

# **DIGITAL TURNAROUND STRATEGY**

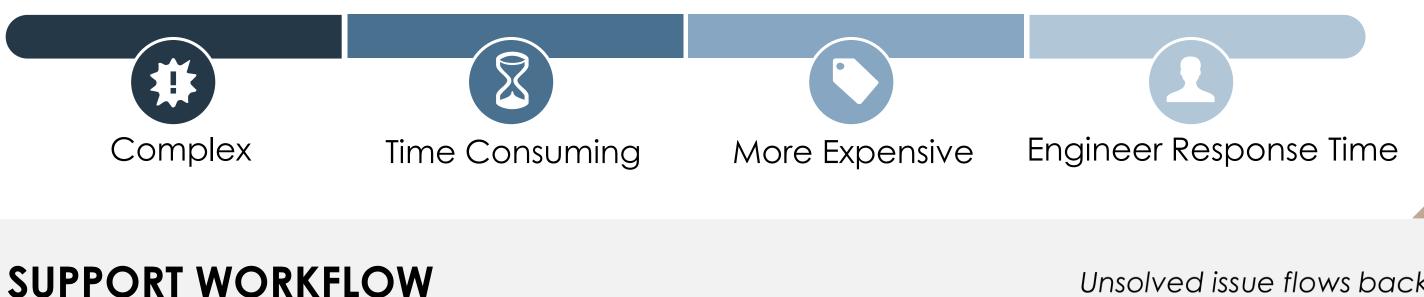
### **COMPANY OVERVIEW**

TXT Earnestel Sdn Bhd is a subsidiary of IX Telecom group, a telecommunication service provider, and currently provides network support services to ISPs and large enterprise clients. The long-term vision for the support application is to match support engineers and enterprise customers.

### **PROBLEM STATEMENT**

This project aims to reinvent TXT's business by digitizing the existing process for sourcing engineers and matching them to available work. This process included constructing the business and pricing model, and marketing plan for sourcing support engineers and acquiring customers.

### CHALLENGES WITH THE CURRENT PROCESS



TXT sends update on issue

Unsolved issue flows back for reassignment/more information/equipment

TXT

**ENGINEER** 



Customer sends request to TXT Attributes: Location, Type of issue, SLA category



TXT categorizes request based on attributes and then assigns available engineer

Engineer is dispatched and makes first attempt at solving issue.

## **SUPPORT APP**

#### **GO-TO-MARKET STRATEGY**

- Build out business processes first and then engineering
- Test app with 2-3 clients before scale up
- Partner and client integration

### RELEVANCE

- Must be linked with existing operational processes and maintain premium level of service
- Focus on unified experience rather • than creating a marketplace

#### **GROWTH STRATEGY**

- Ensure initiative integrates with business model
- Define success metrics
- Find a champion

#### **VALUE PROPOSITION**

- lowering costs through using a pool of freelancers
- Fast response/dispatch
- Tighter integration for business processes

	PROJECT PHASES				
	01   PHASE	02   PHASE	03   PHASE	04   PHASE	
	Pilot business process of using	Scale across other regions within Malaysia	Complete job management with freelancers in a mobile app	Full digital transformation with automated task monitoring for clients and IX team	
SUPPORT APP	freelance engineers with projects in Kuala				
	Lumpur				

#### **ILL SOLVE FOR**

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Solution 1	NOC and service delivery communication with engineer-on-job
Solution 2	Freelancer availability is easily determined
Solution 3	Work history and ratings of freelancers

### **ONSITE LAUNCH: SOCIAL MEDIA CAMPAIGN RESULTS**

### **OPERATIONAL RECOMMENDATIONS**

#### IX Telecom 18 hrs · 🕢

Use your network engineering skills to earn extra income whenever you are available. Become a registered freelancer in the digital marketplace for network installation and support. Know a friend who is a network engineer? Refer them to be a part of the digital marketplace for network installation and support. Successful referrals get a 100MYR bonus!

https://docs.google.com/.../1FAIpQLSfVwVEED2omI0TPXx.../viewform



RESULTS	LINKEDIN	FACEBOOK
Impressions	297	1688
Reach	-	135
Clicks	36	22
Conversions	9	8
Click through Rate	12%	16%
Conversion Rate	25%	36%
Cost per Click	\$2 (RM8)	RM 4.2
Cost per Acquisition	\$8.50 (RM 33.5)	RM 11.50

#### MARKETING RECOMMENDATIONS

- Allocate advertising budget to LinkedIn and Facebook campaigns
- Create shareable posts for different social channels
- Track key metrics

- **Revamp sales team** by switching compensation to  $\bullet$ a lower base pay and commission model and focus more on lead generation and conversion. This direct sale would be with an end user, bypassing the telecommunication partner, that TXT would usually sell to. Bypassing this layer can give TXT access to higher margins per contract.
- **Simplify product mix** for faster sales conversion. With a limited, well-defined list of offerings, TXT can aim to integrate directly with IT systems at the partner and client levels, and greatly enhance the speed of these transactions. This integration also builds in switching costs, which increases TXT's competitiveness in the telecom support market.

### G-LAB 2017 | MIT SLOAN DEVIKA | DEREK HANS | TATSURU ISAYAMA | PAMELLA ROQUE