

Management at Smart Axiata Co., Ltd.



Live. Life. Be Smart

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I. Company Background

Industry

Smart Axiata Co., Ltd. is one of Cambodia's leading mobile telecommunications operators, currently serving 8 million subscribers under the "Smart" brand. Smart Axiata is part of Axiata Group Berhad, one of Asia's largest telecommunications groups.

Mission

We connect. We make lives better.

Vision

To be the first and the most loved communication tech brand in Cambodia by 2022.

Product and Service

Products:

1. Plan: Smart ThomMorn, Smart XtraLong, Smart@Home
2. Promotion: M3 Lucky Draw, Scratch to Win
3. Device Sales: Apple, Samsung, Huawei, Oppo, Vivo
4. For Business: Smart Corporate+ Plan, Smart M2M Plans

Services:

1. Music & Video: Soyo, JaikonTV, Smart Tune
2. Add-ons: Smart Xchange, SurfLikeCrazy, Tik Tok Unlimited
3. Voice & Messaging: MissedCallAlert, PrivateNumber, Smart Voicemail
4. Money & Insurance: SmartPay, Smart Life Insurance, Hospital Insurance
5. Loan & Sharing: Smart Loan, BanhLuy, iCalluPay
6. Fun Extras: Mobile legends, Game voucher market, fitness club, game club.

Target Customer

- Youth
- Corporates
- Online business owners
- People working on logistics

Competitor

- Cellcard
- Metfone

Competitive Advantage

- Variety of creative products and services: first to introduce the Xchange service followed by its main competitors; Pleng by Smart platform to support original Khmer artists for a deeper appreciation of local music and talent
- Latest mobile and digital technology: first to launch 4G LTE in 2014, 5G trial in 2019, and eSim in 2018

II. Management Style

1) Core values

- We are open and honest.
- We win big, as a team.
- We are courageous.
- We are passionate.
- We are attentive to details to achieve simplicity

2) Culture & Work Environment

- Culture: Teamwork and fostering talent
- Work environment: Centralized workflow (Line Manager \longleftrightarrow Staff)

3) Management Practices

- Training and Probation
 - Task matching
- Task Assignment
 - Briefed and assigned by line manager on a weekly basis
- Performance Monitoring
 - Communication via Microsoft Team/Whatsapp
 - Weekly team meeting with line manager to update the work progress
 - Direct communication to individual team members in case anyone is behind schedule and seeking help from cross-department if necessary
- Team Empowerment
 - Keeping a friend-like relationship with staff
 - Career advice and improvement
- Performance Evaluation
 - Annual appraisal by four factors (peer review, department goal achievement, problem-solving, and line manager's feedback)
 - Performance improvement program (for underperforming staff)
- Rewards
 - Incentive-based and tied to the Company's performance
 - The Company's key performance information disclosed to staff (transparency)

III. Conclusion

1) Management Style: Centralized Management

2) Success factors: Good team leaders/line managers lead to the team's and the Company's success.

3) Key improvements:

- Minimal work-life balance: Reduce work-related communication to the staff at weekends
- Low-level empowerment: Give the team some power/authorization in decision making in certain areas
- Bias in performance review (e.g., deliberating good review from peers, the Company's performance not reflecting staff's real capabilities): Add additional factors in the evaluation such as staff's project management and problem-solving skill and peer feedback one on one.

IV. References

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