LEADING
DIGITAL TRANSFORMATION

How would you describe your organization's drive towards enterprise-wide digital transformation?

Celcom's drive embodies being able to deliver excellence in experience for all participants in its value chain. This includes being able to bring disparate parts of the organization and its eco-system together, in a digitally-led world. In order to achieve this, big data and data analytics sits at the heart of the way the business is driven - being able to understand what has happened in the past and the future effects of it, as well as the actions that are required.

What has your role been in helping to deliver on these outcomes?

As Celcom's Big Data and Analytics Programme Manager, my role was to build a new platform from the ground up; something which would be robust enough to support all of Celcom's current and future reporting and analytics requirements, as well as something that was capable of IoT, machine learning and deep learning in the IR4.0 era. To enable this, a profound change was required in the way people, processes and technology interrelatedly operated.

What new technologies or IT systems have you put in place which have impacted a change in working and operational practices?

An enterprise-wide data lake now means that anyone, in any area of the business, at any time, can access the same data and the same business rules, subject to the various data governance and security controls. This affects the entire way of working, for example, analytics and data science teams are now able to develop predictive models based on a wider set of data, thus leading to increased accuracy and efficiency. In addition to this, other parts of the business use the data lake for descriptive analytics through self-service analytics. The magic here is that everyone gets to access the same data sets.

How does TM Forum help you to achieve your digital transformation objectives?

TM Forum provides a platform where all telecom operators across the globe can collaborate and bring a versatile set of parameters to the table, to push the boundaries of current thinking. This way of thinking helps to evolve the way we carry out our day to day lives, and ultimately helps to achieve paradigm shifts in the way we operate.

Digital transformation is not just about changing processes and technology; it also involves a shift in organizational culture. How is your teamwork changing and what's your role as a team leader?

Through the implementation of the data lake, teams across the organisation that had previously operated in silos were required to bring their individual sets of problems to the table to define a way forward. As the team lead, I saw my role as pivotal in bringing everything together.

Leadership is clearly paramount, but what makes a good digital leader?

A good digital leader is one that knows the way, goes the way, and shows the way. Digital leadership is about being passionate about the things that matter, and setting a clear vision with integrity, honesty and humility.

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