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> *Capgemini Consulting worked closely with us to develop a highly differentiated value proposition that has been instrumental in ensuring the strong uptake of our 3G services."*
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> **Omar Omoush**
> Chief Marketing Officer,
> Umniah

Capgemini Consulting helps Umniah
ensure a highly successful launch of 3G services

3G adoption explodes following value proposition and go-to-market strategy development

The Situation

Umniah, owned by telecoms operator Batelco, was the third and last entrant into the Jordanian mobile market and had captured nearly one third of subscribers. Umniah had made significant investments in their new network and was aiming to commercially launch services in June 2012, already one to two years after its local competitors. Given the capital intensive nature of upgrading its network, it was imperative that Umniah's 3G value propositions were successful in order to realise the required return on investment.

Umniah asked Capgemini Consulting to develop its Value Proposition, Go-to-Market Strategy and Business Case to challenge and stress-test Umniah's internally developed view.

Umniah was the smallest operator in Jordan and the only player without 3G services. With a 'value-for-money' proposition and brand positioning, their subscriber base was predominately the low-income segment, especially housewives and students. These customers were highly price sensitive, with multi-SIM/phone behaviours and with low smartphone penetration. Therefore, a highly differentiated and compelling offer was required to build 3G market share through uptake of 3G services by Umniah's own subscribers, as well as capturing 3G subscribers from the competition.

People matter, results count.

> *In less than 3 months, Umniah added over 260,000 3G subscribers"*

A pre-planned launch date had been established and the Capgemini Consulting team had to ensure that the project was completed in a compressed 4-week period, including technical validation with IT and Network teams.

The Complication

Capgemini Consulting conducted a detailed analysis of the Jordanian market and Umniah's positioning, and discovered that the low wages of Jordanians and, in particular, Umniah's customers were exhibiting 'micro-sachet' purchasing behaviours. This is when customers prefer to purchase very small units of a product, but on a frequent basis. To address this behaviour, Umniah needed to offer the ability to purchase data in very small units.

The analysis also uncovered a lack of understanding amongst subscribers of how bits and bytes of data translated into actual usage, causing subscribers to be hesitant of trying data services because of possible 'bill shock'. Therefore, offering plans by periods of time, rather than units of data could allow subscribers to better understand what they were purchasing.

Furthermore, Jordan's unregulated credit market and 'entrepreneurial' consumers made the risk of credit default, fraud and device re-sale significant. As a consequence, Umniah would not be able to offer heavily subsidised or free devices to incentivise subscribers and increase smartphone penetration. Therefore, the onus was fully on the offers and services to drive 3G uptake.

The Solution

We took an 'agile' approach to deliver the engagement in a very short timeframe. This required a close partnership with Umniah's executive management team, as we developed and validated the solution components simultaneously, in a highly iterative process. Our approach was hypothesis-led, combined with best practice case studies from around the world to support our recommendations.

Based on our recommendations, Umniah moved to a 'more-for-less' strategic positioning by offering the best value for money combined with innovative services e.g. an exclusive partnership with Skype. Based on the Value Proposition principles that we helped Umniah develop, we defined a simple menu of offers to provide clarity and understanding for subscribers.

The introduction of time-based and pay-per-minute mobile data plans was a first for Jordan and it enabled to Umniah to offer unique propositions, differentiated from the competition.

Umniah addressed the high price sensitivity of its customers through unlimited data plans. However, whilst we were focused on delivering value for customers, we were also cognisant of the need to safeguard Umniah's new network from unlimited plan abuse. We worked with Umniah to put in place throttled unlimited plans via a Fair Usage Policy to ensure the network was protected from crash triggers such as 'signalling storms' and 'snow-balling' etc.

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The Result

Umniah's 3G launch and subsequent subscriber uptake significantly exceeded expectations. In less than 3 months, Umniah added over 260,000 subscribers, including 200,000 3G mobile and 60,000 3G dongle users. Continuing strong uptake is expected to double the current numbers of 3G subscribers within 6 months.

We gauge our performance through client feedback using our proprietary client satisfaction tracking process called OTACE®. It stands for On Time and Above Client Expectations and it's how we ultimately measure our success. Though our collaborative and transparent working style, Capgemini Consulting ensured the delivery of a successful engagement and a high level of satisfaction for Umniah, who gave us an OTACE score of 4.8 out of 5.0.

About Capgemini

With more than 125,000 people in 44 countries, Capgemini is one of the world's foremost providers of consulting, technology and outsourcing services. The Group reported 2012 global revenues of EUR 10.3 billion.

Together with its clients, Capgemini creates and delivers business and technology solutions that fit their needs and drive the results they want. A deeply multicultural organization, Capgemini has developed its own way of working, the Collaborative Business ExperienceTM, and draws on Rightshore®, its worldwide delivery model.

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in collaboration with   **umniah**
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About Umniah

Umniah, a subsidiary of Batelco Group, is today Jordan's fastest growing mobile telecom operator with over two million mobile subscribers and over 20,000 broadband subscribers. Umniah's comprehensive range of offerings includes advanced mobile, Internet and business solutions services at competitive prices, balancing quality with value for money.

More information is available at:
www.umniah.com

For more information on this project, please contact:
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