

A photograph of a white SIM card tray and a gold SIM card resting on a light-colored wooden surface. The tray is partially open, and the SIM card is visible in the foreground.

KINDUZ Customer Outcomes Matrix – A Case Study on Airtel



KINDUZ

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As a part of the series of articles that we are writing on the “**KINDUZ Customer Outcomes Matrix**”, let’s see how a services company would fit into it.

Given the scenario of intensified competition in the telecom industry in India, it is quite interesting to understand how a telecom company would fit into the “KINDUZ Customer Outcomes Matrix” and thereby getting insights on the chances of growth and sustainability of the company in the market.

Let’s start by taking an example of the Indian Telecom industry legend Airtel.

		Outcomes your customer expects from you	
		Outcomes you Deliver	Outcomes you do not Deliver
Outcomes your competitor	Delivers	1 Red Ocean Innovate for better Outcomes, or be ready to let go!	2 The Expansion Quadrant Jump in if we can Innovate for better Outcomes
	Does not deliver	3 The Capitalization Quadrant Continue to Innovate to deliver Outcomes	4 Blue Ocean Innovate and be the first to offer these Outcomes

Fig 1: KINDUZ Customer Outcomes Matrix

Let’s understand the matrix in detail.



		Outcomes your customer expects from you	
		Outcomes you Deliver	Outcomes you do not Deliver
Outcomes your competitor	Delivers	1 Red Ocean Quadrant 1.1. Connecting people through calls and SMS 1.2. 2G/3G/4G internet 1.3. Easier transactions 1.4. Entertainment 1.5. Connecting businesses 1.6. Affordability	2 The Expansion Quadrant 2.1. More affordability 2.2. More services
	Does not Deliver	3 The Capitalization Quadrant 3.1. Reliability 3.2. Excellent Customer service	4 Blue Ocean Quadrant 4.1. Increased internet speed (5G) 4.2. Internet of Things (IoT)

Fig 2: KINDUZ Customer Outcomes Matrix for Coke

Let's understand the matrix in detail.

Quadrant 1 i.e. Red Ocean of Customer Outcomes:

This quadrant is the Red Ocean, as you and your competitors provide similar outcomes to the same set of customers. All players fight with each other for customer retention and colour the market red. If you find yourself in this quadrant, you must innovate to deliver better on these outcomes.

- 1.1. Connecting people:** How do we feel like after achieving our lifetime dream? We immediately call up our loved ones and share our happiness with them. Now travel back in time 20 to 25 years and imagine the same situation, it would have taken a lot of time for us to do the same thing. Telecom organizations are not only providing us with calling service but also high-quality calls with technologies like VoLTE.
- 1.2. 2G/3G/4G internet:** Benefits of internet are countless. Also, life without internet is unimaginable today as it has become a basic need for living. Gone are those days where you have to search for a free Wi-Fi; thanks to the telecom war which made internet accessible to everyone.
- 1.3. Easier transactions:** Do we really have to worry about carrying wallets while going out? Remember those days when we would panic for not having carried cash. Did we ever think about paying our bills with one click and without moving even an inch? Did we ever imagine that we would be able to transfer money without even going to bank and that too in a jiffy? M-commerce has made all these things possible



- 1.4. Entertainment:** Remember those days where we would be only getting ten television channels? Now we have hundreds of channels from various countries and languages thanks to DTH and Internet. All telecom companies are also providing content and mobile applications which have all the TV channels, music and news applications which are a great source of entertainment.
- 1.5. Connecting businesses:** Intense competition has made telecom operators get into various segments. They are offering cloud services, services that help employees work from anywhere, office connectivity, etc.
- 1.6. Affordability:** Gone are those days when we had to shell out a lot of money to get internet or to make a call or to buy a device with internet connectivity. Remember those days when we used to spend ₹ 8/- for just receiving a call, and those days when we spent close to ₹ 200 for 1 GB of internet per month? Thanks to the price war for making all these so affordable to a common man. Airtel is offering a smartphone in collaboration with Karbonn at ₹ 1390 and Vodafone went a step ahead to sell a smartphone at less than ₹ 1000. We anyways know about the Jio's free phone.

Quadrant 2 i.e. The Expansion Quadrant of Customer Outcomes:

The Expansion Quadrant allows you to expand your customer base by adding products and services that you are not delivering right now. The key factor to be considered for this quadrant is innovation. Since your competitor is already present in this quadrant, you need to use innovative strategies to introduce yourself in this market space.

- 2.1. More affordability:** Even with a dramatic change in the technological habits of people there are many people for whom internet is new, and even if equipped with internet usage skills, some of them do not know how to use a smartphone. So, keeping in view this segment of customers Reliance Jio launched a free feature phone with a minimum deposit; which became a big success.
- Jio is offering free SMS and voice calls on all its plans while Airtel is charging for SMS and voice calls in some of its plans. Keeping in mind the competition these plans could be revamped. Also, the validity of the plans could be increased.
- 2.2. More services:** To retain the customer base and keep them engaged, telecom companies are focussing more on content-based applications which could become paid applications later.
- Jio has applications for express news and magazines, that Airtel does not have. Also, Jio is offering digital coupons to buy goods at kirana stores at discounted rates. Jio is mediating between manufacturers and kirana stores to benefit its subscribers and thus retain customers.

Quadrant 3 i.e. The Capitalization Quadrant of Customer Outcomes:



This market space is your oyster. You deliver the outcomes that your competitor does not. It is your space to innovate and keep delivering these outcomes that your customers seek. You are already ahead of your competitors in this space. The key factor to consider in this quadrant is to keep moving faster than the competitor to innovate and deliver more value to your customers.

- 3.1. Reliability:** When you are in an interior location, the speed of internet and the quality of voice calls is typically not as good. When it comes to reliability i.e., having less call drops, less signal issues Airtel wins the battle here.
- 3.2. Excellent customer service:** To improve the customer experience Airtel started a project called Project Next as a part of which they revamped the 2500 retail stores and identified 17 touch points where they should avoid customer frustration. Also, Airtel is offering a smartphone damage protection plan under which there is a doorstep pick up and delivery for the damaged phone. The customer service centres and responses of Airtel are far better when compared to other operators.

Quadrant 4 i.e. The Blue Ocean Quadrant of Customer Outcomes:

This quadrant is the blue ocean and indicates that the market is still uncharted territory. Neither you nor your competitor have entered this space. You can capitalize this situation by introducing products and services that offer customers outcomes that they want but are not being provided. In this quadrant, speed of research, innovation and execution are key factors required for growth and sustenance.

- 4.1. Increased internet speed:** The operators should focus on improving their technology and satisfying customers keeping in mind the market scenarios. One of the ways is to increase the internet speed further by adopting the 5G network
- 4.2. Internet of Things:** People are adapting to new technologies quicker these days, which should be considered as an opportunity and leveraged. The devices which telecom organizations are making should be made IoT friendly thus increasing their customer base. Today, many telecom companies are developing such technologies and are trying to implement them.

Given the scenario of cut throat competition, and with only few players with deep pockets being left out in the market, it is all about delivering customer outcomes to continue to stay relevant in the market and to continue to be a market leader.

So, getting you into the context:

- What outcomes should you continue to deliver to your customers?
- What outcomes should you stop delivering to your customers, as they are no longer relevant?
- What outcomes do you start delivering to your customers?

Reach out to us at outcomes@kinduz.com to schedule a quick call with our team of advisors. We are more than happy to serve you.



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Authored By:

Pallavi Challa
Business Analyst
KINDUZ Business Consulting Pvt. Ltd., India

Reviewed By:

Pavan Kishore Kota Subramanya
Global CEO
KINDUZ Consulting Limited, U. K.