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

<table>
<thead>
<tr>
<th>Complexity</th>
<th>Time Consuming</th>
<th>More Expensive</th>
<th>Engineer Response Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>7</td>
<td>4</td>
<td>2</td>
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SUPPORT WORKFLOW

CUSTOMER

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

TXT

TXT categorizes request based on attributes and then assigns available engineer

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

PROJECT PHASES

01 | PHASE
- Pilot business process of using freelance engineers with projects in Kuala Lumpur

02 | PHASE
- Scale across other regions within Malaysia

03 | PHASE
- Complete job management with freelancers in a mobile app

04 | PHASE
- Full digital transformation with automated task monitoring for clients and IX team

VALUE PROPOSITION

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

OPERATIONAL RECOMMENDATIONS

- Revamp sales team by switching compensation to 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.