

PT XL Axiata, Indonesia

XL & Ericsson Partnership Improvement Program

PT XL Axiata was established in 1995 and is one of the major cellular providers in Indonesia with a majority ownership by Axiata Group Berhad (66.7%).

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.

XL is now the third largest company in the Indonesian Telecommunication market and one of the most profitable operators.

“The systematic approach and support during the course of the improvement program enabled us to successfully meet all key milestones and exceed the stakeholders expectations.”

David Hagerbro
*Vice President of Ericsson,
Indonesia*

Key Results

Reduction in average site network integration time from 22 days to 12 days on average

Reduction in drop call rate of 10% in the Jakarta area (equivalent to 150,000 dropped calls per day) through global frequency retune

Reduction in the number of network alarms by 48%

ANALYSIS

Feedback from the regular Customer Satisfaction Index together with more anecdotal evidence had shown the performance of the XL mobile phone network was far below customer expectations.

Consequently an immediate and prompt rectification was required with both the Vendor (Ericsson) and User (XL) establishing a need for open communications and blameless solutions, Renoir was appointed in the role of PMO for the project to ensure timely response to objectives and delivery of the key milestones.

PROJECT APPROACH

The approach undertaken involved firstly determining the issues associated with the two key areas of improvement. These were the reduction in the number of “dropped calls” and improvement in the consistency of data experienced by the end user. It was determined that in order to achieve a holistic solution structural root causes had to be identified so that structural fixes could be implemented.

Through root cause analysis facilitated by Renoir involving both XL and Ericsson over 80 key issues were identified ranging from improper network alarm handling procedures to lack of communication between functions when making significant changes to the network.

The next step was to measure the current performance of the network using agreed key performance indicator (KPI) for both voice and data. This was undertaken to provide a baseline for the measurable performance of the key focus areas. In order to achieve the significant improvements in the 30 weeks assigned to this project it was agreed that the majority of improvements would be focused in the greater Jakarta area with specific attention given to 9 clusters of worse performing cells based on the results from the KPI measurement.

These root causes were then distilled into 28 improvement plans with activities, time lines and resources attributed to each to facilitate commitment and ownership of the solutions being implemented.

In order to get maximum impact and buy in, four “work streams” were set up and headed by Chief Service Management Officer in XL, with rolling members from both organisations working with the respective work stream to achieve completion of all 28 improvement plans in the specified time line whilst retaining the necessary discipline. The project’s 4 work streams were:

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- **Design and planning:** This work stream focused on the upgrading and modernizing the telecommunications network as well as developing in partnership a long term plan for the development of the overall mobile phone network architecture.
- **Operations:** This work stream focused on the installation and maintenance of the physical elements in the network as well as automating and streamlining network alarm handling procedures
- **Optimization:** This work stream was apportioned to complete a total of 10 improvement plans to tackle the performance of the network in the areas of call quality and data transfer

consistency by trailing the latest available software packages as well as implementing a frequency retune to reduce transmission interference and optimise network performance.

- **Processes, tool and competencies:** This work stream had the underlying task of improving how the partnership interacted with each other. This work stream had improvements which affected all aspects of how the other work streams carry out their respective improvements as well as designing and implementing new sustainable ways of working between XL and Ericsson.

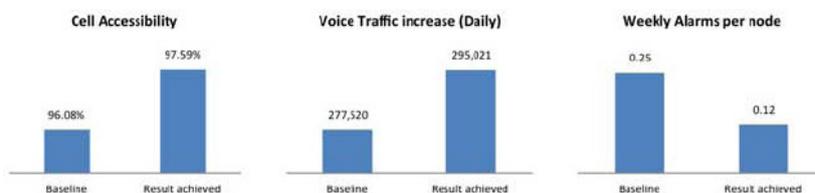
PROJECT RESULTS

Renoir was instrumental in the development of the improvement plans as well as determining base line measurements of networks performance through coordination and mediation between the two parties as an unbiased 3rd party. This helped both XL and Ericsson agree on specific measurable results through transparent open communication.

Renoir was responsible for the project logistics in terms of meeting coordination and frequency as well as presentation material consolidation along with rigorous disciplined follow up procedures. Renoir also demarcated key reporting lines and escalating procedures which enabled the project team to overcome resistance to change which may have been present in both customer and vendor.

The result of this project was the completion for the 28 improvement plans with measurable achievements in the areas of drop call reduction and data consistency improvement. This was achieved through Renoir's rigorous adherence to the project plan to ensure project remained on schedule and any key issues were identified early and escalated to the necessary decision makers. Renoir was able to achieve this using action log and other project management tools to track the progress of the project on a daily basis over the course of its 30 week duration.

Sustainability of this project was to ensure that the improvement made to the network became part of the partnerships business as usual activities. Renoir was successful in establishing and implementing the new ways of working between XL and Ericsson. This was done to ensure a prosperous, sustainable partnership which most importantly delivered quality measurable improvement to the end user experience though the reduction in drop calls and improvement on the data consistency.



THE RENOIR GROUP

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