

XL Axiata / Customer Service

Educating, Coaching, Supporting and Improving Customer Service

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 second largest company in the Indonesian Telecommunications market and one of the most profitable operators.

“The systematic approach of Educating, Coaching and Supporting during the installation of both initiatives has resulted in significant improvement in our Customer Services department.

In conclusion, Renoir’s operational and result driven manner has enabled us to achieve a valuable change in our Customer Services department.

I would suggest that any company, serious about continuous development and improvement to engage with Renoir Consulting.”

Joy Wahjudi
Director of Commerce

Key Results

XL Center Repossession and Rationalisation
(34% Total Reduction)

Complete XL Center Management Control and Visibility Nationwide

Productivity and Customer Awareness KPI Improvement
(50% Increase)

ANALYSIS

XL and Renoir have a long history of collaborating on successful change projects and their request to look into their Customer Services department was the first step to another. This Project began with a gap analysis on the customer orientated key performance indicators, with view to improve their productivity.

The 1st phase of the project was aimed at developing the right set of KPIs, as well as the governing Management Control System (MCS). Phase 2 was focused on refining, installing and implementing an MCS in more than a hundred XL Centers nationwide. The following core foci were:

- Rationalisation of all XL Centers and reduce the number as possible
- Standardisation including IT Requirements, Interior Design and Branding Materials Usage
- MCS Implementation to increase overall productivity and put in place the mechanism for any KPI review

PROJECT APPROACH

Renoir’s well respected and tested Focus Process™ led off the Project framework. This proprietary process ensures that consistent and sustainable outcomes are achieved. XL’s staff were guided through a learning experience that promoted commitment to and ownership of, the solutions being implemented, whilst retaining the necessary discipline.

In order to get maximum impact and buy in, “Management Action Teams” (MATs) were set up, headed by the General Manager of Customer Services. This directly engaged and drove full implementation of the MCS and ensured that the improvement levels required, were well owned within the company.

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PROJECT DELIVERABLES

Rationalisation

Together with XL, Renoir was able to rationalize all existing XL Centers, nationwide, by applying mapping techniques, objective and subjective criteria and critical information. Key results included:

- Reducing total numbers of Centres from 173 to 115
- Definition of minimum requirements & needs for an XL Center, including evaluation measurements

Standardisation

Working closely with the Facility Design & Management, Marketing and Branding teams within XL, the following was achieved;

- Guidance on standardizing the interior design and functionality of all XL Centers
- XL Center Branding Policy development and socialization with region and HQ

MCS implementaion

The 2nd phase of the project was to develop and install the finalised XL Center MCS. This resulted in KPI performance improvement with highvisibility on all KPIs including productivity data integrity and

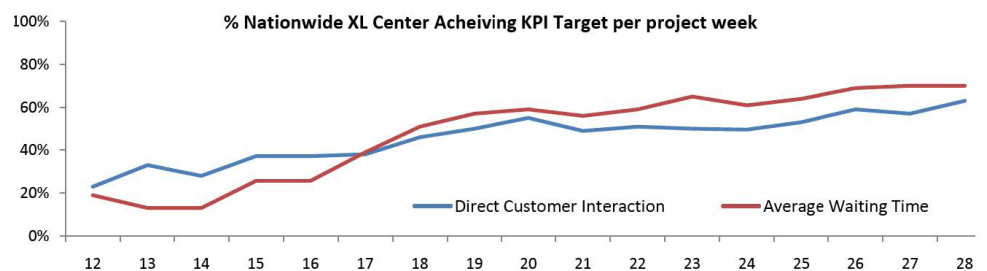
service quality. To complete this, we achieved:

- Development of operational and quality KPIs, recording system for operational KPIs, an HQ system to collate and centralise all XL Center KPI data
- Implementation of the MCS through coaching and supporting the Regional management teams in usage of the MCS for KPI and organisational improvement, including highly-effective weekly meetings in each Region
- Increased productivity by improving staff scheduling and Direct Customer Interaction KPI measurement usage
- Improvements in 'customer affecting KPIs' including; a reduction in average waiting time, an increase in adherence to a10 min (max) waiting time SLA and an increase in data recorded from customer interactions
- Use of the MCS data to install a continuous improvement process, monitoring the productivity levels in all XL centers, facilitating repeat rationalisation stages as/if required in the future

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.

Visit Renoir at www.renoirgroup.com for more information and a complete list of regional contacts or send us an e-mail at: renoir.office@renoirgroup.com



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