

## XL Axiata

Marketing more with the same spend

The 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 has become the second largest company in the Indonesian Telecommunication market and one of the most profitable operators.

“The installation of a tool called the “Regional A&P Budget Calculator” has allowed us to have more visibility and control of Quarterly Marketing spend and together with Renoir we carried out a quality effectiveness exercise on marketing materials resulting in a 15% increase of quantity per current spend. These changes are providing us with much more control over the distribution of our marketing materials and continuing from this we are now positioned to capitalise on further strategic opportunities in the regions.”

**Nicanor V. Santiago III**  
*Director of Marketing*

### Key Results

Standardised budget planning in HQ and Regions

Complete end to end process of POP material management by campaign

15% increase of POP materials quantity within original spend

### ANALYSIS

Key Through the growing relationship between XL and Renoir, another Project was agreed with Renoir to conduct a gap analysis and improvement program for XL’s Marketing Department both in Headquarters (HQ) and in the Regions.

#### HEADQUARTERS

The project’s main focus was to:

- Review and revise budget planning through a comprehensive approach to marketing planning with increased focus on consumer decision drivers and cost management.

#### REGIONS

The project focused on:

- Developing and installing accurate materials forecasting and planning tools at all levels to provide increased control, transparency and accountability for Below the Line (BTL) spending.
- Define, develop and install a standard Regional Marketing Materials Management Control System across all regions

### PROJECT APPROACH

To ensure consistent and sustainable outcomes were achieved, **Renoir’s Focus Process™** kicked off the Project. Developed over many years and based on experiences with hundreds of successful assignments, the process took XL staff through a learning experience that promoted commitment to and ownership of, the solutions being implemented, whilst retaining the necessary discipline.

To maximize impact and buy in as well as directly engaging the Marketing team, a “Management Action Team” was set up and headed by the VP Marketing Communications along with each respective Regional Marketing Manager.

### PROJECT RESULTS

In HQ, the project team defined categories for all marketing materials within the consumer purchasing cycle: Awareness, Interest, Search, Action or Share (AISAS). The team then **realigned the Marketing budget allocation** within the AISAS framework, according to XL’s strategy of

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growth in each region. This helped ensure that the allocated budget was utilised as planned (See graph A below). A **Quarterly Product Performance Review Meeting** was also set up to promote greater cooperation and coordination between HQ and the region teams.

In the regions, the project team quickly realised that **no one was accountable** for ensuring XL outlets were being properly branded, and POP materials were frequently piling up in storerooms nationwide. Renoir **realigned the current RACI Matrix** to clearly allocate responsibilities to each individual involved in the end to end process of marketing resource management. A new Management Control System was installed within the Marketing team and XL's dealers nationwide (around 170), giving them complete control over POP Materials distribution during each campaign. The project team **improved planning, resource allocation by campaign and outlet branding coverage** in each region. This includes installing a **comprehensive reporting and stock management system**.

The project team developed an **SLA for national campaign launches** with HQ producing and delivering POP materials to all regions within 7 days of launch and materials being **placed at outlets within 7 days** after receiving materials.

## THE RENOIR GROUP

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