Nust Institute of Management Sciences

MBA-REASEARCH THESIS

RE-LAUNCH OF A BRAND "MOBILINK"
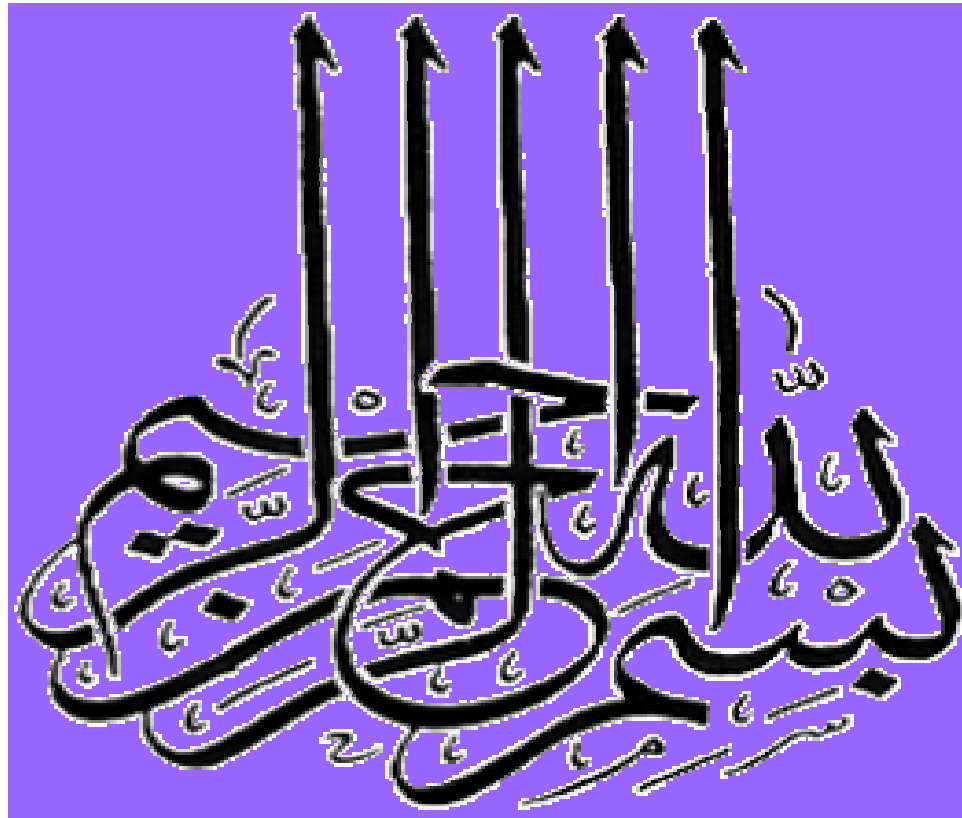

Submitted To:

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2003-NUST-MBA-069
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IN THE NAME OF ALLAH
MOST MERCIFUL AND COMPASSIONATE, THE
MOST GRACIOUS AND BENEFICIENT, WHOSE
HELP AND GUIDANCE I ALWAYS SOLICIT AT
EVERY STEP, AT EVERY MOMENT.

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Abstract/Executive Summary

Pakistan's Mobile service industry does not have a very old history or background. It all started when a local player came into this sector, Paktel. But within a few years the industry was and is dominated by another entrant, which cashed every opportunity and is successful in the industry, which is MOBILINK GSM. In this current situation Mobilink is now facing problems firstly, in the customer satisfaction area, as Mobilink sold over capacity connections in the market. Secondly, with the entry of new market players, Telenor and Warid, a price war is now active in the industry and Mobilink faces the challenge of acquiring new potential customers as well as satisfying existing one in order to retain its market position.

The last five years have seen phenomenal growth in the mobile industry. Mobilink still has the potential to compete even in the current scenario of the launching of new foreign players and the pre existing cut throat competitive strategies of existing players.

There were many reasons for Mobilink to re-launch its brand with a new look and new strategy and goals. One of the reason was the bad image stigma of poor quality attached to the brand name which is damaging the name and market of Mobilink, as the future would not be as profitable like the past when there was only one player that is Mobilink to provide the GSM services. But, now with the new players coming into the market Mobilink would have to share the profit with these new players. Therefore, Mobilink came up with the new vision and re-launched itself as a brand which is perfect in all aspects. But the researcher has analyzed during this thesis research that the problem is still not fully catered as there are still tribulations with the service of Mobilink and people are still not satisfied with Mobilink's service and still attach its brand name and image to poor quality of service.

But the researcher has analyzed that despite all the complaints and image problems with the Mobilink name it is still currently the market leader. One of the main reasons for its large market share is firstly the presence of its largest coverage and secondly, it never lost any opportunity and stayed as the pioneer in introducing new innovations in the market according to the customer demand. But, the thesis research analyzes that the future is not going to be simple as far as the competition is concerned due to the entry of new players and substitutes, it is going to be tough for all the players, and especially Mobilink, to retain and add more customers.

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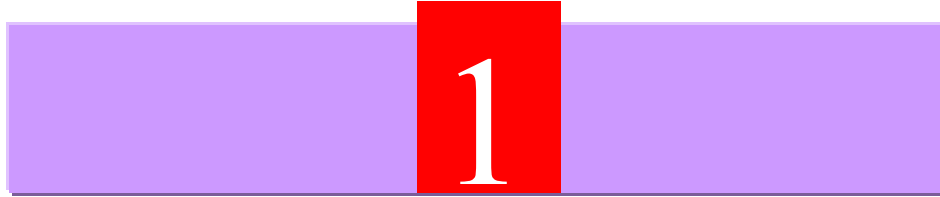
RESEARCH METHODOLOGIES

1: Research Methodology

1.1: Research Objectives

The study at hand is of descriptive nature. This is the ideal choice in order to learn more about the perspectives of different groups of respondents. Since, the perceptions and attitudes of the groups are known to exist, the researcher wished to describe them more clearly, by offering a profile of the factors that caused those perceptions of Mobilink. It is a study in which the aim is to find the crucial effects associated with the branding of Mobilink and its brands to consumers and how the various factors related with it influence the perception of the different age groups of respondents.

The units of analysis are the groups. All the respondents are affected by the problem statement in one way or another. The goal of this descriptive study is to present, data in a meaningful form, thus helping to understand the concerns and opinions of the different respondents in relation to the brand image and perception of Mobilink, after its re-launch and then examining that data through various analysis tools.

1.2: Problem Statement

With a growing industry and mobile subscriber base, increased demand, and lowering prices, the players in the market that are benefiting the most are the consumers. With the market converting to monopolistic competition from the state of oligopoly, consumers have clearly gained a lot – from better quality and variety to lower prices.

Just when the general public feels that the demand of the cellular phone service can increase no more, and that the market is fully saturated with everybody from a plumber to a business executive carrying their own cell phones. Potential entrants bring with them numerous threats. **Mobilink, an existing player in the market is faced with just one single objective: capturing maximum market share**. Being the current market leader it is also facing the same problem. It not only requires to capture newer segments of the market and increase its consumer base, but it also needs to retain its existing customers – a task that will be anything but easy, with newer, better, improved, and more efficient technology available to the consumers. **In order to increase the customer base and retain the existing consumers in the face of recent upcoming competition, Mobilink has redesigned its corporate image and re-launched itself as "Reshaping Communication**. But does this rejuvenation not only help the company retain its competitive future currently and in the near future, but also help it extent its customer base. **Studying the impact of re-launching of Mobilink GSM, in the light of the new entrants Telenor and Warid Telecom.**

Three key research objectives are:

1.2.1: What is the current position of Mobilink after its Re-Launch

- What does the "market" look like — what are the most important dimensions in the market?
- Who are the Competitors and their impact and threat?
- What are the other products or substitutes and threats to Mobilink in the market?
- What are the gaps, unfilled positions or "holes" in the market for Mobilink?
- Which dimensions of service for Mobilink are most important?
- How the attitudes related to the industry and Customers affect Mobilink and its segment?

1.2.2: What position Mobilink wants to have or it should be in

- Finding an unmet consumer need — or at least one that's not being adequately met now by competition
- Identifying a product strength that is both unique & important
- Determining how to correct a product weakness and thereby enhance a product's appeal. (e.g., legitimate "new & improved")
- Changing consumer usage patterns to include different or additional uses for the product

- Identifying market segments, which represent the best targets for a product

1.2.3: How Mobilink can create a new positioning

1. Physical product difference
2. Communications — finding a memorable and meaningful way to describe the product (e.g., calling 7-Up the "Uncola) positioning is what you do to the mind of the   prospect."

1.3: Research Instruments

The research instruments used in this study are closed ended survey questionnaire, structured interview and qualitative observation. The advantage of choosing a closed ended questionnaire is that it is easy to create and administer. It is possible to structure questions in a way that certain variables could be isolated and respondents have to choose between those of interests to the researcher. There is also ease and convenience and more readiness to fill out a survey then to sit through a long winded interview. This also allowed anonymity of the results and less chances that the participant would feed off the researcher's reaction and try to give the right answer. It is easy to collect and apply

statistical tests to this format. There are also structured interviews to obtain the data collected from the surveys given to the respondents of older age. It made possible to clarify any uncertainties and access whether they understand the demands of the questionnaire or not.

1.4: Respondents of the Study

The respondents of the study are from different age groups. Although the topic has covered effects of the re-launch of the Mobilink Brand on all the consumers of different age groups by the various mobile phone companies. The respondents which the researcher chose are:

- Children from 13 to 17 yrs. Although children are less susceptible to the concept pf branding, but the young teenagers are part of the target audience of Mobilink that demand the product from their parents and also make up the potential consumers. So one group of respondents are the young teenagers from 13 to 17 yrs.
- The second group of study is made up of the late teenagers or young consumers from the age of 18 to 25 yrs. This segment is more fashion oriented and they want to use new products and services and compare them with peers. The re-launch of Mobilink could affect this age group the most, but then this age group also has a limited buying power and would switch to anything new that seemed more attractive or more visible to them and they could recall easily.
- The third group is the young adults from 26 to 35 yrs or what we can call the middle-aged segment. This group has better understanding of the actual utility of the mobile services, their functionalities, quality of service and economical worth due to their vast experience. They are also the prime segment, due to their higher buyer power and increasing usage of cellular phone. But their thoughts are well developed and they are not easily distracted by silver bullet offers.
- The Fourth group is the mature segment from the ages of 36 to 50 yrs. These are busy individuals who have little time for flukes and purely go for the quality and superiority.
- The last group from the ages above 50 is basically the elderly segment. These are the toughest nut to crack for, as they have high social values, religious norms, and cultural principals and are loyal to the images, traditions and morals that they have developed over the years.

1.5: Sampling Procedure

The total sample size of the research consists of 100 respondents of different age groups, but larger emphasis is on the late teens, young adults and mature segment as they are the prime target audience of Mobilink and also as the survey is mostly conducted in the student community and also in some local markets and areas of Islamabad, Rawalpindi,

but participation from each group is ensured. The division of the respondents according to the groups is as follows:

Table 1.1: Sample Size Detail

	13-17		18-25		26-35		35-50		above 50		Total
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	
Female	4	4	18	18	10	10	6	6	4	4	42
Male	4	4	24	24	14	14	12	12	4	4	58
Total	8	8	42	42	24	24	18	18	8	8	100

As above mentioned in the table, the researcher has divided the sample among 100 respondents, out of which 58 respondents are male of different age groups and 42 respondents are female of different age groups. In each age group the researcher has divided the ratio of male and female in a matter to keep the target audience of Mobilink and its competitors in mind. Further, in order to get the complete information , the researcher has also divided the sample into three further categories or classes, during the analysis, because in Pakistan the majority of the population belongs to the middle or lower class, but the target audience of Mobilink includes the upper, upper middle, middle middle, lower middle and upper lower class.

1.6: Data Gathering Methods

1.6.1: Research through Interviewing

The researcher has been involved in a more hybrid interviewing style to be able to gain the benefits of both the structured and the unstructured approach and maintain the focus yet be able to grasp the perceptual depictions of the audience. Although the level of this analysis is lower then that of the questionnaire yet researcher has tried to remain objective, empathetic, letting people talk, paying attention, creating a comfortable atmosphere and a being a good listener.

1.6.1.1: Question Types

The questions include those that focus on the opinions, values and feelings of the respondent about Mobilink's brand and its competitors, while also analyzing their knowledge of the offerings by Mobilink and finally the demographics of the respondents.

1.6.1.2: Advantages of Interviewing

The researcher has mainly focused this approach as a supporting data source. Audience is interviewed to be able to be sure of the reactions and perceptions and to analyze consumers in a more focused approach yet keeping the importance of the time limits of the research in mind. The researcher is also able to study the first face reactions of

consumers, while the researcher has remained objective and non-judgmental. Interviewing is done in the student community in the 18 to 25 yrs group and 26 to 35 yrs group and outside the student community of 35 to 50 and above 50 yrs group. It has provided the researcher to freely hold a conversation while providing a checklist of what the researcher considers important.

1.6.2: Research through Questionnaires

The questionnaire are kept simple yet closed ended, so that the researcher is able to get the results for the desired inquiries. Questionnaires initial sections focuses on the demographics and activities of the respondents, moving to the mobile service used and their choice of mobile service providers. Then it moves to their opinions about the different services provided by their choice of mobile service provider. It helps to analyze the major players in the cellular phone industry on call connectivity, voice clarity, coverage, billing, customer services, value added services and overall. A sample size of 100 respondents is chosen as it is not only up to the validity of the analysis but, has also enabled the researcher to examine the vast segments of consumers in the market, while removing any bias by the statistical methods. A descriptive survey through the questionnaire is conducted.

1.6.2.1: Advantages of Questionnaires

The researcher is able to analyze a vast segment of respondents, while dividing them into several age groups and both genders, to be able to gain representation of each age group. The questionnaires have enabled the researcher to remain objective, detached, value-free and non influential on the study. The closed ended questions have not only saved the time of the respondents, but have enabled focused and direct answers which made the analysis easier and more accurate. Questionnaire method is also chosen due to it being more convenient and suitable for the research. It also has enabled the researcher to design the questionnaire with the questions in sets yet direct form, being multiple choice and yes and no answers. It has enabled the researcher to keep the wording objective and not enable the respondent to try to pose a reaction, as in interview, because of being face to face.

1.7: Tabulation and Data Analysis

The data is tabulated and coded in a table format for easy comprehension. The researcher has created frequency distribution tables for demographics and opinion question data. A computer software program called Minitab or Microsoft Excel is used in order to perform this statistical analysis of data collected. Result is placed in a table format and examined in the analysis phase of the study. There is a figure to accompany each table graphically which present the different responses and assist the process of drawing conclusions.

1.8: Brand Analysis Tools

1.8.1: Brand Positioning and Perceptual Mapping

The third and final part of the SEGMENT - TARGET - POSTION process is 'positioning.' Positioning is undoubtedly one of the simplest and most useful tools to marketers. After segmenting a market and then targeting a consumer, you would proceed to position a product within that market.

Remember this important point. Positioning is all about 'perception'. As perception differs from person to person, so do the results of the positioning map e.g. what you perceive as quality, value for money, etc, is different to my perception. However, there will be similarities.

Products or services are 'mapped' together on a 'positioning map'. This allows them to be compared and contrasted in relation to each other. This is the main strength of this tool. Marketers decide upon a competitive position which enables them to distinguish their own products from the offerings of their competition (hence the term 'positioning strategy').

Take a look at the basic positioning map template below.
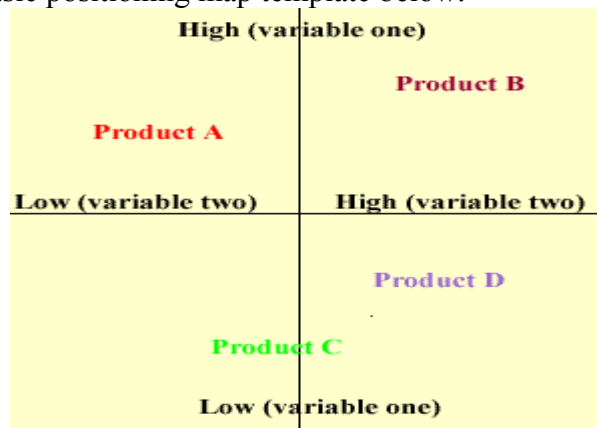
The marketer would draw out the map and decide upon a label for each axis. They could be price (variable one) and quality (variable two), or Comfort (variable one) and price (variable two). The individual products are then mapped out next to each other any gaps could be regarded as possible areas for new products.

The term 'positioning' refers to the consumer's perception of a product or service in relation to its competitors. You need to ask yourself, what is the position of the product in the mind of the consumer?

Trout and Ries suggest a six-step question framework for successful positioning:

1. What position do you currently own?
2. What position do you want to own?
3. Whom you have to defeat to own the position you want.
4. Do you have the resources to do it?
5. Can you persist until you get there?
6. Are your tactics supporting the positioning objective you set? (Source: www.marketingteacher.com, 05/05)

1.8.1.1: Advantages of Perceptual Maps

It enables various brands an their competitors from the same industry to be placed at a low or high level of several attributes depending o nth perception of the consumers, which enables researchers to rank the brands on these attributes and assign a rating to the perception level of consumers. Brands are then able to identify their weak areas, attributes they lack in, or are behind the competitors to then position their brands accordingly.

1.8.2: Brand Perception

This tool is basically to analyze perception that presets of particular brands in the minds of the consumers. This analysis is done on three types of attributes

1.8.2.1: Visual

These are the surface describing variables, that are related to the look, feel, etc of the product/ service. This can include color, packaging, logo, slogan, annual report, website, office ambience, outlets, variety of product / service, etc, depending on the product r service.

1.8.2.2: Verbal

These are the communicational factors, that enable the brand to be marketed or promoted to its consumers and are based on several verbal and non-verbal marketing channels. These include Advertisements, billboards, hoardings, brochures, leaflets, website, PR events, sponsorship, etc.

1.8.2.3: Experiential

These are the factors related to the experience of the consumer after getting in touch or using the product or the service. These include attributed like quality of product/ service, smell, taste, reliability, availability, durability, etc.

1.8.2.4: Brand Perception index

This is the final addition of the quantitative values from all these types of attributes. Therefore: B.PI = visual + verbal + experiential

1.8.2.5: BPI Process

The brands are rated on these attributes according to the surveys that describe the feelings and opinions of the consumers on these various levels. This allows the brands to be a relatively ranked according to the perception of the consumer.

1.8.2.6: Advantages of BPI

This tool enables the brands to be ranked quantitatively according to the perception of the consumers. This is usually done after the perceptional levels have been analyzed from tools like the perceptual maps. It enables to draw conclusion on where the brands fail to develop a high perception in the consumers mind.

1.8.3: Graveyard Model
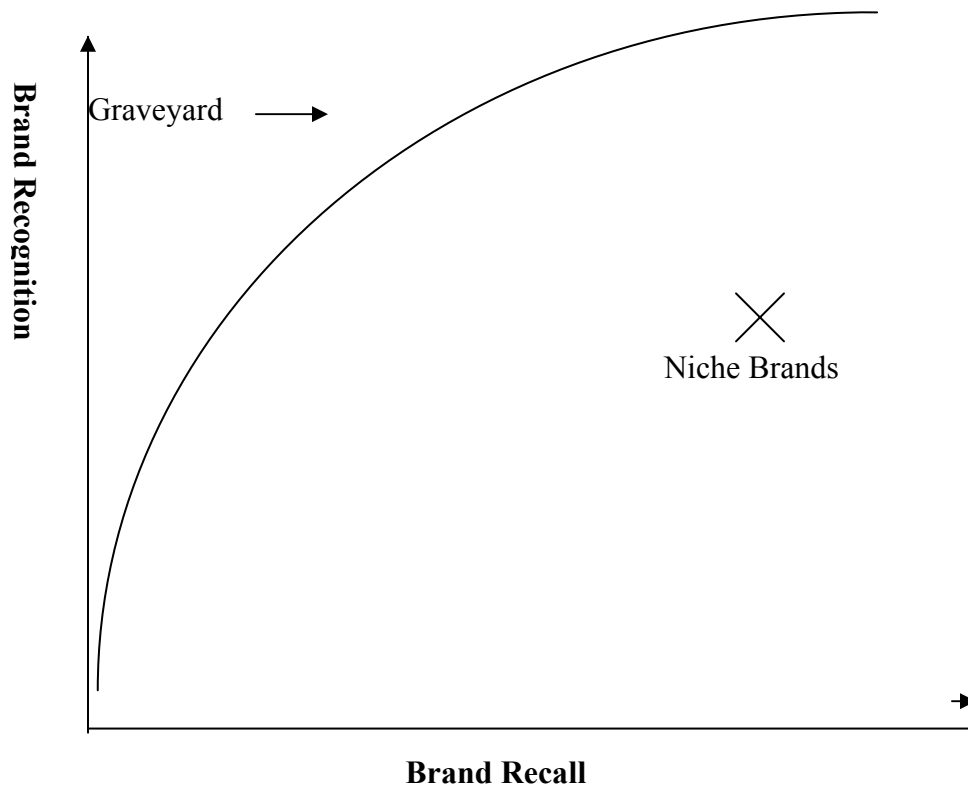
Brand Recall

The brands high on both levels are placed high, below the arch of graveyard. The brands that have lost their strength or recall are placed in the graveyard as dieing brands. The brands that are targeting to only a small segment in the market are placed in the niche area.

1.8.3.1: Advantages of Graveyard Model

Brands and their competitors are easily classified on the levels of recall and recognition. It enables brands to view the competitors excelling on these factors in their industry, to be able to take measures to raise their recall, more then them.

1.8.4: Brand Asset Valuator

It is the brand identity and brand position that creates Brand Equity. Brand Asset Evaluator is gives a critical insight into the Brand equity of a brand.

Brand Asset Valuator

BVA - Brand Asset Valuator
Measuring Brand Value

©/™
Young & Rubicam

The **Brand Asset Valuator** of advertising agency **Young & Rubicam** measures Brand Value by applying four broad factors:
1. Differentiation – Differentiation is the ability for a brand to stand apart from its competitors. A brand should be as unique as possible. Brand health is built and maintained by offering a set of differentiating promises to consumers and delivering those promises to leverage value.
2. Relevance – Relevance is the actual and perceived importance of the brand to a large consumer market segment. This gauges the personal appropriateness of a brand to consumers and is strongly tied to household penetration (the percentage of households that purchase the brand).
3. Esteem - Esteem is the perceived quality and consumer perceptions about the growing or declining popularity of a brand. Does the brand keep its promises? The consumer's response to a marketer's brand-building activity is driven by his perception of two factors: quality and popularity, both of which vary by country and culture.
4. Knowledge –Knowledge is the extent of the consumer's awareness of the brand and understanding of its identity. The awareness levels about the brand and what it stands for shows the intimacy that consumers share with the brand. True knowledge of the brand comes through brand-building.

Differentiation and Relevance taken together say a lot about its growth potential ("**Brand Vitality**"), while Esteem and Knowledge determine the current power of a brand ("**Brand Stature**").

A **Survey based on the Brand Asset Valuator** is conducted annually containing data about 20.000 brands, based on the opinion of over 230.000 respondents in 44 countries

Brands are given quantitative ranking on the four factors of differentiation and relevance for brand strength and esteem and knowledge for brand status. Differentiation and relevance rankings are multiplied to produce the brand strength and same for the brand stature.

1.8.4.1: Y and R Power Grid

Based on the Brand Asset Valuator, Young and Rubicam Power Grid placements are made analyze the Brand Equity of the brand and its direct competitors according to Brand Stature and Brand Strength. The grid is shown in the following figure, along with a detailed explanation.

BRAND STATUS
(Knowledge & Esteem)
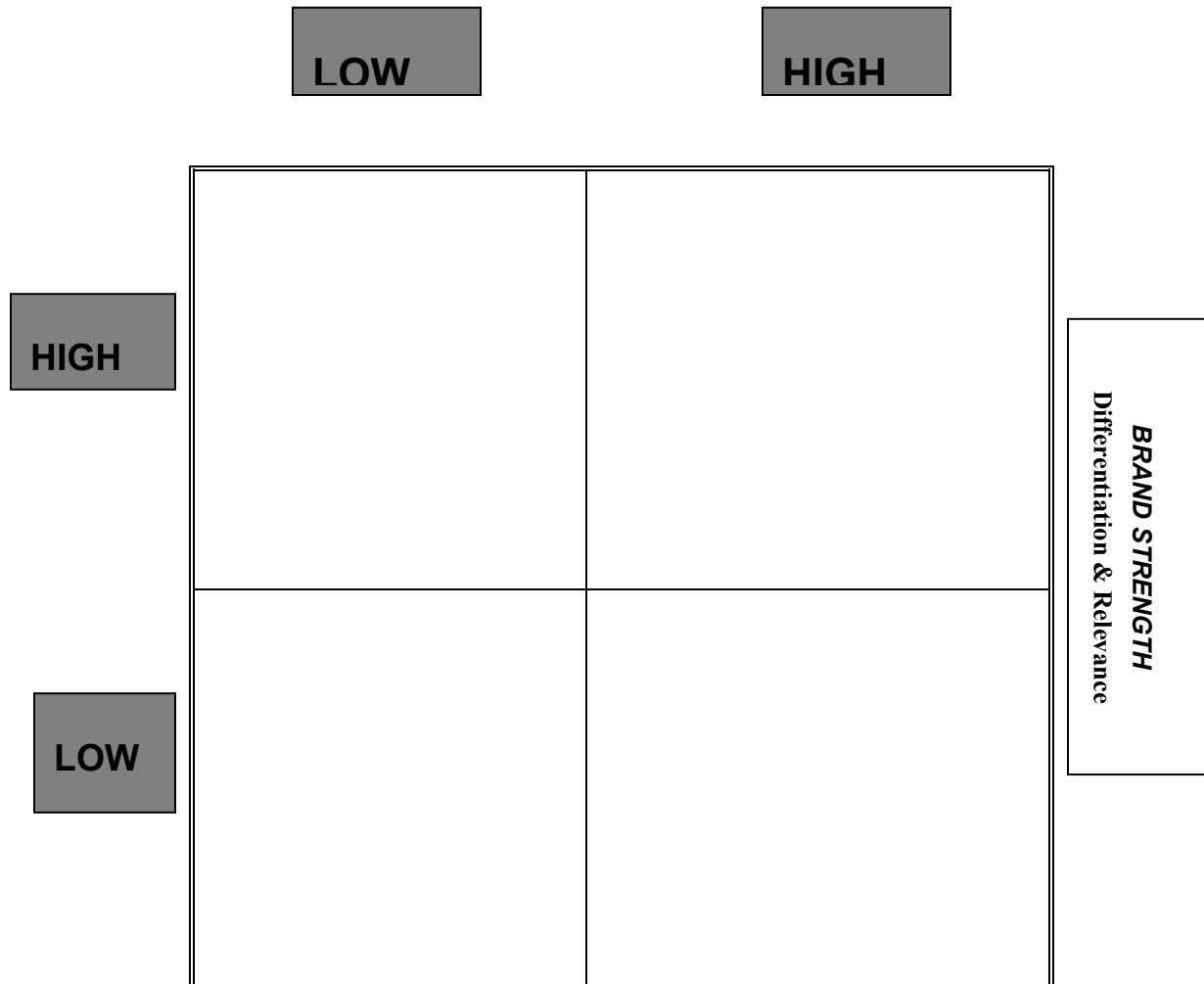
Figure 1.1: Y and R Power Grid Template

▪ **Brand Strength**

In Y&R power grid we place Brand strength on vertical axis. The seven components of brand strength are:

Market: 10% of brand strength. Brands in markets where consumer preferences are more enduring would score higher.

Stability: 15% of brand strength. Long established brands in any market would normally score higher, because of the depth of loyalty they command.

Leadership: 25% of brand strength. A market leader is more valuable: being a dominant force and having strong market share matters.

Profit trend: 10% of brand strength. The long-term profit trend of the brand is an important measure of its ability to remain contemporary and relevant to consumers.

Support: 10% of brand strength. Brands that receive consistent investment and focused support usually have a much stronger franchise, but the quality of this support is as important as the quantity.

Geographic spread: 25% of brand strength. Brands that have proven international acceptance and appeal are inherently stronger than regional brands or national brands, as they are less susceptible to competitive attack and therefore are more stable assets.

Protection: 5% of brand strength. Securing full protection for the brand under international trademark and copyright law is the final component of brand strength.
So we can say that building of a successful brand occurs through a very specific progression of consumer perceptions. In consumer perception two very important elements are:

- Differentiation
- Relevance

Differentiation:

Without differentiation - the perceived distinctiveness of a brand -- consumers have no basis for selection or loyalty.

Relevance:

If a brand isn't relevant, (personally appropriate) to consumers, it isn't going to attract and keep them. There is a strong, positive correlation between relevance and market penetration. Together, relevance and differentiation represent "Brand Strength," an important indicator of future performance.

- **Brand Status**

On horizontal axis of Y&R power grid we place brand status. Brand status of any brand is determine through its brand esteem and brand knowledge.

Esteem:

If a business is successful in creating "relevant differentiation," consumers usually respond with a high esteem for the brand. Esteem is related to the perception of quality and increasing popularity. Mobilink has gained its esteem due to vast spread coverage and Ufone from quality of service.

Knowledge:

If a brand has established the relevant differentiation and consumers come to hold it in high esteem, knowledge develops. Knowledge is much more than being aware of the brand; it also involves an understanding of what the brand stands for. Knowledge is not a consequence of media weight alone. Spending money against a weak idea will not buy knowledge.

1.8.4.2: Advantages of Brand Asset Valuator and Y & R Grid

These tools enable to analyze the brand strength and stature. The Asset Valuator gives quantitative values to the level of brand strength and stature to be able to rank the brands and its competitors on these factors. After the quantitative ranking is done, the brands are identified to be high or low on the two attributes and then placed in the Y & R grid accordingly to give a visual classification of where the brand and its competitors lie, and which factor lowers it on any level, if does.

1.8.5: AIOD Framework

This framework has its emphasis on the activities, interests, opinions and demographics of the consumers, to be able to judge which segment they belong to on the basis of these attributes. By dividing the individuals into these segments, firms are able to then target the segments that match the behavior of the product or service they offer and add features into their product or service that are essential for the segment consumers and would enhance their experience of using the firm's product or service.

Table 1.2: AIOD Frame Work Template

Need	Segment	Activities	Interests	Opinions	Demographics
The reasons for the usage of product or needs it fulfills	Any name given to the segment	*Work, Hobbies*	*Fashion, Recreation, Media*	*Themselves, Products*	*Age, Gender, Income, Stage in Life cycle, Family Size*

1.8.5.1: Advantages of AIOD Framework

This tool enables to analyze the customers of the brand to be able to study their needs according to their opinions, interests, activities and demographic. This in-depth study enables to make the segments that the brand is currently targeting or can target in the future, if the brand offering matches the need of the segment.

1.8.6: Reference Group Influence Matrix

	Private	Public
Necessity		Mobile Phone Service Provider
Luxury		
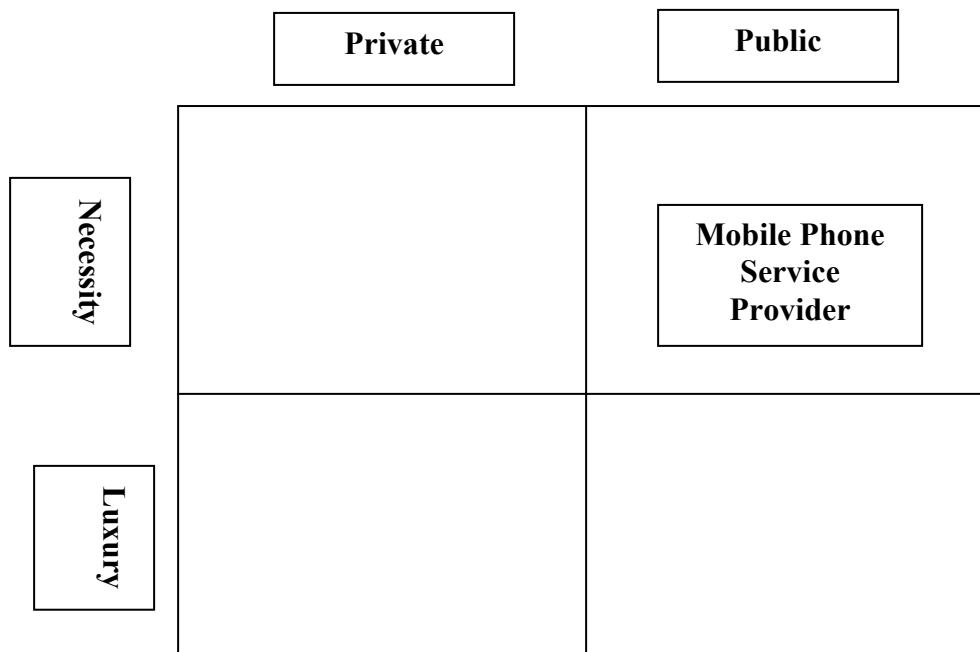
1.8.6.1: Advantages of Reference Group Matrix

This tool enables the product or service offered by the brand to be classified on the four attributes, according to the need and usage of the product/ service. Necessity product/ Service manufacturers can build a low cost strategy to be competitive or differentiation to be able to differ itself from competitors, while Luxury products opt for focused or differentiation, as customers are already willing to pay higher prices.

1.8.7: The 7 S McKinsey Model

Most of us grew up learning about 'the 4Ps' of the marketing mix: product, price, place, promotion. And this model still works when the focus is on product marketing. However most developed economies have moved on, with an ever-increasing focus on service businesses, and therefore service marketing.

To better represent the challenges of service marketing, McKinsey developed a new framework for analyzing and improving organizational effectiveness, the 7S model:

The 3Ss across the top of the model are described as 'Hard Ss':

• **Strategy:** The direction and scope of the company over the long term.
• **Structure:** The basic organization of the company, its departments, reporting lines, areas of expertise, and responsibility (and how they inter-relate).
• **Systems:** Formal and informal procedures that govern everyday activity, covering everything from management information systems, through to the systems at the point of contact with the customer (retail systems, call centre systems, online systems, etc).

The 4Ss across the bottom of the model are less tangible, more cultural in nature, and are termed 'Soft Ss' by McKinsey:

• **Skills:** The capabilities and competencies that exist within the company. What it does best.
• **Shared values:** The values and beliefs of the company. Ultimately they guide employees towards 'valued' behavior.
• **Staff:** The company's people resources and how they are developed, trained, and motivated.
• **Style:** The leadership approach of top management and the company's overall operating approach.

In combination they provide another effective framework for analyzing the organization and its activities. In a marketing-led company they can be used to explore the extent to which the company is working coherently towards a distinctive and motivating place in the mind of consumer.

1.8.7.1: Advantages of McKinsey's 7 S

This tool enables researchers to analyze the brand organizations and competitor organizations, to be able to examine the strategy they are following and where the brand organizations lack themselves.

1.8.8: Boston Consulting Group Matrix

The Boston Matrix is a well known tool for the marketing manager. It was developed by the large US consulting group and is an approach to product portfolio planning. It has two controlling aspect namely relative market share (meaning relative to your competition) and market growth.

You would look at each individual product in your range (or portfolio) and place it onto the matrix. You would do this for every product in the range. You can then plot the products of your rivals to give relative market share.

This is simplistic in many ways and the matrix has some understandable limitations that will be considered later. Each cell has its own name as follows.

1.8.8.1: Dogs

These are products with a low share of a low growth market. These are the canine version of 'real turkeys!'. They do not generate cash for the company, they tend to absorb it. Get rid of these products.

1.8.8.2: Cash Cows

These are products with a high share of a slow growth market. Cash Cows generate more than is invested in them. So keep them in your portfolio of products for the time being.

1.8.8.3: Problem Children/ Question Mark

These are products with a low share of a high growth market. They consume resources and generate little in return. They absorb most money as you attempt to increase market share.

1.8.8.4: Stars

These are products that are in high growth markets with a relatively high share of that market. Stars tend to generate high amounts of income. Keep and build your stars.

Look for some kind of balance within your portfolio. Try not to have any Dogs. Cash Cows, Problem Children and Stars need to be kept in a kind of equilibrium. The funds generated by Cash Cows are used to turn problem children into Stars, which may eventually become Cash Cows. Some of the Problem Children will become Dogs, and this means that you will need a larger contribution from the successful products to compensate for the failures.

1.8.8.5: Limitations with the Boston Matrix

There is an assumption that higher rates of profit are directly related to high rates of market share. This may not always be the case. When Boeing launched a new jet, it may gain a high market share quickly but it still has to cover very high development costs. (Source: www.marketingteacher.com, 05/05)

1.8.8.6: Advantages of Boston Matrix

It enables various products from different brands to be assigned a market share, developed on the most important attributes, concerning that product or service. Qualitative ranking is given according to survey of consumers. Market growth rate signifies the growth rate of the industry. It varies from industry to industry. The brands are able to view their profit making SBU's, new entrants or the dieing ones.

1.8.9: FCB Grid

The FCB grid was developed by Richard Vaughn. It helps direct both our creative strategy and our media strategy as it clarifies how consumers approach the buying process for different products. Notice that the process is driven by the TYPE OF PRODUCT, so product analysis is our first step in the 4P's and a C model.

Click on any quadrant in the FCB Grid below for information and strategies.
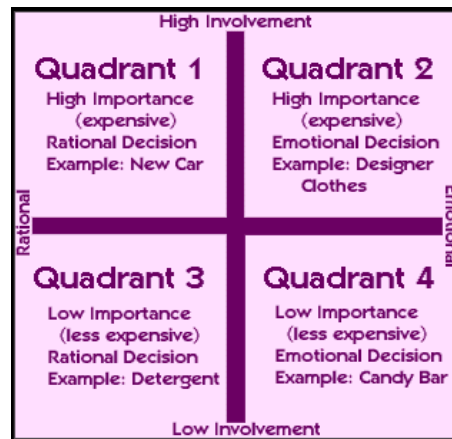
Figure 1.2: FCB Grid Template

Further explaining the four quadrants:

Products in Quadrant One of the FCB Grid are products that are of high importance to the buyer (generally more expensive) and are decided on rationally. Generally, the buyer will research competing products and will want lots of information before making a buying decision. Products in Quadrant Two of the FCB Grid are high involvement (expensive and an important decision) but are more emotional in the decision making process. You buy designer clothes because they will make you feel good about the way you look, feel sexy or to show your status--all emotional responses. Other examples would be engagement rings, fine perfumes or it could be a car (normally in Quadrant One) if it was a sporty red convertible that you bought to make you feel young or sexy. If your product is in Quadrant Two, you need to generate emotional responses and create an image that people are willing to buy. Quadrant Three of the FCB Grid is for products that are lower involvement (not really a lot to lose if you don't like the product) and rational decisions. Here we find many package goods, such as detergents, paper products and other everyday items. Since these are rational decisions, we generally need to give the consumer a reason to buy (differentiate the product from others and find market niches) and we need to generate brand loyalty and repeat buying. Reminder ads and coupons or other sales promotion can help here. Even though this is a rational decision, the lower importance means that consumers probably won't wade through long copy. Quadrant Four of the FCB Grid is for products that are low involvement, emotional decisions. These are items that aren't really very expensive and make you feel good or provide self-satisfaction. Here, we would find entertainment, snack foods, fast foods, soft drinks, candy and cigarettes and alcohol (although very expensive alcohol might move up to Quadrant Two). Many times, these are impulse or convenience buys. Products in this category don't really have a lot of rational reasons for you to buy, and rely heavily on "feel good" ads.

Many times, lifestyles are portrayed to attach an image to the product (such as, if you are young, drink Pepsi.)(Source: www.public.iastate.edu , 05/05). This tool enables the researchers to analyze the advertisements of the brand and its competitors, depending upon the involvement of the product. This enables the brand to then change or adapt its advertising campaigns, either to stay within the trend in the industry or to stand out.

2

INDUSTRY BACKGROUND

2: Industry Background

Just when the general public feels that the demand of the cellular phone service can increase no more, and that the market is fully saturated with everybody from a plumber to a business executive carrying their own cell phones. Potential entrants bring with them numerous threats. Mobilink, an existing player in the market is faced with just one single objective: capturing maximum market share. Being the current market leader it is also facing the same problem. It not only requires to capture newer segments of the market and increase its consumer base, but it also needs to retain its existing customers – a task that will be anything but easy, with newer, better, improved, and more efficient technology available to the consumers. In order to increase the customer base and retain the existing consumers in the face of recent upcoming competition, Mobilink has redesigned its corporate image and re-launched itself as "Reshaping Communication. But does this rejuvenation only help the company retain its competitive position currently and in the near future or does it also help it extent its customer base. The basic aim of the thesis is analyzing this rejuvenation of the Mobilink brand and studying its impact in the light of the new entrant Telenor and Al-Warid Telecom, by the conduction of survey among the consumers and the application of several brand analysis tools on the results in order to draw conclusions and present recommendations for the organization.

2.1: History

In 1947 Pakistan's Telecom sector inherited the British Post, Telegraph & Telephone **[PTT**] Departments with a miniscule base of 7000 telephone lines. For 30 years this entity lumbered and slumbered with its old mechanical, analog 'Strouger" switches and analog telephone lines, protected in its monopoly, both local and global. By 1962 this PTT Department was split up into the Telephone & Telegraph Department and the Postal Departments. By 1991 this was further re-organized thorough the PTC Act 1991 opening this public sector to the private sector companies. Licenses were granted for non-basic services where the PTT had no experience base. These were Data Network Services, Paging, Manufacturing of Small Telephone Exchanges ["Digital Communications" being the first company to do so].

Once [1995] the Internet exploded onto the Global Telecom scenario, it was evident that the old Pakistan Telecom monopoly was no longer able to cope with the influx of new revolutionary technologies . As recently as 1994, trained basically in voice telecomm technologies , a Divisional Engineer at a PTCL city exchange could not believe that data could also be sent over a telephone line. By 1995 PTCL General Managers were being advised by private sector telecom companies that Voice Mail and Email should be added to the services offered by PTCL.[1]

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[1] http://www.the-south-asian.com/April%202003/Pakistan%20IT-Telecom%20markets-1.htm

The Pakistan Telecommunication Ordinance 1994 provides a legal framework for active participation of the private sector in the development of telecommunication services. The Act also provides a legal base for the establishment of the following:

1. Pakistan Telecommunication Authority -- **(PTA)** mandate was to regulate the telecom sector.

2. The Frequency Allocation Board **(FAB)** was made responsible for frequency spectrum management and its monitoring.

3. National Telecomm Corporation was set up to provide telecommunication services to public sector (Govt & Defence) organizations.

4. Pakistan Telecommunication Employees Trust (**PTET**) was created as a trust to takeover statutory function to disburse pension and other benefits to the employees of the PTCL.

5. Pakistan Telecommunication Company Limited **(PTCL)** was incorporated as a public limited company, with the objective of providing domestic and international telecommunication and related services. About 95% of the assets and liabilities of PTC, at net book value, were transferred to PTCL whereas the remaining 5% assets were vested in PTA, FAB, NTC and PTET. The vesting of assets to new entities took place with effect from 1st January 1996.

By 1996, PTCL management was operating in defense mode trying to play catch-up, which it did well to learn fast. It sent its engineers to various western countries and companies to learn new Data Networking and Internet and Wireless Technologies but the sheer size of this New Wave Technologies was of Tsunami proportions, as the western countries and companies also learned to their discomfort and loss of competitive advantage. It manufactures some basic Microwave technology cards in its factory in Haripur **[TIP].** No indigenous PTC digital telephone exchange design or manufacturing capability was built during 1947 to 2003. Some local software expertise was created by Alcatel in its operations in Islamabad. But nothing took place as it did in India during 1985-1990, when Sam Pitroda , a U.S. venture capitalist and telecom entrepreneur[originally from Orissa, India— made his money by selling his telecomm company in 1970's to Rockwell in Chicago, USA . Pitroda found a receptive ear in Rajiv Gandhi . Rajiv Gandhi thanks to his basic telecoms exposure as an Airline Pilot was able to see the importance of an Indian Telecomm industry. Against a similar bureaucratic infra structure to Pakistan's PTCL, Sam Pitroda created C-DOT [center for the development of telematics. In doing so the first low-cost, non-air-conditioned, Rural Telephone Exchange [called **RAX**] of about a 1000 to 5000 lines was made and later its license sold to many Indian companies. It was also exported to about 30 African and Asian countries earning valuable foreign exchange for India.[1]

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[1] http://www.the-south-asian.com/April%202003/Pakistan%20IT-Telecom%20markets-1.htm

The subsequent moves by the PTCL management are noticeable in their "creative destruction" strategy.

PTCL Creative Destruction. - 1995-2003

6. Pakistan Telecom Foundation **[PTF]** was formed in 1997 to defend the Data Network sector against private sector data network operators.

7. By 1999 **PakNet** / **Pak Data Comm** was split of from Pakistan Telecom Foundation to look after the pure Data Network sector and Pakistan Telecom Foundation was left with retired PTCL engineers to run more mundane and less specialized engineering of Laying Telecom Cables.

8. More recently [1994-2003] as Private cellular operators [PakTel**, Instaphone, Mobilink**] raced ahead with Mobile Voice Networks [both AMPS and GSM]; PTCL launched their private Mobile Network company **Ufone.**

9. More recently PTCL is trying to enter the area of Hybrid Fiber Cable **[HFC] -TV** networks after the initial launch of **WorldCall's HFC** networks in Lahore and Karachi affluent suburbs. By first quarter of 2003 these payphones numbered 21,000.

10. **Arfeen** which started with **Instaphone** Wireless and **Supernet** Data Networks [Frame-Relay Networks] has launched **Telecard** Pay phone initially using land lines from PTCL. In 2000 it launched fixed wireless [using CDMA technologies] payphones in Karachi under the name "**Foree Fone & Na Taar Na Intizzar".** By first quarter of 2003, these payphones were operating from Karachi, Lahore and Islamabad at a total number of 50,000.

11. By December 2003 PTCL obtained an extension of the De-Regulation of the Telecom sector deadline set by WTO and March 2003 was the new deadline.[1]

2.2: Pakistan Telecom Sector

In 1990 T&T transformed into a wholly-owned Government corporation i.e. Pakistan Telecommunication Corporation (PTC) under the Pakistan Telecommunication Corporation Ordinance issued on December 15, 1990.

Proper legislative action being taken in 1991 through the promulgation of the Pakistan Telecommunication Corporation Act (Act XVIII of 1991).

The primary objective of this structural change was to create an entity financially independent of the Government while maintaining the existing inflows into the Government   treasury.[2]

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[1] http://www.the-south-asian.com/April%202003/Pakistan%20IT-Telecom%20markets-1.htm
[2] http://www.privatisation.gov.pk/telecom/history.htm#1

This was achieved by two main elements of the Telecommunication Act whereby, on the one hand, PTC was required to pay to the Government on a fixed minimum basis for the assets transferred to it from the T&T department and not converted into paid-up capital and   on   the   other,

Restriction on excessive cash withdrawal from the Corporation through the imposition of a 7% limit on dividend declaration. This principle ensured that the Government's budgetary support from PTC was maintained and PTC was also able to invest in network development.

 Based on the outcome of that activity, it was decided that PTC would be sold as a single company with a monopoly on basic telephony services and through a transfer of minority shareholding but with control of the management of the company. This recommendation later crystallized in the form of a 7 year monopoly and a strategic sale of 26% with management control.

In mid-1994, primarily to inject an element of continued commitment to the privatization process, the Government decided to float 2% of the company in the domestic and international markets immediately. In July 1994, Khadim Ali Shah Bokhari/Merrill Lynch were awarded the mandate for the 2% floatation. Consequently, 1 million vouchers (equivalent to 100 shares each) issued by the Government but convertible into PTCL shares (once PTCL was formed) were pledged in August 1994. The offer was fully subscribed within Pakistan and was massively over-subscribed abroad.

While the sale of 2% equity in the first tranche was performed primarily to gain popular support for the privatization process, the impetus for the second tranche appeared to have come from the budgetary support viewpoint. Therefore in September 1994, the Government, through a finely tuned book-building process, managed to off-load 5 million vouchers at the strike price of Rs. 5,500 per voucher (representing conversion value for 100 shares at Rs. 55 per share) bringing in approximately US$900 million to the exchequer.[1]

Some of the key commitments made, and met, by the Government in the information packages   for   the   two   tranches   were:

PTCL would be created out of PTC and shares of PTCL would be listed on the three stock exchanges of the country within 2 years of the issue of the vouchers/GDRs, In case the above does not take place as stipulated, the Government will buy back the vouchers   at   Rs.   3,840   each, The maximum number of fully paid-up shares in PTCL at the time shares are listed will not   exceed   5.1   billion   ordinary   shares   of   Rs.   10   each,

The telecommunication industry is regulated by the Pakistan Telecommunication Authority - an autonomous body established under section 3 of the Pakistan

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[1] http://www.privatisation.gov.pk/telecom/history.htm#1

Telecommunication Re-Organization Act, 1996, an Act of the Parliament to regulate the telecommunication industry in Pakistan, including matters relating to protecting consumers' interest, licensing regime, tariff regulation, type approval of equipment and interconnection arrangements. The Authority has the following major objectives and functions:

(a) regulate the establishment, operation and maintenance of telecommunication systems and the provision of telecommunication services in Pakistan; (b) promote and protect the interests of users of telecommunication services in Pakistan; (c) promote the availability of a wide range of high quality, efficient, cost effective and competitive telecommunication services throughout Pakistan; (d) promote rapid modernisation of telecommunication systems and telecommunication services; (e) make recommendations to the Federal Government on policies in the telecommunication   sector.

The Authority has been vested with the necessary powers by the federal government to effectively   perform   its   functions.

Frequency Allocation Board (FAB): The FAB has the exclusive authority to allocate and assign portions of the radio frequency spectrum to the Government, providers of telecommunication services and systems, radio and television broadcasting operations, public and private wireless operators, and others. The FAB has an executive director, who is the vice chairman, devoting his full time to the business of the FAB. The objective of the FAB is the efficient management of the spectrum.[1]

Table 2.1: Milestones of Telecom Industry in Pakistan

Year	MILESTONES
1947	14000 Operational telephone lines at independence
1947	Pakistan Posts and Telegraph Department, Ministry of Communications
1962	Pakistan Telegraph and Telephone Department, Ministry of communications
1990	1st Private Payphone License
1990	Pakistan Telecommunication Corporation
1991	1st Mobile License to M/s Paktel
1992	1st Card Payphone License
1994	1st GSM Mobile License to M/s Mobilink (Pakistan Mobile Limited): 3rd Mobile Operator
1995	2nd Mobile License to M/s Instaphone

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[1] http://www.privatisation.gov.pk/telecom/history.htm#1

1995	Pakistan Telecommunication (Re-Organization) Ordinance
1996	Pakistan Telecommunication (Re-Organization) Act
1996	PTCL, FAB, PTA, NTC
1998	Paknet (1st Internet Service Provider)
1998	First Card Payphone License
2000	Pakistan Telecommunications Rules
2000	Pakistan Telecommunications Authority Regulations
2000	Calling Party Pays Regime (CPP) for Mobile
2001	Internet over Cable Regulation
2001	M/s PTML (2nd GSM Mobile Operator): 4th mobile operator in Pakistan
2002	Ministry of Information Technology & Telecommunications
2003	End of PTCL Monopoly
2003	Telecommunications Deregulation Policy (Draft)
2003	Cable Television Rules
2003	Telecommunication Numbering Plan
2003	Telecommunication Tariff Regulations (Draft)
2004	End of PTCL Exclusivity on Cross border connection

(Source: Market research, 2005)
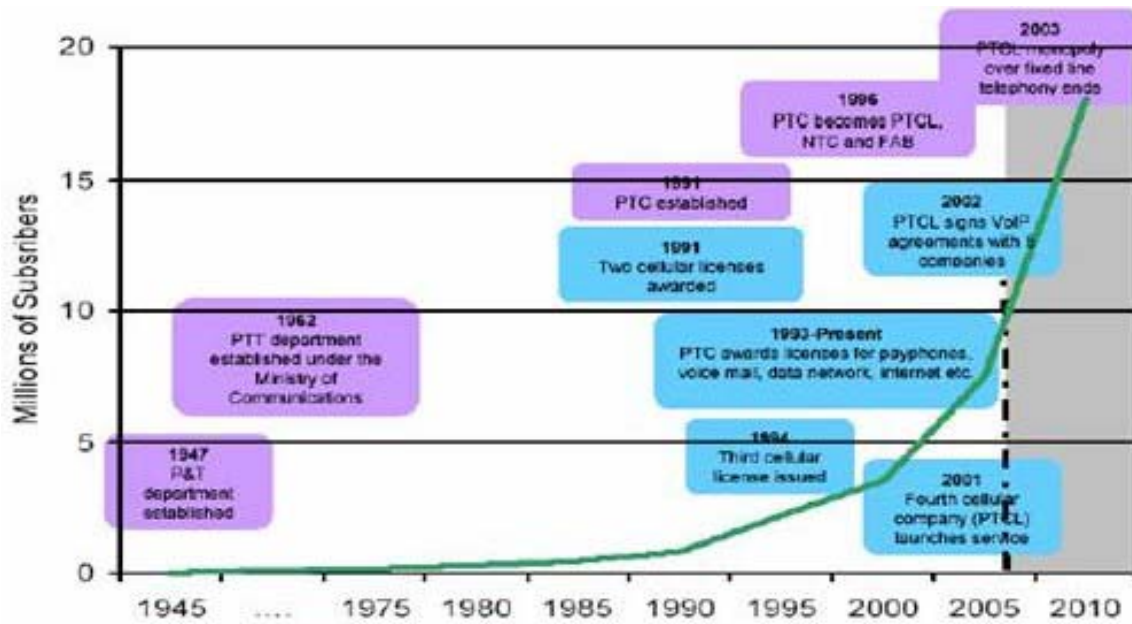
Cellular Explosion

Jan 2001: 270,000   June 2003: 2,200,000
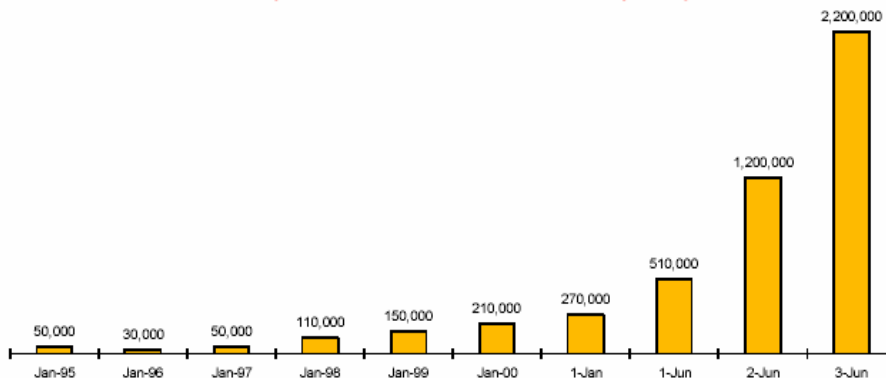
Source: MOST/PTA

6/3/2004

According to PTA chairman Shahzada Alam, the number of mobile phone users is over 8 million (8,008,228 to be exact as of Dec 31, 2004). In the next four to five years, the country's telecommunication sector alone is likely to attract an investment ranging from $ 5billion to $ 8 billion.

The PTA data suggests that today the mobile tele-density has touched 5.14 per cent mark. Conservative official estimates suggest that the mobile tele-density in Pakistan is

projected to increase by 8 per cent during 2005 alone while the same would reach 16.5 per cent by the year 2010.

Apart from this another 100,000 people would be directly employed in the telecommunication sector. So far the mobile telephones cover 400 plus cities and towns and the mobile industry is handling 30 per cent of total international calls while estimated domestic calls handled by the cellular industry is about 33 per cent.

Rapid penetration began after call party pays billing was introduced in 2001. As of March 2004, the market climbed to more than 3.56 million. By year-end 2004, the total number of subscribers could reach 8 million. Industry observers believe that the addressable market by 2006/2007 may be 12-15 million. Given the anticipated growth of the existing incumbents, the new operators licensed may face a difficult game of catch-up.

Deregulation is driving the telecommunications industry

Fixed line industry overview

- Telecom market highly under penetrated
  - Fixed line penetration rate of only 3.0%

- PTCL is currently the sole provider of fixed line telephony to the private sector in the country and has 100% ownership of the backbone

- Other players:
  - National Telecommunications Corporation ("NTC") provides services to the armed forces of Pakistan, defense projects and the Government
  - Special Communications Organization ("SCO") provides service in the Federally Administered Tribal Areas and Azad Jammu and Kashmir

- Recently, Pakistan Telecommunication Authority ("PTA"), an independent regulator issued:
  - 12 LDI licenses and 73 fixed local loop licenses for $6mm and $0.8mm, respectively

Key statistics (millions)[1]

Fiscal year ending	1999-00	2000-01	2001-02	2002-03	2003-04
Fixed line penetration	2.3%	2.4%	2.5%	2.8%	3.0%
Line installed	4.0	4.2	4.3	4.9	5.3
Growth	8.1%	5.0%	3.0%	14.2%	7.6%
Lines in service	3.2	3.4	3.7	4.0	4.4
Growth	6.7%	6.3%	8.8%	8.1%	11.5%
Fixed line utilization	80.0%	81.0%	85.5%	81.0%	84.0%

Source: PTCL/PTA
[1] Excludes SCO (approx. 64,000 lines in service) and NTC (approx. 80,000 lines installed and 65,000 lines in service)

Fixed Line Teledensity

Regional fixed line penetration vs. per capita GDP PPP

PPP-adjusted GDP per capita (US$)
Source: Gartner Reports; World Bank database and PTCL

(Source: www.pta.gov.pk, 2005)

2.3: Mobile Subscriber Growth

Figure 2.1: Growth of Mobile Subscribers in Pakistan

As per Chairman Pakistan Telecommunications Authority the exact number of mobile subscribers as of 31 December 2004 is 8,008,228 and market share of different service providers as on 29 Jan 2005 is as under: -

- Mobilink -5,037,293
- Ufone-1,893,906
- Paktel-1,506,349
- Instaphone-570,680
  (The News, 30 Jan 2005)

Year Wise Growth of the Licenses of Value Added and Basic Telephony
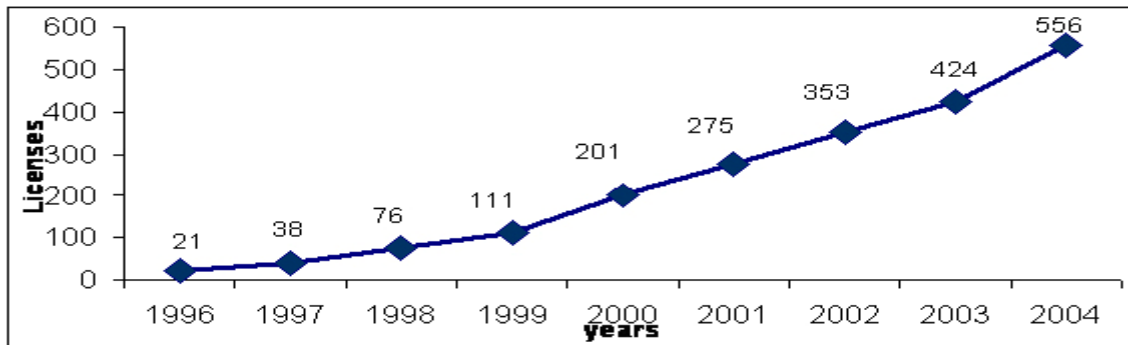
(Source: www.pta.gov.pk, 2005)

Competitive environment is expected to develop further post deregulation of the telecom sector and the issuance of three new GSM licenses[1]
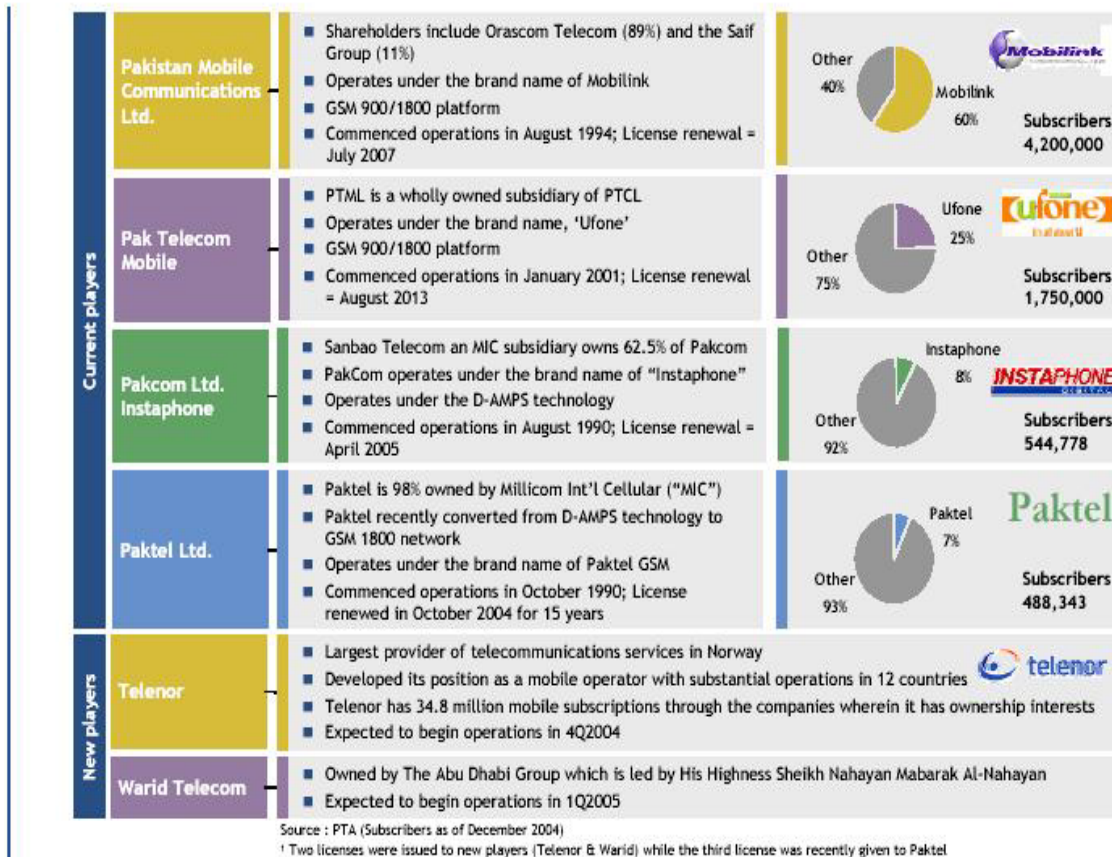
(Source: www.pta.gov.pk, 2005)

It goes beyond saying that telecom sector in Pakistan has poised to take-off during the days to come. Deregulation of Telecom Sector Policy of the Government of Pakistan and carving the ways to create regulatory regime by the Pakistan Telecommunication Authority, have unleashed the phenomenal growth process in the telecom sector in Pakistan. It has gained rapid momentum and visible results have started coming out in calculative terms. Following the deregulation agenda, PTA has made tremendous contribution by accomplishing the task of opening up of the telecom sector in Pakistan. Dr Abdul Hafeez Sheikh, Federal Minister for Privatization and Investment has been quoted as saying at a seminar in Islamabad, according to the recent calculations; the country has over Rs100 billion telecom market, which would grow to Rs. 500 billion in next   five   years".
It is further endorsed partly by a United Nations Conference on Trade & Development (UNCTAD) recently launched report "World Investment Report 2004" at the UN Information Center, in Islamabad. The report was marked by a rising trend in the worldwide flows of Foreign Direct Investment (FDI) in the first quarter of 2004, which provided a pleasant contrast to the persistent decline almost continuously during the previous three years. At the end of 2003 total FDI was estimated at $560 billion, which,

according to the report, increased by 3 percent in the first 6 months of 2004. Cross border mergers and acquisitions in particular increased from $197 billion at the end of 2003 to $207 billion in the first quarter of 2004, which was indicative of an improvement in the world wide flow of FDI.

Deregulation of Telecom Sector Policy was announced on July 2003 & Cellular Mobile Phone Policy on February 2004. The process of awarding licenses and allocation of frequency (where required) has been completed in a professional manner. After this the first phase of deregulation stands completed. The following significant tasks have been accomplished.
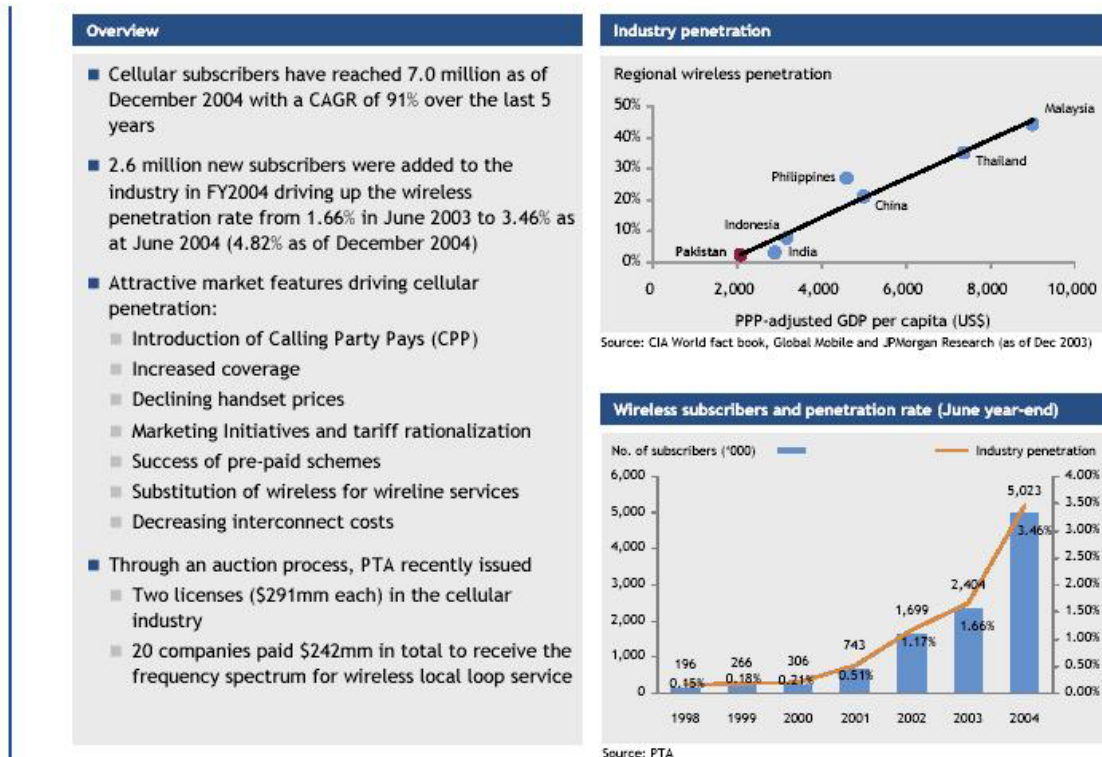
(Source: www.pta.gov.pk, 2005)

* Two cellular mobile Phone licenses have been issued through open bidding / auction process. Telenor from Norway & Al - Warid from UAE have won the licenses by offering $291 billion per license.
* Twelve Long Distance International (LDI) and 82 Fixed Local Loop (FLL) licenses have been issued. An amount of Rs. 392.81 million has been collected as initial license & processing fees from LL & LDI license seekers.
* An amount off Rs14.121 billions has been received through auction of spectrum for Wireless Local Loop (WLL) licenses through open bidding. A total of 108 WLL licenses would be issued in 24 regions through out Pakistan. Completion of WLL spectrum auction would bring more money to the national exchequer. It would also broaden the telecom sector base in Pakistan. Implementation (by the PTA) of the policies (by the Government of Pakistan) has opened

the door for local and foreign investors to seriously explore the opportunities in the Telecom Sector in Pakistan. Huge investments have started pouring into Pakistan. Job opportunities are being created and skilled manpower is taking special place in the job market. Rather a hunt for skilled people has started and it might lead towards the cutthroat completion in the market.[1]

2.4: Comparison of Prepaid Tariffs

This data has been collected as of August 8, 2005

Table 2.2: Cellular Prepaid Tariffs in Pakistan

Cellular Prepaid Tariffs as of August 08, 2005

	Mobilink	Ufone		Paktel	Instaphone		Telenor	Warid	
	Peak & Off-peak	Peak	Off-Peak	Peak & Off-peak	Peak	Off-peak	Peak & Off-Peak	Peak	Off-peak

Local & Long Distance Calls to Same Network (Rs. per min.)									
Airtime	3.50	2.99	1.50	3.75	3.99	0.99	1.73	2.00	1.50
15% GST	0.53	0.45	0.23	0.56	0.60	0.15	0.26	0.30	0.23
Total	4.03	3.44	1.73	4.31	4.59	1.14	1.99*	2.30	1.73

Local & Long Distance Calls to Other Cellular Network (Rs. per min.)									
Airtime	3.50	2.99	2.99	3.75	3.99	0.99	3.45	3.00	2.75
Interconnect	1.60	1.60	1.60	0.00	1.60	1.60	0.00	0.00	0.00
15% GST	0.77	0.69	0.69	0.56	0.84	0.39	0.52	0.45	0.41
Total	5.87	5.28	5.28	4.31	6.43	2.98	3.97	3.45	3.16

Local & Long Distance Calls to Fixed-line Network (Rs. per min.)									
Airtime	3.50	2.99	2.99	3.75	3.99	0.99	3.45	3.00	2.75
Interconnect	0.52	0.00	0.00	0.00	0.52	0.52	0.00	0.00	0.00
15% GST	0.60	0.45	0.45	0.56	0.68	0.23	0.52	0.45	0.41
Total	4.62	3.44	3.44	4.31	5.19	1.74	3.97	3.45	3.16

[1] http://www.nation.com.pk/daily/nov-2004/1/bnews5.php

International Calls (Rs. per min.)									
Airtime	3.50	2.99	2.99	3.75	3.99	0.99	3.45	9.00 & 18.00	8.00 & 17.00
Access Charge	3.00	2.00	2.00	2.00	2.00	2.00	0.00	0.00	0.00
Int'l Long Dis.	18.00	18.00	18.00	18.00	18.00	18.00	20.00	0.00	0.00
15% GST	3.68	3.45	3.45	3.56	3.60	3.15	3.52	1.35 & 2.70	1.20 & 2.55
Total	28.18	26.44	26.44	27.31	27.59	24.14	26.97	10.35 & 20.70	9.20 & 19.55

Value Added Services

SMS Domestic (Rs.)							
To Same Network	1.00	1.00	1.50		0.50	1.00	0.50
15% GST	0.15	0.15	0.23		0.08	0.15	0.08
Total	1.15	1.15	1.73		0.58	1.15	0.58
To Other Network	1.50	1.50	1.50		1.50	1.00	1.00
15% GST	0.23	0.23	0.23		0.23	0.15	0.15
Total	1.73	1.73	1.73		1.73	1.15	1.15
International Outgoing SMS (Rs.)							
International SMS	5.00	1.50	5.00		5.00	5.00	5.00
15% GST	0.75	0.23	0.75		0.75	0.75	0.75
Total	5.75	1.73	5.75		5.75	5.75	5.75
MMS Activation Charges (Rs.)	Not Available	75	Service Available	Not	Service Not Available	Free	Free
MMS/GPRS/VAS Charges							
Monthly Subscription (Optional)							50
15% GST							8

							58
Total							**58**

MMS Outgoing (Rs.)							
Same Network **15% GST**	**Not Available**	**5.00** **0.75**	**Service Available e**	**Not**	**Service Not Available**	**5.00** **0.75**	**3.00** **0.45**
Total		**5.75**				**5.75**	**3.45**

MMS Incoming (Rs.)							
Same Network **15% GST** **Total**	**Not Available**	**5.00** **0.75** **5.75**	**Service Available**	**Not**	**Service Not Available**	**Free**	**3.00** **0.45** **3.45**

GPRS Charges							
Usage Charges per MB **15% GST**	**Not Available**	**15** **2.25**	**Service Available**	**Not**	**Service Not Available**	**15** **2.25**	**15** **2.25**
Total		**17.25**				**17.25**	**17.25**

Balance Inquiry (Rs.)							
Balance Inquiry **15% GST**	**Free**	**0.50** **0.08**	**0.43** **0.07**		**0.43** **0.07**	**Free**	**Free**
Total		**0.58**	**0.50**		**0.50**		

Miscellaneous Charges

Change of						
Prepaid Number **Postpaid Number**	**100** **100**	**300** **300**	**Not Available**	**300-450** **460**	**150** **150**	**250** **250**
Conversion Charges						
From prepaid to postpaid	**Free**	**Free**	**Free**	**Free**	**150**	**Free**

From postpaid to prepaid	100	250	200	Free	Not Available	150
Reactivation of blocked						
Prepaid number	50	Free	200	Free	Free**	Free
	200	Free	200	Free	Free**	
Postpaid number						Free
SIM Replacement Charges						
Prepaid	50	200	100	150	150	200
	50	200	100	Free	150	
Postpaid						200

Instaphone airtime charge for 2nd min onwards is Rs. 1.99 per min in Peak Time

Warid to Warid Calls are charged on 30 second duration

Off-peak Time: Ufone & Warid 10 pm to 7 am, Instaphone 12 am to 7 am

* Limited Time Offer

**In case of termination Rs. 150,

^Limited Time Offer

10% Advance Tax is deducted from the purchase value upon Card Activation

Table 2.3: Cellular Postpaid Tariffs in Pakistan

Cellular Postpaid Tariffs as of August 08, 2005

	Mobilink	Ufone	Paktel	Instaphone	Telenor	Warid
Line Rent	0	99	100	295	149	0
15% GST	0	15	15	44	22	0
Total	0	114	115	339	171	0
Free Minutes	0	0	0	0	0	0
Free SMS	10	50	0	0	0	0

	Peak & Off-peak	Peak	Off-Peak	Peak & Off-peak	Peak	Off-peak	Peak & Off-Peak	Peak	Off-peak
Local & Long Distance Calls to Same Network (Rs. per min.)									
Airtime	3.00	1.75	1.25	3.75	3.75	2.99	1.50	2.00	1.50
15% GST	0.45	0.26	0.19	0.56	0.56	0.45	0.23	0.30	0.23
Total	3.45	2.01	1.44	4.31	4.31	3.44	1.73*	2.30	1.73
Local & Long Distance Calls to Other Cellular Network (Rs. Per min.)									
Airtime	3.00	1.75	1.25	3.75	3.75	2.99	2.99	3.00	2.75
Interconnect	1.60	1.60	1.60	0.00	1.60	1.60	0.00	0.00	0.00
15% GST	0.69	0.50	0.43	0.56	0.80	0.69	0.45	0.45	0.41
Total	5.29	3.85	3.28	4.31	6.15	5.28	3.44	3.45	3.16
Local & Long Distance Calls to Fixed-line Network (Rs. per min.)									
Airtime	3.00	1.75	1.25	3.75	3.75	2.99	2.99	3.00	2.75
Interconnect	0.52	0.52	0.52	0.00	0.52	0.52	0.00	0.00	0.00
15% GST	0.53	0.34	0.27	0.56	0.64	0.53	0.45	0.45	0.41
Total	4.53	2.61	2.04	4.31	4.91	4.04	3.44	3.45	3.16
International Calls (Rs. per min.)									
Airtime	3.00	1.75	1.25	3.75	3.75	2.99	2.99	9.00 & 18.00	8.00 & 17.00
Access Charge	3.00	2.00	2.00	2.00	2.00	2.00	0.00	0.00	0.00
Int'l Long Dis.	18.00	18.00	18.00	18.00	18.00	18.00	20.00	0.00	0.00
15% GST	3.60	3.26	3.19	3.56	3.56	3.45	3.45	1.35 & 2.70	1.20 & 2.55
Total	27.60	25.01	24.44	27.31	27.31	26.44	26.44	10.35 & 20.70	9.20 & 19.55
International Roaming (Rs.)									
Activation Fee	500	Free		Free	Service Not Available		Free	Free	

Value Added Services

Itemized / Detailed Billing Charges (Rs.)						
Monthly Subscription	25.00	Free	15.00	Free	Free	50.00
15% GST	3.75		2.25			7.50
Total	28.75		17.25			57.50
SMS Charges (Rs.)						
Monthly Subscription	25.00	Free	Free	Free	Free	Free
15% GST	3.75					
Total	28.75					
SMS Domestic (Rs.)						
To Same Network	1.00	1.00	0.50	0.50	1.50	0.50
15% GST	0.15	0.15	0.08	0.08	0.23	0.08
Total	1.15	1.15	0.58	0.58	1.73	0.58
To Other Network	1.00	1.50	1.00	1.50	1.50	1.00
15% GST	0.15	0.23	0.15	0.23	0.23	0.15
Total	1.15	1.73	1.73	1.73	1.73	1.15
International Outgoing SMS (Rs.)						
International SMS	4.50	1.50	5.00	5.00	5.00	5.00
15% GST	0.68	0.23	0.75	0.75	0.75	0.75
Total	5.18	1.73	5.75	5.75	5.75	5.75
MMS / GPRS Charges (Rs.)						
Monthly Subscription	500	Free	Service Not Available	Service Not Available	Free	50
15% GST	75					
Total	575					
MMS Outgoing (Rs.)						
Same Network	Free**	5.00	Service Not Available	Service Not Available	5.00	3.00
15% GST		0.75			0.75	0.45
Total		5.75			5.75	3.45
MMS Incoming (Rs.)						

Same Network 15% GST	Free**	5.00 0.75	Service Not Available	Service Not Available	Free	3.00 0.45
Total		5.75				3.45
GPRS Charges (Rs.)						
Usage Charges per mb 15% GST	Free**	15 2.25	Service Not Available	Service Not Available	15 2.25	15 2.25
Total		17.25			17.25	17.25

International Roaming Tariffs

(Rs. per minute)

International Roaming - Saudi Arabia							
	Inland Outgoing		Outgoing to Pakistan		Incoming	SMS Outgoing	SMS Incoming
	Peak	Off-peak	Peak	Off-peak			
Mobilink	21.60	13.20	214.20	214.20	30.60	19.20	9.60
Ufone	14.72	9.20	82.80	60.72	30.00	12.88	Free
Paktel	19.36	12.00	288.00	252.00	30.08	16.96	Free
Telenor	17.00	9.00	101.00	81.00	33.00	9.00	Free
Warid	17.40	17.40	Service Not Yet Available		33.00	19.80	10.20
International Roaming – UAE							
Mobilink	4.80	3.00	61.80	61.80	30.60	15.60	9.60
Ufone	5.08	3.81	57.10	46.28	30.00	12.70	Free
Paktel	5.60	4.16	59.36	55.20	29.44	13.76	Free
Telenor	5.00	4.00	52.00	41.00	33.00	19.00	Free
Warid	6.00	4.80	Service Not Yet Available		33.00	15.60	10.20
International Roaming – USA							
Mobilink	100.20	100.20	198.60	198.60	103.20	30.60	9.60
Ufone	68.31	68.31	82.80	82.80	30.00	20.70	Free
Paktel	Service Not Available						
Telenor	47.00	47.00	150.00	150.00	80.00	21.00	Free

Warid	81.60	81.60	Service Not Yet Available	92.40	24.60	10.20
International Roaming – UK						
Mobilink	75.60	45.00	253.20	242.40	30.60	22.80	9.60
Ufone	37.95	12.65	203.67	172.04	30.00	18.98	Free
Paktel	34.10	14.30	206.80	171.60	28.60	20.90	Free
Telenor	26.00	13.00	212.00	179.00	33.00	19.00	Free
Warid	30.00	15.00	Service Not Yet Available	33.00	22.80	10.20

 (Rs. per minute)

Security Deposit (Rs.)

	Mobilink	Ufone	Paktel	Instaphone	Telenor	Warid
Local	1000	1000	1500	1500	2000	0
NWD	1000	1000	1500	2500	2000	1000
ISD	6000	3000	5000	4000	5000	5000
International Roaming	20000	20000	20000	Not Available	20000	20000

*Limited Time Offer
   ** Limited Time Offer

   Off-peak Time: Ufone 9pm to 6am, Warid 10 pm to 7 am, Insta 9 pm to 8 am

Warid to Warid Calls are charged on 30 second duration. (Source: www.pta.gov.pk, 2005)

Siemens Communications announced today that it has been awarded a contract by mobile operator PTML (Pakistan Telecom Mobile Ltd), commercially known as Ufone, valued at US$32 million to expand its GSM network to provide its service to more customers across a wider geographical area.(Source: Communications Siemens ,2005)

2.5: Financial Investments in the Sector

The new government is eager to increase economic activities and employment generation; and is striving hard to invite investors including local as well as foreign for making investments in the country. The investors these days are very choosy. They prefer a destination, which can readily provide at one stop all relevant information and issues hindering operations are resolved at top speed. They want to start work on their projects rather quickly and they do not feel comfortable if they have to work with different ministries for permits before they can start implementing their projects. Different Ministers, working in close liaison with the BOl, might be the facilitators in the implementation and operation of all projects undertaken by the private sector. PTA has created such an environment for investors that within a short span of time after getting licenses and frequencies, they have started establishing their infrastructure to start business.

The policies adopted by the government of Pakistan to attract local & foreign investors and creation of conductive environment by the PTA has started bearing significant results, particularly in the telecom sector, and its impact on over all economy is quite obvious.

The pattern of amount of GST/CED collected during the few years from telecom sector is a clear indication of this fact that it is the most vibrant sector in Pakistan. Keeping in view the present trend of collection in July-August 2004 i.e. Rs. 2.3 billion, it is obvious that the collection would be Rs. 13.8 billion. Similarly an investment of around US$ 4 - 5 billion is expected to be made in Pakistan telecom sector in next 4 to 5 years when new entrants will be laying and expanding their networks. Huge job opportunities are expected to be created in this sector, according to a figure currently almost 500,000 people are only employed in payphone services.[1]

In addition to above the Foreign Direct Investment (FDI) in the sector has jumped from US$ 23.4 million to US$ 421 million showing a tremendous increase and restoration of investors confidence. It is expected that all of the above growth figures will be appreciated with time in addition to indirect benefits that would positively impact the Pakistan economy.[2]

Table 2.4: Financial Size of Telecom Industry in Pakistan

Financial size of the Telecom Industry in Pakistan (2002-03 & 2003-04)			
Operator	Rs. in millions 2000-01	Rs. In Millions 2001-02	%age Growth
Listed	153,372	164568	7.8
Mobile	18,683	27464	47.0
ISP's	8,796	8620	-2.0
Payphone	5,738	6733	17.3

(Source: www.pta.gov.pk , 2005)

Pakistan is opening its telecommunication sector to increase investment and competition. The main challenge for the government in the telecom sector is to ensure that the environment it had brought into play is properly regulated and the interests of investors are taken care of along with the interests of consumers. (Dawn, 2005)

In 1999 there were only 0.2 million subscribers all across the country and there was no significant increase in the number of subscribes in next few years. However, with the introduction of CPP regime and Ufone entry in cellular market, a sharp increase in the number of subscribers has been observed that reached to 1.2 million in 2002. At the end

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[1] http://www.nation.com.pk/daily/nov-2004/1/bnews5.php
[2] http://www.nation.com.pk/daily/nov-2004/1/bnews5.php

of 2003 there were total of 3.4 million subscribers in Pakistan. (PTA Telecom Status Report 2004)

2.6: Pakistan Telecommunication Authority

The Pakistan Telecommunication Ordinance 1994, established the primary regulatory framework for the telecommunication industry including the establishment of an authority. Thereafter, Telecommunication (Re-Organization) Act no XVII was promulgated in 1996 that aimed to reorganize the telecom sector of Pakistan. Under Telecom Reorganization Act 1996, Pakistan Telecommunication Authority (PTA) was established in January 1997 to regulate the establishment, operation and maintenance of telecommunication systems, and the provision of telecom services.

PTA has its headquarters at Islamabad and zonal offices located at Karachi, Lahore, Peshawar, Quetta and Rawalpindi.
PTA's functions include:

- To regulate the establishment, operation and maintenance of telecommunication systems and provision of telecommunication services in Pakistan.
- To receive and expeditiously dispose of applications for the use of radio-frequency spectrum.
- To promote and protect the interests of users of telecommunication services in Pakistan.
- To promote the availability of a wide range of high quality, efficient, cost effective and competitive telecommunication services throughout Pakistan.
- To promote rapid modernization of telecommunication systems and telecommunication services.
- To investigate and adjudicate on complaints and other claims made against licensees arising out of alleged contraventions of the provisions of this Act, the rules made and licenses issued there under and take action accordingly.
- To make recommendations to the Federal Government on policies with respect to international telecommunications, provision of support for participation in international meetings and agreements to be executed in relation to the routing of international traffic and accounting settlements.
- To perform such other functions as the Federal Government may assign from time to time.

In exercising its functions and powers under the Act, the authority shall ensure that?

- Rights of licensees are duly protected;
- All of its decisions and determinations are made promptly, in an open equitable, non discriminatory, consistent and transparent manner;
- All applications made to it are disposed of expeditiously;
- The persons affected by its decisions or determination are given a due notice thereof and provided with an opportunity of being heard;[1]

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[1] www.pta.gov.pk

- It encourages, except subject to the exclusive right of the company in basic telephone service, fair competition in the telecommunication sector;
- The interest of users of telecommunication services are duly safeguarded and protected. (Source: www.pta.gov.pk, 2005)

2.7: PEST Analysis

It is very important that an organization considers its environment before beginning the marketing process. In fact, environmental analysis should be continuous and feed all aspects of planning. [1]

2.7.1: Political Factors

1. Stable Political Environment:

Pakistan is now emerging as a promising opportunity for foreign investment. Its geo political positioning is also highly attractive. The stable political environment enables new entrants to enter the telecom sector as well, like the other industries, creating room for a competitive environment.

2. Aggressive reform agenda:

The government is taking all possible measures to ensure the implementation of an aggressive reform agenda, which is likely to improve the financial performance, GDP and overall industrial growth in various sectors of the country.

3. PTA'S Presence:

The presence of the independent regulator not only assures the issuance of the licenses to the prosperous potential market players. But, also ensures a regulatory and check and balance environment in the telecom industry.

4. Deregulation

The deregulation of the telecom sector has substantial political effects, allowing the sector to flourish.

5. Greater No. of Telecom Players in the future

The future of the telecom industry is likely to have a highly competitive environment, as with the issuance of licenses to local loop, long distance and the new cellular players.

2.7.2: Economic Factors

1. Telecom Sector allotted separate budget

The telecom sector has been allotted separate budget for the fiscal year 2005-2006., which further increases the investment opportunities and growth potential of the industry.

2. Increasing Affordability

The decreasing pricing of the telecom products, whether local loop, cellular services, calling cards, etc, all are making these products ever more affordable to the general population.

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[1] www.marketingteacher.com

3. Favorable Economic Conditions

The mobile phone penetration of 2.4% with $ 492 per capita income in Pakistan is considered higher than India where it is 1.6% with $ 459 per capita income .The mobile industry benefited heavily due to favorable economic conditions in Pakistan, while at the same time attracting more foreign investments in the sector.

2.7.3: Social Factors

1. Increased Mobility

Whether it be work or for pleasure, the lives of the people are becoming more and more mobile, and that increases the need for a mobile phone to stay connected for work, business or to family and friends.

2. Peer Pressure

Peer pressure has also played a very important role determining the purchase decisions on mobile connections. Rather word of mouth is yet the biggest source of promotion of mobile hand sets and even connections, of their usage, connectivity, service, etc.

3. Need for Minute to Minute Communication

With the information age, staying connected becomes more of a need then a happening. As people demand to be aware of knowledge of around the world where ever they may be, the need for communication strengths.

4. Mobile becoming a utility

With the decreasing prices of both the hand sets and the mobile connections, mobile are now becoming more of a commodity item then the once luxury picture they had.

5. Growth of Media

Media expansion, growth of advertising as a separate industry has resulted in greater exposure to the masses about mobile services

2.7.4: Technological Factors

1. GSM Networks

Effect of new technology is felt supremely in the mobile industry, as in the past years focus shifted from AMPS to GSM technology. In GSM, scanning of calls is not possible as date is transferred in form of binary data that is encapsulated between two check bits that can only be decoded at receiving end. Therefore data cannot be tampered with. Such was the attraction of the new technology that even the first entrant in the mobile industry, Paktel recently announced its launch into GSM.

2. GPRS , MMS and blue tooth technologies

Additional services are also now being provided by most of the mobile cellular companies, and hand set manufacturers and building compatible products.

3. Value Added Services

Several companies are now offering mobile greetings, ring tone, logos , picture messaging, online chat, infotainment options, etc and several other features with the ever need to innovative.

4. **Increase in the number of equipment suppliers**

The equipment suppliers have also increased in the previous years which now include several firms, including Nortel, Alcatel, etc. These supplies are giving the choice to the firms to employ the best equipment and technology to provide quality services.

2.8: Porter's Model

Five forces analysis looks at five key areas namely the threat of entry, the power of buyers, the power of suppliers, the threat of substitutes, and competitive rivalry.[1]

2.8.1: Threat of New Entrants

The threat of entry is high in the telecom industry. Although many individuals debate on the fact that the government has now introduced higher license fees, which limits the number of future competitors to enter into the industry. But the point to remember here is that government has already allotted about several local loop, calling cards and other such licenses, and if not all, then the entry of even a few of those players into the industry would mean the increase of the new entrants and hence the total number of players in the industry. Therefore, those players are yet to enter the market and we already see some of them emerging, like GO CDMA and World Call Wireless, etc. Here we observe that the barriers o entry remain low of these competitors as they have already been allotted the licenses and several of them do not require extensive investments to launch their products and services.

This year two new cellular companies, Al-Warid and Telenor also entered the cellular sector, which increases the total number of players in that sector.

Switching costs in the industry have been greatly reduced, making the industry an even more favorable option for the companies wiling to enter, as also no scarcity of resources, weather material or human, exists.

Therefore the threat of new entrants remains high.

2.8.2: Threat of Substitutes

The threat of substitutes is currently low in the industry. When we talk of substitutes, they can vary from product to product substitution, need substitution or do without substitution. The direct product to product substitution yet does not exist in the industry. This is due to the fact that even the wireless technologies and local loops can be operational in only a limited geographical area, therefore, for the consumers for whom there is little mobility out of city or to other countries they may benefit from it to some extent but even they prefer using mobile over the wireless technology, when outside their home.

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[1] http://www.marketingteacher.com/Lessons/lesson_fivefoces.htm

Therefore, even they are not full substitutes to the cellular phones. In the future, the substitutes might increase overall in the industry and some new technologies, might even create some direct substitutes. But, currently the substitutes in the industry are low to moderate.

2.8.3: Bargaining Power of Suppliers

The power of suppliers in this industry is yet another controversial area. Although the number of suppliers in the industry is still limited to a few, including, Siemens, Electal, and Motorola etc, but the strength and power of the buyers is so strong, that they are able to stress upon the prices and the quality of the products and services. Therefore this makes the suppliers some what dependent on the buyers, hence, reducing their power to a lower level.

2.8.4: Bargaining Power of Customers

Presently, the customers in the industry are highly aware. Therefore, they are stressing upon the reduction of the prices, and increase in the quality of the products and services, which increases their power over the companies, and hence the power of customer becomes high.
The switching cost of these customers is extremely low, and customers can easily switch to other players in the industry that are offering better pricing options or service quality.

2.8.5: Competitive Rivalry between Existing Players

The competitive rivalry is extremely high within the industry. This is evident from the large number of players fighting for the market share and displaying the cut throat competition through the slashing of the prices and instant brining of new and innovative technologies and features to their products and services.
Several players exist in the industry of roughly the same size with similar kind of strategies, making the competitive rivalry even more fierce.

2.9: Strategic Group Mapping

Strategic group analysis looks specifically at the different groups of rival firms clustered around a similar competitive approach or strategic position. The researcher has mapped the Strategic groups of the Telecom Sector of Pakistan.
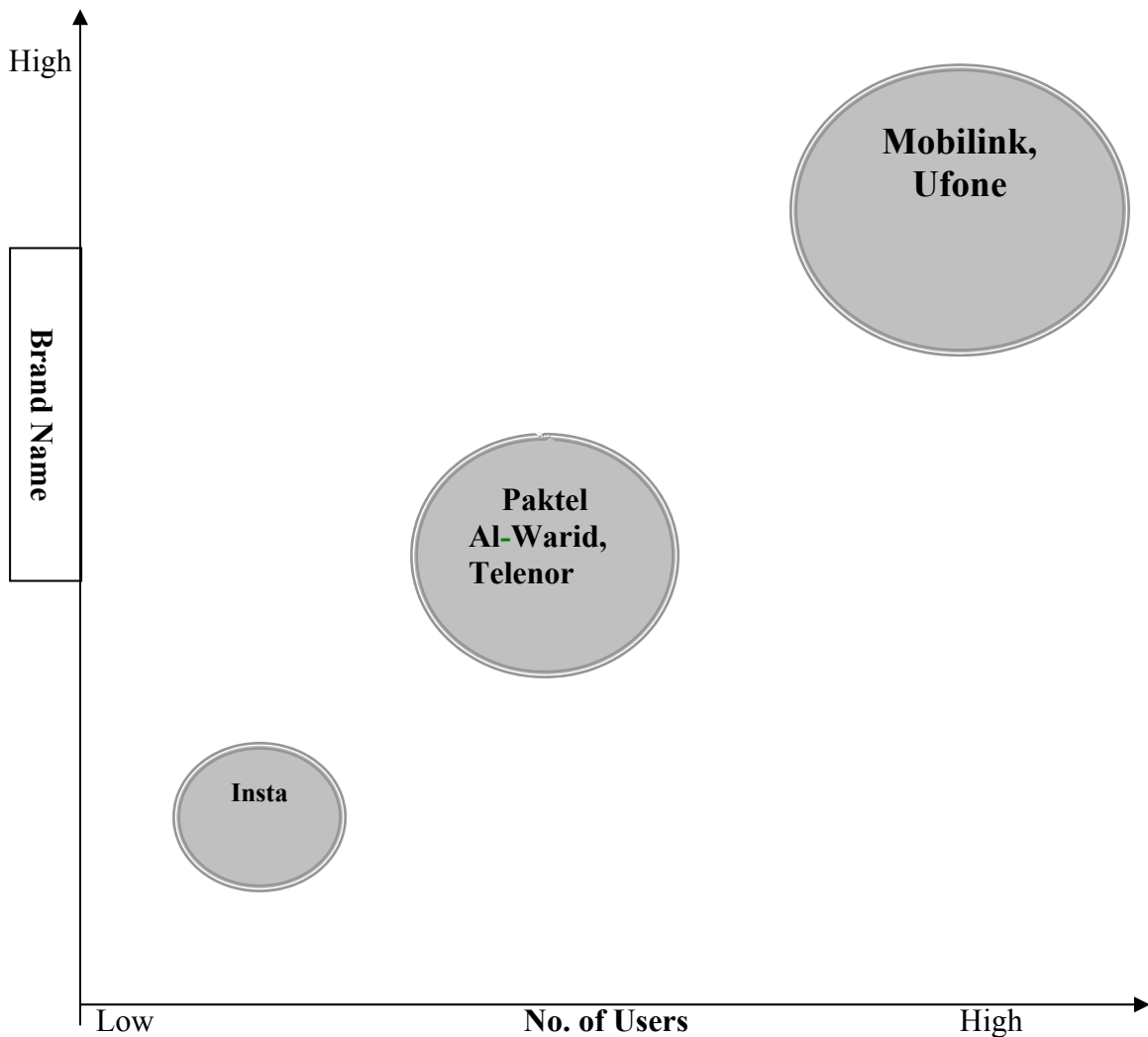
Figure 2.2: Strategic Group Map of Cellular Industry in Pakistan

The above strategic map represents the mobile phone services sector of Pakistan according to two attributes that are No. of users and their brand names. We are able to analyze that Mobilink and Ufone are in the top most circle as they have the largest no. of customers and highest brand names. Although Mobilink is much higher then Ufone but they are the leaders in the market. Paktel, Telenor and Al-Warid are in the center circle. Al-Warid is the fast growing among the three although currently Paktel has over two million connections but Al-Warid has just been launched and already surpassed a million. Therefore, it will give though competition to Paktel, while Telenor still lags behind. Instaphone, being in the last circle, is the weakest player, with the most detoriating position due to its out dated technology.

Currently, government of Pakistan is trying to attract private investments especially from foreign investors. Last year, Pakistan Telecommunication Authority (PTA) gave two new licenses to GSM mobile service providers namely Telenor and Warid. Telenor is already in the market. Since than a price war started between existing market players that are especially Mobilink and Ufone and Paktel also shifted its D-AMPS technology to GSM and trying to enter in the competition.

Quality of service is very important as far as mobile service providers, unfortunately there are complaints mobile users against the big market players especially. PTA is the only regulatory authority in the telecommunication industry, in the past PTA conducted a consumer survey to check the quality of service of mobile service providers. Mobilink has been fined for poor quality of service as compare to other market players.

In this current situation Mobilink is now facing problems first of all in the customer satisfaction area because as Mobilink sold over capacity connections in the market and secondly with the news of future entry of new market players that are Telenor and Warid a price war is going on and how target the new potential customers as well as satisfying existing one to retain its market position.

3

LITERATURE REVIEW

3: Literature Review

3.1: Brand

What is a brand? Too often even marketing professionals don't have an answer, and too many have their 'own' answer. This makes life very confusing.

The Dictionary of Business and Management defines a brand as:

"a name, sign or symbol used to identify items or services of the seller(s) and to differentiate them from goods of competitors."

Signs and symbols are part of what a brand is, but to us this is a very incomplete definition.

Walter Landor, one of the greats of the advertising industry, said:

"Simply put, a brand is a promise. By identifying and authenticating a product or service it delivers a pledge of satisfaction and quality."

In his book, 'Building Strong Brands' David Aaker suggests the brand is a 'mental box' and gives a definition of brand equity as:

"A set of assets (or liabilities) linked to a brand's name and symbol that adds to (or subtracts from) the value provided by a product or service..."

This is an important point, brands are not necessarily positive!

Building from this idea of a 'mental box' a more poetic definition might be:

"A brand is the most valuable real-estate in the world, a corner of the consumer's mind".

These are all great definitions, but we believe the best is this:

"A brand is a collection of perceptions in the mind of the consumer".

Why is it best? Well, first of all it is easy to remember, which is always useful! But it is also best because it works to remind us of some key points:

- This definition makes it absolutely clear that a brand is very different from a product or service. A brand is intangible and exists in the mind of the consumer.
- This definition helps us understand the idea of brand loyalty and the 'loyalty ladder'. Different people have different perceptions of a product or service, which places them at different points on the loyalty ladder.

- This definition helps us to understand how advertising works. Advertising has to sell, and it achieves this by positively influencing people's perceptions of the product or service. [1]

The idea of a brand has been around for 5,000 years. But what *is* it? Let's start with what it's not – it's not your logo; it's not your corporate identity system; it's not your product or service.

In a nutshell, your brand is what your customers say it is, not what you do. You can only encourage people to form an opinion that is closely aligned with what you know to be true of your company. All brands, even the biggest ones, would be described differently by everyone you asked. The really strong brands are the ones for which everyone would have a common understanding. [2]

3.1.1: Why do people buy product or service

With the onset of mass-customization economy, people's purchasing habits have evolved. Marketing has reflected this, shifting the emphasis from product features to personal identification with the product. It's increasingly all about the Unique Buying State (UBS) of your clients, rather than your Unique Selling Point (USP) – in other words, consumer-centric marketing. Know your customer; target your offering; stay focused.

People naturally gravitate towards like-minded groups, or 'tribes'. Stretching this concept slightly, we can see that brands create a sense of a tribe - an idea with which we choose to identify ourselves, giving us that sense of belonging.

Depending on our UBS, we can join one tribe one day, or switch to another as our mood dictates. Brand expert Marty Neumeier looks on brands as "the little gods of modern life, each ruling a different need, activity or mood". They put us, the consumer, in control.

- Increased competition in the marketplace forces specialization. It is imperative to focus narrowly on why people want your product. Successful companies know understand their customers, and focus on fulfilling their needs.(Source: http://www.coldsoba.com/on_paper/paper1.php, 2005)

3.1.2: Why is corporate/brand image important

Enter the concept of the '**brand gap**'. This theory maintains that when there's a mismatch between a company's strategic elements (logical, analytical, verbal) and its creative elements (emotional, visual, physical) it distances itself from its customers.

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[1] http://www.sideroad.com/Branding/what_is_brand.html

[2] http://www.coldsoba.com/on_paper/paper1.php

In most companies the strategy is separated from the creativity. It's the classic left- vs. right-brain scenario. Whenever you address your audience with only one half of the big picture, you fail to communicate as clearly, and the message is lost.

Strong brands - those we can all instantly name - derive their appeal because they stand for things people want. Such brands communicate clearly and simply. Their message is 'whole brain thinking' and delivered effectively so it penetrates the consciousness directly. Good brands are those for which people believe there is no substitute - a great position to be in!

If your brand really takes off, it can become a valuable asset in its own right. Coke's market capital is valued at $120 billion; without its brand value, the figure falls to $50 billion.[1]

3.1.3: How do you create and manage a brand

If a brand is an intangible thing, formed in the minds of your audience, how would you even start to manage that? Firstly, you need to realize that brand development takes time, and it takes a collaborative approach.

The first step is to really understand your company and what makes it different. Once you can answer "Who are we?**," "What do we do?", and (this is the killer!) **"Why does it matter?"** you will be well placed to start thinking about developing your brand.

Once you have your idea of the big picture, you can start to master the five disciplines of branding:

1. Differentiation
The process of defining what makes your company unique, and exploring ways to communicate that aesthetically.
2. Collaboration
Successful branding exercises need input from diverse sources from both within and outside the company.
3. Innovation
Radical innovation in both strategy and execution can render the competition obsolete, create a real difference and get your brand noticed. Remember its design, not strategy that ignites passion.
4. Validation
Ideas need to be tested in the real world. Good qualitative research can provide invaluable insights.
5. Cultivation
Develop a brand yard-stick against which to measure every new activity and ask "will it

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[1] http://www.coldsoba.com/on_paper/paper1.php

help or hinder the brand?". Everyone in the company should have an awareness of what your brand is, and be encouraged to play their part in communicating it.[1]

3.2: Brand Knowledge

Our definition of Knowledge is

"the capacity for effective action"

And we think of Brand Knowledge as

"The capacity for effective brand stewardship".

This recognises that Brand Management is only as good as those responsible for its implementation and maintenance and the processes designed to support them.

To apply Brand Knowledge effectively means designing processes to identify it, represent it, transfer it, and make it accessible for use by all those concerned with the branding process of the company.

In today's world of constant change its is an increasingly complex task to interpreting data into information, convert information into knowledge and share the insights created.

It involves talking into account the contributions and views of people in the organisation, outside the marketing department. The total whole companies Knowledge base is involved   in delivering the brand's total promise. Brand Knowledge involves being able to capture and reflecting upon a wide variety of information sources together as a team.[2]

3.3: Branding

We define brand as every prospect or customer interaction with your company that creates an impression. It's clearly more than just a logo or an advertisement - it's the personality and soul of your company. It's how your phone is answered. It's the quality of your customer service. It's also what makes you unique. It should communicate the difference between you and your competitors - your reason for being. It should reinforce your message.
It should help you stand out in the crowd. Quite simply, it's your company's most valuable asset. It's the difference between a struggling company with a great product and a thriving company with a good product. We believe brand is as much about perceptions of your product as the actual product you produce.

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[1] http://www.coldsoba.com/on_paper/paper1.php

[2] http://www.explorate.co.uk/doc/explorate-webmap-287.htm

You may be asking, "In today's business climate of tightening ad budgets, how can I afford to spend money on branding?" This is precisely when you should focus on branding. An effective brand strategy incorporates all components of the brand. If all of your marketing and advertising reflects a focused brand strategy, the quicker your prospects will "get" your message. As a result of effective branding, you can often times spend less on media and traditional advertising, while actually increasing sales.

Also, because there is more media clutter and more competitors in the marketplace, getting noticed is becoming tougher and tougher. A compelling and focused brand message concentrating on the needs of the prospect will rise above the clutter and demand attention. Customer expectations are rising every day, and only those brands that communicate real value in today's world will succeed. (King, 2005)

3.4: Brand Management

There are two dimensions to brand management that are critical for successful brand development. The first is internal communication and the second is measurement. Brand development is a long-term business building initiative requiring leadership and commitment.

Within the organization, internal communication programs to employees and business partners are critical in creating the clarity and culture needed to deliver on the identity. Simply put, measurement drives behavior. The key is to create measurement systems to track brand performance thereby ensuring a significant return on investment. Brand equity elements include sales, profits, distribution, customer loyalty, awareness, perceived quality and associations made with the product or service. Like other company assets, a company's brand must be nurtured and protected.[1]

3.5: Brand Strategy

The Brand Strategy phase is comprised of three components:

1) Brand Positioning,

 2) Opportunity Identification and

3) Brand Architecture.[2]

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[1] http://www.newmarque.com/Management.htm

[2] http://www.sonorusbrand.com/process/marketstrategy.html

3.6: Brand Positioning

Product positioning is an important strategy for achieving differential advantage. Positioning reflects the "place" a product occupies in a market or segment. A successful position has characteristics that are both differentiating and important to consumers.

Every product has some sort of position — whether intended or not. Positions are based upon consumer perceptions, which may or may not reflect reality. A position is effectively built by communicating a consistent message to consumers about the product and where it fits into the market — through advertising, brand name, and packaging.

Variable 7

Variable 3

BRAND A

Variable 2

BRAND D

Variable 4

Variable 6

BRAND B

BRAND C

Variable 5

Variable 1
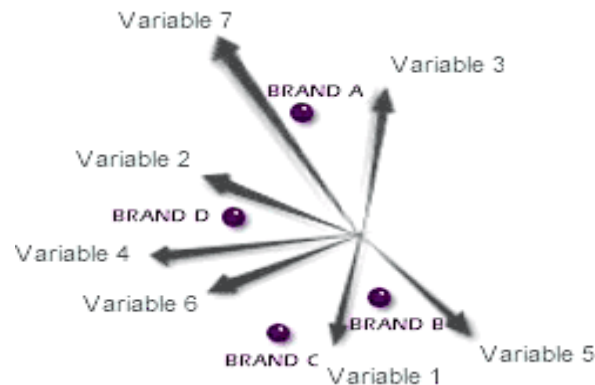
Positioning is inextricably linked with market segmentation. You can't define a good position until you have divided the market into unique segments and selected your target segments.
(Source, http://www.s-m-a-r-t.com/Exp_brandpos.htm, 2005)

Regardless of age, regardless of position, regardless of the business we happen to be in, all of us need to understand the importance of branding. We are CEOs of our own companies: Me Inc. To be in business today, our most important job is to be head marketer for the brand called You.

It's that simple -- and that hard. And that inescapable.

The real action is at the other end: the main chance is becoming a free agent in an economy of free agents, looking to have the best season you can imagine in your field, looking to do your best work and chalk up a remarkable track record, and looking to establish your own micro equivalent of the Nike swoosh. Because if you do, you'll not only reach out toward every opportunity within arm's (or laptop's) length, you'll not only make a noteworthy contribution to your team's success -- you'll also put yourself in a great bargaining position for next season's free-agency market.

The good news -- and it is largely good news -- is that everyone has a chance to stand out. Everyone has a chance to learn, improve, and build up their skills. Everyone has a chance to be a brand worthy of remark.

For most branding campaigns, the first step is visibility. If you're General Motors, Ford, or Chrysler, that usually means a full flight of TV and print ads designed to get billions of "impressions" of your brand in front of the consuming public. If you're brand You, you've got the same need for visibility -- but no budget to buy it.

So how do you market brand You?

There's literally no limit to the ways you can go about enhancing your profile. Try moonlighting! Sign up for an extra project inside your organization, just to introduce yourself to new colleagues and showcase your skills -- or work on new ones. Or, if you can carve out the time, take on a freelance project that gets you in touch with a totally novel group of people. If you can get them singing your praises, they'll help spread the word about what a remarkable contributor you are.

If those ideas don't appeal, try teaching a class at a community college, in an adult education program, or in your own company. You get credit for being an expert, you increase your standing as a professional, and you increase the likelihood that people will come back to you with more requests and more opportunities to stand out from the crowd.

If you're a better writer than you are a teacher, try contributing a column or an opinion piece to your local newspaper. And when I say local, I mean local. You don't have to make the op-ed page of the New York Times to make the grade. Community newspapers, professional newsletters, even inhouse company publications have white space they need to fill. Once you get started, you've got a track record -- and clips that you can use to snatch more chances.

And if you're a better talker than you are teacher or writer, try to get yourself on a panel discussion at a conference or sign up to make a presentation at a workshop. Visibility has a funny way of multiplying; the hardest part is getting started. But a couple of good panel presentations can earn you a chance to give a "little" solo speech -- and from there it's just a few jumps to a major address at your industry's annual convention.

The second important thing to remember about your personal visibility campaign is: it all matters. When you're promoting brand You, everything you do -- and everything you choose not to do -- communicates the value and character of the brand. Everything from the way you handle phone conversations to the email messages you send to the way you conduct business in a meeting is part of the larger message you're sending about your brand.

Partly it's a matter of substance: what you have to say and how well you get it said. But it's also a matter of style. On the Net, do your communications demonstrate a command of the technology? In meetings, do you keep your contributions short and to the point? It even gets down to the level of your brand You business card: Have you designed a cool-looking logo for your own card? Are you demonstrating an appreciation for design that shows you understand that packaging counts -- a lot -- in a crowded world?

In fact, power for the most part is a badly misunderstood term and a badly misused capability. I'm talking about a different kind of power than we usually refer to. It's not ladder power, as in who's best at climbing over the adjacent bods. It's not who's-got-the-biggest-office-by-six-square-inches power or who's-got-the-fanciest-title power.

It's influence power.

It's being known for making the most significant contribution in your particular area. It's reputational power. If you were a scholar, you'd measure it by the number of times your publications get cited by other people. If you were a consultant, you'd measure it by the number of CEOs who've got your business card in their Rolodexes. (And better yet, the number who know your beeper number by heart.)[1]

3.7: Brand Architecture

What is Branding Architecture? It's like a family tree or organization chart for brands to bring consistency and structure for brand extensions. Like a tree it's a living organism that adapts and changes to the environment, whether from new consumer insights, competitive pressures or NPD. Sometimes it may need pruning through the deletion of brands in order for it to invest in new brands. You must review the architecture as part of your yearly planning activities.

Several levels of branding can be identified:

3.8: Product Branding

This is where a brand name and exclusive position are allocated to one product. Companies adopting this approach make every brand stand and fall on its own merits. *Proctor and Gamble* and *Unilever* are masters of this approach with brands such as *Pringles* and *Ariel*. The advantages of this approach are that you can have precise positions and be aimed at precise target markets, allowing multiple brands to occupy the whole category. If there is failure then it will not damage the corporate brand. But of course this is a costly route as each brand needs its own A&P budget.

3.9: Line Branding

Line brands offer one basic product under one name, but also offer complementary products - Dove not only has soap, but cleansers, deodorants, wipes, creams etc. The brand can be extended and complementary line extensions reinforce the brand image with marketing costs shares across the portfolio. However, the disadvantage is that line extensions are limited to that discrete positioning.

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[1] http://www.s-m-a-r-t.com/Exp_brandpos.htm

3.10: Range Branding

Range brands have a unique brand positioning with many products under their brand name, such as *Bird's Eye* frozen foods and *Schweppes* soft drinks. This allows for focus on one brand name giving synergy of communications across all products. However excessive extension can dilute brand success and sub-brands or lines may have to be brought in to liven up the brand - (e.g. *Lean Cuisine*).

3.11: Umbrella Branding

This is where one single brand name, often the company name, covers all products, as with *Canon* cameras, fax machines and printers. The products don't have names, but tend to have other descriptors, either functional (*Canon BJC-2100SP Printer*) of just alpha-numeric (*Mercedes S320*). Every product is contributing to the overall brand awareness, equity and value and of course there are economies of scale.

3.12: Shared Branding

This strategy is similar to umbrella branding, except that the products are named. For example - *Calvin Klein's Contradiction for Men* and *Microsoft Windows*. The product and parent brand share the spotlight. This is a less expensive way to launch because you are riding on the established parental brand and you already have a platform to launch from regarding the parental values. However, there is less freedom because you are restrained by the parent brand and any failure can damage the reputation of the parent brand.

3.13: Endorsed Branding

This is where the parent brand only takes an endorsement role - that is to say more subservient than the parent brand. This gives the brand more freedom to extend into other categories. The parent acts as a guarantee of quality and legitimacy yet failure of the parent brand can affect the product brand.

The above options act as a continuum from which a company can choose its architecture. However, there is a trend towards corporate branding.

3.14: Corporate Branding

There is a definite trend towards the company being involved in the branding process, even *Proctor and Gamble* has a worldwide strategy to leverage the corporate brand name by attaching it to some of their product brands as a source reference. There are several reasons for the company brand name to appear including:

- You get a double message underlining the product and company
- The core values of the company wrap around the product, resulting in consumer confidence

- There is less confusion for consumers, as they know the source of the product
- There are more possibilities for brand extensions
- There are synergies and cost savings in A&P
- The financial value of the company is enhanced, corporate brands being strategic business units in their own right.

The late Akio Morito, founder of *Sony* said: *"I have always believed that the company name is the life of an enterprise. It carries responsibility and guarantees the quality of the product"*.

3.15: Portfolio Management and Sub-Brands

No one brand can cover every market, nor even every sector of a market. Some companies take this to the extreme with saturation strategies like *Seiko* with its global range of over 2000 watches under *Seiko*, *Lorus* and *Pulsar* brands. *Cadbury* uses its corporate brand for chocolate and product branding for sweets such as *Trebor Basset*.

Toyota, a brand well established in most sectors of the industry, found that the parental image wouldn't transfer successfully to the luxury car segment, and so it created a stand alone brand, *Lexus*. It isn't unusual to find a company with many brands neglecting some at the expense of others. *Nestlé* focus on their 10 global brands as first priority although we are seeing a shift away from the use of *Carnation* to a re-branding of *Nestlé*. *P&G* and *Unilever* have been culling their brands to focus on those that will give them the best return on investment. If possible annual brand audits and brand valuations should be taken to see how the brand is performing and to use this information to allocate resources to various brands.

The Brand Architecture component would normally be utilized with a new or existing multi-brand system. The purpose of this phase is to ensure that the relationship amongst brands within a system is maximized, so that the brand portfolio as a whole is as effective as possible. Issues that are looked at include optimizing brand architecture, the role of the brand system, and the roles of individual brands within the brand system.

3.15.1: Internal brand translation

Brand translation is comprised of two phases - Internal Brand Translation and External Brand Translation. If done well, the brand translation should ensure consistent communication at all points of brand contact.

Internal Brand Translation is focused on launching the brand into the organization. The new brand must be understood, espoused and reflected by the organization in order for the brand to be successfully launched into the external world.

Internal Brand Translation ensures that the brand is manifested throughout all of the areas of an organization, regardless of whether marketing, operational or accounting personnel

are acting as corporate "brand stewards." This phase involves identifying activities and initiatives that are necessary for the organization to "act the brand."

3.15.2: External brand translation

External Brand Translation is involved with identifying the sensory cues that trigger the desired brand attributes, as these must be utilized to optimize implementation efforts (i.e., any collateral, advertising or other marketing communications vehicles).

The Sensory Cue Identification process within this phase involves capturing, profiling and packaging critical cues related to the brand in a way that is invaluable for implementation efforts. This process uniquely ensures that the brand experience will be maximized, as well as effectively and consistently communicated at all points of contact.[1]

3.15.3: Implementation and evaluation

The Implementation phase ensures that the appropriate plans are put into place to introduce or re-introduce the brand to the outside world.[2]

3.15.4: There are two other advantages to developing brand architecture

1. It helps everyone in the organization see and understand the connection between corporate brands and master brands, and

2. It makes decision making easier when it comes to messaging and graphic design options.

Once you begin to see your brand from an architecture perspective, it may never look the same to you. It may just be the beginning of building your own Best Brand.[3]

3.16: International Brand Architecture

Most discussion and research on branding, whether domestic or international, focuses on the equity or value associated with a brand name and the factors which create or are the underlying source of value (Aaker 1996, Kapferer 1997, Keller 1998). Considerable attention has, for example, been devoted to examining how the value embodied in a brand and its equity can be extended to other products without resulting in dilution of value (Aaker and Keller 1990). This interest has been stimulated in part by the increasing

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[1] http://www.sonorusbrand.com/process/marketstrategy.html

[2] http://www.sonorusbrand.com/process/marketstrategy.html

[3] http://www.mb-journal.com/2000_Q2/brandstucture.htm

market power and value associated with a strong brand and in part by the prohibitive costs of launching a successful new brand.

While this focus is appropriate for a relatively few high profile brands such as Nike or Coca-Cola, it ignores the issues faced by the vast majority of multinational firms who own a variety of local and international brands that differ in their strength, target market and their association. Such firms have to determine how to develop a cohesive and effective brand structure, which brands to emphasize and build, whether to use the same brands across product groups and across countries, and how different brands at different levels of the organization should be interrelated so as to maximize their market impact and efficiency.

3.17: Corporate Dominant Branding

A few of the companies studied had a very simple brand structure based on the corporate name, as for example, Shell, Philips, Apple, Nike, etc. In general, these were business-to-business organizations with a heavy emphasis on corporate branding, or a relatively narrow and coherent product line. Other cases included consumer goods companies focused on a global target segment such as Nike or Benneton. Their prime objective was to establish a strong global identity for the brand rather than respond to local market conditions. In some instances, the corporate logo and visual identification (Apple and Nike) played a major role in identifying the brand and defining brand image worldwide.

3.18: Product-dominant branding

Other companies as, for example, P&G, or Best Foods used a product dominant strategy. This strategy was common among U.S. firms who had expanded internationally by leveraging "power" brands, as, for example, P&G with brands such as Camay, or Pampers. Firms with domestic product dominant structures, that had expanded by acquiring national companies often acquired a substantial number of national and local product brands, in addition to their own global and regional product brands. Best Foods, for example, has several international product brands such as Hellmans, Knorr, etc., as well as national product brands such as Pfanni potatoes.

3.19: Drivers of International Branding Strategy

The study also provided some insights into the drivers underlying brand architecture. This suggested that brand architecture is essentially fashioned by three major factors: firm-based characteristics, product market characteristics and underlying market dynamics (see Figure 1). While the firm's history shapes its brand architecture, market dynamics and the growth of economic and political integration as well as rising media costs create pressures to harmonize branding across country markets to achieve economies of scale and scope. As a result, brand architecture, like any living organism, is continually changing, both shaped by and evolving in response to these drivers.

3.20: Product Market Structure

The nature of the product market(s) in which the firm is involved also influences its brand architecture. Here, three factors play an important role in brand architecture: the nature and scope of the target market, the degree of market integration, and the cultural embeddedness   of   the   product.

Target market: Global branding is frequently an effective means of reaching target markets with relatively homogeneous needs and interests and similar sociodemographic profiles and media habits worldwide (Hassan and Katsanis 1996). Luxury brands such as Godiva, Moet and Chandon, Louis Vuitton and Aveda as well as brands such as Bodyshop or Benneton are all targeted to the same market segment worldwide, and benefit from the cachet provided by their appeal to a global consumer group.

Cultural embeddedness: A final, and in many cases, critical factor influencing brand architecture is the degree of cultural embeddedness of a product. As noted earlier, markets where demand is relatively homogeneous worldwide are likely to be prime candidates for global branding at either the corporate or product level. Products which are deeply culturally embedded, as for example, food or in some cases, household products are on the other hand, more likely to thrive as local brands. In some cases, they may be products which cater to specific local tastes, such as food products. Particularly, where these are traditional products and market tastes have evolved little over time, a well-established local brand name may have substantial value. In some instances, where the product is associated with local cultural habits and tastes, use of a local sounding brand name may be preferable.

3.21: Market dynamics

While the firm's history and the product markets in which it operates, shape the firm's brand structure, market drivers create and continually change the context in which this brand architecture evolves. In the first place, removal of political and economic barriers between markets together with regulatory change create opportunities to harmonize branding across countries resulting in fewer brands. The integration of markets and in particular, the growth of regional and global media also encourage a move towards international brands in order to obtain cost efficiencies and reinforce brand strength. Advances in global communication technology and the internationalization of retailing further facilitate the growth of international branding and stimulate a shift towards international brands (de Mooij 1997). Increased consumer mobility enhances the value of establishing a global identity and potential synergies from establishing a global presence.

3.22: Brand Identity

It is important to distinguish between corporate identity, brand identity, and brand image. Corporate identity is concerned with the visual aspects of a company's presence. When companies undertake corporate identity exercises, they are usually modernizing their

visual image in terms of logo, design, and collaterals. Such efforts do not normally entail a change in brand values so that the heart of the brand remains the same - what it stands for, or its personality. Unfortunately, many companies do not realize this fallacy, as they are sometimes led to believe by agencies and consultancy companies that the visual changes will change the brand image. But changes to logos, signage, and even outlet design do not always change consumer perceptions of quality, service, and the intangible associations that come to the fore when the brand name is seen or heard.

3.23: Brand Equity

The most important assets of any business are *intangible* — including its base of loyal customers, brands, symbols & slogans — and the brand's underlying image, personality, identity, attitudes, familiarity, associations and name awareness. These assets — along with patents, trademarks, and channel relationships — comprise brand equity, and are a primary source of competitive advantage and future earnings.

The brand is a distinguishing name and/or symbol (logo, trademark, or package design) intended to identify the origin of the goods or services — and to differentiate those goods or services from those of competitors. A brand signals to the customer the source of the product — and protects both the customer and producer from competitors who would attempt to provide products that appear to be identical.

By developing strong & consistent images, well-regarded brands generate hidden assets — or brand equity — that give them distinct advantages. Brand equity is a form of wealth that is closely related to what accountants call "goodwill."

A brand is a promise made to its customers and shareholders. Promises that are kept yield loyal customers and produce steady streams of profits. Brand equity is initially built by laying a foundation of brand awareness — eventually forming positive brand images — and is ultimately maximized by high levels of brand loyalty. At least five general approaches to assessing the value of brand equity have been proposed.

- *Price premium that the name can support*

- *Impact of the name on customer preferences*

- *Replacement value of the brand*

- *Stock market valuation (stock value less tangible assets)*

- *Earning power of the brand*

Brand equity has been also defined as:

- The component of overall preference not explained by objectively measured attributes; and
- The set of consumer associations & behaviors that permits the brand to earn greater volume or margins than it could without the brand name.[1]

3.24: Brand Image

Consumers perceive and accept many brands within a certain trade group in different ways. By personifying a brand (How would you describe brand X if it were a person?) we can find out, that for instance consumers perceive brand A as a young, impulsive, lively, attractive, energetic woman full of ideas. In the same way could brand B be an elderly, conservative and relaxed man. The brand can also have a completely inexpressive and bad image. That is how brand C may not have any real personal characteristics, slim, tall, unnoticeable and calm.

The image basically expresses a way of a consumer thinks about the brand and the feelings the brand arouses when the consumer thinks about it. On the basis of these characteristics, which the consumer associates with the brand, the company can build a competitive advantage for its brand.

3.25: Brand Name

The power of a brand should not be underestimated. The title of this article emphasizes the power a brand carries. A brand has the power to create interest and command a second look. A brand is a symbol, image or slogan that is associated with a company, product   or   service.

Every business owner should be concerned about his brand. This includes whether or not your business has a recognizable brand. The value of a business is directly related to the strength of its brand. A strong brand will evoke a number of images in the mind of prospects. When you think of McDonald's you also think of golden arches, a clown, and fast service. These images and slogans are also known as service marks or trademarks.

In 1999, Microsoft started an ad campaign that cost the company hundreds of millions of dollars. The goal of the campaign was to create an image that Microsoft can take you anywhere you want to go. While brands are usually associated with consumer product companies, any business will benefit from having a recognizable brand.

It may be a challenge for you to create a brand name image for your service business or professional practice but the move will give you a decisive advantage in the marketplace.

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[1] http://www.s-m-a-r-t.com/Exp_brandequity.htm

Creating a brand name image will make you more visible, more memorable and ulitmately will generate more revenue for your business. The starting poing of your brand image can be a distinctive business card or fancy letterhead, unusual office décor, or a marketing theme. The most wildly successful businesses all have an image that is rooted in a brand. [1]

3.26: Brand Analysis

Branding starts with an objective assessment of your current position versus your competition - measurements of competitive share, market growth, and projections for the industry. These measures, in turn, are complemented by more subjective analysis gained through listening to key internal and external constituencies. We provide the qualitative and quantitative research to answer primary questions in the brand audit, then analyze all data to come up with a snapshot of your brand versus its competitors.

- Customer Analysis

- Competitor Analysis

- Internal Analysis

Market research, the cornerstone of a brand audit, is essential to true understanding of how the market defines your brand. We offer quantitative and qualitative research with in-house staff and through alliance partners. [2]

3.27: Developing Your Brand

Many businesses assume that customers know what they are all about. But how could that be? How can a customer know even an ounce of what you know about your business? It is your job to educate them both visually (with a logo) and verbally (with a short message that best describes your business and its benefits). You must offer prospective customers a reason to come into your business.

Example of how to use an effective verbal message: "We sell kitchen and bath fixtures" informs but it does not motivate action. Your catch praise or slogan and visual logo must jump out and grab them by their emotions. A branded slogan such as, "Our expertise is kitchen and bath accessories that transform your home into a palace" says much more about the uniqueness of your business and why a prospect should go there to check you out.

When Creating Your Brand Ask Yourself These 7 Questions:

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[1] http://www.garygauthier.com/brand.html

[2] http://www.newmarque.com/Analysis.htm

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1. What is my business and why is it different than my competitors?

2. Why are my products and services different and/or innovation?

3. How is my business unique and shamelessly special?

4. What USP sets me apart from my competition?

5. How can I demonstrate that my business is the best place to do business?

6. How can I build customer loyalty better than my competition?

7. Does my business have an identifiable logo and tag line that customers recognize?

The key to creating a strong icon or logo is to paint word pictures. Then compare the word or visual pictures with your description of your business and what sets it apart from the rest of the business world. Think unique, think independent step outside of your marketing mindset and get shamelessly creative.

3.28: Re-launching a brand

Re-launch means giving a new suit to old things. This is the procedure to reactivate the brand, which may be in the past failed or succeeded, for the future perspective. This involves analysis, rating, overhauling, and quality perspective, reshaping and reviewing the target market.

The re-launch in other words is based on the reshaping, restructuring, redesigning or the overhauling of the present company brand.

Change is never easy. So when someone decides to take a company through a major relaunch, he can't do it halfway. It will require all the passion that he can bring to it -- and the best communication skills that he has.

Following are the views by people who actually went through the process of RELAUNCHING their company's brand:

Change is never easy. So when you decide to take a company through a major relaunch, you can't do it halfway. It will require all the passion that you can bring to it -- and the best communication skills that you have.

"If you want to communicate with people about effecting change, you first have to be changed yourself."

Scott Cook, Cofounder, Intuit Inc., Mountain View, California

"When you think about it, a re-launch is about risk management. You must weigh the risks of your new venture against that venture's potential rewards. Whether you're re-launching a shuttle into space or re-launching yourself into a new career, you go through a process; you acknowledge, internalize, and accept risks that are associated with that re-launch. If you can't do that -- or if the risks are unacceptable -- you don't re-launch."

Sally Ride, President Space.com Inc., New York, New York

"If you're thinking of re-launching yourself as a free agent, one thing that you can predict is that life will become unpredictable. Freedom from a corporate hair ball doesn't equal freedom from stress. You'll have no employment contract, no month-to-month guarantee of what your life will be like."
"Free agency, therefore, is not for the faint of heart: You need self-confidence. And you need flexibility. You also need to know yourself, especially your shortcomings. Don't try to do something that in your heart you know you can't do."
"I know lots of people who are out there trying to "reinvent" themselves. But many of those people won't be happy, because they're not pursuing something that they intuitively love to do. They're pursuing something for money, and they're creating hollow companies -- companies with no soul. Doing work that lines up with your values is critical."

Scott Bedbury, Brand Fool, Seattle, Washington **(developer of Nike's "JUST DO IT")**

"It's too easy to get caught up in your "vision," especially when you're a company's founder. But don't let your vision determine what you give to your customers. Before you plan a re-launch, talk to your customers. And then listen to them. Let whatever they say dictate your actions. In the mid-1990s, my partner and I started a company, Metamorphosis Studios Inc., to build custom Web sites. Some of our customers were small-business owners, and when we would quote them a price, they would walk away. They didn't believe that it could cost $3,000 to $6,000 to design a Web site. They told us that they couldn't justify such an expense, but that they wanted a sophisticated-looking Web site that would uphold their image. Our solution? We converted our design for quality Web sites into a customizable Web-site master copy. Then we launched an online superstore of pre-designed, customizable Web sites-to-go -- which enabled us to reduce our price to only a couple of hundred dollars, without sacrificing quality. No one had really taken that approach before -- and we would never have thought to take it had we not listened to our small-business customers."

Clarence Wooten, Vice President, ImageCafé Division, Network Solutions Inc., Herndon, Virginia

"How do you take a 50-year-old product and re-launch it into something contemporary and competitive? That was a question that we faced in 1996, when we were confronted with declining market share. Our answer was to get outside help, because we knew that we had blind spots. It took an outsider to show us that there's also an emotional dimension to buying locks."

John Heppner, **Executive Vice President and COO, Master Lock Co. Milwaukee, Wisconsin** [1]

3.28.1: Using the Re-launch tool to Rejuvenate

Now let us come to the ways in which brands can be relented.

The first is to keep all elements of the mix the same but reposition the brand in the minds and hearts of customers.

Thus, nothing is done to the product, the pricing or the distribution but the communication and the entire repositioning exercise changes the perceived value of the brand. The elements used would be in the area of the communication mix including the packaging. This approach is usually followed when consumers have accepted the product, found it affordable and available but do not want to use it because they feel it does not match their needs or aspirations, keeping the psychographics in mind.

Another method to re-launch the brand is to change the channel and distribution strategy. Other elements may be working but the distribution channel may be ineffective due to the choice of in-appropriate outlets or even ineffective trade margins and marketing strategy. This can be linked with the sales effort, sales organisation and structure.

The third way to relaunch a brand would be to revamp every element of the marketing mix including the brand name, the product ingredients and pricing, and bring it out with a new price and bring it out as a new avatar.

Relaunching a brand is a normal exercise but should be dealt with cautiously. If the brand is doing well because its positioning, distribution and pricing are accepted and it is growing as per the desired objectives, then it is recommended not to tamper with something which is working.

Finally, it is important to say that while relaunching a brand, the main objective should be to bring it to a better level in terms of sales, market share and profit than what its current position reflects. [2]

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[1] http://www.fastcompany.com/magazine/36/one.html

[2] http://www.samsika.com/news/article1.htm

4

ORGANIZATIONAL BACKGROUND

4: Organizational Background

4.1: Company Profile

Firstly describing the umbrella brand Orascom and the Mobilink GSM in Pakistan:

4.1.1: OrasCom Telecom

Orascom Telecom Holding S.A.E (OTH) was established in 1998, and has grown to become the largest and most diversified GSM network operator in the Middle East, Africa, and Pakistan. With nine licenses covering the region, Orascom Telecom has positioned itself as a leading telecommunications conglomerate in emerging markets of this region.

Starting with MobiNil in Egypt, Orascom Telecom continued to expand its network to cover Algeria, Pakistan, Tunisia, Congo, Zimbabwe, the Democratic Republic of Congo, Iraq and just recently acquired Bangladesh. It has sold its networks in Jordan, Yemen, and other sub-Saharan countries, the last of which is the Ivory Coast, as a result of its strategy to focus on its core operations and become the primary GSM network operator in the region, thus the company's subscriber base has continued to grow to reach around 15 million subscribers by the end of 04.

Banglalink, was the last addition to the GSM family of OTH when on October 20th, 04 Orascom Telecom announced the actual purchase of Sheba Telecom with a cost of 60 M $, as well as the company's re- branding   under the name of Banglalink with the leveraging promise to provide the people in Bangladesh, quality service at the most affordable prices fitting to their communications needs.

The Sawiris family, of Egypt, owns the majority stake in the company (56.9%). Orascom Telecom Holding is a leading player in the Cairo and Alexandria Stock Exchange where it is traded under the symbol (ORTE.CA). On the London Stock Exchange, its GDR is traded under the symbol (ORTEq.L). OTH's IPO raised US$320 million during the year 2000, and was the largest offering on the Egyptian Stock Market at the time
Operational Performance:
Operational performance was driven by robust subscriber growth with a marked rise in commercial activity by OTH operations aggressive push in commercial activity.

The number of subscribers exceeded 14.4 million, adding approximately 7 million subscribers over December 2003 and over 3 million in this quarter, with prepaid subscribers constituting 90% of the total subscriber base. Mobilink exceeded the 5 million subscriber base in Pakistan, and Djezzy exceeded 3.4 million subscribers in Algeria, pushing penetration to 5% and 14%, respectively, in those two markets. Mobilink alone added close to 1.3 million subscribers this quarter and 3 million over the year. Djezzy added close to 1 million subscribers over September 2004, and over 2 million over December 2003. Tunisiana more than doubled its subscriber base over

December 2003, and Iraqna added approximately 600,000 in less than 12 months. Furthermore, Mobinil added 500,000 subscribers this quarter alone and over 1 million during 2004 pushing penetration in the Egyptian market to 10%.[1]

The above operational facts indicate the following market share per subs:

Table 4.1: Market Share Details of Orascom Telecom

Country	Brand name	Market Share
Algeria	Djezzy	73.0%
Pakistan	Mobilink	63.8%
Egypt	MobiNil	53.5%
Tunisia	Tunisiana	29.4%
Iraq	Iraqna	100.0%
Bangladesh	Banglalink	1.0%
Congo Brazzaville	Libertis	36.8%
Zimbabwe	Tel Zim	31.0%
Democratic Republic of Congo	Oasis Telecom	5.1%

(Orascom Telecom, 2005)

4.1.2: Mobilink

Mobilink GSM started operations in the year 1994, from then on it has shown enormous growth. At the time when it entered the market it was a small player in the cellular market of Pakistan it is now the market leader both in terms of growth as well as having the largest subscriber base in Pakistan.

Mobilink GSM (PMCL), a subsidiary of **Orascom Telecom,** is the market leader in providing state-of-the-art communications solutions in Pakistan. They can proudly boast of being the first cellular service provider in Pakistan to operate on a 100% digital GSM technology.

They offer tariff plans that are exclusively designed to cater to the communication needs of a diverse group of people, taking into account occasional users to businessmen. To achieve this objective, they offer both postpaid (Indigo) and the prepaid (JAZZ) solutions to our customers.

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[1] http://www.orascomtelecom.com

In addition to providing advanced voice communication services, they also offer a number of value added services to their valued subscribers. Keeping in mind their customers' convenience, they have also [1]bundled mobile handsets, sold either independently or bundled in Get Set Go Pack.

4.2: SWOT Analysis

A SWOT analysis is an instrumental framework in Value Based Management and Strategy Formulation to identify the Strengths, Weaknesses, Opportunities, and Threats for a particular company.

Strengths & Weaknesses are internal value creating (or destroying) factors such as assets, skills, and resources a company ahs at its disposal relatively to its competitors. They can be measured using internal assessments or external benchmarking.

Opportunities and Threats are external value creating (or destroying) factors a company cant control but emerge from either the competitive dynamics of the industry market or from demographic, economic, political, technical, social, legal or cultural factors

4.2.1: Strengths

- **Largest market share**
Mobilink has by far the largest market share of 63% with some 27 million customers by the end of 2005, having the largest customer base.
- **Highest market share in revenue**
Mobilink has the highest market share not only in terms of number of subscribers but also in terms of revenue.
- **Early Entrant**
One of the earliest cellular phone companies to enter the market, and the first one to operate solely on GSM; has therefore had a longer exposure to the market than its competitors
- **High Awareness**
Top of the mind brand for product category, high awareness and product recall Positive public perception up market image/premium brand; constantly reinforced by technology and commercial innovation
- **High advertising and marketing budget**
Mobilink has kept a large marketing budget in the organizations totally financial budget which includes aggressive and visible marketing campaigns.
- **Wide accessibility & cheap connection availability**
Mobilink is equipped with a wide distribution network, along with franchise and retail body. The franchised network has people with long term vision (entrepreneurial spirit)

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[1] www.mobilinkgsm.com

- **International roaming**

Mobilink has signed bilateral roaming agreements with 50 operators around the world to have true roaming service operational in over 42 countries of the world in both prepaid and postpaid connections

- **Value added services (VAS)**

VAS offered by Mobilink is only second to Ufone in the industry. Differentiated VAS includes Gup shup Corner, V-mail and song dedication. Mobilink's short message service center allows Vehicle Tracking and Fleet (VTF) Management services.

- **Mobile Banking**

Mobilink and Muslim Commercial Bank have made a combined effort in order to maximize the ease and the satisfaction of their respective customers by offering them all banking services from their very own mobile handset.

4.2.2: Weaknesses

- **Higher outgoing call rates**

Mobilink currently has the highest outgoing call charges among all the other competitors in the market.

- **Lack of additional features like GPRS and MMS in prepaid**

Mobilink is unable to offer the additional features like GPRS and MMS in its pre paid connections, whereas, the same services are being offered by competitors.

- **No late night option (LNO)**

Mobilink also does not offer any late night option to its customers, like some of the players like Paktel and Instaphone.

- **Poor connectivity**

Mobilink has had network capacity issue, which has lead to a perception of weak coverage. Currently providing not good quality service because of changing their network from 900 MHz to 1800 MHz.

- **Unsatisfactory customer services**

The customers are also dissatisfied with the customer services of Mobilink, with complaints of late replies of their queries.

4.2.3: Opportunities

- **Government Support**

Paktel has strong support from the government and the local bodies, as due to it being present in the market for so long, it has been able to develop strong linkages.

- **New Re-launched Image**

Mobilink can make the most of its new Image, by portraying it not just through the advertisements, but also through trade shows, PR events and Sponsorships.

- **Growth of Telecom Sector**

Currently the telecom sector in Pakistan is in high growth stage, this gives the opportunity to Ufone to make benefit use out of this opportunity to provide service that enables greater increase in its profits over time.

- **Economic growth**

The overall economic growth in the country is leading to a higher population of people who can afford mobile phones.

- **Peer pressure**

 There is an increasing feel and affect of the peer pressuring which his leading to increase sales of connections. Mobilink can make use of this by also being involved in viral marketing or word of mouth through opinion leaders.

- **Technology**

Mobilink yet does not offer a vast range of value added services on its prepaid connection including GPRS and WAP. Other technologies can also help Mobilink lower prices to make business difficult for new companies.

4.2.4: Threats

- **Low call Charges by Competitors**

Instaphone introduced Insta-One having two attractive packages in which there are no daily charges and outgoing call is as low as 0.99 Rs. and free incoming for 7 months

- **News Entrants in Telecom Sector**

The two new cellular players that have entered the market in 2005 have made the industry picture different, to a great extent. It has enabled a stronger competitive rivalry which would require the organization to offer lower prices and more innovative technologies at a faster pace.

- **Substitutes in telecom Sector**

The substitutes that are now being introduced in the telecom sector are posing a threat to a certain level to the organization. These include the WLL, CDMA and other such services, more of which are expected to be introduced in the market in the future.

- **Price War**

Price war may seem like a good show for the consumers, as they get to experience the lowest prices, but it totally dissolves the industry, to an extent that it lowers overall industry profits. The currently competition on price only can lead to an even fiercer price war in the future.

4.3: The 7S McKinsey model

4.3.1: Strategy

This is the direction and scope of the company over the long term; a set of actions that you start with and must maintain.

At Mobilink the focus is on high quality service and product development, to capture market share while at the same maintaining their existing customer base. Currently, the strategy of Mobilink is to increase its market share to retain its market position by its customer satisfaction, by offering advanced Value-Added-Services.

Mobilink's Vision

To be the leading Telecommunication Services Provider in Pakistan by offering innovative Communication solutions for our Customers while exceeding Shareholder value & Employee Expectations[1]

4.3.2: Structure

This means the basic organization structure of the company, its departments, reporting lines, areas of expertise, and responsibility (and how they inter-relate). The basic structure of the company, its departments, reporting lines, areas of expertise, and responsibility (and how they inter-relate) all supports its strategy. Its Structure is much decentralized almost everyone has to do for their customers according to their responsibilities.
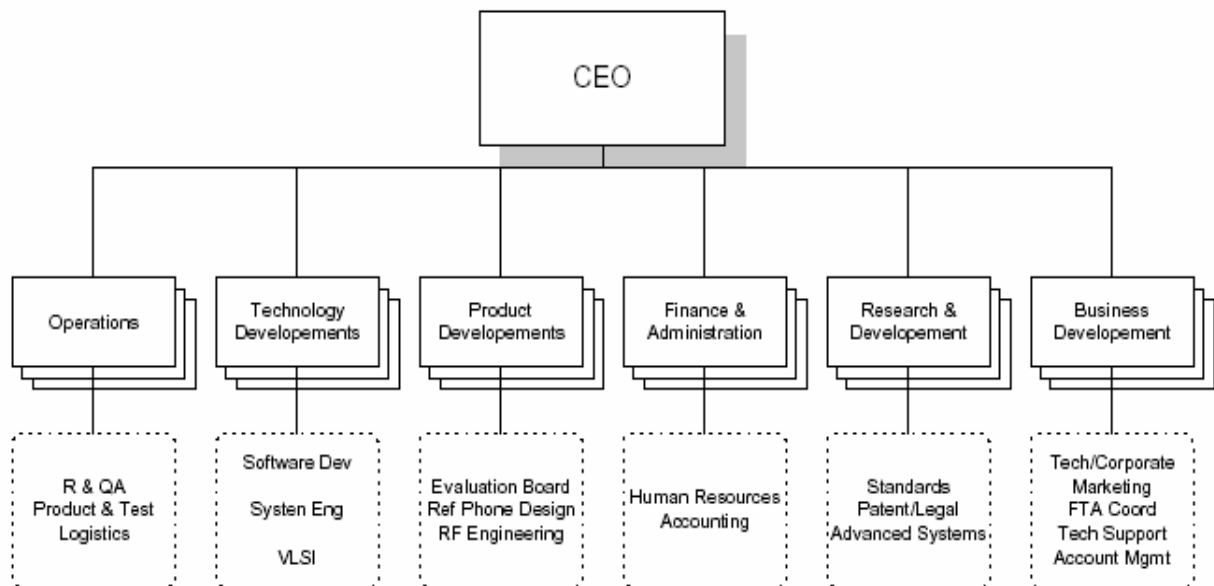
Mobilink has a decentralized functional structure.
(Source: www.mobilinkgsm.com, 2005)
Figure 4.1: Organizational Structure of Mobilink GSM

4.3.3: Systems

These include the formal and informal procedures that govern everyday activity, covering everything from management information systems, through to the systems at the point of contact with the customer (retail systems, call centre systems, online systems, etc).
In 2003, more than US$ 200 million was invested in improving the network. Mobilink now has 7 switches, around 820 cell sites and new IN platforms for better coverage and connectivity. In addition, Mobilink upgraded its existing call centers and introduced a new state-of-the-art call center in Karachi to better manage customer care.

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[1] www.mobilinkgsm.com

Mobilink has over 140 franchisee/national distributors (dealers operated service centers). In order to extend its reach even further, Mobilink worked with its franchisees to develop a network of over 300 sub dealers which operate as Points of Sale (POS) only and are branded "Mobilink Connect".
During the last five years, Mobilink has set up one of the largest cellular networks in the country. Currently, we are covering more than 350 cities and towns. This has involved an investment in the company of more than US$ 1 Billion. We have 14 Switches and more than 2,500 cell sites.

Mobilink provides you nationwide coverage in over 350 cities.[1]

4.3.4: Staff
Staff includes company's people resources and how they are developed, trained, and motivated.

Mobilink believes that their employees are their ambassadors and their greatest assets. In 2004 alone, they have invested approximately a million dollars in training and development of our employees so that they can better serve their valued customers.

With their focus on People Development, they ensure:
- Mobilink is staffed with world class Professionals with the right systems in place to encourage them to develop to their full potential.
- Creation of a collaborative and mutually supportive work environment that encourages   people   to   grow.
  Building of teams of professionals who deliver expertise by participating in business decisions.
- Development of Performance Management and reward systems underlying their business strategy.

As the Mobilink management claims that "At Mobilink, our belief is that "Our people are our greatest asset. We take great pride in acknowledging the contribution each one of us makes". (Source: www.mobilink gsm.com, 2005)

4.3.5: Skills
These are the dominant attributes or capabilities that exist in the organization; capabilities and competencies or "what it does best."

Mobilink believes its strength to be providing superior services to their customers and coming up with new and innovative products.
ISO 9002 Quality Management System Certification for Billing, Engineering Departments   and   CS   Contact   Center
Implementation of a full Intelligent Network (IN) platform from Siemens for the Prepaid platform.

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[1] www.mobilinkgsm.com

Biggest Call Center in Pakistan, which is there to assist the customers 24 hours.

Only cellular service in Pakistan to provide coverage on the M2 motorway. Bilateral roaming agreements signed with 100 countries around the world to have true roaming service operational in 151 operators of the world. MOBILINK GSM's Short Message Service Center allows Vehicle Tracking and Fleet Management services that are being provided by Tracker (Pvt.) Ltd., under the brand name of C-Track, a company licensed by Pakistan Telecom Authority (PTA). Tracker currently operates from Karachi but can provide these facilities at all those locations where GSM coverage is available.[1]

4.3.6: Style

These are the longer-term vision, shared values and beliefs of the firm that shape the destiny of the organization. Ultimately they guide employees towards 'valued' behaviour

Mobilink's vision is of bringing together the people of Pakistan and forming lasting bonds; a vision of service to the people of this country and in so doing, offering them the World as the organization's sees it. Their belief is that their people are their greatest assets who have the ability to reshape communication in Pakistan forever.

For the first time in Pakistan Mobilink is proud to introduce Yahoo! Messenger for SMS. Yahoo is the biggest trafficked Internet destination, with 345 million unique visitors. Yahoo Mobile will enhance a Mobilink customer's life by allowing him/her to stay connected with their family and friends all the time. With SMS based Yahoo! Messenger, Mobilink subscribers will be able to send and receive Yahoo! Messenger instant messages on their mobile phones.[2]

4.3.7: Shared values

Mobilink has an open culture within the organization. To motivate its employees Mobilink give opportunities to its employees to continue their social lives.

To add value to their customer's experience, Mobilink has joined hands with **Avis**, a global brand and the world's leading car rental company to offer discounted car rental rates to all Mobilink post-paid customers.

Avis is recognized as a premium car rental company worldwide. In Pakistan, Avis is the only international brand that operates from 9 major locations in cities such as Islamabad, Lahore and Karachi with services from both airport and city locations.

❖ As a Mobilink Platinum or Gold card member customers will be issued an Avis Wizard card which will entitle customer to receive a 20% discount on Avis vehicle rentals worldwide.

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[1] www.mobilinkgsm.com
[2] www.mobilinkgsm.com

❖ As a Mobilink Platinum or Gold card member customer will receive a 20% discounted car rental rate from Avis Pakistan.
❖ As a Mobilink post-paid subscriber customer will be able to avail a 10% discounted car rental rate anywhere in Pakistan.

As a Mobilink post-paid subscriber customer will only need to prove their identity through photograph ID and their Mobilink bill statement or by messaging "Name" to 300 as evidence.

As a Mobilink Platinum or Gold card member customer will simply need to show their loyalty card at Avis car rental locations in Pakistan. (Source: www.mobilinkgsm.com, 2005)

4.4: 360 Degree Audience
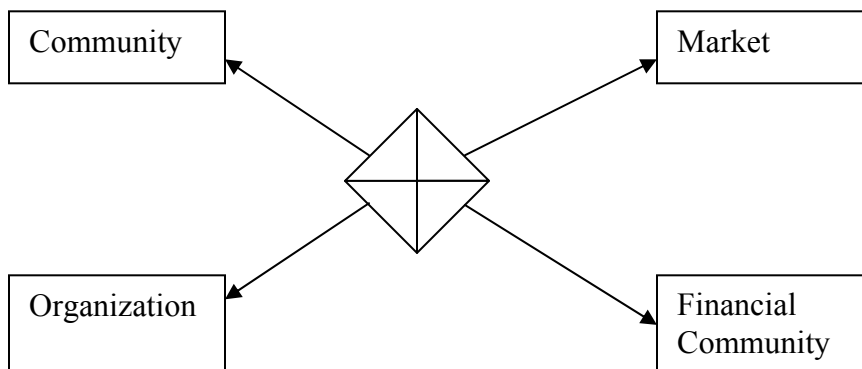
Figure 4.2: 360 Degree Audience

Analysis of 360 Degree Audience:

Community

The community of Mobilink consists of al l the consumers in the various cities of Pakistan, or the small towns and villages. They expect the organization to be more involved in the community work, which it currently is not. Although it has been participating in the entertainment sector through sponsorships, but it lacks to be able to give a corporate social presence.

Market

The market that Mobilink operates in consists of various other companies that are not only in the mobile service providers list but also being other telecom companies, including wireless operators, etc.

Organization

The organization itself has already been analyzed in detail through the swot analysis, but Mobilink needs to be able to cater for its employees by providing more benefits and opportunities for development and growth.

Financial Community

Mobilink also has strong linkages within the financial community. It is backed by influenced group called the Saif Group of Pakistan, which allows it to develop a highly promising picture of its future to the financial world.

5

FINDING & ANALYSIS

5: Finding and Analysis

5.1: Customer Analysis

To study a brand it is most important first to study the target audience of the brand or the customers of the brand this includes both existing and the potential customers. In this section we then researcher has studies the customers of Mobile service providers and focusing on Mobilink.

Mobiles are becoming a necessity with life becoming more and busier and people requiring being in contact at every moment, where ever they may be. The prices of both the handsets and the connections are lower then they were ever in the history of the mobile service providers in Pakistan. There is as such no fixed pattern of Buying when it comes to the mobile services providers here in Pakistan. The buying behavior of customers mostly relies on their economic standing and their desire to purchase.

Purchase depends on the coverage and availability of the services of the company. As Mobilink and Ufone have the largest coverage, coupled with reliability, therefore, these are usually the choice of those consumers and **Mobilink** even catering for border areas and small villages is their choice of a mobile service provider.

Consumers in the cities and urban areas have higher buying power and more resources. A lot of these consumers now days have one main connection, with which they keep maximum contact with friends, family or colleagues, but due to entry of new players into the market, offering highly attractive connection prices along with offers, they often now buy another connection, as aside connection. But, most of the side connection are prepaid packages, that are hardly used, or do not earn the company much revenues in the future.

5.1.1: Segmentation

Segmentation is essentially the identification of subsets of buyers within a market who share similar needs and who demonstrate similar buyer behavior. The world is made up from billions of buyers with their own sets of needs and behavior. Segmentation aims to match groups of purchasers with the same set of needs and buyer behavior. (Source: Marketing Teacher, 2005)

A company evaluates each segment based upon potential business success. Opportunities depends upon factors such as: the potential growth of the segment the state of competitive rivalry within the segment how much profit the segment delivers how big the segment is how the segment fits with the current direction of the company.(Source: Marketing Teacher, 2005)

For the segmentation of the **Mobilink's** Customers researcher has used AIOD framework for the study of the customer's needs and preferences and why customers are using the Mobile service of Mobilink or any mobile Service.

5.1.1.1: AIOD Framework

Table 5.1: AIOD Framework

NEED	ACTIVITIES	INTERESTS	OPINIONS	DEMOGRAPHICS
Talking to Family and Friends	College Going, Professionals, Elders, Ambitious,	Hiking, Riding, Recreation, Food, Family	Culture, Social Issues, Self	Age: 18-55 Income: 0- 200000 FLC: single, FN I. FN II
To Keep Professional Contacts	Work, Club, Social, Better off	Family, Sports, Politics, Media	Media, Education	Age: 21-25, 30-45 Income: 20,000-60000 & above
Business	Club, Adventurous, Ambitious	Family, Adventure, , Sports, Books, Politics	Culture, Media, Education, Peer	Age: 28-40, 45-60 Income: 40000-100000 FLC: FN I
Technology Need	Professionals, Club, Home, Students	Parties, Friends, Food, Sports, Technology	Society, Self, Media	Age: 18-25, 25-40 Income: 10000 and above FLC: Single, FN I.
Social Status	Young Professionals, work, Business, House Wife's.	Sports, TV, Parties,	Media, Education, Movies	Age: 21-40, 45-50 Income: 20000 & above
Fun and Entertainment	Students, Work,	Sports, Movies, parties, Music	Media , Fashion, friends	Age: 16-25, 25-35 Income: 10000 & above FLC:, single, FN I

5.1.1.2: Analysis of AIOD

1) Talking to Family and Friends:

The first one is the Talking to family and friends who have the need to develop communication linkages due to keep in touch with their family and friends and to chat with their family and friends. The users of these packages normally prefer to use the pre-paid package like JAZZ by MOBILINK GSM.

2) To Keep Professional Contacts:

Another need is to keep professional contacts, and the user come under this category are the people who are business executives and professionals and they normally use the package of postpaid. Most of these people are image conscious and high status individuals. These are image conscious people who view brands as extensions of their own personalities. Mobilink GSM offers INDIGO for such individuals.

3) Business:

The need for business is one of the important segments for mobile service providers that is business has no boundaries that is a small retail shop owners to the big multinationals t all come under this category. Both post-paid and pre-paid can be the packages for business people.

4) Technology Need:

The market and needs are becoming technology driven day by day and it is essential for every service provider of mobiles to keep up with such technologies like online internet access and etc. These people are more conscious to the need of specific technology. They have the need for mobile banking, which is available with Ufone and Mobilink who have a contract with different banks. New offer by Mobilink is that a user can log on to his or her yahoo messenger account.

5) Social Status:

Some people use mobile service only for the sake of social status and some think that Mobilink is the service fro the upper class segment of the market that is why their adverts are also targets the upper segment of the market.

6) Fun and Entertainment:

This need is for individuals those are found of games and entertainment. Mobilink has limited offerings for such individuals but now they are on to this and recently started service of fun and games including chatting and games. These entertainment options also include Power tools for jokes, songs, news and chatting, ring tones, wallpapers. These are individuals who only desire the various infotainment options.

5.1.2: Reference Group Influence Matrix

Figure 5.1: Reference Group Matrix

5.1.2.1: Analysis of Reference Group Matrix

A mobile phone service provider comes under the category of Public, Necessity in the reference group Matrix, firstly, mobile phone service has practically become a utility now. Both hand sets and connections are now easily available at low prices, making them highly affordable. Lives of the consumers are becoming busier day by day, with the increase of mobility in their daily lives. This further increases the need for a mobile connection, to keep in contact both for work and with family and friends. Individuals , where ever they may be, can get in touch with other, just within seconds, without the hassles of booking calls, as for international dialing, having to go to a PCO, for those that do not have fixed land lines, and consumers can even control their bills with the prepaid connections. Therefore, the service comes under the necessity section at this time.

A mobile phone service like Mobilink would be a public use service, as it is not a service to be used privately only, or not in front of others. Rather, only when the individuals give off their mobile numbers to others to keep in contact, they themselves make the display public. Therefore, a mobile service provider like Mobilink comes under the public – necessity section in the reference group matrix. **(Annexure A- Q. 6, 10)**

5.2: Competitors Analysis

The researcher has analyzed the Competitor's of MOBILNK GSM and its competitors in this section of the thesis report. Since MOBILINK has five competitors and the researcher has, in this section focused on those competitors of Mobilink which include:

- ❖ Ufone
- ❖ Paktel
- ❖ Telenor
- ❖ Al-Warid
- ❖ Instaphone

The researcher thoroughly analyzed all the competitors, as they have the same target audience as Mobilink. This investigation has enabled researcher to conduct the in-depth competitor analysis. **(Annexure – A Q. 4, 5, 6, 8)**

5.2.1: Ufone

5.2.1.1: Organizational Background

Ufone started its operations from Islamabad on 29th January 2001 as the youngest entrant in the cellular market. Ufone, a subsidiary of PTCL, is the only Pakistani-owned cellular service operator in Pakistan.

With a total current investment of over $350 Million, including a recent contract of $161 Million for expansion & capacity for 2004-05, they believe in solid commitment to growth, security & reliability.

Currently, with a market share of over 24%, and an aggressive commercial plan, they have more than tripled their customer base in the last quarter to over 1.5 million subscribers…the fastest uptake of any cellular service operator in Pakistan[1]

5.2.1.2: SWOT Analysis

Strengths:
- **Government Support**
Being backed by PTCL, Ufone is able to gain the government support and hold in the cellular industry. This government support has and still plays a significant role in the coverage expansion done by Ufone
- **Image Attached to competence**
Ufone has been able to always provide the high quality of service that it promises. When the market leader Mobilink, faced fines by the regulatory authority, Ufone's image as the competent and high quality service brand, further strengthened.
- **First to launch GPRS and MMS technologies**
Ufone has been able to maintain the image of the step ahead in offering innovative new technologies. It displayed it through being the first to offer its GPRS and MMS services, along with several other value added services and now has been the first player to launch international GPRS services in Pakistan.
- **Lowest Local Call Charges**
The organizations name is also attached to affordability for the consumers as is able to offer the lowest local call charges to its consumers, then any of the other competitors in the market.

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[1] www.ufone.com

- **Well developed technology**

Ufone benefits fro ma highly well developed technology. Its technology partner, Nortel, has always provided Ufone the opportunity to come up with the latest technological innovations ahead of its competitors.

Weaknesses:
- **Image as a brand for the middle and lower class only**

When Ufone launched itself, it depicted through its advertisement, the inexpensive connection image for the lower middle and lower class. I thought the image of a "awami " connection would appeal the general public, but this image stereo typed the brand which made the sales of post paid connections difficult as its clients could not identify with this image.
- **Less coverage then market leader**

Ufone still lag behind the market leader, Mobilink, in the coverage of cities that it offers to its customers. This is the main reason behind Ufone's lower market share which is half of that of the market leader.
- **Less International roaming destinations then market leader**

Ufone is still far behind the market leader in the number of international destinations that it offers its customers. Although it is employing in high expansion, but it yet lacks in providing a vast international coverage.
- **Slow decision making in the organization**

Due to its linkage to the government sector, the organization suffers from a bureaucratic culture with slow decision making, which is not at all in line with the fast changing environment of the cellular industry.

Threats:
- **News Entrants in Telecom Sector**

The two new cellular players that have entered the market in 2005 have made the industry picture different, to a great extent. It has enabled a stronger competitive rivalry which would require the organization to offer lower prices and more innovative technologies at a faster pace.
- **Substitutes in telecom Sector**

The substitutes that are now being introduced in the telecom sector are posing a threat to a certain level to the organization. These include the WLL, CDMA and other such services, more of which are expected to be introduced in the market in the future.
- **Price War**

Price war may seem like a good show for the consumers, as they get to experience the lowest prices, but it totally dissolves the industry, to an extent that it lowers overall industry profits. The currently competition on price only can lead to an even fiercer price war in the future.

Opportunities:
- **Growth in Telecom Sector**

Currently the telecom sector in Pakistan is in high growth stage, this gives the opportunity to Ufone to make benefit use out of this opportunity to provide service that enables greater increase in its profits over time.

- **Growing trend of mobiles**

The life of consumers is becoming busier with also the increase in the mobility, both related to work and family life. This brings the mobile phones to the point of becoming a necessity to keep in touch with colleagues, family or friends.

- **Govt. Budget for the telecom Sector**

The government has been generous and investment high amounts for the growth of the telecom sector. A separate budget has been allotted for the industry for the year 20045, from which the company can benefit.

- **Upcoming technology**

Newer technologies are being introduced, that are enabling companies to lower their costs yet provide out class services to the consumers. Ufone can invest in these technologies in order to differentiate itself from the competitors.

5.2.2: Al-Warid

5.2.2.1: Organizational Background:

Warid Telecom has implemented a new and modern corporate identity as a result of the dynamic changes taking place in the telecom industry in Pakistan. With a reflection of a new strategy, their aim is to be perceived not only as a telecommunication operator of voice services, but also as a universal provider of comprehensive communications services for both residential and business customers. Warid's corporate identity seeks to reflect the changes in telecom sector in relation to helping customers keep pace with rapidly changing technology in the field of communication, and to harmonize the customers' perception of their brand with the quality and range of their services. Their objective is to provide optimum level of support and care through their highly skilled and motivated team of professionals and through maximum network coverage and clear connectivity that they have committed to provide.

Warid Telecom takes pride in being baked by the Abu Dhabi Group, one of the largest groups in the Middle East and the single largest foreign investor group in Pakistan. It has a diversified business interest in the institutions that have enjoyed commercial success as a result of its strong financial resources and extensive management expertise. The Abu Dhabi Group's major investment are in the following sector:

Oil and Gas Exploration	Banking and financial Services
Automobile Industry	Hospitality Services
Property Development	Telecommunications

Warid Telecom decided to opt for GSM (Global System for Mobile Communication) technology as it is the global standard for digital cellular telephone service. GSM networks support enhanced data applications and more than 1 billion customers in 109 countries are using this technology. Warid Telecom would be launching its cellular

services based on 900 and 1800 GSM technology, in order to optimize the utilization of frequency, thus ensuring the highest quality and service.

The   Abu   Dhabi   Group's   Telecom   Businesses   include:

Warid Telecom

They have made no compromise on investments required for research and development. With a projected capital expenditure of over US $500 million, Warid Telecom has been set up to provide a premium quality GSM service. The Company will be operational in the 28 major cities of Pakistan at the time of launch, and will cover most of the larger cities of Pakistan by summer of 2006. [1]

5.2.2.2: SWOT Analysis

Strengths:

- **Strong support from UAE**

Al-Warid's parent company is UAE based telecom company that has world wide experience in telecom. Therefore, Al-Warid is well supported with this knowledge and skill support along with the high financial support that it gets from its parent company.

- **Good market linkages**

Al-Warid has world wide linkages in the global telecom sector. Due to this international support Al-Warid is able to offer attractive international call charges and several other such offers.

- **Other established investments in Pakistan**

Al-Warid has investments in several other established companies in Pakistan, including well established banks like Bank Alfalah, United Bank Limited and several other companies.

- **Larger coverage then Telenor**

Al-Warid is competing directly with the other nee entrant in the market, i.e. Telenor and it is able to offer wider local coverage and international coverage then Telenor.

Weaknesses:

- **Late entrant in the market**

Al-Warid is an extremely late entrant in the market, compared to the market leader Mobilink or even the second largest player, i.e. Ufone, due to which it now has to grow its coverage aggressively to stay competitive.

- **Weak launching campaign**

The initial launching campaign by Al-Warid was pretty under the cover and not aggressive. Although there was a launch event but even that was limited to special invitees and not for the general public.

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[1] www.waridtel.com

- **Little Electronic presence**

Al-Warid has only a single electronic advert being aired on different channels on the TV. Due to its lack of electronic presence, it is unable to create a huge impact through the electronic media.

Threats:

- **New entrant Telenor**

Al-Warid is competing directly with Telenor. Telenor has been involved in a highly aggressive coverage expansion, which poses a huge threat to Al-Warid's network.

- **New Substitutes entering the market**

The new telecom substitutes to mobile service entering the market, pose a threat to some extent to Al-Warid's connection sales and overall profits.

- **People buying it as only second connection**

As most of the consumers in the cities already have mobile connections, several of them might just purchase the pre-paid connections of Al-Warid as a second connection. This would not assure their loyalty and may not even increase profits.

Opportunities:

- **Growth of telecom sector**

As the telecom sector is in high growth stage, this proves as a big positive aspect for Al-Warid and an opportunity to make most of this time period to increase profits.

- **International Support**

Al-Warid can take the opportunity from its international support and linkages to further develop its international coverage and also introduce new innovative technologies.

- **International Suppliers**

Al-Warid can also employ international suppliers of equipment and services in order to reduce cost and increase differentiation of its service.

 (Source: www.waridtel.com, 2005)

5.2.3: Telenor

5.2.3.1: Organizational Background

Telenor is the largest provider of telecommunications services in Norway, and has substantial international mobile operations. Continued development of Telenor's mobile operations is essential to the Group's positioning as an international player in the telecommunications industry.

- Telenor was listed on Oslo Stock Exchange and Nasdaq on 4 December 2000.
- At the end of 2003, Telenor had 55,234 shareholders, whereof foreign investors owned 22.6% of the total shareholding. The Norwegian State is the largest single owner, holding 62.6% of the shares.
- Telenor's market value as at 31 December 2003 was NOK 78.5 billion – the third largest company listed on Oslo Stock Exchange.
- At the end of 2003, the Group had 20,190 employees, 12,706 of whom were employed in Norway. [1]

Mobile

Mobile is Telenor's business area for development and management of mobile services within voice, data, Internet and content services in Norway and internationally.

Telenor Mobile has ownership interests in 12 mobile operations and is geographically concentrated in selected countries in Europe and South East Asia. In 2003, 42% of Telenor's external revenues were derived from the mobile operations.

Telenor Mobile's international commitments are based on Telenor's acquired experience and skills, and on products and services developed in the Norwegian market. The creation of synergies between the mobile operations, and preparations for further industrialization will be central to Telenor's future strategy.

Fixed

Fixed is Telenor's business area for development, management and supply of communications solutions based on the fixed network.

In 2003, 35% of Telenor's external revenues were derived from its fixed network operations. Norway is the main point for this activity and contributes approximately 90% of the revenues generated in this business area.

Telenor has fixed network operations in Norway, Sweden, the Czech Republic and Slovakia. As of 2003, the Group's activities in Russia are run through an associated company.

Broadcast

Broadcast is Telenor's business area for TV-distribution via cable and satellite.

In 2003, 9% of Telenor's external revenues were derived from its TV distribution activities. Broadcast is the largest provider of TV services to the residential market in the Nordic region, both via cable and satellite.

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[1] www.telenor.com.pk

Telenor operates the Norwegian terrestrial network for radio and TV broadcasting and is the leading provider of satellite transmission to the Nordic region via three geostationary satellites.[1]

5.2.3.2: SWOT Analysis

Strengths:

- **International Presence**

Telenor has International presence in countries like Norway, Sweden, Bangladesh, Malaysia, Singapore, etc. This provides it with well established international infrastructure.

- **Strong Organizational Support**

The parent company of Telenor in Norway, has an extremely well developed telecom knowledge base, along with vast experience in this field, which benefits Telenor in Pakistan.

- **Well developed technology**

Telenor is also equipped with an extremely strong technological infrastructure, which proves to be an asset being in this industry.

Weaknesses:

- **Late Entry in the market**

Telenor is up with a huge challenge of being part of a highly aggressive coverage expansion, due to being a late entrant in the telecom industry in Pakistan.

- **Initial perception of consumers of low service quality**

Telenor did come with the slogan of "Expect More", but unfortunately it was unable to provide that extra special service, rather it initially developed the image of call connectivity and droppage.

- **Slow coverage expansion**

Although Telenor believes it is employing in an aggressive expansion, but researcher believes that the expansion process is still slow if Telenor intends to catch up any close to the market leader.

Threats:

- **Faster growing rate of other new Entrant**

The other new entrant, Al-Warid is growing at a much faster rate, rather it introduced itself in the market with three times greater local coverage then Telenor, which could the competition even more difficult for Telenor.

- **Substitutes in the telecom sector**

The growing substitutes in the telecom sector, including WLL, CDMA and other wireless technologies that are expected to enter the market, pose a threat to a certain level to Telenor.

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[1] www.telenor.com.pk

- **Price War**

As the competition in the industry is coming down only on the prices of the services offered, this could result in a fierce price war that could lower overall profits of the industry.

Opportunities:

- **Growth of Telecom Sector**

The telecom sector in Pakistan is in a high growth rate, with high investments being made in the sector. Telenor can make most of this opportunity for the expansion of its services.

- **International Support**

Telenor is also equipped with the international support and linkages it has due to its international presence. It can make use of these linkages to offer greater international coverage and international roaming.

- **Untouched Market Segments**

There still exists a huge untouched market segment in the country, as mobiles become a utility and more affordable. Therefore, Telenor can target this segment which can prove to be a prime opportunity.

5.2.4: Paktel

5.2.4.1: Organizational Background

Paktel is the company that launched cellular technology and introduced mobile telephony in Pakistan. Since then both their customers and Paktel have come a long way in terms of the way Pakistanis communicate. From the basic one-to-one voice communication, customers can now enjoy short messaging (SMS), picture messages, polyphonic ring-tones, conference calling, call forwarding and a host of other fabulous services. [1]

5.2.4.2: SWOT Analysis

Strength:

- **First player In the cellular sector**

Paktel was the first company that came to the Pakistani Telecom industry as a mobile service provider, which gives it all the first come benefits.

- **Large Coverage**

Paktel is able to offer an extremely large coverage compared to Ufone, Al-Warid and Telenor. This would enable its GSM system to offer connectivity option to a large number of consumers.

- **Vast Local Experience**

Due to its long presence in the market, Paktel has also been able to gain vast local Experience, along with the market knowledge it has developed over the years.

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[1] www.paktel.com

- **Late Night Options**

Paktel is also the only cellular service that is offering highly attractive late night option, where calls are charged up to Rs. 0.50. This makes it an attractive option for those wanting to communicate with family and friends.

Weaknesses:

- **Bureaucratic Organizational Structure**

Paktel suffers from an organizational structure plagued with bureaucracy and slow decision making, which his totally out of line with the fast changing environment of the telecom industry.

- **Late to adopt GSM technology**

Paktel failed to update its technology in time, which allowed its sales to suffer while other made use of this opportunity and increases their profits.

- **Image problem**

Paktel's image was given the stigma of being out dated and unable to offer quality service that was backed by the latest technology.

Threats:

- **Failure of sub-company Insta**

Paktel is also the owner of another local cellular company, i.e. Instaphone and its detoriating position is a drawback for Paktel as in the future it would have to carry a dead company on its back.

- **New entrants**

The two new cellular players that have entered the market in 2005 have made the industry picture different, to a great extent. It has enabled a stronger competitive rivalry which would require the organization to offer lower prices and more innovative technologies at a faster pace.

- **New Substitutes entering the market**

The new telecom substitutes to mobile service entering the market, pose a threat to some extent to Paktel's connection sales and overall profits.

- **People buying it as only second connection**

As most of the consumers in the cities already have mobile connections, several of them might just purchase the pre-paid connections of Paktel as a second connection. This would not assure their loyalty and may not even increase profits.

Opportunities:

- **Government Support**

Paktel has strong support from the government and the local bodies, as due to it being present in the market for so long, it has been able to develop strong linkages.

- **New GSM Image**

Paktel can make the most of its new Image, by portraying it not just through the advertisements, but also through trade shows, PR events and Sponsorships.

> ▪ **Growth of Telecom Sector**
> Currently the telecom sector in Pakistan is in high growth stage, this gives the opportunity to Ufone to make benefit use out of this opportunity to provide service that enables greater increase in its profits over time.

5.2.5: Instaphone

5.2.5.1: Organizational Background

Instaphone introduced Pakistan to mobile telephony in 1991. Today, the name is synonymous with best value for money. Their product portfolio consists of a wide spectrum of plans suited to different market segments.

Instaphone holds honor of Pioneering coverage to an ever expanding network of 185 Cities and pioneering consumer-favorable initiatives such as; Pre-paid plans, Calling Party Pays, low end pre-paid cards, 12 months Free Incoming, Roam Free Incoming, Interconnect SMS services and International SMS services.

Using an aggressive **SMS services** development strategy, the following SMS services are available to all Instaphone customers:

- **International SMS to more than 550 CDMA, TDMA & GSM operators worldwide**

- **Interconnect SMS to/from all mobile service providers** in the country

- Ring Tone downloads, Picture Messaging, Caller Group logo downloads, Mobile Greetings, Urdu messaging and Info-Services – news, sports, business, entertainment updates

- SMS to e-mail and Web2SMS two way chat[1]

5.2.5.2: SWOT Analysis

Strengths:
- **One of the early entrants in the market**
Instaphone is also benefit from early entering into the telecom sector; where it was able develop linkages within different organizations in this sector.
- **Market Experience**
Instaphone has a vast market experience that it has gained over the years, as it has been present in the market for over several years.

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[1] www.instaphone.com

- **Large Coverage**

Instaphone also has a large local coverage to offer its customers. This gives it the opportunity to be available to its customers in greater number of cities all around Pakistan.

Weaknesses:

- **Unable to upgrade technology**

Instaphone is still in the AMPs technology, which is highly outdated now; all the other players have now shifted to the GSM technology. This proves a great weakness for Insta, as eve nth assets that now AMPS operations are outdated and

- **Detoriating Services**

The detoriating services of Instaphone, including the lack of call connectivity, high rate of call droppage and lack of voice clarity, add to its weaknesses.

- **Lack of international roaming**

Instaphone is also unable to offer any international roaming; this is a huge weakness on the company's part, as for the corporate mobile customers, international roaming has become a very significant option.

Threats:

- **Substitutes in the market**

The substitutes that are now being introduced in the telecom sector are posing a threat to a certain level to the organization. These include the WLL, CDMA and other such services, more of which are expected to be introduced in the market in the future.

- **Price War**

Price war may seem like a good show for the consumers, as they get to experience the lowest prices, but it totally dissolves the industry, to an extent that it lowers overall industry profits. The currently competition on price only can lead to an even fiercer price war in the future.

- **Obsolete technology**

Instaphone's outdated AMPs technology is posing a huge threat to the company in the future, as it will make it possible for the company to compete with the other players.

Opportunities:

- **Paktel's Support**

Instaphone can make the full use of Paktel's umbrella on top to be able to gain the technological support and the environment influence from the company to improve its infrastructure.

- **Growth of telecom sector**

Currently the telecom sector in Pakistan is in high growth stage, this gives the opportunity to Ufone to make benefit use out of this opportunity to provide service that enables greater increase in its profits over time.

5.2.6: Comparative Analysis of the Mobile Services Providers

In order to analyze the degree of similarity and differences various competitors the researcher has done a comparative analysis that compares all these competitors on the basis of various factors. This has helped in analyzing the true market position of these mobile service providers.

5.2.6.1: Competitive Rating Index

For the calculation of the Competitive Rating Index, the researcher has taken competitors that may have some part of Mobilink's target segment, along with the direct competitors to give an overall picture of the major Mobile Service Providers in this category.

Table 5.2: Comparative Rating Index

Attributes	Wts	Mobilink Rats. 1-5	Mobilink W.I	Ufone Rats. 1-5	Ufone W.I	Paktel Rats. 1-5	Paktel W.I	Al-Warid Rats. 1-5	Al-Warid W.I	Telenor Rats. 1-5	Telenor W.I	Instaphone Rats. 1-5	Instaphone W.I
Variety of Packages	0.11	4	0.44	3.5	0.39	3	0.33	3	0.33	2	0.22	2	0.22
Value Added Services	0.05	3.5	0.175	3.5	0.18	2	0.1	3	0.15	3	0.15	3	0.15
Coverage	0.02	4	0.08	3	0.06	3.5	0.07	2	0.04	1.5	0.03	2	0.04
Local Call Charges	0.06	2	0.12	3.5	0.21	3	0.18	2.5	0.15	2	0.12	1.5	0.09
Voice Clarity	0.05	1	0.05	3	0.15	2	0.1	3	0.15	2	0.1	1.5	0.08
Connectivity	0.06	1	0.06	3	0.18	2.5	0.15	3	0.18	1.5	0.09	3	0.18
International Roaming	0.05	2.8	0.14	1.5	0.08	2.5	0.13	1.5	0.08	2.5	0.13	2	0.1
SMS Charges	0.1	3.5	0.35	3	0.3	3	0.3	3	0.3	2.5	0.25	3	0.3
Price of Packages	0.2	4	0.8	2.5	0.5	2.5	0.5	2.5	0.5	2.5	0.5	2	0.4
Foreign Call Charges	0.05	2.5	0.125	2	0.1	2.5	0.13	3	0.15	2	0.1	1	0.05
Cobranding	0.25	4	1	3	0.75	2.5	0.63	2	0.5	2	0.5	1	0.25
	1		**3.34**		**2.89**		**2.61**		**2.53**		**2.19**		**1.86**

5.2.6.2: Analysis of Competitive Rating Index

We are able to analyze that Mobilink has a clear lead above the rest of the players in the industry with a ranking of 3.34. Basically as already has been discussed in the SWOT analysis, Mobilink needs to build its service quality by providing higher levels of call connectivity, more voice clarity and lack of call droppage. Mobilink is basically gaining its lead to its highest coverage available and also the largest international roaming destinations. It was able to capture the largest chunk of the customer base, which made it increase its market share, without even having the best services, as several customers had no other choice. But as the competitors are catching up with Ufone getting a ranking of 2.89 and Paktel with a ranking of 2.61, and especially the new players Al-Warid and Telenor expanding aggressively with rankings of 2.5 and 2.19, Mobilink might be able to enjoy its leadership position for a few years, but in the future it would have to improve its services, as the competitors expand and competition comes down on the service quality.

5.3: Brand Analysis of "MOBILINK"

In this chapter, the researcher would be focusing on the various aspects of the brand "MOBILINK." Brand analysis is a key component of the report and the researcher has tried to analyze the brand by focusing on various models and Tools plus the results and analysis of the questionnaire. Branding has both qualitative and quantitative aspects to it. So the analysis not only provides a subjective analysis on the subject but also an objective analysis through various calculative models. The researcher would be giving the analysis of various aspects and elements of brand, which were mentioned in the literature review.

5.3.1: Brand Elements

The visual elements used to identify a company – name, logotype, symbol, product configuration, service offering, and packaging – form what is known as brand identity. At the core of this brand identity are the elements that serve as the building blocks of the identity system. Brand elements work together to form what will be the well-known and unmistakable appearance of the brand. This section gives an analysis of the Brand Elements of **Mobilink**.

5.3.1.1: Brand Name

The brand name "MOBILINK" is made up of two separate words. The "MOBI" comes from Mobile and "LINK" from Linking or joining, as Mobilink is the mobile service provider. Therefore, the name gives both the reinforcement of the company's expertise in the telecom sector. The company also intends to increase the name of the Parent Company as on the hoardings and Billboards name appears as " Mobilink GSM an OrasCom Company" OrasCom is the parent company of Mobilink and it is an Egyptian firm. Mobilink is owned by Saif-u-Allah Group.

Analysis of the Brand Name:

Mobilink is Kind of a name which is now through out the country accepted as our own brand or local brand Mobilink was first to introduce the GSM technology and they are still the market leaders. Firstly the brand image was that this brand is only for he high end of the market segment but after the repositioning or reshaping of the company Mobilink positioned it self differently and came up as brand for the entire segment including the lower end of the market.

5.3.1.2: Brand Logo:

The Logo of the Mobilink is given as under in Figure 3.1:

Figure 5.2: Logo of Mobilink

Analysis of Brand Logo:

The brand logo of Mobilink is simple. The logo is the mixture of blue and purple colors and is clearly distinguishes itself from the other players and it depicts the new look of the brand and gives the impression of high tech company. It has its own identity when displayed on bill boards, signboards, on their customer services points, on banners or other forms of promotion.

5.3.1.3: Brand Slogan

"Reshaping Communication"

The slogan of Mobilink basically intends to portray an image of the needed quality of service, that is giving communication a new dimension and providing services which set the company apart from its competitors. Mobilink after its Re-launch trying its best to create its new and improved brand image in the minds of its customers and for that they have completely reengineered their company and gave it a new look and slogan.

5.3.2: Brand Knowledge

Brand knowledge can is the knowledge about a brand. It is composed of two attributes i.e. Brand Awareness and Brand Image. **Brand Awareness** refers to the extent to which a brand or brand name is recognized by potential buyers, and correctly associated with the

particular product in question. **Mobilink's** Brand Awareness is high as far as the other brands are compared with the Mobilink because Mobilink is a pioneer in the GSM technology in Pakistan and is Pioneer in providing the wide coverage in Pakistan. **Brand Image** refers to the kind of associations that people have in their minds about a certain brand. These are the usually the kind of associations people have with a certain brand and the positive these associations, the better it is for the brand. **Mobilink's** brand Image is relatively mix in the minds of customers for example the user of Mobilink those who are using Mobilink for quite some time are not satisfied with the Mobilink GSM and its services because of various factors discussed in the analysis of the survey questionnaires. But the user one who is the potential user of Mobilink has the positive image fro Mobilink as it is because of the extensive advertisements and well established and old name in the Mobile service providers market.

5.3.3: Brand Awareness Indication

The term Brand Awareness refers to the extent to which a brand or brand name is recognized by potential buyers, and correctly associated with the particular product in question. It has two components. Brand Recognition can be explained as the extent to which a brand is known to the consumers and Brand Recall is whether the brand is distinguishable from other brands or not. It primarily refers to the fact that whether a brand comes in the evoked set of the consumer or not. In the section below, the researcher has tried to analyze the brand awareness indication of Mobilink and its various competitors through various models.

5.3.3.1: Band Recognition

Brand recognition reflects a relatively superficial level of brand awareness. In which if presented with a list or clues of the brands the consumer is able to remember the brand.
In case of the mobile phone service providers Mobilink, Ufone, Paktel and Instaphone have been in the market long an been able to develop a high recognition. But as Telenor and then Al-Warid are new players, their brand recognition as compared to the rest of the players is lower.

5.3.3.2: Brand Recall

Brand recall reflects a deeper form of awareness. Consumers may be able to identify a brand instantly when the name of the product is mentioned or if it is presented to them on list or if hints or clues are provided. It is deeper level of awareness for which marketers aspire. In case of the mobile phone service providers, moving from the highest level of recall to the lowest, Mobilink would be on the top, then Ufone and Paktel. Instaphone would be in the graveyard and low on the recall as the brand has been unable to provide differentiation and lost its position, especially after the entrance of Telenor and al-Warid in the industry, which now have a higher recall.

5.3.4: Brand Positioning

To analyze the brand positioning of Mobilink GSM below are a series of perceptual maps for the mobile service providers of Pakistan. These maps would help in evaluating the position of various mobile service providers of Pakistan according to various attributes. **(Annexure- A, Questionnaire 1(7a- h), Questionnaire 2(8a-h))**

5.3.4.1: First Perceptual Map
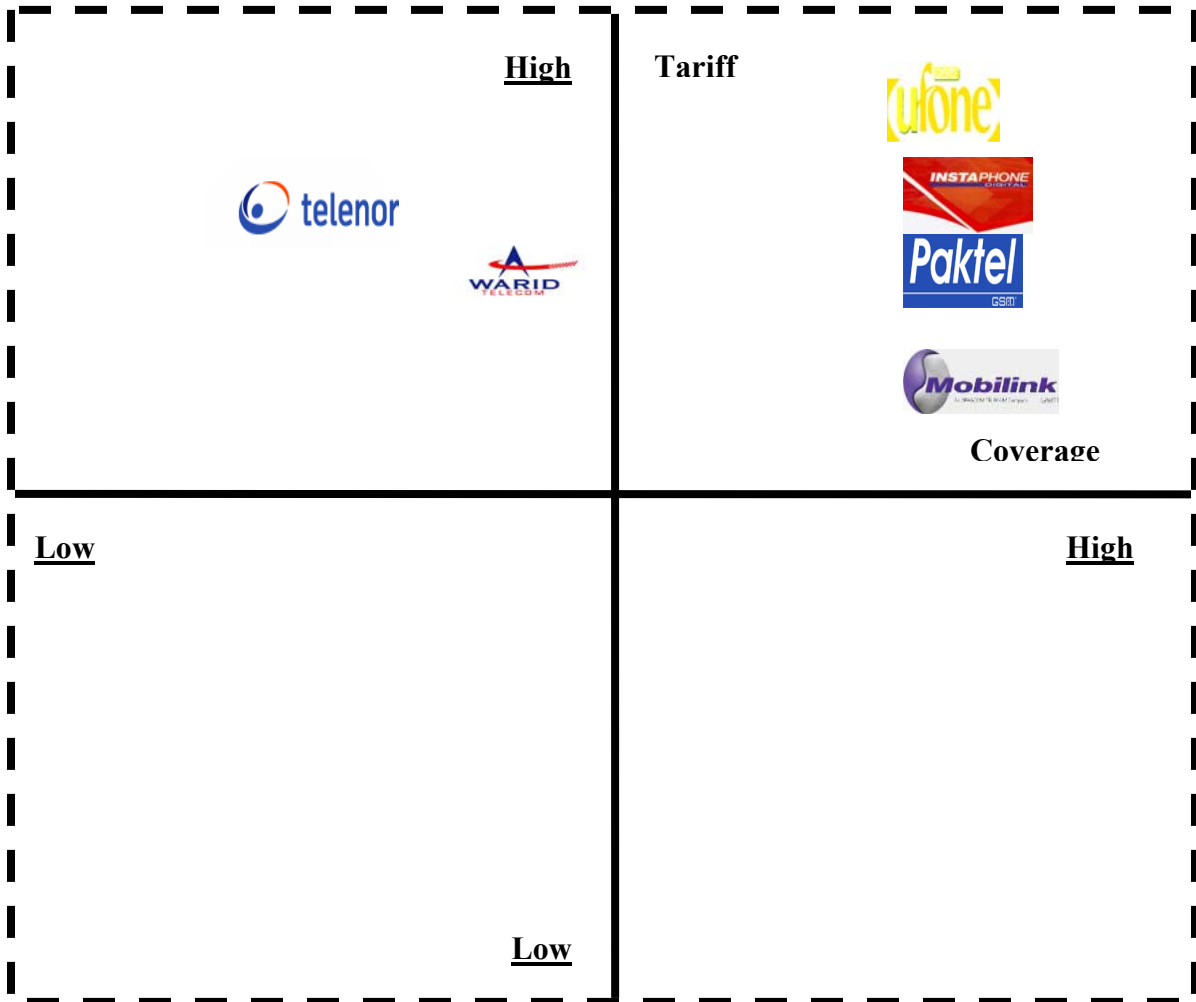
Figure 5.3: Perceptual Map 1

Analysis of 1ˢᵗ Perceptual Map:

Two attributes which are taken in this above perceptual map are tariff and coverage. Mobilink is high on the coverage and currently is offering high rates of call as compare to its competitors. Mobilink's overall coverage is 310 cities. 3.75 is the charge from all Mobilink to Mobilink calls. Telenor and Al-Warid are low on the coverage but they are

high on the low tariff charges. Instaphone follows with coverage in around 300 cities and very low rates, although Ufone now is offering the lowest rates in the market.

5.3.4.2: Second Perceptual Map

Figure 5.4: Perceptual Map 2

Analysis of 2nd Perceptual Map:

The above perceptual map presents the breakdown of the major mobile service providers of Pakistan. Sponsorships and Trade Shows are the two attributes that have been taken to map the above mentioned mobile service providers of Pakistan. Both of these factors come under the promotional aspect of these brands. The perceptual map in positioning analysis is comparing mobile service providers on the basis of two attributes, sponsorship and the trade shows. Mobilink is clearly the market leader under these attributes, as it has been actively involved in the sponsorship of several musical or other entertainment programs, and has recently organized the first Pakistan mobile fair. Ufone follows, while the new entrants are yet catching up.

5.3.4.3: Third Perceptual Map

Figure 5.5: Perceptual Map 3

Analysis of 3rd Perceptual Map:

The above perceptual map presents the breakdown of the major mobile service providers of Pakistan. Sales Promotion and Co-branding are the two attributes that have been taken to map the above mentioned mobile service providers of Pakistan. Both of these factors come under the promotional and marketing aspect of these brands. The perceptual map is comparing mobile service providers on the basis of two attributes, Sales Promotion and Co-branding. The sales promotion includes the lucky draws and other offers. Mobilink is clearly the market leader under these attributes as it has been introducing several schemes, like the offering of a Civic, free air time and even currently it is offering a trip to New York through lucky draw for customers that send more then 15 international SMS in the month of august. Al-Warid has also been good on this level with co-branding done with Nokia and chimera. Telenor is the lowest on these attributes.

5.3.4.4: Fourth Perceptual Map
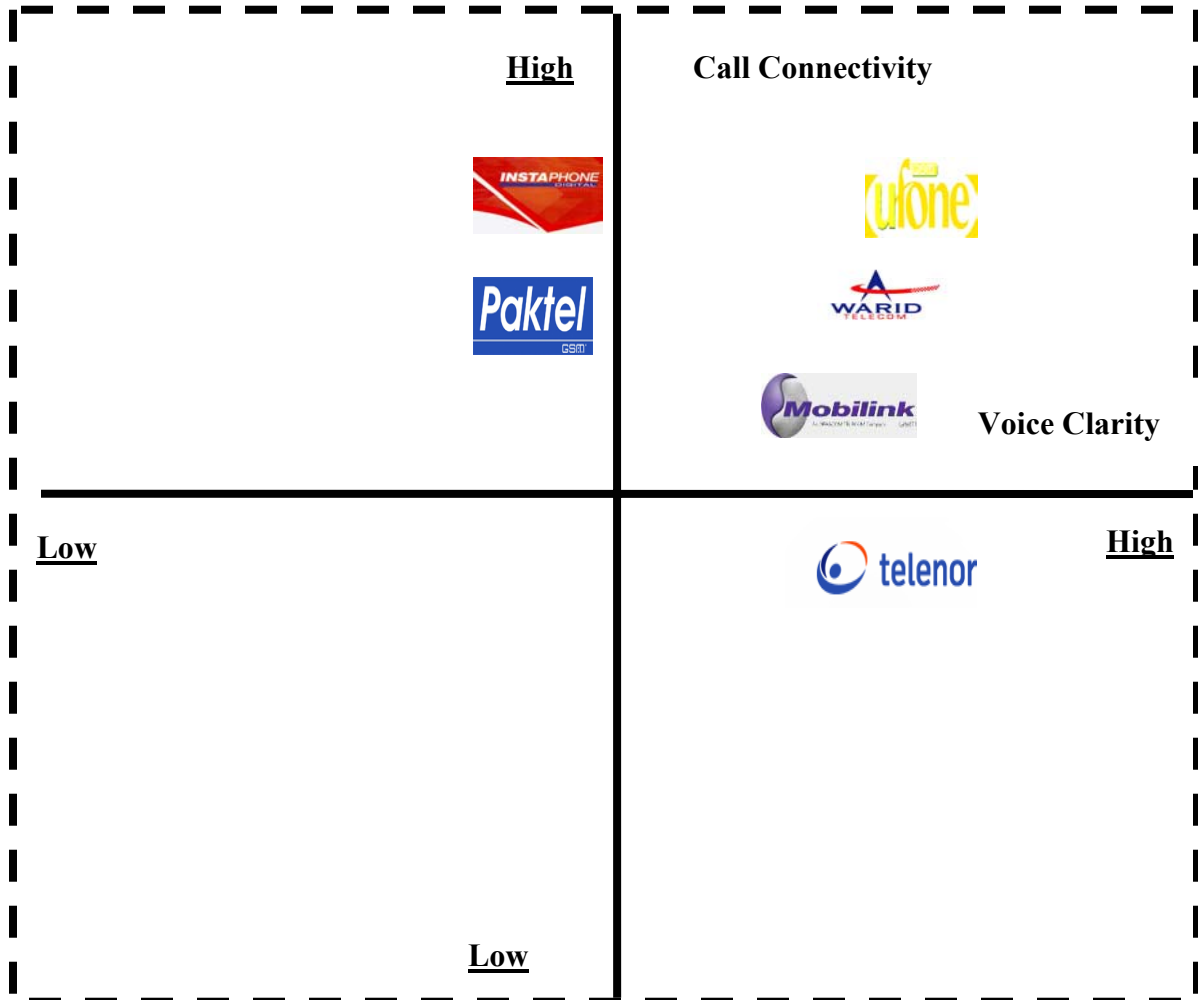
Figure 5.6: Perceptual Map 4

Analysis of 4th Perceptual Map:

Connectivity problems have plagued the Mobilink, after the consumer base increase recently. Instaphone, according to PTA has the best connectivity in Pakistan, on the basis of number of seconds to connect a call and drop line rate. Mobilink is second to only Ufone in VAS, but it has always been very low on connectivity. **Connectivity problems were a major reason Mobilink was fined Rs. 80 million by PTA.** Both of these dimensions are the important factors in choosing the MSP as both are the indicators to the quality of the service.
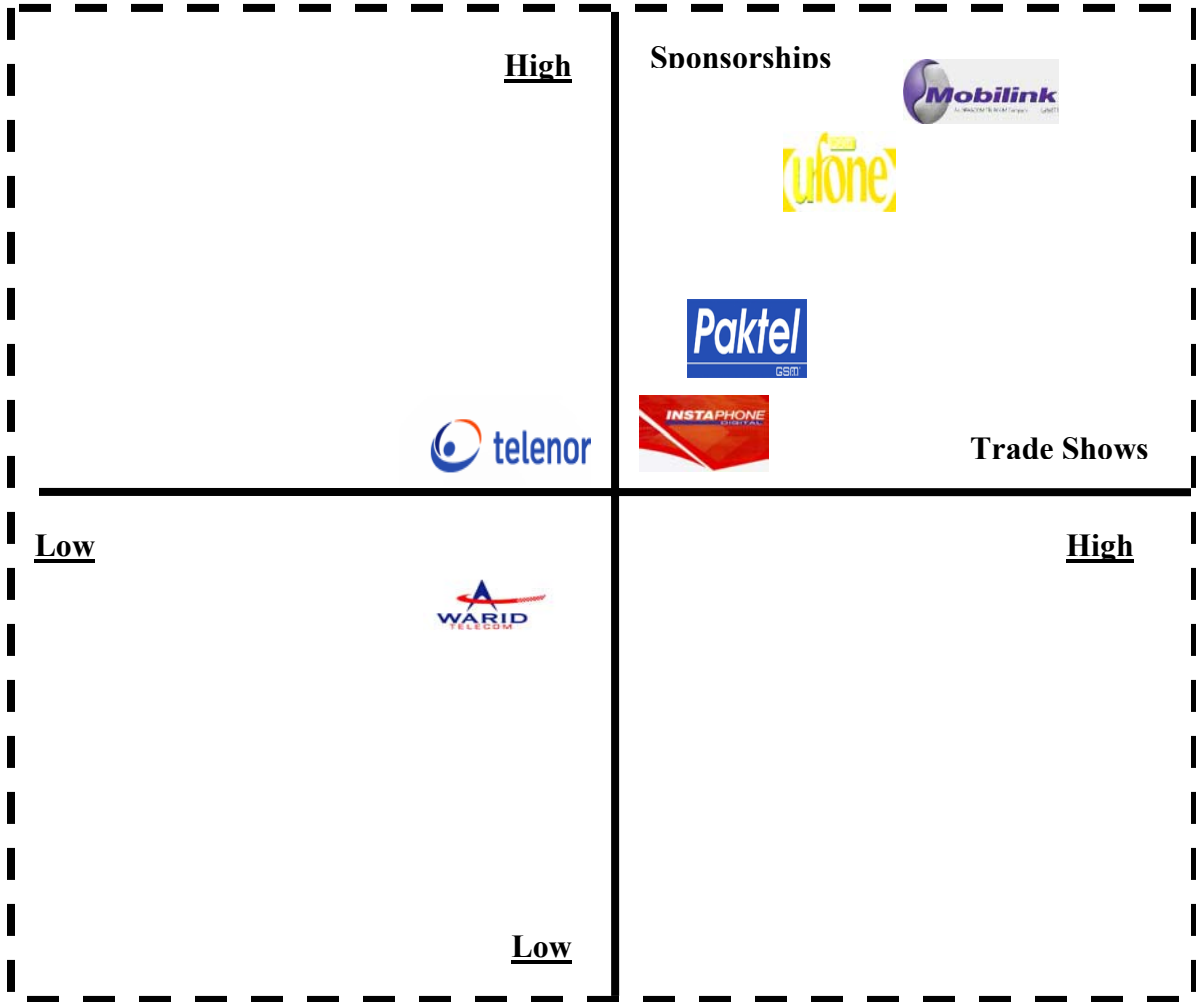
5.3.4.5: Fifth Perceptual Map
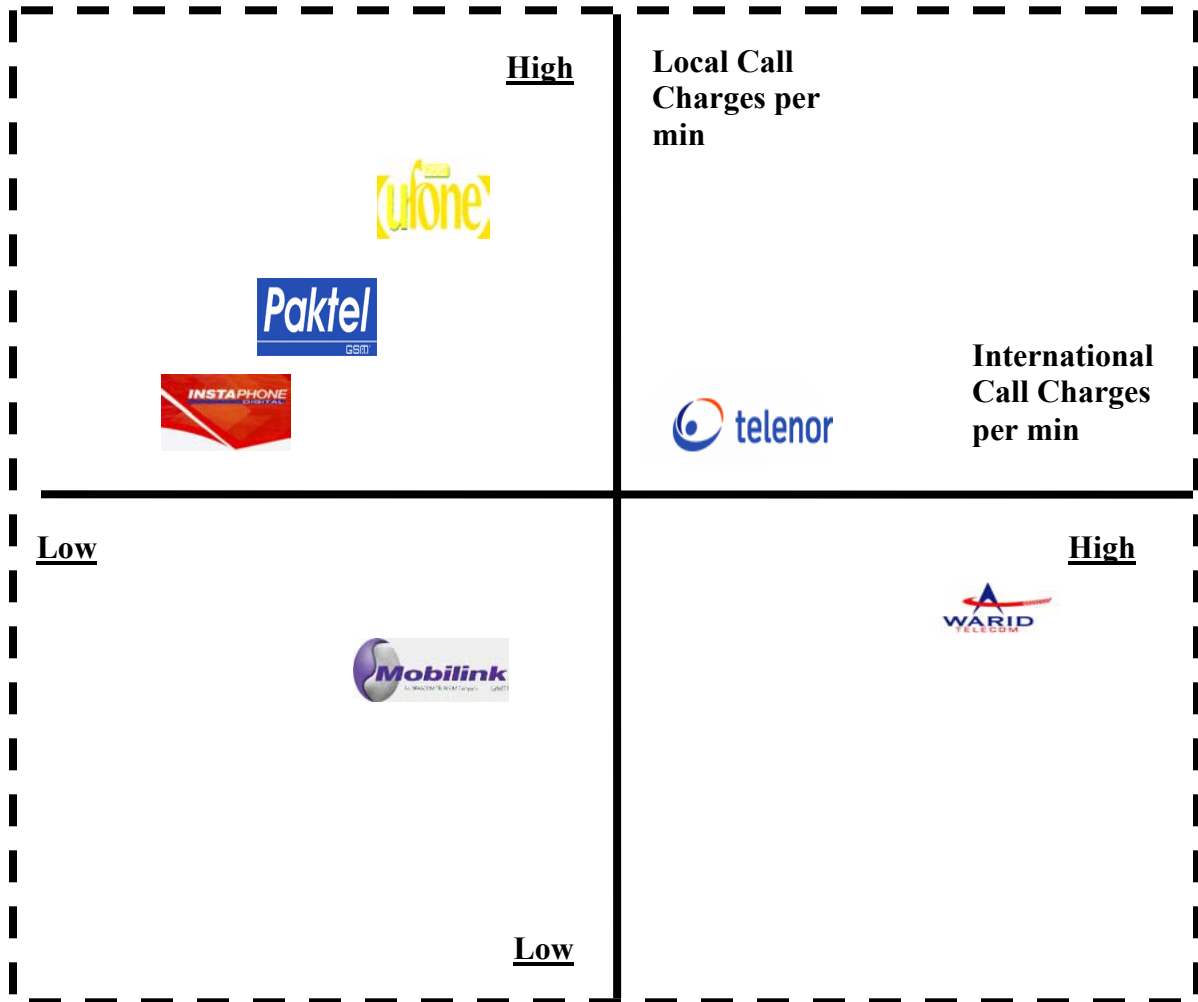
Figure 5.7: Perceptual Map 5

Analysis of 5th Perceptual Map:

The above perceptual map presents the breakdown of the major mobile service providers of Pakistan. Local Call charges per min and International Call charges per min are the two attributes that have been taken to map the above mentioned mobile service providers of Pakistan. Both of these factors come under the charges and the revenue generation aspect of these brands. Mobilink is clearly the lowest on both these factor, as it has the highest call charges, both local and international. Al-Warid gives highly attractive international call charges, while Ufone currently offers the lowest local call charges to any network, followed by Paktel.
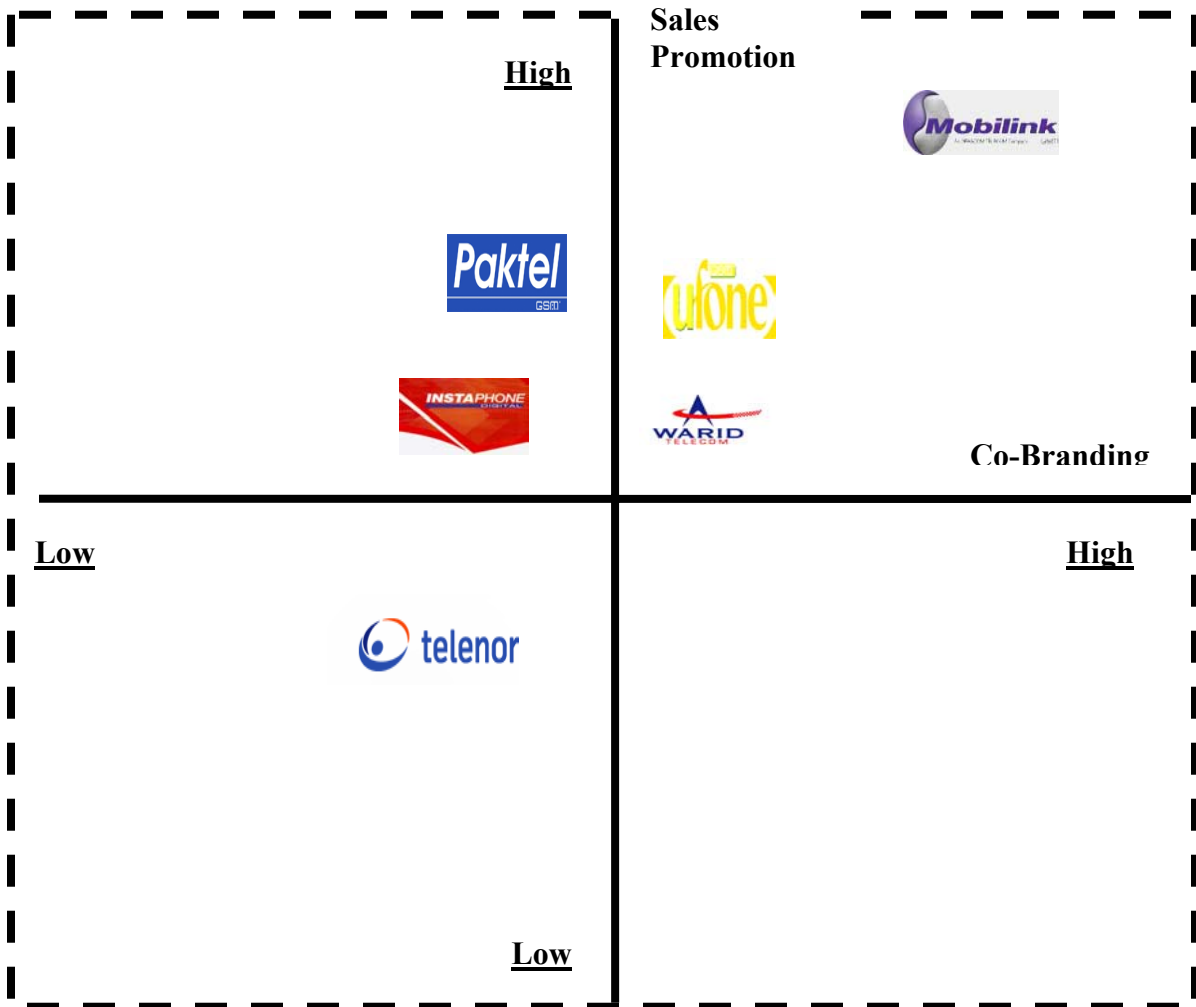
5.3.4.6: Sixth Perceptual Map
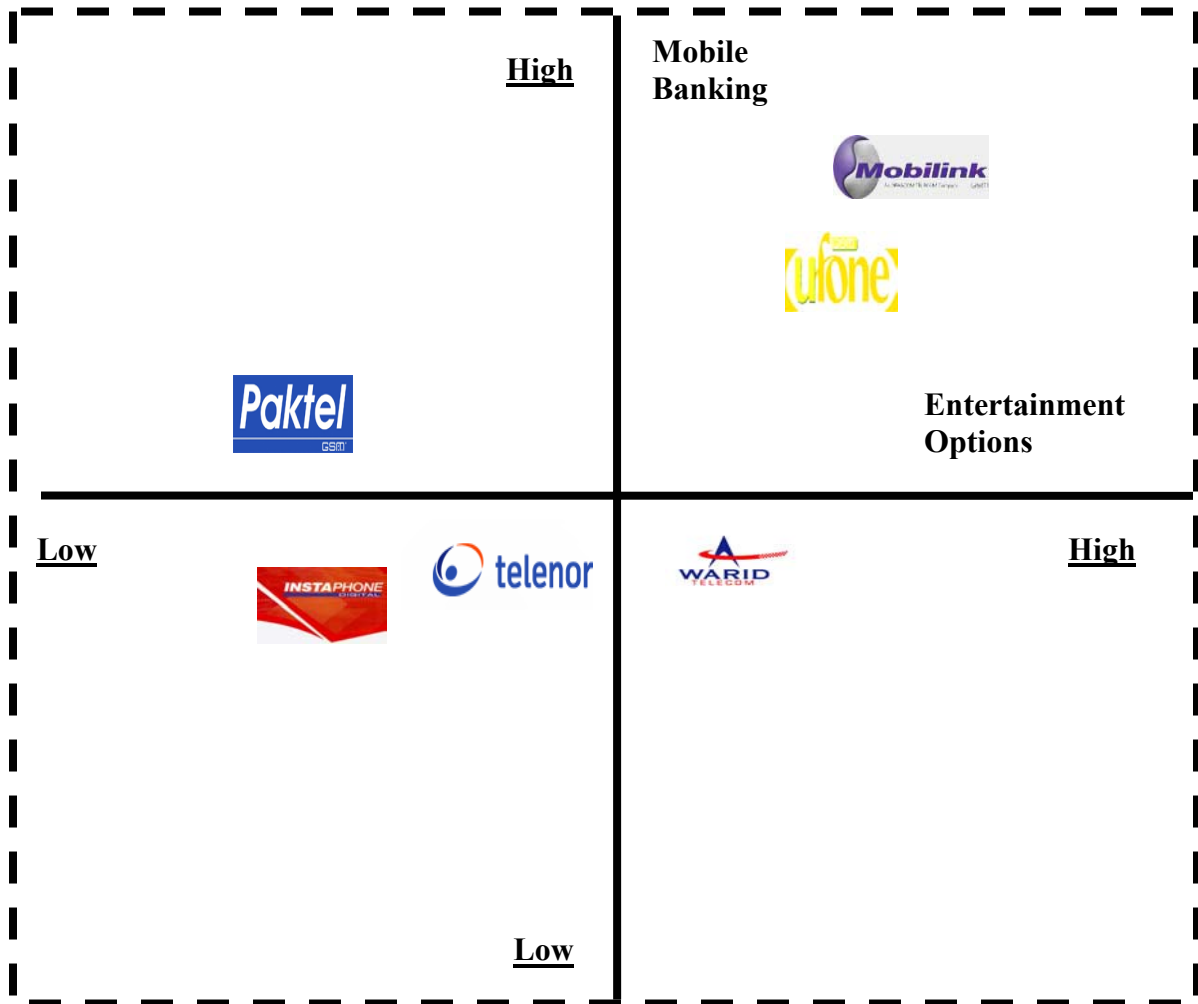
Figure 5.8: Perceptual Map 6

Analysis of 6ᵗʰ Perceptual Map:

The above perceptual map presents the breakdown of the major mobile service providers of Pakistan. Mobile banking and entertainment options are the two attributes that have been taken to map the above mentioned mobile service providers of Pakistan. Mobilink is clearly the market leader under these attributes, as it is able to provide mobile banking through partnering with Muslim Commercial Bank of Pakistan. It also provides a vast list of entertainment options from jokes, horoscopes, games, dedications, ring tones, chat zones, online yahoo messenger, etc. Ufone comes next on the list. Al-Warid has also developed attractive entertainment options.

5.3.4.7: Seventh Perceptual Map
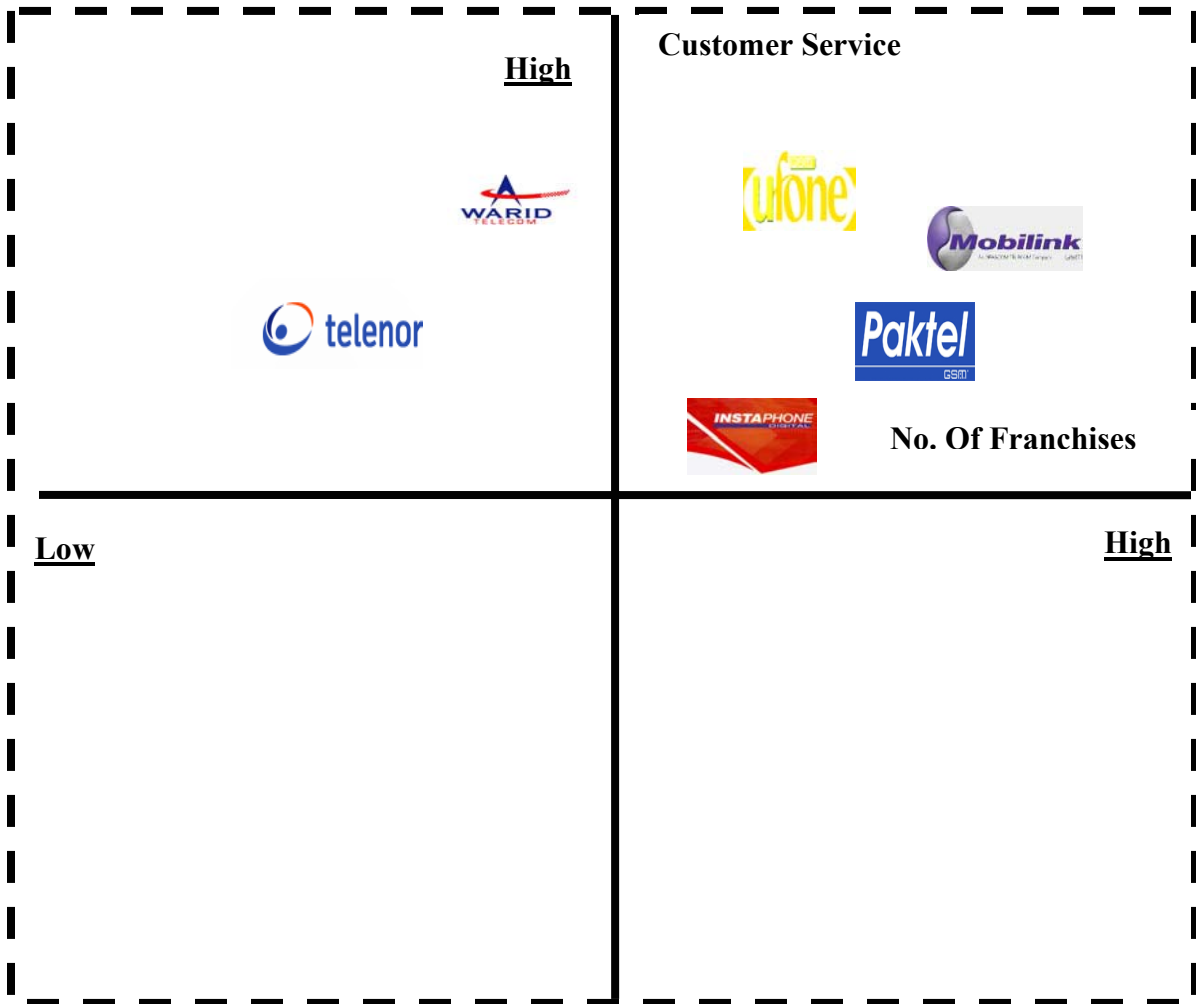
Figure 5.9: Perceptual Map 7

Analysis of 7th Perceptual Map:

Mobilink currently operates the largest franchise network in the country with over 140 franchisee/national distributors (dealers operated service centers). Mobilink is the first cellular operator to introduce the "franchise" concept in the cellular industry in Pakistan and it In order to extend its reach even further, Mobilink worked with its franchisees to develop a network of over 300 sub dealers which operate as Points of Sale (POS) only and are branded "Mobilink Connect". Paktel GSM also has one of the largest Franchise Networks in the country; 220 across Pakistan. Paktel GSM is providing a one-stop solution to customers through their alliance with Market Leaders Nokia and Samsung. Ufone and Instaphone have less retail outlets as compared to both Mobilink and Paktel. But, Ufone offers the best customer services in the industry. Al-Warid as the new entrant in the market rapidly increasing its retail out lets and customer service centers as compare to Telenor.

5.3.4.8: Eighth Perceptual Map
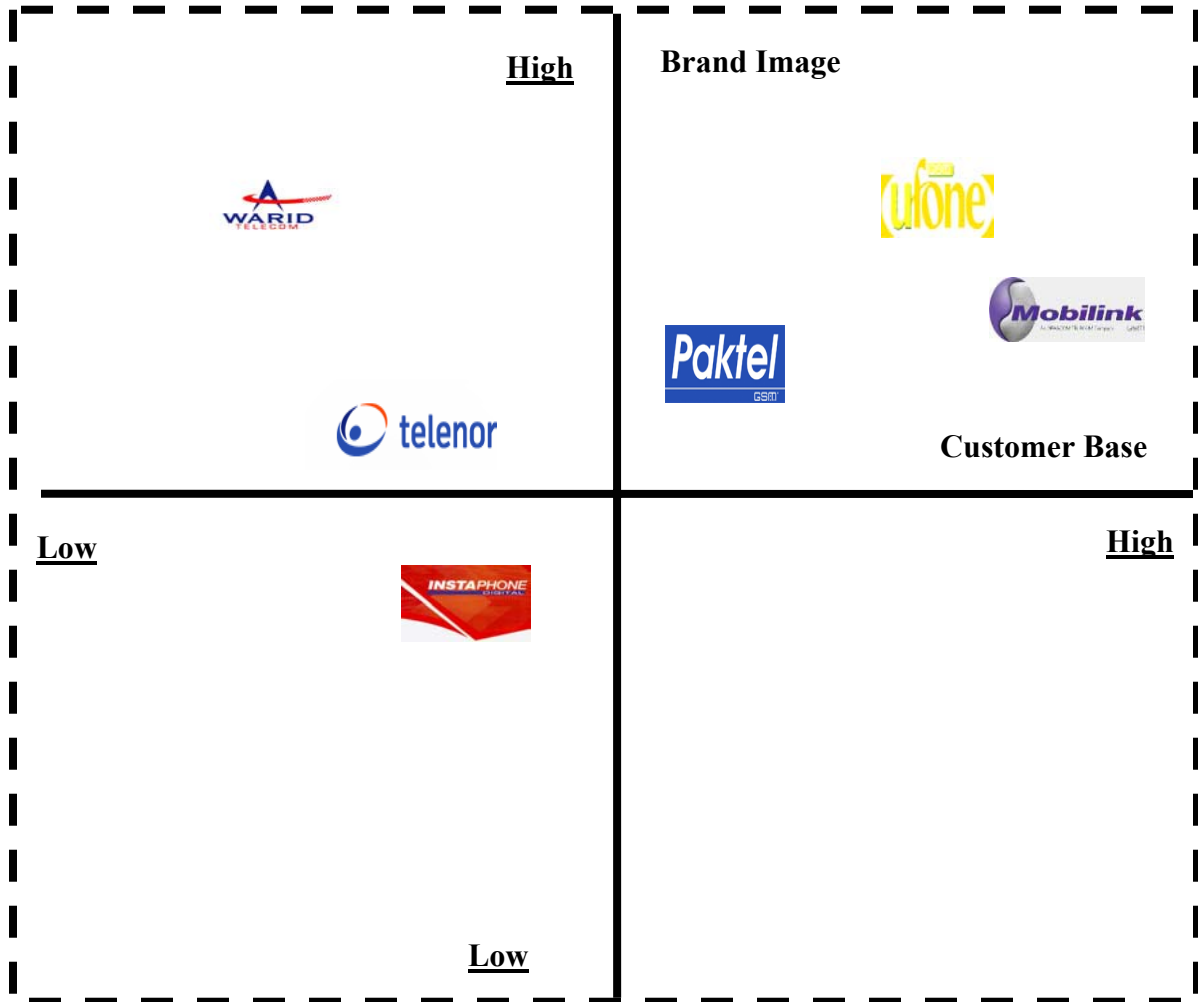
Figure 5.10: Perceptual Map 8

Analysis of 8th Perceptual Map:

Mobilink surfaces as the market leader in the no of user's category as it have the highest number of users. Mobilink has the largest consumer base with over 4.7 million users. It also has the strongest brand image amongst its competitors, but it has some negative image about the service as well that makes it to second to Ufone. Ufone, with over 1.5 million consumers and a strong brand image recognized by mobile users.

5.3.4.9: Ninth Perceptual Map
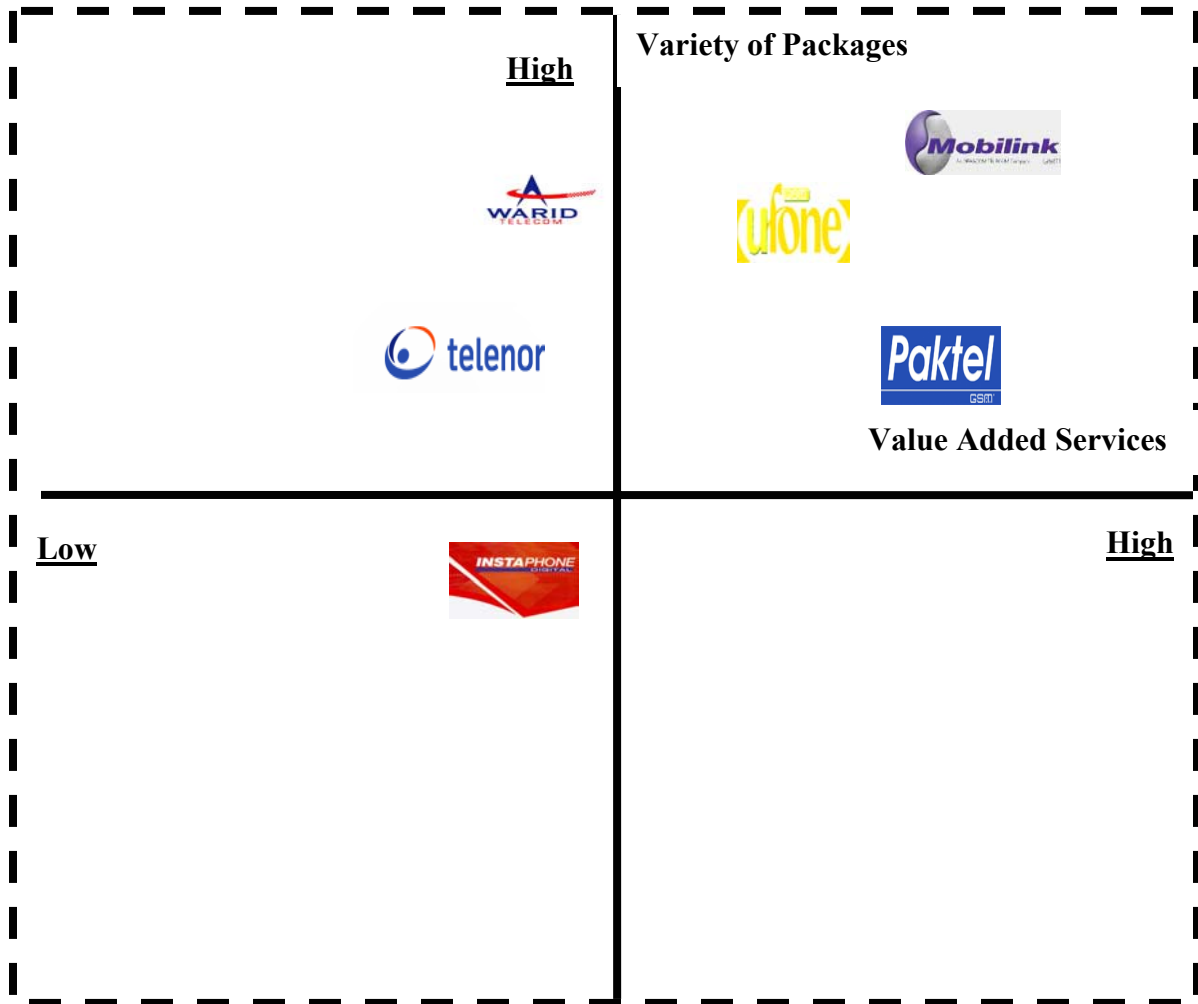
Figure 5.11: Perceptual Map 9

Analysis of 9ᵗʰ Perceptual Map:

Pair of different packages and variety of services is an excellent combination to draw a perceptual map. By different packages mean different packages which are currently company offering in the market company which is at top in case of different packages means that company is offering more different packages for customers. Variety of service mean how much value added services a company is offering. Company which is at extreme high end in case of variety of services means it is offering more services than its competitors in the market for customers.Mobilink is currently offering Short Messaging Service, International Roaming, Call-Waiting and Call-Forwarding ,MSS, dedication of songs, Power Tools, Call-Waiting and GPRS that is why its position in the market in case of variety of services is now as high as the competitors but Mobilink is offering at this moment one pre-paid (JAZZ) and five different IIDIGO packages. This is above all. Ufone is a company which is offering lot of value added services as well like Multimedia Messaging Service, Short Messaging Service, Call-Forwarding, Conference

Calling etc at the moment. Ufone is currently offering one pre-paid (JOSH) and three post-paid connections (Ufone RABTA, Ufone ASAISH, Ufone LAJAWAB) in the market, this is an edge above its competitors. This leads Ufone at the top of rank in the market in case of different packages.

5.3.4.10: Tenth Perceptual Map

Figure 5.12: Perceptual Map 10

Analysis of 10th Perceptual Map:

Mobilink has the highest budget of advertisement compare to any other company operating in Pakistan. Advertisement is one of the Mobilink's strength and they are continuing with it. After Mobilink Ufone is second in market intensity and then Paktel. The strategy of these players is changed over time and they have adopted a similar kind of strategy in advertisement they are more focusing on the celebrity endorsement. Mobilink's Brand Awareness is also high because of the high marketing intensity and brand name.

5.3.4.11: Eleventh Perceptual Map
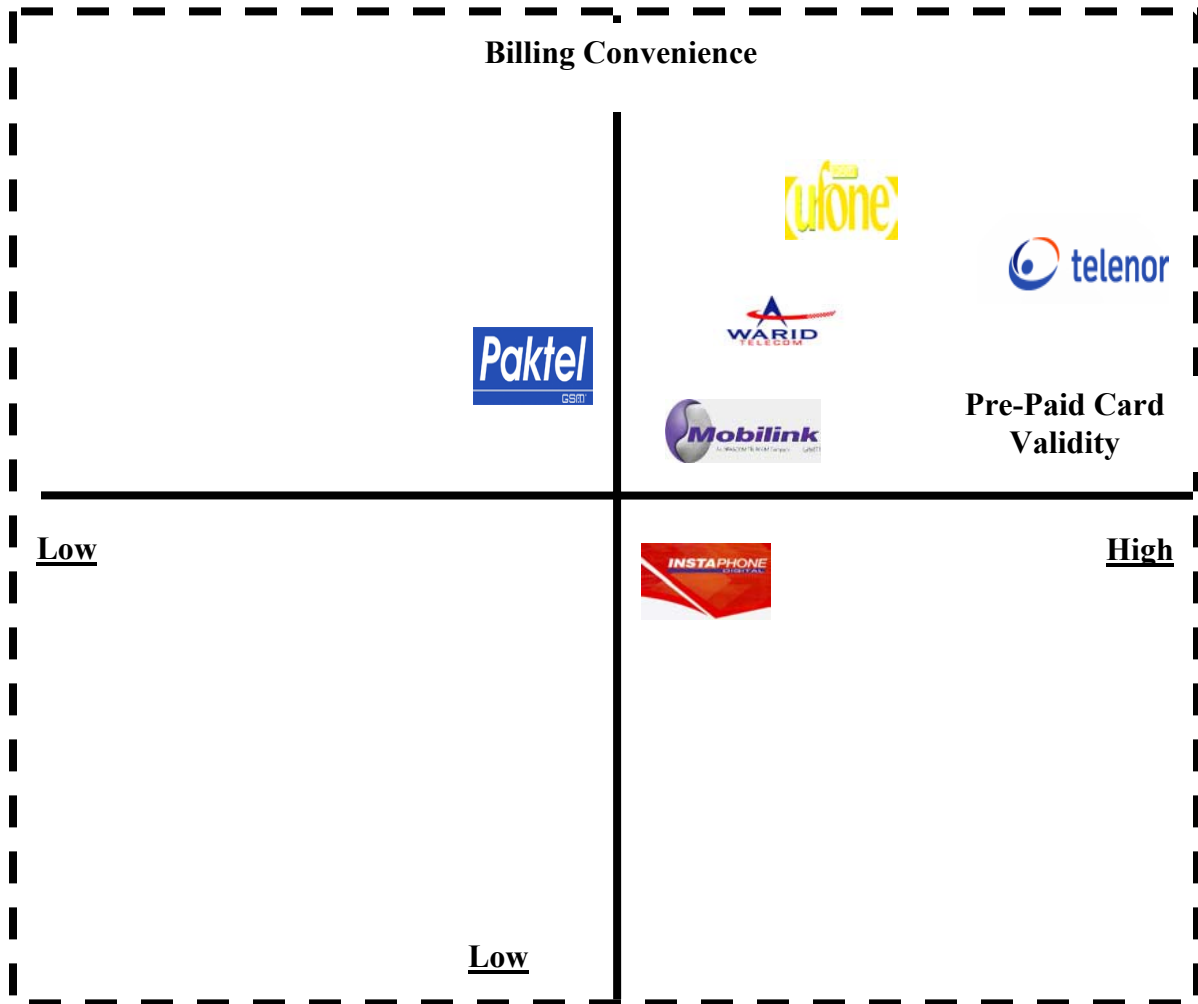
Figure 5.13: Perceptual Map 11

Analysis of 11ᵗʰ Perceptual Map:

Mobilink is low on the billing convenience and the pre-paid card validity, customers often complaint about the Mobilink's billing system as it is not accurate or working properly which is a serious matter in regard of retaining customers.

Ufone stands out on both factors as it has the most accurate billing system from the start, which was highly transparent. Also currently it has extended its pre paid card validity to12 months, more then the other competitors except Telenor which is unlimited. Al-Warid gained higher on the billing system by introducing the 30 second billing.

5.3.4.12: Twelfth Perceptual Map
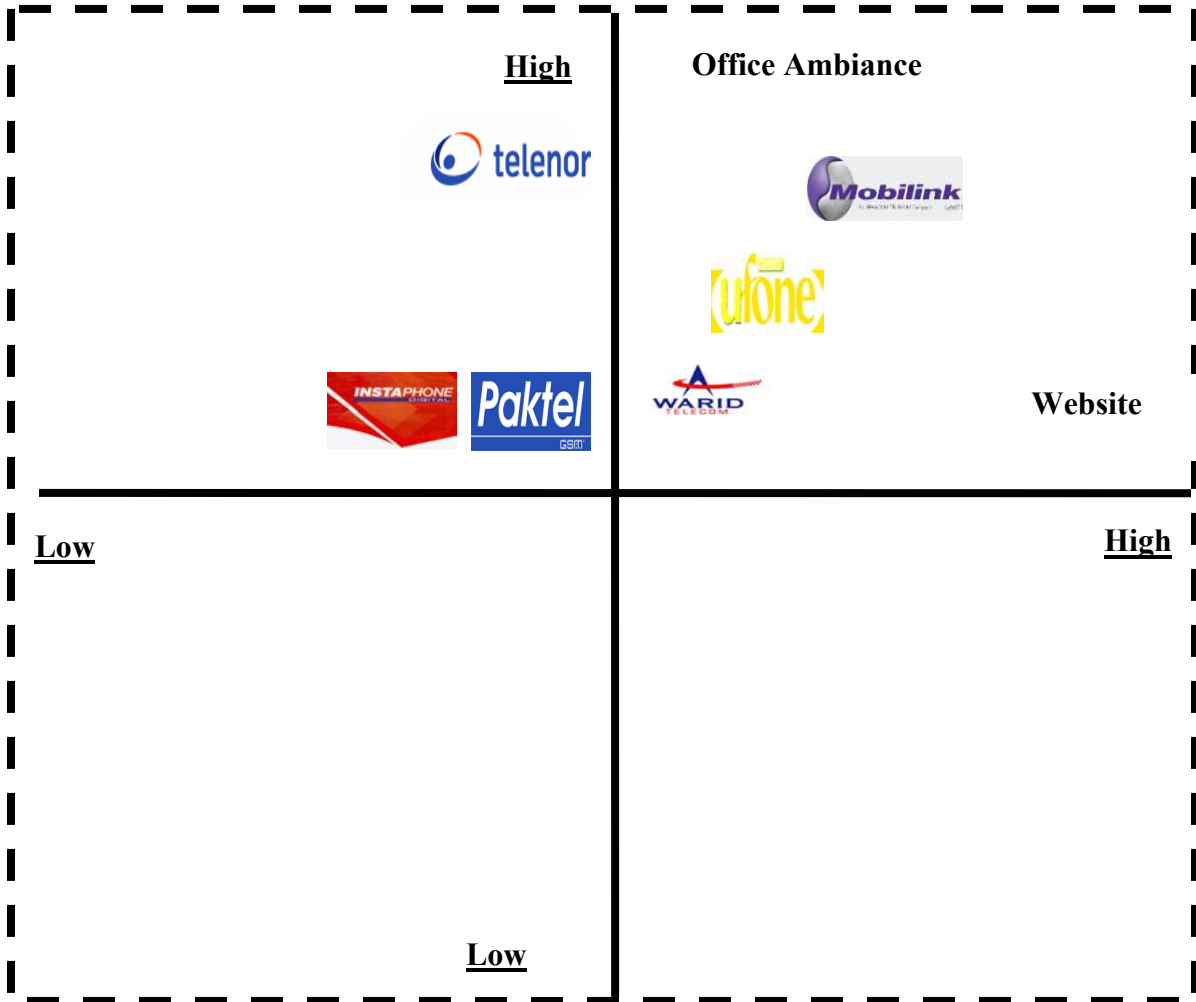
Figure 5.14: Perceptual Map 12

Analysis of 12ᵗʰ Perceptual Map:

Mobilink has the best website among all the competitors. It is the most comprehensive sites, offering information on the company, its management, its workings, its products, and the value added services, an email system for the post paid customers and individuals can post their resume for any time of job at the company. It also has an excellent ambience in its offices. As Telenor has recently been built, its office ambience and architecture is more up to date. The website is fairly comprehensive but lacks some information about the local management. Ufone and Al-Warid also offer above average ambiences along with more well build and informative websites, about the company.

5.3.4.13: Thirteenth Perceptual Map
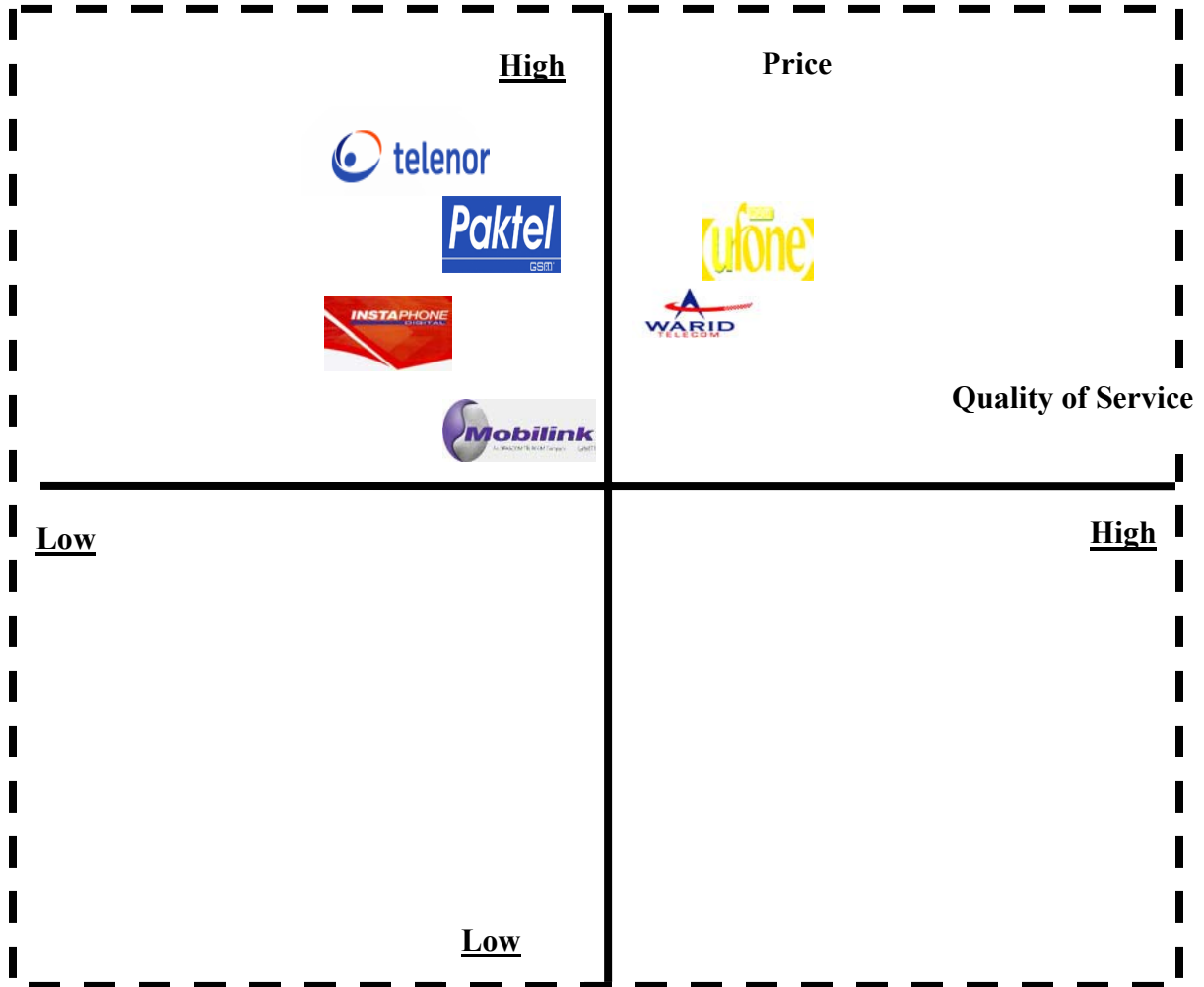
Figure 5.15: Perceptual Map 13

Analysis of 13th Perceptual Map:

Overall Ufone is high on quality of service when compare to price second we have Al-Warid and Paktel they are increasing on the quality on service as compare to the price they are offering.

5.3.5: Brand Perception Index Calculation

The researcher has analyzed the competitors along with Mobilink on the various visual, verbal and experiential attributes in order to draw conclusions regarding the perception of these brands. **(Annexure A)**

Table 5.3: Comparison of Visual Attributes

VISUALS													
		Mobilink		Ufone		Paktel		Telenore		Al-Warid		Instaphone	
Attributes	Rating	Wts 1-5	W.I	Wts 1-5	W.I	Wts 1-5	W.I	Wts 1-5	W.I	Wts 1-5	W.I	Wts 1-5	W.I
Office Space/ Ambience	0.2	4	0.8	4	0.8	4	0.8	5	1	3	0.6	3	0.6
No. of Franchises	0.3	5	1.25	4	1	4	1	2	0.5	3	0.75	3	0.75
Logo	0.2	4	0.7	3.5	0.613	3	0.53	4	0.7	3	0.53	3	0.525
Website	0.3	4	1	3.5	0.875	3	0.75	3	0.75	3	0.75	3	0.75
Slogan	0.1	3	0.375	3	0.375	4	0.5	4	0.5	5	0.625	3	0.375
	1		4.125		3.663		3.58		3.45		3.25		3

Table 5.4: Comparison of Verbal Attributes

VERBALS													
		Mobilink		Ufone		Paktel		Telenore		Al-Warid		Instaphone	
Attributes	Rating	Wts 1-5	W.I	Wts 1-5	W.I	Wts 1-5	W.I	Wts 1-5	W.I	Wts 1-5	W.I	Wts 1-5	W.I
TV Adverts	0.1	5	0.25	4	0.2	4	0.2	3	0.15	4	0.2	3	0.15
Print Adverts	0.5	4	1.8	3	1.35	3	1.35	4	1.8	3	1.4	3	1.35
BillBoards/ Hoardings	0.1	4	0.5	4	0.5	3	0.38	3	0.375	2	0.3	4	0.5
Word Of Mouth	0.3	2	0.5	3	0.75	3	0.75	3	0.75	2	0.5	3	0.75
PR Events/ Seminars	0.13	4	0.5	3	0.375	2	0.25	2	0.25	2	0.3	3	0.375
	1		3.55		3.18		2.93		3.325		2.6		3.125

Table 5.5: Comparison of Experiential Attributes

EXPERIENTIALS												
		Mobilink		**Ufone**		**Paktel**		**Telenore**		**Al-Warid**		**Instaphone**	
Attributes	Rating	Wts 1-5	W.I	Wts 1-5	W.I	Wts 1-5	W.I	Wts 1-5	W.I	Wts 1-5	W.I	Wts 1-5	W.I
Coverage	0.3	5	1.5	4	1.2	3.5	1.05	2	0.6	2.5	0.8	4	1.2
Call Connectivity	0.2	2	0.4	3	0.6	3.5	0.7	3	0.6	3.5	0.7	3	0.6
Voice Clarity	0.1	3	0.38	3	0.38	3.5	0.44	3	0.375	3.5	0.4	3	0.38
Attractive Offers	0.3	3	0.75	3.5	0.88	3	0.75	4	1	3	0.8	3	0.75
Customer Services	0.1	3	0.38	3	0.38	3	0.38	2.5	0.313	3	0.4	3	0.38
	1		3.4		3.43		3.31		2.888		3		3.3

Table 5.6: BP Indexes

BP Index for Mobilink = V + V + E				
11.075				
BP Index for Ufone = V + V + E				
10.243				
BP Index for Paktel = V + V + E				
9.81				
BP Index for Telenore = V + V + E				
9.665				
BP Index for Al-Warid = V + V + E				
8.85				
BP Index for Instaphone = V + V + E				
9.425				

Analysis of BP Index:

The BP Index for Al-Warid is the lowest which is 8.85, while that of Mobilink is the highest with 11.075. Although Mobilink is the lowest on call connectivity but it is able to gain higher ranking on all visual and verbal levels. It is also able to provide attractive offers. Ufone comes second with 10.23, while the next is Paktel with 9.81 and then is Telenor with 9.665. The second last among the mobile service providers is Instaphone with 9.425. This clearly depicts the actual picture in the mobile industry.

Mobilink is able to sweep away to the highest position despite the low call connectivity is due to its really high verbal and visual factors. It still by far has the largest number of retail outlets, the most prominent brand name, highest marketing intensity both through print and electronic media and the Sponsorship and PR events. Mobilink is followed by Ufone, with the second largest customer base and marketing intensity, through various marketing campaigns offering attractive call charges.

Ufone has tended to give an image of a connection for only the Middle and lower class initially, which made them lose a large chunk of the post paid corporate clients. Ufone did offer a new marketing campaign to change their initial image, but it is still the second on the three areas.

Next is Paktel as Paktel was the first mobile company in Pakistan with a large number of outlets. But, it lost its customer base due to its inability to convert early to the GSM technology. Next is BP Index of Instaphone is low due to its low experiential factors, as it's the lowest among the services provided. It is still on the AMS system; therefore it lacks the technology that is provided by the rest of the competitors. Al-Warid, which may be a new entrant in the market, but it, launched with an already established large coverage of 28 cities, larger then that of Telenor, which gave it an edge over Telenor. But as Telenor is increasing it coverage, these two players will be in a fierce competition.

5.3.6: Brand Equity

Brand Equity refers to the intrinsic value or worth of the brand in term of the kind of money a consumer is willing to pay for it with reference to its competitors. When we consider in a coordinated fashion the decisions related to advertising, marketing, market research and media, they lead to brand equity.

5.3.6.1: Brand Asset Evaluator

It is the brand identity and brand position that creates Brand Equity. In the analysis of the brand, the researcher has used the Brand Asset Evaluator, through which he has tried to analyze the Brand Equity of Mobilink and its direct competitors according to Brand Stature and Brand Strength. Brand Asset Evaluator is gives a critical insight into the Brand equity of a brand. In the section below, the researcher has tried to analyze the Brand Equity of Mobilink and its competitors according to the Brand Asset Evaluator.

Later on the researcher has developed the Young and Rubicam power grid on the basis of the calculations of Brand Asset Evaluator.
Source: http://www.valuebasedmanagement.net/methods_brand_asset_valuator.html

This tool has helped researcher analyze Mobilink and its competitors on their level of Brand strength and Brand stature to be able to place them in the Y & R grid. **(Annexure A- Q 9, 10, 11)**

Table 5.7: Calculations of Brand Asset Evaluator

	Differentiation (1-5)	Revelance (1-5)	Brand Strength= D*R	Knowledge (1-5)	Esteem (1-5)	Brand Stature= K*E
Mobilink	4	4	16	4	4	16
Ufone	4.75	3	14.25	4	3	12
Paktel	3	4	12	3.5	3	10.5
Telenor	2.5	3	7.5	3	3	9
Al-Warid	3	3.25	9.75	3.5	3.5	12.25
Instaphone	2	2	4	2.5	2	5

Analysis of Brand Asset Valuator:

From the Asset Valuator researcher is able to analyze that **Mobilink** has the highest brand strength of 16. It is high on the differentiation level offering various packages and value added services. The second in the Asset valuator comes Ufone with 14.25. Ufone although is strong on the differentiation level as it offers its MMS and GPRS service to both post paid and pre paid packages but it lacks the relevance. Third is Paktel with 12. Its differentiation suffered a as it was late to adopt the GSM system. Fourth is Al-Warid with 9.75. Although its services having the differentiating factor but being new in the market it is yet developing on the relevance to its customers. Fifth is Telenor with a 7.5 score on the brand strength. Telenor lacks in both the factors due to its lack of coverage and then late entry into the market. Last is Instaphone with a 4 as it needs to build on both the Relevance and the differentiation. Although it is an older player but it has failed to build up on its competencies to be able to compete with the new players and has therefore, lost its position. **Mobilink** also has the highest brand stature of 16, as it high on both the knowledge and esteem perspectives; it is high on the knowledge level with its years of experience in the Pakistani market. The second in the Asset valuator comes Ufone with 12. Ufone although also strong on the knowledge and esteem levels but needs to build up on the knowledge front. Third is Al-Warid with 12.25. Then is Paktel with 10.25 getting the esteem from its presence is larger number of cities in Pakistan. Fifth is Telenor with 9 and last is Instaphone with a 5 as it needs to build on both the Knowledge and the esteem.

5.3.6.2: Y and R Power Grid

Based on the Brand Asset Valuator, the researcher has developed a Young and Rubicam Power Grid and has tried to analyze the Brand Equity of Mobilink and its direct competitors according to Brand Stature and Brand Strength. The grid is shown in the following figure, along with a detailed explanation.

		Brand Stature Knowledge & Esteem	
		High	Low
Brand Strength Differentiation & Relevance	High	Mobilink Ufone Paktel	Al-Warid
	Low		Telenor Instaphone

Figure 5.16: Y and R Power Grid

Analysis of Y&R:

Mobilink GSM is in the High High quadrant because it has high brand stature both knowledge of the brand and its popularity that is esteem is higher than its competitors, it is also high on the brand strength and it has differentiated it self from its competitors and also high on the relevance. Mobilink has gained its esteem due to vast spread coverage and Ufone from quality of service.

On the hand Instaphone is in the quadrant of low low because it had high stature or strength. Telenor is a new entrant that's why it is in this quadrant. Al-Warid has the high brand strength because it has differentiated offerings and relevance.

Ufone and Paktel are also in the high high quadrant as they are very close to Mobilink in competition though they are not as high in the brand stature and strength but they are higher than other three players.

5.3.7: Graveyard Model
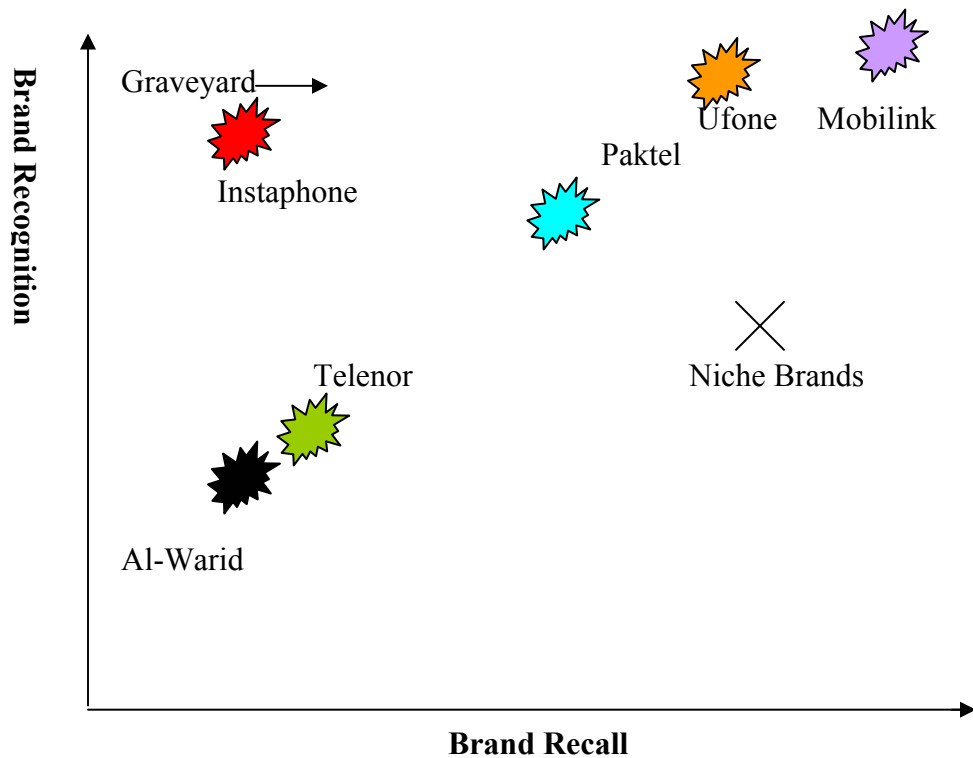
Figure 5.17: Graveyard Model for Mobile Service Providers

Analysis of Graveyard Model:

Instaphone is in the graveyard as it is fading brand of the market for its survival in the market Instaphone needs to upgrade its technology to GSM. Al-Warid and Telenor are the new entrants so they have low brand recognition and low level of brand recall.

Mobilink as leader of the market has the highest of both brand recognition and brand recall. Ufone slightly behind Mobilink and Paktel has low level of both brand recognition and recall than Mobilink and Ufone.

5.3.8: Brand Hierarchy

The brand hierarchy is basically the analysis of all the various categories of the brands that make up Mobilink. This analysis has been examined as below:

5.3.8.1: Corporate Brand

The corporate brand is basically the Mobilink name and logo.

The Mobilink brand has been derived from the concept of mobility and mobile and link from the aspect of linking or the concept of communication being developed through linkage made through a mobile service provider. The corporate brand name of Mobilink was initially attached to the concept of having a mobile phone connection, i.e. anyone who had one would be asked whether they have a Mobilink, as it was able to quickly gain a large market share, as it rapidly expanded, although it was not the first player in the market, yet most of the consumer still believe it to be the first player as even now it has the highest awareness among the consumers, when compared to all the mobile service providers.

The Mobilink organization is backed by the Orascom Telecom Company. The organization has a strong hold and influential position through its owners in Pakistan. These factors were the reason behind Mobilink's initial market share expansion, blocking other players from entering the market soon after they entered, and its current organizational strength, even after being fined by the regulatory authority, PTA, for low quality of service.

5.3.8.2: Range Brand

Mobilink basically offers two kinds of range brands as the connections it offers. These include the post paid connections and the pre- paid connections.

> ❖ Post Paid
> This is basically the type of connection, where user is not initially charged for the calls and services used through the connection, after its purchase, rather the charges are sent in the form of a bill to the user's given home or work address for payment.
> ❖ Pre Paid
> In this type of connection being offered by the company, the user is not sent the charges in the form of a bill at the end of the month, rather the user pays before the usage of the connection for calls or other services in the form of pre paid cards. This allows the user to control his/ her bills.

5.3.8.3: Product Line Brand

Mobilink has three product line brands specific to its organization which includes the Mobilink Post Paid range given the name of Indigo. Initially it was called Star packages, but due to the lack of awareness of the name of this rang brand and analyzing the upcoming competition, it was named and re-launched with the name of Indigo, and the indigo color being its representative, with the slogan of "reshaping communication".

Mobilink has given the name of "Jazz" to its pre paid range brand. This name and its popularity become a representative of Mobilink at the time and its image was taking over Mobilink's, which lead Mobilink to re-launch itself through its new indigo image.

The third product line is like a combination of both the jazz and indigo package, called the call and control package, which has a monthly line rent of Rs. 222, but prepaid cards can be loaded for its use.[1]

5.3.8.4: Sub Branding

Under the two product line brands, several sub brands have also been developed by Mobilink under the Indigo range brand to facilitate its post paid customers and offer them a wide variety of choices, based on their need and affordability. While, the jazz pre paid rang brand only has its own single identity.

The Product line brands under indigo include:

❖ Indigo freedom 1*:
This sub brand of the indigo package has the following characteristics:
- No line rent
- 10 sms free
- Call at Rs. 3 per min to Mobilink
- Cal lat Rs. 4.60 to other mobiles
- Rs. 1 for each sms

❖ Indigo freedom 2*:
This sub brand of the indigo package has the following characteristics:
- Rs. 100 line rent monthly
- 15 sms free
- Call at Rs. 2 to Mobilink
- Cal lat Rs. 3.60 to other mobiles
- Rs. 1 for each sms

❖ Indigo freedom 3*:
This sub brand of the indigo package has the following characteristics:
- Line rent Rs. 425 monthly
- 100 free mins
- 23 free sms per month
- Call at Rs. 1.75 to Mobilink
- Cal lat Rs. 3.35 to other mobiles
- Rs. 1fo reach sms

❖ Indigo freedom 4*:
This sub brand of the indigo package has the following characteristics:
- Line rent Rs. 1500 monthly
- 400 free mins

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[1] www.mobilinkgsm.com

- 33 sms free per month
- Call at Rs. 1.25 to Mobilink
- Call at Rs. 2.35 to other mobiles
- Rs.75 for each sms

* Rs. 0.52 to ptcl numbers per min[1]

5.3.9: Brand Organization

The brand organization is the development of the brand which has been analyzed for Mobilink by the researcher. It is basically based on three aspects:

5.3.9.1: Employee Alignment

Basically when we analyze Mobilink as the constitute of its employees, we are able to view that Mobilink has been able to maintain that image of sophistication, both to the consumers through the brands it offers but firstly from within the organization, through the employees it hires, develops and retains. Even the organization that it has developed linkages, it is able to leave its mark. Even the advertising agency that it is currently working with, orient McCann, Mobilink has hired its own professionals and been able to develop a separate department in the agency specially for Mobilink, where these professionals have been able to more themselves maintain that mixture of sophistication as for the indigo brand and excitement and thrill for the jazz brand , in their own personalities, and then have been able to successfully depict that to the consumers through the promotional campaigns.

Mobilink has been able to maintain world class Professionals and ensure that the right systems are in place to encourage them to develop to their full potential. It has been able to create a collaborative and mutually supportive work environment that encourages people to grow and build a team of professionals who deliver expertise by participating in business decisions, while developing Performance Management and reward systems underlying their Business strategy.

5.3.9.2: Culture

When we talk of culture, we refer to the norms and values that the organization has been able to maintain. Mobilink has been able to maintain a strong culture and includes the following attributes in its cultural environment:

Trust & Integrity:

To cultivate an open, honest environment by doing what they say and saying what they do. They trust those around us and give them every reason to trust us.

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[1] www.mobilinkgsm.com

Commitment to Total Customer Satisfaction:
They realize that customer satisfaction forms the core of success. Therefore, they focus their energies on giving all customers more than they expect.

Respect for People:
Their attitude towards others speaks volumes of their personality – both as individuals as well as a company. They encourage their employees to offer likeable attributes for others to regard since respect for others eventually helps one gain respect for oneself.

Passion for Business Excellence:
The outstanding performance of their employees is contingent upon their will to do their best. This passion for business excellence eventually translates into success for the Mobilink family.

Responsible Corporate Citizen:
At Mobilink they continue to set benchmarks in terms of social responsibility and community conscience. It is their duty to be accountable towards the environment that they operate in. (Source: www.mobilinkgsm.com, 2005)

These attributes of their culture lead to the following types of environments being developed:

Academy   *Culture*
Here the researcher analyzes the employees of Mobilink are highly skilled and tend to stay in the organization, while working their way up the ranks. The organization provides a stable environment in which employees can development and exercise their skills.

Baseball   *Team*   *Culture*
Here the employees of Mobilink are analyzed as "free agents" who have highly prized skills. They are in high demand and can rather easily get jobs elsewhere. This type of culture exists due to the fast-paced industry trends.

Performance

The performance aspect of the brand organization is based on all of the following factors which drive the behaviors which improve performance and have been analyzed by the researcher:

1. **Focus**
   The performance of Mobilink has been mostly focused towards gaining the largest market share and increasing awareness to the all the segments in the market. This has been consistently achieved by Mobilink, but as new entrants have slowly entered the market over the years, the competition has come down on the service quality and prices offered. Mobilink has been making effort to improve its services with even the launch of its new dialing exchange of 0301 for new customers to stop the

load on the 0300 frequency. But, it will still take time for the brand to prove its mark in this area, as it is still keeping its focus directly towards increasing brand recall among consumers.

2. **Utility of Purpose**

The customer is now highly aware of the trends in the cellular industry and is demanding high value for the products and services it acquires. Mobilink is able to provide utility to Jazz customers by offering lower rates, bundle offers, etc, but competitors in the market are offering more value added services, lower call charges, etc on their pre paid connections. Mobilink did develop a large customer base in the past, due to it being the sole big cellular company, but in the future customer who have no option, due to lack of coverage by others will be the only ones forced to adopt this range brand of Mobilink and others have an equal chance of moving to competitors due to their higher value offers.

Similar is the case with the Indigo package. Now Mobilink does offer WAP, GPRS, MMS, low call charges, no line rents , etc on its post paid connection, but similar to pre paid connection, post paid connections of competitors are offering more value through much lower call charges, both local and internationally, but due to their lack of coverage, customers are staying with Mobilink. But, in the future, as competitors increase coverage, the competition will become fierce.

Of course, the consumers who are loyal to Mobilink, or do not require he additional value may remain faithful to Mobilink.

3. **Energy**

Mobilink has been able to display energy and power of its performance by stressing on it being the favorite cellular company of Pakistan. The liveliness and vigor has been kept consistent in its promotional campaigns, even at a time when Mobilink was being targeted by regulatory authorities for improving service quality.

4. **Agility**

Mobilink has also depicted a quick response culture. The cellular industry for some time has been a first come first get zone, where all the players needed to be vigilant of the competitors actions at all times, and sometimes makes quick over night decisions in order to keep the competitor from being one step ahead.

Mobilink has also been thoroughly involved in environment scanning and when required quick decision making has been done for prices changes, new offers, etc to maintain the value in the consumer's eyes.

5. **Learning**

Mobilink's initial focus on only increasing market share and awareness might have been acceptable at that point, when no visible competitors existed in the market. But in a pure competitive market, as the industry is now, the consumers are in control and there is high stress on the service quality and differentiation. Mobilink has learned this over time, although the hard way due to the fines, but even now its strong threshold and far

larger market share then competitors refrain the senior management from thinking any force can effect them.

6. **Identity**

Mobilink has maintained that identity of the most popular cellular company. Although now people are seen and heard owning connections of any of the competitors as well, but even now it is able to retain that identity, although it will have to focus its identity on competence in the future to maintain its market share.

5.3.10: Brand Management Iceberg

Proposition   Managing the Expectation

People

Processes   Managing the Experience

Products
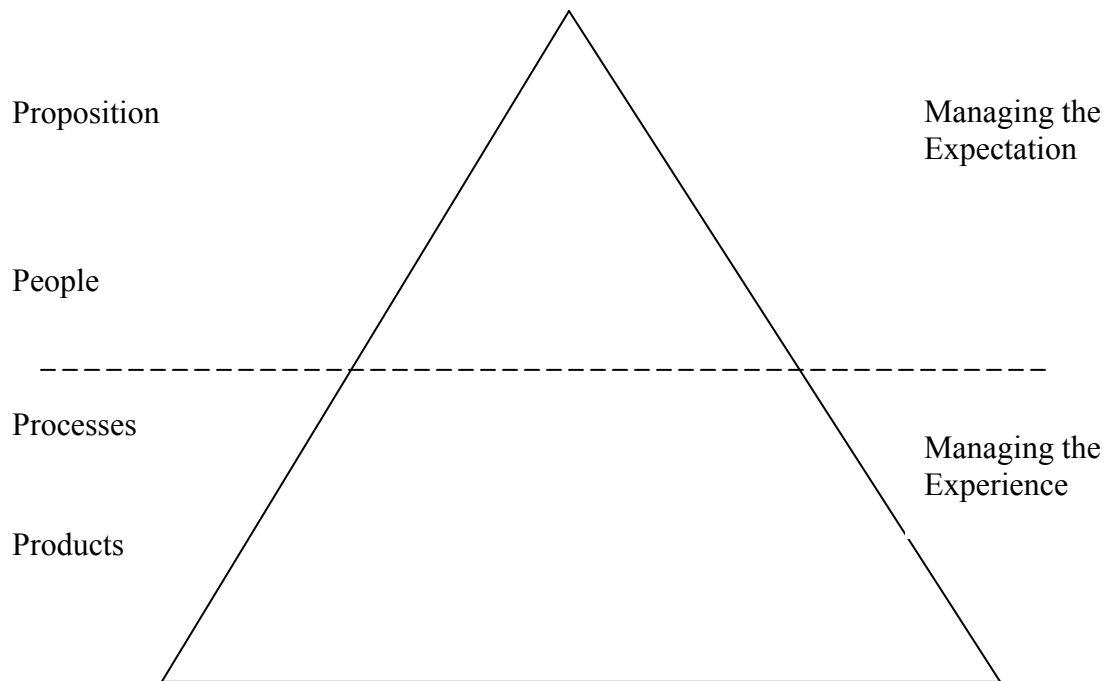
Analysis of the Brand Management Iceberg:

The brand management iceberg has been analyzed by the researcher on the following two factors:

5.3.10.1: Managing the Expectation

The expectations from the brand are perceived by the customers. The upper section of the brand management iceberg deals with this anticipation of the customers of Mobilink towards the brand. This has been analyzed by the researcher on the following two factors:

5.3.10.1.1: Proposition

Mobilink has been thorough it's in market research initially and was also able to attain the liberty of easily growing its market share without any fear of competition for years. This laid out planning was an intension to increase the market share to such a great level

that even the competition in the future would have to invest for years to come anywhere close to the coverage level offered by Mobilink. This laid out planning was further made effective by the use of influential sources which has now lead Mobilink to enjoy its market leader position , even at a time when the industry is in high competitive rivalry and the other players are fighting for the market share.

5.3.10.1.2: People

The people or employees are the true value creators of any organization. Mobilink has employed staff that is able to portray similar brand characteristics as that of the range products it offers. These individuals understand the growing expectations of the customers and are able to cope with and be involved in quick decision making to be aligned with the changing industry environment.

5.3.10.2: Managing the Experience:

The experience of the brands of Mobilink develops from its product offers and the processes its brands go through, before being offered to the consumers. The lower section of the brand management iceberg deals with this knowledge and skills employed in the conduction of the processes of Mobilink. This has been analyzed by the researcher on the following two factors:

5.3.10.2.1: Processes

The processes at Mobilink include the infrastructure, strategic policies, Information Technology support and other service related factors which are carried out by the human resources, for the development and effective transfer of services to the customers. Mobilink has a huge and well developed infrastructural support which increases its knowledge in the cellular industry and enables its processes to run smoothly, although it still requires reduction of traffic load on its servers, to increase the call connectivity rate.

5.3.10.2.2: Products

Mobilink being an organization solely dedicated to the cellular industry is offering a differentiated range of pre- paid and post pain connections in this product class. Recently on the introduction of the two new entrants in the cellular industry, Mobilink was able to offer a new post paid connection with no line rent yet low call charges. It has adopted the strategy of slowly introducing new and innovative features, to keep the suspense going and adding new flavors to the customers periodically and also because it still does not feel a great threat from any of the competitors.

5.3.11: Brand Auditing

The Brand Performance Audit is a 360-degree perceptual review of the Mobilink brand from different groups of the consumers or even the non-user and leadership team. This brand audit which examines not only users' and non-users' attitudes, but also looks at

reactions to all outward manifestations of the Mobilink brand. It is also often important to audit the company itself to ensure that management and staff has a consistent comprehension of both the brand and its target market.

This allows us to determine the underlying effectiveness of the Mobilink brand by attributes against its competition. The brand audit has been conducted in the following three areas:

Brand Audit – The exit interview section of the Brand Audit is a propriety brand analysis system that measures, both quantitative and qualitative performance factors and the overall effectiveness of the Mobilink brand against the perceived competition and is broken down by attributes. This audit is conducted through the interview and observation format as it allows for full customer candor immediately after experiencing the Mobilink brand in action.

The audit reviews the following Brand Topics:

- Brand Differentiation
- Perceptual Esteem
- Brand Relevance

(http://www.brandstandgroup.com)

Analyzing these three attributes of the brand auditing of Mobilink:

- **Brand Differentiation**

  This aspect analyzes Mobilink's capacity to stand out in a crowded marketplace. This is due to its initial aggressive awareness campaigns. Mobilink was able to develop a strong recall of its brand among the consumers by being involved in all the various techniques of integrated marketing communication like electronic adverts, print adverts, bill boards, hoardings, leaflets, brochures, point of sale displays, PR events, trade shows, Sponsorship of events, etc. These promotional campaigns depicted Mobilink as a differentiated brand offering all the various services according to the needs of the consumers, ranging from the prepaid to the various post paid connections, value added services, international roaming and payment solutions.

- **Perceptual Esteem**

  This aspect analyzes Mobilink's "perceived quality" ratings against the competitors in key attributes. This aspect has also been analyzed by the researcher in the competitive rating index present in the competitor analysis. The perceived service quality of Mobilink is much lower then some its competitors due to its low call connectivity, lack of voice clarity and high call droppage rate. Currently Mobilink can afford to compete with this situation as it has by far the largest

coverage and still maintains an upper class image in the market, although that image has been reduced as compared to the past, but, with the growth of coverage of competitors, Mobilink will have to stress its focus on improving its perceived quality of service.

- **Brand Relevance**

   This aspect analyzes Mobilink's effectiveness in generating top of mind awareness and usage against the competitive set. It has portrayed an image of sophistication and upper class attitude in its post paid connections through Mobilink world, along with a family image through the indigo connections, to which the corporate clients can either relate to or would want to be like. This increases the relevance of the post paid connections to its target segment. Similar is the strategy for the Jazz package, where the focus has been kept on livelihood, thrill and being up to date, as a its target segment consists of either students or individuals with lesser affordability in life, relating to the more straight forward and direct entertainment aspect, then the classy attitude. Therefore, this aligns the relevance of the brand to its consumer needs.

5.3.12: Branding Strategy

Analysis of Mobilink's branding strategy has lead the research to conclude that the following strategies are being followed by the brands of Mobilink:

❖ **Mixed Brands**

Mobilink is applying the following mixed brand strategy through its promotion campaigns of its brands:

Endorsed Brands

In this strategy a range brand and the corporate brand are given equal importance. This we can see through the promotional aspects of Jazz, referred to as "Mobilink Jazz", in its commercials through jingles and voice-overs and even in some of its print adverts.

In the advertisements above, we are able to view both the jazz and the Mobilink logos being clearly visible to the consumers, therefore the application of endorsed brand strategy by Mobilink.

A similar strategy can be analyzed by the Mobilink promotions in its indigo package, where the brand name of the range brand Indigo can be viewed and heard along with the corporate brand Mobilink in the electronic and print adverts.

As seen in the advert, the range brand has been named Mobilink Indigo, depicting the endorsed branding strategy being followed by Mobilink.

❖ **Brand Dominant**

Mobilink has also applied the brand dominant strategy, where the brand has been used without the depiction of the corporate brand in order to develop its own bran recall. Here Mobilink is following the strategy given below:

Mono Brands

Mobilink has been involved in brand promotion through a mono brand strategy, where a single brand name has been used. This can be seen in its range brand Indigo.

The above advertisement clearly depicts the individual promotional aspect and standing of the Indigo range brand of Mobilink. Here Mobilink has used the Indigo brand without any endorsement or help of the corporate brand Mobilink, which is a clear depiction of the Mono brand strategy.

❖ Corporate Dominant

Initially Mobilink was applying little promotional techniques for the corporate brand marketing. But after its re-launch, it launched several campaigns focusing only on the corporate brand Mobilink itself, without any depiction of the range brands.
Mobilink has applied the following corporate dominant strategy:

Corporate Brands

Application of this branding strategy has lead to greater awareness of the corporate brand, which is Mobilink.

The above advertisements depict only the promotion of the corporate brand, showing its values, presence and offers.

5.3.13: Leveraging the Brand

```
                        ┌─────────────────────┐
                        │ Leveraging the Brand │
                        └─────────────────────┘
```

Line Extensions (Existing product class)	Stretching the brand vertically (Existing product class)	Brand Extensions (Different product class)	Co - Branding
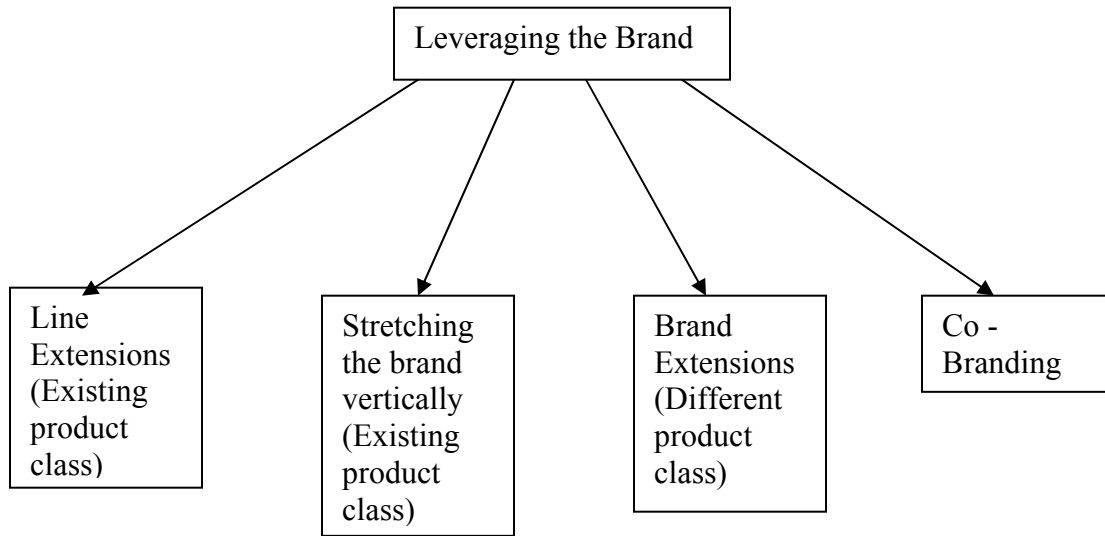
The researcher has analyzed the Indigo Brand and it's the leveraging of the brand through the various strategies.[1]

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                        ┌─────────────────────┐
                        │  Leveraging Indigo   │
                        └─────────────────────┘
```

Line Extensions:	Co-branding: Standard Chartered
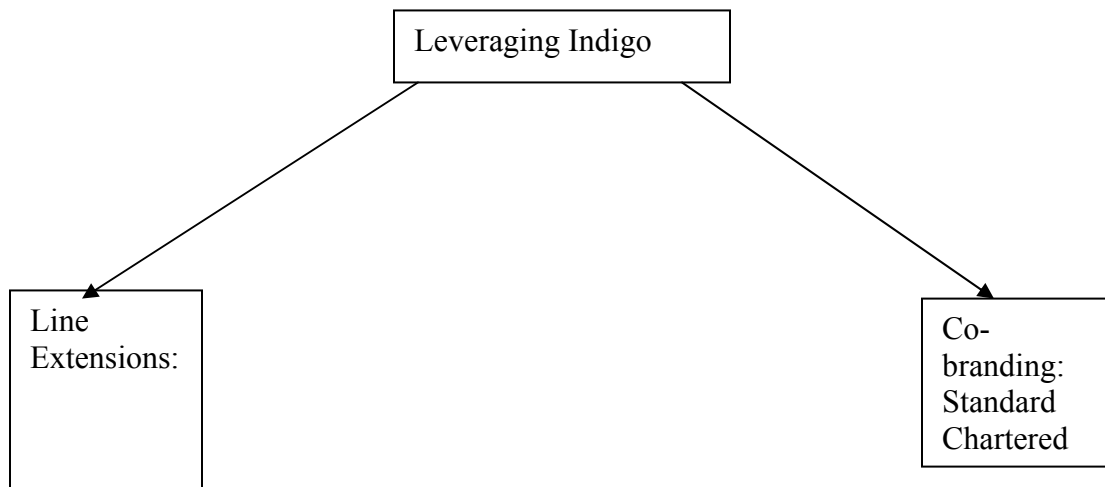
Mobilink has applied the strategies of line extension and co-branding in order to leverage its indigo brand.

Figure 5.18: Leveraging the Mobilink Brand

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[1] www.mobilinkgsm.com

The above advertisement is a depiction of Mobilink's co-banding strategy of its Indigo – Post paid connections and Standard Chartered Bank. This has enabled the brand to increase awareness of its corporate and range brand, yet develop fruitful relations within the corporate world, which further certify its competence. Jazz has also been involved in the co-branding strategy for its leveraging:

As depicted in the above advertisements, Mobilink has been able to co-brands its range brand Jazz with Motorola and Hyundai to leverage its range brand. This offer not only helped both the brands raise its awareness but also led to increase in sales.

5.3.14: Brand Foot printing

In this section the gap is been calculated for analyzing Mobilink and its competitors on the attributes of awareness, relevance, purchase intent and positive feelings towards the brands. **For calculations of actual and desired brand foot printing refers to Annexure D.**

Table 5.8: Gap between the Actual and Desired Attributes:

Mobile Service Providers	Gap Desired – Actual
Mobilink GSM	1.2
Ufone	1.35
Telenor	3
Paktel	2.3
Al-Warid	2
Instaphone	3

Analysis of Brand Foot Printing:

Mobilink has the smallest amount of gap of 1.2 as it is one of the first GSM service available in Pakistan and they are pioneer in offering any of the demands by the customers and customers are familiar with the name of MOBILINK as the name as it is the local brand. Also MOBILINK has a very strong brand name, being in the telecom industry of Pakistan for years and is well known around the country. Ufone is nest to Mobilink with a gap of 1.35. Next is Al-Warid, with a gap of 2.0. Paktel is suffered due to its failure to quickly adapt to GSM technology. Paktel has the gap of 2.3. Next is Telenor and Instaphone both with the gap of 3. **(Annexure A, Q 8 a-h)**

5.3.15: Brand Analysis through Advertisements

Analysis of 1st Advertisement:

Brand Elements:

Brand Name
The brand name Mobilink can be clearly seen in the advert at a Lower end of the advert. The main advert is of JAZZ. .

Brand Slogan
The brand slogan for this advert is "Reshaping the Communication", "which emphasizes the understanding of the brand for the customer needs that requires more then what's currently being offered.

Tag line of Advert:

The tag line is "Aur Sunao" which giving a clear   message to the competitors and the customers for the competitors that we are offering this what you have to offer and for customer it is that they are fulfilling the needs.

Brand Personality
The brand personality depicted through this advert is of "Excitement" and caring, along with an understanding image that Mobilink depicts for its customers.

Message to Customers:
The message to the customers depicted through the figure in the advertisements, is that JAZZ is a family network and introducing a new member you can get the free air time and

Message to Competitors:
The advertisement was also launched with a message to the competitors. Basically the competitors were responsible for the bad publicity. Mobilink through this advertisement wanted the competitors to realize that it has not feel threatened by its stunts, rather it was still strong and very much in the market. Rather, it would cause problems for he competitors soon as it grew in size with the most aggressive expansion ever seen.
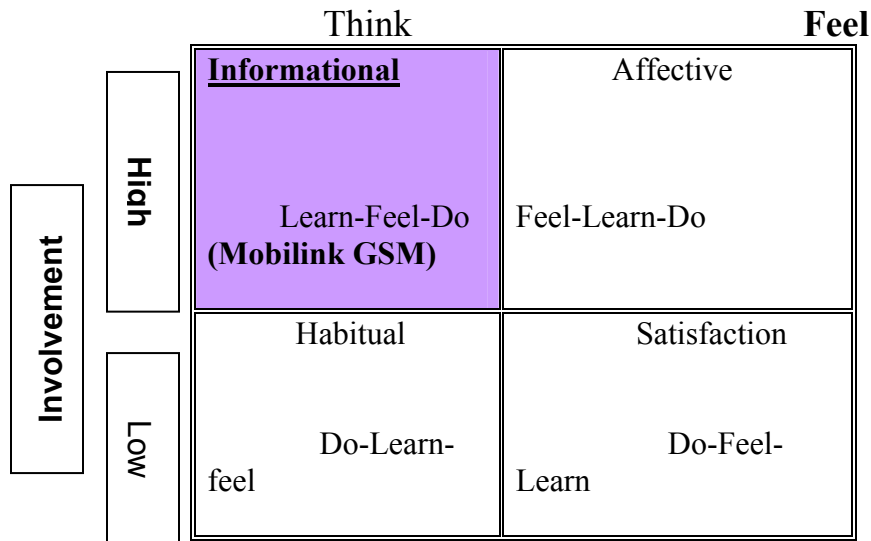
FCB Grid:

Figure 5.19: FCB Grid Analysis of Jazz Advert

Analysis of 2[nd] Advertisement:

Brand Name
The brand name Mobilink can be clearly seen in the advert at a highly prominent place.

Brand Slogan
The brand slogan for this advert is "Reshaping Communication" which emphasizes the understanding of the brand for the customer need that requires more then what's currently being offered.

Tag line of Advert:
The tag line is "Widest Coverage By Far" basically which tells the users and general public that Mobilink has the widest coverage and it has the highest number of customers.
Brand Personality
The brand personality depicted through this advert is of "Excitement" and a feeling of thrill.

Endorser Brand:
The endorser brand is "Mobilink".

Message to Customers:
This was basically an informational campaign launched by the brand to be able to attract more users to purchase the Mobilink connection because it has the widest coverage and the customers.

Message to Competitors:
This campaign was basically a direct message to the competitors of how Mobilink is expanding its network and the customers are using Mobilink because of the wide network of Mobilink.

FCB Grid:

		Think	Feel
Involvement	**High**	**Informational** Learn-Feel-Do **(MOBILINK GSM)**	Affective Feel-Learn-Do
	Low	Habitual Do-Learn-feel	Satisfaction Do-Feel- Learn
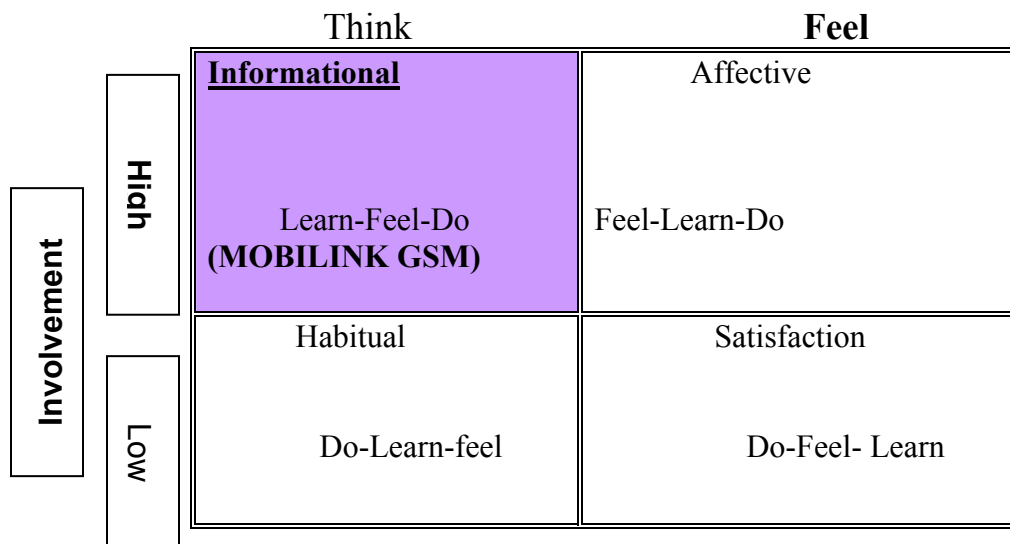
Figure 5.20: FCB Grid Analysis of Mobilink Advert
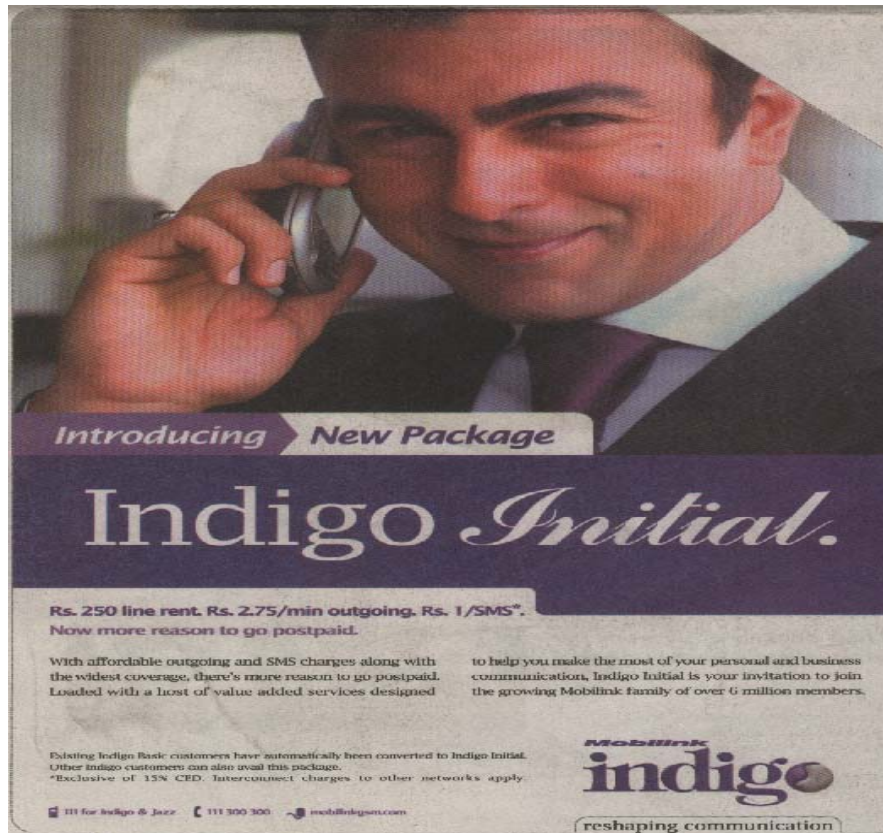
Analysis of 3rd Advertisement:

Brand Elements:

Brand Name
The brand name Mobilink can be clearly seen in the advert at a highly prominent place.

Brand Slogan
The brand slogan for this advert is "Reshaping Communication" which emphasizes the understanding of the brand for the customer need that requires more then what's currently being offered.

Tag line of Advert:
The tag line is "Indigo Initial" basically which is signifying Mobilink offering a way for its customers to enjoy its service and new offerings.

Message to Customers:

This is a celebrity endorsement advert in which company MOBILINK trying to say that they have new package for their INDIGO users which is low line rent and call charges.

Message to Competitors:
This campaign was basically a direct message to the competitors of Mobilink and mainly telling the new entrants like Al-Warid and Telenor that Mobilink still is the leader in the market and it has yet many things to offer to its customers.

5.4: Market Share Analysis

In this section, the researcher has conducted a market share analysis for Mobilink and its major competitors. For this purpose the researcher has used the Boston Consulting group Matrix. Calculations of market share are done by taking respective attributes of mobile services and then rating these attributes with respect to each operator. Weights were then assigned to these attributes according to their importance. Hence, the cumulative of product of individual ratings and their weights was the market share of each operator. Calculation of these market shares, on the basis of which the BC Matrix was created, (**Refers to Annexure C). Growth Rate:** Growth rate for Telecom Industry in Pakistan is taken as **37.5%** (Hypothetical rate based on the growth rates of past years)
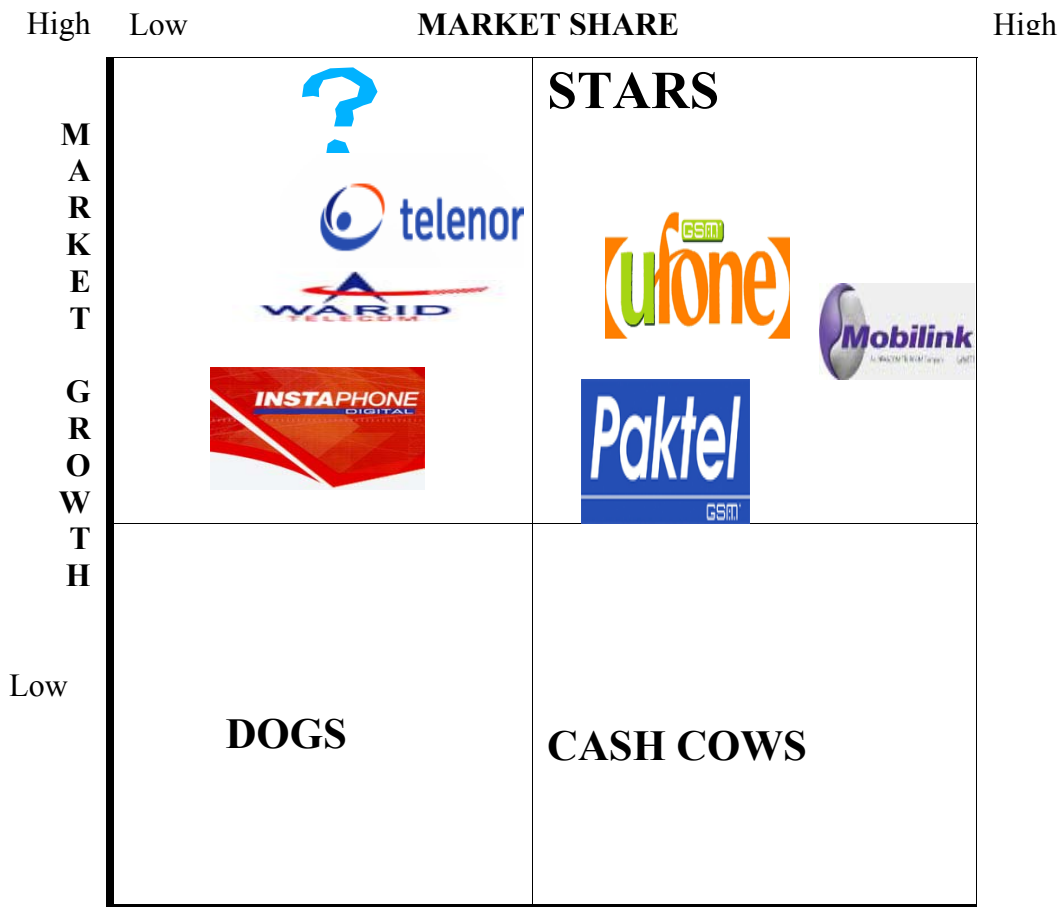
5.4.1: BCG Matrix for Mobilink

Figure 5.21: BCG matrix for Mobilink and its competitors

Analysis of BCG Matrix:

The reason for the operators to be in the starts and question marks quadrants of matrix is the Industry Growth rate which is approximately 37.5%. The reason for this high growth rate is the recent investments in the telecom sector by some of the big names in the international market for example Telenor and Al-Warid.

Mobilink has the highest perceived market share of 3.98. It is growing and expanding its market share, therefore it has been placed as a "Star" in the industry. Similar is the case of Paktel, Paktel has the perceived market share of 3.2 and Ufone has the perceived market share of 3.33. Both Ufone and Paktel along with the Mobilink are in the stars quadrant, Mobilink is on top. Mobilink is enjoying a far better position then all the competitors Followed by Ufone and Paktel also growing. Al-Warid and Telenor are still in their introduction phase, as they have only started their operations this year. While, Instaphone is losing is moving down from the growth stage due to it failure to update to GSM technology.

Instaphone is perceived to be the dying   brand of the market and has the lowest perceived market share that is 1.92 and placed in the question marks quadrant.

Telenor and A-Warid are new Players in the industry, with Telenor launching its operations in March and Al-Warid in May, 2005. Therefore, they have just stepped into the Pakistani Telecom industry and are yet developing a foot hold. They therefore, lack the coverage and no. of outlets as are by operated by all the major players. They therefore have a lower market share and are placed in the "Question Mark" quadrant.

Future BCG could be different from the todays because Al-Warid might be in the Stars Quadrant very soon because of its rapidly growing market share people are switching to Al-Warid and there are positive perceptions about the Al-Warid. **(Annexure A)**

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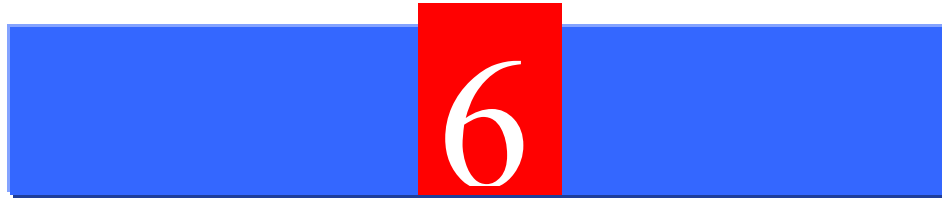
CONCLUSION & RECOMMENDATIONS

6: Conclusion & Recommendations

6.1: Recommendations

The researcher has recommended some important factors and points drawn from the study of the Mobilink and survey.

Call Connectivity:

Mobilink's quality of service initially faced problems, but has been able to fix them and provide quality services to consumers. But, currently Mobilink's biggest weakness is its lack of call connectivity which is due to the high number of customers and network is not capable to handle this much amount of data at peak hours, although Mobilink GSM still has the customers base larger than its competitors but as study shows it is not due to the quality service of Mobilink but it is due to some other factors discussed in the finding and analysis portion of the study. Mobilink must improve and upgrade its system in order to provide the quality service and good return of the customer's price value. Because others are as market is growing providing the better call connectivity than Mobilink for example the new entrant in the market Al-Warid.

Value Added Services:

Mobilink is not offering value added services as compare to its competitors as Ufone from the start of its services offered all types of value added services for example GPRS, MMS and Internet chat but Mobilink have recently started to offer value added services to its customers and it is only for the indigo user not for JAZZ users. So it is highly recommended that Mobilink should start on to offer these services in all of its packages.

Coverage:

Mobilink although has the highest coverage as compare to its competitors and Mobilink is the first to reach almost every city in some cases it was Paktel and Instaphone. There is a need to expand more because as the market is growing at a faster rate and there are new competitors coming in the market not only in the area of Mobile service but also like Wireless and other technologies so they need to cater that market which is not yet reached.

New Technology:

Market is becoming more technology driven as there are many options available to the customers or user of such devices and services such as mobile phones and laptops. So new concepts and technologies are in the market to serve the need of the customer customers wants to do their work by sitting at their offices or homes so their Mobilink should up to date its self with the latest technologies like using messenger services like YAHOO and HOTMAIL from the cell phones and even billing and credit services.

Mobilink's Brand Image:

There were many reasons for Mobilink to re-launch its brand with a new look and new strategy and goals. One of the reason was the bad image which was developing about the name of Mobilink in he market regarding its poor quality of services and it was further damaging the name and market of Mobilink as Mobilink was watching the future which would not be as profitable as previously when there was only one player that is Mobilink to provide GSM services but there are new players coming into the market and now Mobilink have to share the profit with these new players. So Mobilink came with the new vision and re-launched itself as a brand which is perfect in all aspects. But the problem is still not fully catered as researcher has studied there are still problems with the service of Mobil9ink and people are still not satisfied with Mobilink's service.

Call Rates & Billing System:

Mobilink's billing system is not very good as far as the survey results have shown. Customers are not satisfied with the call rates and billing system. First of all Pre-Paid card validity should be increased like top at least for a year. And the billing system should be transparent for pre-paid users.

Sub-Brands:

Mobilink need to develop more sub-brands or needs to increase the range of brands under the name of MOBILINK like it has two sub-brands JAZZ and INDIGO.

6.2: Conclusion

The project was aimed at analyzing the re-launch study of Mobilink, through the analysis of its brand and it's comparison to the other player's in the mobile service provider industry. This was analyzed by the researcher through the survey conducted in the various segments of the consumers. After the analysis of the results of the survey, through the analysis tools, the researcher is able to conclude that currently, Mobilink is able to maintain in the market leadership, basically because of its largest coverage and awareness among the consumers. But, the consumer's perception of its service quality including voice clarity, call connectivity, etc is very low.

Although currently Mobilink can enjoy its market leadership, but with the competitors expanding their coverage and the new entrants also being involved in an aggressive network expansion, the consumers would have more choice to choose between the mobile service providers and opting for one that is able to provide them better service, pricing options and differentiation. Mobilink would have to improve its service levels in order to deal with this threat in the future.

The Survey analysis leads to the conclusion of Mobilink being perceived as a widely available and sophisticated brand. The promotional campaigns done by the brand have a much higher intensity compared to the other player's in the consumers mind. The

researcher analyzed the consumers of mobile service providers as individuals that where seeking the need to communicate either for work, business or with friends and family and wanted their mobile to provide the best services along with the attractive pricing options. The researcher has recommended the improvement of the service quality levels, as in the future the competition would be based mainly on this factor. Along, with this recommendation, the improvement of pricing options, billing system and network strength have also been included.

The Survey analysis also helped the researcher conclude the level of perception for the different players in the mobile service providers industry. This depicted the future as this industry being a highly competitive sector, with not just growth particularly among the mobile service providers, but the other substitutes within the telecom sector in Pakistan. The researcher saw this future as more challenging for Mobilink as it has the task of improving the brand image of its brand from that o low service level towards competency and reliability.

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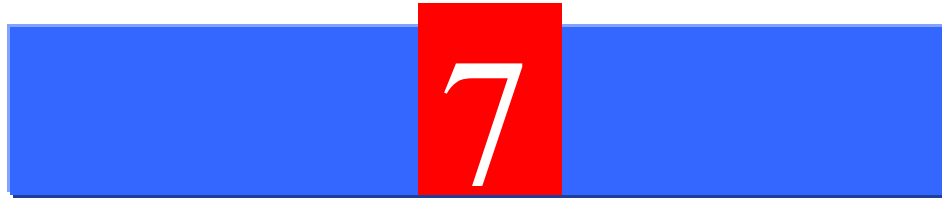
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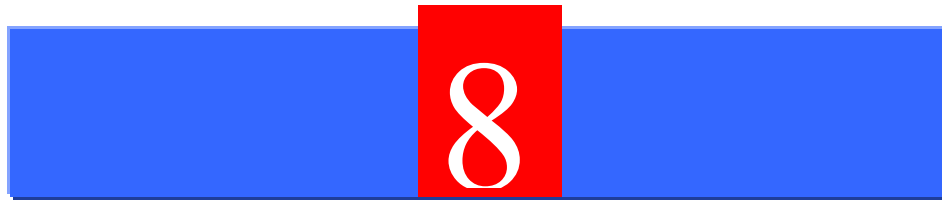
APPENDICES

8: Appendices
8.1: Annexure A
8.1.1: Analysis and results of Questionnaire No 1

Q #2	
Age brackets	
13-17	8
18-25	42
26-35	24
35-50	18
above 50	8
Total	100
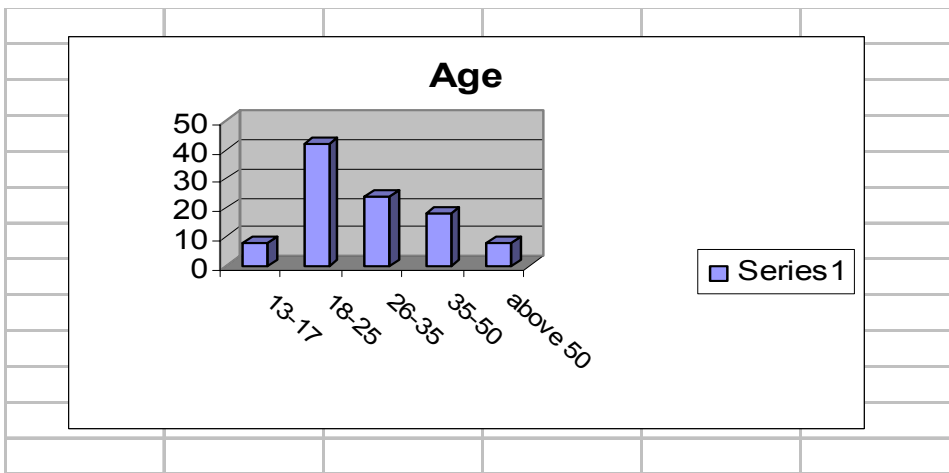
This above graph shows the ages of the sample taken ranges from 13-17 to above 50. Researcher has calculatingly taken the sample that represents the certain age group. Most of the mobile users are in the age group of 20 years to 45 years.

Q #2											
	13-17		18-25		26-35		35-50		above 50		Total
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	
Female	4	4	18	18	10	10	6	6	4	4	42
Male	4	4	24	24	14	14	12	12	4	4	58
Total	8	8	42	42	24	24	18	18	8	8	100
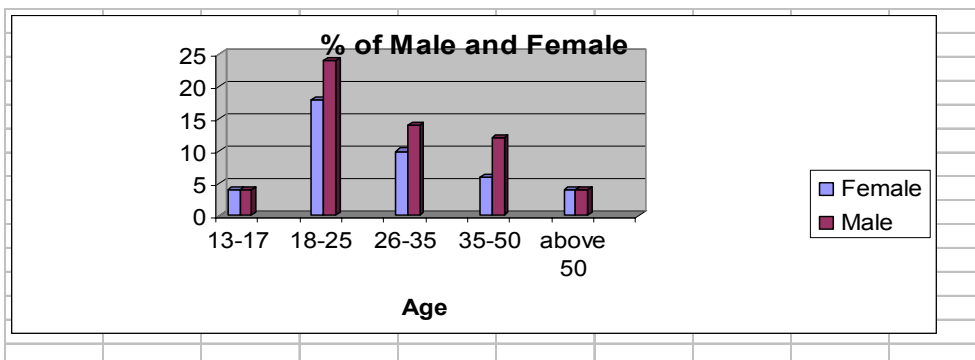
The Above graph and table shows the number of male and female in the sample taken. Sample representing the five age brackets taken by the researcher. 58 are male and 42 are female.

Analysis of Q # 3:

 Q # 3

Male Respondents- Occupation											
	13-17		18-25		26-35		35-50		above 50		Total
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	
Student	4	4	18	18	8	8	2	2			34
Private Service			3	3	3	3	4	4			10
Public Service			3	3	2	2	2	2			7
Self Employed					1	1	2	2			3
Business							2	2	4	4	4
Other											
Total	4	4	24	24	14	14	12	12	4	4	58

Male-Occupation
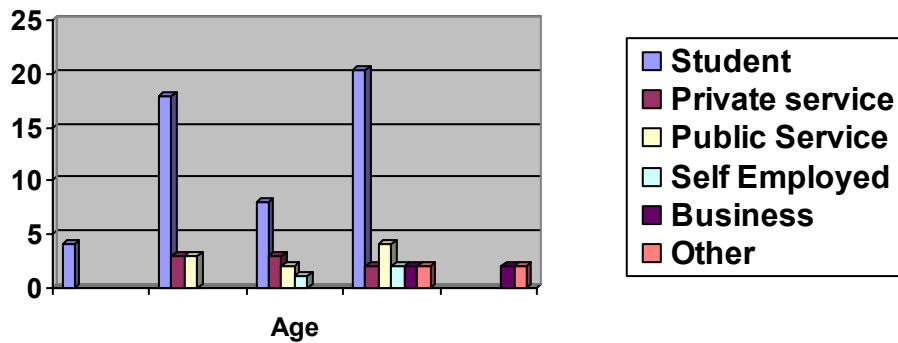
The above graph and table shows the occupation for male population in total of 58 the 34 belongs to the students. 10 people to the private service, 7 to the public service and 4 to the business segment of the population. Almost all the segments are represented here.

Female Respondents- Occupation											
	13-17		18-25		26-35		35-50		above 50		Total
Student	4	4	18	18	4	4					26
Private					3	3					3
Public					1	1	2	2			3
Self Employed											
Business											
Other					2	2	4	4	4	4	10
Total	4	4	18	18	10	10	6	6	4	4	42
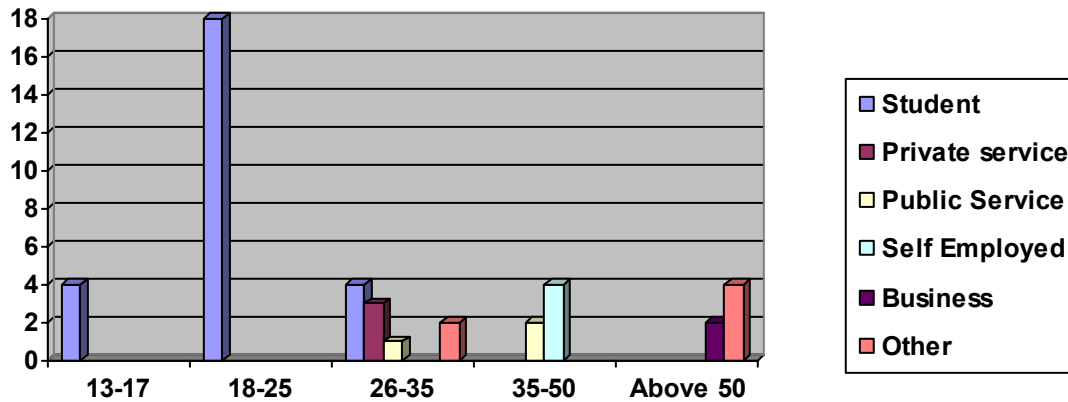
Female population is represented and shown on the above graph and table. In the other category of the table they are the population of females belongs to the segment of House Wife. Other are clearly shown.

Analysis of Q # 4:

Q # 4

Male Respondents-Mobile Service Provider Used											
	13-17		18-25		26-35		35-50		above 50		Total
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	
Mobilink	3	3	7	7	6	6	5	5	1	1	22
Ufone			6	6	3	3	4	4	3	3	16
Paktel			4	4	3	3	2	2			9
Telenor			3	3	1	1					4
Al-Warid	1	1	2	2			1	1			4
Instaphone			2	2	1	1					3
Total	4	4	24	24	14	14	12	12	4	4	58
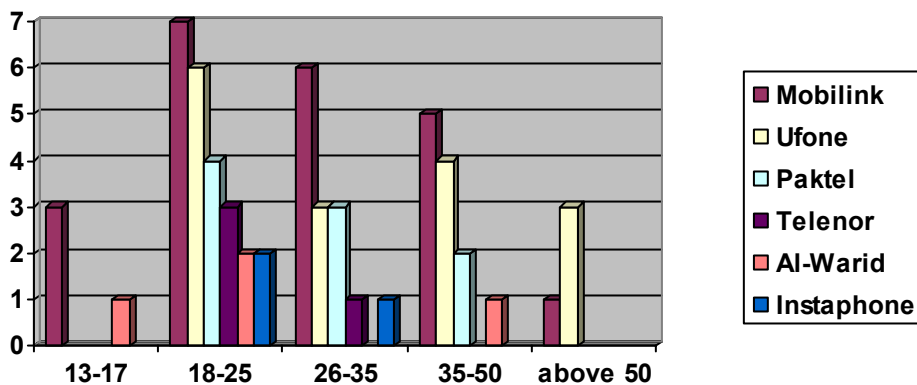
This table and graph shows the mobile service provider used by the population clearly most of the population is using Mobilink GSM and after that it is Ufone. It is also concluded that most of the younger lot is using Mobilink GSM.

Female Respondents-Mobile Service Provider Used										
	13-17		18-25		26-35		35-50		above 50		Total
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	
Mobilink	4	4	7	7	6	6	2	2			19
Ufone			5	5	2	2	2	2	2	2	11
Paktel			2	2	2	2	2	2	1	1	7
Telenor			3	3							3
Al-Warid			1	1					1	1	2
Instaphone											
Total	4	4	18	18	10	10	6	6	4	4	42
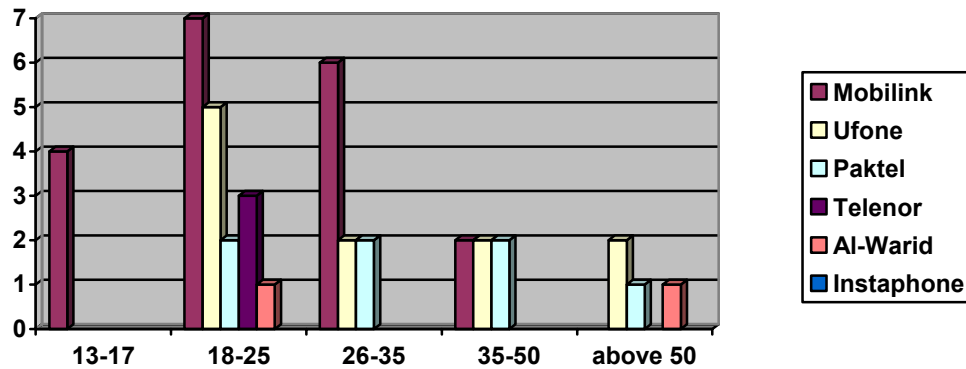
The above table shows the female population using the mobile service provider, here the researcher has found out that most of the females are also using Mobilink and not a single female is found who is using the Instaphone connection in the sample size of 100.

Analysis of Q # 5:

  Q # 5

Male Respondents- Type of Service										
	13-17		18-25		26-35		35-50		Above 50		Total
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	
Post-Paid			3	3	2	2	4	4	2	2	11
Pre-Paid	4	4	21	21	12	12	8	8	2	2	47
Total	4	4	24	24	14	14	12	12	4	4	58

Most of the people are using the pre-paid service, and the young generation is mostly using the pre-paid mobile service and most of the people in their late 40's or professionals are using post-paid service. The reason fro using the pre-paid service is that it is convenient and one can control the usage of service.

Female Respondents-	Type of Service										Total
	13-17		18-25		26-35		35-50		above 50		
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	
Post-Paid					2	2	2	2	1	1	5
Pre-Paid	4	4	18	18	8	8	4	4	3	3	37
Total	4	4	18	18	10	10	6	6	4	4	42
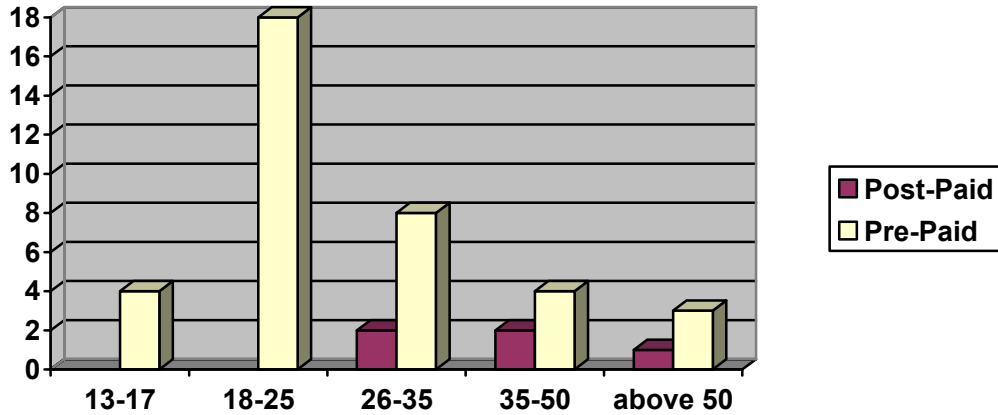
Above graph and table shows the data for the female population using Post-paid or pre-paid services. Females are mostly using the pre-paid services, again the reason is the convenience and ease of billing along with the control over the usage of the phone.

Analysis of Q # 6:

Q # 6

Male Respondents- Is Your Current Mobile Connection											Total
	13-17		18-25		26-35		35-50		above 50		
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	
Self Purchased			17	17	8	8	10	10	4	4	39
Given by Company			2	2	4	4	2	2			8
Given by parent/friend	4	4	5	5	2	2					11
Total	4	4	24	24	14	14	12	12	4	4	58
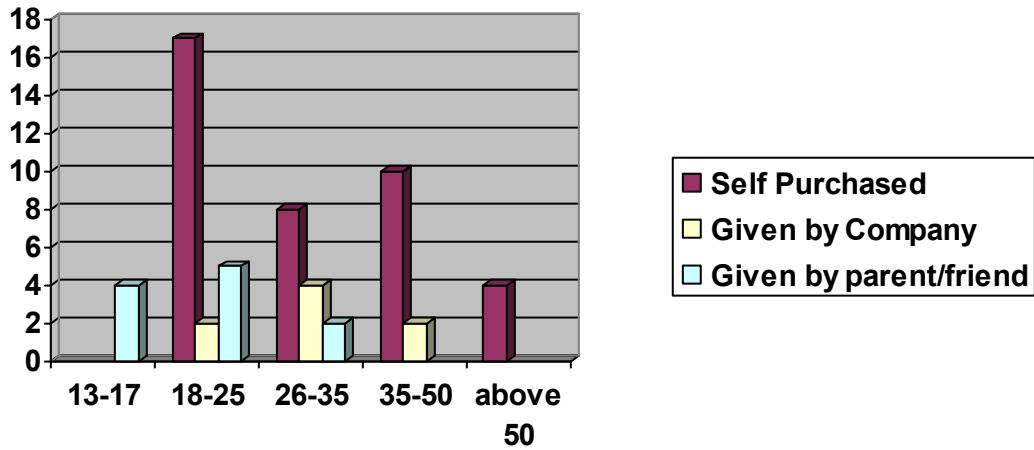
Most of the males are using the connection which they have purchased themselves. It is observed and inferred that young lot is dependent on the parents like students so normally their parents are the source for their purchase of connection but now a days the buying of the connection is not much expensive as Ufone is at one time giving out free connections.

Female Respondents-	Is Your Current Mobile Connection										
	13-17		18-25		26-35		35-50		above 50		Total
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	
Self Purchased			12	12	7	7	6	6	4	4	29
Given by Company					2	2					2
Given by parent/friend	4	4	6	6	1	1					11
Total	4	4	18	18	10	10	6	6	4	4	42
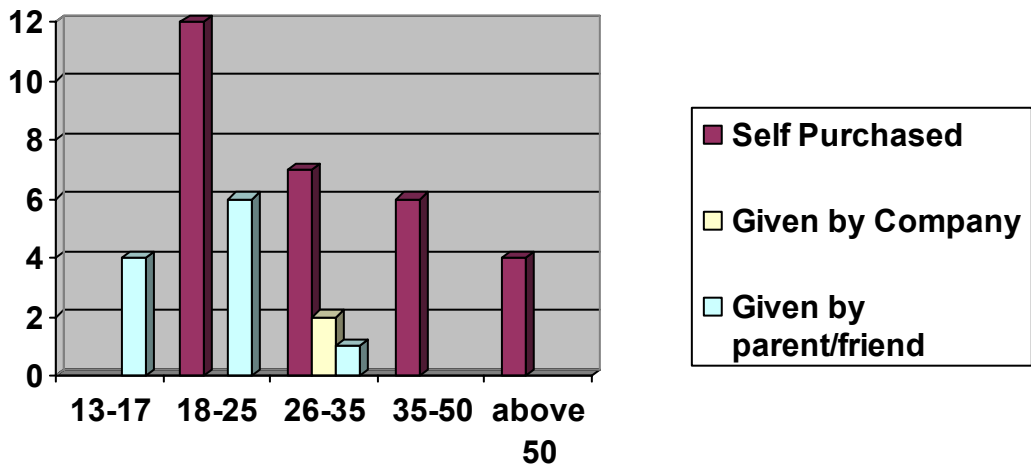
Females who have purchased the mobile connection themselves are 29 out of 42 and the connection given by family and friend are 11 out of 42. It is not much expensive even buying a connection but to maintaining it, that is the billing and usage.

Analysis of Q # 7:

Q # 7

Male Respondents-Purpose of Using Mobile Phone											
	13-17		18-25		26-35		35-50		above 50		Total
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	
Talking to Friends/Family	4	4	17	17	10	10	9	9	2	2	42
Business Dealings			1	1	2	2	1	1	2	2	6
Work and Professional Contacts with Colleagues			6	6	2	2	2	2			10
Total	4	4	24	24	14	14	12	12	4	4	58
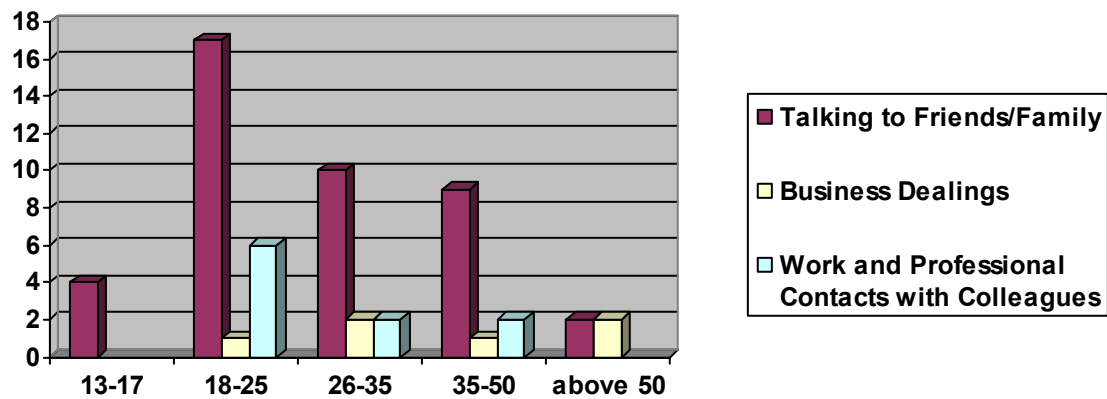
In the above graph and table of male respondents for the purpose of the usage of mobile is to talk to friends and family but there is percentage of users who use for business dealings and keeping contacts with colleagues.

Female Respondents-	Purpose of Using Mobile Phone										
	13-17		18-25		26-35		35-50		above 50		Total
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	
Talking to Friends/Family	4	4	13	13	7	7	4	4	4	4	32
Business Dealings					1	1	1	1			2
Work and Professional Contacts with Colleagues			5	5	2	2	1	1			8
Total	4	4	18	18	10	10	6	6	4	4	42
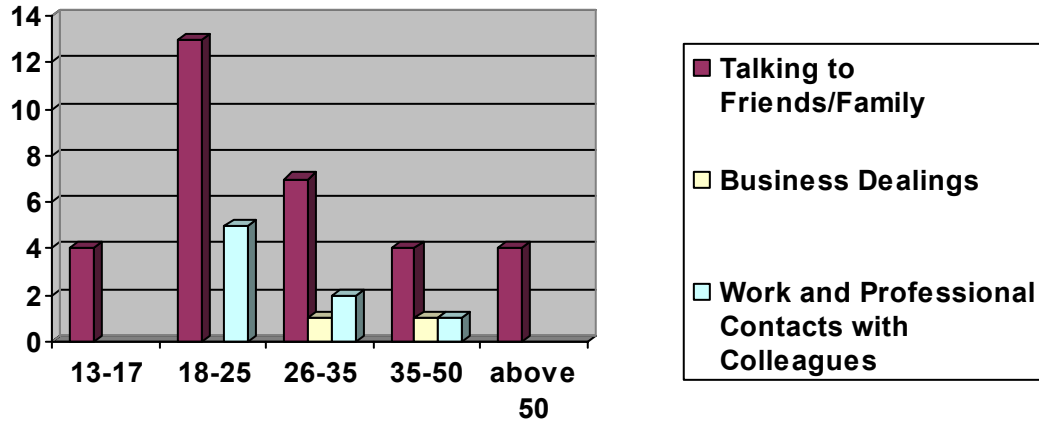
In the above graph and table of female respondents for the purpose of the usage of mobile is to talk to friends and family but there is percentage of users who use for business dealings and keeping contacts with colleagues. The number is 32 out of 42 for females who use only for talking to friends and family.

Analysis of Q # 8.a:

Q # 8.a

Call Connectivity													Total
	Mobilink		Ufone		Paktel		Telenor		Al-Warid		Instaphone		Total
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	
Excellent			4	4	2	2							6
Very Good	7	7	13	13	3	3	1	1	3	3	1	1	28
Average	17	17	8	8	8	8	4	4	3	3	2	2	42
Below Average	15	15	2	2	3	3	2	2					22
Poor	2	2											2
Total	41	41	27	27	16	16	7	7	6	6	3	3	100
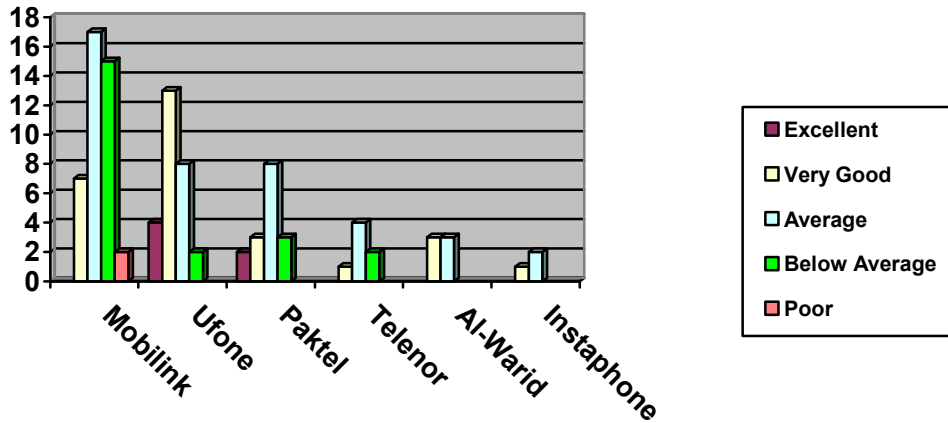
Call connectivity is one of the most important factor in the mobile service, this is a factor which shows the quality of service here in the above graph and table the researcher ha analyzed that Mobilink is low on that service most of the population has rated Mobilink below average on that spectrum. Ufone is high on the call connectivity and so the new service that is Al-Warid.

Analysis of Q # 8.b:

Q # 8.b

| Voice Clarity													
	Mobilink		Ufone		Paktel		Telenor		Al-Warid		Instaphone		Total
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	
Excellent	6	6	5	5	3	3	4	4	4	4			22
Very Good	15	15	10	10	4	4	1	1	2	2	1	1	33
Average	12	12	8	8	6	6	2	2			2	2	28
Below Average	8	8	4	4	3	3							17
Poor													
Total	41	41	27	27	16	16	7	7	6	6	3	3	100
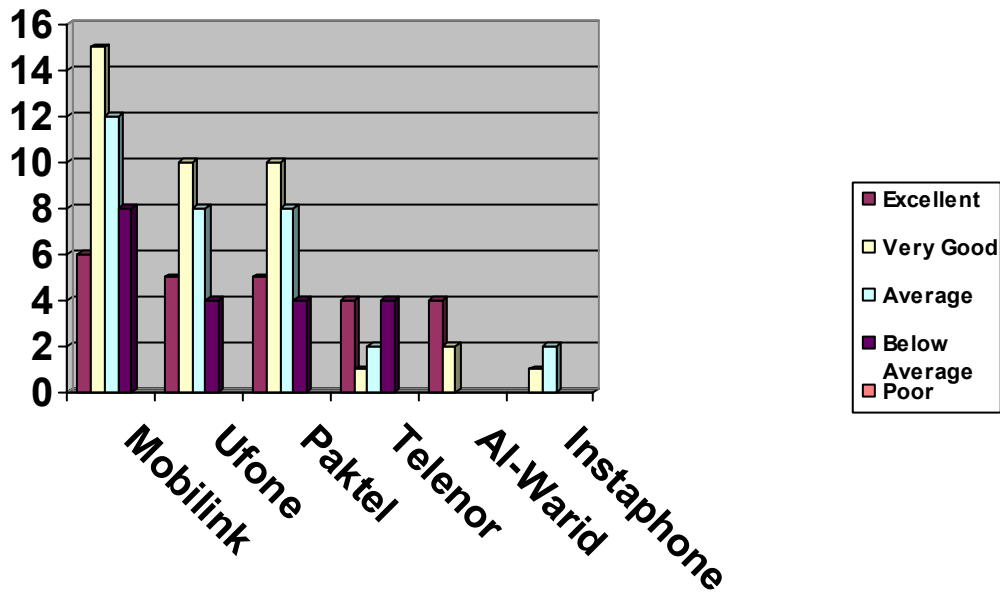
Mobilink has scored well in this factor of service and that is voice clarity, but a number of subscribers have rated Mobilink below average on that too. Almost all the services have the problem of voice clarity.

Analysis of Q # 8.c:

Q # 8.c

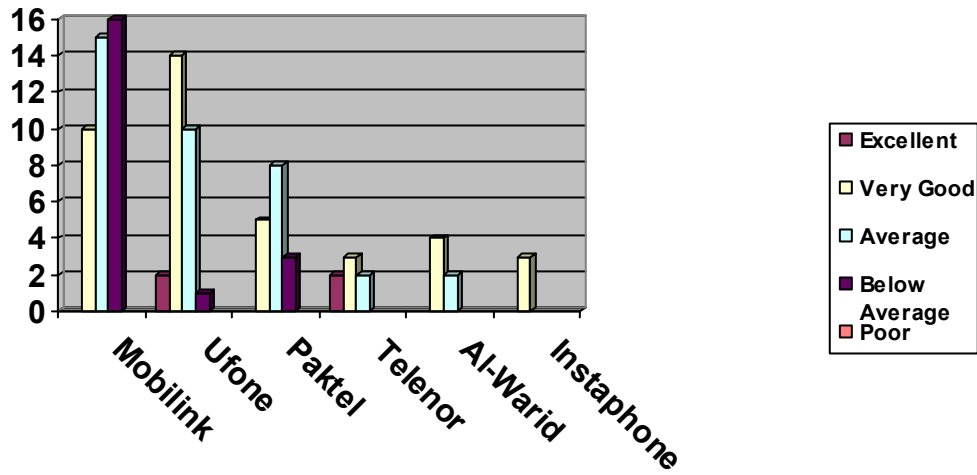| Coverage													
	Mobilink		Ufone		Paktel		Telenor		Al-Warid		Instaphone		Total
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	
Excellent	15	15	11	11									26
Very Good	15	15	12	12	8	8					1	1	36
Average	11	11	4	4	6	6	4	4	4	4	2	2	31
Below Average					2	2	3	3	2	2			7
Poor													
Total	41	41	27	27	16	16	7	7	6	6	3	3	100
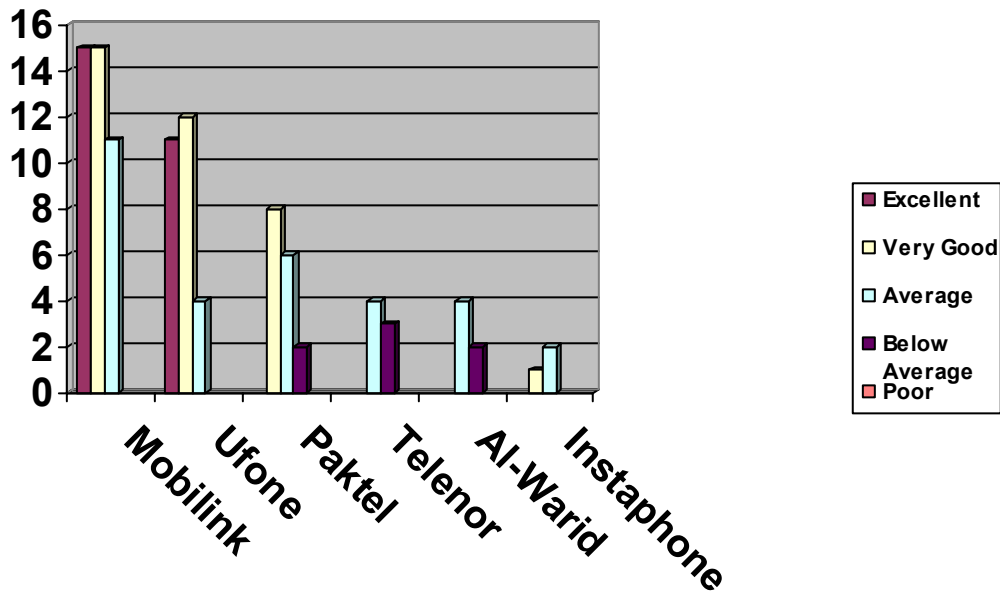
Mobilink is rated high on coverage because it has the widest network among all the service providers of the Pakistan. The above graph shows that many people have rated Mobilink Excellent on the Coverage.

Analysis of Q # 8.d:

Q # 8.d

| Billing Convenience/Prepaid Card Validity													
	Mobilink		Ufone		Paktel		Telenor		Al-Warid		Instaphone		Total
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	
Excellent			2	2			2	2					4
Very Good	10	10	14	14	5	5	3	3	4	4	3	3	39
Average	15	15	10	10	8	8	2	2	2	2			37
Below Average	16	16	1	1	3	3							20
Poor													
Total	41	41	27	27	16	16	7	7	6	6	3	3	100

Above table and graph shows the results on the convenience of billing and pre-paid card validity we have Mobilink scoring high on below average and Ufone is high on the Very good. It is inferred from the above table that Telenor offers the unlimited card validity so it sis high on the Excellent.

Analysis of Q # 8.e:

Q #8.e

| SMS Services													Total
	Mobilink		Ufone		Paktel		Telenor		Al-Warid		Instaphone		Total
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	
Excellent	6	6	6	6			2	2	3	3			17
Very Good	13	13	12	12	6	6	5	5	3	3	1	1	40
Average	13	13	8	8	7	7					2	2	30
Below Average	9	9	1	1	3	3							13
Poor													
Total	41	41	27	27	16	16	7	7	6	6	3	3	100
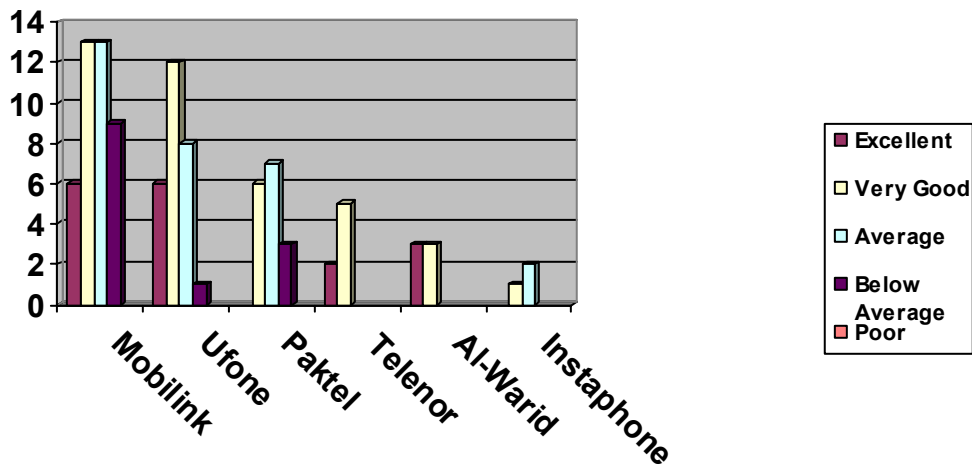
Almost every mobile service provider is offering this service up to the quality standards above table shows that Mobilink is high on the scale of very good and Excellent on average. Ufone is also providing this service above average and population has given it a high score.

Analysis of Q # 8.f:

Q # 8.f

| Value Added Services													
	Mobilink		Ufone		Paktel		Telenor		Al-Warid		Instaphone		Total
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	
Excellent			4	4			4	4	1	1			9
Very Good			12	12	2	2	1	1	2	2			17
Average	22	22	10	10	8	8	2	2	3	3	2	2	47
Below Average	9	9	1	1	6	6					1	1	17
Poor	10	10											10
Total	41	41	27	27	16	16	7	7	6	6	3	3	100
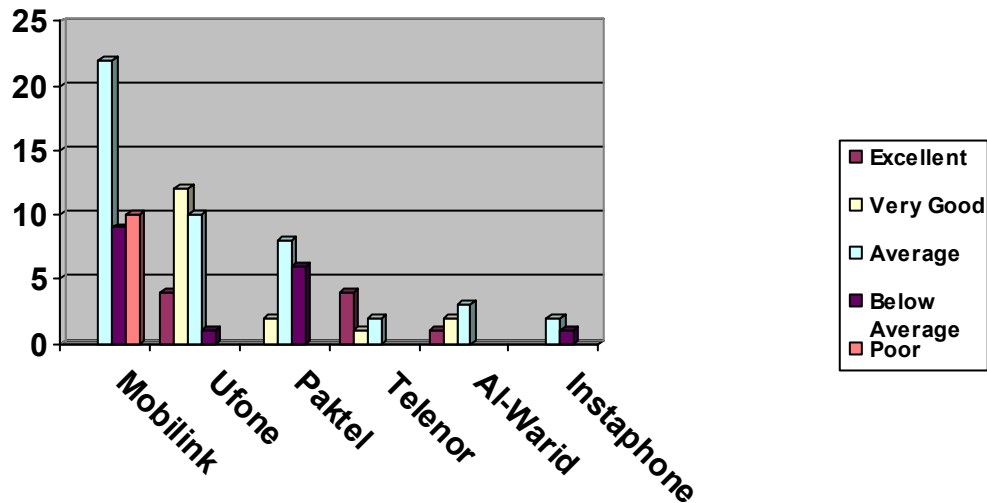
Mobilink so far just started on the value added services like MMS and GPRS but it has only given that service to its post-paid customers only JAZZ customers are not yet given this facility. Ufone and Telenore are providing these facilities along with some new features.

Analysis of Q # 8.g:

Q # 8.g

| Over Call and service Charges													
	Mobilink		Ufone		Paktel		Telenor		Al-Warid		Instaphone		Total
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	
Excellent							2	2			1	1	3
Very Good			7	7	3	3	2	2	2	2	2	2	16
Average	30	30	12	12	5	5	3	3	3	3			53
Below Average	7	7	5	5	8	8			1	1			21
Poor	4	4	3	3									7
Total	41	41	27	27	16	16	7	7	6	6	3	3	100
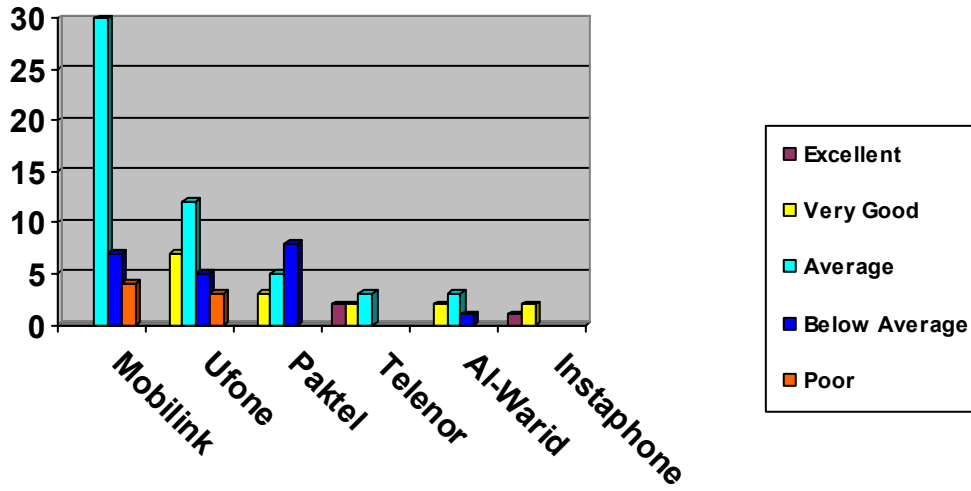
Mobilink is so far expensive cellular service as compare to its competitors. Telenor is offering as low as the 50% off on Telenor to Telenor calls. As new competitors are coming into the market these call rates will further drop and there will be and there is some kind of price war is going on among the cellular providers.

Analysis of Q # 8.h:

Q # 8.h

| Customer services														Total
	Mobilink		Ufone		Paktel		Telenor		Al-Warid		Instaphone			Total
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	
Excellent			4	4			4	4	1	1			9
Very Good	2	2	12	12	5	5	2	2	2	2			23
Average	22	22	10	10	6	6	1	1	3	3	2	2	44
Below Average	10	10	1	1	5	5					1	1	17
Poor	7	7											7
Total	41	41	27	27	16	16	7	7	6	6	3	3	100
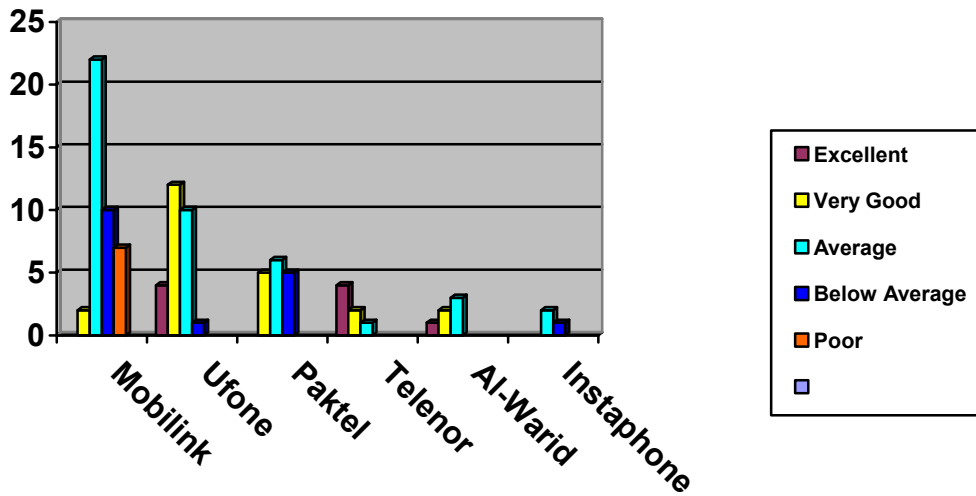
Above graph shows the data of customer's service. Out of 41 Mobilink scored 2 in the very good and 22 in the average, so it is inferred that customer service of Mobilink is need to be improved. Ufone on the other hand has the much better customer service than Mobilink it is also true for the new player Telenor.

Analysis of Q # 9:

Q # 9

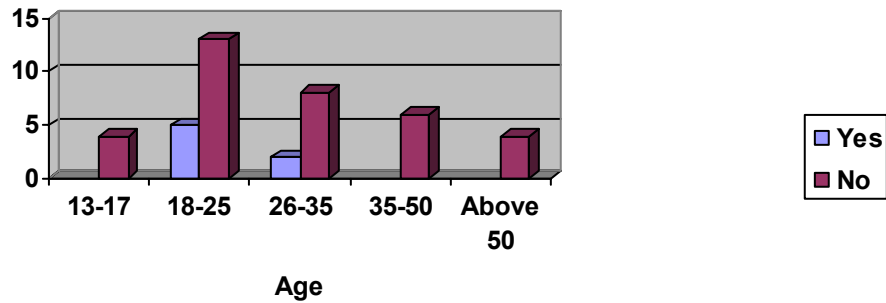| Male Respondents- Have You Ever Changed your Mobile Service Provider											
	13-17		18-25		26-35		35-50		above 50		Total
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	
Yes			7	7	4	4	3	3			14
No	4	4	17	17	10	10	9	9	4	4	44
Total	4	4	24	24	14	14	12	12	4	4	58

Change of MSP
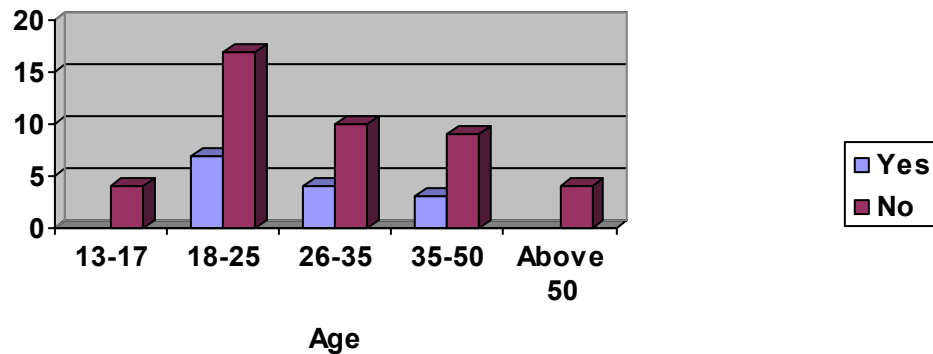
44 out of 58 respondents answered that they have not ever changed their mobile service and 14 have answered in yes. Changing of mobile service is due to many causes which will be discussed in the nest question.

| Female Respondents-Have You Ever Changed your Mobile Service Provider											
	13-17		18-25		26-35		35-50		above 50		Total
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	
Yes			5	5	2	2					7
No	4	4	13	13	8	8	6	6	4	4	35
Total	4	4	18	18	10	10	6	6	4	4	42

Change of MSP

35 out of 42 females have respondents answered no for the change of mobile service provider and 7 have answered yes.
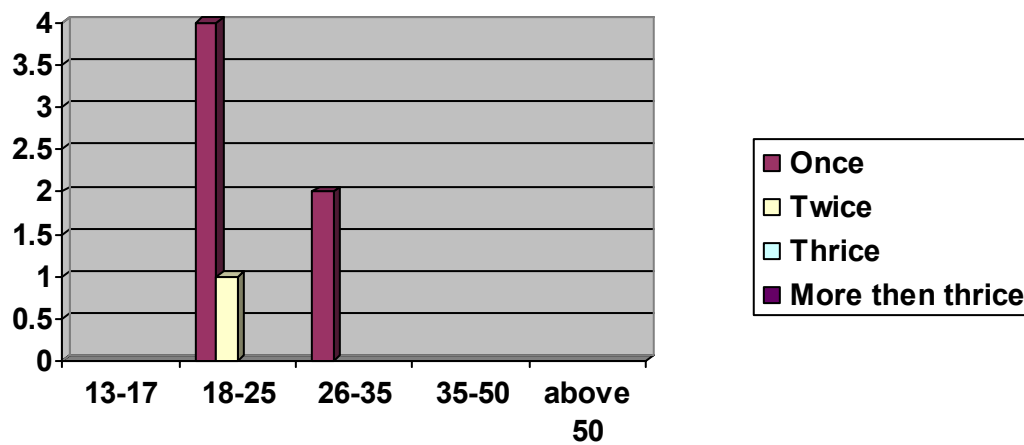
Analysis of Q # 10.a:

Q # 10.a

Male Respondents-How Many Times											
	13-17		18-25		26-35		35-50		above 50		Total
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	
Once			5	5	4	4	3	3			12
Twice			2	2							2
Thrice											
More then thrice											
Total	0	0	7	7	4	4	3	3	0	0	14
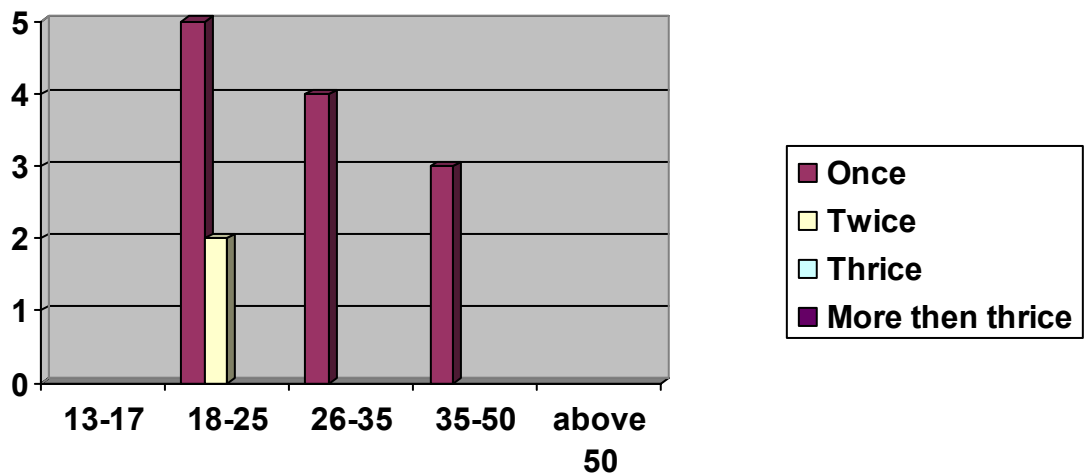
Change of service is reported maximum once because the reason is the inconvenience, user don't want to change his or her number often because it creates disturbance regarding their contacts.

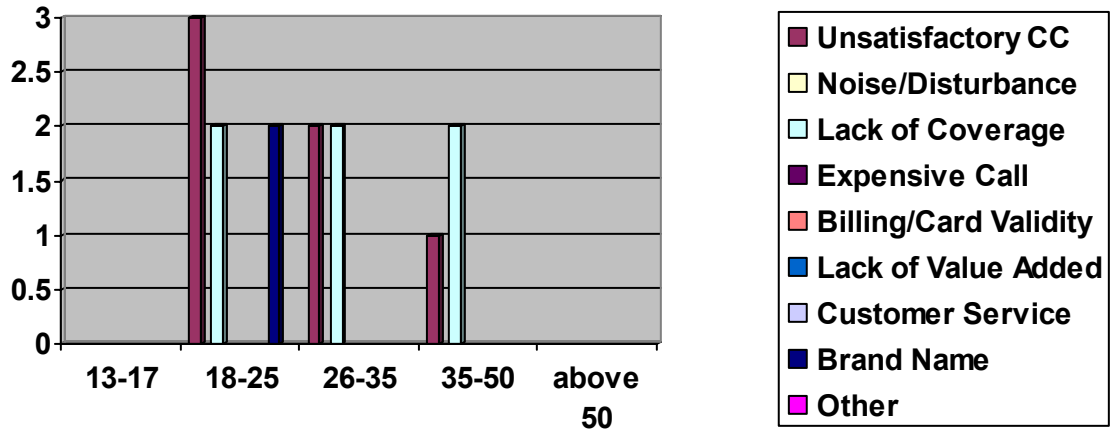| Female Respondents-How Many Times											
	13-17		18-25		26-35		35-50		above 50		Total
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	
Once			4	4	2	2					6
Twice			1	1							1
Thrice											
More then thrice											
Total	0	0	5	5	2	2	0	0	0	0	7

Again the number is low because not many people want to change the service even it is not up to their standards just they want to stick to the number which they are using.
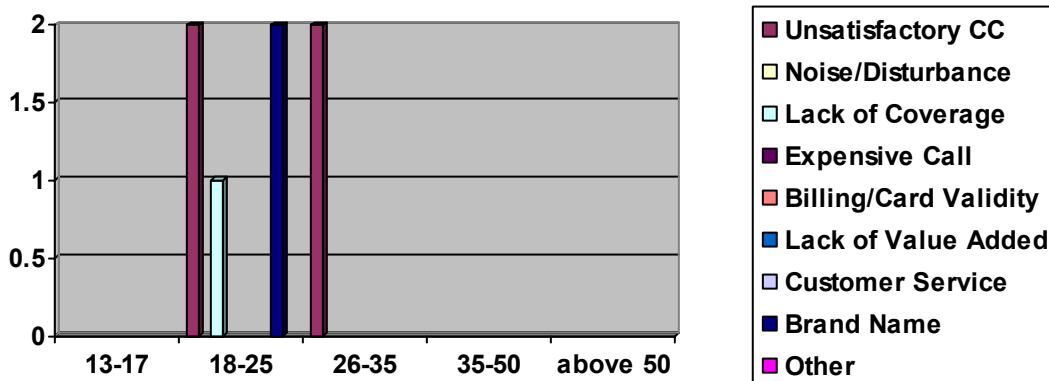
Analysis of Q # 10.b:

Q # 10.b

Male Respondents- If yes, then what were the reasons for changing the mobile service provider											
	13-17		18-25		26-35		35-50		above 50		Total
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	
Unsatisfactory CC			3	3	2	2	1	1			6
Noise/Disturbance											
Lack of Coverage			2	2	2	2	2	2			6
Expensive Call											
Billing/Card Validity											
Lack of Value Added											
Customer Service											
Brand Name			2	2							2
Other											
Total	0	0	7	7	4	4	3	3	0	0	14

Reasons for changing the mobile service are unsatisfactory call connectivity and lack of coverage these are the two major reasons for the change of mobile service provider, some people are brand conscious or we can say that they are brand loyal that is some people relate the brand to the status or class they belong to.
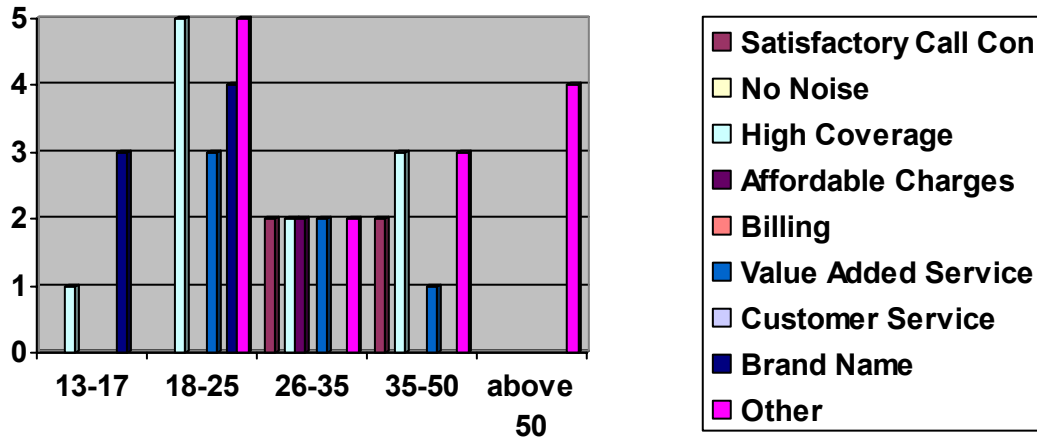
Female Respondents- If yes, then what were the reasons for changing the mobile service provider										
	13-17		18-25		26-35		35-50		above 50		Total
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	
Unsatisfactory CC			2	2	2	2				4	4
Noise/Disturbance											
Lack of Coverage			1	1						1	1
Expensive Call											
Billing/Card Validity											
Lack of Value Added											
Customer Service											
Brand Name			2	2						2	2
Other											
Total	0	0	5	5	2	2	0	0	0	7	7

Reasons for changing the mobile service are unsatisfactory call connectivity and lack of coverage these are the two major reasons for the change of mobile service provider, some people are brand conscious or we can say that they are brand loyal that is some people relate the brand to the status or class they belong to. Females are more brand conscious than males, 2 out of 7 have changed their service due to the brand name.

Q # 11.: Male Respondents- If No, then what Factors Increases your loyalty to your current mobile service										
	13-17		18-25		26-35		35-50		above 50		Total
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	
Satisfactory Call Con					2	2	2	2			4
No Noise											
High Coverage	1	1	5	5	2	2	3	3			11
Affordable Charges					2	2					2
Billing											
Value Added Service			3	3	2	2	1	1			6
Customer Service											
Brand Name	3	3	4	4							7
Other			5	5	2	2	3	3	4	4	14
Total	4	4	17	17	10	10	9	9	4	4	44

The above graph shows that most of the population questioned wants to stay with their service because of the satisfactory call connectivity and high coverage. Rest just doesn't want to stay because that they don't want to change the number for the reason that it is in convenient for their contacts if they change their number often.

Female Respondents- If No, then what Factors Increases your loyalty to your current mobile service										
	13-17		18-25		26-35		35-50		above 50		Total
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	
Satisfactory Call Con			3	3	2	2	2	2			7
No Noise											
High Coverage			4	4	2	2	2	2			8
Affordable Charges	2	2	4	4					1	1	7
Billing											
Value Added Service											
Customer Service											
Brand Name	2	2			2	2					4
Other			2	2	2	2	2	2	3	3	9
Total	4	4	13	13	8	8	6	6	4	4	35
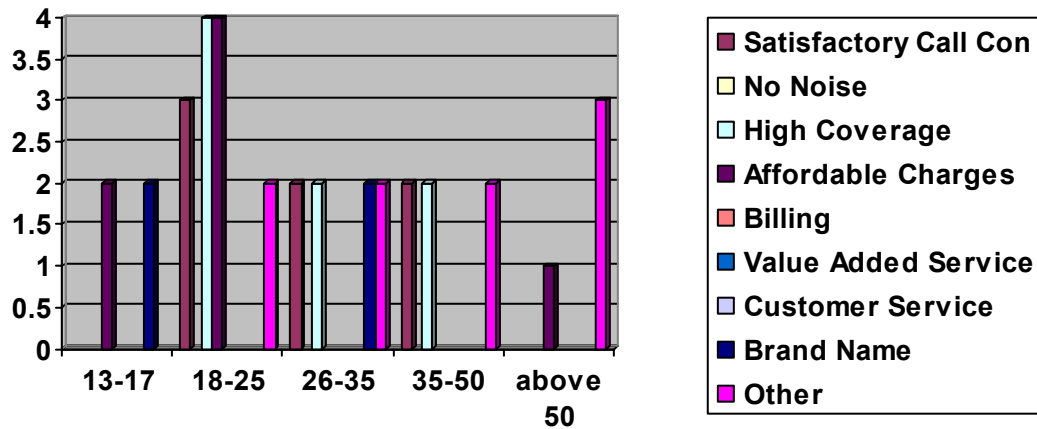
Female respondents are more likely to stay with their service because of satisfactory call connectivity, high coverage and affordable call charges. The above graph shows that most of the population questioned wants to stay with their service because of the satisfactory call connectivity and high coverage. Rest just doesn't want to stay because that they don't want to change the number for the reason that it is in convenient for their contacts if they change their number often.

Q # 12: Male Respondents-Reasonable Call charges										
	13-17		18-25		26-35		35-50		above 50		Total
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	
Rs.2.00-2.99	4	4	24	24	14	14	12	12	4	4	58
Rs.3.00-3.99											
Rs.4.00-5.00											
Total	4	4	24	24	14	14	12	12	4	4	58

Female Respondents-Reasonable Call charges										
	13-17		18-25		26-35		35-50		above 50		Total
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	
Rs.2.00-2.99	4	4	18	18	10	10	6	6	4	4	42
Rs.3.00-3.99											
Rs.4.00-5.00											
Total	4	4	18	18	10	10	6	6	4	4	42

Both the tables for males and females shows that every one wants the lower call charges that is actually will happen in the future when the price war will start cause there are many options will be available for the consumer and consumer will have the chance and options to choose from.

8.1.2: Analysis and results of Questionnaire No 2

13-17	8
18-25	52
26-35	20
35-50	14
above 50	6
	100
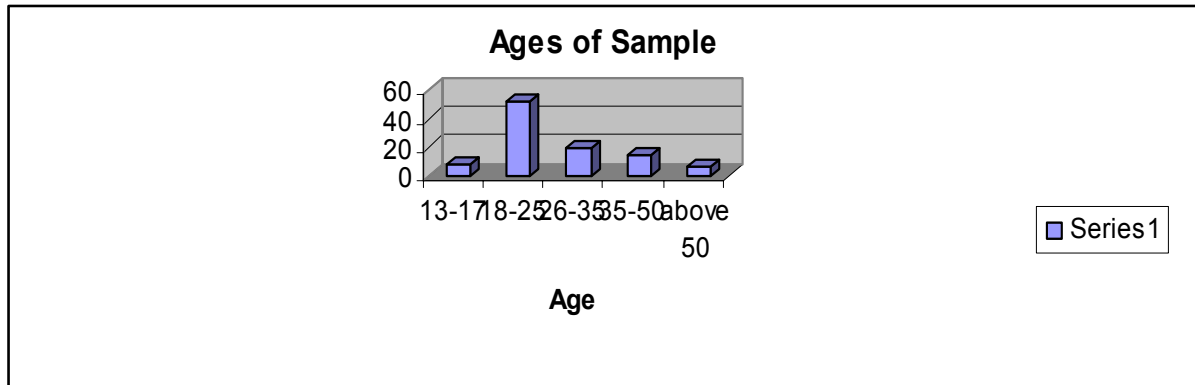
Ages of Sample

above table shows the ages of sample taken that is for the age bracket of 13-17 there are total population of 8 and for 18-25 it is 52, for 25-35 it is 20 and for 35-50 it is 15 and for above 50 it is 6.

Analysis of Q # 2:

Q #2	13-17		18-25		26-35		35-50		above 50		Total
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	
Female	4	4	27	27	10	10	6	6	4	4	51
Male	4	4	23	23	10	10	8	8	4	4	49
Total	8	8	50	50	20	20	14	14	8	8	100
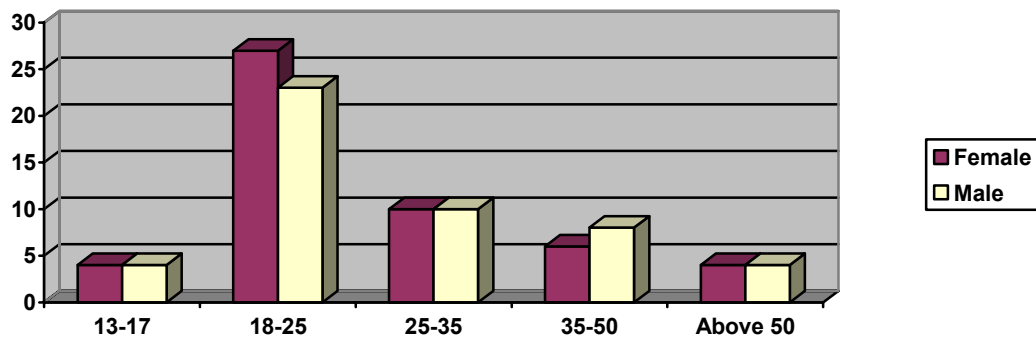
Above table shows that 51 percent of the population belongs to the females and 49 percent belongs to the males for this sample size of 100.
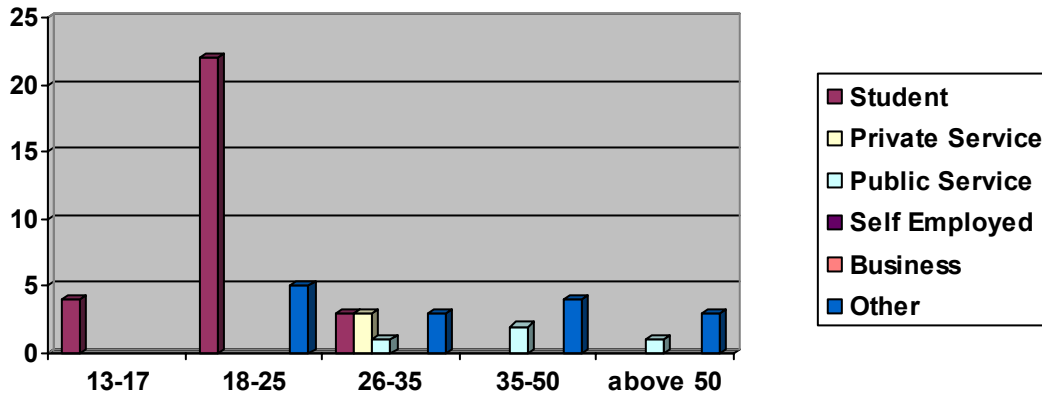
Analysis of Q # 3:

Q # 3

Male Respondents- Occupation											
	13-17		18-25		26-35		35-50		above 50		Total
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	
Student	4	4	18	18	4	4	2	2			28
Private Service			3	3	3	3	2	2			8
Public Service			2	2	2	2	1	1	1	1	6
Self Employed					1	1	1	1			2
Business							2	2	1	1	3
Other									2	2	2
Total	4	4	23	23	10	10	8	8	4	4	49
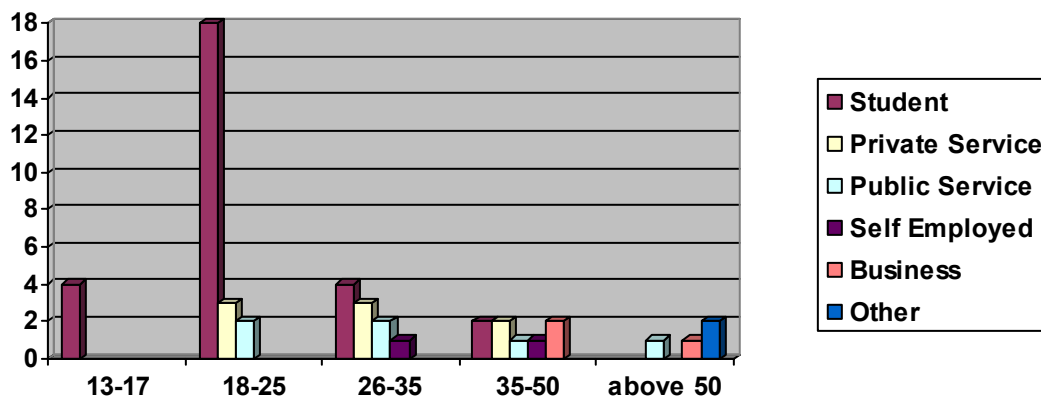
The above graph and table shows the occupation for male population in total of 49 the 28 belongs to the students. 8 people to the private service, 6 to the public service and 2 to the business segment of the population. Almost all the segments are represented here.

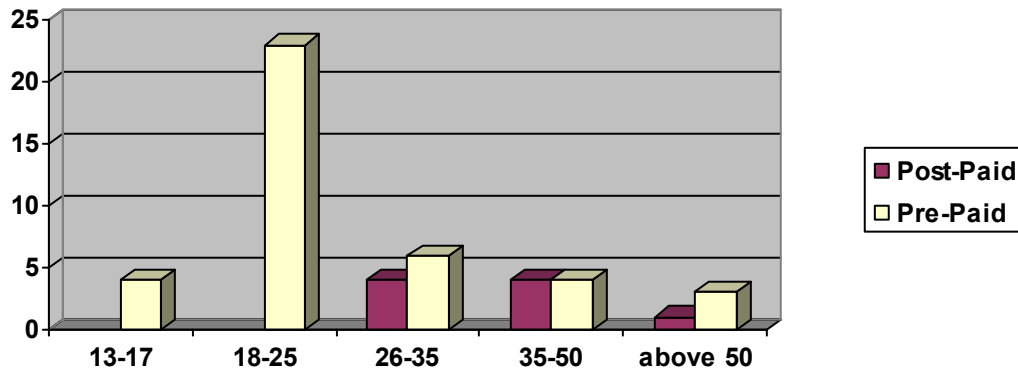| Female Respondents- Occupation											
	13-17		18-25		26-35		35-50		above 50		Total
Student	4	4	22	22	3	3					29
Private					3	3					3
Public					1	1	2	2	1	1	4
Self Employed											
Business											
Other			5	5	3	3	4	4	3	3	15
Total	4	4	27	27	10	10	6	6	4	4	51

The above graph and table shows the occupation for female population in total of 51 the 29 belongs to the students. 3 people to the private service, 4 to the public service and 15 to the segment of house wife. Almost all the segments are represented here

Analysis of Q # 4:

Q # 4

Male Respondents- Type of Service											
	13-17		18-25		26-35		35-50		above 50		Total
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	
Post-Paid					4	4	4	4	1	1	9
Pre-Paid	4	4	23	23	6	6	4	4	3	3	40
Total	4	4	23	23	10	10	8	8	4	4	49

Most of the people are using the pre-paid service, and the young generation is mostly using the pre-paid mobile service and most of the people in their late 40's or professionals are using post-paid service. The reason fro using the pre-paid service is that it is convenient and one can control the usage of service.

Female Respondents-	Type of Service										Total
	13-17		18-25		26-35		35-50		above 50		Total
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	
Post-Paid					2	2	2	2			4
Pre-Paid	4	4	27	27	8	8	4	4	4	4	47
Total	4	4	27	27	10	10	6	6	4	4	51
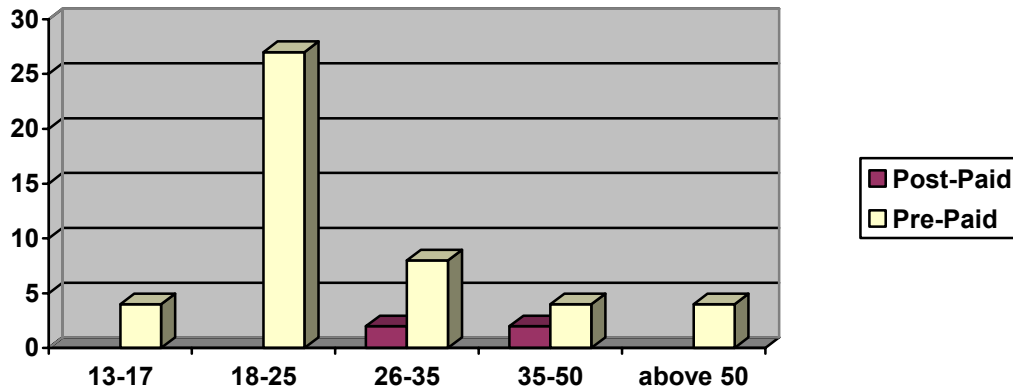
Most of the people are using the pre-paid service, and the young generation is mostly using the pre-paid mobile service and most of the people in their late 40's or professionals are using post-paid service. The reason fro using the pre-paid service is that it is convenient and one can control the usage of service

Analysis of Q # 5:
Q # 5

| Male Respondents- Is Your Current Mobile Connection											Total
	13-17		18-25		26-35		35-50		above 50		Total
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	
Self Purchased			15	15	6	6	6	6	4	4	31
Given by Company					2	2	2	2			4
Given by parent/friend	4	4	8	8	2	2					14
Total	4	4	23	23	10	10	8	8	4	4	49
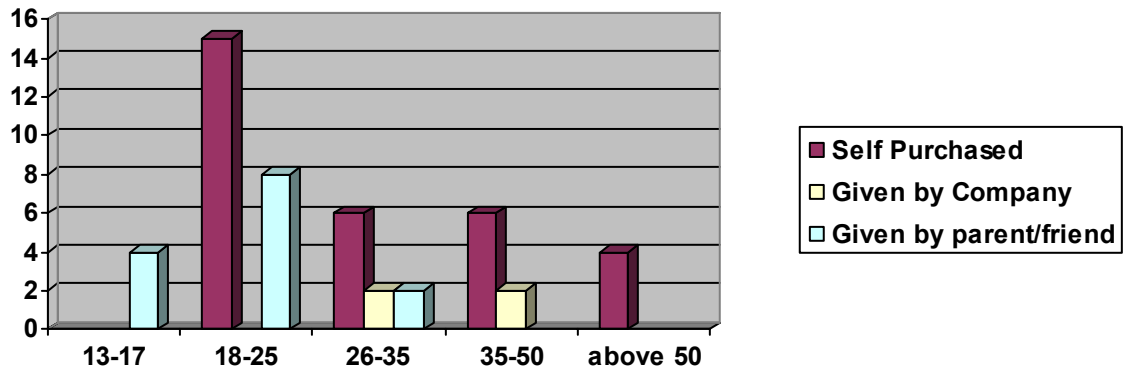
Males who have purchased the mobile connection themselves are 31 out of 49 and the connection given by family and friend are 14 out of 49. It is not much expensive even buying a connection but to maintaining it, that is the billing and usage.

Female Respondents-	Is Your Current Mobile Connection										Total
	13-17		18-25		26-35		35-50		above 50		
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	
Self Purchased			21	21	7	7	6	6	4	4	38
Given by Company					2	2					2
Given by parent/friend	4	4	6	6	1	1					11
Total	4	4	27	27	10	10	6	6	4	4	51
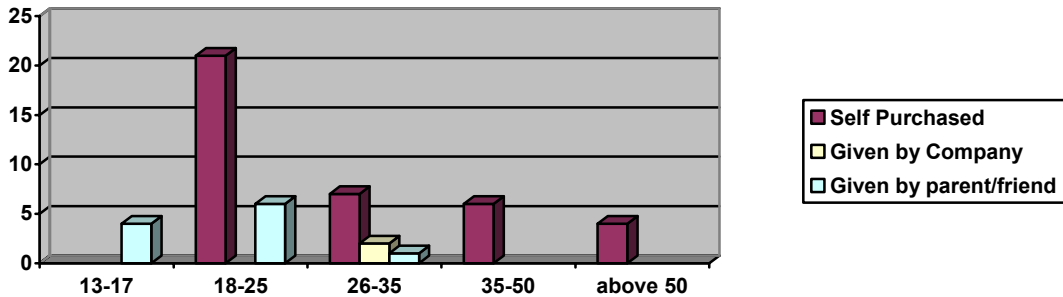
Females who have purchased the mobile connection themselves are 38 out of 51 and the connection given by family and friend are 11 out of 51. It is not much expensive even buying a connection but to maintaining it, that is the billing and usage.

Analysis of Q # 6:

Q # 6

Male Respondents-Purpose of Using Mobile Phone											Total
	13-17		18-25		26-35		35-50		above 50		
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	
Talking to Friends/Family	4	4	20	20	10	10	5	5	2	2	41
Business Dealings			3	3			1	1	2	2	6
Work and Professional Contacts with Colleagues							2	2			2
Total	4	4	23	23	10	10	8	8	4	4	49
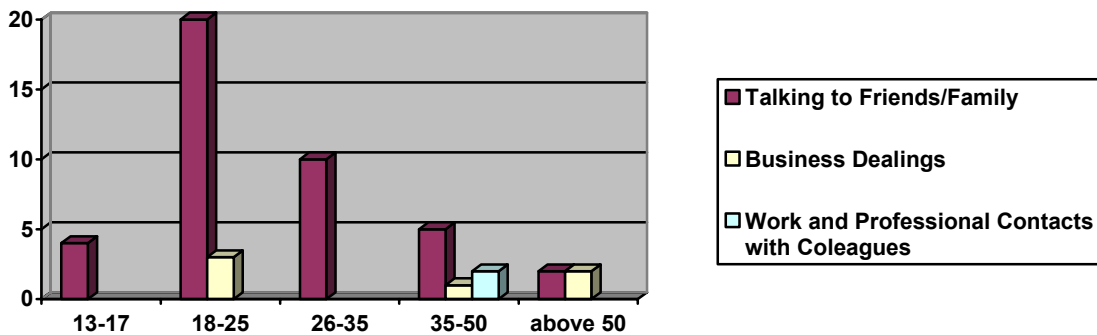
Above graph indicates that the reasons for using the mobile are as mentions in the table but the top reason is talking to friends and family that is out of 49, 41 have chosen this option and second is business dealings that is 6 out 49.

Female Respondents-	Purpose of Using Mobile Phone										
	13-17		18-25		26-35		35-50		above 50		Total
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	
Talking to Friends/Family	4	4	23	23	8	8	4	4	4	4	43
Business Dealings							1	1			1
Work and Professional Contacts with Colleagues			4	4	2	2	1	1			7
Total	4	4	27	27	10	10	6	6	4	4	51
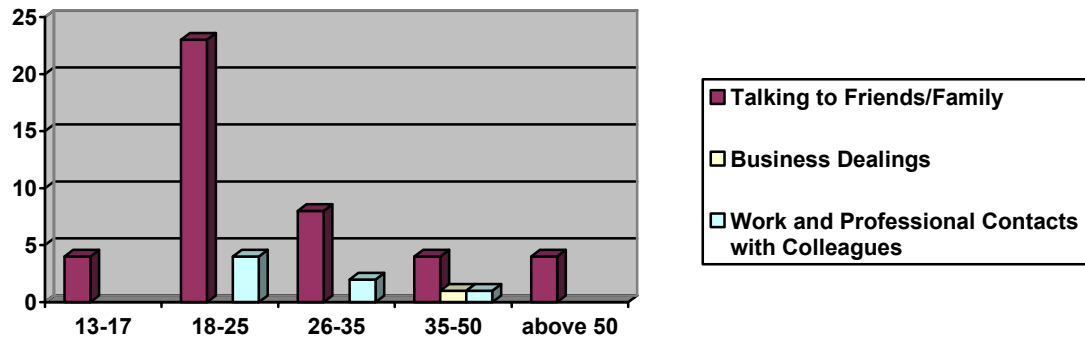
Above graph indicates that the reasons for using the mobile are as mentions in the table but the top reason is talking to friends and family that is out of 51, 43 have chosen this option and second is work that is 7 out 51.

Analysis of Q #7.a:

Q # 7.a

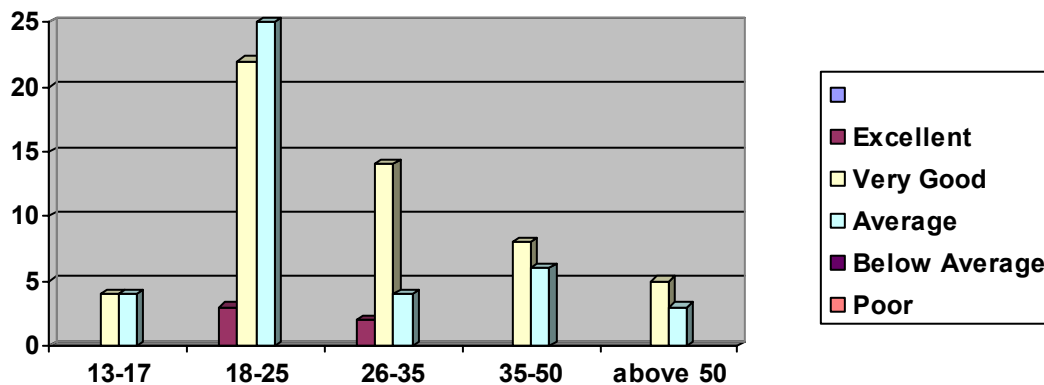| Call Connectivity											
	13-17		18-25		26-35		35-50		above 50		Total
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.
Excellent											
Very Good			2	2	1	1	1	1	2	2	6
Average	2	2	30	30	10	10	8	8	5	5	55
Below Average	6	6	18	18	9	9	5	5	1	1	39
Poor											
Total	8	8	50	50	20	20	14	14	8	8	100
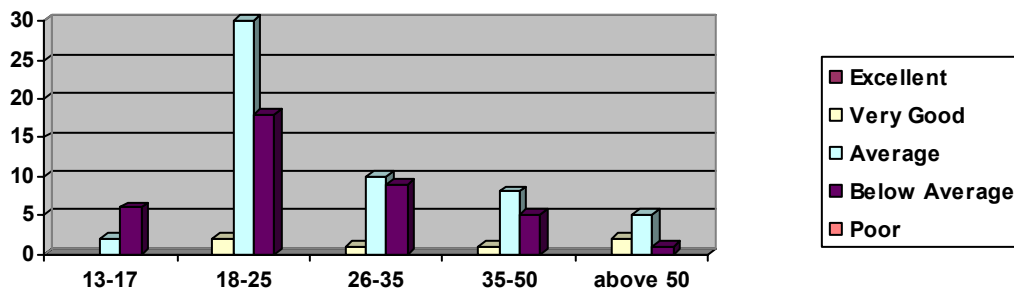
Call connectivity is one of the most important factor in the mobile service, this is a factor which shows the quality of service here in the above graph and table the researcher ha analyzed that Mobilink is low on that service most of the population has rated Mobilink below average on that spectrum. 55 % of the population has rated   Mobilink average on the call connectivity and none has rated Mobilink as excellent.39 % have rated Mobilink below average on call connectivity.

Analysis of Q # 7.b:

Q # 7.b

Voice Clarity											
	13-17		18-25		26-35		35-50		above 50		Total
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.
Excellent			3	3	2	2					5
Very Good	4	4	22	22	14	14	8	8	5	5	53
Average	4	4	25	25	4	4	6	6	3	3	42
Below Average											
Poor											
Total	8	8	50	50	20	20	14	14	8	8	100

Above graph and table indicates that on voice clarity 53% have rated Mobilink Very Good and 5 % Rated Excellent. 42 % rated Mobilink Average it shows Mobilink is much better on the voice clarity than the call connectivity.

Analysis of Q # 7.c:

Q # 7.c

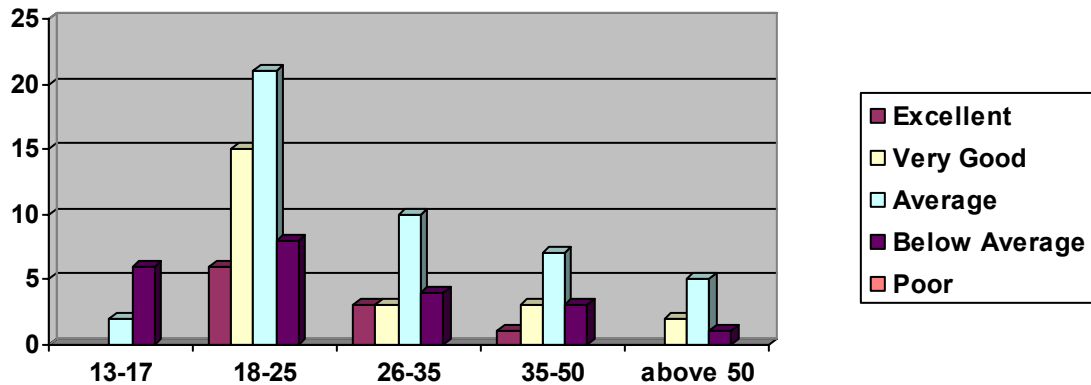| Coverage											
	13-17		18-25		26-35		35-50		above 50		Total
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.
Excellent	5	5	10	10	5	5	1	1	3	3	24
Very Good	3	3	20	20	11	11	7	7	4	4	45
Average			20	20	4	4	6	6	1	1	31
Below Average											
Poor											
Total	8	8	50	50	20	20	14	14	8	8	100
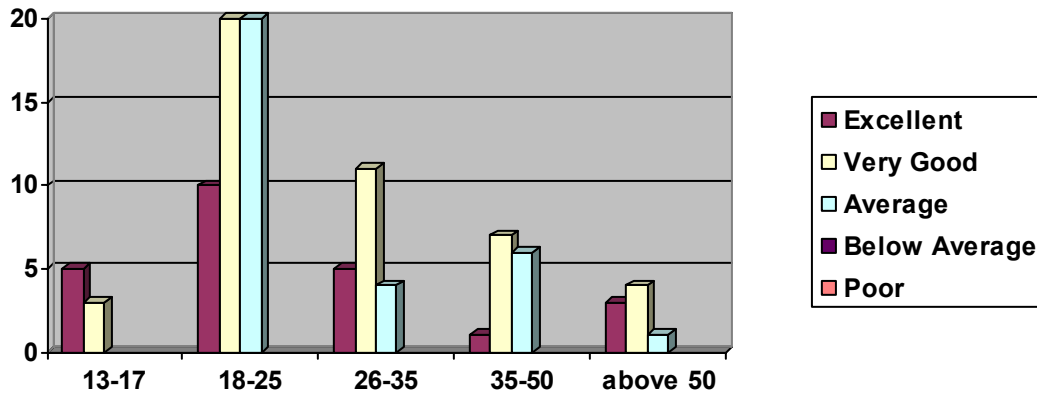
24 % population rated Mobilink excellent on the average and 45 % have rated it very good. These results regarding the coverage of Mobilink shows that it is doing well in the coverage and in fact Mobilink is number one service provider of Pakistan in the coverage.

Analysis of Q # 7.d:

Q # 7.d

Billing Convenience/Prepaid Card Validity											
	13-17		18-25		26-35		35-50		above 50		Total
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.
Excellent			6	6	3	3	1	1			10
Very Good			15	15	3	3	3	3	2	2	23
Average	2	2	21	21	10	10	7	7	5	5	45
Below Average	6	6	8	8	4	4	3	3	1	1	22
Poor											
Total	8	8	50	50	20	20	14	14	8	8	100

Above graph and table shows that there are mix results for the above question, but on average Mobilink can be taken as above average as results shows 23% very good and 10% excellent results.

Analysis of Q # 7.e:

Q #7.e

| SMS Services											
	13-17		18-25		26-35		35-50		above 50		Total
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.
Excellent	8	8	10	10	5	5	7	7	1	1	31
Very Good			20	20	5	5	4	4	2	2	31
Average			20	20	10	10	3	3	5	5	38
Below Average											
Poor											
Total	8	8	50	50	20	20	14	14	8	8	100
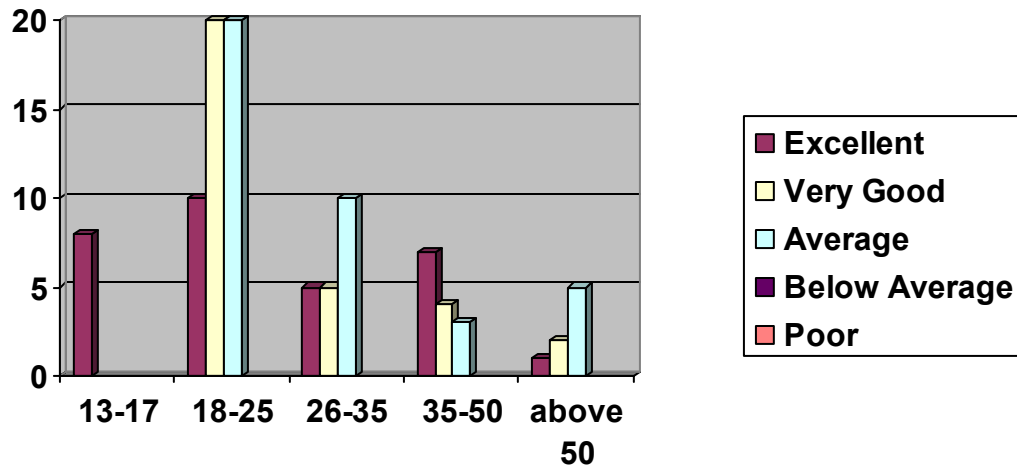
Mobilink is rated high on the SMS services that are the above graph indicates 31% have rated Mobilink excellent and 31% have rated Mobilink Very good.

Analysis of Q # 7.f:

Q # 7.f

Value Added Services											
	13-17		18-25		26-35		35-50		above 50		Total
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.
Excellent											
Very Good			1	1	1	1					2
Average	2	2	21	21	10	10	8	8	5	5	46
Below Average	6	6	20	20	9	9	6	6	3	3	44
Poor			8	8							8
Total	8	8	50	50	20	20	14	14	8	8	100
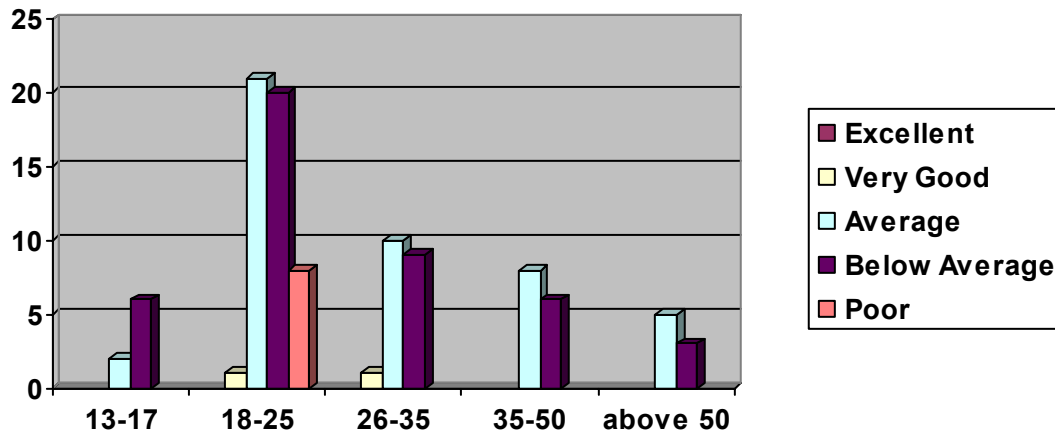
Mobilink is low on the value added services as Mobilink accept the power tools do not offers any such service like MMS or GPRS they are starting it and have started it for the indigo customers only.

Analysis of Q # 7.g:

Q # 7.g

Over Call and service Charges											
	13-17		18-25		26-35		35-50		above 50		Total
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.
Excellent											
Very Good	2	2	5	5	3	3					10
Average	4	4	25	25	8	8	8	8	3	3	48
Below Average	2	2	20	20	9	9	6	6	5	5	42
Poor											
Total	8	8	50	50	20	20	14	14	8	8	100
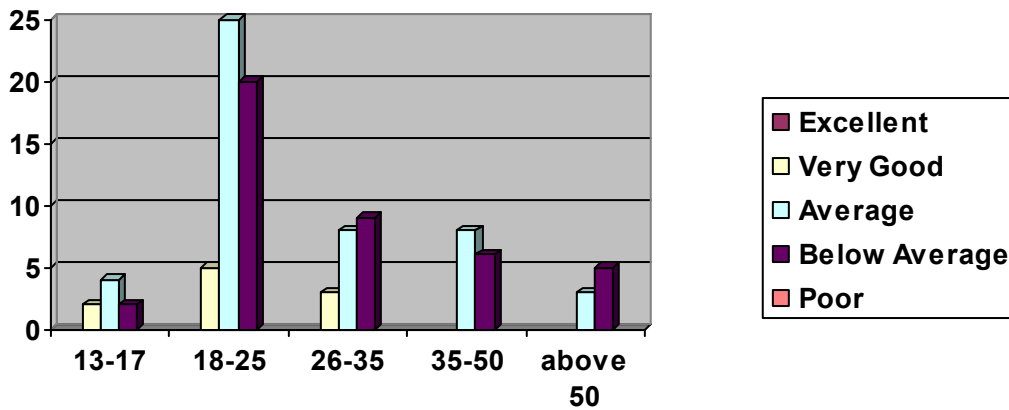
Mobilink is high on the call and service charges thus most of the population have rated Mobilink average on this factor. Other services in comparison to Mobilink are offering low call rates and service charges but people using Mobilink often complain that there are some hidden charges by Mobilink.

Analysis of Q # 7.h:

Q # 7.h

Customer services											
	13-17		18-25		26-35		35-50		above 50		Total
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.
Excellent											
Very Good											
Average	2	2	22	22	8	8	4	4	5	5	41
Below Average	6	6	15	15	7	7	7	7	3	3	38
Poor			13	13	5	5	3	3			21
Total	8	8	50	50	20	20	14	14	8	8	100
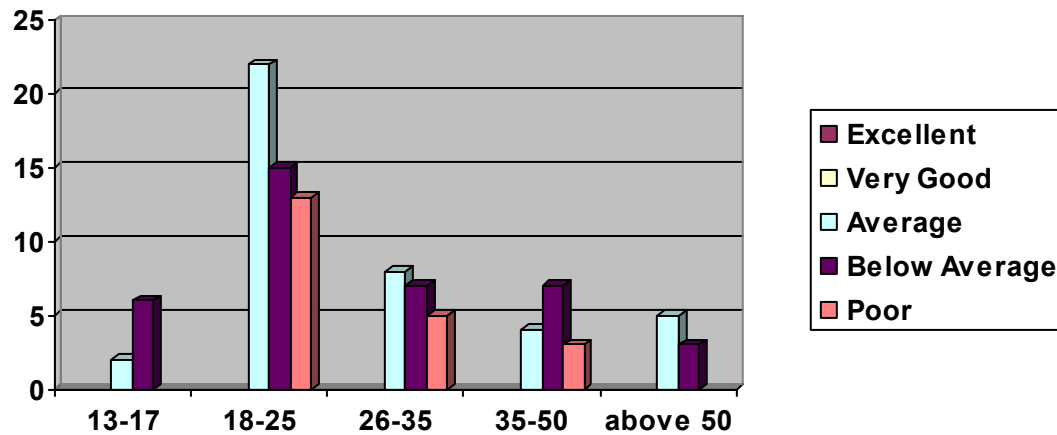
Above graph and table shows that there are low results for the above question, but on average Mobilink can be taken as below average as results shows 21% poor and 38% below average results.

Analysis of Q # 8:

Q # 8

Male Respondents- Have You Ever Changed your Mobile Service Provider											
	13-17		18-25		26-35		35-50		above 50		Total
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	
Yes			5	5	5	5	1	1	1	1	12
No	4	4	18	18	5	5	7	7	3	3	37
Total	4	4	23	23	10	10	8	8	4	4	49
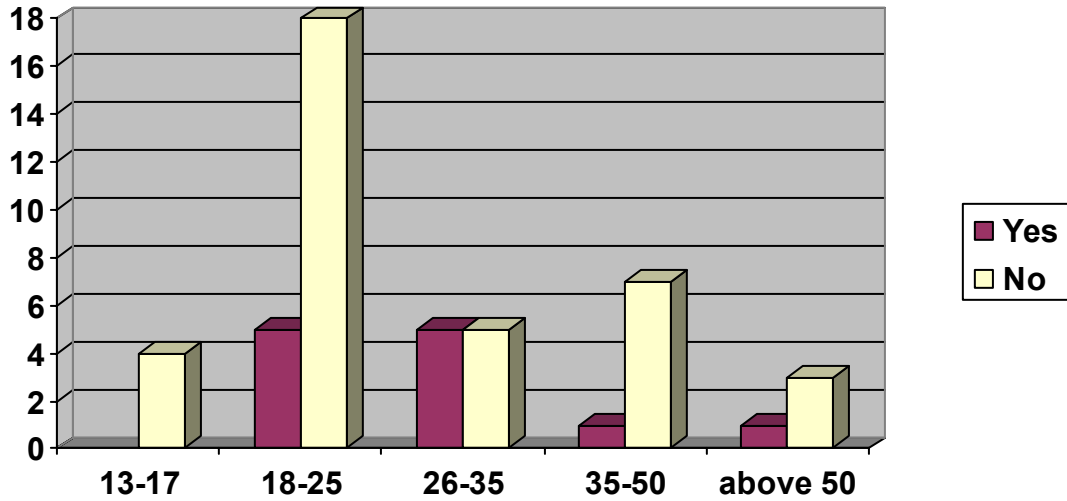
37 out of 49 respondents answered that they have not ever changed their mobile service and 12 have answered in yes. Changing of mobile service is due to many causes which will be discussed in the nest question.

Female Respondents-Have You Ever Changed your Mobile Service Provider											
	13-17		18-25		26-35		35-50		above 50		Total
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	
Yes			4	4	2	2					6
No	4	4	23	23	8	8	6	6	4	4	45
Total	4	4	27	27	10	10	6	6	4	4	51
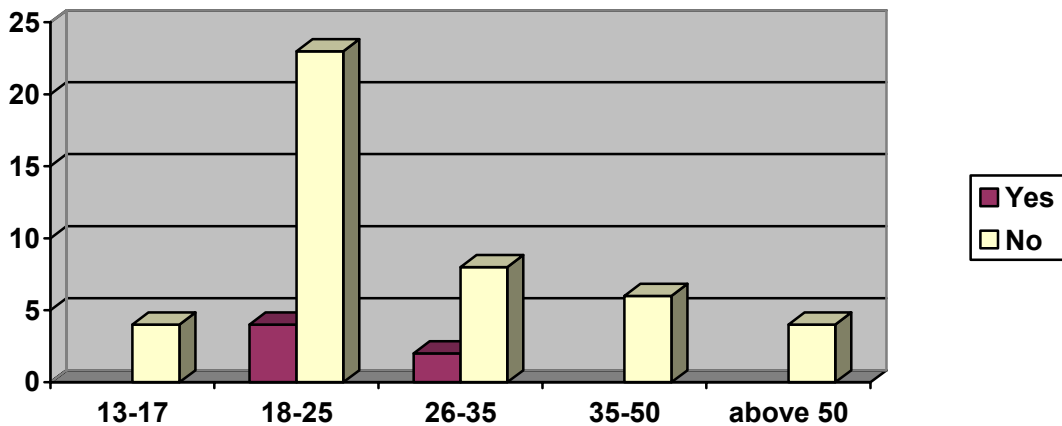
Above chart indicates that, 45 out of 51 females have respondents answered no for the change of mobile service provider and 6 have answered yes. Majority stays with their service which they are already using.

Analysis of Q # 9.a:

Q # 9.a

Male Respondents-How Many Times											
	13-17		18-25		26-35		35-50		above 50		Total
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	
Once			5	5	4	4	1	1	1	1	11
Twice					1	1					1
Thrice											
More then thrice											
Total	0	0	5	5	5	5	1	1	1	1	12
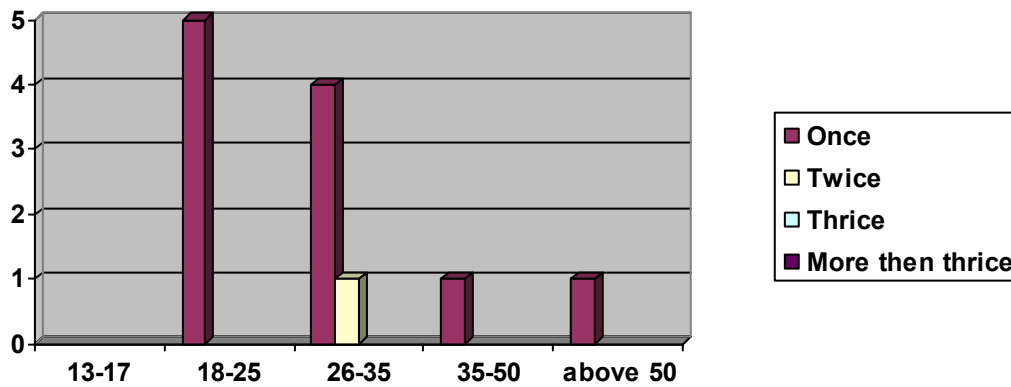
Female Respondents-How Many Times											
	13-17		18-25		26-35		35-50		above 50		Total
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	
Once			4	4	2	2					6
Twice											
Thrice											
More then thrice											
Total	0	0	4	4	2	2	0	0	0	0	6
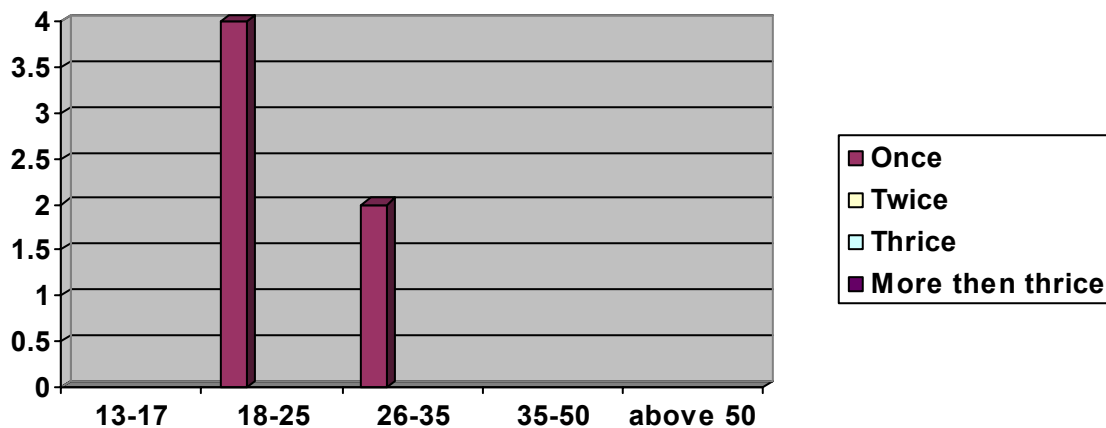
Analysis of Q # 9.c:

Q # 9.c

Male Respondents- If yes, then what were the reasons for changing the mobile service provider											
	13-17		18-25		26-35		35-50		above 50		Total
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	
Unsatisfactory CC			3	3	2	2	1	1			6
Noise/Disturbance											
Lack of Coverage					2	2			1	1	3
Expensive Call											
Billing/Card Validity											
Lack of Value Added											
Customer Service											
Brand Name			2	2	1	1					3
Other											
Total	0	0	5	5	5	5	1	1	1	1	12

Reasons for changing the mobile service are unsatisfactory call connectivity and lack of coverage. Population has also changed because of the brand name. Above graph and table indicates that 6 out of 12 people have changed their Mobile connection because of unsatisfactory call connectivity.

Female Respondents- If yes, then what were the reasons for changing the mobile service provider											
	13-17		18-25		26-35		35-50		above 50		Total
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	
Unsatisfactory CC											
Noise/Disturbance											
Lack of Coverage					1	1					1 1
Expensive Call											
Billing/Card Validity					1	1					1 1
Lack of Value Added											
Customer Service											
Brand Name			4	4							4 4
Other											
Total	0	0	4	4	2	2	0	0	0		6 6

Legend:
- ■ Unsatisfactory CC
- ■ Noise/Disturbance
- ■ Lack of Coverage
- ■ Expensive Call
- ■ Billing/Card Validity
- ■ Lack of Value Added
- ■ Customer Service
- ■ Brand Name
- ■ Other
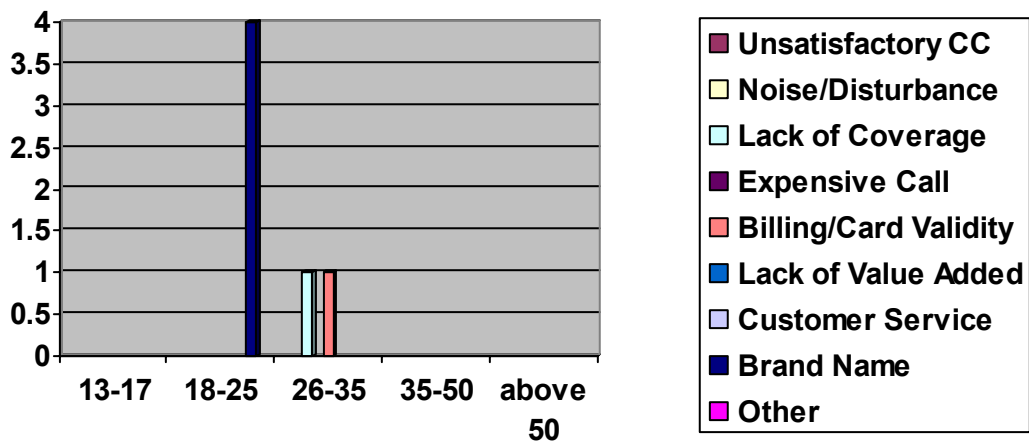
Reasons for changing the mobile service are lack of coverage. The two major reasons for the change of mobile service provider are lack of coverage and Brand name, people are brand conscious or we can say that they are brand loyal that is some people relate the brand to the status or class they belong to. Females are more brand conscious than males, 4 out of 6 have changed their service due to the brand name.

Analysis of Q # 10:

Q # 10: Male Respondents- If No, then what Factors Increases your loyalty to your current mobile service											
	13-17		18-25		26-35		35-50		above 50		Total
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	
Satisfactory Call Con											
No Noise											
High Coverage	1	1	5	5	2	2	3	3			11
Affordable Charges											
Billing											
Value Added Service			3	3							3
Customer Service											
Brand Name	3	3	4	4	1	1	1	1			9
Other			6	6	2	2	3	3	3	3	14
Total	4	4	18	18	5	5	7	7	3	3	37
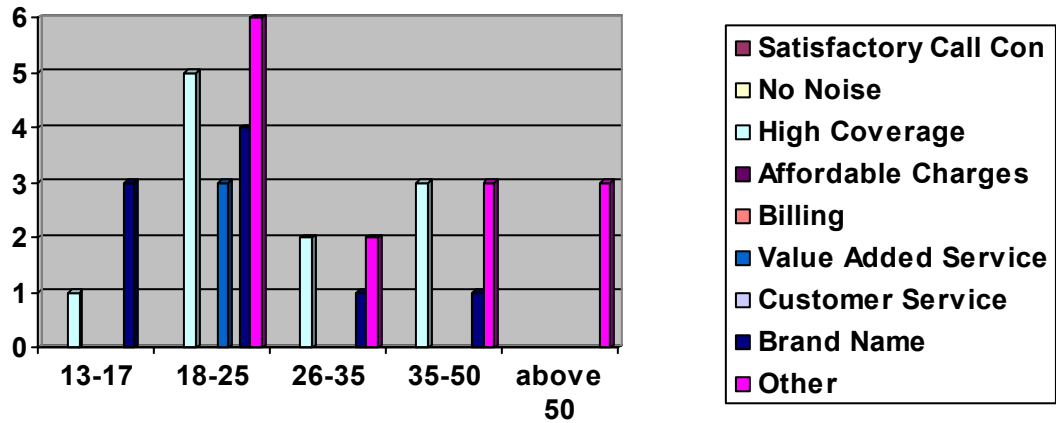
Above graph and table indicates that male respondents are more likely to stay with their service because of high coverage, brand name and finally they don't want to switch mobile service because it is not convenient. . The above graph shows that most of the population questioned wants to stay with their service because of the High Coverage and this is Mobilink's strength. Rest just doesn't want to stay because that they don't want to change the number for the reason that it is in convenient for their contacts if they change their number often.

Female Respondents- If No, then what Factors Increases your loyalty to your current mobile service											
	13-17		18-25		26-35		35-50		above 50		Total
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	
Satisfactory Call Con			3	3	1	1	1	1			5
No Noise											
High Coverage			10	10	3	3	3	3	1	1	17
Affordable Charges											
Billing											
Value Added Service											
Customer Service											
Brand Name	2	2	4	4	2	2					8
Other	2	2	6	6	2	2	2	2	3	3	15
Total	4	4	23	23	8	8	6	6	4	4	45
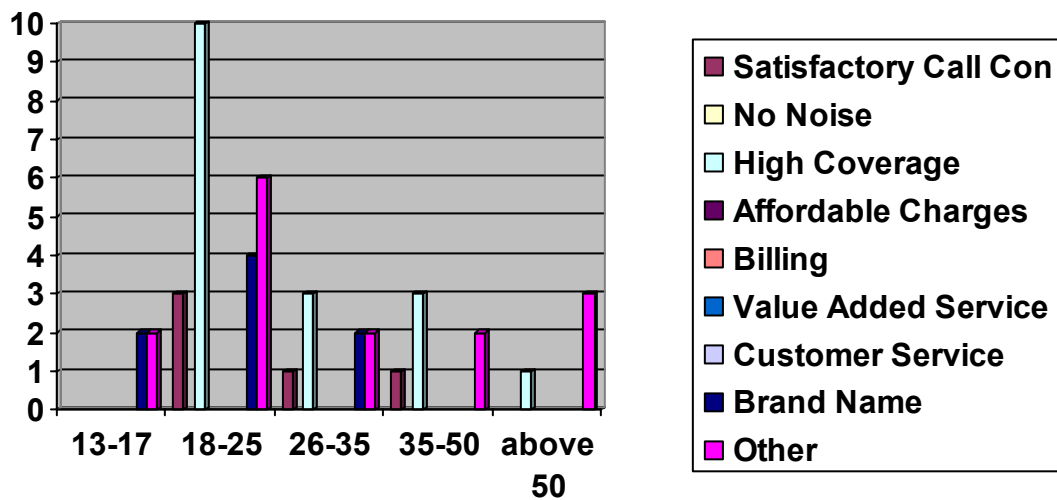
Female respondents are more likely to stay with their service because of satisfactory call connectivity, high coverage and affordable call charges. The above graph shows that most of the population questioned wants to stay with their service because of the satisfactory call connectivity and high coverage. Rest just doesn't want to stay because that they don't want to change the number for the reason that it is in convenient for their contacts if they change their number often.

Analysis of Q # 11:

Q # 11 : Male Respondents-Reasonable Call charges											
	13-17		18-25		26-35		35-50		above 50		Total
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	
Rs.2.00-2.99	4	4	23	23	10	10	8	8	4	4	49
Rs.3.00-3.99											
Rs.4.00-5.00											
Total	4	4	23	23	10	10	8	8	4	4	49

Female Respondents-Reasonable Call charges											
	13-17		18-25		26-35		35-50		above 50		Total
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	
Rs.2.00-2.99	4	4	27	27	10	10	6	6	4	4	51
Rs.3.00-3.99											
Rs.4.00-5.00											
Total	4	4	27	27	10	10	6	6	4	4	51

Both the tables for males and females shows that every one wants the lower call charges that is actually will happen in the future when the price war will start cause there are many options will be available for the consumer and consumer will have the chance and options to choose from.

8.2: Annexure B

8.2.1: Print Adverts of Mobilink and Competitors

8.3: Annexure C

8.3.1: Calculation of Market Share

Market Share of Mobilink:

MOBILINK				
ATTRIBUTES		**A =WEIGHTS**	**B = RATING (1-5)**	**C= MARKET SHARE A x B**
COVERAGE		0.3	5	1.5
TARIFF		0.1	3	0.3
VOICE CLARITY		0.03	3	0.09
VALUE ADDED SERVICES		0.09	3	0.27
BRAND IMAGE		0.1	3	0.3
NUMBER OF USERS		0.15	4	0.6
MARKETING INTENSITY		0.04	4	0.16
NUMBER OF RETAIL OUTLE		0.19	4	0.76
		1		**3.98**

Market Share of Ufone:

Ufone			
ATTRIBUTES	**A =WEIGHTS**	**B = RATING (1-5)**	**C= MARKET SHARE A x B**
COVERAGE	0.3	3.5	1.05
TARIFF	0.1	3	0.3
VOICE CLARITY	0.03	3.5	0.105
VALUE ADDED SERVICES	0.09	4	0.36
BRAND IMAGE	0.1	3	0.3
NUMBER OF USERS	0.15	3.5	0.525
MARKETING INTENSITY	0.04	3	0.12
NUMBER OF RETAIL OUTLE	0.19	3	0.57
	1		**3.33**

Market Share of Paktel:

ATTRIBUTES	A =WEIGHTS	B = RATING (1-5)	C= MARKET SHARE A x B
PAKTEL			
COVERAGE	0.3	3.5	1.05
TARIFF	0.1	3	0.3
VOICE CLARITY	0.03	3	0.09
VALUE ADDED SERVICES	0.09	2	0.18
BRAND IMAGE	0.1	2.5	0.25
NUMBER OF USERS	0.15	3	0.45
MARKETING INTENSITY	0.04	3	0.12
NUMBER OF RETAIL OUTLE	0.19	4	0.76
	1		**3.2**

Market Share of Al-Warid:

Al-Warid			
ATTRIBUTES	**A =WEIGHTS**	**B = RATING (1-5)**	**C= MARKET SHARE A x B**
COVERAGE	0.3	3	0.9
TARIFF	0.1	1.5	0.15
VOICE CLARITY	0.03	3.5	0.105
VALUE ADDED SERVICES	0.09	3.5	0.315
BRAND IMAGE	0.1	3.5	0.35
NUMBER OF USERS	0.15	2.5	0.375
MARKETING INTENSITY	0.04	3.5	0.14
NUMBER OF RETAIL OUTLE	0.19	1.5	0.285
	1		**2.62**

Market Share of Telenor:

Telenor			
ATTRIBUTES	**A =WEIGHTS**	**B = RATING (1-5)**	**C= MARKET SHARE A x B**
COVERAGE	0.3	3	0.9
TARIFF	0.1	1	0.1
VOICE CLARITY	0.03	3	0.09
VALUE ADDED SERVICES	0.09	3.5	0.315
BRAND IMAGE	0.1	0.5	0.05
NUMBER OF USERS	0.15	2.5	0.375
MARKETING INTENSITY	0.04	3.5	0.14
NUMBER OF RETAIL OUTLE	0.19	1.5	0.285
	1		**2.255**

Market Share of Instaphone:

Instaphone			
ATTRIBUTES	**A =WEIGHTS**	**B = RATING (1-5)**	**C= MARKET SHARE A x B**
COVERAGE	0.3	3	0.9
TARIFF	0.1	3	0.3
VOICE CLARITY	0.03	0.5	0.015
VALUE ADDED SERVICES	0.09	0.5	0.045
BRAND IMAGE	0.1	0.5	0.05
NUMBER OF USERS	0.15	1	0.15
MARKETING INTENSITY	0.04	2	0.08
NUMBER OF RETAIL OUTLE	0.19	2	0.38
	1		**1.92**

8.4: Annexure D

8.4.1: Calculation of Brand Foot Printing

Calculations for Actual Brand Foot Printing Attributes

Actual		Mobilink		Telenor		Ufone		Paktel		Al-Warid		Instaphone	
Attributes	Wts	Rat. 1-5	W.I	Rat. 1-5	W.I	Rat. 1-5	W.I	Rat. 1-5	W.I	Rat. 1-5	W.I	Rat. 1-5	W.I
Awareness	0.25	5	1.25	2	0.5	4	1	3.5	0.88	2	0.5	4	1
Positive feelings towards the brand	0.25	3	0.75	2	0.5	4	1	3	0.75	3	0.8	2	0.5
Uniqueness	0.3	4	1.2	2	0.6	3.5	1.05	2	0.6	3	0.9	1	0.3
Purchase Intent/ relevance	0.2	3	0.6	2	0.4	3	0.6	2.5	0.5	2	0.4	1	0.2
	1		3.8		2		3.65		2.73		2.6		2

Calculations for Desired Brand Foot Printing Attributes

Desired		Mobilink		Telenor		Ufone		Paktel		Al-Warid		Instaphone	
Attributes	Wts	Rat. 1-5	W.I	Rat. 1-5	W.I	Rat. 1-5	W.I	Rat. 1-5	W.I	Rat. 1-5	W.I	Rat. 1-5	W.I
Awareness	0.25	5	1.25	5	1.3	5	1.25	5	1.25	5	1.3	5	1.25
Positive feelings towards the brand	0.25	5	1.25	5	1.3	5	1.25	5	1.25	5	1.3	5	1.25
Uniqueness	0.3	5	1.5	5	1.5	5	1.5	5	1.5	5	1.5	5	1.5
Purchase Intent/ relevance	0.2	5	1	5	1	5	1	5	1	5	1	5	1
	1		5		5		5		5		5		5