



**It's called 3**

# 3 THINKING

*First, Hutchison secured 3G licences. Then it moved quickly to roll out the technological building blocks. Now the new identity is revealed.*

By Mark Caldwell



Now you've heard that our name is '3', we hope you won't forget it. When you see it, you won't believe it." Hutchison Group Managing Director Canning Fok is talking to the assembled press corps, and there's no need for him to repeat the word or spell it out.

The July 3 statement ends months of speculation about what Hong Kong-based conglomerate Hutchison Whampoa Limited will call its global third generation (3G) business.

When the moniker turns out to be 3, it all seems to add up.

"We now have a brand that will allow us to go anywhere in the world," Mr Fok adds.

But the world has had to wait awhile to actually see the new logo, which remained a close-guarded secret for another three months. Until now.

## WHY 3?

The name was chosen for its brevity and simplicity. There is no need to translate it across different languages – something even the mighty Coca-Cola has to do in some places.

In a world where numbers are the Globe's Lingua Franca, 3 is easy to remember, difficult to forget – regardless of dialect. Wherever it travels, 3 is pronounced in the local language. In English-speaking countries it's "three", but in Italy it's 'tre', in Austria 'drei' and so on. In Hong Kong it will be 'saam' – the same thing everywhere, and everywhere different; global and local at the same time.

During a detailed naming exercise where many identities were considered, 3 was drawn out of the name "Hutchison 3G". However, the name 3 and the ideas behind the customer experience will transcend the technology driving it, and won't get hamstrung by it. So, if the technology evolves to 4G or 5G or 10G, it really won't matter.

## CORE CONCEPT

Recognising the importance of branding, Hutchison Whampoa brought in an in-house team – the Global Brand Group – to create and manage its brands. The team is led by brand veterans Doug Hamilton and Keith Kirby who together worked on Orange (see sidebar p.18) and other Hutchison branding projects.

"The core idea behind the brand is the coming together of things that are useful with things that are enjoyable,"

says Hamilton, who is Global Creative Director. "So for example, if a businessman accesses his corporate Intranet through a handset, that's useful, but with 3 it will be enjoyable too."

Keith Kirby, Director of Global Branding and Culture, adds: "For all the people around the world working hard to launch the service it's a huge and difficult task, but for customers it will feel like a natural next step. It's a step on from the past but, more importantly, the first step of something new that has never existed before. Revolution or evolution, it doesn't matter.

"The core idea is supported by a set of values that take the brand deep into the Group's operating companies around the world. So, while the underlying technology may be complex, 3 will do business in a way that is simple, human, open, positive, creative and passionate."

The Global Brand Group brought a wealth of talent and experience to the table. It was their job to carefully consider each and every element of the new entity. Brand strategist Simon Jameson focused on positioning, typographer Miles Newlyn developed the logo and typefaces while senior designers Daren Cook and Michael Wallis worked on the overall style and feel across advertising, literature, websites and other mediums.

Having created the 3 brand identity, the Global Brand Group subsequently works with companies in each operating territory to introduce and manage the brand so as to maximise synergy and sharing.



# now we see it it looks like this

“We focused on three key functions the logo should perform,” says Hamilton.

“First, we should *recognise* it when we see it or read it.

“Second, we should be able to *remember* it. We can’t expect customers to remember everything, so we’d like them to remember 3 *instead* of something else.

“And, third, we should *understand* its potential. We not only recognise and remember something good, we come to understand what we can expect from it. That’s the most fugitive part to capture.”



“The 3 logo has been developed for an ‘on-screen’ world,” explains Kirby. “The ‘outside’ of the logo is a three dimensional, cool titanium shell, representing all that’s useful. And the ‘inside’ of the logo, representing all that’s enjoyable, animates across a spectrum of colour. Wherever it can be done – on the handset, on the Internet, on some signage and on TV – the colours are in motion. Not static, but moving. Not one flat colour but three dimensional and full of colour. Or you could say, cool on the outside, hot on the inside.”



## THE RIGHT NUMBER

**I**N NUMEROLOGY, THE “LUCKY” number 3 is associated with entertainment, effervescence, optimism and clarity.

In Chinese, 3 is considered very lucky. It sounds similar to “liveliness” or “life” and also alludes to ideas of infinity, continuity and eternity.

In fairytales there are always 3 wishes.

There were 3 wise men.

3 introduces the idea of another and contains the essence of mathematics. It enables multiplication, geometry, calculus and the triangle.

You can only truly know where you are if you have 3 co-ordinates.

It’s a name, a number and a logo at the same.



The logo introduces a new dimension to a common symbol; it is recognisable but also new. Everyone understands the numeral, but the brand brings fresh meaning.

“It doesn’t say what the technology can do,” says Hamilton, “but gives some indication of how it will be for the customer, useful and enjoyable at the same time. People see different things in it: ferns, flowers, birds, jungles, waves, Japanese graphics...mostly living growing things.”

Because the brand is being built globally, it has to be simple and strong and should transcend local language and cultural barriers.

Across the cultural kaleidoscope, colours are metaphors for our moods and a reference to our world, yet colours can mean different things in different countries. In China, red is lucky.

*“By the time we’ve finished, the measure of our success will simply be how many people can’t imagine life without 3.”*

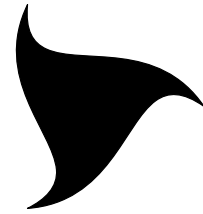
— Canning Fok

Elsewhere it means fire, passion, or Manchester United. In the UK, purple is royal, spiritual and magical, but in Italy it is associated with death. Green can mean prosperity, or even a political philosophy. In the emotional prism, blue signifies peace or sorrow, orange is warmth, yellow is joy, and so on.

In uses where the logo cannot be animated, the brilliant, ever-changing shades are captured at six points in the cycle – red, orange, yellow, green, blue and violet. Six colours, one logo. There’s also a monochrome version for black and white applications.

This is an unconventional approach compared with many brands that rely on a dominant single signal colour.

The design lexicon is extended with the Tristar symbol, a dynamic representation of 3.



You’ll see it on a key on your handset that takes you to content, on the website and also in a repeating pattern developed to be used subtly.

“The pattern is like the lining of a suit,” says Kirby, “you wouldn’t wear it on the outside, but come across it almost unexpectedly. So, for example, you’ll find it in packaging but not on the outside of the box – it’ll be inside. Cool on the outside, hot on the inside, just like the logo.”





CLEAR AND SIMPLE

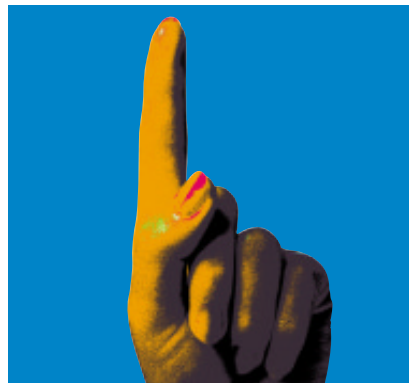
"We were keen to avoid the hype that can sometimes surround brands," says Kirby, "it wasn't long ago that over-promised, over-hyped products and services of all kinds involved a trade-off. What was promised was not necessarily delivered. So why not call it something obvious?"

"3 will launch gently at first, in tune with reality and not making empty promises. Brands are incredibly important. People are more individualistic than ever and express their individuality partly through the brand choices they make – if we each look at ourselves we select a portfolio of brands that attract us and we want to be associated with – each portfolio contributes to our individuality.

"We want 3 to be part of that portfolio for all the right reasons, and that includes delivering what we say we will. We no longer expect to make choices between pleasure and performance, we expect both at the same time, experiencing usefulness more enjoyably and enjoyment more usefully. 3 doesn't promise perfection in a fantasy future. It aims to deliver what we really want in the real world as it is, not what we are told we want in a world as it ought to be."

Adds brand strategist Simon Jameson: "We don't have to create a revolution in people's behaviour, we have to deal with the real revolution that exists now. A demand for more enjoyment, more usefulness and less restriction. The technology is real; it's time to put it all together. We'd like to deliver

# the natural next step



the natural next step, not by trying to change people or how they live their lives, or imposing what we think they'd like, but through fulfilling them better by delivering more usefulness and more pleasure in ways that they choose."

**THAT WAS THEN; THIS IS NOW**

Behind the name and logo lies a new adventure.

3 is the door to a brand-new mobile multi-media communications category where the experience is more varied, more useful and more enjoyable than its technological predecessors.

Quite simply, 3G is better than 2G. More inspiring, more relevant and more liberating.

3 merges mobile telephony with the power of the Internet and the eye of a TV camera.

It delivers the convenience of a PDA, the entertainment value of an MP3 player and the fun of a games arcade.

As such, it can assume the gravitas of



a board meeting or the levity of a rock'n'roll concert.

Mobile phone companies are not the only competitors. 3 will also be compared to Playstation, X-Box and a host of entertainment and communication options.

After all, this is a category that combines voice communications with music, entertainment, video, photography, multi-media, global positioning, and more.

Soon, we will be able to pay with our music system or call a friend's camera.

### IT'S HERE TO STAY

The brand is a charming new arrival – modest but not self-effacing; confident and composed.

All involved – from top management to junior staffers throughout Europe, Asia, Australia and beyond – are guardians of 3. They embody – and live by – its core values: Creative, Human, Open, Simple, Positive and Passionate. They aim to ensure that 3 delivers on its promises and maintains its appeal over time.

“In the UK, the licence is for 20 years,” says Hamilton. “We are making something that will live and prosper for at least 20 years. We don’t have to promise everything on day one; we have to deliver everything that we promise on day one. We don’t promise too much at the beginning and risk disappointment but we promise enough to make it exciting.

“The brand is not a chameleon, but it has flexibility built in.

“Consider Madonna: She’s been famous for around 20 years and she’s been through a whole lexicon of personas.

“Someone asked her: ‘How come you are always changing?’

“She said: ‘I never change, I just get more revealing’.

“We’re on to something with this brand that can become more and more revealing over time. Not changing to keep up with fashion and trends, but confident enough to keep hold of the worthwhile and change other things.”



*“A word or image is symbolic when it implies something more than its obvious and immediate meaning. It has a wider ‘unconscious’ aspect that is never precisely defined or explained. As the mind explores the symbol, it is led to ideas that lie beyond the grasp of reason.”*

— Carl Jung

# more than a number

## ALL IN ONE; ALL AT ONCE

Henry Ford famously said: "People can have the Model T in any colour – so long as it's black."

Mr Ford's unbending approach to that immortal brand seems a far cry from multicoloured, multifunctional, multicultural 3.

But Doug Hamilton believes there are quite a few similarities between what Henry Ford did for the automobile in the 20th Century and what 3 will do for mobile communications in the 21st.

"Ford didn't invent the engine, dynamos, starter motors, refine petrol or tarmacadam or any of the other elements, but he put them all together and made it possible for ordinary people to enjoy something that was previously out of their reach."



And, in spite of his conservative approach to colour, Henry Ford did not put the brakes on development. Motorists now have air-con, suspension, ABS braking...

"Similarly, Hutchison didn't invent the technology, but is putting it together like it should be," explains Hamilton.

"As [Group Managing Director] Canning Fok says: 'By the time we've finished, the measure of our success will simply be how many people can't imagine life without 3.'"

## 3'S COMPANY

3G is an entirely new product category, so it was natural and inevitable that a new brand would be born. In corporate terms, the launch of the 3 brand is equivalent to welcoming and naming a new addition to the family.

Over the past three years Hutchison has positioned itself as a serious player in this high-risk, high-gain marketplace. Starting from virtually zero, the Group invested widely in the 3G sector.

Cash-rich from the 1999 sale of its 2G business, Orange, for US\$14.6 billion, the company began by purchasing UMTS spectrum licences, first in the UK then in Europe and further afield as they came to market.

Reflecting the exuberance in the telecoms sector at the time, prices began to skyrocket as 2G players, eager to be part of the "next big thing" pushed the

bidding into the stratosphere. It was then that Hutchison, reasoning that prices had gone too high, pulled out of the German auction and helped restore some coherence to the marketplace.

When the dust had settled it turned out that the Group had shopped wisely, paying between 20% and 50% less per MHz than its rivals.

Where it *had* won licences, the Group moved quickly to begin building the infrastructure that would make it all work.

"We have a 'Rolls-Royce' network operated by 'Rolls-Royce' companies," Mr Fok observed.

The company now has a presence in nine nations on four continents. The footprint currently includes Australia, Austria, Denmark, Hong Kong, Ireland, Israel, Italy, Sweden, and the UK.

In the 3G arena, all are unproven. From a standing start, 3 is taking an early lead in building an efficient infrastructure, creating a powerful brand and rolling out a succession of compelling, differentiated services that will win a loyal customer base.

In time, 3 will become a coveted brand that is strongly identified with specific services and qualities of the company.

In turn, the company will deliver on its promise to be the best in the category.

The brand will thus evolve into a valuable commodity in its own right with a measurable worth. 3 will come to mean more than a number. The symbol will take on an added new dimension.

This is 3's strategy.

The stage is now set for a brand new show.



## ORANGES & LEMONS

The Orange experience left competitors green with envy. Some wags dubbed the new brand a lemon, but it went on to become a sweet success for all involved.

In 1994 Hutchison contracted branding consultancy Wolff Olins to create and manage its nascent mobile telecoms (2G) brand.

With Doug Hamilton charged with devising the new company's identity Orange re-wrote the branding rulebook, wrong footing competitors and emerging as the benchmark in the sector.

Notwithstanding its subsequent triumph, the radically different approach of Orange was seen as a tremendous risk at the time of launch.

The name and visual identity had no apparent link with the

worlds of technology and communication. The brand's appeal was emotional as well as rational, speaking more about the customer than the product.

The brand identity, name and the visual style all created high awareness and customer sign-up levels in record time. After only two years, Orange was better recognised than any of its rivals.

Thus Orange became the benchmark for the marketplace and put the squeeze on competitors to rethink their positioning strategies.

When the company was sold to Mannesmann in 2000 it fetched US\$14.6 billion, giving Hutchison the financial clout to invest in next generation 3G.

## POWERFUL PORTFOLIO

**W**ITH A DIVERSIFIED PORTFOLIO COVERING 41 countries, Hutchison Whampoa Limited (HWL) is the blue-chip “brand behind the brands”, associated with a wide range of branded products and services under its core divisions – Ports, Telecommunications, Property & Hotels, Retail & Manufacturing, and Energy & Infrastructure.

Although dubbed “The Quiet Corporation” by some observers, the Group and its subsidiaries have won numerous regional and international awards for achievements in management, strategy, performance, deal-making and investor relations.

“The Group is a 21st Century role model of the corporation that builds new brands,” says Global Creative Director Doug Hamilton. “It is creator and owner of some of what could become the world’s most valuable trademarks and the same ‘Hutchison DNA’ runs through all of them. Hutchison companies are all part of the same culture.”

Hutchison’s corporate culture is diverse, determined, efficient, ethical, integrated, international and innovative. It is committed to quality service and consistently gets results, as the record shows.



In the past decade the **PARKNSHOP** chain of supermarkets has grown into one of the region’s largest food retailing concerns, operating around 250 stores in China, Hong Kong and Macau. This year it was named Hong Kong’s “Most Favoured Brand” in a survey conducted by independent research house Ipsos-Reid.

watsons water

Hong Kong has long looked to **Watsons Water** for pure and convenient drinking water and the brand has advanced its reputation and market share throughout the region. Market dominance has been achieved by a continuous commitment to quality, reinforced through ongoing innovation.



Operating under Hutchison E-commerce Limited and initially targeting Hong Kong, **bigboXX.com** is a first of its kind B2B e-commerce portal specifically dedicated to serving office administrators and finance managers. It includes a comprehensive range of over 6,000 office supplies products as well as a Print Centre catering for digital and offset printing.



**Harbour Plaza Hotels & Resorts** is a highly respected player in the hospitality industry. Its hotels in Hong Kong and Mainland China provide a distinctive blend of comfortable elegance, understated luxury and first-class facilities and services.



A flagship of Hutchison Port Holdings, **Hongkong International Terminals (HIT)** owns and operates container terminals in Hong Kong. It is widely regarded in the shipping business as a model of unrivalled efficiency.

POWWOW™

In just a few years **POWWOW** has emerged as the biggest water cooler brand in the UK, powered by a distinctively witty and fresh marketing approach.



Our **Lucaya Beach & Golf Resort** on Grand Bahama Island has a distinctive island playground image reflecting its idyllic Caribbean setting and lifestyle.



Formed in March 2000, **LINE** (Logistics Information Network Enterprise) is the supply chain solutions and logistics services division of Hutchison Port Holdings group. LINE streamlines the movement and handling of goods and provides collaborative networks and visibility services globally.



**Fortress** is the leading electrical retailer in Hong Kong. With over 60 stores, it sets the pace in its category, offering popular international brands of household appliances, consumer electronics, computers, office equipment and accessories.



Watsons Your Personal Store is the Asia Pacific’s most popular health and beauty chain with over 600 outlets in Hong Kong and the Mainland, Macau, Taiwan, Singapore, Malaysia, Thailand and the Philippines.



**Husky Energy** is a Canadian-based energy and energy-related company. The brand is well known and widely respected in the industry.



**Hutch** is a relatively new addition to the Group’s brand portfolio. It has been developed for the telecoms businesses in India.