

Celcom Axiata

Getting to the launch on time

Celcom Axiata Berhad (Celcom) is Malaysia's premier mobile telecommunications company and offers the widest coverage in the country, covering 98.8% of the populated areas.

Part of Axiata Group, Celcom's other counterparts include Robi (Bangladesh), HELLO (Cambodia), Idea (India), M1 (Singapore), Samart (Thailand) and Dialog (Sri Lanka), as part of its holdings in Asia.

Celcom had engaged Renoir Consulting in other areas of its business and asked Renoir to assess opportunities in the Go To Market (GTM) Sales Process to reduce the number of days taken and deadlines for all set launch dates.

PROJECT GENESIS

GTM Sales Launch Process and Management Control System.

The Organisation felt it was time to improve the preparatory work done by the Sales Department for product launches. The objectives of the GTM Sales Project were:

- Improve the overall GTM Sales process by mapping and understanding existing operations' structure and processes, identify gaps / areas for improvement and design a new optimal Management Control System (MCS)
- Test, install and implement the newly agreed MCS, nationwide, including a branding mechanism with transparent planning and reporting across all regions to allow for targeted marketing activities to improve visibility.
- Develop GTM Service Level Agreements (SLAs) and enhancing time to market delivery while ensuring effective communication between Sales & Trade (Dealer Engagement, Distributors and Blue Cubes) as well as Regional teams for business performance improvement.

Studies were conducted on existing GTM Sales Processes and its MCS during the Focus Process™. Key stakeholders were engaged during this stage to ensure understanding of the available opportunities within the GTM Sales Process and its MCS.

PROJECT APPROACH

The studies revealed a number of mandatorys to reach the Project objectives:

- Ensure that all products and devices are available at the outlets on or before launch date
- Ensure that all relevant personnel (Internal staff and Dealers) are trained before launch date

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"Thanks to Renoir we have a structured Go To Market Sales approach as well as reduced timelines for future launches. I have also seen a positive change in the Sales Team and other related Departments in dealing with launches, which in itself, makes the GTM Sales Project a success."

Nazaruddin Abdul Rahim
Sales Director of Sales Management & Planning

Key Results

27% reduction in days taken to launch products requiring to SIM card production

16% reduction in days taken to launch product related to non-SIM card production & without preselected Vendors

43% reduction in days taken to launch product related to non-SIM card production & with preselected Vendors



- Establish one person to monitor all GTM Sales related activities to ensure timely compliance and escalate any possible delays
- Ensure that Point of Sale Materials (POSM) are made available at outlets on or before launch date
- Set formal SLAs or Operational Level Agreements
- Eliminate redundant steps in the process which cause unnecessary delay
- Create a forum for all departments related to GTM Sales to meet and update their individual status and issues faced

A base was established for the number of days taken, for three main launches, from historical records and informal SLAs, as detailed below:

- Major launches: 135 working days
- Moderate launches: 55 days
- Minor launches: no proper records

KEY DELIVERABLES

As a result of the initiatives taken, a number of solutions were designed, installed and successfully implemented. These solutions resulted in the following:

- Major launch time was reduced to 99 working days when it involves SIM card production
- Moderate launch time was reduced to 46 working days without the use of preselected Vendor and 31 working days with the use of pre-selected Vendor
- Minor launches now take 6 working days
- All GTM Sales related activities have a formalised SLA
- Redundant steps in GTM Sales activities have been eliminated
- Sales Planner monitors, records and escalates any delays for each type of launches
- Sales Planners are equipped with standardised tools to assist them in their daily activities
- Formalised meetings with key stakeholders in GTM Sales have been established
- Dashboard was created for Management intervention where required
- POSM are developed at a faster pace and deliveries are monitored
- Training materials are prepared in advance and are executed in less time
- Products delivery are monitored and are updated regularly to Sales Planners
- Lessons learnt are made available within a week after each launch for continuous improvement

Upon completion of the initiative, significant benefits were achieved in all departments related to GTM Sales, and departments are working in unison in achieving common goals that will help ensure that future launches will be carried out in a more structured methodological approach to meet planned deadlines.

THE RENOIR GROUP

Renoir Consulting is a world leader in sustainable, implemented change. Founded in 1994, Renoir has offices located in North and South America, UK, Europe, Turkey, Middle East, Southern Africa, India, Pakistan, China, South East Asia and Australasia. With over 350 fully employed and highly trained consultants, their work across a wide range of industry sectors gives them a broader perspective of the issues facing your business, allowing them to be sensitive to your unique challenges, culture and specific business issues. This cross-pollination ensures truly effective, rapid and sustainable solutions.

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