

Case study

MAXIS COMMUNICATIONS BERHAD: Managing Telecommunications Talen

MAXIS COMMUNICATIONS BERHAD (MAXIS) is the fastest growing telecommunications and the leading mobile communications service provider in Malaysia. It provides a wide range of mobile, fixed line and international network services to customers.

MAXIS was on the threshold of rolling out 3G services to further enhance the range and scope of their operations and provide new opportunities for growth. It had also recently purchased Timecel, a rival mobile service provider, from TimedotCom Berhad, to improve customer experience and add value to stakeholders.

The Challenge

CELSIM was asked to design and deliver a programme to develop strategic telecommunications (telco) management understanding and business acumen capabilities among senior managers to enable them to improve their effectiveness, maximise their contribution and prepare for a more senior role within MAXIS.

The objective of the programme is to develop strategic managerial effectiveness in:

1. Knowledge and understanding of organisations, particularly telco organisations in the 2G/3G mobile and IP business, management and business (input competencies).
2. Investigative, analytical and decision making skills (process competencies).
3. Implementation skills (output competencies).

The Solution

In partnership with Mohamad Kamal Nawawi, Manager MAXIS Academy, we designed the Managing Telecommunications programme with Henley Management College – combining Henley’s academic excellence and international faculty with our highly engaging workshops, case studies, business simulation and action learning projects – to address the business needs of MAXIS. This included:

- Customised telco simulation re-creating the local market environment and utilising our unique and proven CELSIM Market Engine™ with base financial data and reports to simulate the real business for future projects.
- Management game played over a 4 or 5 ‘year’ (session) period developed to help participants see new possibilities and understand their customers better.
- Theoretical content drawn together within the simulation to provide a realistic and challenging setting to integrate learning and transfer understanding to the workplace.

The Results

MAXIS senior managers gained the knowledge to improve strategic telco management skills and business acumen and the confidence to transfer learning to the workplace to deliver business performance for competitive advantage.

Rossana Annizah BT Ahmad Rashid (Chief Financial Officer), a participant on our Managing Telecommunications programme, says, *“Excellent - whole business perspective, good overview and clear on many key factors affecting industry. One of the best and most useful training programmes I’ve ever attended. The relevance and application is unmatched. Simulation was fantastic. Really provokes creative thinking across functional areas.”*