

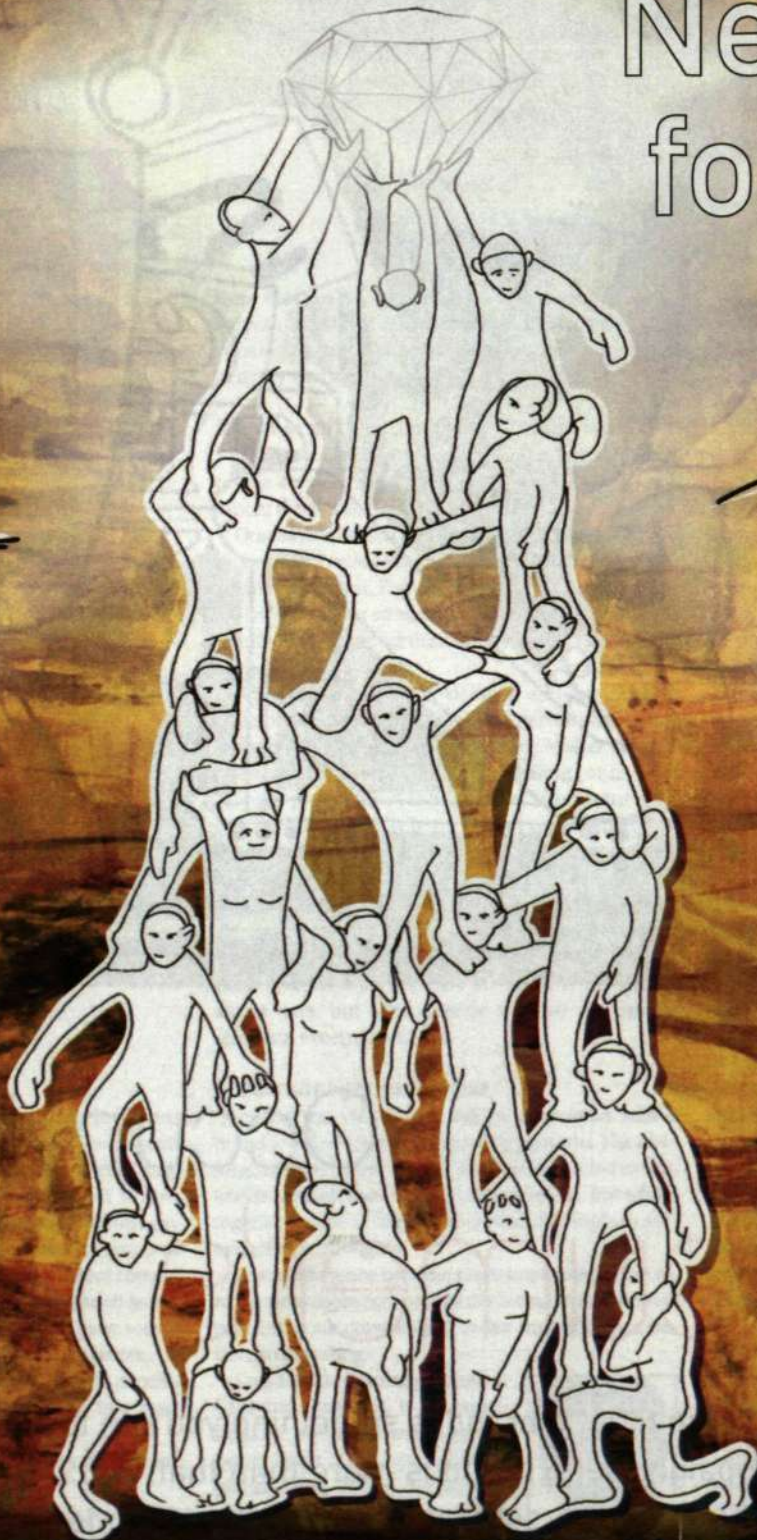
# CONTACT

THE PUBLICATION FOR ERICSSON  
EMPLOYEES AROUND THE WORLD

SPECIAL · 2004

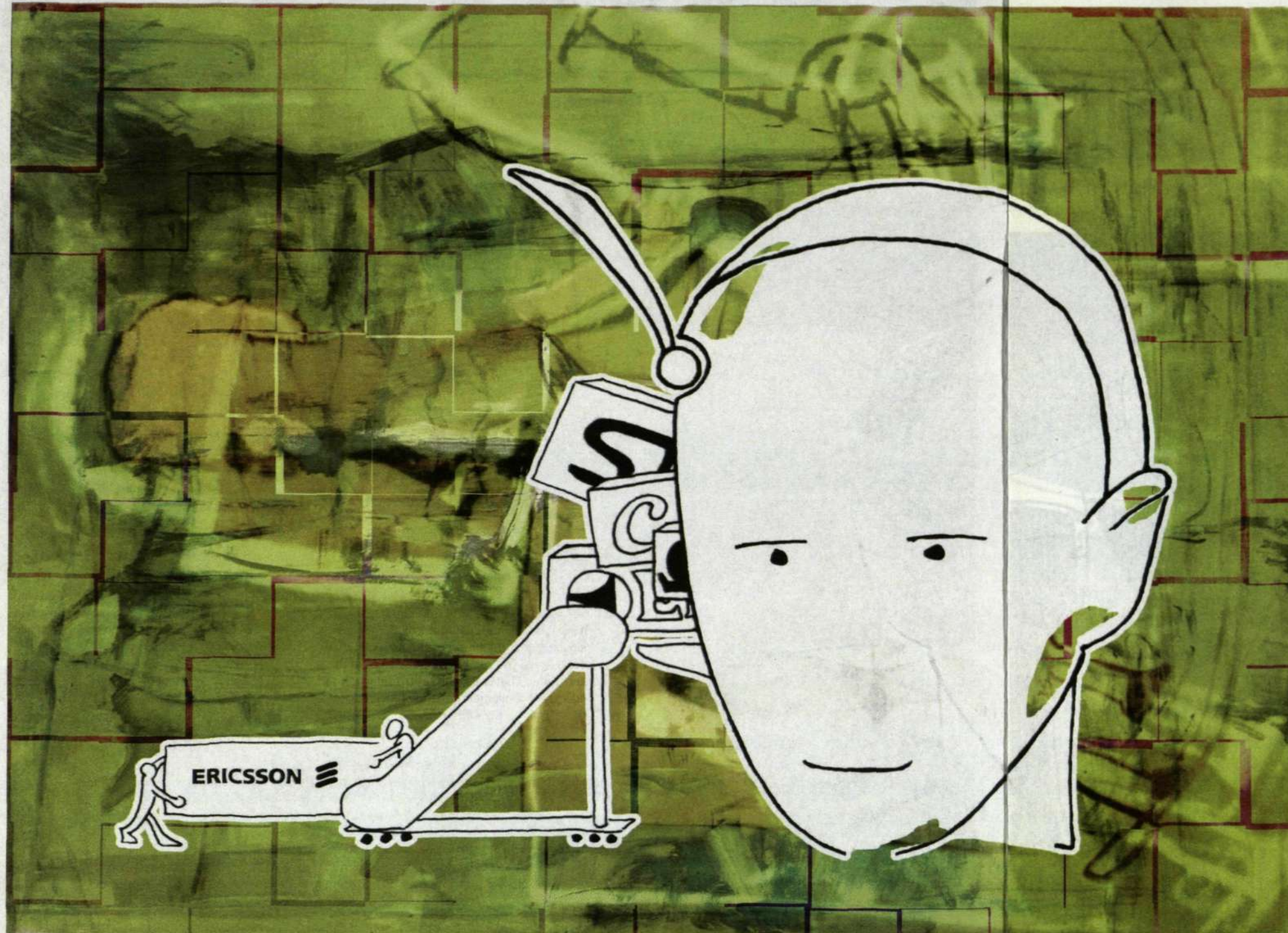
▽ Illustration: Studio Kongo

New start  
for brand



new brand platform: background

text: jesper mothander. jesper.mothander@journalistgruppen.se illustration: studio kongo



## Occupying the consumer's mind

It is a common misunderstanding that a brand is something you can touch: a logotype, a product, an advertising campaign. But a brand is more than that: **it is a collection of values and emotions.** It is an asset that is worth a lot of money, an asset that every smart company cares for and invests in. This special edition of Contact magazine describes the new brand platform, the work behind it and what it means to Ericsson employees.

**There is no doubt that** a strong brand is a factor for success. There are two reasons for this. The first can be found in technical development and that truly unique products are extremely rare today. It is now possible to apply reverse engineering to just about any product and then manufacture it yourself. A group of well-trained chemists could produce an exact copy of Coca-Cola within a few weeks. A company such as Accenture offers services built on work processes, something that in principle is impossible to keep secret.

The other strong argument for a brand's significance is globalization, and how the world as a marketplace is shrinking.

There are so many more purchasing options available than 50 years ago.

If you think about cars, you can reel off a lengthy list: Volvo, Saab, Opel, BMW and so on. A brand that is not on that list faces an uncertain future, and more companies are constantly striving to be included. With business-to-business, or

B2B, trade, the phenomenon is even more widespread, where acquisitions and partnerships are constantly increasing the number of competitors in every market.

### A corner of the consumer's mind

The brand should not be confused with the product or the service. A brand is not something you can touch; it exists only in the customer's consciousness.

One saying is that the brand is the most valuable piece of real estate you can buy: a little corner of the consumer's mind. That is also the key to understanding brand loyalty: consumers have different grades of loyalty depending on their different perceptions of a brand's worth.

Branding thus has a definite and measurable effect on a company's financial performance. But branding is a rather abstract science. Walter Landor, a legend in advertising and marketing, once said: "Simply put, a brand is a promise." He meant that, by building a strong brand, you can attach it to a product or a service, using your brand to promise that the customer will be satisfied. If we say that Contact is the Rolls-Royce of internal magazines, we are giving the reader a promise. Rolls-Royce is such a strong brand that the reader cannot misunderstand, even for a moment, that we are talking about cars, but sees directly that we are talking about an exceptional read.

### A top management issue

Deciding the values that will be associated with a brand is called creating a branding platform. The platform is often based on a series of value-loaded words, which on their own may not say so much, but which together create a unique impression that leads to several creative thoughts.

As branding has become more important, it has also become more accepted in the board room. You will not find a successful CEO today that does not believe in branding.

Carl-Henric Svanberg, Ericsson CEO and President, is no exception. He says the brand is an important part of Ericsson's philosophy and that "living" the brand is something that all employees need to do for the company's continued success. Further proof of the importance Svanberg sets on branding issues is his declaring



Make Yourself Heard was Ericsson's major attempt at attracting the broader consumer segment.



Harry Hotline was the figurehead when the term "management by walking around" was coined in one of Ericsson's first campaigns directed towards consumers.

that he has ultimate responsibility for Ericsson's brand. He is the first Ericsson CEO in modern times that has not delegated branding.

### A long and winding road

Up until the take-off of mobile telephony, Ericsson did not really speak about the need for coordinated work on brand positioning. It had long-term and close relationships with state-owned monopolies for post, telecoms and telegraphy.

And then conditions for Ericsson changed almost overnight. It became a company reliant on individual consumer's good will.

Pia Gideon, vice president, Marketing and External Communication, which includes branding, says Ericsson took quite a wandering path to its modern brand, "which is a paradox, because Ericsson is fundamentally such a strong brand."

Does anyone remember Harry Hotline? It was Ericsson's first real consumer campaign. With the wisdom of hindsight, it may have looked a bit goofy, but based on the conditions then, it was well thought-out and successful. Ericsson knew that business people were the ones who could afford mobile telephony and that they saw it as an important everyday tool.

Once mobile telephony became a real mass-market product, Ericsson needed once again to reposition its brand. It created its first fully-developed brand platform on a global scale, using the tagline Make Yourself Heard.

Ericsson wanted to be perceived as an exclusive brand, with top functionality and good engineering. The hope, which maybe was not fully realized, was that even broad market segments could be attracted to a serious reputation as the best-quality company. More recent platforms have been The Power of Mobility, It's an Everyday Thing, and last year's Constructive Thinking.

### Branding not the same as advertising

Campaigns are the visible side of branding, clear impressions that can be seen in a historical context. But, as Dusyant Patel, head of marketing and sponsorship, points out: "The first and most common mistake that people make is to confuse branding and advertising. It is all about the people that make up the company. Ericsson's greatest assets in terms of branding are its employees. Our brand permeates our way of working, which then strengthens the promise that the brand gives through different channels."



Pia Gideon



Carl-Henric Svanberg

new brand platform: a transformed industry

text: jesper mothander, jesper.mothander@journalistgruppen.se illustration: studio kongo

# Getting the right image

Ericsson is already an incredibly strong brand. But the world's perception of the company is not the one that Ericsson wants to promote. The natural way forward is a transformation, one that will take time, resources and most of all cooperation.

**Ericsson as a company** has transformed dramatically in just a few years as a result of shifts in the telecom industry. Such changes obviously affect perceptions of Ericsson, as well as its branding goals.

Business-to-business (B2B) sales are nothing new for Ericsson – but the conditions for branding in relation to other companies have changed significantly.

As a pure B2B company, Ericsson today has fewer customers but better recognition of its brand. The customers are definitely more active; you could say that within B2B, Ericsson doesn't sell, the customers buy.

It is easy to presume that companies make all their purchasing decisions based on rational, clear grounds such as technical performance, compatibility, price and so on. But the brand still plays a role in that equation – a promise and the subsequent results are not always the same thing. Even giant companies are made up of real people who make the decisions whether to buy.

## Brand not known to all

And even if Ericsson can reach those decision makers, it cannot rest easy. Dusyant Patel, head of marketing communication and sponsorship, says Ericsson has about 400 customers today, and that they all know what it represents. "But that is not enough. If we look at our potential customers, they are not all engineers who recognize us," Patel says.



Dusyant Patel

Take the example of a smaller operator going to a bank to finance a new network. A bank officer examines the application and says: "Hmm, it looks good, but why are you thinking of buying the equipment from Ericsson? Isn't Nortel really good at this?" Reaching out to that bank officer and changing his perception of Ericsson can be a deciding factor in the company's future.

## After Constructive Thinking

When the previous branding platform was launched in early 2003, using the phrase Constructive Thinking, the plan was to use it in this context.

At the same time, Ericsson got a new corporate leadership and in the following reorganization moved responsibility for marketing communication from the corporate strategy function to the external communication department. When the platform was re-examined by some new eyes, a gap was identified between the message of "Constructive Thinking" and the image that Ericsson wanted to communicate.

Pia Gideon, vice president, Marketing and External Communication, says: "Constructive Thinking gave a strong impression of what Ericsson stands for today: technical leadership and innovative thinking. But it was missing the perspective of us listening more to the customer."

The creative side of the platform was highlighted so strongly that it was difficult for people to see the strategic basis.

And the company realized that the creative platform had not been optimally supported across the Ericsson organization. People were too busy saving the company to put in the required effort. And the limited economic resources also made it difficult to drive the platform.

## Broad support essential

But now, since the telecom industry has recovered from its crisis and the new Ericsson has begun to take shape, it was natural that it would work to

create a new branding platform. One of the most important aspects of the work is to ensure that support is as deeply rooted in the organization as possible.

The General Management Team (GMT) and the 200 top Ericsson managers took part in the build-up in which the strategic basis was created, commitment from the market units was secured (more next page) and finally all employees got to participate in the branding work through workshops.

Gideon says: "There is no Ericsson manager that does not think this is important. The brand is all about feelings, so everyone has opinions and commitment. Now all the managers are pushing in the same direction."

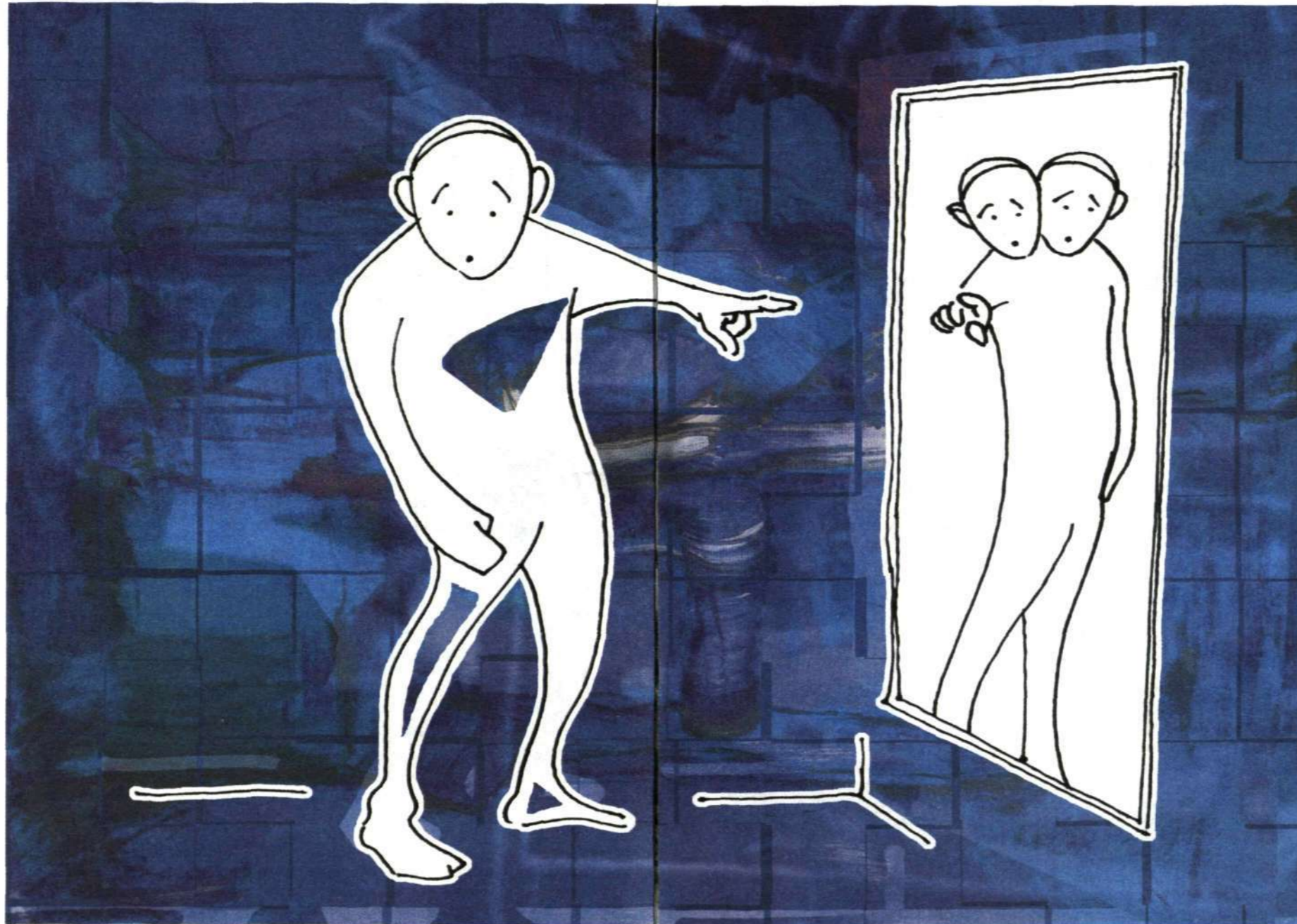
The global perspective is another important as-

pect of the new platform. Just like its customers, Ericsson has to be better at showing a single face. The challenge is to find a lowest common denominator that is undiluted and everyone can get behind.

## Differentiating and relevant

The lead work confirmed that Ericsson's branding platform must be believable, relevant and differentiating. How does Ericsson differentiate itself from its competitors?

There is no single asset to point to, but when you combine the facts that Ericsson is an efficient company showing profit, that with its innovations Eric-



“The brand is all about feelings, so everyone has opinions and commitment.”

Pia Gideon

son is leading the technical development, and that Ericsson has had a global presence for 128 years, you reveal an image of a company that not many competitors can live up to.

That image also includes Ericsson's potential as a brand, the ability from its experience and strength to be able to promise to take the customer forward.

Strengthening the connection with the customer, and pointing out the importance of cooperation, is a key to Ericsson's new brand.

If the work on the previous branding platform came in the middle of a period of drastic change, the situation now looks much better. It is the right time for the company to put its best foot forward.

"A new branding platform indicates new times," Gideon says with pride in her voice.

Patel agrees: "Everyone knows that things have been tough," he says. "Now it is time to show the world exactly who we are and what we stand for." •

new brand platform: how it was done

# Broad cooperation generated result

Creating a new brand platform cannot be an exercise for only a few; in order for the finished platform to be embraced by a majority a firm support is a prerequisite. Getting all those who will work with the platform on a daily basis involved at an early stage was one of the first principles when theory was put into practice.

**A quick survey** of corporate messages worldwide reveals that a variation of Partner for Progress is the expected catch cry. The challenge in creating a new Ericsson branding platform was to get this message across without being lost in the crowd.

A year after the decision was made to develop a new brand platform, Ericsson - Taking You Forward is a reality, and the tag line that Ericsson staff and the world will come to know.

But there was a lot of work in not only coming up with the endline, but how to use it and its message, in all Ericsson's communications.

Urban Fjellestad, director of Global Market Communications, has, together with Dusyant Patel, head of marketing communication and sponsorship, coordinated the entire creative process.

"From day one, two decisions were made: we would establish a close cooperation with the market units that ultimately work with the brand, and we would also work closely with the agencies Publicis, Digitas and Imagination," Fjellestad says.



Urban Fjellestad

Ericsson has long ties with all three agencies - Publicis in working with print media, Digitas with digital media and Imagination with events. Involving the agencies at an early stage was a way to ensure that the ideas behind the brand strategy were fully understood when it came to the creative expression.

## Knowing the outside view of Ericsson

Extensive research, enlisting focus groups and the results of Imtrack, the 400-response annual survey that questions customers and decision-makers on brand perception, was conducted to determine exactly what the outside world thinks of Ericsson and what it wanted from the company.

Andy Byrd, worldwide account director for Publicis, says the research showed customers perceived Ericsson as a company driven by technology, that created products and gave them to the industry rather than a company that listened and cared about its customers' needs.

"Our job was to find the words that overcame that perception," Byrd says. "We need to get across that Ericsson is a partner, and will be a partner, to its customers, and that that partnership will create progress."

"But there are 200 companies out there using these words, partner and progress, we had to find a new, clever way of saying that that clearly differentiated Ericsson from the competition and told people Ericsson has changed."

Patel explains the tagline Ericsson - Taking You Forward sums up that Ericsson, in cooperation with its customers, is innovative and the leader in technology.

"The word 'You' represents the close relation with the customer," Patel points out.

## Finding the common denominator

Even before the tagline was finalized, a working group involving communicators from all over Ericsson was mulling over how best to deliver the Partner for Progress concept in a way that would work irrespective of culture or location.

During a series of workshops involving the agencies, market unit representatives were able to have input into the overall concept as well as the details of the final product.

They scoured the proposed images and platforms for all media, considering not only the big picture but issues as "small" as to whether a woman's dress should be red or black, and the hidden messages that choice could send in different cultural settings.

Fjellestad says the MU collaboration was integral to the process. "The basic pre-requisite was consensus and support internally," he says. "In order to ensure this a workgroup of people responsible for marketing and communication was formed. The regular meetings had a fixed purpose of ensuring that everybody working with the new platform stood united when it was launched and as it is used on a day-to-day basis."

## Feedback a success factor

Vice President of Communications for Market Unit China Tu Min says the decision to involve the market units from the outset was vital to the campaign's ultimate success.

"We are from the market, we know the field, the customers. It was important we had the chance to test their proposals to see if they were right for the market, especially in terms of cultural differences," Tu says.

"Using this metaphor concept, it was important to develop the images that were part of everybody's daily life that they would also work in an Asian context, to make sure the message was intelligible, understandable to all."

Sophia Skaggs, director of marketing communications for Market Unit North America, said direct involvement in the development phase has given the branding platform credibility within the market units and employees the confidence to use it.

"Being involved in formulating the message, as MUs, we have been able to make sure that things that are important to us, important to our markets, have flowed into the campaign," Skaggs says.

"The last platform was a bit abstract in the way it communicated its message, making it difficult to understand. The new campaign fits our needs and is flexible enough that it can be adapted to our specific requirements."

## Metaphor a clever choice

The printed material that constitutes part of the brand platform uses metaphor to get across the Taking You Forward message.

Byrd says the story telling approach provides the "relevant unexpected", an important message for Ericsson customers, told in a new and innovative way which automatically attracts attention because of its uniqueness.

"It was vitally important to deliver the message to them in a simple way that can be quickly decoded and understood," Byrd says.

A different approach is obviously necessary for Ericsson's events campaigns. Sally Crabb, creative di-



Tu Min



Sophia Skaggs



rector of Imagination, says it is the way Ericsson presents itself at major events such as next year's 3GSM World Congress in Cannes that will communicate the Taking You Forward concept directly and personally to customers.

While the trend is to create open stands, Ericsson will instead develop intimate meetings spaces within its stands, providing a consultative environment that fosters partnership and allows business builders to listen and collaborate with the customer.

"We need to confidently communicate that Ericsson is much more about consultation. Creating as many meeting places as possible sends that idea to the customer and brings them to a closer understanding of the brand," Crabb says.

"Customers now expect much more from their suppliers than just knowledge of the product, they

want to know that Ericsson will help them and will listen to their needs and be a partner for their business needs."

#### **A unified digital look and feel**

In the fast-paced, rapidly changing digital world, the challenge was finding a way of using Taking You Forward that would remain fresh as people interacted with the Ericsson brand over an extended period of time.

Digitas Vice President Patrick Rona said whether an e-mail or visit to the company's numerous webpages, customers, decision-makers, journalists and analysts need to see and believe the Ericsson philosophy.

A major overhaul was therefore needed to refocus Ericsson's digital presence. "We had to think of

the target audience, what they wanted to see; change the look from 'what we want to sell' to an environment of what the customer needs and feels is relevant."

"The whole tone, feel, look, whether a site or an email, has to reflect that shift. And it has to be done in a simple, easy way, so that interacting with Ericsson is the smooth, supportive partnership the brand stands for."

Already launched internally, the branding platform will be rolled out through all Ericsson communication.

Employees will receive a tool kit in mid-November with information on how to work practically with the new brand platform, and a sizeable ad campaign is planned for early next year in conjunction with the 3GSM World Congress. •

new brand platform: examples

# Story told in three steps

The most obvious result of Ericsson's new brand platform is a series of advertisements, some of which will be used in a campaign early next year, others to be used as a basis for continued development.

The advertisements use everyday metaphors to tell a story in three steps.

The basic formula is very simple: This is your company, this is your challenge, and this is what Ericsson can do for you.

Neither the classic story-telling formula in three parts, nor the use of metaphors to shift from the abstract to a concrete level, is especially new, but the combination of them, and the fact that no one of Ericsson's competitors do so, should be enough for the company to stand out from the crowd.

Andy Byrd, worldwide account director at Publi-

cis, argues that what really differentiates Ericsson's ads is that the images show a reality that is neither a stereotypical business situation or a labored, "feel-good" day.

"At its roots, we are trying to reach ordinary people, people with the same thoughts, problems and opportunities as everybody else," he says.

Pia Gideon, vice president, Marketing and External Communication, says the advertisements are both bold, because they do not try to tell everything at once, and necessary for giving a common image of Ericsson across the whole world.

"We are building a global brand. That means

that we must find common denominators. It also requires us to dare to simplify things," she says.

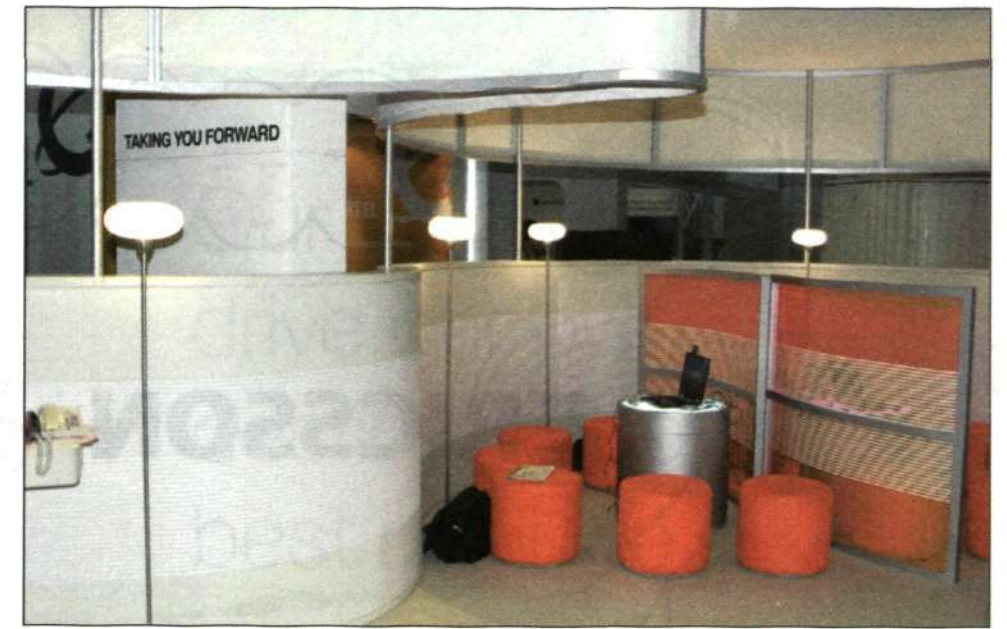
Work at industry fairs and exhibitions, with common-named events, is another important part of building the brand. This involves not just the visual aspects but also how Ericsson and its employees act towards the customers.

Marianne Nordin from the events department explains: "We are going to build our existing concept further.

Those who work on the stand, our 'Business Builders', will give the clear message that it is a meeting place, not just an exhibition."



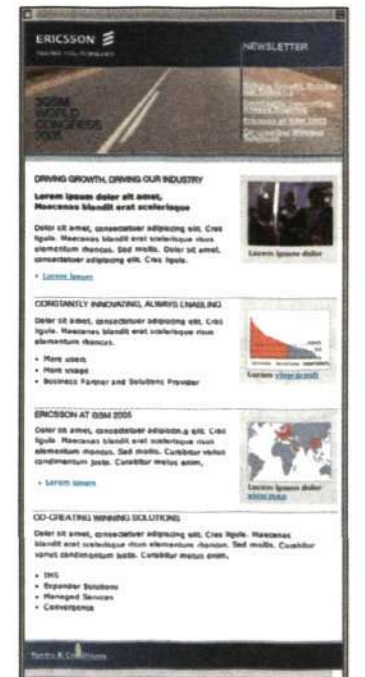
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Ericsson's exhibition stands, like this one at the 3G World Congress in Hong Kong, will facilitate consultative selling.

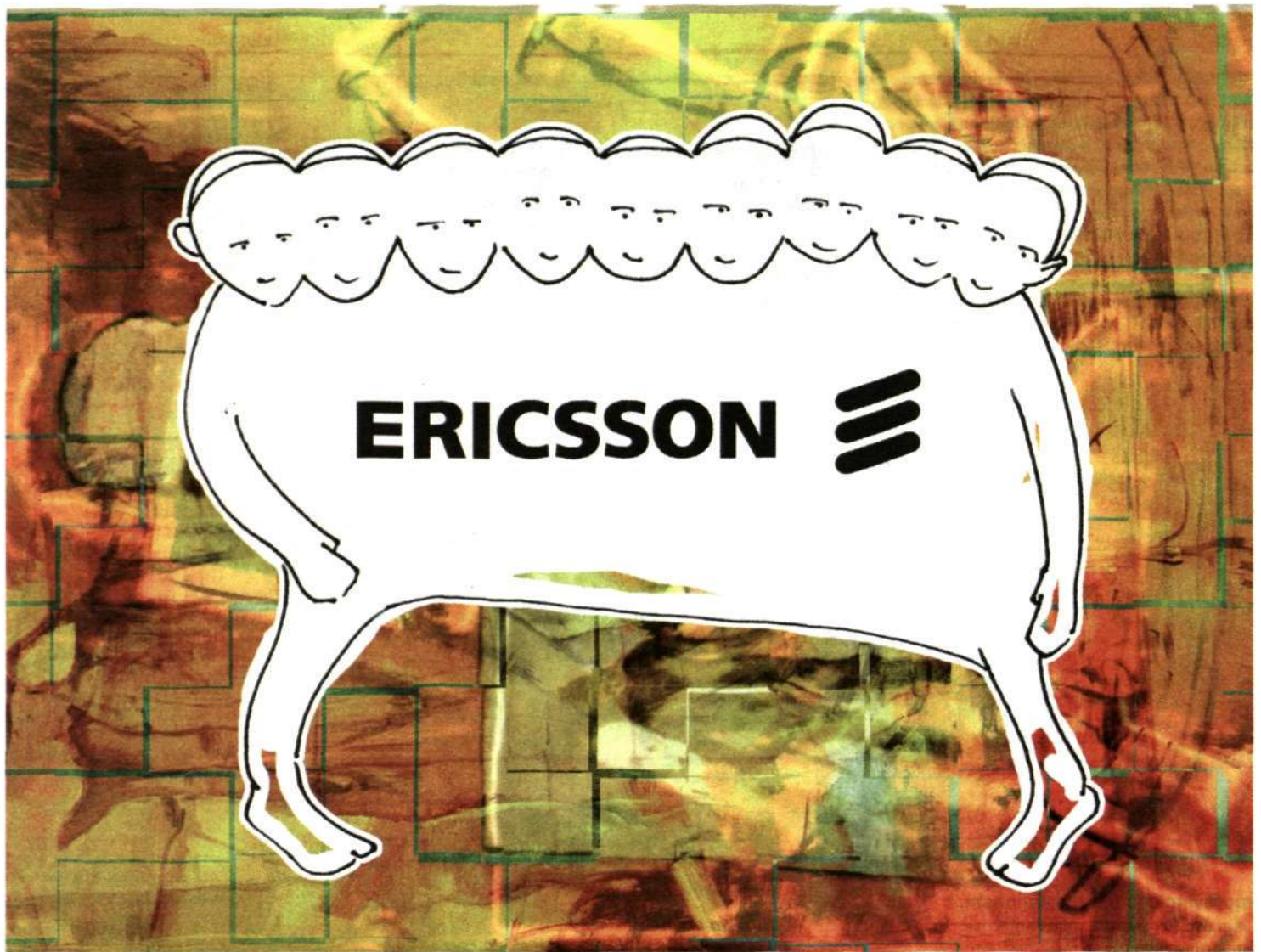


Ericsson's digital presence, represented here by a web site and newsletter, must be consistent and straightforward.



In three steps, the advertisements will show Ericsson in its role as a partner.





# Strength through coordination

Constantly reinforcing that employees rather than campaigns build brands could be perceived as shifting responsibility to those with the least influence. But, it is not just empty words: Ericsson has both a context and a blueprint to help **all employees become true ambassadors of the brand.**

**Branding is much more** than a logo, slogan and pretty pictures. To make the platform work Ericsson employees must live the message.

There is no point telling the world Ericsson has changed its philosophy and treats its tagline seriously if a customer's experience of the company does not live up to the promise.

Ericsson's new Ways of Working reflect the cultural shift from being a "box supplier" to a true partner, and when combined with the principles of operational excellence, form the cornerstones of how employees should work towards living the Partners for Progress philosophy.

### Behavior affects the brand

Johan Svedberg, working with corporate branding, explains each interaction with a customer is vital to maintaining the credibility of the brand. "The brand, in essence, is everything we do, everything we are. It's much more than just an exercise in marketing, it's a behavior, a code," he says.

"We have to live the code, make it come true so we have credibility among our partners. It is very important to convince our customers of this new philosophy, not just in words, but through our actions and deeds."

"The brand, and what it represents, is the reason customers will keep coming back to ask for more. It is often the reason customers are prepared to favor our products, solutions and advices."

Svedberg gives the example of computer company Intel which brands itself on speed. Speed in the product perspective is what gives Intel's customers a competitive advantage, through faster computers. To an employee, the ultimate purpose of Intel's brand promise is clear.



Johan Svedberg

### Improving customer relationships

Taking You Forward implies an active partnership, supporting the customer to move forward through solutions, so that they stay ahead of the competition.

To deliver on that image, Ericsson has to develop deeper relationships through on-going advice and consultancy, a desire to listen and willingness to fix problems, quickly and cost-efficiently, as they arise.

The partnership concept must pervade every aspect of a customer's relationship with Ericsson, from the initial contact, through development and delivery of a solution and then on-going assistance and support during the life of the solution.

Failure to do so will only create distrust as a customer realizes that the face Ericsson presents to the world is a façade not reality.

### Ericsson's core values a base

Our Ways of Working provides a blueprint of how to deliver on the partnership promise with Ericsson's core values forming the cornerstones of the framework.

#### PROFESSIONALISM

- Listening to what the customer wants is vital to show Ericsson has moved from being just a supplier, to a company wanting to support its partners to grow their business. Effective communication leading to true understanding of a customer's needs will help Ericsson deliver a solution which exceeds expectations and helps cement the relationship.
- Keeping commitments builds trust and credibility. Ericsson must sell what it can deliver and deliver what has been promised, in the process showing it has listened and taken seriously the customer's needs and expectations.
- Truth is paramount. Ericsson can not afford to exaggerate or hide information from customers, an open exchange will earn respect and allow customers to plan for any contingency, preserving its own reputation among its customers.

“Our vision is to drive our own destiny, to be the best at all we do.”

Henry Sténson

#### RESPECT

• A shared vision will ensure Ericsson presents a united face. Consistency is everything. Varying messages or promises from different parts of Ericsson give an impression of confusion and disarray leading the customer to lack confidence in the company's ability to deliver.

#### PERSEVERANCE

• Walking the extra mile to deliver what Ericsson promises is integral to showing partners the company values them and will work to ensure a successful partnership, irrespective of the difficulties.

• Its long history shows Ericsson can weather the lean times as well as ride the crest of success, at all times adhering to its founding principle of providing telephony to everyone. This same principle must be applied to Ericsson's customers, supporting them during the good times and sticking by them when times are tough. But also offering the same partnership values whether a multi-million dollar deal, or small contract which brings services to a few.

#### OPERATIONAL EXCELLENCE

Operational excellence forms the fourth cornerstone of the Taking You Forward base. The series of eight steps to True World Leadership equate to work practices which uphold the brand philosophy.

As a natural consequence of adhering to operational excellence guidelines, Ericsson will become a better partner. It will not only create better solutions and products, with shorter lead times and reduced costs, but do so from a "first time right" viewpoint, making sure the customer gets what they want, first time, and that it works from inception.

But operational excellence takes into account that things can and do go wrong. While working to keep these occurrences at a minimum, the new Ericsson

is willing to listen to the customer's concerns and work together to fix them, making sure the customer has the support it needs to also be a leader in its field.

### An important strategic driver

Head of Communications Henry Sténson sees a culture that lives the brand through adhering to Our Ways of Working as the foundation on which Ericsson's business can thrive. As the Ericsson brand becomes a way of life in all Ericsson's business practice, it will naturally become an important driver of the company's strategic direction. As a business to business company, not simply a hardware provider, these ideals are vital for success.

"As a business-to-business provider, branding is really all about how we do business. As people begin to understand what being a business-to-business company is, the importance of living the brand will become self-evident," Sténson says.

"We are no longer a box provider than can rely on flashy advertising, there is so much more involved, with everyone in the Ericsson team a vital link in the connection to the customer."

"Our vision is to drive our own destiny, to be the best at all we do. But to do that we need a culture that supports it. A bad working culture will always defeat the best of plans. If the culture does not support it, it will never work."

During the coming months and next few years, Ways of Working and its importance in living the brand, will be implemented across the entire company. Workshops, seminars, brochures and even video will be used to help employees understand the new work culture and company philosophy, at the same time providing the opportunity for employees to contribute to day-to-day practice of the ideals. •



Henry Sténson



## Brand – a powerful and positive force

**Ericsson is the leading** company in the telecom industry. And that is what we, together, will continue to be. After some hard years, the wind has changed. We are showing profit, customers are asking for our solutions and growth is back. We must not forget that we have recovered better from the slump that hit the industry than many competitors. We are very well positioned for the future.

Now we face a new time, one that demands that we are equipped for creating lasting success. We have to do it, but that requires all of us working for Ericsson to push in the same direction.

My job is to plot our course, but we all have responsibility for holding that course. The result of all our common efforts is a powerful and positive force, one that we must use in the best way and show to the world. Another word for that force is our brand.

“We must be perseverant, and the image we communicate must be consistent over the long term.”

This extra issue of Contact explains in detail why our brand is so important, how we want to change perceptions of Ericsson and what we can do together so that customers get a clear image of us. Two factors are essential for our success.

• We are one company working across the whole world according to the same principles.

Our basic values – professionalism, respect and perseverance – must permeate everything we do. The booklet Our Ways of Working provides even more support for employees. A customer should meet the same Ericsson regardless of whom he or she is talking to.

Our brand is global, not a combination of lots of local brands.

• Changing customer perceptions of Ericsson will not happen overnight. We must persevere, and the image we communicate must be consistent over the long term. We have the time to wait for the results, but we have no time to lose getting going. The platform on which our brand is built is relevant for a long time to come.

The new brand platform, based on the concept Partner for Progress and which uses the new tagline Ericsson – Taking You Forward, has already been launched internally and will be seen more and more. The 3GSM World Congress in Cannes next February and an advertising campaign at the start of next year are two examples.

Taking our customers forward also means taking ourselves forward. That means developing, growing and having fun.



**Carl-Henric Svanberg**  
CEO and  
President

### survey

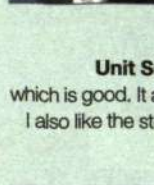
Contact magazine was able to attend a showing of the print ads that are one result of the new brand platform. We asked the opinions of some of the communicators that were part of the working groups leading up to the ads.

## • What do you think about the new brand platform and the print ads?



**Jatin Ahluwalia, senior manager marketing, Market Unit India and Sri Lanka:**

"I think it will really take Ericsson forward. It has a positive expression and it's much better than what we've done in the past in the brand area."



**Lungelwa Tyali, communications director, Market Unit Sub-Saharan Africa:** "It has a very strong business focus, which is good. It also concentrates on how Ericsson supports its customers. I also like the story-telling format and the tagline Taking You Forward. But I think the platform at this moment lacks diversity."



**Ida Ruzaini Altahari, senior manager communications, Market Unit South East Asia:**

"I think we came up with the best concept we could in our work with a new platform. In the future I hope we can deliver more of a 'wow' message."

**Patricia Maclean, communications manager, Canada, Market Unit North America:**

"It has a very fresh perspective, going in a different direction than we normally have done in branding. We'll ask a couple of employees to become brand ambassadors, helping us to deliver the message."



**Ilyana Guzman, communications manager, Market Unit Mexico:**

"It matches perfectly with the image of Ericsson as a business-to-business company, the image we want people to perceive. I also think that it was important we had participants from several market units involved in the workshops which created the platform."

**Marina Levina, vice president communications, Market Unit Eastern Europe and Central Asia:**

"I like the concept and the tagline that says Ericsson is a partner for progress. But the pictures don't represent the same strong message."



text: henrik nygård photo: hanna telemann

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