

Celcom Axiata / Sales & Distribution

Blue Cube Outlets Operations Standardisation / Malaysia

Celcom Axiata Berhad is Malaysia's premier mobile telecommunications company, offering the widest coverage in the country (covers 98.8% of the populated areas). The Axiata Group includes Robi (Bangladesh), HELLO (Cambodia), Idea (India), Celcom (Malaysia), M1 (Singapore), Samart (Thailand) and Dialog (Sri Lanka), as part of its holdings in Asia. Celcom announced their 4% quarterly revenue growth for Q4 2011, marking 23 consecutive quarters with positive return.

"Applying Renoir operating practices to C-Mobile team enabled us to rollout autonomously (i.e. independently from Renoir) the Blue Cube Operation Standardisation system, producing positive bottom-line results across all of our outlets and partners channels."

Ridhwan Bakar
Director C-Mobile/Celcom

Key Results

Standardised operational procedures and behaviours

Customer service staff performing 54% of all sales

Sales increased by 65.8%

ANALYSIS

Having performed several projects together, a retainer has been signed in 2011 to have Renoir available to respond to Celcom improvement needs in the most efficient and flexible way. Under this arrangement, Celcom requested Renoir to conduct a gap analysis and improvement programme of C-Mobile Blue Cube Outlets customer-service centres.

The main objectives of the initial project (pilot with three Outlets) were to harmonise Services Branches and Original Celcom Outlets into full sales and services for C-Mobile Blue Cube, and to improve Outlet profitability by:

- Defining and installing a closed-loop motivation and control system from Outlet to CEO (BCOS)
- Streamlining and standardising Blue Cube Operations
- Training all staff in dual roles (Sales & Services)
- Coaching staff in customer service behaviours, and in up-selling

In the project's second phase, the objective was to build an autonomous rollout capability to implement BCOS, without Renoir's support, across eight outlets.

PROJECT APPROACH

The 36-week Project kicked off with Renoir's Focus Process™ and then continued on with standardised operational Implementation stage.

The Focus Process™ highlighted:

- Major discrepancies between the dedicated sales outlets, the services branches & Blue Cube Dealers operations, negatively impacting customer experience and sales results
- Poor coordination, due to a profusion of inconsistent reports, weak empowerment and lack of discipline.

The first phase of implementing the developed solutions involved a three-Outlet pilot. In the second phase, implementation occurred in eight reference Outlets across six Malaysian regions, with the aim of training, and getting buy-in from, the Zone and the Regional Managers in charge of the sustainability.

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Along the way, the most capable C-Mobile taskforce members were identified, and then trained to perform a national roll-out autonomously, according to a detailed timeframe and specific reporting structure.

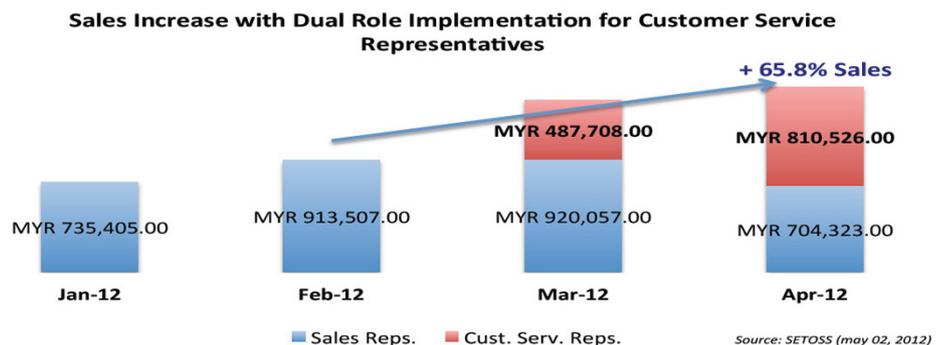
PROJECT DELIVERABLES

A Management Control System was installed within C-Mobile to measure and monitor results continuously at each level of the chain of command, and to increase Sales & Services performance with a faster escalation of operational issues. Renoir developed and implemented a closed loop approach for better risk mitigation and continuous improvement.

This system was developed to be rolled out up to 650 Blue Cube Outlets, in a uniform way and for sustainability through regular self-control at outlet, zone, region and HQ levels. The internal audit team was in charge of assessing the compliance of the Outlets to the new system, and the trained taskforce members became the Rollout team.

In parallel, Renoir ensured the necessary behavioural change within the outlets, installing disciplined customer-service actions/ approaches and systematic habits of up-selling. In each outlet, a series of activities were conducted to obtain staff buy-in of the proposed improvements.

The dashboard that was installed as part of the project highlighted that sales had increased by 65.8% and that Customer Services staff were actually performing 54% of all sales.



THE RENOIR GROUP

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