

THE FACE OF DIGITAL LEADERSHIP

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Why did you want to join TM Forum's board?

Axiata's vision to develop traditional CSPs into full digital CSPs or platform players is very much aligned to TM Forum's strategy on the topic, which I feel attacks practical challenges and puts us in better stead to approach full digitization. Having gained significant experience in the digital ecosystem space over the years, Axiata looks forward to contributing to the development and execution of TM Forum's strategy.

What do you want TM Forum to achieve in the next two years?

Aligning with TM Forum's development strategies for CSPs to become ecosystem enablers, and further down the road to become full digital platform players, CSPs will need to be guided to move into the ecosystem player space at scale over the next couple of years. As they do this, one of the challenges will involve navigating complex regulatory environments and working with governments to strike the balance to enable this transition. TM Forum is well-placed to bring together the best practices and experiences from across different markets – both from developed countries as well as emerging economies – to support this intense transition phase.

Describe your typical day.

I wear three hats: CIO of Axiata, CTO of Axiata Digital and Chief Innovation Officer of Dialog Axiata. In my Group role, I work with Operating Companies' (OpCos) CIOs on digital stack architecture and strategy implementation, and at times get involved

with execution challenges whilst also providing project execution support from Axiata's software engineering arm, Axiata Digital Labs. Being involved in an OpCo role as Dialog's Chief Innovation Officer keeps me well-grounded in strategy execution and the real operational challenges that OpCos face. We're also involved in aggressive play on the API market place where we work with partners including those across our OpCos. This means time spent with partners who either use our APIs or embed our technology in their products.

What do you consider your biggest professional achievement?

The most interesting and rewarding program I have had is the privilege of driving Axiata's transformation into a digital ecosystem enabler via APIs. We created a vibrant internal API marketplace by transforming the IT stack from the inside out and in parallel also created one of the largest external API market places at scale, expanding to operators outside the Group. We hit a sweet spot when this open source API platform designed for telcos moved beyond adoption by our OpCos and gained traction amongst several global operators.

What big idea are you working on now?

Having built a robust API management engine across all our operating companies both at internal and external API market places, which in essence powers the BSS and surrounding applications, we are advancing our digital CSP stack to the next phase of development by focusing on analytics and AI to assist key businesses processes.

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