

THE INNOVATIVE PURSUIT OF CLEARER, BROADER, DEEPER BUSINESS INSIGHTS



By 2004, Mobilink, Pakistan's oldest and largest cellular Global System for Mobile (GSM) Communica-

tions phone carrier had been in business for a decade and was the industry's unquestioned leader. Yet there were challenges ahead if Mobilink was to retain its position. Over the next seven years, Pakistan's market would grow twenty-fold and intense price competition would drive the average revenue per user (ARPU) down, provoking pitched battles for subscribers and difficult challenges for maintaining profit margins.

Mobilink believed that its continued leadership depended on being able to better serve and understand a subscriber base that would grow to nearly 32 million, and a sales force

that today includes 32,500 salespeople serving 200,000 retailers in more than 10,000 cities, towns, and villages across the country. It needed an integrated approach for harnessing vast quantities of information, employing predictive analytics, and delivering value quickly across the organization.

To that end, in 2004 Mobilink made its initial investment in a Teradata® Active Enterprise Data Warehouse, which it used as a springboard to a powerful business intelligence (BI) environment. Mobilink's clever use of its data – its willingness to explore possibilities to stay competitive in an industry and a market that moved rapidly from birth through explosive growth – demonstrates clearly the value of not just having data, but knowing what to do with it.

Perhaps the most impressive accomplishment to emerge from this environment to date is the successful development of self-service, sales information models for Mobilink's pre-paid business – which represents 98% of its subscribers. Built by an expert BI team, the models have driven dramatic improvements in how the Mobilink sales force operates to better attract and retain its subscribers.

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Yet there's been much more. Among the improvements the complete analytic environment has helped make happen:

- > 4% increase in new customer acquisition
- > 4% improvement in the profitability of new sales
- > Retailers are served more effectively and efficiently, with the number of those receiving stock each day increasing by 5% and those who go unserved reduced by 3%
- > 5% increase in retailers actively maintaining and selling Mobilink products due to the unearthing of potential growth areas
- > 2% increase in subscriber prepaid top-ups
- > Campaign response rates to reduce churn improved eightfold from ½ of 1% to 4%
- > Using the analytical capability of Teradata has enabled Mobilink to respond to its high value customers with more experienced customer service representatives, shorter queue times, and more relevant marketing offers
- > Self-service sales models have freed the BI team to pursue more strategic initiatives
- > Cell level traffic analysis has added tremendous value to network planning and expansion
- > By bringing inventory and sales information together, the company allocates its inventory more efficiently, ensuring retailers and subscribers can get what they need, when they need it
- > Using Teradata as the organization's reporting backbone has helped improve accountability throughout the organization for meeting key performance indicators and service-level agreements

Moreover, the BI team at Mobilink continues to use the Teradata environment to enhance its business. It has begun development on a post-paid sales information model, one for value-added services, a complete location intelligence model where everything can be projected on a map, and a social networking analysis project.

And as the BI environment has helped grow the business and maintain leadership, the BI team has earned respect and recognition throughout the organization, garnering Mobilink's "Best Team of the Year" award in both 2009 and 2010, and up for the award again in 2011.

"People are so dependent on it, it has become difficult for us to take the system offline," says Umer Afzal, Senior Manager, Business Intelligence.

"The BI team gave us a wonderful dashboard that has made a major contribution to our 2-3% growth in sales," says Jahanzeb Taj, Vice President, Marketing.

"Reports that used to take weeks to develop, now are available in hours," says Farid Ahmed, Director Business Analysis and Planning. "The change is tremendous; when we want to do a new pricing offer, we can pull down specific information about customers. We can understand why an offer did better in area A than area B. The amount of analysis is extremely sophisticated."