Developing a Process to Reach Consumer Insights for TeliaSonera

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Abstract

This thesis was aimed to help TeliaSonera to work more consumer related. The purpose was to show the organization how consumer insights could be found and how valuable they are for the company. The assignment consisted of two parts, to develop a process methodology for TeliaSonera which could be used when a segment analysis is to be made in the future, and to study two specific consumer segments. Main focus was to be put on mobile Internet access.

The Insights Process was designed based on literature studies, information from TeliaSonera and the consumer study. The process must help TeliaSonera to generate and verify actionable consumer insights, suit the organization and be possible to complete in one week. Via a current situation analysis and by testing methods to find perceptions and ways of conducting consumer studies, different concepts were generated, based on these a final process was established. The general idea was to utilize both in-house knowledge and consumer know-hows. The process consists of twelve steps, optional minitests and one regular follow-up session. The input should be a caught opportunity and output should be actionable insights. Through in-house studies at TeliaSonera perceptions were generated within the area mobile Internet access. These were later tested in a consumer study through a questioning in Telia stores and focus group sessions with the specific segments. The main trait from the group High Status Homeowners was control. Besides that, they requested simpler handling, they are always online, and they have a need of performance and of integrity. The main request from the group Educated Metropolitans was to simplify their everyday lives. Besides that, they have a need of control, they are cost-conscious and aware and they demand Internet access everywhere. This showed that the perceptions generated from the beginning turned out to be rather true.

The process turned out to be an agile tool, which will complement the current work at TeliaSonera. Enhanced with toolbox, documentation-aid and consequence guide for each step, the process is easy to follow. There is software programming that has to be done before the process can be launched.

Keywords: Consumer Insights, Consumer Insights Process, Consumer Segments, Consumer Study, TeliaSonera, Process Development, Mobile Internet Access
Sammanfattning

Syftet med examensarbetet var att hjälpa TeliaSonera att arbeta mer konsumentorienterat samt att visa organisationen hur man kan hitta konsumentinsikter och hur värdefulla dessa är för företaget. Uppdraget bestod av två delar, dels att utveckla en process för TeliaSonera att använda när en analys av ett kundsegment ska göras, dels att utföra en konsumentundersökning av specifika segment. Studieområdet för konsumentundersökningen var mobil internetaccess.


Nyckelord: Konsumentinsikter, Konsumentinsiktsprocess, Kundsegment, Konsumentundersökning, TeliaSonera, Processutveckling, Mobil internetaccess
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1 Introduction

TeliaSonera is Europe’s fifth largest telecom operator, covering areas from Norway to Nepal. They help millions of companies and private individuals to communicate easily, efficiently and environmentally friendly by providing mains connections and telecom services (TeliaSonera, 2012).

It is now more important than ever to get to know one’s consumers as a service providing company, due to the increasing competition. Knowledge about the consumer and the target group can help define better services to both keep consumers faithful, but also to reach out to new ones (Bose, 2002). The development and packaging of services as well as product launches have previously been technically driven at TeliaSonera which means that product packages have been produced and later on, the target consumer and selling arguments have been decided. This thesis should help TeliaSonera to work more consumer related.

As an initial act in this paradigm shift, TeliaSonera has divided its consumers into different segments that should be used globally within the organization. It is important that everyone uses the same segmentation model and terminology, in order to be able to help each other. With the market segmentation aid provided by the tool Mosaic, TeliaSonera has started a socio-graphic survey. In this study it was decided to learn more about two segments in particular; High Status Homeowners and Educated Metropolitans. High Status Homeowners are high income families situated in villas in the wealthy suburban areas, close to larger cities they are usually first with the latest and like to have exclusive rights. Educated Metropolitans are single young professionals or elder, wealthy singles living in an urban environment, they like to be on trend but do not want to be pioneers; they have a lot of money to spend on the city’s entertainment life. These two segments were selected due to their tendency to be early adopters of new technology. They often have a high position in society too. Because of these two qualities they will probably become trendsetters for other segments.

Concluding, TeliaSonera has reached an understanding that there is a need for a process to retrieve consumer insights. This process should work in the same way across the company and by that unite the organization concerning consumer-centric questions.

1.1 The Assignment

The assignment consisted of two parts, to develop an insights process for TeliaSonera which could be used when a segment analysis is to be made in the future, and to study the two specific consumer segments mentioned earlier to provide results that could give insights in these groups’ needs and behavior. Main focus was to be put on the need of mobile Internet access in different situations and how that varies.

With information from literature studies, an insights process was to be defined. It was aimed to function as a workflow method to gather perceptions about consumer behaviors and to verify these in an efficient way to reach consumer insights. The process was later to be tested and developed throughout the project when the two studied segments were investigated and analyzed.
The study of the two consumer segments High Status Homeowners and Educated Metropolitans functioned consequently as benchmark and support to the process development. That being said, the insights generated from these studies were also documented to provide material for TeliaSonera’s further work in this area.

The results from the consumer study should present what information can come out of an insights process, and by that, establish the advantages of working in this manner. In the future, this will help TeliaSonera in product development and product launches.

1.2 Purpose

The purpose with this project was to show the organization how consumer insights could be found and how valuable they are for the company. An insights process customized for TeliaSonera was developed throughout the project based on the research work within the area. In addition to that, consumer insights were documented. In the thesis, the consumer study was reinforced with theory.

1.3 Goals

The goals for this project were as follows;

- To present a process that could be used to analyze consumer segments.
- To present the two studied consumer segments and their needs for TeliaSonera: How the group uses the service/-s today? Why it does so? What needs it has for future usage? What incitements would contribute a change in needs?
- To present suggestions for further work within the field of consumer insights.

1.4 Limitations

The project was delimited in different ways. Only two consumer segments, High Status Homeowners and Educated Metropolitans, were analyzed within the main focus mobile Internet access in different situations. Only end-consumers in Sweden were considered.

The methods and the process that were developed for analysis of segments were only verified on the two specific segments and their views on one area, mobile Internet access. Further testing was not conducted. The process was developed based on Swedish conditions. It might be possible to use it in other countries and within other areas but that part was not studied during this project. For reference, TeliaSonera employees from the Nordic countries were only contacted in the initial phase to determine how similar the countries work today and to consider their input in order to facilitate a global launch.

The results developed in the project are consolidated to a pre-study meaning that this study could be helpful for continued work at TeliaSonera but the process should not be seen as a fully completed insights process.
2 Theory

This chapter is based on the literature studies performed. It is divided into three parts, where the first one is of general character about consumer insights. The second part is about process development and methods for consumer insights. Part III, the last one, is about the specific research area mobile Internet access and the segments studied, this is done to elaborate the consumer study.

2.1 Part I – General Theory

As the economy tightens and the market environment is increasingly competitive, organizations and companies are becoming vulnerable to a greater extent. Businesses are realizing the need to invest and cut costs in the right areas (Bose, 2007). It is important to be aware of your consumers, the consumer expects you to know what they want and to provide service above their expectations. If you manage to do this you will receive a consumer that is loyal to your company for a longer period of time. In many cases it is more beneficial to keep your existing consumer rather than to build new relationships (Chen et al, 2003). In the book A Customer-Oriented New Service Development Process, it is said that a new product has to satisfy the consumer’s needs in order to be successful (Alam et al, 2002). Estimations show that it costs five times as much to attract a new consumer rather than to keep a consumer faithful (Cheng et al, 2009). Furthermore, Alam et al (2002) reflects over the fact that most service firms are proactive in consumer involvement. One of their respondents puts it like this; “We hardly found any instance of customers coming to us with any idea or information, all the time we had to go to them and acquire input.”

It is not only important to know who your consumers are, you have to know their behaviors and find out what pattern they follow. Analyzing this should be seen as a continuing process (Xu et al, 2005). If focus were to shift towards the advertising of products, Solomon et al (2010) say that the recurring and complex question is whether the marketers give people what they want, or if they tell people what they should want. It may be the case of a combination of the two, but what can be said for sure is that knowing what the consumer needs definitely makes the advertising easier (Solomon et al, 2010).

2.1.1 Competitive Intelligence

Like in many things in life and business, one has to look over one’s shoulder to run faster. Knowing how and why your competitors act in certain ways can be helpful.

What is Competitive Intelligence?

Competitive Intelligence (CI) is an important part of an organization’s strategic planning and management process. In contrast to data and information, intelligence requires an analysis generating a meaning to be useful. When trying to foresee market evolvement, CI can be of great help. CI is often mistaken for Business Intelligence (BI), but they refer to different things. BI refers to the intelligence about and within the company and CI to the intelligence about the company’s competitors. With the media climate of today, the awareness of CI and its value has massively increased. How to fetch and use the information efficiently is yet to be implemented in many companies, not knowing how to do it or not caring about it are usually reasons why it has not been done (Bose, 2007).
CI helps companies to make progressive decisions. Gary Costly, The USA President for Kellogg puts it like this; “The big payoff with CI is that it will point out weakness that you have internally because of the strength of your competitors. Companies that don’t do this will fail.” This meaning that by seeing the strengths of one’s competitors, one realizes what needs to be improved in one’s own company (Bose, 2007).

2.1.2 Customer Relationship Management

Companies must get to know the consumers deeply to be able to create a profitable relationship. To be able to satisfy consumers’ needs, companies are suggested to use Customer Relationship Management (CRM) (Xu et al, 2005).

What is Customer Relationships Management?

Chen et al (2003) explain in their article Understanding Customer Relationships Management (CRM) how CRM-systems help a company to compile information from every consumer encounter. This is a way to map consumer behaviors and to gather useful knowledge about one’s consumers. CRM focuses on single consumers and one goal is to make the company work more consumer related instead of product related. That is to develop a product that is suitable for the existing consumers’ needs. By using CRM the company can determine what services or products are important for their consumers (Chen, 2003).

CRM is a process designed to collect data related to consumers, to grasp features of consumers, and to apply those qualities in specific marketing activities (Xu et al, 2005). This is something that also is reassured in Classifying the Segmentation of Customer Value via RFM Model and RS Theory by Cheng et al (2009). It is an integration of hardware, software and applications (Bose, 2002). Cheng et al (2009) continue by saying that CRM is considered as somewhat of a philosophy in the operation of business. With an effective CRM, companies can make tremendous profit. It can help companies and organizations retain existing consumers and at the same time attract new ones.

The Use of Customer Relationship Management

Chen et al (2003) mention Seybold’s five steps to design a consumer-centric organization and work with CRM, they are as follows:

1. Make it easy for consumers to do business.
2. Focus on the end-consumer.
3. Redesign from office and examine information flows between the front and back office.
4. Foster consumer loyalty by becoming proactive with consumers.
5. Build in measurable checks and balances to continuously improve.

Analytical CRM is used to analyze the data from consumers and find their needs, identify behavior patterns and support consumer segmentation etc. The IT system requires both internal and external data to be able to profile prospective consumers (Xu et al, 2005).

To create a better understanding of your consumer’s behavior, data warehouse technology could be used as a part in CRM. It transforms consumer data into consumer intelligence that could easily be understood and used. Consumer data consists of a lot of different information that could be generated about the consumer such as sales, consumer service activities, billing and account status, products returns etc. There are several organizational benefits with the use of data warehouse, for
example more precise and quicker information-access and faster access to information to facilitate responses to consumer questions (Chen et al, 2003).

**Implementation of CRM**

It is important that everyone in the organization agrees in working consumer-centric, the individual employee is a big part in building consumer relationships. This way of working requires sharing data through different departments, which can be perceived as a loss of power for certain people since consumer data could be seen as sales or marketing functions. That means that implementations of CRM also requires a paradigm shift in the culture to sharing information and knowledge (Chen et al, 2003).

Xu et al (2005) refer to another study in their text *Gaining Customer Knowledge Through Analytical CRM* where 80% of the CRM-projects focused on were appreciated to result in failure, the lack of CRM-understanding being one of the reasons. Implementation may fail because the organization does not develop a clear strategy with appropriate changes to the business process. Simply installing a CRM software application will not do the trick. The focus could not only be set on technology when implementing CRM, people, process and organizational changes are also required. The marketplace is dynamic; therefore it is important to work iteratively with CRM. The system and data need to be evaluated. The willingness of learning more about the consumer must maintain within the company (Bose, 2012).

### 2.1.3 Needs and Adoptions

Our actions often have underlying explanations. One has different motives, due to different needs whether or not to adopt a new product.

**Maslow’s Hierarchy of Needs**

Both Evans (2009) et al in *Consumer Behavior* and Venkatesan (1976) in *Consumer Behavior and Marketing Management* mention Maslow’s psychology theory of the Hierarchy of Needs where basic motivation of wants and needs is derived from primary survival mechanisms. When this is covered, other needs occur which could be social needs, a need for self-esteem and a sense of belongingness. The need of change over time is also an issue that can make us want new things. The different needs a person has is closely connected to his or her personality too.

**Adoption Process**

Venkatesan (1976) describes the stages of adopting a new product as figure 1 shows.

![Figure 1. The four stages of adopting a new product.](image)

For example, you catch a glimpse of a perfume ad, you become aware, gaining an interest for that specific scent. Your interest makes you head to the perfume store to smell it and compare it with the other new releases to evaluate, you ask for a sample to try it on for a longer period of time. After this, you either buy the whole bottle or decide not to. You either adopt the product or it results in a non-adoption.

Venkatesan (1976) continues; early adopters are individuals that become aware of new products on the market early on, they are often trend sensitive and awake, as opposed to the late adopters, who generally consume something long after the market introduction.
2.2 Part II – Theory for the Insights Process

In order to understand how a process should be developed in the most optimal way, different processes, process development and techniques were studied.

2.2.1 Process Development

When developing a process, certain elements have to be taken under consideration.

*General Recommendations for a Good Process*

A formal process and its layout vary depending on what applications it is aimed to be used on, naturally. However, there are guidelines or recommendations that one can hold on to. Kaulio et al list the following in their book:

*The process should have a distinct customer.* The definite work process means it has an articulate result that is requested by the process’ internal or external consumers. A good process should focus on the consumers and their needs, thereby creating additional value for the consumers.

*The process should be clearly defined.* The process is best presented if documented, drawn or visualized. A specific starting point and a determinate end are also important when constructing a clearly defined process, especially if it will be repeated. This repetitive feature is what separates a process from a project. The process should be described in a fashion that makes it easily understood, by that it could function as a foundation for future work.

*The process should have a designated person responsible for it and there should be continuous follow-ups.* By assigning someone authorized, a so-called process owner, the process way is assured and improvements on process level will be made. To define whether the process is efficient or not, measurable values need to be set up, such as lead-times, number of consumer contacts, man-hours etc. This is also needed when comparing it to other processes to find improvement potential.

2.2.2 Different Processes

There are several processes that could be used when developing a product or service; three of them are explained in this segment, *Stage-Gate, Scrum* and *PPS*. These processes are well proven and therefore, parts of them could be of interest for the development of a new insights process. Elements from these processes can be applied to the insights process, even though the processes in their whole are not in the equivalent field and therefore not fully applicable.

The Stage-Gate method divides the project into different blocks of stages where parallel activities across the organization are conducted. The continuous work throughout different areas is the key, since that speeds up the project’s process. The stage phases lead up to a specific point where a decision has to be made, a gate. Before the project can move forward, certain control questions for quality assurance have to be asked. The questions of concern could be as follows;

- Has the previous stage been executed with enough quality?
- Is the effort from the project group good enough?
- Is the project attractive from a financial and business point of view?
- Is the project plan sound and well-established?
The gates are also a priority check for how the project and the distributed resources are balanced. If the stage is considered to be completed in the sense that the requirements are fulfilled, the gate opens and the project can continue to the next stage. Whether or not this happens is decided by the so-called gate-keepers. They can give different verdicts depending on their judgments; Go, Kill, Hold or Recycle. This process provides clarity, visible for everyone involved (Arleth, 2009) (US Department of Energy, 2007).

Another process called Scrum is an agile one used in software development. Scrum is a framework that relies on self-organization and cross-functional teams. Everything that has to be done during the project is listed in a Scrum product backlog. Scrum is divided into several sprints; each sprint is a time-limited iteration. When a new sprint starts the project team decides a number of tasks from the backlog that should be made in the current sprint. The idea is that in the end of the sprint all tasks should be coded, tested and implemented in the final system. A Sprint review is to be held after each sprint to inform the product owner and other stakeholder what has been done, and give them the possibility to give feedback that could be implemented during the next sprint (Mountain Goat Software, 2012).

The third process of relevance is developed by Tieto, formally known as Enator, and called the PPS-model. It is used for practical project management. This model could be used to control a project, program or a project portfolio, both small and large. The idea is to make project management simple, clear and intuitive. This is done by highlighting knowledge needed for each step and by providing document templates with explanations and support. PPS has its base in four perspectives; a positive view of each person to utilize each member’s knowledge, personal commitment gives agreements that work, to have a focus on benefits gives motivation and quality, to understand and respect each other provide successful communication.

All documents, processes, templates etc could be found in the Internet-based tool PPS OnLine. Each project member has the possibility to sign in with their position and the size of the project to find all support they need (Tieto, 2012).

2.2.3 Method to Collect Consumer Insights

When gathering information about consumers, one could go about using various different methods. In the following sections four of them are described.

Interviews

Interviews could be done both face to face and over the telephone. Face to face is recommended in a qualitative research study (Alvesson, 2011). The interviewer’s way to handle the interview has a very large impact, for example how the interviewer prepares and asks the questions. The interviewer has to keep a balance between asking deep questions and still not making the respondent uncomfortable. To become a great interviewer you have to practice (Charmas, 2003) (Alveson, 2011). Also, the room where the interview is held could have an impact on the results. For example, if the place is quiet or if something keeps interrupting the process (Ols son et al, 2007).

One needs to study the topic of the interview before arriving, otherwise the questions might be irrelevant and the discussion will not revolve around the topic, leading to a lack of time. The person being interviewed might not be as interested of the interview if one is asking too naive questions (Eriksson, 2008). Both the problem area and the purpose must be well defined before the interview (Ols son et al, 2007).
When obtaining qualitative data, deep and detailed information is received through getting physically and psychologically close to the respondent through in-depth interviews. Furthermore, to make the respondent aware of the purpose of the interview and the agenda, one should start the interview with an introduction (Alam et al, 2002).

Interviews could be divided depending on their structure. Usually they are divided as structured, semi-structured or unstructured. A structured interview has a very detailed interview template while an unstructured interview just has a few decided questions and themes to cover. A structured interview is easier to analyze and you know what you are looking for before you start the interviewing (Alvesson, 2011). The questions in a structured interview should be asked in the same order and with the same words at each interview. This is because different persons being interviewed should understand all questions in the same way (Olsson et al, 2007). In an unstructured interview one could receive qualitative insights and unexpected information from the respondent. On the other hand the interview easily takes another direction, the respondent might spend a lot of time talking about irrelevant things or it could be hard to know what results are useful (Alvesson, 2011) (Olsson et al, 2007). An interview can also be quasi-structured at times. When keeping the format of an interview quasi-structured, it allows flexibility and gives respondents a chance to describe their views and opinions more freely. However, an interview protocol should be used to ensure a consistency throughout the interviews, which makes the analyzing easier (Alam et al, 2002). Alvesson (2011) agrees with Alam et al (2002) concerning the need of consistency; however it is important to evaluate the question template after each interview to have the possibility to make the next one even better.

Documentation
To document an interview that has been recorded can result in hundreds of paper. While it is important to document, one must consider whether or not the material could be used and what for. Sometimes it is better to just document things the researcher considers important and only keep a few parts of the interview in details. The risk associated with this is that information could get lost or that the researcher is guided by his/her own preconceptions and form conclusions without enough basis (Alvesson, 2011).

Questionnaires
What sort of information is relevant and interesting to get out of a questionnaire is something that has to be defined. It has to be effortless for the respondent to answer (Eriksson, 2008). According to Kitchenham et al (2002), the respondents will not necessarily understand the questionnaire’s terminology, something that has to be taken under consideration. To create a good questionnaire, one needs to test it thoroughly before sending it out. If one does several tests, one can determine whether too many questions are asked or if there is too little space for own comments (Eriksson, 2008). This statement is confirmed by Olsson et al (2007). Main focus during the preparation phase is to define purpose and objectives for the surveys. Further on the questions must be asked in a way the respondent easily can understand them, and make sure that the respondent has the knowledge required within the topic. A good way to make the questionnaire easier to read is to group questions into different topics. This could be an idea when having too many questions and not wanting to remove a lot of them. When choosing the questions you should keep in mind to reach a balance between the information you want to collect and the information the respondents want to give (Kitchenham et al, 2002). Olsson et al (2007) confirm that it is important not to have too many questions in their book. Begin the questionnaire...
with easier questions and save the more difficult and time consuming ones to a later stage. The structure must be logical for the person answering. This is seconded in *Metodpraktikan* by Esaiasson et al (2007).

Kitchenham et al (2002) continue with saying that one should not use negative questions and mind the use of a graded scale, it has to be balanced in a way where the two endpoints are opposites and that the intervals between appear to be about equal. When answers are graded, the authors behind *Metodpraktikan* encourage the use of an uneven ranking, so that a mid-scale-alternative is given. In that same book, one is reminded to be extra thoughtful when setting the scale 0-10, since many respondents will consider 5 as the mid-alternative, which will give a lower average than what was intended (Esaiasson et al, 2007).

Closed questions are preferred in questionnaires. They are easier to analyze. When using closed questions it is important to include a neutral response ("No preference" or "Do not know") this should be included since you do not want to force people answering something they do not want to (Kitchenham et al, 2002). According to Esaiasson et al (2007), this is otherwise a common concern when setting up a questionnaire; whether or not to include a “Do not know” or "No opinion"- alternative. There is a risk for respondents that actually have an opinion in the matter answers “Do not know” to avoid answering the question. However, when not offering the possibility to give a neutral answer, people without a certain opinion or with a lack of knowledge will give a groundless answer. This could affect the research and generate false results. Experimental studies have showed that the response ratio for the substantial answers is lowered with 20 % if the "Do not know" option is provided, the incidence within the substantial answers does not seem to be affected by whether or not such an alternative is given.

Questions in a questionnaire should just be possible to understand in one way. If the person answering doesn’t understand the question you will not understand the answer, leading to problems analyzing your questionnaire. Remember: Keep it simple, keep a structure, and make it easy to understand, avoid double, leading or predictable questions, and use a correct language (Olsson et al, 2007) (Esaiasson et al, 2007).

**Timeframe**

One must consider how much time the respondents are willing to give the questionnaire. Do not assume that the respondents would want to spend more than ten minutes on answering. If the questionnaire takes more time than the respondent is willing to give it is possible that the answers are not as thoughtful as you want them to be. Certain people are willing to spend more time, 30-60 minutes is not unusual. The topic must be really interesting for the respondent to make them want to spend more than two hours answering. By using standardized response formats the time answering the questionnaire will shorten (Kitchenham et al, 2002).

**Focus Groups**

This method is about having a conversation with a group of people involved in the same situation. Focus groups are usually used to gather feelings, thoughts and previous experiences in different situations or products. One person is in charge for the discussion to make sure that the discussion stays within the area and another person takes notes and observes the people in the group. Often notes about the discussion are visual for everyone in the room. This makes it easier for the participants to follow the discussion and they can see that it is their actual expressions. The purpose of focus groups is not to use the results for decision-making. The purpose is more likely to
generate perceptions for further research, to verify previous results or to understand behavior. This method could also be used as input before constructing a questionnaire (Olsson et al, 2007).

It is important to hold the conversation as a group discussion, meaning that everyone has the opportunity to speak (Wibeck, 2000). She continues with explaining that the method consist of four parts; planning, recruitment, discussion guidance and analysis. Main focus should be put on the planning phase.

It is difficult to say in advance how many focus group-sessions that would be enough to receive valuable results. Usually you strive to achieve a theoretical saturation, meaning that each new focus group adds less and less information to the results until the last focus group does not add any new information to the results. According to Wibeck (2000), this goes for ordinary interviews as well.

**Composition of the Group**

It is a good idea to have a homogeneous group, that makes the participants inspire each other. If people have different point of views it could sometimes be better to separate them into two different groups to prevent the feeling of someone attacking your arguments. There should also be a separation between women and men in focus groups; this is because certain questions could create a tension between the two different sexes (Olsson et al, 2007).

People's personalities affect the group, for example if someone is really outgoing or dresses in a different way. It is hard to know participants personalities and dress codes in advance, it is therefore important that the person who leads the focus group observes the group to estimate possible problems and opportunities before starting off (Wibeck, 2000).

**Why/When to Use Focus Groups**

According to Wibeck, arranging focus groups is a suitable method when you need to create an understanding of how a certain group of people think and talk about a product or service. It is a preferable method to use to explore actions and motivations in a specific area. Similarities as well as differences could be studied with focus groups, usually similarities within the group and differences between the groups are compared. Focus groups should not be used if you need statistic data (Wibeck, 2000).

**Observations**

Observations could be *direct* or *indirect*. Direct observations are when one observes something happening right in front of oneself. It could be either live or video recorded. An indirect observation is when the researcher registers a measured value on an instrument being used during the observation, for example a pulse monitor. It could be a good idea not to tell the persons what you are observing, if you do you could change one's acting (Olsson et al, 2007).

It is important to be aware of the fact that the consumers can not precisely say "I want it to be so and so", they can however express needs, problems and wishes. In questionings, they can also leave out things that they find obvious. For example, when specifying requirements for a car, no one mentions seat belts. There may also be unmentioned requirements that give the consumer added value. Observations can register things like this, such things that is left unsaid in an interview (Kaulio et al, 1996).
When Arranging an Observation

Decide how the group should be demarcated and how many observations you are supposed to do, there could be different requirements depending on if the results should be statistically representative (Eriksson, 2008).

Before starting an observation three important questions must be answered, according to Olsson et al:

- What is going to be observed?
- How will the observation be recorded?
- How is the observer supposed to act during the observation?

They state furthermore that during an observation it is possible to find out what people do and how, but you will not understand why they do so.

2.2.4 Techniques in Consumer Research

Within the different methods, one can need to use the following techniques and guidelines. Several of them are applicable on more than one method.

Open Questions

Open questions give the respondent opportunities to think freely, the question type eliminates possible directions of the answer. But on the other hand open questions could be hard to analyze since they leave room for confusing answers or irrelevant answers (Kitchenham et al, 2002).

Contextual Interviews

When an observation of user behaviors is performed, one can use the technique of contextual or empathic design (Edvardsson, 2010). During the observation, interviews could be done to find out why the respondents act as they do. Videotaping when consumers interact with the product or service for example could be a way of capturing the data (Alam et al, 2002).

To use the environment, the context that the interview concerns in the questioning lets the respondent interact with the things asked about. For example, conducting the interview in the kitchen if the questions concern cooking. This often makes the respondent remember things he/she would have forgot to say otherwise (Stickdorn et al, 2010).

The Lead-User Method

The lead-user method aims to find trends and tendencies from lead-users or early adopters that average users will experience at a later stage. The idea of the method is to involve lead-users in the developing process, which means that the users become a part of the developing team for a new product or service. Identifying lead-users could be a complicated and difficult process. “The purpose with lead-user method is to come up with new to the world-ideas.” declares Alam et al (2002).

Third-Person Tests

During a third-person test the respondent is asked to answer the questions through a third part. The reasons why you should use this method is because there are both “good” and “real” reasons why people behave as they do. The respondent will easily give you the good reason but it could be
harder for them to admit the real reason. Therefore, third-person is a good method, one can ask questions like "Who will buy this?" and "Why do people buy this?" (Evans et al, 2009).

**Customer Lifecycle Maps**

This method shows the whole relation one consumer has to a service, from the beginning to the end. Data is used to identify key points that all consumers pass. Consumers’ mental status is documented for each key point. The method is great to use when finding out when consumers usually leave the service/company (Stickdorn et al, 2010).

2.2.5 **Choice of Method**

It is difficult to decide what kind of methods should be chosen to collect data, it depends on several issues; What sort of information one would like to get, how much time one has to spend, previous experiences of different methods, how they are used and what sort of resources are available. A matrix defining how suitable different methods are and in what aspects they are so is visualized in appendix 1, a shortened guide from the book by Kaulio et al (1996).

**Selection**

When determining which method shall be used, it is beneficial to use *Pugh’s Selection Matrix*. It is a systematic way of valuing strengths and weaknesses with the different methods or concepts. This gives an unbiased view of which alternative that seems to fit the best (Kaulio et al, 1996).

2.2.6 **Analysis of Results**

When data has been gathered through different methods the results must be analyzed. It is important to be critical to the results, for example analyze the persons answering questions. “Were they suitable for an interview?” “Did they answer in a correct way?” “Could there have been any misunderstandings?” (Eriksson, 2008)

Most researchers consider that the best way to analyze results from interviews etc is to study the data to find patterns and connections within the reference group. There are also researchers considering that the actual answers from the respondents are not always the most important results. To interpret what has not been said during an interview or equivalent could be as important, you cannot always assume that the respondent gives you the whole truth (Alvesson, 2011). It is important to think about how the results should be analyzed and verified, and also how the result should be documented before the procedure even has begun (Olsson et al, 2007).

**Analysis Methods**

To make the data useful the information has to be structured, this is regarded as a first step in the analysis. When clustering similar data, statements, problems etc, it is easier to get an overview and a quicker understanding. After that, correlations can be seen and conclusions can be drawn, an analysis can efficiently be done. For this, one can use many different methods (Kaulio et al, 1996).

*KJ-Analysis or Affinity Diagram* is a preferred method when dealing with large quantities of data and statements that need to be analyzed. This is preferably done as a group activity, leading to a common understanding of the analysis (Kaulio et al, 1996). Every opinion, statement or interesting thought generated from the collection of data is put down on an individual piece of paper. Later on, the ones that relate to one another are put in piles. Large cluster groups could need to be divided into smaller subgroups. Once this is done, the information could be used to build cause and effect-diagrams, or fishbone diagrams that are described further down (PMHUT, 2008).
With *Tree Diagrams* one can organize the data hierarchically and thereby get a great overall picture. The tree diagram starts off with a core subject which then literally branches into subcategories of information hierarchically (Kaulio et al, 1996).

*Fishbone Diagrams* or *Ishikawa Diagram* is a cause and effect diagram that can help determine why certain things happen as well as the other way around, for example what happens if a certain action is performed. Each defined cause, often grouped in larger categories, gives a source of variation. When creating a fishbone diagram the group should start up with defining what should be analyzed and after that identify aspects and sub-factors that have impact on that (Kaulio et al, 1996).

### 2.3 Part III – Theory for the Consumer Study: Mobile Internet Access

The theory for the applied consumer study within the area mobile Internet access is presented below. The information is from previous consumer studies regarding associated areas, that is online habits on mobile devices. The information is selected to accompany the specific consumer study performed in this thesis. Since the consumer study is based on the segments High Status Homeowners and Educated Metropolitans, theory regarding segmentation and decision-making in a family is included.

#### 2.3.1 Consumer Behavior

The research concerning how and why consumers act in certain ways is known as the research of consumer behavior.

*Decision-Making in a Family*

There are five different roles in the family; *The Initiator, The Influencer, The Decider, The Purchaser* and *The User*. The Initiator is the one who comes up with the idea of buying a certain product, The Influencer is the one who affect the process, for example as an opinion leader. The Decider is the one who makes the big decision or any sub-decisions. The User is the one who is actually going to use the product. The fifth role is The Purchaser who is the one who makes sure the purchase is done. In a decision made in a family more than one role is almost always involved (Evans et al, 2009). Furthermore, different family members have greater influence over different phases in the purchasing process says Venkatesan (1976) in *Consumer Behavior and Marketing Management*.

A family life cycle shows how a family’s buying behavior changes during time due to the changes within the family, such as before children are born and after. When a family goes through different stages different needs and wants changes (Evans et al, 2009).

*The Behavior of Today and the Trends of Tomorrow*

Ericsson ConsumerLab, the department that works with consumer insights at the telecom company Ericsson, have in the article *10 Hottest Consumer Trends for 2012*, pinpointed trends for 2012. They first and foremost mention the importance of connectivity for people today. In their words; “It has become as essential as the air we breathe.” Furthermore they state that consumers say that the Internet would be one of the last things they would give up when having to cut costs. They also declare that the greater impact of social media reporting redefines how we consume news, music, pictures and so on. The participation in the discourse makes all the difference, much thanks to the commentary functions. The report also proves the smartphone’s increasing relevance in peoples’ lives as well as the importance of transparency, and says it to be greater than privacy. People use
“the cloud” for storage and sharing of information, making life easier and the computer crash less of a problem (Ericsson ConsumerLab, 2012).

Several Devices

The society has started to use more and more electronic devices. In the report TV Consumer Insights made by Ericsson ConsumerLab (2010), they declared their theory that all devices have their own purpose and usage. There is no device that could fulfill it all; instead there is a big puzzle of devices where each device has its own place. Furthermore in the report Do you like your phone or do you love it? one of the main findings is that smartphones create a need for future devices (Ericsson ConsumerLab, 2010).

Always Online

In the Western world today, many people are almost always online. The Ericsson ConsumerLab (2011) states in the report Always Connected that when one wake up in the morning turning of the alarm on a smartphone it is tempting to check something on the Internet at once. They have calculated that one fifth of the smartphone users in the US check their Facebook before getting out of bed in the morning. Furthermore, from the same report, it is calculated that over 40 % of all smartphone users around the globe log on to the Internet before getting up in the morning. Continuing, they declare that the terms “offline” and “online” are more unclear today, since we are constantly logging off and on, not even thinking about it (Ericsson ConsumerLab, 2011).

“Apps make life easy”, that is something the users declare according to the research Always Connected. They eliminate the hassle with Internet addresses, navigation through file structures and so on. In short, it gives the user direct access to the content of their choice. The apps change how we interact and use the Internet. They cover almost all services needed in everyday life, and the range is constantly expanding. The entitlement of the behavior is rather to name the action being done virtually than physically; users are rather referring to the service than the device when using it. One would “check one’s Facebook on the bus” and not “use one’s smartphone on the bus”. This might seem ironic, since it in fact is the technical development of hardware that drives the behavioral change (Ericsson ConsumerLab, 2012).

2.3.2 Segmentation

To maintain great knowledge of consumer behavior market segmentation is an important aspect (Solomon et al, 2010). To segment is to arrange consumers into different groups depending on lifestyle, demographic or geographic situation etc. By using segmentation it is easier for companies to work with consumers’ needs. But segmentation might not be the perfect way, often consumers get mostly what they want but still have to give up certain desires. Segmentation is cost effective but might no longer be the best way to get ahead your competitors (Bose, 2002).

Segmentations could be done in many different ways. The benefit from segmentation is mainly to obtain understanding about the consumer and what sort of products they want (Xu et al, 2005). Even if the behavior according to class differs for obvious reasons due to income, other consumption patterns are set since there is a difference in how people from different parts of the society view the world and the act of consumption. Certain traits are based on a “style of life”, this according to Venkatesan (1976).
3 Method

This chapter includes the methods used for the two different studies performed in the thesis; the insights process and the consumer study within the area mobile Internet access. The Insights Process was designed from scratch, based on literature studies, benchmarking other companies’ consumer insights work, information about TeliaSonera and the consumer study made in this project.

3.1 Pre-Study

In order to learn how the insights work is performed at other companies and at TeliaSonera, a benchmarking and a current situation analysis were conducted. This served as an under frame to the process development.

3.1.1 Benchmarking

For inspiration and benchmark, other companies were contacted during the development phase of the insights generation process. Two interviews were held, one with a mobile communication company and one with a company making electronic home appliances. The first company was selected because of their presence in a similar market field as TeliaSonera, and the other company because their reputation of having vast experience within consumer insights. The businesses did not need to correlate to what TeliaSonera does, since the stage where consumer insights are found was regarded to recur throughout many businesses and the methods could be applied on different branches. Questions regarding their consumer insights process as well as their general thoughts of what to think about when getting to know one’s customers were asked.

3.1.2 Current Situation Analysis

To start off the process development, an initial mapping of how the situation looks like today begun. A current situation analysis was made in two steps, sending out a questionnaire to employees at TeliaSonera and then following up those answers with interviews.

A shorter questionnaire with basic questions asking how different people on key positions at TeliaSonera go about when getting to know their consumers was developed, see appendix 2. This was transcribed to an online questionnaire and sent out to a handful of people in Product Management, Offering and Strategy. To get a broader perspective of how this works throughout the company, it was sent out to Swedish, Finnish, Norwegian and Danish colleagues. To follow up the questionnaire, 30 minute-phone interviews were held with the respondents. An interview guide was made based on the answers from the questionnaire, and open questions about how the respondent works today were added, see appendix 3. The interviews created a broader understanding of how the different departments work with consumer insights. A specification of requirements and a set of preferences for the new insights processes were created through discussions with TeliaSonera employees.

3.2 Testing Methods

To determine which methods were applicable to the insights process, different methods were tested. The methods were tested and evaluated during the use of them in the consumer study.
Thorough descriptions of how to conduct the methods are found in the Theory chapter 2.2 Part II - Theory for the Insights Process.

3.2.1 Testing Methods to Find Perceptions

With information from previous benchmarking, the current situation analysis at TeliaSonera combined with the literature studies, one thought grew stronger; "A lot of insights about the consumer already exists within the company". The problem is that there is not a definite way to retrieve them all. Different methods were tested to see how the results differ and what method could be considered as the most effective one to find perceptions about consumers' needs.

**Data Analysis**

To get an understanding of what TeliaSonera's internal consumer surveys look like, an excerpt of the questions were analyzed. The studied questions had relation to the area mobile Internet access. The different statements and facts were put down on post-its and grouped into different piles according to the KJ-analysis, explained in chapter 2.2.6 Analysis of Results. Perceptions were generated from this analysis; these could later be used as a base for the interview guide and as a reference for the consumer study.

**Questionnaires**

To reach the thoughts from several employees at TeliaSonera's different departments, questionnaires about the research area mobile Internet access were sent out by email. In order to receive a high response rate, a manager was made consigner. This gave the questionnaire higher priority. The method was tested in order to understand if it was an efficient way to collect perceptions, and also in order to get an overview of the different departments and countries and determine if they had the same thoughts on what consumers want.

The questionnaires were also used to generate perceptions for the consumer study in this project. It regarded TeliaSonera employees’ own habits and behaviors regarding Internet connected devices, sharing of products and plans and so forth. Besides that, questions covering their experiences from consumers and their views on future trends were asked, see appendix 4. A section where the respondents could provide own predictions about the future needs and capabilities of mobile Internet access was also added. This was sent out to Telia stores covering areas from the larger cities to the countryside, as well as second line in customer service, product management and the offering department. The questionnaires were sent out to Sweden, Finland, Norway and Denmark. The questionnaires sent out to the Telia stores in Sweden were in Swedish, which was a condition for them to even answer it, according to the one managing the contact with the stores at the Stockholm office. Because of lack of language skills, questionnaires to Telia stores in Finland, Norway and Denmark were sent out in English. The other departments; customer service, product management and offering department received the English version, since the in-house research aimed to have an international perspective and the questionnaires were supposed to be identical for all countries.

**Interviews with TeliaSonera Employees**

Six telephone interviews were held to follow up and develop answers from the questionnaires. This method was tested in order to see how much more information is obtained by having a conversation rather than a questionnaire.
The information that came out of the interviews was also used to deepen the perceptions for the consumer study. The interviews were held with TeliaSonera employees in Sweden, Norway and Denmark and conducted over the phone in a conference room at TeliaSonera. An interview guide that was partly based on the answers received in the original survey was used, but for the most part the participants were able to speak freely about how they use Internet services and on which devices they do so. They were also asked how they believe TeliaSoneras’ consumers want to use Internet. For the interview guide see appendix 5.

3.2.2 Testing Methods to Investigate Consumers

When perceptions were established they had to be verified against the relevant segment. It could have been done through various methods; several of them were mentioned in the Theory chapter. When the appropriate and applicable methods were to be chosen, a selection of different methods was evaluated in a matrix. As Kaulio et al (1996) visualized in their matrix of pros and cons with different methods. A similar one was made after methods for finding perceptions and investigating consumer behaviors had been tested. This matrix was supposed to be used in the final insights process and included slightly different criteria.

Two methods to investigate consumers were tested for the insights process throughout the project; questioning in Telia stores and focus groups. A shorter questionnaire mounted on a tablet was placed in Telia stores. The questions were exchanged after one week’s exposé. The new set of questions was displayed during the following week. In addition to this, four focus group sessions with people from the selected segments were held in order to evaluate that method. It was supposed to be circa five participants in each session. The participants were contacted over the phone via a TeliaSonera contact list. The methods were tested within the area mobile Internet access and the results served as a base for the consumer study.

Questioning in Telia Stores

In order to get quick quantitative results to complement one of TeliaSonera's larger studies, a shorter questionnaire was conducted in several Telia stores. A tablet, mounted in a stand was placed in the stores at Fridhemsplan and Kungsgatan in Stockholm, see figure 2. The study took place during two weeks in October-November 2012.

Figure 2. The tablet with questions in the store at Kungsgatan.
The questioning was divided into two sessions, both consisting of seven questions each. The first three questions were standard for both questionings and asked to get information about housing, children and educational level. For all questions and response options see appendix 6.

**Focus Group Sessions**

During four sessions in November 2012, two focus groups within each segment, High Status Homeowners and Educated Metropolitans were held. 100 Telia-consumers in each segment were contacted by phone for an invitation to a group discussion. Circa five participants were booked to each session. The sessions were held at TeliaSonera Headquarters for two hours and the participants were offered a lighter meal and a movie voucher as thanks for their contribution.

The sessions started off with coffee and sandwiches to gather everyone and to get them in a good mood. A shorter introduction of the project and the people behind it was held before the discussion took place. After this, the discussion took place. With one moderator asking the questions and one taking notes. The guides used can be found in appendix 7.

**Analysis**

The results from the questionnaires and interviews were gathered in order to see patterns for the consumer study of what people within TeliaSonera thinks regarding the subject mobile Internet access.

The results from the tablet-questioning was compiled and analyzed. To create an understanding for how answers in the first three standard questions influenced the other answers, a manual analysis was made where answers from one of the standard questions were tested against one of the other questions. Further on the results from the focus groups were analyzed with the KJ-method. All representing quotes and opinions were written on post-its and sorted into common areas and behaviors. One last analysis was made where results from all of the methods were compared to see what it had in common and how it differed.

### 3.3 Process Concepts

In order to get a selection to choose from and to visualize the ideas that had come up during the mapping phase, different process concepts were laid out. Several process concepts were generated in a brainstorming-session, based on the understandings drawn from the investigations applied to the specific research area and the literature study. The mission was to break through set preconceptions on how it should work and also to make the stages agile and preferably make the process work in shorter loops too. For more information on what requirements there were, check the specification of requirements in chapter 4.1.2 Current Situation Analysis.

The different concepts were later evaluated, as pros and cons were discussed an understanding was established on what modular steps should be included in the final version of the process. The resulting information was elaborated to a complete process.

#### 3.3.1 Verification of the Requirements

The process was later verified to the requirements that were set originally. The specification of requirements was reviewed and each listed post was checked against the process in order to see if the process fulfilled them all.
4 Results

This chapter includes the results from the two parts of the thesis, The Insights Process and the consumer study on mobile Internet access. The result for The Insights Process was established through analyzing the information from theory, benchmarking, extracting elements from the three studied processes and by retrieving information from the current situation analysis.

4.1 The Insights Process

The process was developed through benchmarking other companies and researching how it works at TeliaSonera today, asking employees how they would like it to work combined with empirical tests as the specific research area was explored. In this chapter, the results of the different stages as well as the full process are presented.

4.1.1 Benchmarking

In order to get other perspectives, companies with elaborated insights work were asked for their methods to reach consumer insights. The results from the interviews are presented below.

A Mobile Communication Company

Meeting with a representative from the company, it is understood that to be able to analyze surveys as big as the ones they conduct, it must be known what one is looking for. This seems to be the key in all major investigations, one cannot simply ask without having an idea of what one needs to find out. Something particularly stressed in the interview was the following; "By being sure on what one is asking for, half of the answer is found." In other words, in order to receive results with depth, the area should be delimited beforehand. In addition to that, the data material could always be interpreted in more ways than one. The analysis will be different depending on what the researcher is looking for. It is also important to know what the results actually represent, if the study consists of participants from a whole country or only a small amount of selected persons for example.

The first questions one should ask when searching for insights are as follows; What should it be used for? Why do we have the need to find consumer insights? What is it that you really want to know? The analyzer must have a thorough discussion with the client regarding these questions to delimit the assignment. If the assignment is rather large, one way to delimit it would be to ask who the stakeholder is and what information he/she needs. It is also important to integrate the analyzer in the assignment/research area before having this discussion.

According to the representative, the telecom market of today is saturated, meaning that companies have to be very competitive to win market shares. One way to be competitive is to know one’s consumer and develop suitable offers.

It was stated in the interview that the best way to get the in-house requestors to use and understand the insights is to work closely together. If they join the journey from the start, they will get a stronger feeling of ownership of the findings generated. This will later lead to a greater concern to continue working with them; they will become bearers throughout the organization.

Furthermore, when working with consumer insights it is very important to be able to find connections between insights and business benefits. Findings that cannot translate to an advantage
profit-wise are not interesting for a company to invest in. This being said, findings may not give
istant results, but will be worth taking part of for the long run. Depending on what type of
business plan a company has, the management will be more or less supporting of such prolonged
insights.

Finally, here is a telling quote from the interview freely translated to English: “The only thing you
know about the future is that you are wrong. The question is how wrong you are.”

**An Electronic Home Appliance Company**

This company has a long experience of consumer insights. Since the early 1900s they have
developed products based on consumers’ needs and wants. Although the company has been a
strong engineering company from the very beginning, they are constantly improving their work
methods to become even more consumer-driven. The insights process is today of high priority.

Organizations working with consumer insights must be open minded, perceptions could very well
be verified but sometimes also rejected. This company works with both qualitative and quantitative
surveys. The quantitative surveys are used in the beginning of the process to find perceptions but
also later on to verify different results.

Each product project is documented with a report for future work. Information about previous
products is aimed to be spread across the organization in order to learn from one another. This is
one step in the attempt to increase information sharing, because even though the company has a
long experience of working with consumer insights they still need to improve their sharing of
insights between different departments, according to the responsible managers.

**Their Process**

This company’s process is divided into four phases named as what they are aimed to represent;
*Understand, Explore, Define and Validate*. During the first phase the company evaluates the market
trying to find different trends etc, in order to understand. Together with a research company
several home visits are made in the second phase. These observations give the company an
opportunity to find out what problems consumers have at a first-hand glance, including issues the
consumers themselves are not aware of that they have. It is important that staff from different
departments participate at these home visits. Like what was said in the meeting with the mobile
communication company, if the employees are attending, they are more likely to bring the insights
back to their work. All of this is categorized under the exploration phase. The third stage, the
definition, includes concept and design testing. As for the previous phase, it is important to involve
people from different departments during the definition. The last phase, the validation, includes
preference testing and communication testing, meaning that the concepts are to become tested
against competitors.

**4.1.2 Current Situation Analysis**

From the questionnaires that were sent out to employees at TeliaSonera it became clear that the
insights process today contains a lot of different tools and methods. Over 20 different answers were
given on the question “How to get an initial idea of what the consumer wants”. It was showed that
focus groups were considered as very helpful for the insights generation. Also interviews and
observations were highly rated. On the question “How well does your department understand
consumer needs” the majority answered 8, on a scale from 1 to 10 where 1 represented not at all
and 10 was very well.
The main understanding from the interviews was that there does not exist any obvious process at TeliaSonera for how to get to know your consumers’ needs. For example, one respondent did not know of an internal survey from another department, although the results would have helped his work. Cooperation amongst the Nordic countries regarding consumer insights is not common today. The different countries and departments do not seem to utilize one another’s competences. Even though the markets differ, they have a lot of similarities too.

It was showed in the interviews that employees at TeliaSonera neither have the time nor knowledge to conduct their own studies, for example interviews or focus groups. Whilst a significant lack of qualitative surveys could be discovered at certain departments, they had the urge for more know-how. However, because of the time limitation, they require a consulting company to take care of those parts. When determining what the next move should be, when developing an offer for example, certain employees go for the immediate gut feeling. Even though other tests are made, that initial feeling often weighs heavier, this may conflict with the truth.

TeliaSonera operates in a fast-paced market, the company usually acts on short lead-times. Also the back-track tracing and long-term future planning of how consumers’ behaviors change over time are often down-prioritized. According to one employee, “TeliaSonera has to have some patience and dignity at times and not simply join the price race with the competitors”.

**How It Works Today at TeliaSonera**

Since the formation of the global organization still is rather new, the processes differ from country to country. Sweden has its own process for Offering and Market that has been used for ten years. This process consists of a few steps followed by business decisions. The current Offering and Market-Process does not include consumer insights-work. However, people working with offering and market are in need of consumer insights. The Insights Process developed in this thesis could very well fit in the first phase of the Offering and Market-Process.

**Mosaic Segmentation**

The segmentation model, Mosaic, that TeliaSonera uses is based on a study where it was discovered that people living close to each other usually had the same illnesses caused by lifestyle. This understanding evolved the phenomenon of socio-geography. According to the company Experian, one can also determine that one tends to settle down in areas where one feels at home, where people are similar to oneself. The Mosaic segmentation could be applied on a local, Nordic and global level, TeliaSonera Sweden uses the Nordic version, where the population is divided into ten segments, with subcategories under each of them. TeliaSonera has chosen to keep the original names for the different segments, since these taglines are considered to be sustainable. The segmentation matrix is updated every fourth year and the behavior within the matrix every year. This thesis focuses on the two segments High Status Homeowners and Educated Metropolitans, both of them are further explained in appendix 8.

**TeliaSonera in Social Media**

With the impact that social media have on our society of today, naturally TeliaSonera is visible in these channels. Since this movement has the end-consumer as target group, the market brand names are used, something that goes for all countries’ brands. The Swedish part of the organization, the Telia company, has its own Facebook-page, Twitter-account, Telia blog, a web page to leave opinions and comments on, Youtube-account etc. The age of the visitors on social media vary from page to page.
TeliaSonera tries to take care of the information from social media as much as possible, if there are several posts with the same comments or problem the employees working with social media send that information to the department responsible for that area. TeliaSonera in most countries are active on social media and the countries also discuss and learn from each other.

**Using Social Media for Consumer Insights**

Questions that could be helpful for consumer insights have only been released on social media a few times. One example was when they asked what mobile phone consumer would want to have on sale. Apart from that, the interest in using social media for consumer insights is quite narrow. The social media department at Telia in Sweden would like to see more questions on what consumer wants on social media. She also believes that social media could be used to do beta testing before releasing a new product or offer. People are keen to answer if it is just one single question, but if it is a ten minute-questionnaire they will probably desire compensation. One concern posting questions online is that information about offering-ideas could become visible.

Trends become visible in social media more rapidly compared to other media. Therefore it could be used for trend spotting. The social media department believes that all TeliaSonera employees should spend a couple of minutes on social media channels as often as possible to keep updated on what is happening on the Internet. Social media could also be used as a tool to invite consumers to focus groups, interviews etc.

**Telia Trends Application**

Telia Sweden uses a mobile app to ask their consumers questions in order to get statistics, that could be used in advertising campaigns. Short questions about the consumers’ whereabouts concerning telecom, Internet and things like that are sent out regularly to the ones having the app installed. Today, the app is mainly used for marketing and not to find consumer insights.

**An Overview of the Insights Process Today**

TeliaSonera orders a large consumer questionnaire each year. Even though it is filled with useful information about their consumers, it is not actively used a lot in today's work, much because of its complexity and the time consuming process of decoding insights from it. However, TeliaSonera do of course work with consumer insights, but to a certain extent. The biggest problem today is that there is no structured way of working.

**Specification of Requirements for the New Process**

Several requirements for the process were set in order to be able to verify if the developed process was good enough. The requirements specification was decided based on the literature studies and benchmarking in a discussion with the client at TeliaSonera. The main requirement was that the process must help employees at TeliaSonera generate and verify consumer insights. Additionally, the requirements on the process were:

- The process must generate at least one actionable insight each round.
- The process must be able to be implemented in all stages of the yearly work at TeliaSonera.
- It must be possible to complete a shorter version of the process in one week, with less than 80 man-hours.
- The process must be intuitive for anyone, no matter previous experiences, to complete. To avoid misunderstandings, double work and loss of results, it is important for everyone to know who is in charge of the process.
• The process should make all departments involved in consumer insights, both the results and the work to get there. They should early on know who the consumer is.
• The process should facilitate the project’s documentation, and by that be a part of a unified platform including reports from previous projects.
• The process’ presentation material must be designed in a way that it looks good and makes it easy to understand and see what is relevant. It should include why people think and act as they do.
• The process should make it possible to integrate different countries in their consumer insights work.
• The process’ results should be able to be verified.
• The process must include time for a conversation between the in-house clients and the ones performing the insights project, the analysts. It is important that the analysts understand what the clients are asking for. Data must be analyzed and connected to relevant business areas.

4.1.3 Testing Methods to Find Perceptions

In order to find suitable process-methods to generate perceptions, several methods were tested. Different methods generated more or fewer perceptions and were more or less time consuming etc. Ideas came out from the manual data analysis of the large questionnaires provided by TeliaSonera, however it was time consuming to analyze and the results were difficult to interpret. Regarding the questionnaires, 40 answers about mobile Internet access were registered, which was considered to be a high response rate. The interviews provided more insights than the questionnaires, since the interviewees were able to express themselves more freely and since follow-up questions could be asked.

The questioning in Telia stores did not give any new perceptions, but could function as a verification method. Since it was difficult to know where the answers came from, from which segment etc, no correlations could be made.
4.1.4 Choice of Methods

Based on the matrix by Kaulio (1996) et al., found pros and cons and the theory by Wibeck (2000); a decision-matrix was designed. On the left hand axis, the following aspects were listed; Purpose, New-Info Value, Depth, Width, Time-Aspect and Quality Assurance. The different methods studied were; Focus Groups, Observations, Interviews, Telephone Interviews and Questionnaires. The decision-matrix below in table 1 shows how the different methods fulfill the specific aspects.

Table 1. The decision-matrix.

<table>
<thead>
<tr>
<th></th>
<th>Focus Groups</th>
<th>Observations</th>
<th>Interviews</th>
<th>Telephone Interviews</th>
<th>Questionnaires</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purpose</td>
<td>To understand how a group of people think and talk about a product or service, explore actions, attitudes and motivations.</td>
<td>To get information about unconscious behavior and problem areas.</td>
<td>To get qualitative information about a certain cause.</td>
<td>To get fast response on easier questions.</td>
<td>To get statistical results from a range of people.</td>
</tr>
<tr>
<td>New-Info Value</td>
<td>High, new perspectives come up through the discussion.</td>
<td>High, information that has not been said is discovered.</td>
<td>Rather high, one can open up more in an interview. Some things are simply verified.</td>
<td>Rather low, information can get lost over the phone.</td>
<td>Rather low, results could be the same as TeliaSonera-surveys.</td>
</tr>
<tr>
<td>Depth</td>
<td>Appropriate</td>
<td>Very appropriate</td>
<td>Very appropriate</td>
<td>Poor</td>
<td>Poor</td>
</tr>
<tr>
<td>Width</td>
<td>Okay</td>
<td>Poor</td>
<td>Appropriate</td>
<td>Very appropriate</td>
<td>Very appropriate</td>
</tr>
<tr>
<td>Time</td>
<td>Fast</td>
<td>Takes time</td>
<td>Takes time</td>
<td>Fast</td>
<td>Takes time</td>
</tr>
<tr>
<td>Quality Assurance</td>
<td>Poor if few focus groups. Risk that group members affect each other.</td>
<td>Fairly poor, the observer can miss to register key elements that are not evident.</td>
<td>Great, if many interviews.</td>
<td>Fairly poor, information can get lost over the phone.</td>
<td>Okay, risk for misinterpretations and people not answering truthfully.</td>
</tr>
</tbody>
</table>

As seen in the table, the first three methods are suitable for getting the depth, whereas the two later ones have a better range in broadness, they capture the width well. The first three will also generate new information better than the other ones. Time wise, the focus groups and phone interviews are considered faster and less time consuming than the other ones. Furthermore, concerning quality assurance, interviews are actually the most prominent method. The others are not as valid.

4.1.5 Selection of Applicable Elements to the Process

The three studied processes in the Theory chapter brought different understandings. From the Stage-Gate method, the importance of definite decision-points was acknowledged. The agility of the Scrum-method and the aids to the PPS-model including templates and toolboxes were other elements that inspired the outline of the final process.

The benchmarking sessions brought the usage of in-house information to attention. Since the current situation analysis showed that TeliaSonera as an organization possesses a lot of information and tools already, an in-house stage was incorporated to the process. Instead of
reaching out to the end-consumers right away, it was considered important to understand what is known within the organization first.

4.1.6 Investigation Methods

The decision-matrix was used to decide methods to evaluate through the consumer study, time issues and aspects like width versus depth were taken under consideration when choosing methods. Focus groups could generate depth and interesting discussions and this method was decided to go with, because that method seemed to be more dynamic and time efficient than interviews.

*Focus Groups*

The focus group sessions gave new understandings but a lot of the previous knowledge was also verified. Depending on how talkative the group was, more or less guidance in the conversation was needed. However, it was very difficult to get people to the sessions. Calling and asking the segments was quite a challenge. The method as a whole was very helpful though, especially recognizing and registering the talk amongst the participants awoke new thoughts. The contacting of participants and lead-time took about two weeks, the preparations took about eight man-hours, the sessions took sixteen man-hours and the analysis took about eight man-hours.

4.1.7 The Process Concepts

Several concepts were created to be compared against each other. The concepts had different focus and included different methods. All concepts are presented in appendix 9.

*Continued Development*

Since none of the concepts were completely satisfying and neither seemed to fulfill the brief, ideas from almost each and every one of them were compiled in order to take advantage of the range.

Early on, an understanding of the need of a perception generation phase, an investigation phase and a conclusion phase was established. This would function as an under-frame throughout the development. It was regarded that there was a point in having a stage where ideas that come into the organization are taken care of in a better way. Another thing recognized was that there should be ways to base an insight project out of ideas that had come up internally, from identified problem areas. With input from various TeliaSonera employees, one could also see the need of delivering actionable insights in a hand-over session by the end of the process.

To test short questions or verify results throughout the process, agile minitests should be integrated, such as a poll on social media or in-store questionnaires on tablets.

This process’ aim is to encourage the need of analysis. To share information orally and in writing, as well as integrating different departments and countries are important.

It was decided to develop a linear process that very well could be combined in a larger cycle. The main input sources should be consumer opinions, market trends and internal perceptions, the main output should be actionable insights.
4.1.8 The Process to Generate Consumer Insights

The process was to be designed to align all of TeliaSonera to work in the same fashion in order to compare insights and results, as well as feed each other with information throughout the company. The general idea of the process was to utilize the knowledge from within the company itself, as well as the actual users/consumers. The process will help TeliaSonera to work more structurally effective with consumer insights. The layout of the process is shown in figure 3 below;

![Figure 3. The final Insights Process.](image)

**The Process' Steps**

The process consists of 12 steps, optional minitests and one regular follow-up session. There is a value to fulfill the whole process with all its steps because that will give reliable results. Below follows an explanation of each step and its purpose.

**Catch an Opportunity**

In order to have something to base the project on, an opportunity is to be caught. Ideas could be collected from several sources of different character. The ideas and understandings within the company have to be taken care of and not have them go missing. Recommended sources to use when finding ideas are;

- Brainstorming sessions with TeliaSonera employees.
- A suggestion box where all TeliaSonera employees can post ideas.
- Noticed market changes that have to be taken under consideration.
- TeliaSonera-initiated observations of consumers.

**Insight Decision 1 (ID 1) - Define**

The area is to be chosen and delimited in order to get an overview and a better understanding of the project’s overall purpose. In this step the following questions should be answered; What do we want to know? What shall it be used for? Who wants to know it? Which segments are interesting?

**In-House: Current Situation Analysis**

Knowledge from the surroundings concerning the chosen area is obtained by doing a current situation analysis. Possible sources are news, competitor analysis, social media, parallel projects, and investigations at TeliaSonera etc.

**In-House: Workshop**

Performing an in-house workshop retrieves findings from the company’s internal knowledge. This will enable a sensation of teamwork and make more people interested in the project. The aim of the workshop is obviously to generate perceptions in the chosen area but also to choose which perceptions worth verifying.
Insight Decision 2 (ID 2)
A decision will lead the project forward into the next phase. A project budget and a time schedule are to be set up in order to determine if and how one should continue. If it is decided that the project should continue, all future methods must be chosen here. This will be done using the decision-matrix provided.

Explore: Contact Reference Group
To be able to perform the exploration, the end-consumers that should participate in the consumer exploration need to be summoned.

Explore: Form Guides and Preparations
The investigation session is to be prepared and guides have to be formed in order to structure a framework for the investigation and to ensure that the questions are appropriate and within the chosen area. Whether it is an interview guide, a questionnaire and/or a focus group guide, it should be designed based on the information generated from the previous steps.

Explore: Consumer Exploration
A consumer exploration is to be done in order to generate insights in a direct contact with the end-consumer. Different methods could be used during this step depending on what question the project aims to answer. Possible methods are focus groups, observations, interviews, telephone interviews and questionnaires.

Next, the segment studied is asked in the chosen manner. Often this step will be outsourced, but if possible, it is very educational for the TeliaSonera staff themselves to conduct the questioning or at least participate in it. Recommended is that the job requestor at TeliaSonera participates as much as possible in setting up questions, fulfilling the study and analyzing the results. It is of highest priority that the job requestor is involved in the analyze phase since that makes it more likely that the results will be used.

Analyze
The results need to be compiled and analyzed to gather interesting consumer insights. By understanding the findings and translating them to fit TeliaSonera’s business plan, the actionable insights will become evident. Involving everyone concerned in the analysis creates a larger usage of the insights. If people are integrated in the analysis, they have a greater belief in the credibility of the results.

When all compilation is done, the information and data should be analyzed to be able to derive actionable insights, which later can be formed to offers and campaigns etc. This is an important phase in The Insights Process; all employees who are supposed to use the results could preferably be involved in this work.
Verify
Verification will secure that the results and findings are true and representative in a larger perspective. If there is time, a verification of the insights is advised. One can either loop back to the consumer exploration phase as figure 4 shows, or do a minitest. For an explanation of minitests, see the paragraph further down in this chapter.

![Figure 4. How to loop back to verify.](image)

Share
By spreading the newfound knowledge the colleagues is encouraged to take action. When creating an awareness of what the consumers want, better products and greater profits can be made. This is done via a presentation and a database-shared report.

Insight Decision 3 (ID 3): Hand-Over to Action
The results of the project is handed over properly to reach a conclusion of the project and to make sure that no results get lost. After this, action has to be taken. Preferably the hand-over is done when the following process is about to start up, a workshop where possible solutions are defined.

Follow-Up
To be able to verify the importance of the insights process and to measure what profits were made out of it, follow-up the projects yearly. A follow up must also be done in order to keep the process up-to-date, that check-up could be done every third year.

Complementary Functions to the Insights Process
The process has other features as well, to assist the workflow and to make the process move smoothly.

Minitests
As verification, one can use shorter minitests throughout the process. They are optional to put in and can substitute other stages if there is a lack of time. Examples of minitests are phone interviews, polls on TeliaSonera’s social media channels or a tablet questioning; either in Telia Stores, in the office lobby or wherever the target group is found. It can also be sent out questions in the already existing Telia Trends app.

Social media can be used both in the beginning and the end of the process. During the perception generation phase, a poll can be posted on social media to receive a first clue on what thoughts consumers have within the chosen area. Later on in the end of the process it is recommended to use social media to verify results or see reactions on a planned offer. When verifying offers, one cannot reveal too much though, since competitor companies might get inspired.
Documentation

After each step, a documentation form is to be filled out. All of these forms add up to a report to be stored in an online archive for everyone to take part of. All reports will be stored in a portal where all TeliaSonera employees could find them. Documentation is necessary to make the process successful and long-lived. A guideline of what to document and how to do it will make the documentation process easier and faster. All reports and documents are supposed to look the same and be easy to use. They must be intuitive and no matter who reads them, one should be able to quickly find what one is looking for. Thanks to an easy-overlooked layout, employees will hopefully be encouraged to search and use results compiled by other departments or countries. See figure 5 for one example of a documentation form.

![Figure 5. The documentation for the Insight Decision 1.](image)

For each stage in the process a few things have to be documented in an online-form, see appendix 10 for all documentation forms.

The first task documented in the project is where the idea came from and how the definition of the research area was preceded. Also the results and the implementation from the Current Situation Analysis and the Workshop are to be documented.

From Insight Decision 2 a summary of the continuing project should be documented, such as deadline, findings that will be tested and methods for how to test them. If the project is decided to be closed by this point, a final report is generated and uploaded to the database.

Documentation from the Exploration phase will basically include; number of sessions, main findings and recurrent quotes. Generated insights from the Analysis phase as well as the persons who participate in the analysis work and notes on what was discussed about the insights, are also documented. If an insight was verified this should be documented with the details how it was made and what result it gave.

If all documentation has been made properly a final report for the database and a PowerPoint for the presentation are automatically generated. The final report includes everything that has been
documented in the forms during the project to make it possible to create a sharp overview of the project even in the future.

**Toolbox**

Alongside the process plan, toolboxes with guides and how-to-forms will be provided. The toolboxes help all employees to go through each step of the process. Thus, the process can be fulfilled, even without prior knowledge. Everything from analyzing methods, questioning guides and workshop exercises is included. These will be presented like the example in figure 6. For the complete toolboxes see appendix 11.

![Toolbox: Decision](image)

**Figure 6. A toolbox to assist Insights Decision 1.**

**Time-Schedule**

In order to speed up the planning, a time-schedule template is provided. This template is customized to a consumer insights-project including activities, deadlines etc. The idea is that the project leader can use the template and fill in names and time period for each activity without having to develop the time-schedule from scratch. See the time-schedule template in appendix 12.

**Suggestion Box**

In the first step of the process, Catch an Opportunity, it is mentioned that one of the possible sources to find an idea is The Suggestion Box. The purpose with an online suggestion box is to make sure that all ideas people within the company have, should be gathered at the same place.

**Consequences**

For all of the steps, a consequence guide is provided. If there could be an option of skipping a step due to time or budget issues, one can go through the guide and get an understanding of what one will miss if one actually does skip it. The different consequences per respective step are as follows;

**ID 1: Define**

If one does not define and delimit the area, it can result in a lot of unnecessary work, double work, an unclear project and a confused team.
In-House: Current Situation Analysis
If one does not look around and check the current situation, one can miss out on insights; have less knowledge of the subject when going forward. One will also have difficulties in noting trends and insights later on in the project.

In-House: Workshop
If the workshop is not held, the knowledge that already exists within the company will get lost. The risk of asking inappropriate questions later on increases. Most importantly, the team does not increase its team spirit, leading to less use of the results.

ID 2
If a definite decision is not made, a set of risks comes with; there is a risk of not completing the project in time for deadline or the project might have to close before it is completed because of budget issues that were not planned for. If the decision is not made, the project will also cost more money because of wrong understandings of the insights. Furthermore a correct choice of method prevents lack of time and money.

Explore: Contact Reference Group
If the reference group is not contacted, the thorough consumer exploration can simply not be done.

Explore: Form Guides and Preparations
If the preparations are not done, the investigation later on will be affected and therefore provide less insights.

Explore: Segment Study
If the investigation is not performed, one will lose the direct contact with the consumers and the insights drawn from that. The perceptions cannot be verified. The team does not increase its team spirit, leading to less use of the results.

Analyze
If the analysis is not done, the investigation will not be as useful. There is a risk for rushed decisions that could be incorrect. The team loses part of its team spirit, leading to less use of the results. There is also a risk of sticking to old thoughts and not being open-minded for new findings and insights if the analysis is not done properly.

Verify
If the results are not verified, there is a possibility to move on with “untrue” insights. There is also a risk that the insights do not have a quantitative base. In addition to that, there is a risk that the launched result becomes a fiasco, meaning that all previous work has been done for nothing.

Share
If the information is not shared, the insights will not be used, it will be impossible to take action. Neither will improved in-house knowledge about the consumer be created. No one will understand the importance of the consumer insights-work. There is no possibility to search for information from previous projects if they are not uploaded to the database. If one does not have a presentation there is a risk for misunderstandings of the results since it is not possible to ask questions.
Follow-Up
If one does not follow-up the process, it is hard to see the value of the process and one cannot measure the effect. The process will stagnate which could result in people stopping to use it.

Use Internationally
The Insights Process should enable TeliaSonera to work with consumer insights across the global organization. If one product area or campaign idea is to be applied on many different countries, the documentation from previous studies can be used, only the local aspect would need to be added. A lot of material could be applied in several countries and a common portal with insights reports will prevent double work. Insights-presentations across the countries should be done to spread the knowledge found in different consumer insights-projects. Even an international suggestion box could be implemented.

Continuous Work
Consumer insights will not last forever, people change and the society develops. Therefore the process must be seen as a continuous work. As a suggestion a common presentation of insights within different areas should be held once or twice a year complemented with smaller continuous presentations at relevant departments throughout the year. For the big presentations, people from almost all departments should participate. This presentation could preferably include all Nordic countries since the results and material could be useful in all of these countries. Even if the markets and consumers differ locally, basic traits are quite the same.

Apart from the presentations, the process needs to be over-looked an updated every third year. The specific findings from a certain run-through should be followed-up after a year to see what profits were made on the offers based on those insights.
The Consumer Insight Platform

The Consumer Insight Platform, a designed webpage on the Intranet, is supposed to support all running insights projects. All information that one needs to run an insights project should be found in the platform. This includes primarily how the process works and is aimed to be used. On the first page in the platform an image of the whole Insights Process could be found. In the process image, each step is clickable. By that, the sub-steps drop down from the image. With a right-click, an info-text about the specific process-step appears and links to corresponding toolbox, documentation form and consequence guide are made visible. See an example of how it could look like in figure 7 and 8. By this all employees could use the platform to learn about the process and use if even if they just had a brief introduction of how it works. The general idea with the platform is to have everything concerning The Insights Process gathered in one place. The platform should also function as a source of information for TeliaSonera employees to find out what consumer insights that the organization have adopted lately.

![Diagram](image1)

*Figure 7. An example of an expanded process view.*

![Diagram](image2)

*Figure 8. Showing the info-text and links for the Workshop-step.*

### 4.1.9 Time Required to Complete the Process

In order to plan an insights project, it is helpful to know how time consuming each phase is. This information should be found in the Consumer Insights Platform.
Calculation of Man-Hours

On each phase of the process, there is a time consumption issue that is connected to the project cost. In appendix 13, respective assignment is measured in how long it takes to perform it. Estimation has been done for the total number of man-hours for each phase, including number of persons needed and preparation time.

Lead-Time

It is not only man-hours that TeliaSonera has to consider when deciding if there is enough time to fulfill an insights-project. The lead-time has a big influence on how long the total time for the project will be. Lead-time for each step is approximately calculated in appendix 13.

Total Time

In total, for the longest run-through of the process, the amount of man-hours is calculated to 232 man-hours, see appendix 13. This run through includes the most time-consuming method, observation, for both catching the idea and for the Exploration phase. One minitest is also added to this run-through. For the same run-through, approximate lead-time is eight days. When calculating how many days that run-through would take, it added up to 29 days. See calculation below in table 2.

Table 2. Calculation for how many days the longest run-through is.

<table>
<thead>
<tr>
<th>Step</th>
<th>Number of days</th>
</tr>
</thead>
<tbody>
<tr>
<td>Observation</td>
<td>3 days</td>
</tr>
<tr>
<td>ID 1</td>
<td>1 day</td>
</tr>
<tr>
<td>In-House – Current Situation Analysis</td>
<td>7 days</td>
</tr>
<tr>
<td>Workshop</td>
<td>0,5 day</td>
</tr>
<tr>
<td>ID 2</td>
<td>0,5 day</td>
</tr>
<tr>
<td>Contact Reference Group</td>
<td>3 days</td>
</tr>
<tr>
<td>Form Guides and Preparations</td>
<td>1 day</td>
</tr>
<tr>
<td>Explore – Observation</td>
<td>4 days</td>
</tr>
<tr>
<td>Analysis</td>
<td>2 days</td>
</tr>
<tr>
<td>Verify – Telephone Interview</td>
<td>3 days</td>
</tr>
<tr>
<td>Share</td>
<td>1 day</td>
</tr>
<tr>
<td>Minitest</td>
<td>3 days</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>29 days</strong></td>
</tr>
</tbody>
</table>

By using the Consequence Guide and excluding certain steps, it is possible to complete the process in one week. The possibility to leave out any steps is of course dependent on the chosen subject. The process could look like this when a reduction is made:

- Define
- Current Situation Analysis (TeliaSonera Survey)
- Workshop
- Decision
- Minitest
- Analysis
- Share
This run-through would require 74 man-hours and would be possible to complete in five days. See calculation in appendix 13.

4.2 The Consumer Study: Mobile Internet Access

In this chapter, the results from the consumer study about the research area mobile Internet access are presented. The results presented are both from internal and external sources; questioning at Telia stores and focus groups. Most results from this study are presented but certain facts and numbers are confidential and have been excluded from this report.

4.2.1 In-House at TeliaSonera

The results from the questionnaires and the interviews that were performed within TeliaSonera are presented below. The answers were unanimous most of the time, but differed occasionally.

The Questionnaires

The questionnaires gave rather generic answers, since not everyone used the opportunity to complement their answers with free text. A lot of measurable data was generated from the questionnaires; it was established that almost all of the employees have more than one device to connect to the Internet and sometimes up to four or more. 20 of the 40 respondents had two smartphones in their household and one fourth of them had two tablets at home. Three out of four shared devices with someone else in their household, and about one third shared a subscription or plan with someone in their household. A majority thought that they would have more products connected to the Internet in the future; this was confirmed in the interview sessions too. The numeric compilation of the questionnaire answers could be found in appendix 14, the free text answers are excluded due to confidential reasons.

The Interviews

A general conception is that Internet access is important in the society of today and that people need a functioning connection at all times, everywhere. This was a thought that corresponded to the outcome of the questionnaires too. To illustrate this, one respondent put it like this; “The question is rather when one DOESN’T want to be connected”, when asked when and where people needs to be connected today. Furthermore, many state that people connect on several different devices today. There is a difference in how one uses the Internet on a mobile phone, a tablet, a laptop and a stationary computer.

There was a contradictory in the views on whether people would like to share data within the family or not. A greater consensus was reached when asking about the concept of sharing data on several products; that was embraced positively and seemed to be something that many had already thought of.

The debate on how to debit consumers for Internet data rather than voice is a problem that the entire telecom business is struggling with. The idea of debiting per kilobyte (kB) data, would probably be difficult to implement since consumers lack the conception of how much one kB is. Even if it were to be converted into minutes of data, it would still be difficult to introduce it onto the market because of the need of cost-control. “People want to know what their monthly bill will land on; it’s as simple as that”, one TeliaSonera employee said.
**Perceptions**

From this in-house survey based on questionnaires and interviews with TeliaSonera employees, several perceptions were defined. The five most prominent, that were chosen to be verified, are listed below. The rest could be found in appendix 15.

1. Internet everywhere (including roaming abroad) will be more important than what it costs, even if that depends on which consumer one is referring to. For the broad mass it will also be more important with Internet everywhere rather than fast downloads.

2. By the time the products are getting cheaper, people will have more devices connected to the Internet in their homes. In the future, one will probably like to use the mobile phone as a remote in a broader sense; already music systems connected to smartphones exist on the market. Everything that you can interact with in your home will be connected.

3. For consumers to want to share data there must be something to win from it. Consumers will not want to share data with friends, perhaps with their partner/family. Instead of having to get a new plan, a new family number could be added to the common plan. However, others who were interviewed were skeptical to this.

4. Cost control is important for many users, to debit per kB might be difficult to implement to the market. Even if the consumers might get used to the concept over time and will be able to calculate what the bill approximately will be, it would probably be difficult to enter the market with a new debit plan like that. However, if turning the abstract term kB into minutes of Internet usage, it might go easier.

5. Special offers for business users should be implemented, if the company sponsors its employee with a phone and plan, he/she should be offered to get a special deal for his/her children/family.

**4.2.2 Questioning in Telia Stores**

From the first questioning in Telia stores it was showed that a majority of the respondents use Internet before leaving their homes in the morning. A plurality even used Internet before they left bed that morning. Barely half of the respondents used Internet when getting to the Telia store that day. The most common product to use both in the mornings and when commuting was the mobile phone. When asking if one would want to share Internet data with other family members, most people answered that they would not want to do that.

In the second questioning, a slight majority argued that Internet everywhere is more important than having fast Internet. One third of the respondents considered it to be important to have Internet access abroad. A significant plurality thought they would want to use the same data bundle for several products. Furthermore a slight higher percentage rate of the answers read that they got stressed if they were not connected to the Internet. All graphs from the first and second questionings could be found in appendix 16.

**Further Analysis**

When interpreting the results, different correlations were tested. Most correlations showed that the answers given on the first three standard questions did not have a great impact on the other
answers. However, differences as the ones below, could also be detected. More correlations could be seen in appendix 17.

People with or without children who want or do not want to share Internet data with other family members:
There are almost an equal amount of people with children that welcome the idea of sharing Internet data with family members as there are people against it. People not having children are mostly against the thought of sharing Internet data with other family members.

Getting stressed or not when not connected, depending on education level and housing situation:
Further processing of the results showed that it was mostly people with secondary school education that considered that they got stressed when not being connected, over 70% answered yes to the question. Also a majority of people with primary school education tend to get stressed when not connected. In contrast to that, less than half of the respondents with university education felt stressed by not being connected.

Need of having Internet abroad, depending on education level:
The longer education one has, the more important it is to be able to have Internet abroad, according to this short questionnaire. However the difference between people on various educational levels wanting Internet abroad or not did not vary spectacularly.

If it is important or not to be able to connect to the Internet abroad, depending on whether or not one gets stressed when not connected at all:
It could be seen that a large majority of the respondents who wanted to be able to use Internet abroad also felt stressed when not connected. Of people not getting stressed when not connected, only half of them wanted to be able to use Internet abroad.

4.2.3 Focus Groups
Four focus groups were held, two for each segment. Circa five people were booked to each session, but due to late cancellations only two to three persons participated in each focus group. Due to the lack of participants, the groups were made gender heterogenic, instead of the preferable homogenous group constellation. The compounded insights from the focus groups are divided into Behavior-Based, separated by segments and Area-Based for both segments. The focus groups were based on the previous understanding from the questionnaires, interviews and tablet-questioning. Therefore the following results could be seen as a compilation of the whole consumer study.
High Status Homeowners

For the segment High Status Homeowners, the behavioral aspect that stood out the most was the need of Control, in various aspects. The detected subcategories were Simpler Handling, Always Online, Performance Need and Need of Integrity, see figure 9. One gentleman from this segment was having trouble maintaining control, he said; "Soon I’ll have too many subscriptions, I am starting to lose control!"

Figure 9. The behaviors of High Status Homeowners.

Control
Being able to control the cost is important for High Status Homeowners; they want to understand what they are paying for. They feel they start to lose control if they have too many accounts to overlook. High Status Homeowners have separate views on various bills and evaluate how much is considered as expensive differently for different things. A certain amount viewed as a reasonable sum for the fixed phone would be perceived as more expensive if applied as an add-on to the mobile phone bill, even though that consequently would replace the fixed phone bill.

Simpler Handling
The need of control recurs in parenting, they want to decide what is allowed and not for their children, while momentarily giving them limited responsibility. The parental control is maintained by always being able to reach them and knowing where they are. The fact that they would like to avoid having to remember all of the passwords and codes they keep was repeatedly stated. Furthermore, on the same topic, avoidance, they want to eliminate cables and extra products.

Always Online
This group wants to stay connected everywhere, preferably with a fast connection. When they shift from offline to online, they realize how dependent they are, for example when getting of an aircraft. This makes them annoyed; they do not want to feel chained to the technology, although that seems to be the case. Instead, to eliminate these frustrating feelings, they want continuous Internet access. Concluding this, they want to be able to switch products without any problems; they expect quick response-times, meaning that the products will not have to buffer or take time to start. Not only are they used to it, but they also receive confirmation and confidence from being online.

Performance Need
They are willing to pay for something they see value in. It is believed that you “get what you pay for”. Many of them are skeptical to free services, since if the companies do not charge you for money, they probably want something else out of you.
Need of Integrity
They do not want to be visible for others, what is done on the Internet is considered private, as many other aspects in life. The High Status Homeowners want to be able to choose who gets to take part of their Internet life. They are afraid that new technology and more products connected may infringe in their privacy.

Educated Metropolitans
The most prominent behavioral subject that was found for the segment Educated Metropolitans was the need of a Simple Everyday Life. Furthermore four subcategories were detected; Need of Control, Cost-Conscious, Awareness and Internet Everywhere, see figure 10. One telling quote that recurred was; "It should just work!"

Figure 10. The behaviors for Education Metropolitan.

Simple Everyday Life
The Internet access and everything connected to it should work automatically according to the Educated Metropolitans; they want fewer things to keep track of and they would like to be able to synchronize the products they already have. They want the Internet to help them to streamline their everyday life and create a flow in an otherwise busy schedule. They regard paying for a service requires for it to work. A subscription or payment plan should be easy to understand. Furthermore they state that even though they love the concept of free will, fewer choices often make life easier. When something does not work, help needs to be found easily. They prefer to send an email when contacting support since they find it more time efficient and they receive a copy of the conversation.

Need of Control
The Educated Metropolitans aim to be the ones in charge and in control; they like to make decisions themselves. They are open for and intrigued by new technologies and automations of almost any sort, but in all cases they want to have and keep control over it. Tangential to this, they want to estimate what expenses they will have each month, they want to have cost control. As an Educated Metropolitan, one wants to compare different options and be the one controlling the decision of which one to choose. They are happy to pay more in order to receive control and safety.

Cost-Conscious
They want to see concrete benefits or ways to make profit out of something they pay for. For a fixed price, one is willing to pay more and by that eliminate surprises. When selecting a plan, they check
the price of the service they use the most. That service has been voice before, but when renewing plans next time, it will probably be Internet data offers one will look for.

Awareness
If they wonder something, they look it up online. They also base their perception of reality on what is being reported. They are active on social media, and have mixed feelings about whether they like it or not. They strongly believe that the technology will develop and get better. When they start using one technique they soon become dependent. Not all of them are pioneers in trying new stuff, but the community they live in and the peer pressure affects them.

Internet Everywhere
The Educated Metropolitans depend on having Internet access everywhere; they expect the reception to be good at all times. Since they live in urban areas, they seldom experience network difficulties. They say; “You could basically fit one’s entire world in one’s mobile phone today, socially, professionally, economically and so on”. Being online is a daily routine for this segment; it is something not reflected on. They want to be able to be online abroad in order to make important tasks, things that make the trip easier. It is more important to be able to stay connected everywhere rather than having a fast connection. In addition to this, they say they are in need of places where they are not connected and available, free zones.

Area-Based Findings
The two segments answered alike in certain questions. When clustering the findings per area, five significant headings were crystallized. The categories are; Choice of Plan, Internet Payment, Entertainment and Communication, Shared Plan and Several Products – One Plan.

Choice of Plan
These two segments do not think about what plan they have, as long as it works. The topic recurs when the previous plan has run out or a new phone is launched, at that point they think it is difficult to compare the different plans and operators. These people can find it being nice not having too many subscription choices, but the dominating factors are almost always price and operator. What sort of specifications that will be prominent differ, it could be a certain mobile, accessibility of VoIP (Voice over Internet Protocol) services or unlimited mobile Internet data. Nowadays they need a lot of Internet data on their plans, especially when working.

Internet Payment
The High Status Homeowners think that how one makes a payment is more important than where one does it. The hassle with the codes on the secure payment pad makes Internet banking feel safe, no matter if one is at home or at work.

Educated Metropolitans regard it to be safe to pay over the Internet nowadays, even from their mobile phones or tablets. They like handling bank errands from the mobile phone or tablet since it is easy and fast. In general, they prefer to pay bills in a home environment rather than from a public wifi, but they do not mind transferring money publically from time to time. Furthermore, they say e-invoicing is good from an environmental perspective.

Entertainment and Communication
Both High Status Homeowners and Educated Metropolitans follow the trend of using more Internet data today. They tend to use the Internet more than they call. Internet is used for both communication and entertainment, it is difficult to detect whether either of the types of uses are
more dominant. Both of the segments are afraid to confuse contacts if they would use a common communication platform for various forms of messaging. Today they use different channels to different contacts. They do like smartphones however, simply because of the possibility to have all information collected in one product. Many of them feel that they miss out on information if they are not members of social networks.

The Educated Metropolitans separate different communication channels from each other; they find texting more relaxed than calling and Facebook to be more laidback than email. Overall there are mixed views on whether a communication platform would be a good thing or not. It was difficult to imagine how it would work, according to the plurality.

Shared Plan
High Status Homeowners do not see any problems in sharing an Internet data plan since they already share rent, food account and much more. But in that case, they would like to be able to see how much is being used and how much each family member uses. In contrast to that, most Educated Metropolitans do not believe in the idea of sharing Internet data. They want to feel that they can control their data traffic themselves; not having to worry that someone else uses all of the data. How much data they use feels private. However, a portion of the Educated Metropolitans would not mind sharing an Internet plan for the mobile devices within the family, if there would be a definite advantage in doing so.

When talking about shared plans, both groups are clear on the fact that they do not want to share the pages they visit online. They freely associated a shared plan with sharing other things, like a shared family calendar which they considered to be a good idea, especially the ones with children. A lot of the High Status Homeowners have a mobile phone and a mobile plan via their company or business; these people also demand family services. They stated that they sometimes feel forgotten or left out of family deals.

Several Products - One Plan
They are positive to the idea of having several products connected to the same plan. This, even though they have difficulties in seeing the purpose of it since they already feel and think they connect all of their electronic devices with the help of a router. Many of the people asked believe that there will be a lot more products than they could imagine today, that they would like to connect to the Internet in the future. They are mostly interested in connecting mobile devices to a plan like that, though.

They like it when everything works and communicates in the home. They are open for the idea of connecting new things to the Internet, but they already feel that everything is connected to the wifi-network. In general, they want Internet solutions that make their everyday life easier. They also want to know that they still have control when they synchronize different products to each other, otherwise they can get skeptical.
5 Discussion

In this chapter, the results of The Insights Process-development and the consumer study are discussed. The results are also compared to theory.

In the beginning of this project, it was argued that The Insights Process should be developed with the aid of one of the two segments and later be verified with the other. This might have been a preferable method, since the current process never got to be verified. However, early on it was realized that such a circumstantial work would be too time consuming. It was decided that both segments would be studied in parallel to the process development. In one sense, that turned out to be helpful, since each subsection of the process got to be verified and evaluated throughout the way. Furthermore, the two segments appeared to be very similar in character and attitude, in the consumer study. The similarities among them served a purpose by giving a vaster range of opinions from the compiled results of both groups.

5.1 The Insights Process

The Insights Process is supposed to lead a consumer-centric development at TeliaSonera. It is also one way to enable The Adoption Process that Venkatesan (1976) speaks of in Consumer Behavior and Marketing Management. If knowing how to attract and make the consumer aware of a certain product, one is in the loop. More importantly, if one has done one’s homework and knows what the consumer wants, the interest will come naturally and then the consumer can evaluate and try out the product.

5.1.1 Why TeliaSonera Needs an Insight Process

Because of the lack of structure and caretaking of ideas, TeliaSonera needs a standardized format, a common terminology and a smoother, more prescience way to work in order to get wiser and make better businesses. TeliaSonera has to act more as the knowledge company it is! When referring back to theory, one finds that the need of an initiative like this is important for the continuous growth of a company. According to Bose (2002) and Chen et al (2003), the businesses today are more vulnerable and in greater need of knowing and pleasing their consumers. In that sense, TeliaSonera has come to an important decision, when investing in consumer insights enhancements. The CRM aspect of this process is in line with TeliaSonera’s ambition to work more consumer-oriented, something very important when profiting in future business according to Chen et al (2003), Xu et al (2005) and Cheng et al (2009).

5.1.2 Developing a Process

During the development, the recommendations from Kaulio et al (1996) concerning how to develop a process in the best manner were followed to the extent possible. Among other things, it is said that the process should have a distinct consumer. This does not apply explicitly on The Insights Process, since it should function as a template that many different departments can use. However, once one project has begun where the process is applied, the owner is specific. This corresponds to another advice from Kaulio et al (1996); the process should have a designated person responsible for it and there should be continuous follow-ups. One designated responsible owns each project and is in charge of the use of the process and its stages. This person could also be held accountable for following up his/her loop. Every third year a process follow-up should be ordered from
management level and assigned to whomever suitable. The process should be clearly defined Kaulio et al (1996) continues, and this has been an ambition from the very beginning regarding The Insights Process. To make the process comprehensible, evident and visibly clear were aims early on that continued throughout the project.

Different sorts of process methods were studied to get inspiration and benchmark. This was also educational in terms of getting structural understandings for how to layout The Insights Process. The set-up of the PPS model (Tieto, 2012) has similarities to the final version of the developed process. The principle of having a system of toolboxes and documentation templates is in a sense equivalent to the PPS method, even though this applied method is customized for TeliaSonera’s needs. Furthermore The Insight Process developed has Insights Decisions equivalent to gates like in the process concept Stage-Gate (Arleth, 2009). The model of having stages and gates are well proven and well known which will make the acceptance and implementation of the process easier.

The process is made flexible and agile in order to make it easier to use whenever it is needed. As Bose argues the marketplace is dynamic, therefore it is important to work iteratively with CRM. The willingness of learning more about the consumer must maintain within the company. To ensure this, several seminars and presentations should be held throughout the year at TeliaSonera. By hearing about successful consumer insight-projects the will and excitement to continue working with it will probably last longer.

5.1.3 Methods Chosen to the Process

The different methods applied to the process had different benefits and limitations.

Ideas from Different Sources

From the questionnaires sent out to employees at TeliaSonera, it became evident that the way of working with insights today contains a lot of different tools and methods. Over 20 different answers were given to the question “How do you get an initial idea of what the consumer wants?”. This says two things; firstly that there is not a consistency in how the insight-work is proceeded today, secondly that ideas can come from many different sources. This is why the first step in the developed Insights Process consists of several suggestions of idea spurs. The different variants are discussed below.

Brainstorming

The method of using a brainstorming session to come up with ideas can be both good and bad. Depending on how the group dynamic is and how creative the participants are, various results can be generated. However, it is a well-proven way of reaching ideas, which usually bears fruit.

Suggestion Box

A lot of ideas that the different employees come across are never taken care of and basically get lost. Because there is nowhere to bring the newfound thoughts, the ideas remain amongst a smaller group and will not necessarily get realized. Even though a service called “The Suggestion Box” aimed for this kind of matter does exist on TeliaSonera’s Intranet today, it seems to be rather forgotten and poorly promoted. It also seems to be a bit difficult to work with. By letting people know about the possibility to upload ideas onto an easier online tool and by maybe integrating today’s version with The Suggestion Box-platform that should be designed for this process or redirecting the traffic, it would probably be used to a larger extent. It is important to make people
feel okay with sharing their ideas in such a media and to encourage a sensation of contribution to the company as a whole.

Market Change
Since the market fluctuates, a company has to be aware of the trends, tendencies and new technologies in order to move their business forward. Naturally, this can bring ideas into the organization, but it is important not to get blinded by how the market changes. If one has the ambition of being market-leading, one has to be innovative and not simply be a follower.

Observation
In order to get ideas from an observation session, a lot of time and effort is required. It might be difficult to prepare a proper observation in the ordinary work tempo at TeliaSonera. If this were to be done, a third part might have to be contacted. By observing how the end-consumer handles certain chores, new insights may occur. However, the products that TeliaSonera sell are not always that easy to study. An example of a suitable observation for them would be: When purchasing a new phone plan, a subscription of service, how does one go about.

Competitor Analysis
The use of Competitive Intelligence is vastly praised by Bose (2002). What the competitors are up to is supposed to be analyzed in the Current Situation Analysis phase in The Insights Process. An awareness of the market situation is also needed to get idea spurs from market changes. Furthermore, the organization gets more conscious of its part in the branch, which is relevant in the aspects of knowing what the next business direction should be.

Social Media Involvement
Since the channels of social media open up to get in immediate contact with one’s consumers, in an easy and inexpensive fashion, it was decided to incorporate this to The Insight Process. There is a whole department at TeliaSonera working with social media already, and as part of the mission with this project was to spread knowledge and create connections across the company, it seemed very appropriate to have that competence integrated to The Insights Process.

The different media could be used to send out shorter questionnaires in order to get instant indicators on what the consumers think. There might be a certain division in which people who are frequenters on these specific social media pages, but there could still be a substantial value in using that network and community to integrate with them even more. With over 56,500 people liking the Facebook-page, it is in an untapped resource and opportunity.

Unfortunately, there are a lot of complaints in the Telia online feed today, both on Facebook and on Twitter. Not all comments and posts are of the negative caliber, but it is probably more likely to look up a company when one is disappointed with something. It is rather uncertain how many “random Telia-consumers” check out the Telia Facebook-page regularly. If they are fans, they will get the published information through the feed however. The platform could be turned around and away from the negative focus by implementing more questions and consumer questionnaires. One could create a dialog in a broader sense. It seems as if the social media department is working hard to make that happen, but with a greater engagement where the consumers feel they are listened to and actions are generated from it, greater things can happen.
In-House Questioning

After conducting questionnaires and phone interviews with the TeliaSonera employees, a lot of useful information was retrieved, but after deliberating, it was decided to conduct workshops instead. It was thought to be more depleti and of a more time-efficient character to use the workshop format. The response rate in this study was rather high, but if questionnaires were to be done regularly, the response rate might dip or the questions might not be as thoughtfully answered. Surely the interviews were more informative than the questionnaires, but it was believed that a workshop would create an even greater flow and that the interaction would probably generate new thoughts too. This is done by a couple of offering departments already, but there is no standardized way of doing it and the insights are not always shared other than informally to the closest colleagues.

Focus Groups

When summoning participants to the focus groups, personal phone calls were made of a list. The list was supposed to be divided on the segments High Status Homeowners and Educated Metropolitans; however that was not always the case. For example, sometimes children answered, since their phone plan had been registered on one of their parents. Making phone calls to each and every one of the names listed was very time consuming and did neither give a satisfying response rate nor did the people who actually answered always want to come. Thus, this was not a preferable method for normal office work.

Once a decent number of participants were booked for each session, last minute cancellations were made that ruined the group discussion format at times. Furthermore, the ones how did show up were often seniors or students. It was difficult to reach the middle-aged families with younger children, which would have been interesting voices. Due to this the results may include errors.

One solution recommended in the process is to hire a dedicated consultant firm. If doing this, a suggestion is to use the same firm every time to make the preparation process easier and faster. A deal could surely be set with the firm about how the analysis should be done and several surveys during the year would probably enable a price discount. That consulting company would also get to know TeliaSonera better and thereby present a better analysis. A mentioned possible future solution, if TeliaSonera does not want to involve a consulting firm, could be to have a specific reference group assigned to assist. By already having a reference group ready to participate in different consumer studies, the contact phase would be much easier and less time consuming. The group would naturally be compensated. Hiring a consultant firm would take less time than having a reference group, but would be more expensive.

Converting Findings to Actionable Insights

The “raw” findings serve as a first step to reach insights, however, for them to be useful for the receiving department and the following stages; they have to be modified a bit. The insights have to be made actionable, in order to make profit from them. To simply understand how a general trend acts and functions within a certain segment is great to have in the back of one's mind, but when forming an offer, the information has to be more specific and something to take action from. To be sure that the insights are actionable and used in a correct way a common workshop is recommended in affiliation with the hand-over. This workshop would include a hand-over of the insights to whom it may concern, for example offering, as well as a startup of their brainstorming
for solutions. It is important that the ones taking over understand what the insights mean and how they should be interpreted.

5.1.4 Verification of Requirements

When verifying the process towards the specification of requirements, one found that a lot of the requirements were met; these are listed in the Conclusion chapter. Not all of them could be measured, therefore some of them are discussed below.

The process will hopefully make people on different departments at TeliaSonera involved in consumer insights since it is highly recommended in the process that people from different departments participate during the process and most importantly, come to the presentation. Xu et al (2005) mean that the process of getting to know the behaviors of your consumers and detecting patterns in their habits should be a continuous process. This confirms the recommendation of using several runs of the process throughout the year and later applying follow-ups to it would be a preferable method.

There was an urge to know who was in charge of the process in order to eliminate double work and lost results, this is not fully solved. However, by continually uploading documents to the shared database and by making an initial run-through of what parallel projects are done, the risk of double work is probably eliminated. Although, in the future an owner of the process is recommended to secure that the process keeps updated. Even more important is to have someone responsible for the database, which is highly recommended. This person should have the responsibility of making sure that the database is being used and that reports are being properly filled in.

It was said that the process must include time for a conversation between the in-house clients ordering the insights and the analysts performing the project. This is preferably done during the definition and delimitation of the idea; that session sets everyone on the right track. Furthermore, the data must be analyzed and connected to relevant business areas. These actions are done in the analysis and sharing phases of the process.

The presentation material is generated automatically and includes chosen area, actionable insights and quotes. It was requested that the presentation would say why people think and act as they do in a broader sense and this is optional to add. In an attempt to not make the presentation too long, only the very core things were considered.

Furthermore, it was mentioned that the presentation material should be designed in a way that it looks good and makes it easy to comprehend. Since the graphic profile should be permeated throughout the whole insight material, this requirement should be fulfilled. However, since the documents and mechanisms under the system are not implemented yet, it cannot be stated for certain that this will look exactly like planned.

5.1.5 Sources of Errors and Risks

For the suggested platform and documentation generation to function as proposed, software programming has to be done. None of the programming for the technical aspects of the process has been developed. Unfortunately, if this is to work as supposed to and if it is implemented in a correct manner is something that cannot be overseen.

Once the process is launched, time issues might constrain and limit it in being used as thought. This risk has been minimized by enabling one-week-loops. The possible reorganizations within the
company also put the process at risk where knowledge might get lost and the use of the process is not performed as it should.

TeliaSonera has decided to work with the Mosaic segmentation model. As Bose (2002) mentions segmentation is cost effective but might no longer be the best way to get ahead your competitors. With that in mind TeliaSonera will save money and facilitate the communication by using the same segments across the global organization. The disadvantage by using standard segments might be that in many cases these segments will not be appropriate for the studied question. Needs could easier be explored when segmenting after behaviors in the specific area instead.

During the current situation study at TeliaSonera it was discovered that a lot of different tools and methods are being used for generating consumer insights. By that it is likely that many employees have their own favorite tools and methods meaning that there could be problems to accept a new process with other tools and methods. This fact has to be taken under consideration when implementing The Insights Process.

5.1.6 Further Work

In order to make The Insights Process function as supposed to, employees at TeliaSonera have to be more open to sharing information. From management level and down, a calmer and more team-oriented milieu should be created. Furthermore, the work needs to be implemented throughout the organization, both via educational workshops and information on the Intranet. According to Chen et al (2003) it is important that everyone in the organization agrees to work consumer-centric to build consumer relationships. Therefore a consumer-centric approach has to be implemented at TeliaSonera before the process would work. Chen et al (2003) also mentioned that implementation of CRM requires a paradigm shift in the business culture; one has to start to share information. Sharing consumer data within the organization should not be seen as a loss of power. This is something that has to happen at TeliaSonera before the work with consumer insights will function perfectly.

To get the process to go global is also a challenge, since there is not a unified way of working today across the different countries. It might be difficult to launch this, but if it comes from management level it hopefully will get prioritized. Also, no consideration has been taken to offering- or other processes in other countries when customizing the insights process.

Database

The database and uploading functions should be developed to help the process user fulfill each step, enable sharing in an easier way and to make the documentation function smoothly. On the first page, one should be able to view all of the ongoing projects and in what phase they are. There should also be an explanatory picture of the whole Insights Process, including info-text of each stage and corresponding consequence guides. The toolboxes should be found in the database and regularly be updated. When the process and its database have been implemented and used for a while, the toolboxes should be expanded with requested information. If needed, more templates should also be added. In addition to this, the webpage for the Suggestion Box should be designed and developed and information on how it is used should be spread. Furthermore, the layout of the final generated reports should be designed according to TeliaSonera’s graphical profile. All of the above applications should be gathered on one web page with different tabs for the various areas. This could preferably be located on a designated place on the Intranet.
**Tablet Questioning**

The tool used when researching the area mobile Internet access in the stores, question forms on a tablet, should either be bought or developed internally. In the process, this method is referred to as a minitest.

**Telia Trends App**

Incorporating questions to the app Telia Trends is another variant to the minitests, the response ratio and -time are not established though. In order to manage the questions that should be included, the responsible should not get a compilation more often than every month or so. Alternatively, the future insights department could get a login and handle the questions themselves.

**Focus Groups**

If focus groups are to be applied as a recurring event in The Insights Process, larger changes have to be made. Previously focus groups have been outsourced and conducted via a consulting firm. Since this report urges to increase the amount of meetings with the end-consumer, outsourcing would become expensive in the long run. TeliaSonera rarely has the time to wait the recommended number of weeks for the analysis from the consultant firm and when the analysis is ready, action has often already been taken based on own conclusions. These understandings could be tinted with original preconceptions, but the people at TeliaSonera say that they do not have the time to wait. By this, they are also implying that the analysis work done by the consultant firm is a waste of time and money.

Instead, TeliaSonera might benefit from having a dedicated reference group hired part-time which is altered a few times a year. The group could get discounts on their phone bills or equivalent and be obliged to participate in a number of sessions. By this, one would always have a stack to pull from, given that an agreement is arranged amongst the two parts.

### 5.2 The Consumer Study: Mobile Internet Access

The consumer study on the area mobile Internet access was supposed to generate insights for further product packaging and offer planning. The results from this study are discussed in the following paragraphs.

#### 5.2.1 Consumer Study Methods

Several methods were used during the consumer study; the results from each of them are discussed below.

**Questionnaires and Interviews**

The questionnaires sent out to the Swedish stores and Customer Service were written in Swedish, but the people on equivalent positions in the other Nordic countries received the English version. Errors in the results might exist because of the language barrier in the English questionnaires sent out to the Nordic countries. Whether there is interpretation issues or not is difficult to say, but one might be less comfortable with the English language when not using it in one’s everyday life.

From the in-house questioning, it became evident that three out of four share devices with someone else in their household and about one third share a subscription or plan with someone in their household. This would theoretically reinforce the thoughts of wanting to share plans with others,
but these answers need to be interpreted. The people answering might be thinking of a broadband connection plan that obviously is shared but functions differently than the ones that are referred to in the question. In this case, it probably lays in the wording of the question, this slip may have occurred because of insufficient testing. When asking about where one uses Internet, many stated that they use it when in transport besides using it at home and at work. Although this may be very true, it is rather likely that Internet is being used more often and in other places too. One is not always aware of when one uses the Internet today. It is not always an active choice; a lot of apps require Internet connection for example, even though one would not reckon it to.

**Questioning in Telia Stores**

In the tablet questioning uncertainties were detected. If the question is understood correctly is questionable, due to the limitation of words for each question no long explanation of the question was possible. There must be a balance between a short easy-to-read question and a sufficiently explained question. The questions were surely interpreted differently by different people. Furthermore the three standard questions could be seen as inadequate. For example there was not a question regarding the respondent’s age, meaning that the question referring to education level was a bit vague. It was not clear whether the respondent currently studied at that level and had plans on continuing with further education or if they had graduated from a certain level and never went on for further education. However, since the number of questions was to be kept low, the age question was crossed over.

The manual handling of the answers was another issue that always entails contingency. The human factor of error could definitely bring falsities. However, in this case such errors should not have had a significant influence.

Furthermore, the selection of respondents could not be controlled nor verified. There was no verified diversity within the group. The answers were too few to be qualified as statistically correct. However, there were around 100 answers on each question so that could be seen as a hinted guideline. The results from the questioning in Telia stores did in many ways confirm the facts Ericsson ConsumerLab presented. For example the result that over 50% use Internet before leaving bed in the morning is confirmed in the article *Always Connected* (Ericsson ConsumerLab, 2011)

**Focus Groups**

The groups were supposed to consist of circa five participants. Four to five were booked for each session. Unfortunately a lot of cancellations were made last minute, which undermined the essence of the group sessions. The discussion rather took an interview form and occasionally the neutral intent of caring out an objective questioning had to be put aside in order to awake the discussion. For example, the group was approached with statements to react on. The groups were not homogenous, which may have affected the results.

The answers from the focus groups regarding the importance of Internet were in line with the results from Ericsson ConsumerLab (2011). Both sources argue that consumers take for granted that they should be able to connect to the Internet all the time. It is not a question about when you are connected and when you are not, nowadays most people are always connected. People have a tendency of regarding the action performed on a smartphone device as what is important, the hardware and data-traffic required for it to function are merely carriers. For example, many people say they use the music service Spotify rather than using Internet to be able to use Spotify.
Furthermore, the results regarding the use of the Internet on smartphones made this study match the one made by Ericsson ConsumerLab (2010). People use the Internet on their smartphones all the time, some even before leaving bed in the mornings. Also, the insights from Ericsson ConsumerLab regarding people having different devices for different needs were correlated to the research area mobile Internet access.

5.2.2 Verifying the Perceptions

Once the notes from the focus groups were compiled through a post-it analysis similar to the KJ-method, findings were established that corresponded to the initial perceptions. All of them were more or less verified with the focus groups. This indicates that when people throughout the organization are heard from, the united voice very well pinpoints tendencies and trends on the market. The majority of the employees answered that they considered understanding their consumers’ needs very well, an 8 on a scale from 1 to 10. With their combined knowledge, even greater results are reached. Whether their subjective judgment is close to the truth or not, has not been tested.

5.2.3 Sources of Error

Since the focus groups were very small and not as representable as one could have hoped for, the results are not fully accurate. Due to the interview form, the inspiration and association from each other that normally exist in focus groups was inadequate several times.

When conducting a research of any sort, there is a risk of having preconceptions of what the results would look like. Whether the possible preconceived ideas affected the end result or not is difficult to determine, but it may deem for a possible source of error.

Both segments, especially High Status Homeowners consist of families; however, no children participated in the focus groups. This fact means that about half of the voices of the families have been left out and the results might be angled from the parents’ point of view. As mentioned by Evans (2009) there are different roles within a family when a decision should be made. For example, the children could be The Initiator and The Influencer of the decision even though the parents are The Decision Makers. By that, this segment might actually end up buying something that is not mentioned in their behavior. For example, they might buy a communication platform because the children influence them even though they are afraid to confuse contacts.

5.2.4 Further Work

In addition to the verified perceptions, other findings were made. Since the groups were rather small and not representative for everyone in the two segments, the insights should be confirmed in a quantitative study.
6 Conclusion

The thesis included two parallel and interlinked assignments. The conclusions drawn in the thesis are presented as bullet-points below, divided on The Insights Process and on the consumer study.

6.1 The Insights Process

- A new consumer insight process will help TeliaSonera to start working more structurally with this topic. Since generating consumer insights has not been a substantial part of the work before, a process is needed for the employees to have directions and guidelines on how to implement it to their current work.

- The process turned out to be a simple, agile tool which will complement the current processes at TeliaSonera. Enhanced with toolbox, documentation-aid and consequence guide for each step, the process is easy to follow and use.

- The process can be completed in a shorter version in one week, as one of the requirements stated. The process will also generate at least one insight per round if the exploration-step is fulfilled properly. It seems to be intuitive to understand when shown to a group of employees and it has generated actionable insights. The calculated man-hours for the process were 74 hours, which was 6 hours faster than the 80 hours that were set in the requirements.

- The process is in line with other business decisions and investments going on at the company. Throughout the organization it is said that one must work more consumer-driven, which also is the purpose of the process developed in this study. The process will suit already existing working processes at TeliaSonera since it is customized to be completed before the offering process begins. The outcome from this process should work as input to the offering process. By this the process could in theory be implemented in the ordinary work, even though it is not possible to secure that requirement until it has been tested properly.

- The offering department’s requests to early on find out who the consumer is, what the purpose of the offer is and how the market looks like today are all met. The process enables verification too, which they also wished for.

- The idea of the process is completely developed. However, before TeliaSonera can start using it, more departments must verify it. There is also software programming that has to be done before the process can be launched, this is needed for the process’ structure and all documentation forms, among other things.

- Currently there is no specific person within TeliaSonera that should be in charge of an insights process like this, therefore the process has been developed to enable it to be used by anyone at any time. Although it is a good idea to have one designated owner of the process in the future. That will ensure that the company continues to work with consumer insights and it will also ensure that the process remains updated.

- As many other organizations, TeliaSonera has to work fast and efficiently. In many cases, preparatory projects are not given as much time as needed. There is thereby a risk that process-steps will be excluded from The Insights Process or even worse, that the process is
not followed at all. When time is short, it is better that a few steps are followed, rather than not doing any of them. Thanks to the Consequence Guide, the project knows what they are missing out on by skipping a certain step.

- To create and retain a structured database, it is important that each project does their documentation properly. A living database will prevent duplication of work, since it creates awareness of what is going on. Most importantly, it makes it possible to search for other projects within the whole organization and take part of one another’s results and experiences.

- With the combined knowledge within the company one can state a lot about the TeliaSonera-consumer. In order to evolve this, the sharing of knowledge and spreading of information has got to increase. This being said, one cannot simply stick to one’s guns, the ideas, thoughts and eventually perceptions have to be tested and verified and in that process, one may have to “kill one’s darlings”.

- A lot of knowledge exists within the company, the perceptions turned out to correspond to reality in many cases. An in-house perception generation phase takes care of this knowledge.

6.2 The Consumer Study: Mobile Internet Access

The focus group sessions alongside the interviews and tablet-questioning gave a rather holistic view of what these specific consumer groups think and how they act in certain situations. From different perspectives, the characteristic traits could be determined.

- The perceptions generated from the beginning turned out to be rather true, the cost control recurred as well as the need for having Internet access everywhere, including when one is abroad. Furthermore, the TeliaSonera employees were right about the fact that if consumers would want to share data, there must be a definite positive win from it. Also the predictions about reaching out to the families with parents having phone plans paid by their company seemed to correspond with the consumers’ needs.

- Analyzing the two segments, High Status Homeowners and Educated Metropolitans, shows that there are a lot they have in common. Most opinions were shared, for example their need for control and their expectations of Internet all the time. Seeing these similarities makes it easier to direct offers to both these segment at once.

- Overall there is a great need and willingness to use Internet. Consumers within the two mentioned segments are open to and want to see a development of mobile Internet possibilities.

- The insights found could very well be transferred into offers, how those offers would look like is unfortunately confidential information.

- The findings from the focus groups should be reassured by testing them on a larger selection, in order to verify that the opinions really are true, also in a broader sense.
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8 Appendices

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**Appendix 1: Choice of Method – by Kaulio et al.**

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(Kaulio et al, 1996)
Appendix 2: Questionnaire – How it Works at TeliaSonera Today

CONSUMER INSIGHTS

Personal Information

Name:

What is your position at TeliaSonera?

Which country do you work in?

, Sweden
, Finland
, Norway
, Denmark
, Other

How long have you worked within TeliaSonera?

, Less than 1 year
, 1 - 4 years
, 5 - 10 years
, More than 10 years

Consumer Needs

In your opinion, how well does your department understand consumer needs?

1 2 3 4 5 6 7 8 9 10

We have no idea

We know exactly

Reaching Consumer Insights

How do you get an initial clue/idea of what the consumer needs?
How is that initial clue/idea developed in future stages?

What different tools to identify consumer insights do you consider exist at your department?

Which of these tools do you use?

In your opinion, how useful are the following tools?

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Other notes

Thank you!
Appendix 3: Interview Guide – How it Works at TeliaSonera

All questions were given in Swedish but are here translated to English.

Name and position:
Information about the interviewee’s work
1. In what part of the process do you work? (How do you contribute to greater consumer insights?)
2. How do the surveys and investigations you are in charge of look like?
3. How do you work with insights?
4. How do you do your scouting?
5. What kind of help do you recruit or outsource? What consulting agencies? What does it cost?

Our process (Describe our process shortly.)
6. First spontaneous thoughts on our process?
7. Where would our process fit in, in your work flow?

Questions related to what they answered in the questionnaire
8. What thoughts came up when you filled in the survey?
9. The methods you use to get a first idea of the consumer’s needs, how do they work? Which one tends to generate the best ideas?
10. The methods you use to develop that first idea, how do they work? Which one tends to work the best?
11. Tell us more about the tools that your department have!
12. How have you chosen what tools to work with?
13. How well do you and your department know your consumers? What do you know and how could you get to know them better?
14. Any comments on the methods you have chosen to be of help when reaching insights?

Insights in general
15. Focus groups? Interviews?
16. What to think of prior/during/after an investigation?
17. For how long are people willing to participate?

Benchmark
18. Do you do any benchmarking with other companies in the business? If so, how?
19. Do you have any suggestions of company that do it well?

Result
20. In what way do you present your result? Why?
21. What is the best way to present results?
22. What is the best way to spread a result throughout the organization?
23. What graphics?
24. Workshops?
25. How is the information stored? Databases?
26. Is there any historical backtracking and comparison with previous results?
27. Do you store some kind of “Lessons Learned”?
Appendix 4: Questionnaire – Habits and Behavior

HABITS AND BEHAVIOR

Name
Gender
, Woman
, Man
Age
, > 30 yrs
, 30 - 45 yrs
, < 45 yrs

Within what area of TeliaSonera do you work?

Which country do you work in?
, Sweden
, Finland
, Norway
, Denmark
, Other

How long have you worked within TeliaSonera?
, Less than 1 year
, 1 - 4 yrs
, 5 - 10 yrs
, More than 10 yrs

Your Habits

How many people live in your household?
, 1
, 2
, 3
, 4
, 5
, 6 or more

If you live with others, do you share Internet connected products or subscriptions?
, Yes, we share one or more Internet connected products.
, Yes, we share one or more subscriptions.
, No.
How many products that can connect to the Internet are used in your household today? Choose how many under each product.

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<td>Laptop</td>
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<td>Stationary computer</td>
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<td>Surf tablet</td>
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Where do you spend the most time using a product connected to the Internet? Grade the following alternatives, 1 = no time and 5 = a lot of time.

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<td>When in transport</td>
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<td>At work</td>
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<td>Out on the town</td>
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<td>At friends’</td>
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<td>Elsewhere</td>
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What problems do you encounter when you are connected to the Internet with one or more of these products? Please rank them!

The Future

Do you think we will use more or less products per household that are connected to the Internet in the future?

More

Less

In which situations do customers have the need for Internet access today?

In which situations do customers have the need for Internet access in the future?

What kind of wishes regarding Internet access do the customers have today?

Thank you so much!
Appendix 5: Interview Guide – Habits and Behavior

Hello and thank you for participating!

Short presentation
Name:

Many Devices
1. We asked how many Internet connected devices that are used in your home today, do you think that number is enough? Is there anything else you would like to connect to the Internet?
2. Most people believe that we will use more Internet-connected products in the future, what products will that be?
3. We noticed from the results of the questionnaires that we will probably want to be more mobile in the future. What do you think about that?

Desires, Concerns and Behaviors
4. What kind of wishes regarding Internet access do the customers have today? Have you come up with something more than what you answered in the questionnaire?
5. High speed and reliable Internet at a low price is what consumers’ desires, how is that compatible? Do you have suggestions on what to do to satisfy this?
6. Many people think that a common problem is that the connection on the mobile is too slow, why do you think it is such a big problem?
7. Can you develop your answer for when consumers need the Internet today?
8. How do you think you will use Internet in the future? Will we continue to use apps in the future?

Where do You Want to Be Online?
9. On what "other place", do you use the Internet?
   a. How to use the Internet at home?
   b. How to use the Internet at work?
   c. How to use the Internet when traveling?
   d. How to use the Internet at public places?
   e. How to use the Internet at friends?
10. Many believe that people want to be connected everywhere, how do you think that would change people’s lives? What would happen if you are not online?
11. It was also mentioned that people want to be online even if they are abroad in the future. How do you want that to work?

Payment
12. How much would you be willing to pay to be able to be online abroad?
13. Do you think we could charge data per kb, similar to the price model we have for minute price today?
14. Would you change your use of the traditional "voice" and "messaging" depending on pricing, for example if you were only charged for data?
15. How much do you think people are willing to pay for a well-functioning Internet access in Sweden?
16. How will TeliaSonera be able to deliver well-functioning Internet access?
Scouting

17. What trends have you noticed in the future use of Internet?
18. What makes you think like that?
19. How do you take care of thoughts like that in your organization?

Thank you for your time!

IF THERE IS MORE TIME:

20. How do you cooperate, between the countries, in order to understand how customers think and what they want?
21. Would you appreciate a process and some guidelines when working with customer insights?
22. Which country in the organization has the best and most effective method when it comes to customer insights, according to you? Which country knows the customer best?
Appendix 6: Questioning in Telia Stores – Questions

All questions were given in Swedish but are here translated to English.

First Questioning:

How do you live?
- House, the suburban areas of Stockholm
- House, elsewhere than Stockholm
- Apartment, inner city
- Apartment, the suburban areas of Stockholm
- Apartment, elsewhere than Stockholm
- Other

What is your level of education?
- Primary school
- Secondary school
- University

Do you have children?
- Yes
- No

Did you use the Internet before leaving your bed this morning?
- Yes, on a mobile phone
- Yes, on a laptop
- Yes, on a computer
- Yes, on a tablet
- No, I did not use the Internet

Did you use the Internet before leaving home this morning?
- Yes, on a mobile phone
- Yes, on a laptop
- Yes, on a computer
- Yes, on a tablet
- No, I did not use the Internet

Did you use the Internet on your way here today?
- Yes, on a mobile phone
- Yes, on a laptop
- Yes, on a tablet
- No, I did not use the Internet

Would you like to share Internet data with other family members?
- Yes
- No
**Second Questioning:**

How do you live?
- House, the suburban areas of Stockholm
- House, elsewhere than Stockholm
- Apartment, inner city
- Apartment, the suburban areas of Stockholm
- Apartment, elsewhere than Stockholm
- Other

What is your level of education?
- Primary school
- Secondary school
- University

Do you have children?
- Yes
- No

What is most important?
- Fast Internet
- Internet everywhere

Is it important to be able to use the Internet abroad?
- Yes
- No
- Do not know

Would you like to use the same Internet data plan on several products?
- Yes
- No

Do you feel stressed by not being online?
- Yes
- No
Appendix 7: Focus Group Guide

All questions were given in Swedish but are here translated to English.

Time-schedule:
18:00 to 18:10 Sandwich + Coffee until everyone has arrived.
18:10 to 18:20 Go through the evening's schedule. Introduction about us and the project.
18:20 to 19:25 Discussion
19:25 to 19:30 Conclusion

Location: TeliaSonera HQ Stureplan

Different products and shared Internet data plan
- We start off by looking into the future (view the movie) would you like to have it like this?
  What products would you like to connect to Internet? How would that make it easier for you? What problems would it cause?
- What are the advantages to synchronize different products? For example if all the pictures you take with your camera are stored directly on the tablet. What products would you like to be able to sync?
- How could one be able to share a Internet data plan with other family members? For example, if you have 10 GB on a shared family account, how could you share it? Would you do it? What would the benefits be? Safety lock? Children’s perspectives.

Brainstorming Exercise
Time to play! We will show a few different items for you to discuss how they could be connected to the Internet. For example, this key, I'd like to be able to see in my mobile if I have locked the door at home... And so on...

Subscription Form
- When you chose a new subscription, what is it that makes you choose just that one? Would it be important to get unlimited calls? Is it even necessary?
- Would you like to have several Internet connected-products connected to the same account? Are there any advantages in having a SIM card in several products? For example, if you have a SIM card in your phone, one in your computer, one in your tablet, and one in the TV. (Tethering, problems around it?) How many SIM cards would be necessary, if they would not cost anything per piece? Should they be connected to the same account? Where do you use them, what products? Children’s perspectives?
- What do you mostly use the Internet for, communication or entertainment? Why is it so? Children’s perspectives?
- If you had to decide all by yourself, how would an ideal solution for Internet and communication look like for you? What should be included?
- How much are you willing to pay for this kind of solution? What should be included in the plan for you to be willing to pay more for it? How do you want to get the bill?
- How would a good price structure for the Internet data in the plan look like? Would you be willing to pay per kB or do you want to buy a fixed amount of kB? If the Internet data runs out, do you want it to keep on going (ticking on automatically) or do you want to decide whether you want to buy an extra amount of kB that the month?
**Brainstorming Exercise**
Training shoe: Times related to a GPS or likewise?

**Continuing with Subscription Form**
- What is most important, that the connection works or what the bill ends up at every month? Why? Where is the line between a reasonable price and good enough Internet? Spotify requires some data, but if it would work even if you only have Edge/2G, what would it be worth?
- Is there anyone who has a business phone? (The rest of you can try to put yourself in that situation.) Would a solution for your other private, Internet-connected products be interesting? Could an offer for children be interesting?

**Brainstorming Exercise**
Watch: Sync with calendar, summer / winter time, track if you take it off.

**Communications**
- What communication channels do you use?
- How do you communicate with close friends, family, colleagues, business associates, government / support etc? Why do you choose different channels?
- How would it be to have a common communication platform for all these?

**Brainstorming Exercise**
Visa card: Able to block the card via an app, track the card if you lose it.
Appendix 8: Mosaic Segmentation

The segmentation model Mosaic is divided into ten different segments. They are; High Status Homeowners, Rural Comfort, Suburban Mixed Families, Educated Metropolitans, Students and Singles, Grey Perspective, Urban Strugglers, Low Status Workers, Blue Collar Families and Agricultural Areas. The two selected segments; High Status Homeowners and Educated Metropolitans are explained below.

High Status Homeowners
According to Mosaic, the group High Status Homeowners consists of people with well-paid jobs on high positions, in both private and public sector. Their so-called storyline is "Affluent families who own high value houses in prestigious suburbs of the major cities". The people in this segment generally not only have a high income, but also a high educational level and they are in the age range of 35-64 years old. They are usually married with children and they tend to be first with the latest when it comes to the use of technical products. It is also important to have control over both people and assets for this group. The subgroups within this segment are listed below they are quite alike, but the things concerning telecom issues that differentiate the two are stated;

Type A01: Elite
The subgroup Elite feel they must be well ahead when it comes to the use of technical products, they are always looking for the most advanced technology and require Internet access at all times. In addition to this, they are generally design conscious. As for the rest of the segment, they think it is important to have control. For the Elite, they find it extremely important to be able to manage both people and assets. Within the subgroup, there is a high focus on entertainment and pleasure. This is complemented with a large amount of adventure seeking and risk-taking amongst the people in the sub-segment. They are willing to buy support services to facilitate their lives and not need to think about less important issues. This group is dominant of people 0-24 years old. It has a high index compared to the Nordic average of people 35-44 years old. Their income is mostly very high and compared to the average a lot of them have two or more children.

Type A02: Affluent Families in Villas
As for the rest of the segment, the Affluent Families in Villas are also in the forefront concerning technical equipment; they are interested in the latest and most intricate technology. There is a larger focus on functionality and they are somewhat price conscious, given that they are already choosing within the high end brand-area. For these families, the brand is less important than the price. When it comes to operators however, they do not choose which one to go with based on offers from consultative support. And again, it is important also for the Affluent Families to have control over people and assets. The age in this group is similar to Type A01 and the income is also in this group normally very high. 57 % of the group have no children, but 29 % have two or more children which is more than the Nordic average.

Type A03: Well-off Older Families
This subcategory, the Well-off Older Families want to have the same products and technology as their friends, or at least equivalent ones that are as modern as those of friends. For these people, it is not important with neither brand, nor functionality. To have access to the Internet is considered more important than television, however. As said for the other sub-segments, it is important to have control over people and assets also for this group. This group is an index emphasis on people
35-44 years old. Their income is around medium and compare to the Nordic average a lot of them have two or more children.

_Type A04: Successful Managers_

The **Successful Managers** lose interest in a gadget if it does not work right away. They are considered price conscious, but also conscious about the environment -they would choose an operator with clear environmental profile over another. This group consists of average traditionalists but they are still adventure seeking. This group had a slightly emphasis at people 45-64 years old. Their income is normally not as high as the other groups in this segment but their child status is similar to the other groups.

_Type A05: Career and Family_

The fifth sub-category has high concerns for equal rights, tolerance and environmental issues. This group **Career and Family** wants to have as modern products and services as the community in which they frequent in, but they are willing to wait with larger investments in technology and high tech services. This group does not favor Internet over television. They want control over other people and assets, as the other groups in the segment but they are less of social climbers than some of them. People 35-44 years old are dominant in this group. More than the Nordic average have a very high income and this is the group within this segment where most people have children. 37% have two or more children who are a lot higher than average.

_Educated Metropolitans_

According to Mosaic, this segment consists of two groups; the young that ranges from 18 to 35 years old and the older that is 55+ years. The Educated Metropolitan does seldom have any children, or the kids are already adults themselves. The storyline connected to this group is “Highly educated careerists with high incomes, young singles and older couples living centrally in the major cities”. As for the High Status Homeowners, the Educated Metropolitans have both a high education level and income. They are young professionals and careerists who indulge in the many different activities the city life offers. By this, they have a very active lifestyle and they travel a lot. This group consists of social climbers who value money and materialism; they are also design and brand conscious. They prefer Internet to a much greater extent as opposed to TV and they are rather environmental conscious. The subcategories are quite alike, but the things that differentiate the different groups are listed below;

_Type D13: City High Fliers_

The **City High Fliers** have a high interest in technology and they like to have as modern products as possible, but they do not necessarily seek the most advanced technical gadgets on the market. With this sub-segment, there is a high focus on materialism, assets and they are considered to be definite social climbers. In addition to this, they are both risk- and adventure seekers. This group consists of most people under 25 years or over 65 years. Income level varies from low to very high with an emphasis on medium income (30%), but more than the Nordic average also have very high income (23%). 81% have no children.

_Type D14: City Adventurers_

For the **City Adventurers**, it is more important with Internet than TV. This group is conscious about functionality, brand and price. They also have a large need to control people and assets; they are social climbers but has less of an interest in materialism than some of their other mates in the segment. They tend to take a rather large social and environmental responsibility, but they do like
to act on desires. This group consists of mostly young people, 0-34 years; this group is very young compared to the Nordic average. They normally do not have children and the income varies from low to very high.

Type D15: Young Professionals
The Young Professionals are often gamers that like to have as modern gadgets as friends. Usually some technical solutions are discussed in the family. Naturally for them, Internet is more important than TV. For these people, it is extremely important with brand and design. They do not have a great need to control other people and assets. They have a lack of interest in environmental issues and are non-traditional adventure seekers. Also this group consists of most young people, 0-34 years. Their income is around medium and 84 % have no children.

Type D16: City Seniors
The other branch within the Educated Metropolitans, the City Seniors, is not very interested in technology but like to have as modern products as their friends. They quickly lose interest in gadgets if they are not working instantly. They would consider choosing an operator with high environmental image, they are rather environmentally conscious. For the City Seniors, design, quality and functionality are important. These people are traditionalists and they like to spend time on enjoyable activities. 30 % of this group is 65+, and 21 % is 0-24 years, which are both higher than the Nordic average. Their income is around medium and like the other groups in this segment they normally do not have any children.
Appendix 9: Concepts

Concept 1

The process starts off with a brainstorming in-house, a suggestion box, a market change or observations to register problems and to plant ideas. The idea is chosen and defined in a first gate. This is followed by a current situation analysis including news, parallel processes, data usage check etc. After this, an optional step consisting of a minitest could be added, short surveys on a tablet, quick polls on social media or likewise. All of this leads up to a workshop in-house and a second gate decision on how to move forward. Depending on what investigation method is chosen, the following phase will take different forms. It could either be focus group sessions, questionnaires, interviews or other research methods. This is later verified with a minitest once again and later on the information and findings will be shared in a presentation. The documents are also uploaded to a database, and thereby shared. Concluding it all, actionable insights are handed over to the offering department.

Concept 2

This process concepts consists of three main phases; Perception Generation, Investigation and Conclusion. The first phase includes choosing the specific area, sending out questionnaires or conducting shorter phone interviews, investigations, analysis and workshop. This is followed by a phase of decision making, contacting of reference groups, forming of guides and investigating with the chosen method/-s. The final phase, the concluding one, consists of an analysis, a verification and a sharing session of the found info. Later on, a follow-up is recommended.

Concept 3

This concept starts off with an idea that is defined and delimited to make it understandable. To generate perceptions on this, one or more of the following steps are chosen; a survey internally at TeliaSonera, a social media coverage research or a competitor analysis. After this, a redefinition of
the task is to be made followed by workshops. Depending on what kind of information is needed, either a global, an internal or a consumer workshop session is conducted. The findings from this process are later documented and presented to the colleagues.

**Concept 4**

A shorter process starts off with choosing an area, observing habits and behaviors of consumers in order to generate ideas and is followed by workshops. Depending on what is needed, a workshop is held with either TeliaSonera employees or with the end-consumers. A combination of the two could also be done. This is followed by analysis, documentation and presentation.

**Concept 5**

From a suggestion box, ideas are generated, leading up to an analysis and a decision. This is followed by appropriate investigation form and summed up by a concluding session.

**Concept 6**

This process starts off with an internal workshop at TeliaSonera to grasp ideas from within the company and by that session determine what research area to choose. This leads up to a decision and later, a contacting of dedicated reference group in order to start off with the investigation phase. After finalizing the research, a concluding stage sums up the process.
Concept 7
A year-long perspective of the different stages in TeliaSonera's consumer insight analysis would look like this;

Starting off with the results from the great internal survey in the beginning of the year, continuing on to an analyze session of asking things like “How did the Christmas campaign go?”, “What did we learn?” etc. With information from the survey and from the analysis, an idea- and a perception generation takes place, leading up to an investigation which later is translated to a summer campaign. Once again, this is analyzed in the same fashion as previously, followed by a trend analysis and an idea generation segment. After this, the investigation takes part which turns into that year’s Christmas campaign. The cycle continues. Throughout the year, smaller loops could be made to answer simpler questions.

Concept 8

In a similar way as concept 7 works, the loop could be applied to an investigation cycle. The cycle starts off with a workshop at TeliaSonera, going forward to investigation of some sort, leading up to an analysis, which serves as a foundation in the development of a concept. This concept is worked out and released. Later on, the product is evaluated by a reference group and based on that, a new workshop is conducted and the loop is back where it started.
**Concept 9**

This was an alternative that did not include any in-house analysis. It starts off with an idea, followed by shorter questionnaires on a tablet or polls on social media. Later on, the reference group is asked in whatever way mostly suitable, either in a workshop, a focus group, an observation or interviews. The results are later validated or verified, perhaps with polls on social media. An analysis is followed and the process finishes up with a presentation or workshop at TeliaSonera.

**Concept 10**

Starting off with a competitor analysis and letting that knowledge be processed with previous concepts and in-house knowledge in an improvement workshop. This leads up to a solution or a suggestion that later could be tested on consumers.

**Concept 11**

Starting off with a couple of interesting segments, this process urges the process owner to either ask these segments about their problems or register them by observation. The results are later compiled and one or more workshops are conducted, where both end-consumers and TeliaSonera personnel are invited. These sessions are analyzed and the findings are shared.
Appendix 10: Documentation Forms
TOOLBOX: CATCH AN OPPORTUNITY

Brainstorming
Gather relevant, creative employees within TeliaSonera, preferably from different departments and on different positions. Start off with a meet and greet to get to know everyone a bit and try to create a relaxed environment. Establish the main rules with this session: Do not criticize one another or any of the ideas.

Start splitting out ideas and thoughts, write everything down on post-its, a mind-map on a big piece of paper or on a white board. Go on with ideas and spin off someone else’s. Before finishing, cluster similar ideas and document what understandings were reached.

Suggestion Box
Retrieve the information by browsing through the site or searching specifically on a specific area. The different subjects are categorized per area.

Market Change
A dramatic change on the market can lead to a need for insights in a specific area, when this occurs, contact an insight process holder with the idea/area or start a new process.

Observation
In order to detect problem areas that the consumers have, one can study their behavior in an observation session. Contact some consumers and ask if they could participate in a such an activity make sure that they are compensated. Visit the participants in their homes or in the environment where the studied actions take place. Let the participant perform things he/she normally does throughout a day concerning TeliaSonera services, note when problems occur, if something is done in a special manner, ask why he/she does it like that etc. Compile the results and find key problem areas that need improvement and that should be carried over to offering via an insights process.
TOOLBOX: DEFINE/D ELIMIT IDEA

Finding Other Projects
Current parallel projects are found in the feed on The Insights Process’ home page on the Intranet. Click on the project name to get to the corresponding database. Contact information to the project manager is found below the name and issue date. Past projects are found in the collaborative database. Use the search tool or hit CTRL+F to look up specific research areas or project managers.

Answer the Following in Documentation
What do we want to know?
What shall it be used for?
Who want’s to know it?
Which segment is interesting?

TOOLBOX: CURRENT SITUATION ANALYSIS

How to Order Information:
Call responsible information holder and establish a connection.
Specify what you want to know in a detailed e-mail. Prepare for some follow-up questions.
Provide a deadline/last date when you would like the information.
Use the provided document form to compile the information.

How to Collect Data from Customer Analytics
If not familiar with the program, use a provided template to generate the data and graphics of interest. One can state segments, gender, ARPU (Average Revenue Per User), data traffic etc. to get a specified graph for one’s needs. If the questions do not correlate to the info needed, request a new template from designated TeleSonera employee specialized in Customer Analytics or from Espelén, the providing company.

How to Collect Information from News or Suggestion Database
Retrieve information by browsing through the database or if searching specifically for one area or information from a certain source, use the search tool. The different subjects are categorized per area and one can always get the link from the original source.
How to Conduct a Workshop:
Call in people well in advance.
Create a creative workflow with small talk and guidelines for no criticism or negative comments.
Base the question guides on the analysis in the previous step.
Be open-minded and kill your darlings.
Document shortly what came out of the session before ending it, use the Workshop-Template.
Try to determine whether a new session is needed or not.

Game Suggestions:
Use artefacts and props and integrate them into the WSS, brainstorm on silly applications for them and so on.
Use a large piece of paper or a whiteboard to make a mind map.
Turn concepts and ideas upside-down and play with mind-sets to loosen up preconceptions.
Six Thinking Hats different people have different perspectives depending on what kind of hat he/she has.

How to Make the Decision:
A decision must be taken whether or not to continue the process. Gather the project members, discuss and answer the following questions:
Can we get more info out of it? Will the respondents in the investigation be able to give profitable answers/input into the chosen area?
Depending on the hypotheses, there could be an either greater or less of a need to fulfill the investigation phase.
Do we have the time? Figure out how much time is left. The remaining process will take quite a while, so we have to make sure that we have that time. To close the project later on means a larger cost.
Which findings should be tested? At this stage, several findings/hypotheses from the previous phase could have been collected, discuss which ones you strongly believe in and which ones that have the possibility to generate actionable insights.
Should we continue? Decide if the project should continue. Will the profit from possible future insights be worth the time and money the project will cost?

If the answers to the last question is yes, you should continue answering the following three questions:
How should we test it? Do we need width or depth? Do we have the money? Should the budget be decided? Decide which exploration methods to use. Depending on whether you need answers based on width or depth, different methods are better than others. One method could be enough but sometimes several methods are necessary. The methods matrix could be used as a tool for this decision. The different methods vary in cost, check the budget in order to make this decision. (For more information, see the toolbox-tool Budget Check.)
Based on how much money the project could afford to spend, appropriate method should be chosen.

Budget Check
Calculate how much money is left to spend on this project, contact responsible.
Based on the approximated man-hours stated in the process overview, find out whether or not there are enough resources to follow through, this is tightly connected to the decision. Make an estimation of cost for the process formed in the fashion decided. Make tweaks to the execution plan if needed.

Time Check
When is the deadline for this project? When setting a deadline, make sure to take all stakeholders into consideration. Also make sure that needed resources for the project are available during that period of time. Remember to include lead times. Determine the following: Deadline for final results, deadline for stakeholders, deadline for resources.
Aligning with the budget check, one can eventually add resources in order to make some things happen faster.
TOOLBOX: CONTACT REFERENCE GROUP

Contacting Reference Group
If contacting via a consultant firm, place an order and have them deliver in the present time frame. If contacting the test group hired by TelsaGora, send out an e-mail to the number of people needed. Be prepared for some cancellations and add a few extra. Follow up with a phone call and book time and place.

TOOLBOX: PREPARATIONS

Focus Group Guide
Form groups that are homogenous, with no more than seven persons in each. Start off with simple questions to make the respondents relaxed. Offer coffee and a smaller snack. Register the unsaid. Follow up with several focus group sessions in order to determine truths, preferably three sessions per segment. One person should conduct the questioning, one or two should take notes.

Interview Guide
Start with simple questions to make the respondents relaxed. Remember to ask follow-up questions. Register the unsaid. One person should conduct the questioning, one or two should take notes.

Observation Guide
Contact some consumers and ask if they could participate in a such an activity, make sure that they are compensated. Visit the participants in their homes or in the environment where the studied actions take place. Let the participant perform things he/she normally does throughout a day concerning TelsaGora services, note when problems occur, if something is done in a special manner, ask why he/she does it like that etc.

Telephone Interview Guide
Similar to the interview guide, note that some things have to be explained more thoroughly, though, since a lot of information is lost over the phone. Try to make the interviewee feel at ease with the situation by starting off with some small talk. Have the interviewee explain some things with examples in order to totally grasp what he or she means. Record the interview or let someone else take notes via the speaker phone.

Questionnaires Guide
Send out an online form via e-mail, it increases chances of good response rate and it gets easier to sort the data afterwards. Keep the questionnaire quite short, maximum of 15-20 minutes to fill out. Write question in a straight-forward fashion that cannot be misinterpreted. Make questions of great importance mandatory. Let respondents choose an option like "Do not know" or "No opinion". Allow respondents to add freely written notes or comments on questions where it is appropriate. If grading something on a scale, use an uneven number. Test the questions before sending out the form in order to detect uncertainties etc. Do not send out more than 4 questionnaires per year to the same people.
TOOLBOX: EXPLORATION

Focus Group
- Record the session, preferably video, but only sound is okay.
- Take notes.
- Try to keep the group homogenous.
- Have an open group discussion.
- Let everyone in.
- If someone takes over, stop.
- Keep down the number of participating people in the room.

Interview
- Record the session, preferably video, but only sound is okay.
- Take notes.
- Create a relaxed environment.

Observation
- Record the session, preferably video, but only sound is okay.
- Take notes.

Telephone Interview
- Record the session, preferably video, but only sound is okay.
- Take notes.

Questionnaires
- Declare a deadline for the respondents.
- Send a reminder after a week.

TOOLBOX: ANALYSIS

How to Make the Analysis
- Map/Cluster together findings that are alike.
- Find patterns.
- Use white boards or post-it.

Be critical of the results:
- Is the result true?
- Did the respondents answer correctly?
- Did we learn anything from the investigation or do we need to do one more?
TOOLBOX: VERIFICATION

How to Verify
Before you chose verification method, you have to make clear what to verify, if there is time and if it is needed and how it should be done. A qualitative method, like a focus group, should be verified with a quantitative method like a survey, in order to determine that a larger group of people have equivalent opinions as the small focus group had.

Focus Group
Results could be verified with a new focus group too. When verifying with a focus group, it is important to keep the discussion within the right area. This is not a session to generate new thoughts that would be too time-consuming. This time it is only a matter of reiterating already known insights.

Questionnaires
Try to keep them short and do not send out too many, to be able to manage them all. Note that this is done in a later stage, and thereby the time issue might be very delaying.

TOOLBOX: SHARING

The presentation should include:
- Chosen area
- Actionable insights
- Some quotes from the investigation phase. The quotes should ensure that the insights are correct.

Presentation should not include:
- Too much results, that will make the audience lose interest.

Who should be invited to the presentation:
- Everyone involved or anyone who could be interested.
- Remember to invite colleagues from different countries too.

Upload to Database
- When the online documentation is full, hit the button "Upload".
**TOOLBOX: FOLLOW-UP**

Follow-up the results of the insights process after the resulting campaign has been launched, point out what profits were made due to the insights if possible. Do this yearly on all process projects.

Make a run-through of the process once every three years and tweak it to perfection. Ask previous process holders about what problems they have experienced when using the system and what improvements could be done.

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**TOOLBOX: MINITESTS**

Polls on Social Media
Make short polls via social media, in order to reach the consumers directly and get fast results. The answers gives some leads, but certainly cannot provide any great research depth. Conduct the poll in collaboration with the social media department.

Tablet Questioning
A tablet questioning could be used to collect fast answers on easy questions. Questions that could be used are yes or no-questions, multiple answers-questions or questions where respondents fast can type in their answers. Examples of the three question types are given below:

- Do you own a smartphone? [Yes / No]
- How do you mostly use your mobile phone? [Voice / Text messaging / Internet use / Other]
- What is your postal code? [Type in your answer]

The tablet could be placed in stores, in the lobby or could be held in someone’s hands, asking people on the streets.

How to Conduct a Phone Interview
Schedule meeting well in advance. State how long the interview will take and do not overrun that time frame. A recommendation: 30-45 minutes.

Call from conference room or phone cubicle via loudspeaker and let someone else take notes from the conversation. If no one is able to take notes a good idea is to record the interview.

Prepare a question guide, and try to follow it quite accurately so that the answers are comparable.

Start with some small talk and easy questions to get the person at ease, not too long though, since people usually are rather busy.

Ask open questions, where the interviewee needs to elaborate.

Do not schedule interviews with the same person more than 4 times per year.

When verifying over the telephone, determine some specific question marks that easily could be answered in a couple of minutes.
### Appendix 12: Time-Schedule

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</table>

### Meetings
- Business Decisions

### Deadlines
Appendix 13: Calculations of Time

Man-Hours

*Catch an Opportunity*

How long this first step will take varies a lot depending on from what sources the idea will come from. If the idea is found through the Suggestion Box or a Market Change the insight project does not have to spend any man-hours in this step. However, if no idea exists and a brainstorming session or observations are held, this assignment will require some man-hours.

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**ID 1 - Define**

A discussion must be held in order to define and delimit the idea and area.

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<th>Number of days/session</th>
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**In-house: Current Situation Analysis**

Each of the sources to gather information to a current situation analysis takes approximately the same amount of man-hours. Depending on how many sources one decides to use in the project the total amount of man-hours for this step will vary between 6-12 hours.

<table>
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<th>Activity</th>
<th>Number of persons</th>
<th>Hours per day/session</th>
<th>Number of days/session</th>
<th>Extra time for preparation</th>
<th>Total numbers of man-hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Find/order info from TS-surveys (Time/survey)</td>
<td>1</td>
<td>6</td>
<td>1</td>
<td>-</td>
<td>6 h</td>
</tr>
<tr>
<td>Find/order info from social media etc. (Time/survey)</td>
<td>1</td>
<td>6</td>
<td>1</td>
<td>-</td>
<td>6 h</td>
</tr>
</tbody>
</table>

**In-house: Workshop In-house**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Number of persons</th>
<th>Hours per day/session</th>
<th>Number of days/session</th>
<th>Extra time for preparation</th>
<th>Total numbers of man-hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workshop</td>
<td>6</td>
<td>2</td>
<td>1</td>
<td>-</td>
<td>12 h</td>
</tr>
</tbody>
</table>
A meeting with the persons relevant for the project should be all that is needed to make a decision whether or not the project should continue and if yes, what methods should be used. Some extra time is needed for the project leader to create a time-schedule etc.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Number of persons</th>
<th>Hours per day/session</th>
<th>Number of days/session</th>
<th>Extra time for preparation</th>
<th>Total numbers of man-hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Decision</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>7 h</td>
</tr>
</tbody>
</table>

**Explore: Contact Reference Group**

If the project chose to hire a consulting company taking care of the consumer investigation, this step will only require the time it takes for the project leader to contact the consulting company. However, if the project decides to contact at reference group all by themselves it will take significantly much more time.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Number of persons</th>
<th>Hours per day/session</th>
<th>Number of days/session</th>
<th>Extra time for preparation</th>
<th>Total numbers of man-hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>With consultant</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>-</td>
<td>1 h</td>
</tr>
<tr>
<td>No consultant</td>
<td>2</td>
<td>8</td>
<td>3</td>
<td>-</td>
<td>48 h</td>
</tr>
</tbody>
</table>

**Explore: Form Guides and Preparation**

The amount of man-hours for this step will also depend on whether a consulting company is involved or not. If a consulting company is involved, a first draft of questions is sent to them for reformulation and improvement. If a consulting company is not involved, the project team has to formulate and adapt the questions by themselves.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Number of persons</th>
<th>Hours per day/session</th>
<th>Number of days/session</th>
<th>Extra time for preparation</th>
<th>Total numbers of man-hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>With consultant</td>
<td>2</td>
<td>2</td>
<td>1</td>
<td>-</td>
<td>4 h</td>
</tr>
<tr>
<td>No consultant</td>
<td>2</td>
<td>8</td>
<td>1</td>
<td>-</td>
<td>16 h</td>
</tr>
</tbody>
</table>

**Explore: Segment Study**

The time for an investigation depends on how complete, well verified and quantitative it has to be. Below is just an average approximation.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Number of persons</th>
<th>Hours per day/session</th>
<th>Number of days/session</th>
<th>Extra time for preparation</th>
<th>Total numbers of man-hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Focus Groups</td>
<td>4</td>
<td>2</td>
<td>4</td>
<td>1</td>
<td>33 h</td>
</tr>
<tr>
<td>Observations</td>
<td>3</td>
<td>3</td>
<td>4</td>
<td>1</td>
<td>37 h</td>
</tr>
<tr>
<td>Interviews</td>
<td>2</td>
<td>2</td>
<td>8</td>
<td>1</td>
<td>33 h</td>
</tr>
<tr>
<td>Telephone Interviews</td>
<td>1</td>
<td>1</td>
<td>8</td>
<td>5</td>
<td>13 h</td>
</tr>
<tr>
<td>Questionnaires</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>8</td>
<td>9 h</td>
</tr>
</tbody>
</table>
**Analysis**
The analysis could take longer but usually one session is enough.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Number of persons</th>
<th>Hours per day/session</th>
<th>Number of days/session</th>
<th>Extra time for preparation</th>
<th>Total numbers of man-hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Analysis</td>
<td>6</td>
<td>5</td>
<td>1</td>
<td>4</td>
<td>34 h</td>
</tr>
</tbody>
</table>

**Verify**
Depending on what method chosen for verification, the amount of man-hours will differ between 5-11 hours.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Number of persons</th>
<th>Hours per day/session</th>
<th>Number of days/session</th>
<th>Extra time for preparation</th>
<th>Total numbers of man-hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Survey in Store</td>
<td>1</td>
<td>4</td>
<td>1</td>
<td>6</td>
<td>10 h</td>
</tr>
<tr>
<td>Questionnaires</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>4</td>
<td>5 h</td>
</tr>
<tr>
<td>Telephone Interviews</td>
<td>1</td>
<td>0,5</td>
<td>10</td>
<td>6</td>
<td>11 h</td>
</tr>
</tbody>
</table>

**Share Info**
Most documentation should already been made by this stage. A final report can automatically be generated, a short review and perhaps some small changes could be done before uploading it to the database.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Number of persons</th>
<th>Hours per day/session</th>
<th>Number of days/session</th>
<th>Extra time for preparation</th>
<th>Total numbers of man-hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Presentation</td>
<td>10</td>
<td>2</td>
<td>1</td>
<td>4</td>
<td>24 h</td>
</tr>
<tr>
<td>Documentation</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>-</td>
<td>1 h</td>
</tr>
</tbody>
</table>

**Hand-Over**
This step is more of a symbolic gesture. The results will be handed over during the presentation and uploading of documentation to the database. That hand-over could perhaps be performed during a workshop, but it is not necessary and really a part of the next process start-up phase, therefore no extra man-hours are added to this step.

**Minitest**
Minitests are optional and could be used anytime during the process. Man-hours will differ depending on chosen method.
### Lead-Time for Each Step in The Insights Process

<table>
<thead>
<tr>
<th>Activity</th>
<th>Lead-Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Catch an Opportunity</td>
<td>-</td>
</tr>
<tr>
<td>ID 1</td>
<td>-</td>
</tr>
<tr>
<td>In-House: Current Situation Analysis</td>
<td>If order: 7 days</td>
</tr>
<tr>
<td>In-House: Workshop</td>
<td>-</td>
</tr>
<tr>
<td>ID 2</td>
<td>-</td>
</tr>
<tr>
<td>Explore: Contact Reference Group</td>
<td>If consultant: 7 days</td>
</tr>
<tr>
<td>Explore: Form Guides and Preparation</td>
<td>If consultant: 3 days</td>
</tr>
<tr>
<td>Explore: Segment Study</td>
<td>If questionnaire: 8 days</td>
</tr>
<tr>
<td>Analysis</td>
<td>If consultant: 1 day</td>
</tr>
<tr>
<td>Verification</td>
<td>Telephone: 3 days, Questionnaire: 5 days</td>
</tr>
<tr>
<td>Share</td>
<td>-</td>
</tr>
</tbody>
</table>
Run-Through Calculations

Longest Run-Through

<table>
<thead>
<tr>
<th>Step</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brainstorming</td>
<td>13 h</td>
</tr>
<tr>
<td>Define/Delimit</td>
<td>9 h</td>
</tr>
<tr>
<td>Find or order info from TeliaSonera-surveys</td>
<td>6 h</td>
</tr>
<tr>
<td>(Time/survey)</td>
<td></td>
</tr>
<tr>
<td>Find or order info from news, social media etc</td>
<td>6 h</td>
</tr>
<tr>
<td>(Time/survey)</td>
<td></td>
</tr>
<tr>
<td>Workshop</td>
<td>12 h</td>
</tr>
<tr>
<td>Decision</td>
<td>7 h</td>
</tr>
<tr>
<td>Contact Reference Group</td>
<td>48 h</td>
</tr>
<tr>
<td>Form Guides and Preparation</td>
<td>16 h</td>
</tr>
<tr>
<td>Explore - Observations</td>
<td>37 h</td>
</tr>
<tr>
<td>Analysis</td>
<td>34 h</td>
</tr>
<tr>
<td>Verify: Telephone Interviews</td>
<td>11 h</td>
</tr>
<tr>
<td>Presentation</td>
<td>24 h</td>
</tr>
<tr>
<td>Documentation</td>
<td>1 h</td>
</tr>
<tr>
<td>Minitest</td>
<td>8 h</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>232 h</strong></td>
</tr>
</tbody>
</table>
### Shorter Run-Through

<table>
<thead>
<tr>
<th>Step</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Define/Delimit</td>
<td>9 h</td>
</tr>
<tr>
<td>Find or order info from TeliaSonera-surveys</td>
<td>6 h</td>
</tr>
<tr>
<td>(Time/survey)</td>
<td></td>
</tr>
<tr>
<td>Workshop</td>
<td>12 h</td>
</tr>
<tr>
<td>Minitest</td>
<td>8 h</td>
</tr>
<tr>
<td>Analysis</td>
<td>34 h</td>
</tr>
<tr>
<td>Share</td>
<td>5 h</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>74 h</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Step</th>
<th>Days</th>
</tr>
</thead>
<tbody>
<tr>
<td>Define/Delimit</td>
<td>0,5 day</td>
</tr>
<tr>
<td>Find or order info from TeliaSonera-surveys</td>
<td>0,5 day</td>
</tr>
<tr>
<td>(Time/survey)</td>
<td></td>
</tr>
<tr>
<td>Workshop</td>
<td>1 day</td>
</tr>
<tr>
<td>Minitest</td>
<td>2 day</td>
</tr>
<tr>
<td>Analysis</td>
<td>0,5 day</td>
</tr>
<tr>
<td>Share</td>
<td>0,5 day</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>5 days</strong></td>
</tr>
</tbody>
</table>
### Appendix 14: Compilation of the Questionnaire – Habits and Behavior

<table>
<thead>
<tr>
<th>If you live with others, do you share Internet connected products or subscriptions?</th>
<th>Yes, we share one or more Internet connected products</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>13</td>
<td>29</td>
</tr>
</tbody>
</table>

| How many products that can connect to the Internet are used in your household today? Smartphone | 1 | 3 | 20 | 7 | 6 |
| How many products that can connect to the Internet are used in your household today? Laptop | 3 | 12 | 13 | 8 | 2 |
| How many products that can connect to the Internet are used in your household today? Stationary computer | 19 | 11 | 2 | 2 | 1 |
| How many products that can connect to the Internet are used in your household today? Surf tablet | 8 | 17 | 10 | 1 | 1 |
| How many products that can connect to the Internet are used in your household today? Other | 7 | 7 | 9 | 4 | 2 |

<table>
<thead>
<tr>
<th>Where do you spend the most time using a product connected to the Internet? [At home]</th>
<th>No time</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>a lot of time</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0</td>
<td>4</td>
<td>9</td>
<td>11</td>
<td>16</td>
</tr>
<tr>
<td>Where do you spend the most time using a product connected to the Internet? [When transport]</td>
<td>4</td>
<td>11</td>
<td>14</td>
<td>7</td>
<td>3</td>
</tr>
<tr>
<td>Where do you spend the most time using a product connected to the Internet? [At work]</td>
<td>3</td>
<td>2</td>
<td>4</td>
<td>4</td>
<td>21</td>
</tr>
<tr>
<td>Where do you spend the most time using a product connected to the Internet? [out on the town]</td>
<td>6</td>
<td>17</td>
<td>8</td>
<td>5</td>
<td>1</td>
</tr>
<tr>
<td>Where do you spend the most time using a product connected to the Internet? [At friends]</td>
<td>13</td>
<td>13</td>
<td>11</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Where do you spend the most time using a product connected to the Internet? [Elsewhere]</td>
<td>10</td>
<td>8</td>
<td>14</td>
<td>1</td>
<td>0</td>
</tr>
</tbody>
</table>

| Do you think we will use more or less products per household that are connected to the Internet in the future? | More | Less |
|---|---|
| | 39 | 1 |
Appendix 15: Perceptions

Perceptions High Status Homeowners

*Insights Generated from TeliaSonera-survey*
- They own a lot of devices.
- They use Internet for a lot of different things, all family members use Internet. -A need of large amount of data and high speed.
- They use and like VOIP.
- They often use Internet to search for information
- Internet connection is very important.

*Perceptions Generated by Insights from TeliaSonera-survey*
- They want to have buckets of data.
- They value safety highly.
- They want to be able to share screen with family members.
- Parents do not have as much time to see their children as they want to. -Need an alternative way to see them.
- They want to use online-TV more.
- They send a lot of emails so they want the data used for that to be free.
- They are still unsure of how safe the Internet is.
- They want to be able to use Internet to other stuff to make every day easier, for example being able to lock and unlock the door.

Perceptions from the Surroundings
- They usually do not have their own mobile phone; instead they receive one from work. This leads to less interest of a family mobile deal. Instead a child deal might be better.
- In the future they want to pay per kB instead of having buckets of data.
- They are willing to share data between different devices, but not between family members.
- With LTE-technique one will need more data than before, 1 GB will be way too little -will that change how to debit and the needs for extra data?
- The price is not as important as the fact that the service works, is intuitive and easy to use.

Perceptions Educated Metropolitan

*Insights Generated from TeliaSonera-survey*
- They have access to a large amount of data.
- They use Internet a lot.
- They use mobile broadband.
- They are active in social media.
- It is important that the network always works.
- They use the network for everything, communication, banking, entertainment etc.

*Perceptions Generated by Insights from TeliaSonera-survey*
- They use Internet to streamline the day.
- They take the network for granted.
- They are dependent of the network.
- They want more additional services, for example control electricity and locks.
- They want to be able to synchronize more devices.
- They want to be able to search and share information easier.
- It should not be possible to run out of data. Or it must be very simple and fast to refill.
- They do not want to refill data too often.

Perceptions from Questionnaire, Both Segments

- People want to have mobile products. To have a stationary computer at home is not that common anymore.
- People think it is okay to share stationary products but the more mobile a product is the more important is it to have your own.
- People will use more products in the future.
- It is important to have Internet access everywhere.
- They want more products to be connected to Internet in the future.

Perceptions from Interviews, Both Segments

- Most important thing is to be able to be connected everywhere, at any time. However, people may be okay with having lower speed at the country house, if the primary things done at home will work there too. Most people are okay with having a bit more primitive lifestyle when at the countryside home. Others say that people will not accept less than perfect Internet connection everywhere, whether it is on the boat in the archipelago, on a plane or in the city. One person interviewed said Internet would be regarded as oxygen, something that exists all the time -something to take for granted.
- The same as above goes for being connected abroad. People would like to roam like home to decent prices. One should be able to buy an additional service for 100-200 SEK/month to enable global Internet usage.
- Internet everywhere will be more important than what it costs, even if that depends on which consumer one is referring to. For the broad mass it will also be more important with Internet everywhere rather than fast downloads.
- The children will steer the future evolution of how Internet is used, indirectly and directly. Their needs and wishes for how it should work will be defining. They also do not know how it was before, pre-Internet -therefore they are not as forgiving as other generations.
- One uses several devices when in travel. Usually doing shorter things like news-updates and e-mailing for regular commute, for longer journeys one consumes entertainment to a larger extent. Today, one watches what has been downloaded; in the future one would probably stream it. People are getting used to the convenience of not having to plan and having the ability to change their minds, there is a larger need of flexibility.
- By the time the products are getting cheaper, people will have more devices connected to the Internet in their homes. People will probably like to use the mobile phone as a remote in a broader sense, there is already examples of music systems connected to smartphones. It would be ideal to be able to turn on the radiators in the country house from the phone before heading out there. Everything that you can interact with in your home will be connected.
- If consumers would to share data, there must be something to win from it. Consumers will not want to share data with friends, perhaps with their partner/family. Instead of having to get a new plan, a new family number could be added to the common plan. However, others who were interviewed were skeptical to this.
• The life of the apps is questionable. Some say they will definitely still be used in the future too, others think that the websites will get customized to the interface of the phones, tablets and so on. The ones who are pessimistic about the livelihood of the apps say it is equivalent to the portals back in the 90's. People will want to be freer and will not accept that middlemen make profit out of it.

• It is a bigger issue to forget/lose one's phone than one's wallet today. Wanting to be disconnected and isolated is common in certain groups, a sort of anti-movement. Soon we will be connected even if we aren't actively doing anything.

• Cost control is important for many users, to debit per kB might be difficult to implement to the market. Even if the consumers will get used to the concept over time and will be able to calculate what the bill will approximately look like, it is only interesting HOW TO ENTER the market with a new debit plan. However, if turning the abstract term kB into minutes of Internet usage, it might go easier. Maybe a hybrid between plans/pre-paids would be interesting, to regularly debit one's VISA? The telecom branch and the consumers have different interests.

• Texting is growing to a larger extent, once you call, you would want to make a video call?

• In the future, all sales and purchases will be done online. The boutiques will function as show rooms.

• Special offers for company users should be implemented, if the company sponsors its employee with a phone and plan from TS, he/she should be offered to get a special deal for his/her children/family.

• Soon, nothing is saved locally - everything is in the cloud.

• TeliaSonera and the market are setting the expectations with commercials showing fast Internet connection in the archipelago, making the consumers think it will work like that. Then getting angry with TeliaSonera if it doesn't.
Appendix 16: Graphs from the Questioning in Telia Stores

Standard Questions

How do you live?

- House, the suburban areas of Stockholm: 18%
- House, elsewhere than Stockholm: 12%
- Apartment, inner city: 7%
- Apartment, the suburban areas of Stockholm: 7%
- 38% of respondents did not answer this question.

What is your level of education?

- Primary school: 61%
- Secondary school: 27%
- University: 12%

Do you have children?

- Yes: 47%
- No: 53%
First Questioning

**Did you use Internet before leaving bed this morning?**

- Yes, on a mobile phone: 41%
- Yes, on a laptop: 6%
- Yes, on a computer: 3%
- Yes, on a tablet: 3%
- No, I did not use Internet: 47%

**Did you use Internet before leaving home this morning?**

- Yes, on a mobile phone: 48%
- Yes, on a laptop: 17%
- Yes, on a tablet: 9%
- No, I did not use Internet: 5%

**Did you use Internet on your way here today?**

- Yes, on a mobile phone: 39%
- Yes, on a laptop: 44%
- Yes, on a tablet: 7%
- No, I did not use Internet: 10%

**Would you like to share Internet data with other family members?**

- Yes: 33%
- No: 67%
Second Questioning

**What is most important?**
- Fast Internet: 56%
- Internet everywhere: 44%

**Is it important to be able to use Internet abroad?**
- Yes: 68%
- No: 23%
- I do not know: 9%

**Would you like to use the same Internet data plan on several products?**
- Yes: 30%
- No: 70%

**Do you feel stressed by not being online?**
- Yes: 46%
- No: 54%
Appendix 17: Questioning in Telia Stores – Analysis

Questioning 1
The relation of people with or without children who want or not want to share Internet data with other family members:

<table>
<thead>
<tr>
<th>Have children</th>
<th>Want to share</th>
<th>Do not want to share</th>
</tr>
</thead>
<tbody>
<tr>
<td>20 (44 %)</td>
<td>25 (56 %)</td>
<td></td>
</tr>
<tr>
<td>Do not have children</td>
<td>16 (25 %)</td>
<td>49 (75 %)</td>
</tr>
</tbody>
</table>

The relation of people living in houses or apartments that used Internet before leaving bed this morning: (People who chose living status to “Other” have not been included in this result.)

<table>
<thead>
<tr>
<th>Living Status</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>House</td>
<td>13 (52 %)</td>
<td>12 (48 %)</td>
</tr>
<tr>
<td>Apartment in the city</td>
<td>17 (50 %)</td>
<td>17 (50 %)</td>
</tr>
<tr>
<td>Apartment outside of the city</td>
<td>14 (52 %)</td>
<td>13 (48 %)</td>
</tr>
</tbody>
</table>

The relation of people living in houses or apartments, that used Internet when going to Telia store: (People who chose living status to “Other” have not been included in this result.)

<table>
<thead>
<tr>
<th>Living Status</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>House</td>
<td>17 (68 %)</td>
<td>8 (32 %)</td>
</tr>
<tr>
<td>Apartment in the city</td>
<td>17 (50 %)</td>
<td>17 (50 %)</td>
</tr>
<tr>
<td>Apartment outside of the city</td>
<td>18 (67 %)</td>
<td>9 (33 %)</td>
</tr>
</tbody>
</table>

The relation of people living in houses or apartments, that used Internet before leaving home this morning:(People who chose living status to “Other” have not been included in this result.)

<table>
<thead>
<tr>
<th>Living Status</th>
<th>No</th>
<th>Yes (mobile)</th>
<th>Yes (laptop)</th>
<th>Yes (tablet)</th>
<th>Yes (stationary computer)</th>
</tr>
</thead>
<tbody>
<tr>
<td>House</td>
<td>1</td>
<td>5</td>
<td>1</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>Apartment</td>
<td>6</td>
<td>10</td>
<td>3</td>
<td>2</td>
<td>0</td>
</tr>
</tbody>
</table>

Relation between people's opinion of sharing Internet data with a family member depending on their education level:

<table>
<thead>
<tr>
<th>Completed Education</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary School</td>
<td>3 (50 %)</td>
<td>3 (50 %)</td>
</tr>
<tr>
<td>Secondary School</td>
<td>10 (36 %)</td>
<td>18 (64 %)</td>
</tr>
<tr>
<td>University/College</td>
<td>17 (27 %)</td>
<td>45 (73 %)</td>
</tr>
<tr>
<td>Other</td>
<td>5 (45 %)</td>
<td>6 (55 %)</td>
</tr>
</tbody>
</table>

Questioning 2
Relation between having fast Internet and having Internet everywhere, depending on education level:

<table>
<thead>
<tr>
<th>Completed Education</th>
<th>Fast Internet</th>
<th>Internet Everywhere</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary School</td>
<td>6 (50 %)</td>
<td>6 (50 %)</td>
</tr>
<tr>
<td>Secondary School</td>
<td>9 (43 %)</td>
<td>12 (57 %)</td>
</tr>
<tr>
<td>University/College</td>
<td>21 (46 %)</td>
<td>25 (54 %)</td>
</tr>
<tr>
<td>Other</td>
<td>-</td>
<td>2 (100 %)</td>
</tr>
</tbody>
</table>
Relation between having fast Internet and having Internet everywhere, depending on housing situation:

<table>
<thead>
<tr>
<th>Housing Situation</th>
<th>Fast Internet</th>
<th>Internet Everywhere</th>
</tr>
</thead>
<tbody>
<tr>
<td>House</td>
<td>6 (46 %)</td>
<td>7 (54 %)</td>
</tr>
<tr>
<td>Apartment</td>
<td>27 (47 %)</td>
<td>31 (53 %)</td>
</tr>
<tr>
<td>Other</td>
<td>4 (44 %)</td>
<td>5 (56 %)</td>
</tr>
</tbody>
</table>

Relation between getting stressed by not being connected, depending on education level:

<table>
<thead>
<tr>
<th>Education Level</th>
<th>Yes</th>
<th>No</th>
<th>Do not know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary School</td>
<td>7 (54 %)</td>
<td>6 (46 %)</td>
<td></td>
</tr>
<tr>
<td>Secondary School</td>
<td>13 (72 %)</td>
<td>5 (28 %)</td>
<td></td>
</tr>
<tr>
<td>University/College</td>
<td>20 (44 %)</td>
<td>25 (56 %)</td>
<td></td>
</tr>
</tbody>
</table>

Relation between getting stressed by not being connected, depending on housing situation:

<table>
<thead>
<tr>
<th>Housing Situation</th>
<th>Yes</th>
<th>No</th>
<th>Do not know</th>
</tr>
</thead>
<tbody>
<tr>
<td>House</td>
<td>32 (56 %)</td>
<td>25 (44 %)</td>
<td></td>
</tr>
<tr>
<td>Apartment</td>
<td>7 (58 %)</td>
<td>5 (42 %)</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>4 (44 %)</td>
<td>5 (56 %)</td>
<td></td>
</tr>
</tbody>
</table>

Relation between the need of having Internet abroad, depending on education level:

<table>
<thead>
<tr>
<th>Education Level</th>
<th>Yes</th>
<th>No</th>
<th>Do not know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary School</td>
<td>8 (62 %)</td>
<td>3 (23 %)</td>
<td>2 (15 %)</td>
</tr>
<tr>
<td>Secondary School</td>
<td>13 (68.4 %)</td>
<td>5 (26.3 %)</td>
<td>1 (5.3 %)</td>
</tr>
<tr>
<td>University/College</td>
<td>33 (73.3 %)</td>
<td>11 (24.4 %)</td>
<td>1 (2.2 %)</td>
</tr>
</tbody>
</table>

If it is important or not to be able to connect to the Internet abroad, depending on whether or not one gets stressed when not connected at all:

<table>
<thead>
<tr>
<th>Stress Level</th>
<th>Yes to connection abroad</th>
<th>No to connection abroad</th>
<th>Do not know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stressed</td>
<td>36 (83.7 %)</td>
<td>5 (11.6 %)</td>
<td>2 (4.7 %)</td>
</tr>
<tr>
<td>Not stressed</td>
<td>18 (50 %)</td>
<td>13 (36 %)</td>
<td>5 (14 %)</td>
</tr>
</tbody>
</table>

Relation between willingness to share Internet data between different products or not, depending on housing status:

<table>
<thead>
<tr>
<th>Housing Status</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>House</td>
<td>41 (69 %)</td>
<td>18 (31 %)</td>
</tr>
<tr>
<td>Apartment</td>
<td>8 (67 %)</td>
<td>4 (33 %)</td>
</tr>
<tr>
<td>Other</td>
<td>5 (62.5 %)</td>
<td>3 (37.5 %)</td>
</tr>
</tbody>
</table>

Whether or not one is interested in sharing an Internet data account on several products, depending on the fact if one gets stressed or not when not connected:

<table>
<thead>
<tr>
<th>Stress Level</th>
<th>Yes to sharing</th>
<th>No to sharing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stressed</td>
<td>30 (70 %)</td>
<td>13 (30 %)</td>
</tr>
<tr>
<td>Not stressed</td>
<td>24 (69 %)</td>
<td>11 (31 %)</td>
</tr>
</tbody>
</table>