

Telekom Malaysia Bhd

Challenging objectively to excel

Telekom Malaysia is Malaysia's largest and most successful telecommunications company and operates with state-of-the-art technology. The principal activity of this publicly listed company is the establishment, maintenance and provision of telecommunication and related services. Telekom Malaysia has an annual turnover in excess of 3.5 billion US, employing over 30,000 people throughout South East Asia. Acquisitions, including India and Indonesia, have defined Telekom Malaysia as a key player in global telecommunications.

ANALYSIS

Renoir Consulting was invited to investigate the operational performance of the group. The three week survey highlighted a number of opportunities:

- Poor Sales Performance Management System
- Weak processes
- Low levels of productivity
- Poor system adherence
- Weak, 'New Sales Opportunity effort'
- A strong desire from management to improve
- High opportunity to increase domestic data sales

Based on the results of the Analysis, Renoir proposed a Project that would improve and specifically deliver:

- 10% increase in Data sales revenue
- Sales staff productivity improvement of 30%
- Improved Product Management
- Improved business development
- Improved COINS VPN Delivery

PROJECT APPROACH

The project kicked off with Renoir's trademark Focus Process™ consisting of:

1. Analysis
2. Definition
3. Development
4. Implementation

The Renoir team co-opted nine client employees to form a Task Force. These individuals were given extensive training to become the key change agents for the organisation.

Together, the definition and development stages were completed with an exhaustive analysis of the business and the potential for improvement.

The three fundamental business systems addressed were:

- Sales Performance Management
- New Business Development channels
- COINS VPN Delivery Management System.

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"I can at last challenge the performance of the sales group in an objective manner. I now feel like I can push the team that little bit further and the results can be clearly seen"

Pn. Zuridah Mohd
General Manager Business Sales
Telekom Malaysia Bhd.

Key Results

"From the work that Renoir has done I can say the following:

There is a better system for tracking people's productivity and potential sales prospects because of the Management Control System developed.

Evidence of productivity is objective not subjective; staff find it difficult to challenge the processes which drives improving efficiency.

Management has a better hold and steering of the sales team through the regular performance review meetings.

The project managers of our COINS Delivery now have a much higher level of accountability and any delays are costed and reported at the most senior level. This high focus is leading to significant reductions in delays and increased revenue."

THE RESULTS

After just two months of work, significant improvements were noticeable in the value of new, closed sales for data services, hitting an all time high (at that time) of 23 Million USD.

The number of recorded sales visits by the 150 sales executives in Klang Valley doubled, setting new benchmarks in productivity.

The key factor behind the sales improvement was 'appropriate focus'. Before the new systems were installed, focus was very ad hoc. Now, everyone knew whether it was a good week or not.

The new work schedule provided the team with a clear planning and reporting structure that ensured that all individuals had clear targets and regular performance reviews.

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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