

INDOSAT

Simplifying complexity

Indosat is part of the Ooredoo Group and is Indonesia's 3rd largest telecommunication operator. IM2 is the Indosat affiliate and the technological incubator, that has kicked off the roll-out wifi site for Indosat. Renoir has been supporting Indosat for 4 years in various fields such as Tower & RAN sharing, business process reviews, etc.

"TBD."

From: TBD

ANALYSIS

Renoir intervened 8 months after the Isat-IM2 wifi project commenced, and 4 months after the commercial launch. Three key missions were assigned:

- Optimise Indosat's technical teams' involvement in operations and roll-out
- Understand the customer perception and behaviour toward the wifi product
- Coordinate asset and operations transfer from IM2 to Indosat

The Analysis highlighted 3 key issues:

1. Cultural gaps between the two entities:
 - a. As an incubator, IM2 uses simplified processes, in line with their very polyvalent team. As a major telco, Indosat's teams are much larger and more specialised, leading to more complex processes.
 - b. The main, identified risk has been the resistance to change the status quo. IM2 was proud of its development and wanted to keep the wifi network. The Indosat team saw wifi as an additional task, on the top of their existing work-loads.
2. The lack of commercial measurement tools to understand customer behaviour and to compare the actual performance to the initial business case.
3. A weak level of operational control and an insufficient level of maintenance.

PROJECT APPROACH

The project was structured so that each work stream would have a Management Action Team (MAT) designing, developing and implementing improvements. Each of the three MATs (Technical, Commercial, Asset transfer) were coordinated by two Renoir consultants, one for each of the two companies. IS THIS CORRECT?

The activities were prioritized to have a progressive involvement of Indosat teams to facilitate the buy-in. The sequences started with the development of the commercial and technical control tools based on Indosat requirements and recommendations. The second step was a review and adaptation of the business case. The final and most complex step was the asset transfer and operations integrations in Indosat.

Key Results

Seamless transfer of the wifi assets and operations from subsidiary to parent company

Review of Indosat business processes to integrate the wifi activities, end to end

Adaptation of the business case and bundled offers, to the customers behaviour

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KEY INITIATIVES

Development of the commercial control tools

A set of systematic users' behaviour analytics were developed, based on the transactional data available in the system, to understand the commercial results. Also, specific studies were conducted to understand the relationship between cellular and wifi usage. Complementary market studies were performed on specific subjects such as monetisation potential, churn root cause or key buying factors. As a result, the marketing activities were restructured to be more effective at a lower cost, the product bundling strategy was adapted to the market potential, and sites with insufficient market potential were dismantled.

Technical control improvement

A gap analysis was done on the existing network management tools based on best practice, to define the roadmap. In the short term, the level of maintenance was increased by doing site visits and drive tests on the non performing sites. As a result, site availability increased.

Business case review and adaptation

The commercial, technical and financial results trends have been compared with the initial business case and used to fine-tune the initial assumptions. In addition, a cost reduction and reallocation plan was defined to make the case more profitable.

Asset and operations transfer to Indosat

Renoir ensured the smooth progress of the 6 sub streams covering all the technical departments (core, application, NMS/performance, planning, access/IT, Drive test). The success was derived from strong coordination with the IM2 team, during the 6 months of knowledge transfer, and with the suppliers who performed specific technical training. In parallel, the impacted Indosat processes have been reviewed and improved, to integrate wifi specificities.

THE RENOIR GROUP

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