



Case Study: MTN

About the Company

Launched in 1994, the MTN Group is a multinational telecommunications group, operating in 21 countries in Africa and the Middle East. As at the end of December 2006, MTN recorded more than 40 million subscribers across its operations. The MTN Group operates in Botswana, Cameroon, Côte d'Ivoire, Nigeria, Republic of Congo (Congo-Brazzaville), Rwanda, South Africa, Swaziland, Uganda, Zambia, Iran, Afghanistan, Benin, Cyprus, Ghana, Guinea Bissau, Guinea Republic, Liberia, Sudan, Syria and Yemen.

Business Challenges

- MTN, South Africa had defined Key Performance Indicators (KPIs) at the Managing Director and departmental level. These KPIs needed to be aligned to the business strategy and strategic objectives of the organization.
- There was inconsistent interpretation and issues related to the understanding and usage of these KPIs. Going forward, MTN intends to use these KPIs to drive performance at the department level and then further drill down to the role level to ensure that performance across the organization is aligned to the strategic objectives - as well as uniformly interpreted and measured.
- Another critical need of the Chief Information Officer (CIO), the sponsor of the project, was to get a fix on the range of indicators that business needed to make decisions and evaluate performance on a lead and lag basis. This in turn would help facilitate the decisions on the systems or infrastructure he needed to invest in (or retire) in order to do the same effectively, and maximize the return on their IT spend

Nihilent's Role

Phase 1:

- Unpack the KPIs by the method of discussion and elaboration, to ensure uniform interpretation
- Clearly identify data sources and data owners for components of the KPIs
- Extract this data onto a central repository
- Develop a dashboard application to reflect green, amber and red levels for each KPI across departments

Phase 2:

- Identify and deliver a set of KPIs and Key Performance Areas (KPAs) for key roles in the organization
- Deliver Phase 1 activities for the entire basket of defined KPIs
- Enable drill down and analysis of each KPI by including measure trees and analytical tools within the dashboard design.



Business Benefits Delivered

- Alignment of all KPIs to strategic objectives
- Uniform understanding and interpretation of KPIs across the organization
- Performance management driven by clearly understood and measurable KPIs
- Clearly identified cause and effect relationships across departments, encouraging a symbiotic approach and helping to remove silos
- Debates now driven by reasons for the figures and not the figures themselves
- IT investments driven by clear logical indicators

Customer Speak

"We have worked with almost all the big five consulting companies, but the consultants from Nihilent have been the most professional outfit that we've ever interacted with. The adherence to timelines and quality of deliverables has been outstanding."

Garth Brown, Senior Manager, MTN

"We have attempted this exercise five times in the past, but this has been the most successful, to date. The process that we're going through is forcing managers to think seriously about what they want to measure."

Jithoo Daya, General Manager, MTN