3: Friends



Client : grameenphone

Title : Birthday

Duration : 90 sec.

a half stop down production

GREY

Press – grameenphone



GREY


Other Items to complete the integration of the campaign:

Stay Close

Layouts: Magazine Ads



GREY



কাছে থাকুন

Creative:
Hands

Language:
Bengali

Headline:
“Stay Close”

Body Copy:
The real joy of life is in
togetherness. That's why we
help 1.8 crore people stay
close everyday.

| কাছে থাকই বেঁচে থাকা। আর তাই আমরা দেশজুড়ে ১ কোটি ৮০ লাখ মানুষের কাছে থাকার প্রয়োজন পূরণ করে যাচ্ছি প্রতিদিন। |





Creative:
Hands

Language:
Bengali

Headline:
“Stay Close”

Body Copy:
The real joy of life is in togetherness. That’s why we help 1.8 crore people stay close everyday.

Size:
7.5” X 9.5”



Creative:
Legs

Language:
Bengali

Headline:
“Stay Close”

Body Copy:
The real joy of life is in
togetherness. That’s why we
help 1.8 crore people stay
close everyday.

Size:
7.5” X 9.5”

Other Items to complete the integration of the campaign:

Stay Close

Executed: Billboards

GREY



Creative:
Holding eyes, Hands,
Blessing & legs

Language:
Bengali

Headline:
“Stay Close”

Place:
Close to Radisson



Creative:
Holding Eyes

Language:
Bengali

Headline:
“Stay Close”

Place:
Kuril Biswa Road



Creative:
All

Language:
Bengali

Headline:
“Stay Close”

Place:
Airport Road



Creative:
All

Language:
Bengali

Headline:
"Stay Close"

Place:
Airport Road



Creative:
All

Language:
Bengali

Headline:
“Stay Close”

Place:
Airport Road



Creative:
All

Language:
Bengali

Headline:
“Stay Close”

Place:
Airport Road



Creative:
Holding Eyes

Language:
Bengali

Headline:
“Stay Close”

Place:
Gulshan 1 Circle



Creative:
Holding Eyes &
Blessing

Language:
Bengali

Headline:
“Stay Close”

Place:
Gulshan 2 Circle

Other Items to complete the integration of the campaign:

Stay Close

Executed: GPC Branding



GREY



Vinyl stickers

Pasted at counter back



Vinyl stickers

Pasted close to waiting areas



Vinyl stickers

Pasted close to waiting areas



Vinyl stickers

Pasted close to waiting areas



Vinyl stickers
Pasted close to waiting areas



Vinyl stickers
Pasted outside GPC



Vinyl stickers

Pasted outside GPC

Other Items to complete the integration of the campaign:

Stay Close

Strategic plan: POS materials

GREY



গ্রামীণফোন



গ্রামীণফোন



Frame Poster
Size: 72" X 46"



কাছে থাকুন



কাছে থাকুন



কাছে থাকুন



কাছে থাকুন



কাছে থাকুন

Poster
Size: 700 X 1000 mm'



Poster
Size: 36" X 23"

Poster

Other Items to complete the integration of the campaign:

Stay Close

Executed: Bus Branding

GREY



Volvo Bus Branding

Bus Branding

Other Items to complete the integration of the campaign:

Stay Close

Strategic plan: Bus Stand Branding

GREY



Layout for Bus Stand Branding



Bus Stand Branding

Bus Stand Branding

Other Items to complete the integration of the campaign:

Stay Close

Strategic plan: Others

GREY



Backlit
Size:11' 9" X 9' 6"



Shelf Standard Ur
Size



Glass Wall



Cutout sticker

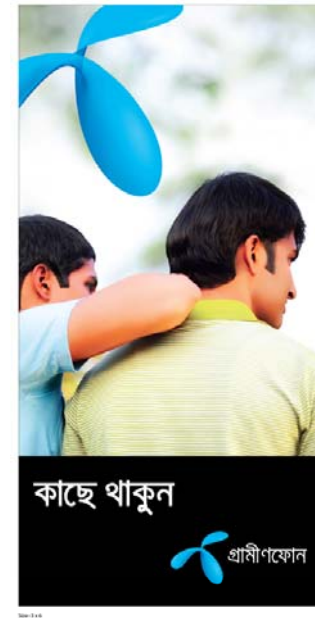
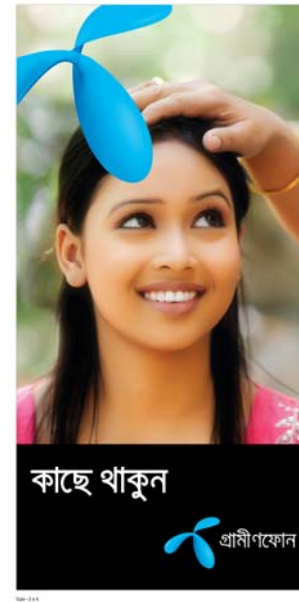


Trolley Brand



Shop Screen
Size: 6'

Shop Screen



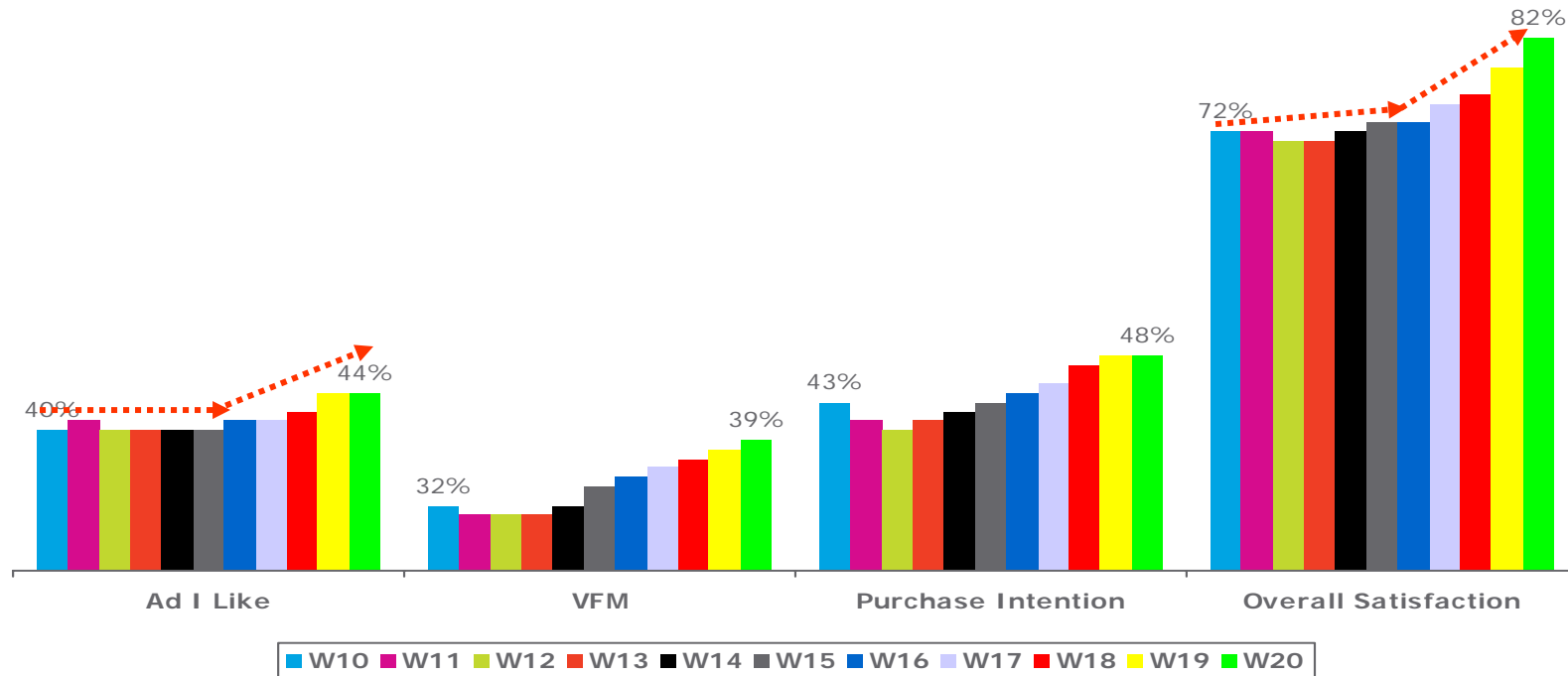
Campaign Results:

Stay Close

Through communication tracking

GREY

MISS Score



• Sharp increase is seen after the launch of “Stay Close” campaign in four important parameters:

- Ad I like (+4% in week 20 from week 10)
- Value for money
- purchase intention and above all
- overall satisfaction

Thank You

GREY