

Commercial boost - telco operators in emerging markets

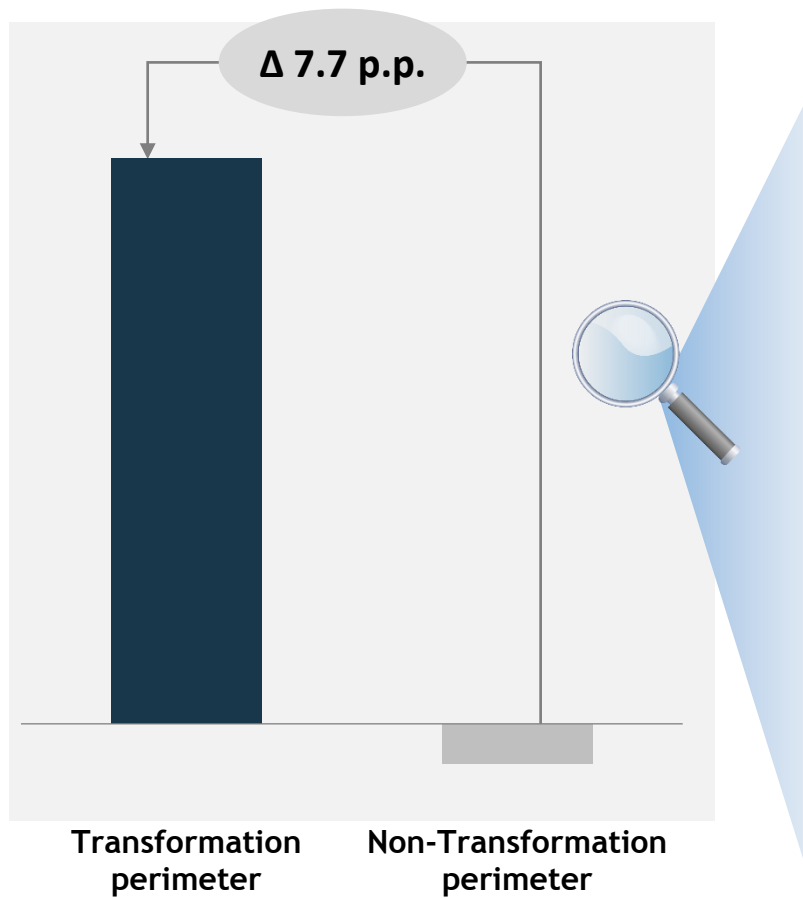
Case Study

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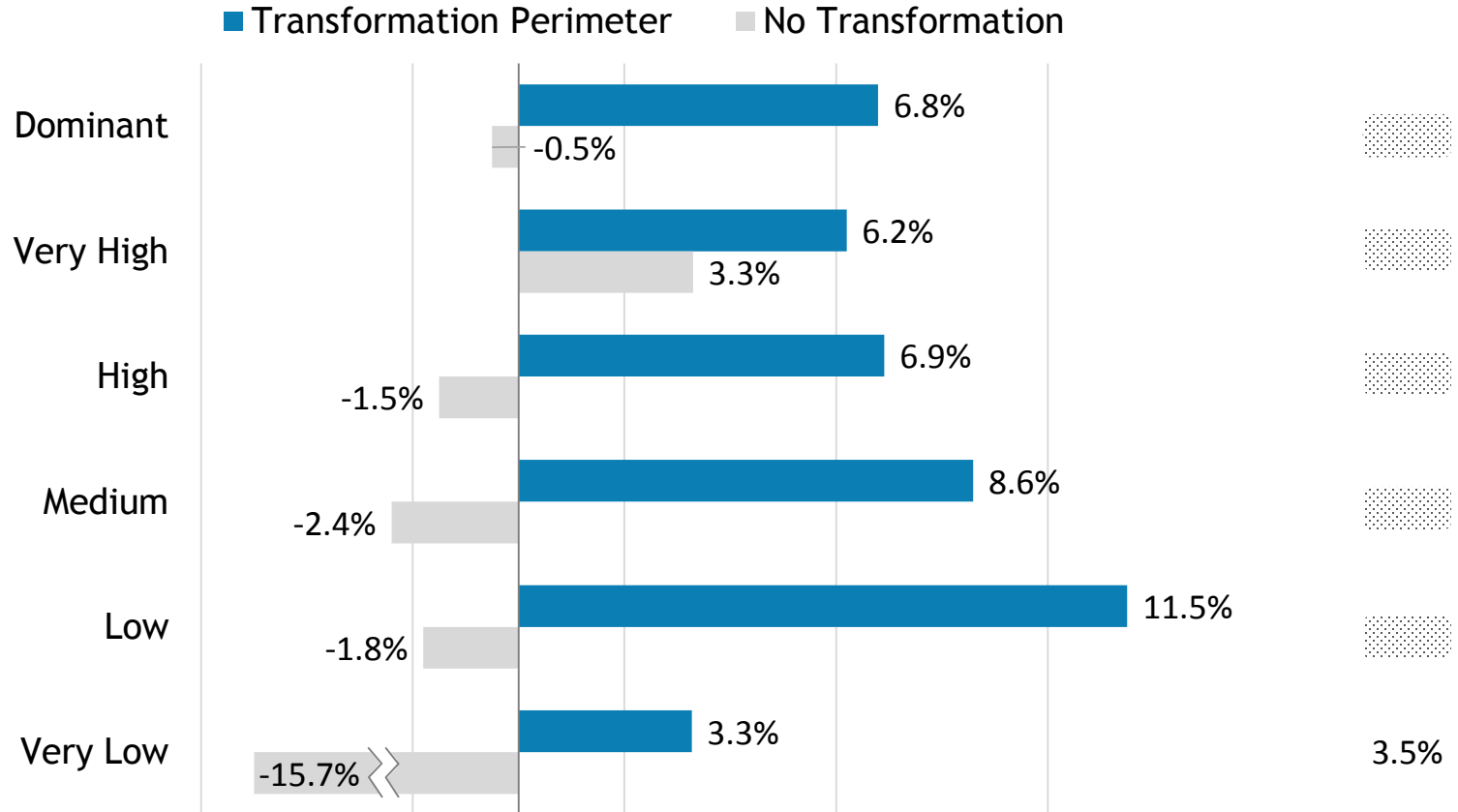


Impact of the Commercial boost programme implemented at a telco operator in emerging markets

Spend Growth⁽¹⁾



Spend Growth per type of territory



- Design and implementation of the Commercial Boost Programme resulted in an Spend uplift of 7.7.p.p vs. baseline
- The highest impact of the programme was in the territories were the telco operator traditionally had the weakest position

Impact of the Commercial boost programme implemented at a telco operator in emerging markets

Lever	Description
Market-driven geoclusters	<ul style="list-style-type: none"> • Analysis of territories into smallest capillarity to assess Telco Operator’s competitive positioning in each one of them • Clustering of geoclusters into commercial territories, based on their profile, to be assigned to an Area Manager
3 dimensional per POS segmentation	<ul style="list-style-type: none"> • Definition and put in place of methodology to estimate sales potential per PdV • Segmentation of PoS based on potential, current performance of gross adds, and churn • Define PdV segments to focus commercial activity
Geocluster oriented commercial reorganisation	<ul style="list-style-type: none"> • Reorganisation of commercial structure team around Geoclusters • Optimise commercial processes and commercial considering Geoclusters (& PdV segments) • Match Area Manager to territory profiles
New sales boosters for preferred partners & POS benefit allocation criteria	<ul style="list-style-type: none"> • Optimise “Unified SIM” supply and commission processes to make it more valuable to PdV • Design a Value Booster (i.e. revenue sharing) commissioning to foster quality gross adds & Volume Booster scheme to foster additional gross adds
Geocluster focused objectives setting	<ul style="list-style-type: none"> • Design a new methodology to assign gross-adds and spend objectives per Area Manager based on the growth potential per territory vs. previous track record
On Going Support	<ul style="list-style-type: none"> • Provided on-going support to the commercial organisation to maintain the momentum created by the transformation program
Contract Management	<ul style="list-style-type: none"> • Re- engineered prepaid contract collection by commercial organisation, and processing, to ensure that they complied with legal requirements of 95% of contracts were processed within 30 days from signing

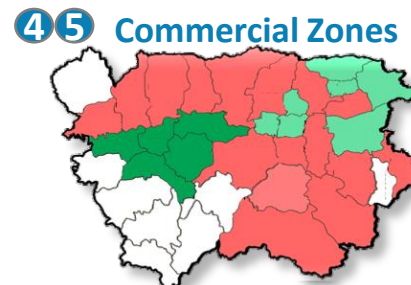
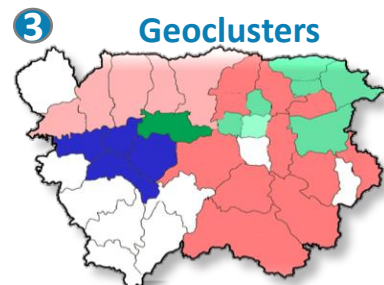
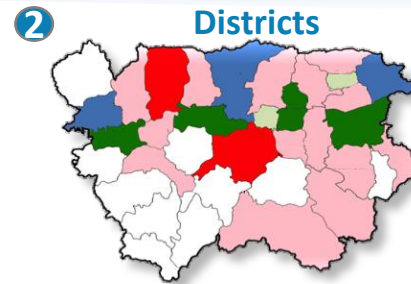
- Design and implementation of the Commercial Boost was supported by a granular analysis of the territories and a three-dimensional segmentation of the PoS (mostly focused on their business potential).
- A series of initiatives were launched to leverage on the new insights the company owned: a commercial reorganisation, intelligent gross-adds boosters for PoS and objectives and incentives linked to potential (vs. performance)



Results of district clusterisation exercise



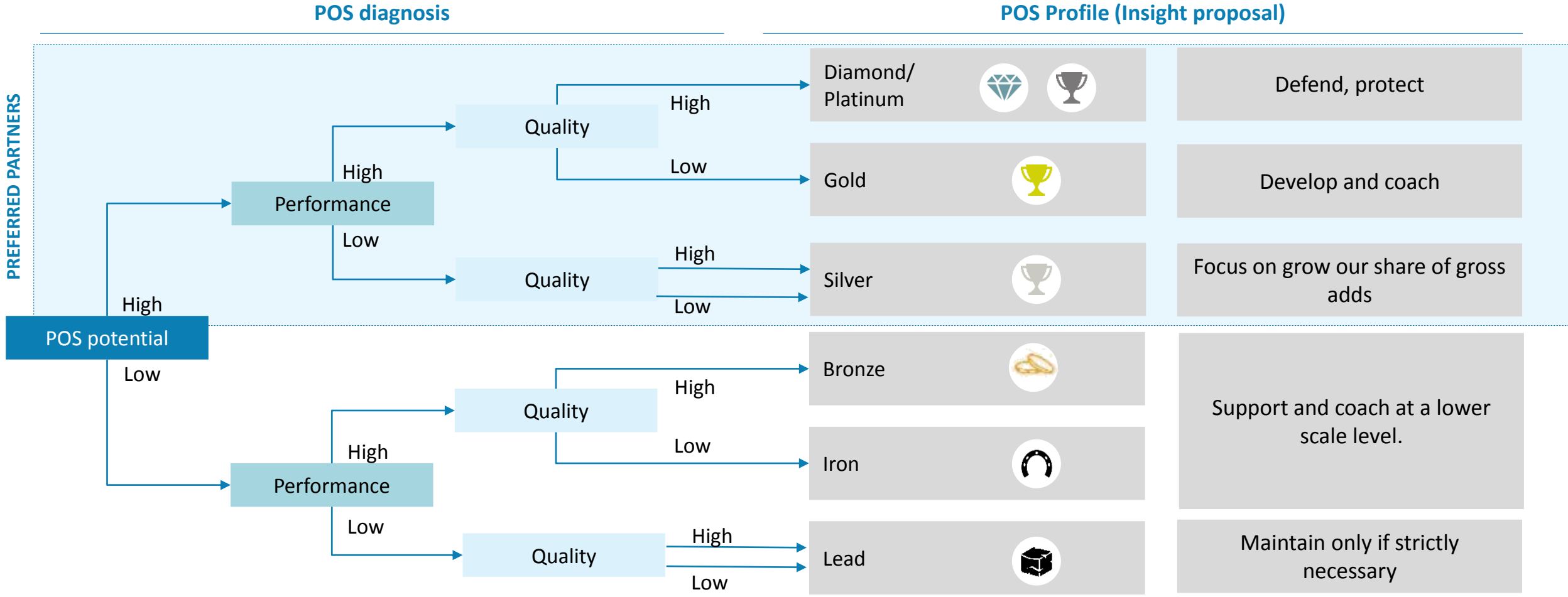
- 1 Original minimum territorial unit → Province
- 2 New minimum territorial unit → District
- 3 Districts are grouped into clusters based on their profile
- 4 Similar clusters are grouped into Zones and assigned to a Sales Rep
- 5 Commercial approach adapted to the profile of each Zone



- Territory analysis permitted to identify the competitive situation in each district and to group them into geoclusters and commercial zones based on their competitive profile and other factor(i.e. workloads, routes) that maximised performance
- A Sales Rep – Commercial Zone matching was performed to ensure that the most suitable Sales Rep was assigned to each territory



Point-of-Sale segmentation

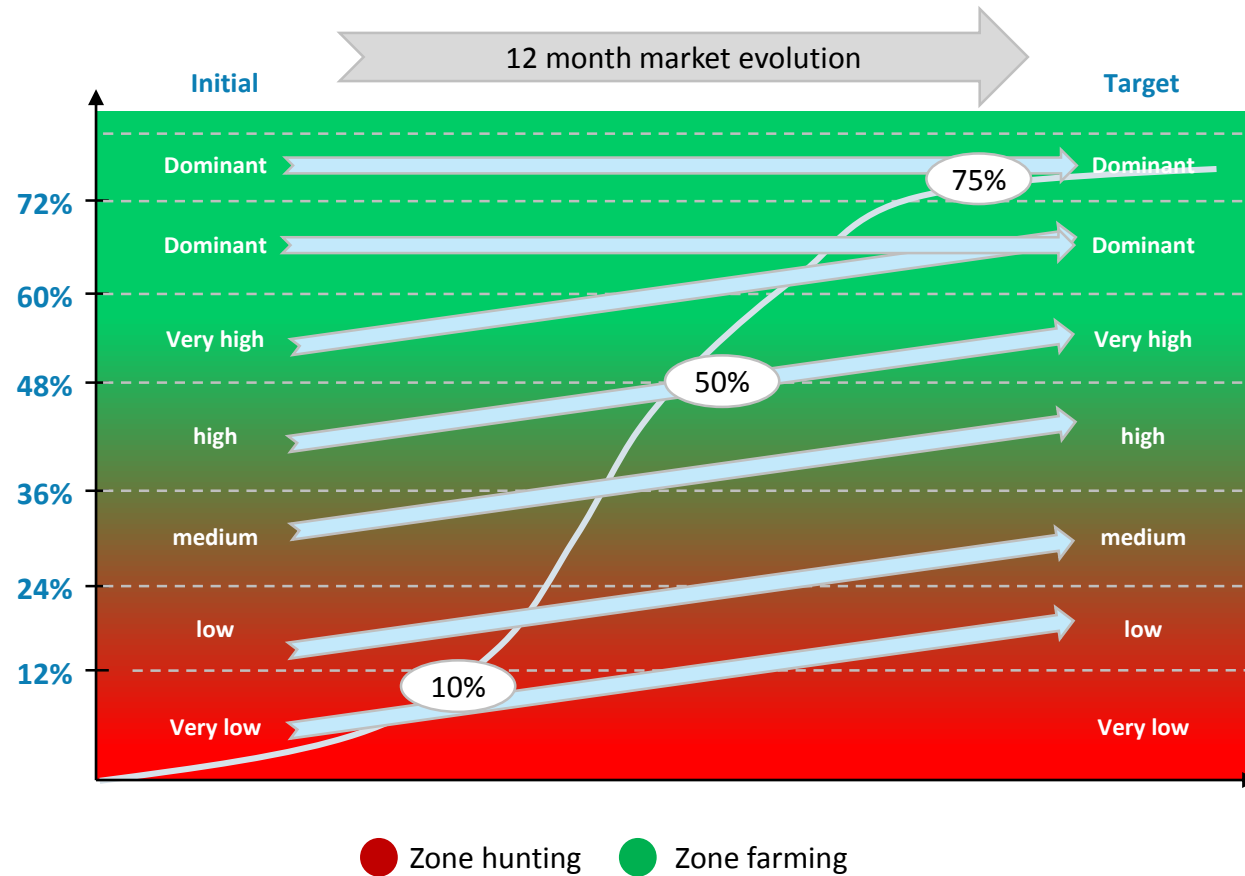


PoS Segmentation shifted focus to POS with higher growth potential



Objectives adapted to each geocluster and commercial territory competitive situation...

Telco's share of Gross-Adds in a zone vs. target evolution



Criteria for defining objectives

- Personalised goals is set up depending on the area
- Taking account of multiple criteria:
 - Quality of Network
 - Competitive Situation
 - 3G / 4G deployment
 - Gross-adds territorial concentration
- The areas have been allocated according to the adequacy of the profiles to each problem.

Commercial objectives were set up based on the competitive situation of the territory, higher growth emphasis was given to territories with good coverage but low share of gross adds.

More information

For more information on ways we can help your contact centre be more effective, please contact:

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***“Luck is what happens when preparation
meets opportunity”***

Seneca, c4 B.C. – A.D. 65

Let's build luck together

Insight, 2018