



慶應義塾大学ビジネス・スクール

“NTT West — Flet’s Hikari Campaign”

Nippon Telegraph and Telephone West Corp. (NTT West), which was established with a capital of ¥312 billion in July 1999 following the east-west division of its predecessor, is one of Japan’s largest companies, employing about 5,800 people and covering the western side of the country, from Tokai and Hokuriku to Kyushu and Okinawa. In fiscal 2007 NTT West’s operating revenues came to about ¥1.9 trillion. By breakdown of these revenues, voice transmission services accounted for the largest share at about ¥1 trillion, and next, also with a large share, came Internet protocol (IP) services at about ¥400 billion.

In its Medium-Term Management Strategy, NTT West states that “We will shift to a business management centered on optic-fiber and IP services, and we will endeavor to strengthen our management base with the target of realizing the single-year profitability of optic-fiber services and increasing revenues by ¥200 billion through growth strategies by the end of fiscal 2012.” One of the services that stand at the core of this Medium-Term Management Strategy is Flet’s Hikari, an optic-fiber broadband cable service. In fiscal 2007 the number of subscriptions to Flet’s Hikari was about 3.9 million. NTT West planned a cross-media marketing communication strategy aimed especially at campaigning at large discount stores toward achieving its target for the next fiscal year of a net increase of 1.4 million subscriptions.

NTT West

Until the establishment of Nippon Telegraph and Telephone Public Corporation (NTT) as a public enterprise in 1952, the telegraph and telephone business in Japan had been operated directly by the government. In 1979 the NTT public corporation established a system of nationwide direct dialing for

Akihiro Inoue (Professor, Graduate School of Business Administration, Keio University) prepared this case as the basis for class discussion rather than to illustrate either the effectiveness or ineffectiveness in the handling of an administrative situation. In addition, Kana Ozawa, an assistant professor of marketing in the Department of Economics at Ryutsu Keizai University, cooperated in gathering and arranging materials for the compilation of this case; her assistance is very much appreciated.

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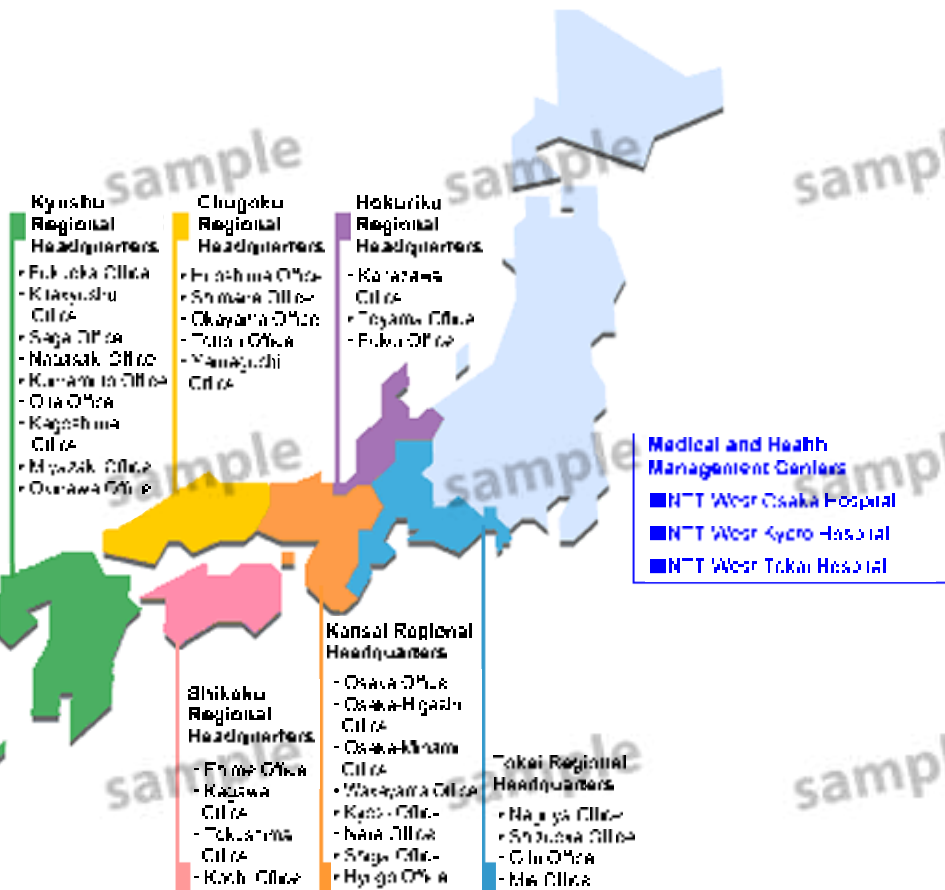
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telephones. In 1985 the public corporation became a joint-stock company with the inauguration of Nippon Telegraph and Telephone Corp. (NTT), which was listed on the First Section of the Tokyo Stock Exchange in 1987. NTT Mobile Communications Network commenced operations in 1992, and NTT Data Communications Corp. (which became NTT Data Corp. in August 1998) was listed on the First Section of the Tokyo Stock Exchange in 1996. The digitization of Japan's domestic communications network was completed in 1997, and NTT Mobile Communications Network (which became NTT DoCoMo in April 2004) was listed on the First Section of the Tokyo Stock Exchange in 1998. The reorganization of NTT was implemented in July of the following year.

On July 1 in 1999, NTT was split up and reorganized into four main companies. One was Nippon Telegraph and Telephone Corp. (NTT), a pure holding company that does not engage directly in business itself but manages and oversees the businesses of the NTT Group as a whole. Under this holding company there are two regional telecom companies, NTT East and NTT West, and a long-distance and international telecom company, NTT Communications. In addition, the holding company owns shares in group companies, such as NTT Data and NTT DoCoMo, and oversees the management of the group as a whole.

When NTT was reorganized in July 1999, Nippon Telegraph and Telephone West Corp. (NTT West) was founded as a regional telecom company covering western Japan. It has regional headquarters in Hokuriku, Tokai, Kansai, Chugoku, Shikoku, and Kyushu, is capitalized at ¥312 billion, and has about 5,800 employees.

Figure 1: NTT West's Operating Regions



In fiscal 2007 NTT West's operating revenues came to about ¥1.9 trillion, operating income to about ¥14 billion, recurring profit to about ¥25 billion, and net income to a deficit of about ¥38 billion (Figure 2). Of the operating revenues, voice transmission services revenues accounted for the largest share at about ¥1 trillion, followed, also with a large share, by IP services revenue at about ¥400 billion (Figure 3).

In its Medium-Term Management Strategy, NTT West states that "We will shift to a business management centered on optic and IP services, and we will endeavor to strengthen our management base with the target of realizing the single-year profitability of optic services and increasing revenues by ¥200 billion through growth strategies by the end of fiscal 2012." This Medium-Term Management Strategy clearly sets forth the three aspects of increasing revenue, improving services, and reducing costs. As growth strategies toward the increase of revenues, it cites "the discovery of new businesses through the establishment of application platforms," "the expansion of on-premises business," "the development of business utilizing our resources and know-how," and "the expansion of sales in the office market for small and medium-sized enterprises." As service improvement, it stipulates "the promotion of with-the-customer activities" to supply added value to customers. And as a means of strengthening the corporate structure, it specifies "cost reduction through the promotion of managerial reforms" and "the promotion of environmental management."

Figure 2: Summary of NTT West's Financial Statement

(Unit: ¥ billion)

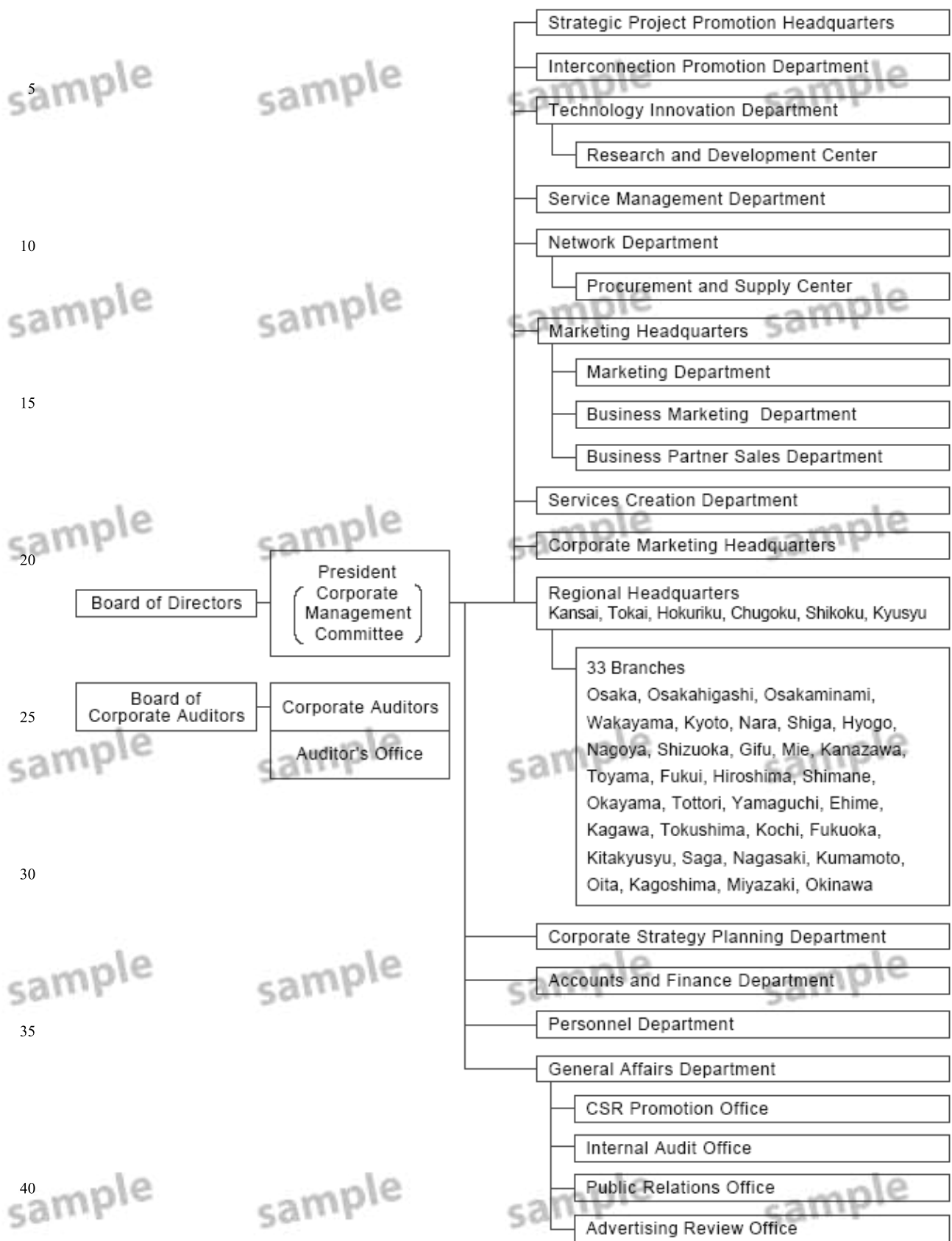
| | Current term | Previous term | Increase/decrease | | Next-term forecast |
|--------------------|--------------|---------------|-------------------|----------|--------------------|
| Operating revenues | 1,901.2 | 1,951.5 | -50.2 | (-2.6%) | 1,871.0 |
| Operating expenses | 1,887.3 | 1,931.0 | -43.7 | (-2.3%) | 1,866.0 |
| Operating income | 13.9 | 20.4 | -6.5 | (-32.0%) | 5.0 |
| Recurring profit | 24.8 | 54.0 | -29.1 | (-53.9%) | 10.0 |
| Special profits | 156.7 | 46.8 | 109.9 | (234.9%) | - |
| Special losses | 111.7 | 13.1 | 98.5 | (751.0%) | - |
| Net income | -37.7 | 28.3 | -66.0 | (—) | 6.0 |

Figure 3: Breakdown of NTT West's Operating Revenues

(Unit: ¥ billion)

| | Current term | Previous term | Increase/decrease | | Next-term forecast |
|---------------------------------|--------------|---------------|-------------------|----------|--------------------|
| IP services revenues | 385.8 | 304.9 | 80.9 | (26.5%) | 490.0 |
| Voice transmission revenues | 1,016.8 | 1,140.0 | -123.4 | (-10.8%) | 893.0 |
| Leased circuit revenues | 158.2 | 165.6 | -7.3 | (-4.4%) | 155.0 |
| Telegram revenues | 27.2 | 27.6 | -0.3 | (-1.4%) | 25.0 |
| Other revenues | 147.6 | 156.8 | -9.2 | (-5.9%) | 138.0 |
| Supplementary business revenues | 165.5 | 156.3 | 9.2 | (5.9%) | 170.0 |
| Total operating revenues | 1,901.2 | 1,951.5 | -50.2 | (-2.6%) | 1,871.0 |

Figure 4: Organizational Chart of NTT West (as of July 2008)



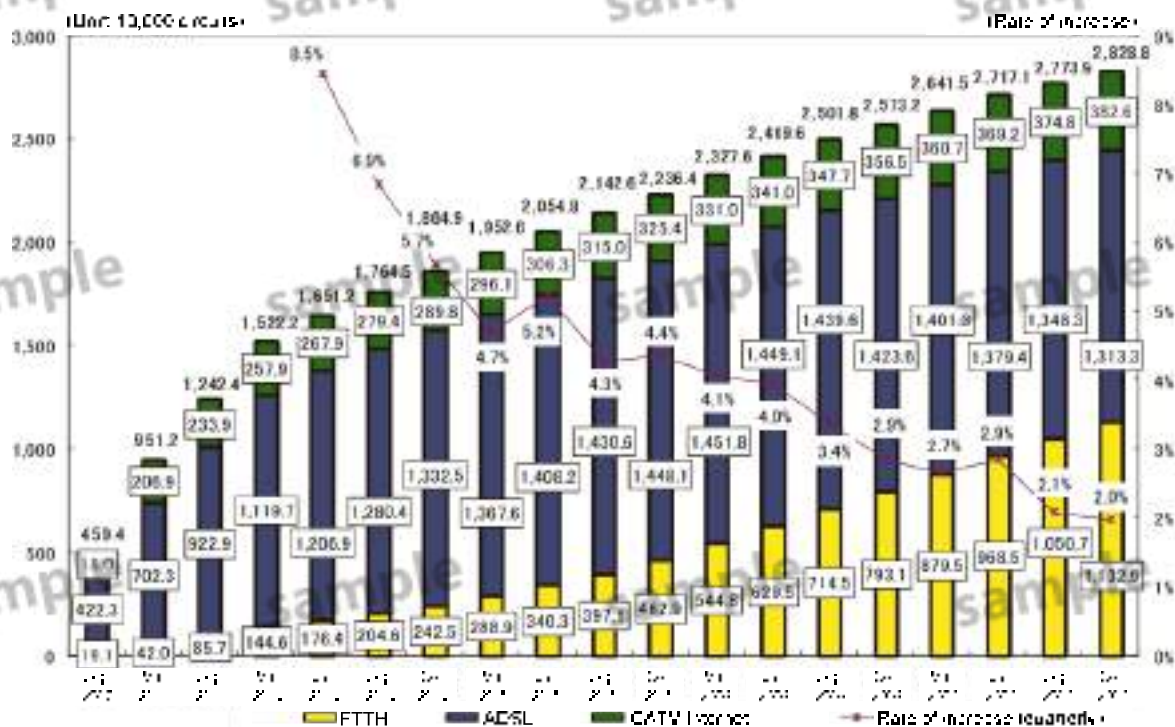
http://www.ntt-west.co.jp/info_e/about/pdf/e_nttwest_profile.pdf

One of the services that stand at the core of this Medium-Term Management Strategy is Flet's Hikari, an optic-fiber broadband cable service. In fiscal 2007 the number of subscriptions to Flet's Hikari was about 3.9 million. NTT West planned a cross-media marketing communication strategy aimed especially at campaigning at large discount stores toward achieving its target for the next fiscal year of a net increase of 1.4 million subscriptions. **Figure 4** shows an organization chart of NTT West as of July 2008.

The Broadband Market in Western Japan and the Kinki Region

Since 2003 the Ministry of Internal Affairs and Communications has divided the Internet connection area market broadly into Internet connection services and Internet connection circuit services. The former, Internet connection services, demarcate the Internet service provider market as a whole, regardless of type of Internet connection circuit service. The latter, Internet connection circuit services, classify the services into two main categories, narrowband and broadband, and five categories as a whole. That is to say, there is the narrowband market with dial-up (DU) and ISDN (integrated services digital network) always-on connection and the broadband market with ADSL (asymmetric digital subscriber line), FTTH (fiber-to-the-home using optic-fiber broadband cables), and CATV (cable television) Internet. Furthermore, regarding FTTH, it divides the market separately as services for single detached houses and services for apartment buildings (multi-household dwellings). The reason for demarcating single detached houses and apartment buildings is that the supply situation for the two markets is different. Unlike detached houses, for which the choice of company and circuit speed can be decided freely by the resident household, in the case of apartment buildings there are physical restrictions; for example, decisions require the agreement and approval of the residents and the caretaker company.

Figure 5: Trends in the Number of Subscribed Circuits in the Broadband Market



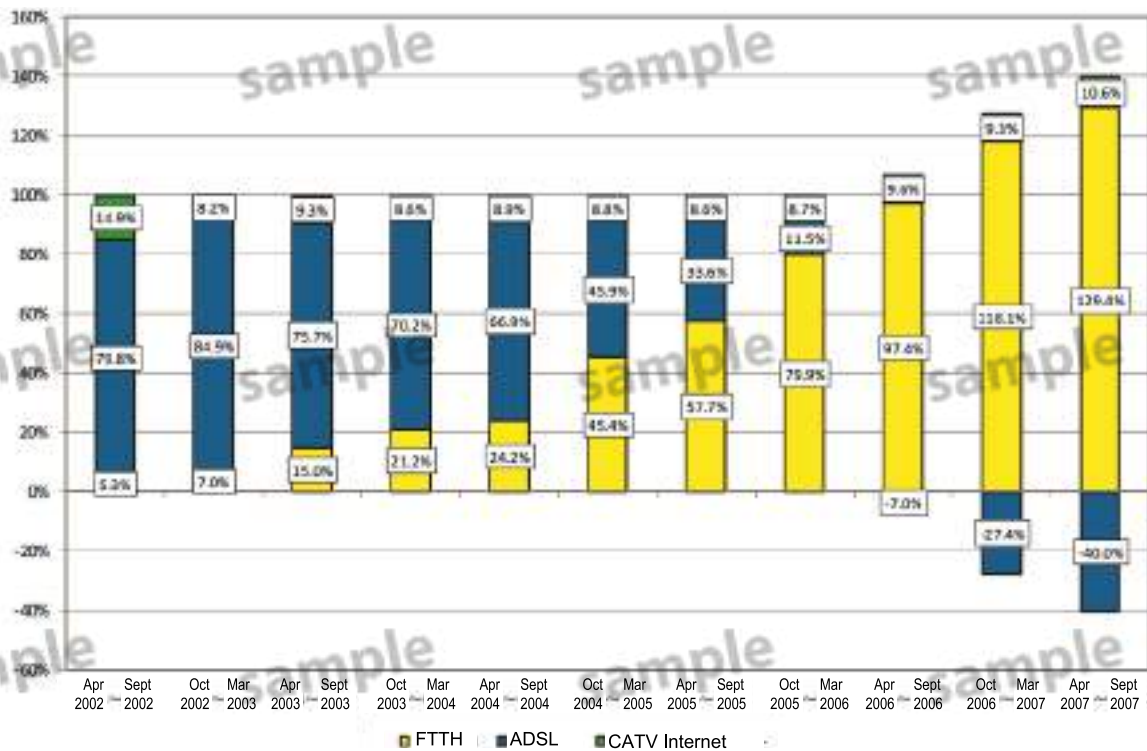
Note: Figures before March 2004 include some estimates.
 Source: Materials of the Ministry of Internal Affairs and Communications.

According to the “Competition Review in the Telecommunications Business” issued by the Ministry of Internal Affairs and Communications in September 2008, in March 2005 there were about 2.9 million FTTH subscribed circuits, about 13.7 million ADSL subscribed circuits, and about 3 million CATV subscribed circuits. At the end of 2007, however, the number of subscribed circuits was about 11.3 million for FTTH (up about 3.9-fold from March 2005), about 13.1 million for ADSL (up about 0.95-fold), and about 3.8 million for CATV (up about 1.26-fold). In view of the fact that the number of subscriptions in the market as a whole, which had expanded from about 19.5 million circuits to about 28.3 million circuits, had increased 1.45-fold, it was evident that optic-fiber broadband cable FTTH would be the key from then on.

Another set of data backing up this point, taken from the same material, was a comparison of shares in the net increase in the number of subscribed circuits in this broadband market (Figure 6). This data showed that while ADSL had been on a downward trend since 2006 and CATV was maintaining stable growth at 8%–10%, FTTH was growing rapidly.

Based on the same materials by the Ministry of Internal Affairs and Communications, looking at the regional share of the FTTH market in western Japan in 2007, we see that NTT West had a share of over 90% in Hokuriku and Okinawa and around 70%–80% in Tokai, Chugoku, Shikoku, and Kyushu. The sole exception to NTT West’s dominance was in the Kinki region, where its share was about 56%. NTT West’s principal rival here was K-Opticom Corp., which was founded in 1988 with a capital of ¥33 billion and is wholly owned by Kansai Electric Power Co. Inc.

Figure 6: Composition of Net Increases in the Number of Subscribed Circuits in the Broadband Market



Note: Figures before March 2004 include some estimates.
Source: Materials of the Ministry of Internal Affairs and Communications.

K-Opticom was established in April 1988 as Kansai Telecommunication Services Co., an optic-fiber leasing firm. It changed its name to K-Opticom in June 2000 and merged with the CATV firm Kansai Cable Service Co. in November of that year. K-Opticom has its headquarters in Nishitenma, Kita-ku, Osaka, and has engaged in telecom services for individuals and companies in the Kansai region. Other telecom enterprises affiliated to electric power companies in Japan are Hokkaido Telecommunication Network Co., Tohoku Intelligent Telecommunication Co., Tepco Systems Corp., Hokuriku Telecommunication Network Co., Chubu Telecommunications Co., K-Opti Cyberport Corp. (a wholly owned subsidiary of K-Opticom), Energia Communications, Inc., STNet, Kyushu Telecommunication Network Co., and Okinawa Telecommunication Network Co.

In 2007 K-Opticom had external sales of about ¥80 billion and a recurring profit of about ¥4 billion and achieved about 650,000 FTTH subscriptions. Its forecasts for 2008 were external sales of about ¥90 billion, a recurring profit of about ¥7.5 billion, and about 800,000 FTTH subscriptions.

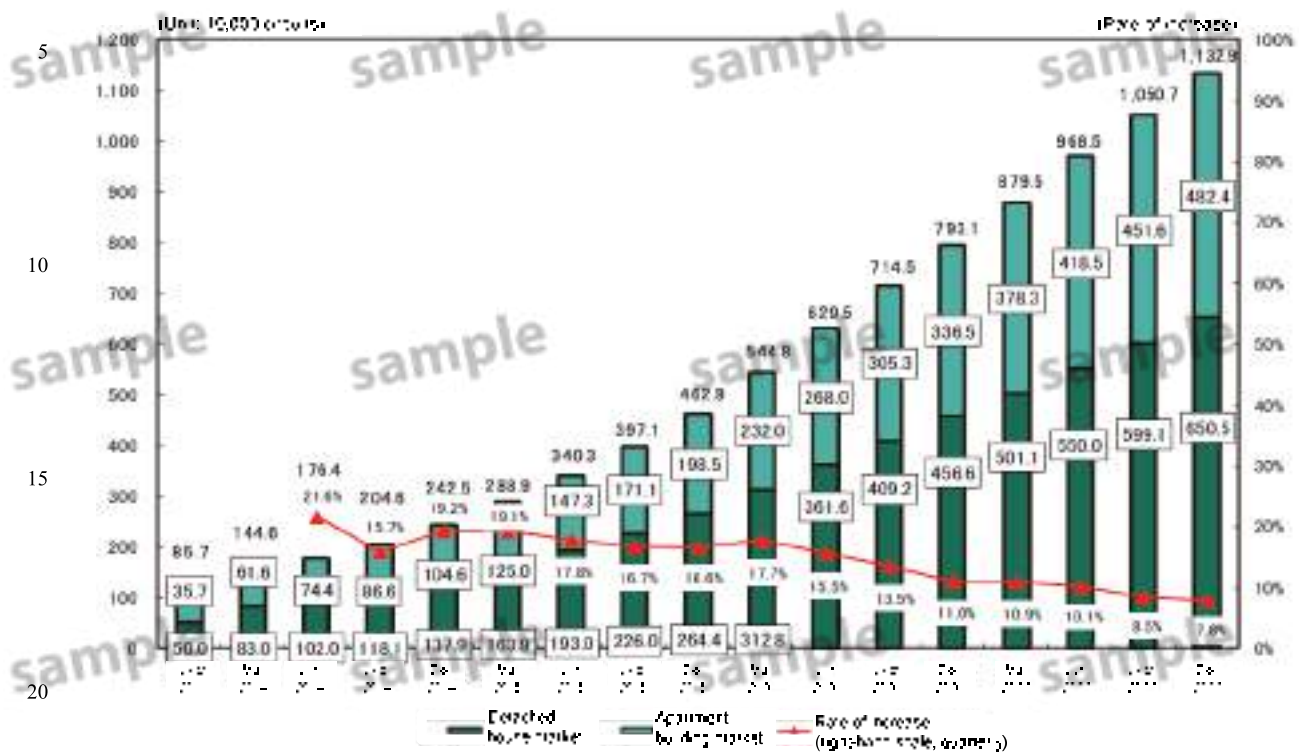
In fiscal 2007 NTT West's IP services revenues in the whole of western Japan amounted to about ¥400 billion; of its approximately 3.9 million subscribed circuits, the number of subscribed circuits in the Kinki region was about 1.2 million, or around one-third of the total. At the statistical level this share might well be seen as acceptable when compared with K-Opticom's figures of about ¥80 billion in sales and about 650,000 subscribed circuits. By type of housing, however, the picture appears different. In the case of apartment buildings (multi-household dwellings), NTT West had a share of about 57% with about 550,000 subscriptions, which was much higher than K-Opticom's share of about 9% with about 90,000 subscriptions. But in the single detached house market, although NTT West had a share of about 55% with about 720,000 subscriptions, K-Opticom was running close behind with about 550,000 subscriptions, a share of about 43%.

Figure 7, taken from materials of the Ministry of Internal Affairs and Communications, shows trends in the number of subscribed circuits in the nationwide FTTH market by type of housing. The figure shows that both detached houses and apartment buildings follow the same growth rate and that the detached housing market is almost constantly about 1.35 times larger than the apartment building market.

Regarding the FTTH service rates of the two companies for detached houses, NTT West's Flet's Hikari Premium Family Type is ¥5,400 while K-Opticom's eo Hikari Net (Home Type) has three schemes depending on telecom speed: the 1-Gigabit Course at ¥8,381, the 100-M Premier Course at ¥5,239, and the 100-M Course at ¥4,762. Furthermore, the K-Opticom rates include ISP fees (**Figure 8**).

Based on the "Competition Review in the Telecommunications Business" issued by the Ministry of Internal Affairs and Communications in September 2008, the trends in FTTH service rates are shown for NTT West in **Figure 9** and for K-Opticom and others in **Figure 10**. In the case of the latter in particular, prices clearly declined for some services in 2002, 2003, 2004, and 2005.

Figure 7: Trends in the Number of Subscribed Circuits by Type of Housing in the FTTH Market



Note: Figures before June 2004 include some estimates.

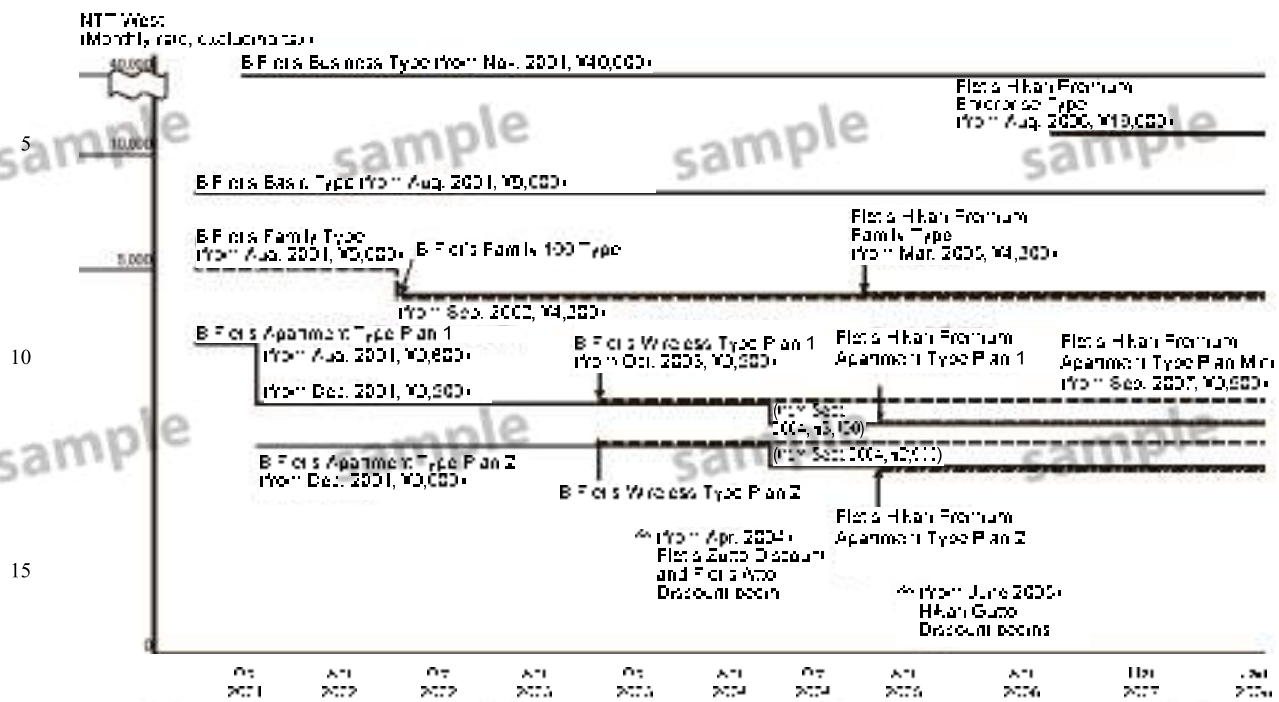
Source: Materials of the Ministry of Internal Affairs and Communications.

Figure 8: FTTH Service Rates: NTT West and K-Opticom

| | Type | Rate | |
|-----------|--|-----------------|---|
| NTT West | Flet's Hikari Premium Family Type | ¥3,400 (¥4,920) | Fee for room wire use includes fee for circuit terminal device use. Does not include ISP fee. |
| | Flet's Hikari Premium Apartment Type LAN wire format, up-down maximum 100-Mbps Plan 1 (8 household subscribers or more) | ¥3,500 (¥3,100) | |
| | Flet's Hikari Premium Apartment Type LAN wire format, up-down maximum 100-Mbps Plan 2 (16 household subscribers or more) | ¥3,000 (¥2,740) | |
| | Flet's Hikari Premium Apartment Type VDSL format, up-down maximum 100-Mbps Plan Mini (8 household subscribers or more) | ¥4,500 (¥4,100) | |
| | Flet's Hikari Premium Apartment Type VDSL format, up-down maximum 100-Mbps Plan 1 (8 household subscribers or more) | ¥3,700 (¥3,300) | Includes fee for circuit terminal device use. Does not include ISP fee. |
| | Flet's Hikari Premium Apartment Type VDSL format, up-down maximum 100-Mbps Plan 2 (16 household subscribers or more) | ¥3,200 (¥2,940) | |
| | Flet's Hikari Premium Apartment Type Optic wire format, up-down maximum 100-Mbps Plan 1 (8 household subscribers or more) | ¥4,000 (¥3,600) | |
| | Flet's Hikari Premium Apartment Type Optic wire format, up-down maximum 100-Mbps Plan 2 (16 household subscribers or more) | ¥3,500 (¥3,240) | |
| K-Opticom | eo Hikari Net (Home Type) 1-Gigabit Course | ¥8,381 (¥8,286) | Includes ISP fee and fee for circuit terminal device use. |
| | eo Hikari Net (Home Type) 100-M Premier Course | ¥5,239 (¥5,143) | Includes ISP fee and fee for circuit terminal device use. |
| | eo Hikari Net (Home Type) 100-M Course | ¥4,762 (¥4,667) | Includes ISP fee and fee for circuit terminal device use. |
| | eo Hikari Net (Apartment Type) VDSL format | ¥3,124 | Includes ISP fee. |

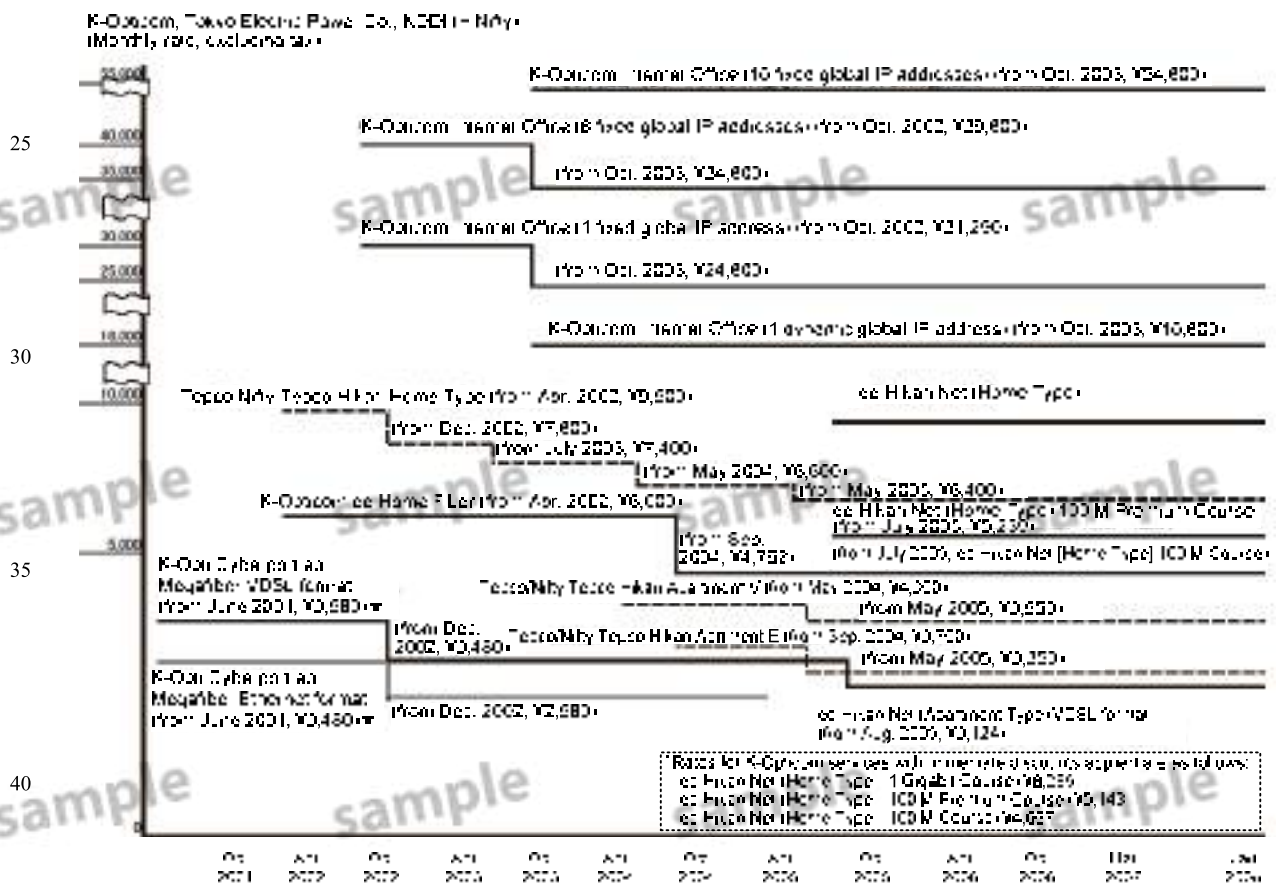
Source: Materials of the Ministry of Internal Affairs and Communications.

Figure 9: Trends in FTTH Service Rates: NTT West



Source: Materials of the Ministry of Internal Affairs and Communications.

Figure 10: Trends in FTTH Service Rates: K-Opticom, Etc.

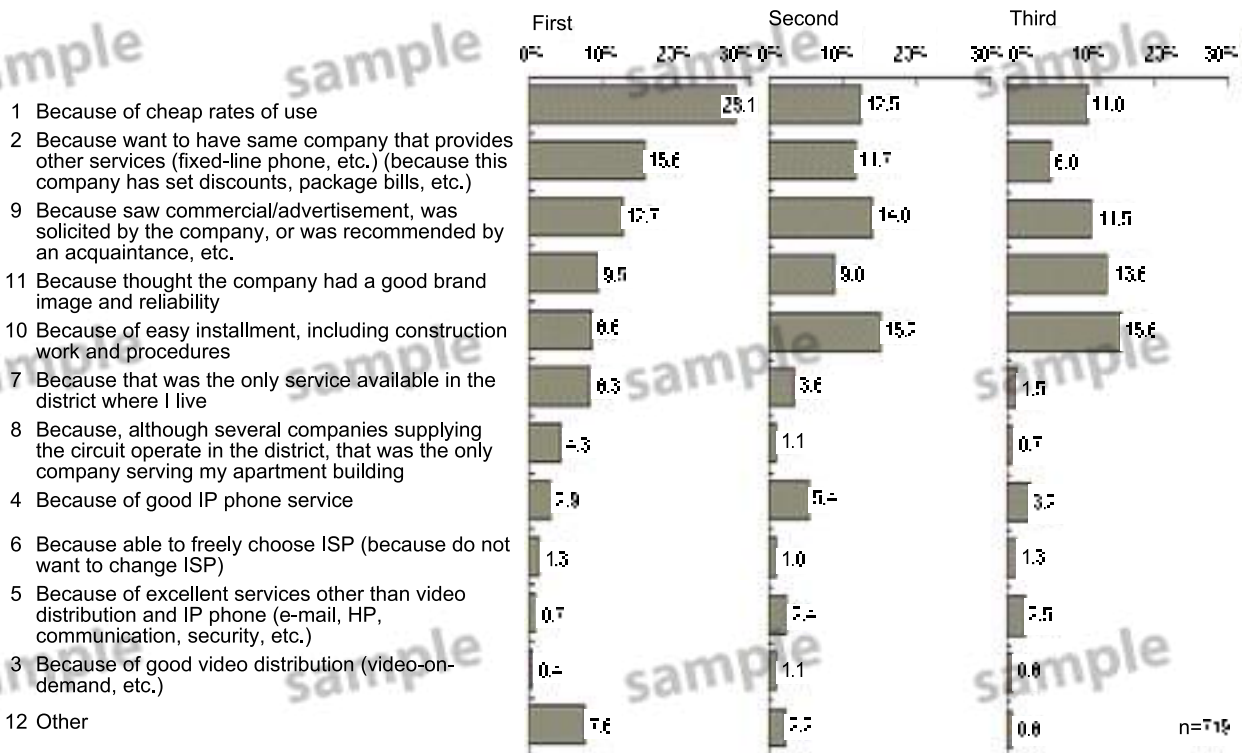


Source: Materials of the Ministry of Internal Affairs and Communications.

Customer Preferences in Broadband

According to the “Results of the Second Questionnaire Survey of Telecom Service Monitors” conducted by the Ministry of Internal Affairs and Communications in 2007, the top number-one reason for choosing the current Internet connection company was “1 Because of cheap rates of use” (28.1%), followed by “2 Because want to have same company that provides other services (fixed-line phone, etc.)” (15.6%), “9 Because saw commercial/advertisement, was solicited by the company, or was recommended by an acquaintance, etc.” (12.7%), and “11 Because thought the company had a good brand image and reliability” (9.5%). The top number-two reason was “10 Because of easy installment, including construction work and procedures” (15.2%), followed by “9 Because saw commercial/advertisement, was solicited by the company, or was recommended by an acquaintance, etc.” (14.0%), “1 Because of cheap rates of use” (12.5%), and “2 Because want to have same company that provides other services (fixed-line phone, etc.)” (11.7%). The number-three reason followed almost the same pattern (Figure 11).

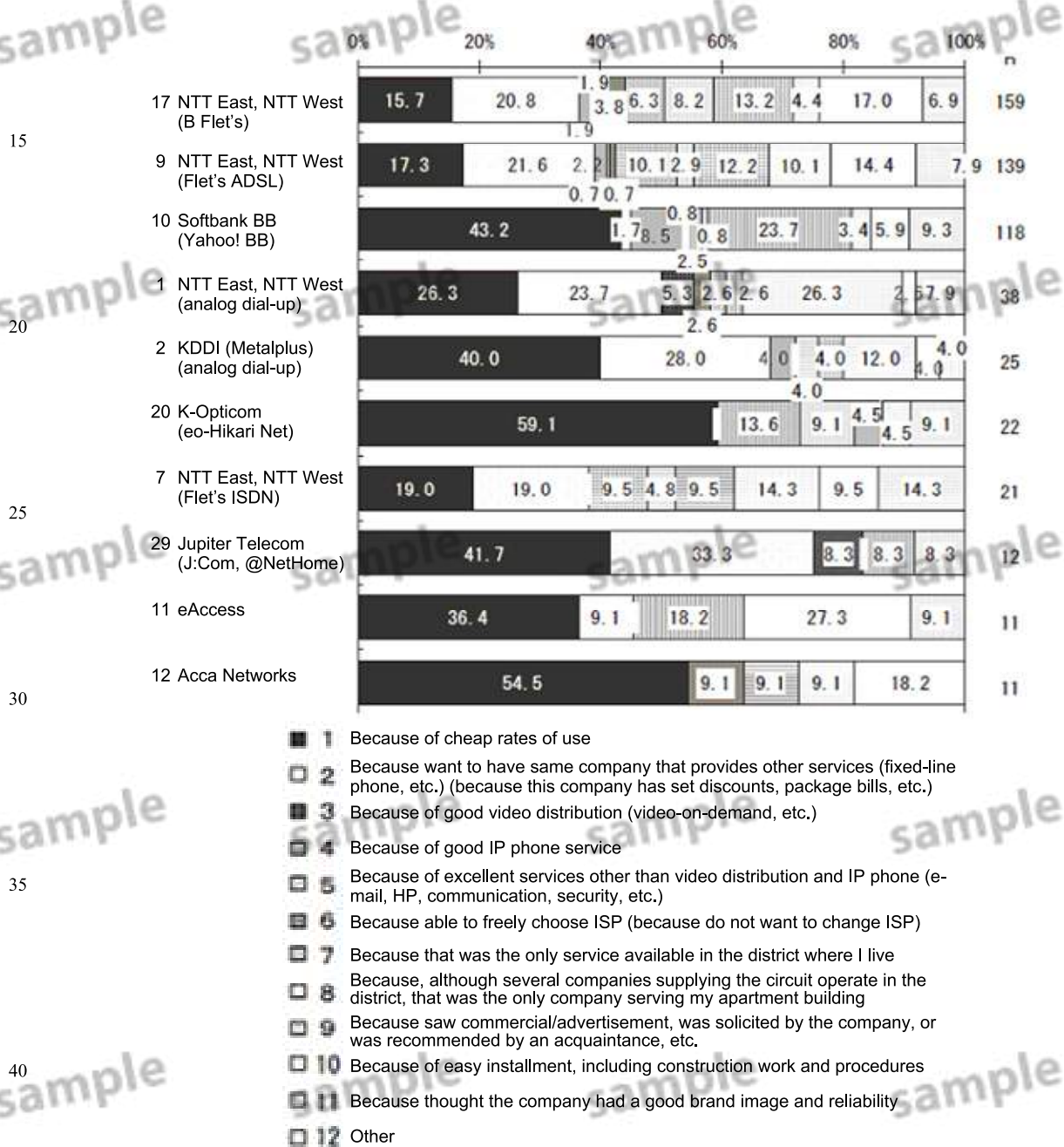
Figure 11: Reasons for Selecting Current Internet Connecting Company



Source: 2007 survey of the Ministry of Internal Affairs and Communications.

Figure 12 shows the replies to this question in the same survey classified by the Internet connection company to which the respondent subscribed. In the case of NTT East and NTT West, the main reasons were “2 Because want to have same company that provides other services (fixed-line phone, etc.)” (20.8%), “11 Because thought the company had a good brand image and reliability” (17.0%), “1 Because of cheap rates of use” (15.7%), and “9 Because saw commercial/advertisement, was solicited by the company, or was recommended by an acquaintance, etc.” (13.2%). In contrast, in the case of K-Opticom, the overwhelming reason was “1 Because of cheap rates of use” (59%), followed by “9 Because saw commercial/advertisement, was solicited by the company, or was recommended by an acquaintance, etc.” (13.6%).

Figure 12: Reasons for Selecting Current Internet Connection Company



Source: 2007 survey of the Ministry of Internal Affairs and Communications.

In a market in which customers recognize that services by optic-fiber broadband cable are extremely similar, NTT West's rival, K-Opticom, was doing well in the market segment of customers who were finicky about low prices. Faced with this situation in which customers stressing price in broadband services do exist, rather than engaging in direct price competition, in the summer of 2008 NTT West planned a cross-media marketing communication strategy through in-store campaigning. Several routes existed for NTT West's Flet's Hikari subscriptions, such as the 116 telephone route that accepts orders and inquiries concerning NTT West services, the installation and transfer of phones, and so on; the ISP route; and the large discount store route. This campaign focused on stores, and in particular on large discount stores.

The Flet's Hikari Campaign

NTT West's marketing communication activities can be broadly divided into two campaigns. The first consisted of corporate advertisements featuring Ichiro Suzuki, a popular baseball player who goes by his first name. The series of advertisements had three parts: the "always" part, the "if anything happens" part, and the "from now on as well" part. Combining actual on-site images with images of Ichiro, a player who maintains a high level of consciousness and constantly practices and realizes it in his sport, the "always" part highlighted NTT West's attitude and efforts as a company "to continue supporting telecommunications 24 hours a day, 365 days a year, in visible and invisible places, always for the sake of the customer." The "if anything happens" part showed images of Ichiro responding instantly to a tight situation with some precise play and NTT West employees responding speedily at the time of a disaster or when a customer has some trouble with telecommunications, thereby appealing NTT West's corporate stance of getting to the scene quickly "if anything happens" (such as a natural disaster) and protecting the peace of mind of customers. And the third and final part in the series, the "from now on as well" part, combined images of Ichiro, a player who has constantly been setting pioneering records and is continuing to challenge them, and the corporate stance of NTT West, a company that is continuing to make challenges for the future of telecommunications. The appeal was that NTT West will continue to supply the very best services to customers from now on as well.

The second campaign related to the services supplied by NTT West. Such personalities as actress Masami Nagasawa were featured to appeal the benefits of NTT West's Flet's Hikari and office solutions. Basically this campaign was conducted three times in the year, in spring, summer, and autumn-winter. The Marketing Department supervised the campaign, and the Public Relations Office executed it. In addition, as the advertising agency, NTT Advertising, Inc. formed a team to support the campaign.

While the campaign with the message "Let's connect optic fiber to the TV!" appeared mainly on television but also in newspaper advertisements from autumn-winter 2007, NTT West also conducted the "Wii × Flet's Hikari" campaign (Figure 13). Since the main objectives at that time were to transmit the "Let's connect optic fiber to the TV!" message and increase recognition, NTT West did not plan to actively develop in-store promotion in the 2007 autumn-winter campaign.

Figure 13: Newspaper Advertisement for Wii × Flet's Hikari (December 2, 2007)



At first it was planned to continue this approach in the summer 2008 campaign as well. However, since the 29th Olympic Games in Beijing, held from August 8 to 24, 2008, overlapped with the summer bonus sales battle, NTT West eventually planned the summer 2008 with an eye on the Olympics. Since recognition had been achieved in the autumn-winter 2007 campaign, even higher goals were set for the summer 2008 campaign — namely, to stimulate interest in Flet's Hikari, to boost understanding of the Flet's Hikari service, and to solicit subscriptions to the Flet's Hikari service.

The message, similarly, was “What a waste! Not connecting optic-fiber to the TV!” and “TV is even more interesting with optic fiber.” As media planning, the campaign centered on TV commercials but also made use of newspaper advertisements, publicity, infomercials, and the Internet (Figure 14) and

emphasized activities in stores (**Figure 15**). For variation, TV commercials consisted of a “What a waste!” version, a video version, and an Internet version. The narration for the “What a waste!” version went as follows:

- (1) “Flet’s!”
- (2) Wife: “We bought a new television.”
- (3) Wife: “But we’re watching the same as before.”
- (4) Father: “It doesn’t show the Internet, does it?”
- (5) Husband: “Mmm . . .”
- (6) Everyone: “We’re all right just as we are.”
- (7) Nagasawa: “What a waste!”
- (8) Nagasawa: “Fancy not knowing about connecting optic-fiber to the TV!”
- (9) Nagasawa: “Enough’s enough!”
- (10) (Song) “Let’s connect optic fiber to the TV! Let’s connect Flet’s Hikari!”
- (11) (Scene)
- (12) Wife: “Oh, how wonderful!”
- (13) (Scene)
- (14) Father: “Wow!”
- (15) Husband: “How interesting!”
- (16) Nagasawa: Flet’s Hikari is for television, too!”
- (17) Nagasawa: “And installment is free of charge!”
- (18) (CI) “NTT West.”

Figure 14: Development on the Web



Figure 15: In-Store Materials (In-Store Poster and Pamphlet for In-Store Distribution)



Whatever the medium, the advertising copy was simple language that could easily be understood by elderly people and housewives. From the perspective of media use, the interesting thing was the channel. Putting the focus on large discount stores, NTT West predicted that because of the TV sales battle linked to the Beijing Olympic Games, which were to be held in the same period, more elderly people and housewives, who usually did not visit such stores very often, would be visiting them. Therefore, rather than the passive approach until then, the NTT West staff adopted a more positive approach and, furthermore, developed cross-media planning at large discount stores with an eye on linkage with the campaign advertisements and in-store tools.

The posters for in-store use consistently featured the “What a waste!” copy by Masami Nagasawa. And to match them with television, which was the target of the campaign, the pamphlets for distribution at stores took the form of a specially edited reproduction of the magazine *The Television*. The front cover was like that of the magazine, the 10 inside pages proclaimed the fun and benefits of “connecting optic fiber to the TV,” and the back cover featured the same poster displayed in the store with the “What a waste!” copy by Masami Nagasawa.

In addition, in conjunction with this store campaign to link optic fiber to the TV, NTT West ran an interesting newspaper advertisement as well. Shown in **Figure 16**, this newspaper advertisement was carried on the reverse side of an advertisement spread for Panasonic’s liquid-crystal and plasma thin-panel TVs featuring the actress Koyuki and with the copy “Power athlete resolution” and “Now for a thrilling new record.”

Figure 16: Newspaper Advertisement Carried on Reverse Side of Panasonic Thin-Panel TV Ad Spread



Measuring Campaign Effects

After the summer 2008 campaign, NTT West conducted a survey using the Internet and fax in order to measure the effects of the campaign. Since the summer 2008 campaign had a high degree of continuity from 2007, and familiarity was increased by the continued use of Masami Nagasawa, overall it was felt that good results had been achieved.

First of all, regarding the continuous copy “Let’s connect optic fiber to the TV,” the survey revealed that this copy was recognized by about 1.5 times more respondents than in the previous survey. This was an extremely high level of recognition — almost as high as recognition of NTT West’s corporate slogan, “Hikari, spreading, resonating.” Recognition of the “Wii × Flet’s Hikari” copy, which was also continuously used, remained at a high level, too.

Regarding the personalities used, partly because her overall appearances were much greater, Masami Nagasawa had a higher level of recognition than Ichiro, who was used in the newspaper advertisements.

Regarding media contributions to the formation of an image of “optic-fiber broadband connected to the TV and other equipment,” which was the main point of the appeal, the survey showed that the cross-media strategy had been extremely effective. The effect was especially evident among some consumers. Compared with the overall effect, the media-specific effect was 1.4 times for the TV campaign, 1.7 times for the in-store campaign, and 5 times for the newspaper campaign. Each media-specific effect was also high for “image of a reliable optic-fiber broadband” and “image of a telecom service brand company that will be reliable from now on.”

As information sources for learning about what can be done via the Internet, such as e-mail, Net shopping, and search, however, TV commercials, TV and newspaper articles, and news were high, followed by newspaper advertisements, in-store events and campaigns, magazine advertisements, handbills, and pamphlets.

Reference Materials

NTT West website

10 K-Opticom Corp. website

Ministry of Internal Affairs and Communications, "Competition Review in the Telecommunications Business," 2008

15 Ministry of Internal Affairs and Communications, "Results of the Second Questionnaire Survey of Telecom Service Monitors," 2007

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