



# BUSINESS PROJECT REPORT

AIT Visit

## ABSTRACT

The report encompasses the educational visit undertaken at AIT Thailand as a business project

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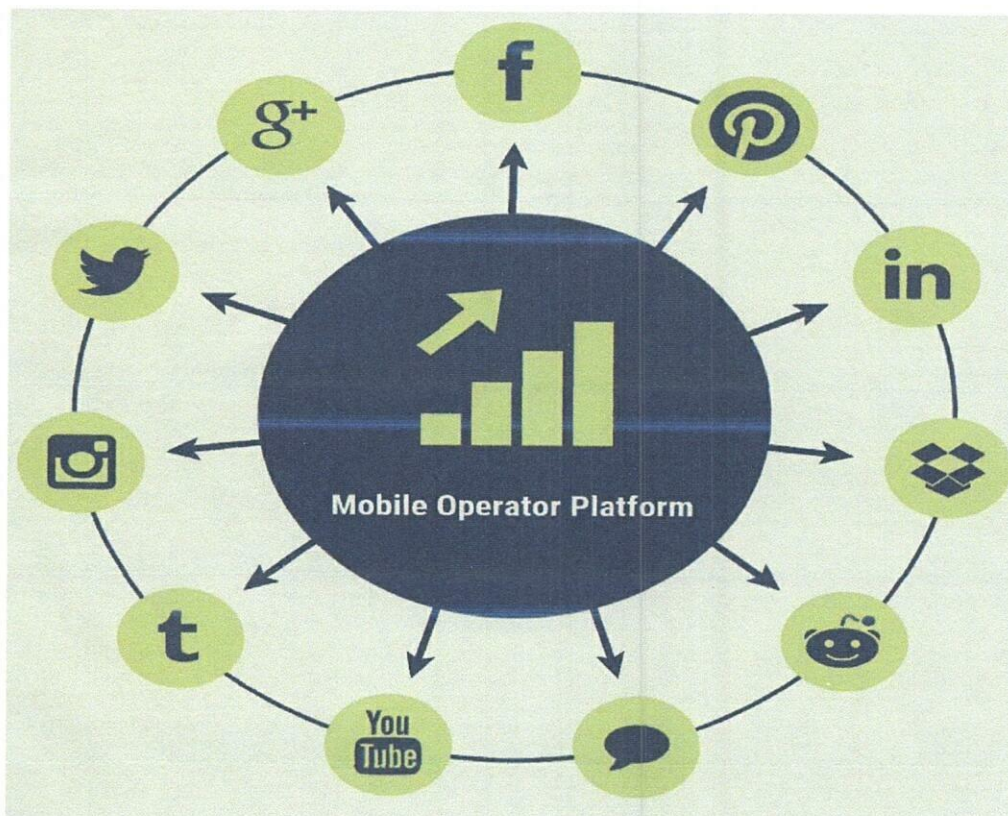
## Contents

Introduction .....	1
First paragraph of the case and connection with the 11 points .....	5
Exit strategy from Leavers Perspective.....	5
11 Points .....	6
Review of industrial visits .....	8
Industrial visit 1 : AIS (Advanced Info Services) .....	8
Call Center for aged people .....	8
Chatbot .....	8
Industrial Visit 2 & 3 (Ajinomoto and Ichitan Factory Iced tea plant) .....	9
Key Takeaway from exercise.....	9
Final shape "first para" .....	9
Key takeaways.....	9
Benefits/Loopholes/Improvements on the tour.....	10

## Introduction

Pre workshop assignment asked the students to share a decision making dilemma in the respective organizations. In this context, it is important to understand the prevalent challenges faced by organizations and the mode of dealing with these challenges. In this assignment, telecom industry is chosen as a case study and digital strategy as a decision making dilemma.

Digital disruption in the telecom industry is unfolding across a range of product and services; recent trends reflect the commoditization or replacement of core product/services- historically favoring voice and text. OTT services offer similar functionality through integrated, interactive and easy to use mobile apps, paving the way to substitute mobile company's core services and increasingly threatening the sole survival of telco's as a medium provider. As a peremptory response in the form of heavy investment in telecom platforms is witnessed, companies cannot survive without a digital strategy.



Prevalent flux situation in telecom industry demands digital strategy from companies. This digital strategy weaves itself from the business strategy with readily accessible digital technology (Social, Mobile, Analytics, Cloud, IoT) to achieve revitalization in the relationship with customers.

The disruptive threat in telecom industry emerges outside of telecom industry (In this case from IT industry), making it unique in its nature. Secondly, IT industry possess a high level of agility in product/service innovation. This agility has allowed OTT services to champion a new relationship with telecom customers by offering unique services like data communication, digital content, etc. This innovative and unconventional relationship subverted the capacity and sustainability of telecom services. Thirdly, OTT services face *lite regulation* from authorities, which provides an edge to such companies operating within the telecom industry. Endangered by multiple challenges, Veon introduces an app in the OTT domain.

Veon app launches itself with the digital strategy of developing into a personal Internet platform for its customers. The platform offers a unique value proposition (data connectivity, digital content) conflated with fixed telecom services, thus making the customers feel special. The launch of Veon app is an initiation of a journey from conventional telecom company towards a digital company, which Veon intends to achieve using operational and digital services backbone.

Veon opted the digitized solution strategy by introducing an app. This app aims to shift existing telecom products and services provided by Veon to OTT services, illustrating a revamp of existing Veon telecom business model. Veon espoused this particular strategy due to the *dwindling revenues and low levels of innovation* in the telecom industry. Room of innovation narrows in the mature industries it also happened in telecom, forcing incumbents to venture outside the industry. The same reasons of mature industry, *dwindling revenues, low level of innovation* forced Philips to venture into personal health care systems.

OTT boundaries overlap with telecom industry thus providing perfect foray for Veon. With the launch of this app, Veon hopes to include a share of OTT domain into its revenues.

Later on, following the disruptive innovation trajectory, Veon will challenge the business of incumbents in OTT domain.



In this digitized solution strategy, Veon intends to revitalize its relationship with customers using an app. This reinvigoration revolves around the satisfaction of customer's daily requirements, which range from communication to blog reading to shopping online. People behave according to the circumstances dictating their needs of products and services. They need to book a ride in the morning and like to shop at evening. Gaining insights from multiple

circumstances that surround customer's daily life, Veon app attempts to fulfill the circumstance-based requirement of the customer.

The Market has loads of digital products, which answer a specific need of the customer. One app is for ride booking, one for shopping, one for communication etc. This whole experience makes customer life difficult as she spends more time in moving from one app to another rather than enjoying benefits from the services provided by the app. Customer installs multiple apps, which consume more data bandwidth of the cellular plan thus putting extra load on the pocket of the customer

Veon app aims to cut through this clutter by providing all services in one place, thus providing customers their very own personal internet platform. This platform creates value for the customer by allowing them to save time, avoids the hassle, simplifies and reduces efforts in fulfilling daily needs. Providing multiple functions in one place will also use less data bandwidth of cellular plan making product usage inexpensive. Veon app lets customers chat, make calls, read blogs, listen to music and shop online. This novel and exciting experience are entitled as Personal Internet Platform.

## First paragraph of the case and connection with the 11 points

### Exit strategy from Leavers Perspective

Ms Sofi is looking out of the window from her desk over the beautiful view of Margalla hills and seems confused as she flips the page while trying to draft a list to be included for her resignation email. Her cohort, Ms Raazia is sitting right in front of her upright with a blank face. The contract with European Union for fighting against Gender Based Violence for EURO 540,000 is expiring on 31 Aug 2018. Until June 2018, due to currency devaluation Norwegian Church Aid has realized 30% currency gains. Ms Sofi is clear in her head that the deputy country director Mr. Akhtar will not extend her contract beyond that period as Ms Raazia is in his good books. She is biting her Nail

11 Points

<b>Is the decision maker identified by name and position?</b>	Akhter John – National Team Leader.
<b>Is the time of the case clear?</b>	2 months before 31 August 2018.
<b>Is the location of the company identified?</b>	Margalla mountains are synonym with Islamabad
<b>Is the decision/problem clear?</b>	Problem/decision is vividly clear in Sofis mind about her resignation and the mode she want to pursue in her resignation.
<b>Is the decision/problem appropriate and sufficiently interesting for use in class?</b>	Disgruntled employees is a common phenomenon in corporate cultures due to various reasons. Managers on daily basis faces such employees and try to sooth them. The decision problem is this case is also of such an employee who wants to take a leap and resign. I believe many in the class can relate themselves somehow with the same situation as Sofi is currently facing, this intriguing will create sufficient interest in the class.
<b>Is the story line cut appropriate with respect to the actual situation?</b>	Story line is as per actual situation. The characters are actual ones and story build up will be made on these characters. Sofi has to take a decision whether to go in a hostile way or go pleasantly. But she wants to register her grievance as well.
<b>Would moving it forward or backward</b>	Open ended questions are key in

**result in a better case?**

deciding the case movement as it provides a lot of chances for discussion and thought sharing, which is key to case method. The paragraph presented above encloses a wide range of open ended questions which will turn into beneficial case discussion.

**Is the decision frame cut appropriate?  
Would moving it forward or backward  
result in a better case?**

The decision frame cut is difficult to identify in this case as this is not from the perspective of the organization but from the perspective of an employee. So this is basically related to "Analysis and Alternative Generation" and also "Decision" to be taken by Sofi.

**What is the action trigger?**

Action trigger identifies the reader what is an urgency in the case. Sofi's contract is going to expire on 31 August 2018 and she is confused how to put her resignation so that she can mark her exit.

**What is the position of the case on the case  
difficulty cube?**

The case is simple in terms of analytics, concepts and presentation falling on 1,1,1 cube dimensions.

**Is the title chosen appropriate?**

The title is not yet suggested, few are mentioned below.

- Anger Management of Employees



## Review of industrial visits

### Industrial visit 1 : AIS (Advanced Info Services)

AIS is the leading telecom operator in Thailand with 45% subscriber market share and 48 % revenue market share, which makes AIS a giant in the local Thai industry. The visit to AIS office was informative as various aspects of local telecom industry were discussed along with best practices. Few requires to be mentioned.

#### Call Center for aged people

Aged people tend to be less tech-savvy and demands to interact with humans more. To fulfill this requirement from the aged customers, AIS has call center designated area for aged people. AIS, using the integrated platforms determine the age of the caller and routes to call to specially trained agents , in this way neither the caller is held for waiting and is served in better way . This shows the commitment of AIS towards the customers.

#### Chatbot

Another best practiced example is of chat bot which is named "**Aunjai**". It is pertinent to mention here that Thai people are extremely tech-savvy and ranks among the top average mobile phone users in the world. This necessitates a requirement to assist the customers 24/7 and at the same time not impacting the bottom line of the company. AIS introduced artificially intelligent chat bot in their MyAIS self-care app. This chat bot is equipped with latest machine learning algorithm and is fully integrated with the AIS operational systems. This integration with systems allow Chabot to predict the demands of customers before the question is asked. The other benefit of using the Chabot is that of minimum impact on the bottom line as no infrastructure and work force is required to address the queries as happens in the traditional call center operations.

## Industrial Visit 2 & 3 (Ajinomoto and Ichitan Factory Iced tea plant)

The Industrial visits 2 and 3 were focused on the manufacturing industries based in Thailand, the first visit was to food seasoning plant and the latter was to iced tea plant. Both the visits showed tremendous efficiency of the plants. Having a background from services industry, these two visits were less productive as compared to AIS visit.

## Key Takeaway from exercise

### Final shape "first para"

"The Margallas looked oddly distracting from Sofi Rehman's window at the Norwegian Church Aid (NCA) office in Islamabad, as she tried hard to focus on the letter of resignation she was trying to write. It wasn't going to be a simple "good-bye and thank you" note for Sofi. Her decision was not a pleasant one, considering she had two months to go before her contract ends on 31 August 2018. She knew that NCA had project funds for an extension of her role beyond her contract. But she also felt that Akhtar John, the national team lead, was not likely to allow her an extension. Looking up she glanced at Razia Sahar, her colleague who had been at NCA much longer, and enjoyed a closer rapport with management colleagues including John. "Razia will definitely be asked to stay", Sofi said to herself, "Because she is always appreciated more even if I do most of the work". She could go away quietly in August and turn a new leaf. But it seemed unfair. She had to make a statement by her departure. Someone in NCA had to know how employees were let down, not appreciated enough, and even discriminated against. She would make her resignation count."

### Key takeaways

Cases provide experiential learning as compared to the professor professing about a topic, this allows students to learn from the real world challenges faced by the managers in

daily routines. The case method is a systematic and scientific approach to conquering the problem. This approach is enriched by the data provided, which helps in improving analytical skills to handle the situation. The exercise also taught on story telling part of the case which is deemed essential in creating the curiosity among the students. Industry visit to AIS (Telecom Company) was extremely relevant as we learnt their best practices and how customer centricity is paying them off. Further the use of modern technology of Chabot is paying dividends to the company. This experience I brought with myself from AIS is helping me in evaluating and helping my team in current chat bot project in my organization. Another visit to the manufacturing plant informs on better waste management in the organizations, which was clearly an eye opening.

The whole exercise polished the skills of analytical thinking, objective reasoning in case and storytelling which are extremely beneficial in the daily routine of offices.

## Benefits/Loopholes/Improvements on the tour

The educational visit to AIT, Thailand went beyond course work by providing the collaboration with other students, cultural diversity of another country and best practices of the various industries. The trip had multifold benefits which are discussed briefly in the preceding paragraphs.

The visit provided the opportunity to learn from the instructors of another institute, their methodology, problem solving skills and also the mingling with other students. This benefits us in enhancing the experience and helps us to broaden our network. The trip also gave path to knowing the ASEAN in better way as usually we always look towards the west and seldom move towards the east, it informs that huge opportunities exist in the east also whether that is education, job or business.

The benefits of case method and especially in the context of third world countries. The countries of ASEAN has more than 500 million people and huge enterprises are based in these countries. The cases written on these industries are equally beneficial for learning as the cases written in the western institutes.

Improvement is a continuous process and cannot be finished. The few improvements and underlying loopholes are suggested below.

The NUST students which went to the AIT were primarily from services sector and wanted to have more services industry tour. IN this tour we had only one services industry tour and rest was manufacturing industries tour, which are not that beneficial. The industrial visits needs to be plan according to the background of NUST students, so they can maximizes the benefits of the tour.

Another suggestion is to arrange the trip with another university students preferably from ASEAN. The current trip has very few students from other nationalities which provided less opportunities to learn from their experiences. Thus it is suggested to design this trip with another university students, which will allow more opportunities to learn. The groups should be made from two students from each university and more time should be focused in discussions/brain storming sessions. This will allow students from either university to learn their cultures, etc.

This whole exercise and trip has motivated me to write a case on the Veon and publish it to help the students to learn from the local market.

In the end I would like to thank the NUST & AIT administration for this extremely beneficial trip and especially to Dr. Adeel whose efforts are extremely praise worthy in the context of this workshop.