



The Asian Telecom Insight

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Aleevar Insights

Trilemma of Telco Premiumization

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Cristina Estanislao. Submitted for United Nations Global Call Out To Creatives

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Glossary

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Glossary

Glossary

Abbreviation	Terminology	Notes relevant to the study
A&P	Advertising and promotion	
BB	Broadband	
Cable.co.uk	Cable.co.uk	2 reports (i.e. worldwide mobile data pricing and worldwide broadband price) sourced from www.cable.co.uk/mobiles/worldwide-data-pricing/ serving as reference to Aleevvar separately collecting price data from telco's official site
CAPEX	Capital Expenditure	
COVID-19	Coronavirus disease	www.who.int/health-topics/coronavirus#tab=tab_1
CSR	Corporate social responsibility	
FBB	Fixed Broadband	Bare minimum lowest entry quota in and naked fixed broadband namely fibre to home are without bundling of phone, voice or SMS or TV or OTT services. However, some telco may offer minimum bundling as lowest entry will be considered
FMCG	Fast-moving consumer goods	
GB	Gigabyte	Refer as 1,000 Megabyte of data based on quota or volume
GDP	Gross domestic product	
IA	Industry Average	Introduced and modeled by Aleevvar with reference to Cable.co.uk. Average price calculated from services selected are based bare minimum and naked (i.e. without bundling) broadband from lowest entry onwards (i.e. by quota for MD, by pricing and by speed for FBB and 30 days validity period
ICT	Information and Communication Technology	
ICT PB	Information and Communication Technology Price Basket	ITU Measuring Digital Development ICT Price Trends 2019 monitors the affordability of ICT services by analysing and comparing price data for mobile-voice services, mobile data and fixed broadband. www.itu.int/en/ITU-D/Statistics/Pages/ICTprices/
ITU	International Telecommunication Union	www.itu.int/
KPI	Key Performance Indicator	
MD	Mobile Data	Bare minimum lowest entry quota in and naked mobile broadband are without bundling of voice or SMS or mobile phone or TV or OTT services. However, some telco may offer minimum bundling as lowest entry will be considered
OPEX	Operational Expenditure	
OTT	Over the top	OTT services examples are Youtube, Facebook, Twitter, TikTok, etc.
QOS	Quality of Service	Mobile networks based on measurements of real user experience from opensignal.com
SIM	Subscriber Identity Module	
Telco	Telecommunication Company	A substitute to true experience consumers receive on wireless networks indicator for this study from global report published by www.opensignal.com/market-insights
UN	United Nations	
WFH	Working From Home	

Methodology



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Select what are the services

Bare minimum and naked broadband, 30 days period of telco offerings in comparison to international report

2 international reports on global pricing from ITU and Cable.co.uk for mobile data (MD) and fixed broadband (FBB) were reviewed.

Services are selected based on bare minimum and naked broadband with conditions:

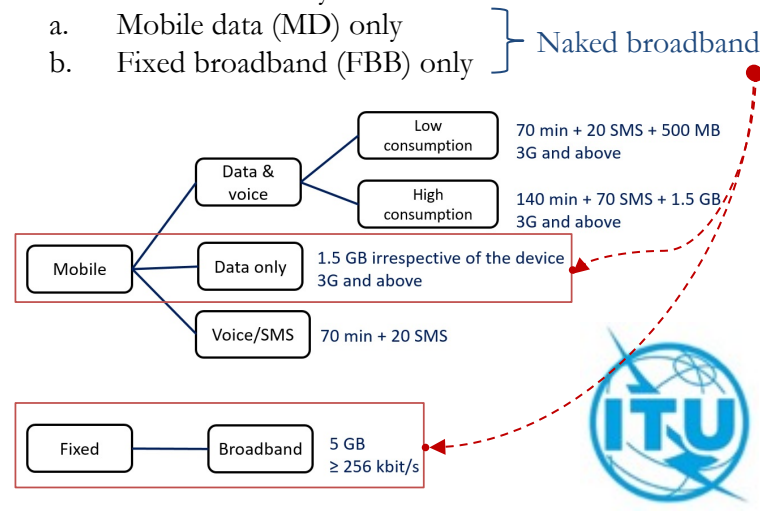
- a. Lowest entry (i.e. by quota in GB, by pricing and by speed in Mbps)
- b. 30 days period
- c. Industry Average pricing
 - i. By country (i.e. telco offerings)
 - ii. By telco (i.e. packages)
 - iii. By industry standard (averaging by top 3 telcos)

Telco pricing are collected where top 3 (or more) telco pricing in each based on 1.a. and 1.b. for current 2020 price.

This report review in MD related product and services only.

ITU Information and Communication Technology Price Basket (ICT PB)

1. Out of 4 price baskets (PB), 2 PBs were taken as reference for the study
 - a. Mobile data (MD) only
 - b. Fixed broadband (FBB) only



Cable.co.uk median price at country level

1. All prices were for SIM-only mobile plans
2. Averages are calculated as the MEDIAN of all recorded package prices/ data limits
3. Data sorting: By average cost of a gigabyte of data per month (this is the default), by the cost of the cheapest gigabyte of data in each country per month, and by the most expensive gigabyte of data available
4. The average monthly cost of 1GB of data for each country as a whole is calculated as the MEDIAN of every plan recorded
5. Most expensive package – it is the most expensive means of obtaining 1GB of data, not the cost of the most expensive package itself



Methodology

Aleevar's Industry Average (IA) at telco level

1. Introduced and modeled by Aleevar with reference to Cable.co.uk data pricing model
2. Aleevar collected 6 countries' price data from telco's official site
3. Average price calculated in USD per GB quota for MD
 - a. Services selected are bare minimum and naked (i.e. without bundling) broadband
 - b. Lowest entry onwards
 - c. 30 days validity period



Source:

https://www.itu.int/en/ITU-D/Statistics/Documents/publications/prices2019/ITU_ICTpriceTrends_2019.pdf, <https://www.itu.int/net4/ITU-D/ipb/>
<https://s3-eu-west-1.amazonaws.com/assets.cable.co.uk/global-broadband-pricing/global-broadband-pricing+study-2020-methodology.pdf>
<https://www.cable.co.uk/broadband/pricing/worldwide-comparison/#highlights>

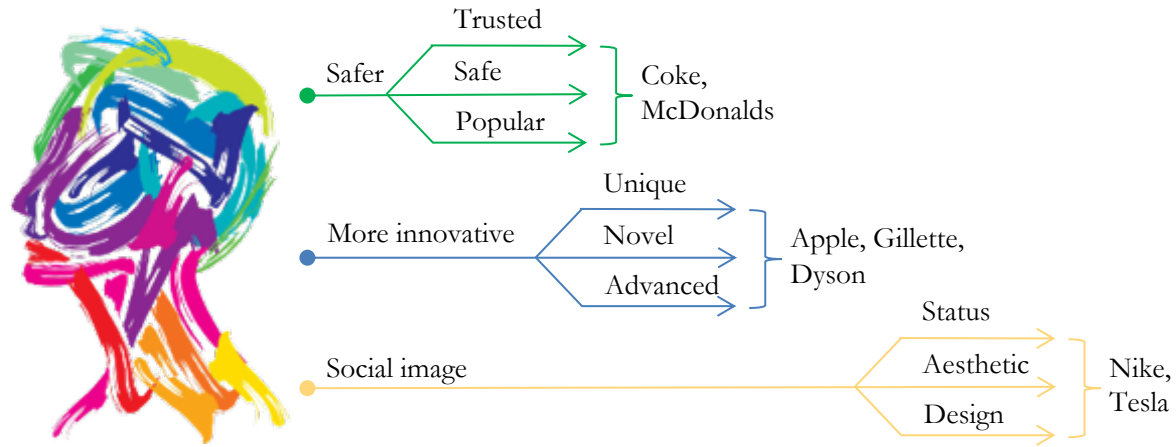
Define what are paths of premiumization

Definition of Premiumization and De-premiumization in FMCG are raising / decreasing price with **perceived value** that customers are **willing to pay**.

Generally, there are 6 paths to premiumization encompasses providing a **safer, more innovative, a better experience, easier to be used, social image** and **more exclusive** product or services.

For telcos, Aleevvar suggests to consider the approach from **5 dimensions of Customer Profiling** before **deciding to shift** towards Premiumization and De-premiumization separately.

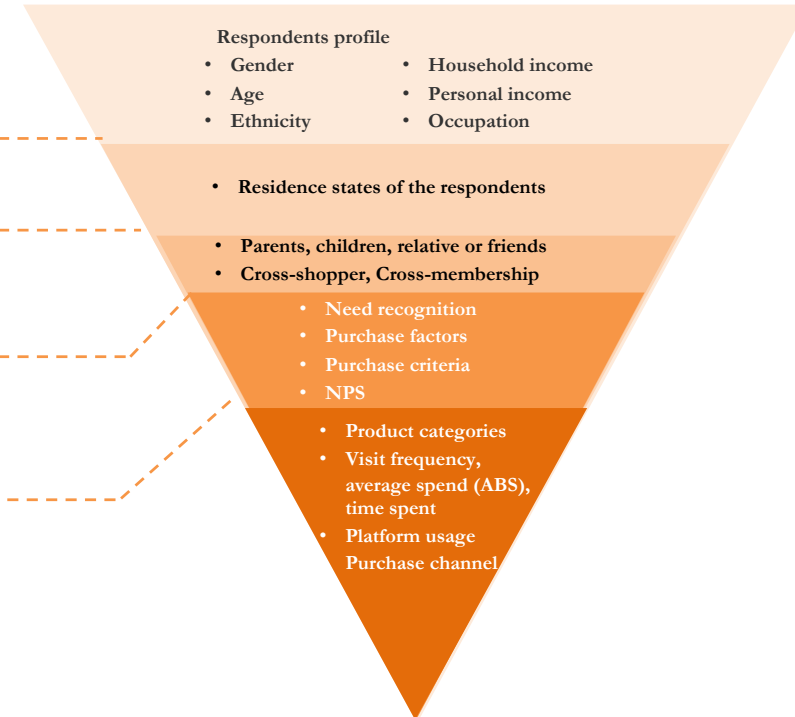
Path to premiumization (Examples)



Methodology

5 dimensions of customer profiling (Macro factors)

1. Demographic (i.e. gender, age, ethnicity, occupation, income, etc.)
2. Geographic (i.e. location, street, city, state, etc.)
3. Sociographic (i.e. community, clubs, social media, etc.)
4. Psychographic (i.e. personality, attitudes, ethic, interest, values, etc.)
5. Behaviour (i.e. shop location, purchase habits, degree of loyalty, usage, frequency, etc.)



NPS - Net promoter score , ABS - Average basket size

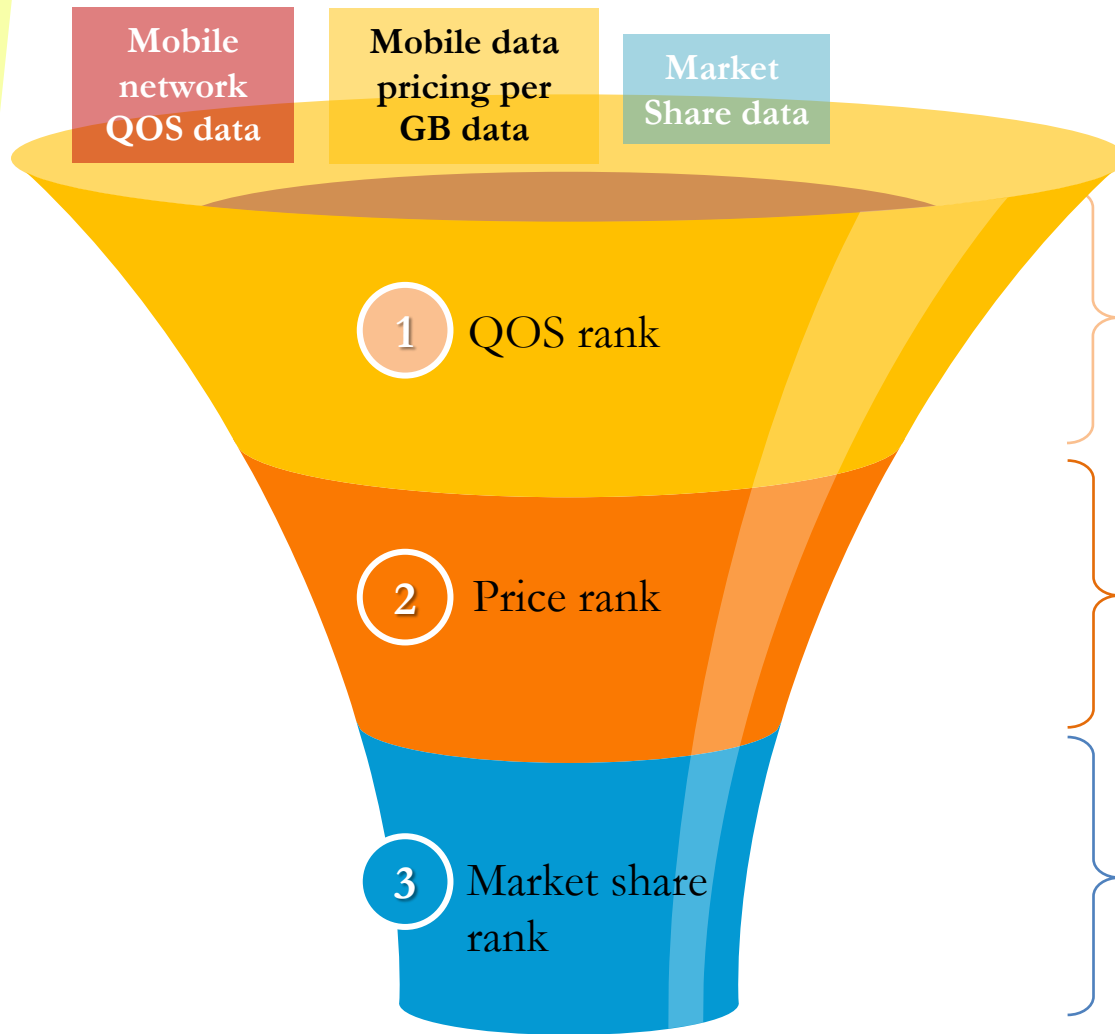
Source: <https://www.greenbook.org/mr/brand-impact/premiumization-the-key-to-brand-growth/>

The approach

Trilemma path to Premiumization and De-premiumization exercise

Price is not the only measure as there are **three (3) measures of premiumization**, namely network **QOS**, **Price** and market **Share**, approach to be wholly considered.

1. Review the **rank** in mobile network QOS¹ and review KPI (to maintain or to improve) on network experience;
 - a. Video
 - b. Games
 - c. Download Speed
 - d. Upload Speed
 - e. 4G Availability
 - f. 4G Coverage
2. Review products **pricing**² (per GB for MD);
 - a. Benchmark overall product pricing against country market Industry Average (IA) by Aleevvar (and compared to Cable.co.uk Worldwide Data Pricing)
 - b. Refer to premiumization path exercise
3. Consider the possible effects to market **share** (financial);
 - a. Increase market share
 - b. Decrease market share.



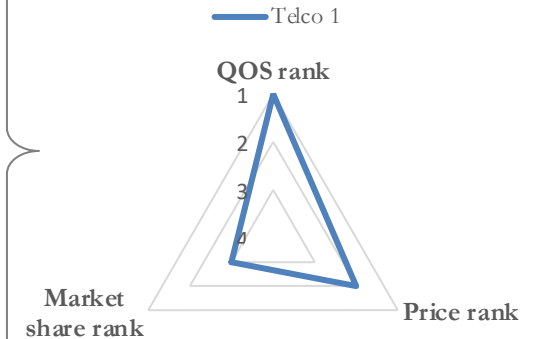
Network **QOS rank** is sourced from **opensignal.com**

Price rank is sourced from **official website** and compared with **cable.co.uk** site

Market share rank is sourced from **multiple sites**, however, limited insight to model effect from premiumization or de-premiumization

Methodology

Trilemma measures of telco



MD – Mobile Data

Note 1- Due to limited information from country network authority on mobile QOS with different performance test KPI and different year and parameters, Opensignal.com was selected as comparison for this study

Note 2 - Service selected are based on bare (or naked) broadband lowest entry (i.e. by quota for MD, by pricing and by 30 days validity period collected from official telcos' website



Finding

Finding

<https://www.freepik.com/>

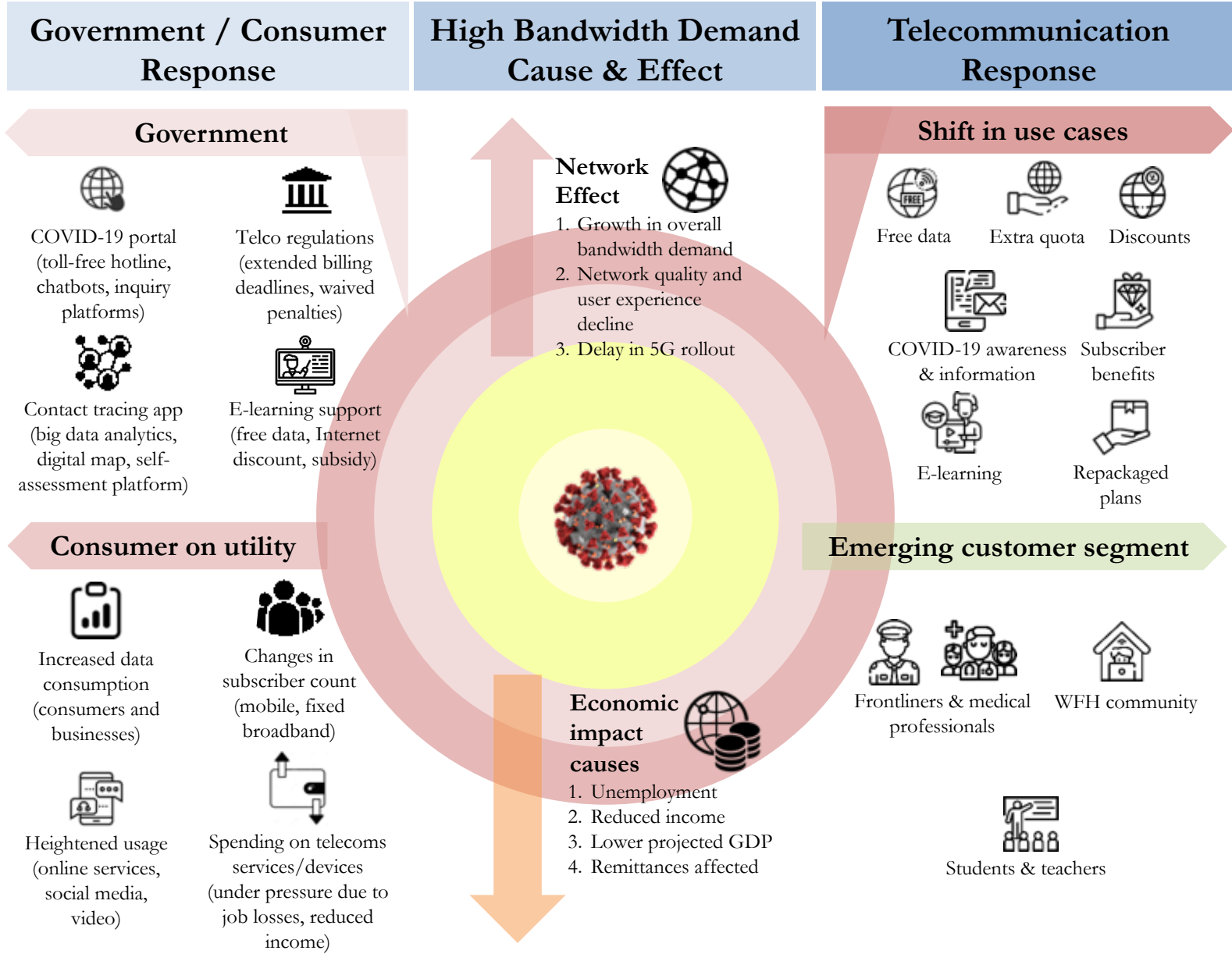
The region response from Government, consumer and telco

Across the region, **Governments** have responded with setting up of COVID-19 portal, introduce telco regulations to ease burden on utilities expenses, implementing contract tracing app and promote E-learning support to schools and university.

Consumers on utility are represented by the increased data consumption, changes in subscriber counts in MD and FBB, heightened broadband usage and only essential spend for both telecoms (i.e. infrastructure investment and operating expenses) and consumer (i.e. services that matters).

Telco prompt responses were seven (7) telco use cases categories offered in the market namely Free Data, Extra Quota, Discounts, COVID-19 Awareness & Information dissemination, Subscriber Benefits, E-learning and Repackaged Plans.

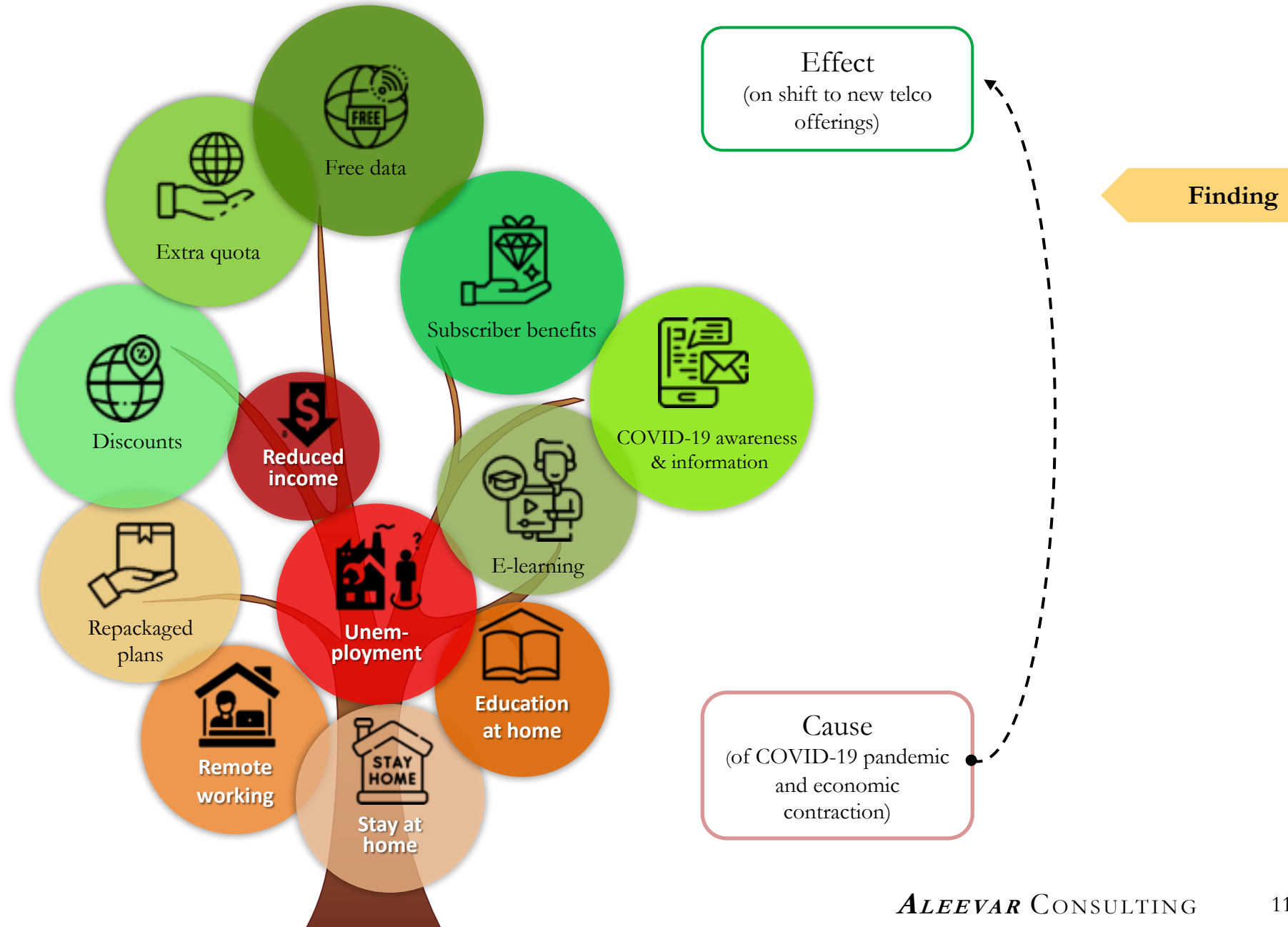
Three (3) emerging customer segments namely Frontliners & Medical Professionals, WFH Community and Students & Teachers.



Finding

Cause and effect of COVID-19 pandemic

The suggested telco's relationship with path considerations to Premiumization and De-premiumization are closely knitted with Cause (of COVID-19 pandemic) and Effect (on shift to new offerings).



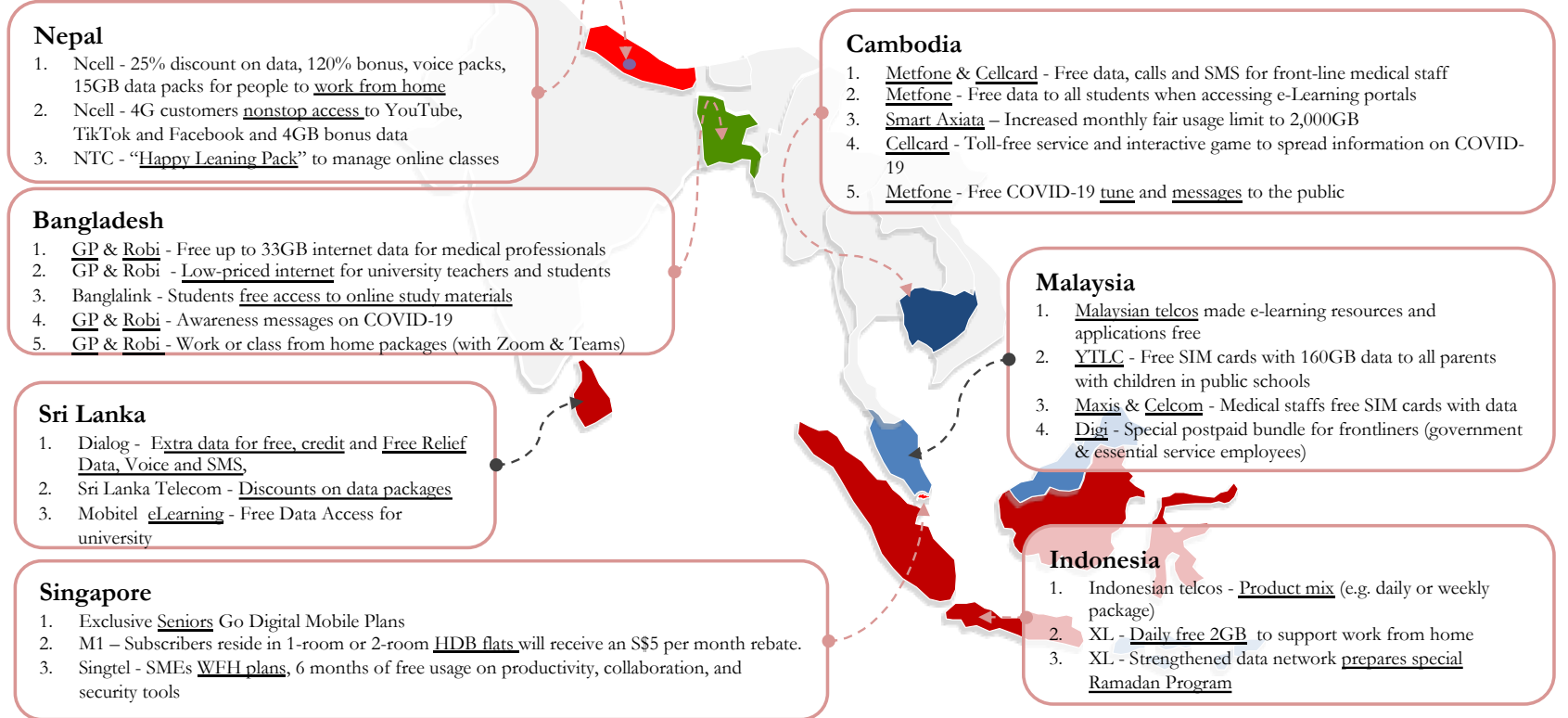
Asian telco use cases response COVID-19 pandemic

COVID-19 pandemic has resulted **three (3) emerging customer segments** namely Frontliners & Medical Professionals, WFH Community and Students & Teachers.

Seven (7) telco¹ use cases categories have been offered in the market namely Free Data, Extra Quota, Discounts, COVID-19 Awareness & Information, Subscriber Benefits, E-learning and Repackaged Plans.



Finding



WFH – Working From Home

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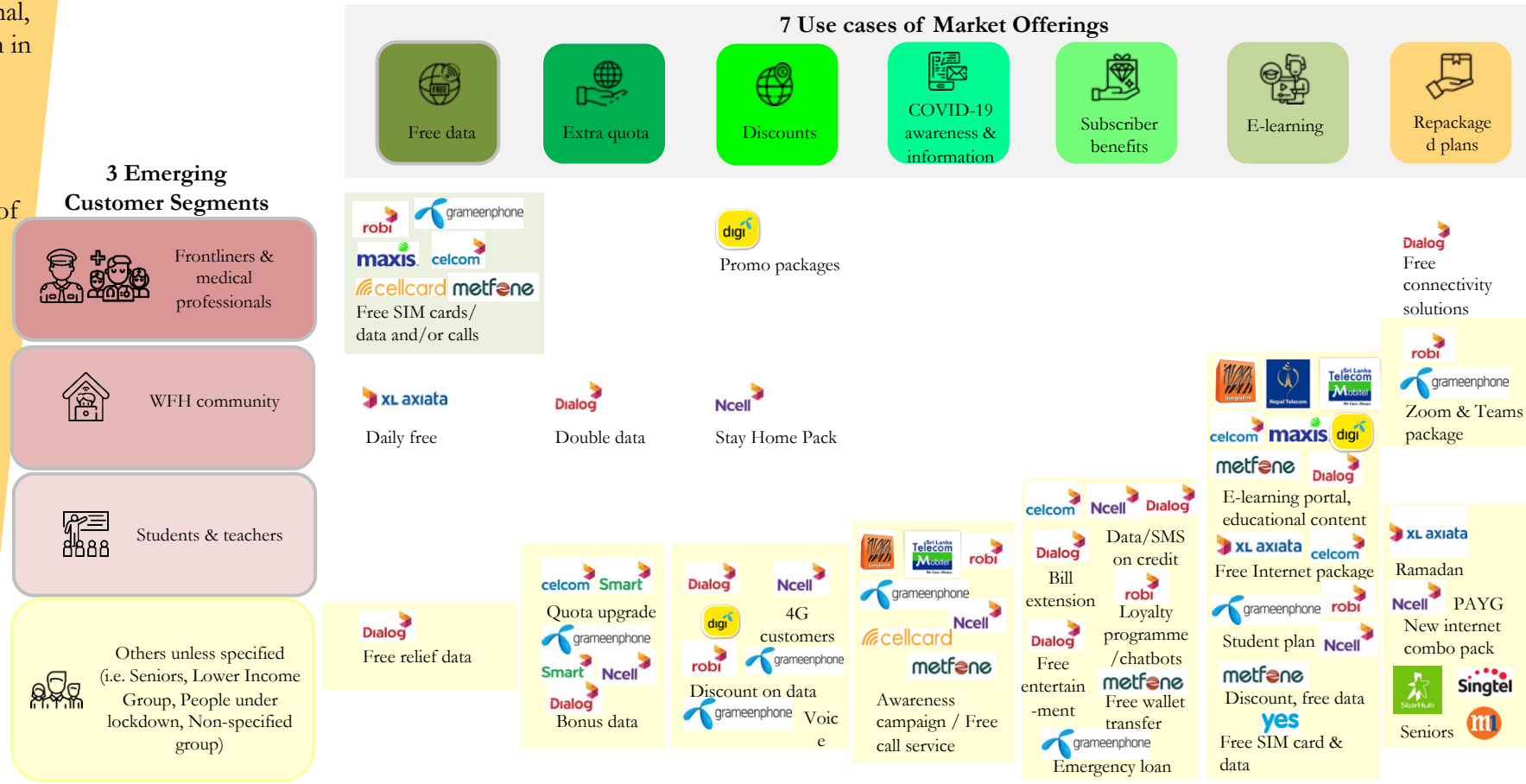
Source: Aleevar Research, Opensignal.com, Official published product and services in the respective telcos

The Asian region use cases matrix

Market¹ offerings mapped to customer segment

Telcos¹ in the region have responded with providing **free data** (e.g. 30 GB for medical professional, free SIMs to parents with children in school, etc.), **discounts** (e.g. low-priced internet for universities lectures and students, postpaid bundle for frontliners, etc.) and **extra quota** (e.g. offered 999GB of data, 100% extra for weekly data packs, etc.).

E-learning related offerings (e.g. e-learning resources and applications free, free data access for university, etc.), **COVID-19 awareness & information** dissemination (e.g. “Stay Home” near signal bar, free call service providing COVID-19 information, etc.), **Repackaged plans** (e.g. Exclusive Seniors Go Digital Mobile Plans, product mix with daily or weekly package, etc.) and **Subscriber benefits** (e.g. extended postpaid bill payments, emergency data loan, etc.) are observed as telcos’ responses in the region.



Finding

PAYG - Pay as you go

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Source: Aleevar Research, Opensignal.com, Official published product and services in the respective telcos

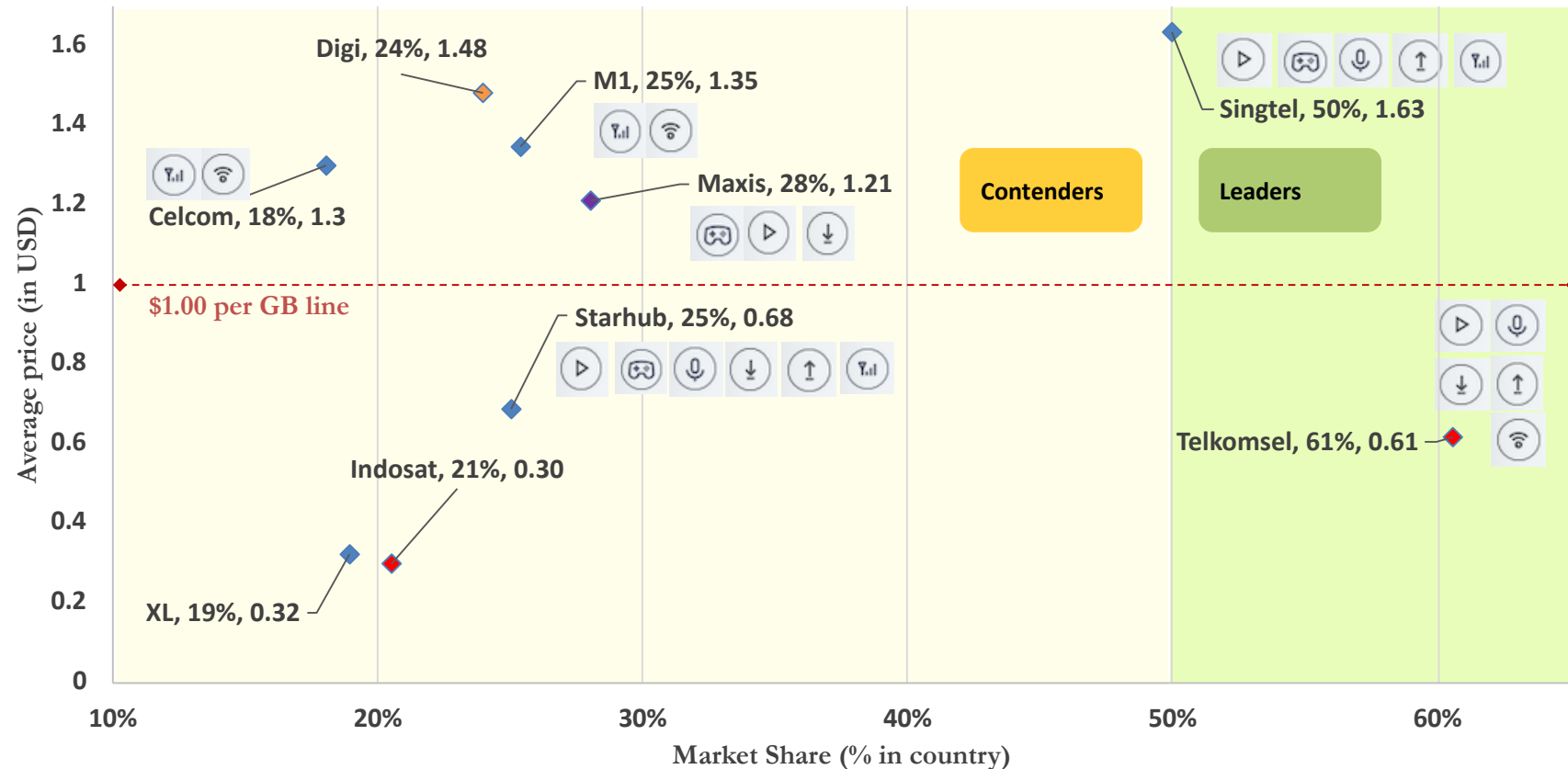
Mobile data market of Indonesia, Malaysia and Singapore

The tales of the leaders and contenders

Five (5) telcos¹, namely Singtel, Digi, M1, Maxis and Celcom, mobile data brand are **priced over \$1.00 per GB**. Singapore's Singtel is the **leader in premiumization priced highest at \$1.63 per GB** with the largest market share at 50% well over their peer **contenders** such as M1, Malaysia's Maxis, Digi and Celcom.

Below the \$1.00 per GB line, Indonesia's Telkomsel, despite having the largest market share at 61%, is considered **leader** mobile data brand at \$0.61 per GB ahead of the **contenders** namely Starhub, Indosat and XL.

South East Asian: 2020 Mobile data price vs Market share



Finding

Network QOS strength		Video Experience		Voice App Experience		Upload Speed Experience		4G Coverage Experience
		Games Experience		Download Speed Experience		4G Availability		

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Source: Aleevar Research, Opensignal.com, Official published product and services in the respective telcos

Telcos' trilemma on premiumization

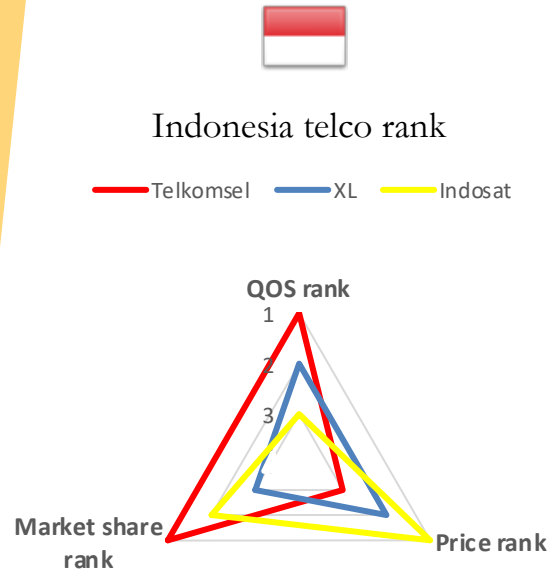
The equilibrium of QOS, Price and market Share measure

Trilemma on premiumization by telcos¹ is to ascertain and maintain **equilibrium** by providing good **QOS**, affordable **Price** and increase market **Share** to remain competitive in their respective countries market.

Indonesia's Telkomsel ranks 1 in both QOS and market share (largest share at 61%) while Indosat ranks 1 as lowest Price (i.e. \$0.30 per GB) but ranks 3 in QOS. XL ranks 2 for both QOS and Price however ranks 3 on market share (i.e. 19%).

Malaysia's Maxis ranks 1 in all 3 measures while Celcom ranks 2 for both QOS and Price (i.e. \$1.30 per GB) but ranks 3 in market share (i.e. 18%). Digi ranks 2 in market share (i.e. 24%) but rank 3 in QOS and Price (i.e. \$1.48 per GB).

Singapore's Singtel ranks 1 in market share (i.e. 50%) and ranks 2 in QOS while Starhub ranks 1 for both QOS and Price (i.e. \$0.68 per GB). M1 ranks 2 in market share (equally with Starhub at 25%) and Price (i.e. \$1.35 per GB).



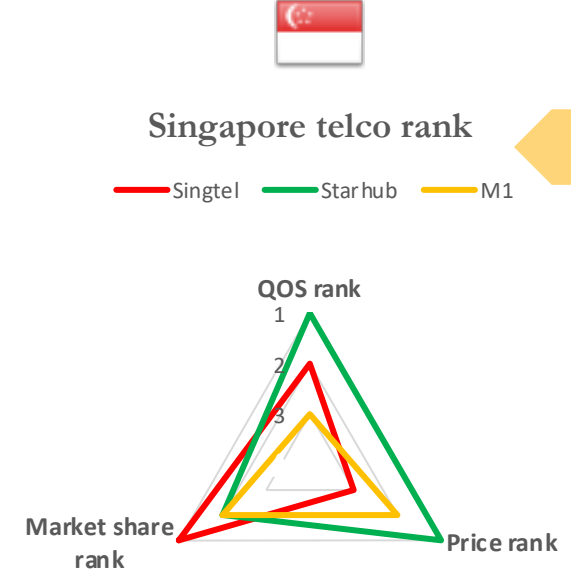
Telco	Market Share	Average (in USD)
Telkomsel	61%	0.61
Indosat	21%	0.30
XL	19%	0.32

IA = \$0.41



Telco	Market Share	Average (in USD)
Maxis	28%	1.21
Digi	24%	1.48
Celcom	18%	1.30

IA = \$1.33



Telco	Market Share	Average (in USD)
Singtel	50%	1.63
Starhub	25%	0.68
M1	25%	1.35

IA = \$1.22

Finding

IA – Industry Average

Note 1: All product and company names are trademarks™ or registered® trademarks of their respective holders. The use of the names does not imply any affiliation with or endorsement by the brand.

Source: Aleevar Research, Opensignal.com, Official published product and services in the respective telcos



Takeaway

Takeaway

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Premiumization path for telco

Pricing strategy and tactics

Premiumization pricing strategy and tactics can be considered only after having reviewed QOS and market Share.

Pricing consideration encompasses;

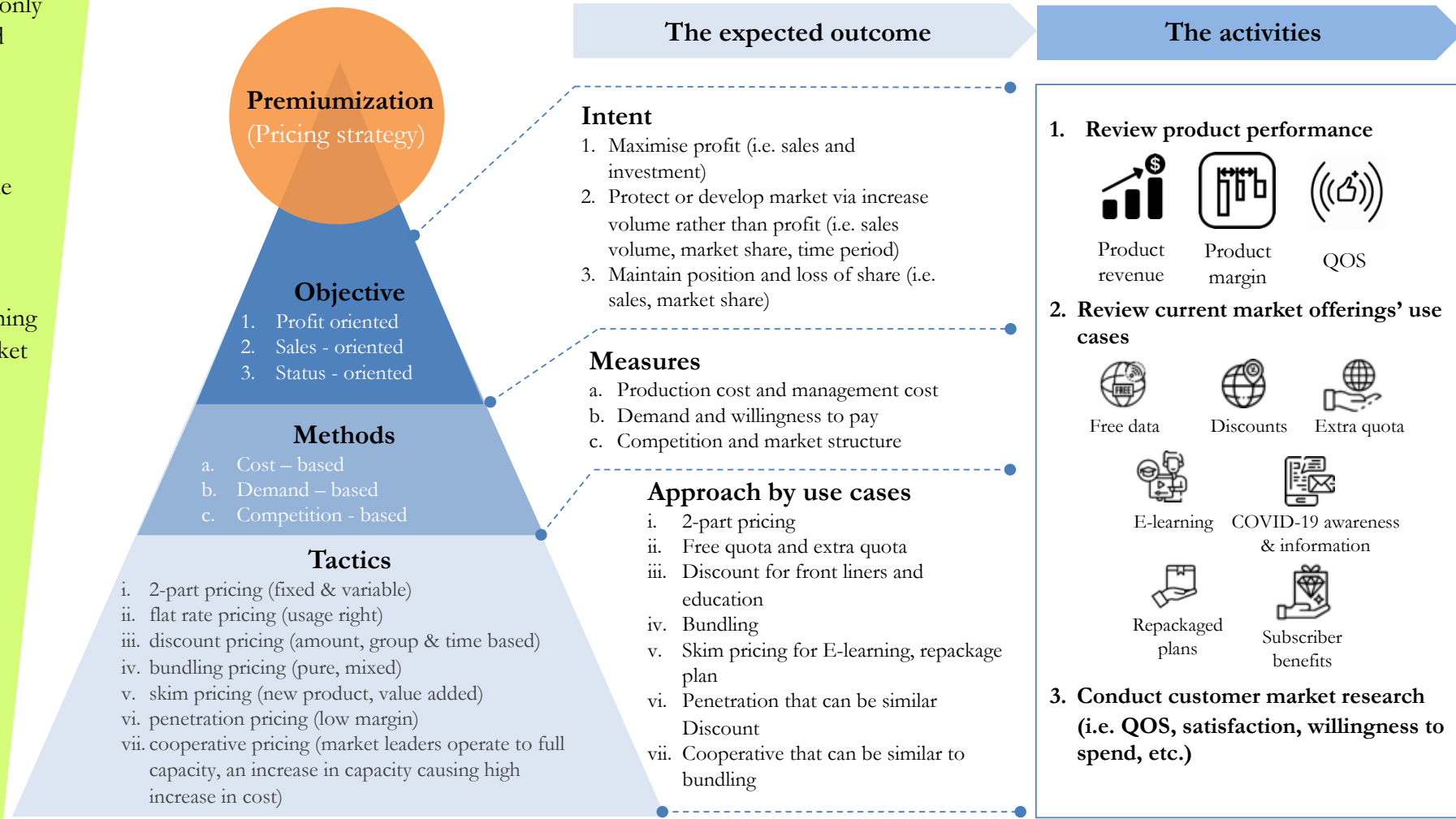
1. Determine **objective** and the motivation.
2. Ascertain the **methods** and measure that can be taken
3. Employ **tactics** by approaching current use cases in the market

The expected outcome of the exercise has three (3) components;

1. **Intent**
2. **Measures**
3. **Approach by use cases**

The activities ahead are to;

1. Review **product performance**,
2. Review **market offerings**
3. Conduct **customer market research**



Takeaway

Telco's premiumization checklist

Suggested future action plan and activities

The suggested **action plan** and **activities** are

1. **Communicate to Telco's business** units on Premiumization and De-premiumization consideration
2. Syndicate and **business alignment** with business units
 - a. Maintain (or reduce) price but consider to
 - i. Review **product performance**
 - Product revenue (i.e. current sales, new sales)
 - Product margin (i.e. market pricing, A&P, CAPEX and OPEX associated to product if any)
 - Review QOS (e.g. network and customer satisfaction)
 - ii. Review **current market offerings' use cases** due to **COVID-19** period;
 - Free data (frontliners, first responders)
 - Discounts (heavy users, WFH community)
 - Extra quota (gamers, creative users, entertainment seekers)
 - Repackaged plans (WFH community)
 - E-learning (students, teachers, graduates, lecturers, educationist)
 - COVID-19 awareness & info (all customers)
 - Subscriber benefits (new/ existing customers)
 - iii. Conduct **customer market research** (i.e. QOS, satisfaction, willingness to spend, etc.)
 - iv. Introduce and test **new product/pricing and/or improve QOS** based on **market research results**
 - b. Measure and monitor uptake results
 - i. Maintain share
 - ii. Increase share
 - iii. Decrease share

Item	Stake-holders	Activities and/or information sources
1	Telcos	Alevar's Trilemma of Telco Premiumization Insight 2020
2	Business units	Business alignment workshop
2.a.i.	Marketing & sales and Network operation	<ul style="list-style-type: none"> • Sales report • Cost of product, services, marketing campaign • Past network QOS performance test and customer satisfaction survey
2.a.ii.	Corporate Strategy	<ul style="list-style-type: none"> • Internal current offering vs external market offering <ul style="list-style-type: none"> • Current market product and pricing, • Social media mentions (share of voice), campaign
2.a.iii.	Marketing & CSR	<ul style="list-style-type: none"> • Dipstick customer online panel survey on current COVID-19 pandemic situation (usage, behaviour and attitude)
2.a.iv.	Marketing	<ul style="list-style-type: none"> • Product and/or service development/improvement • Measure customer satisfaction and response
2.b..	Marketing	<ul style="list-style-type: none"> • Measure based on 2.a.i.

Takeaway

Appendices



Appendices

Affordability

Selected 2018 ITU Mobile data (MD)



1. Singapore ranked 7 offered the most affordable MD at 0.3% GNI
2. Sri Lanka (rank 29) and Indonesia (rank 39) being affordable for MD at 0.6% and 0.7% of GNI
3. Malaysia, Cambodia and Bangladesh affordability ranged between 0.9% and 1.9% of GNI
4. Nepal MD ranked 142 as the least affordable 5.2% of GNI

Rank		as % of GNI p.c.	USD	PPP\$	Monthly data allowance (in GB)	Tax rate included (%)	GNI p.c., USD, 2018
7	Singapore	0.3	14.8	17.64	2	7	58,770
29	Sri Lanka	0.6	2.1	6.6	2		4,060
39	Indonesia	0.7	2.4	6.7	2	10	3,840
48	Malaysia	0.9	7.4	18.1	5		10,460
88	Cambodia	1.7	2.0	4.9	1.5	10	1,380
90	Bangladesh	1.9	2.7	6.7	1.5	21	1,750
142	Nepal	5.2	4.2	12.2	4		960



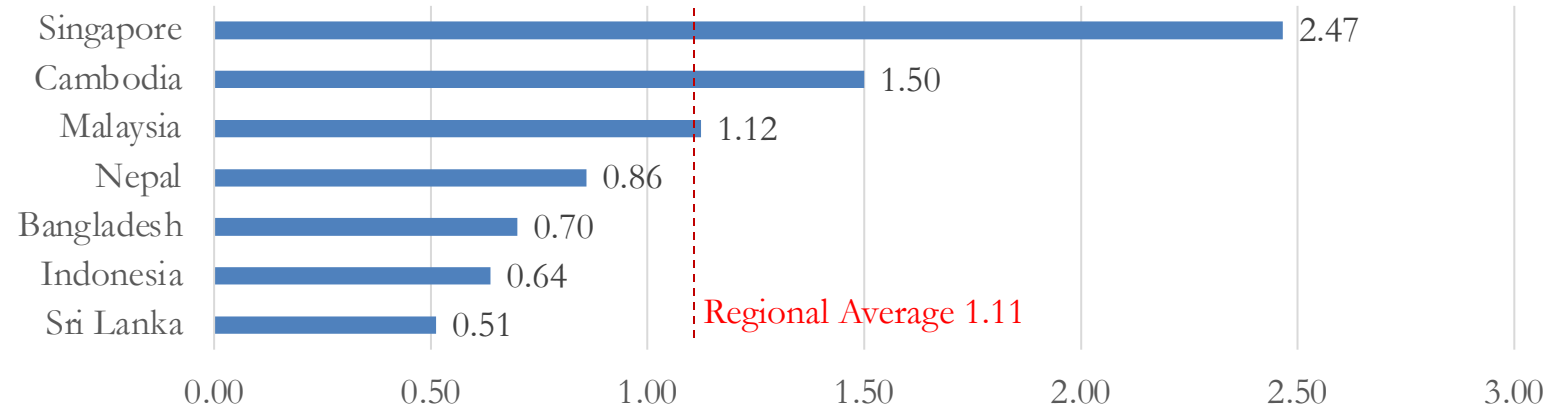
Price comparison

Global international report on pricing

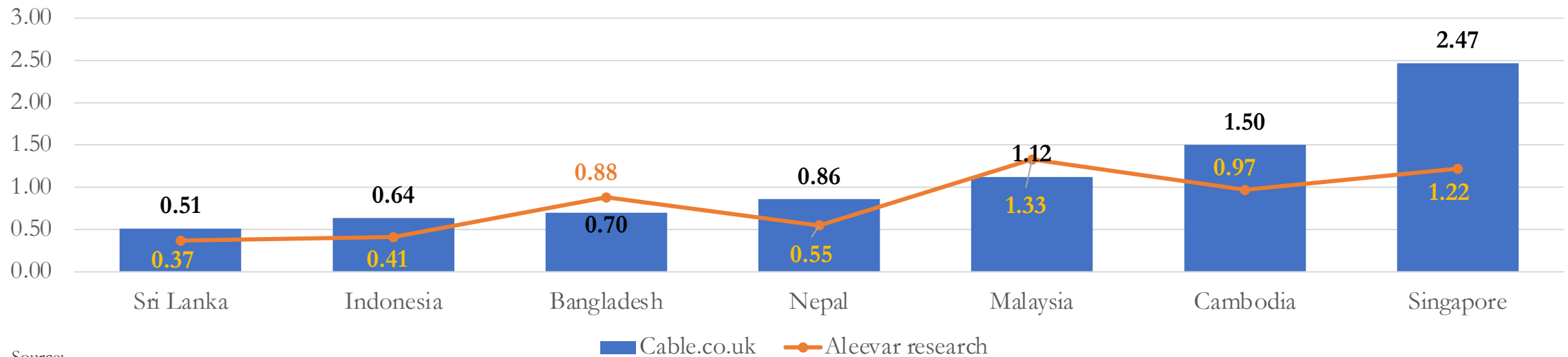


1. 2 international reports on global pricing for mobile data (MD) and fixed broadband (FBB) were reviewed
 - a. 2020 ICT Price Basket ITU.int - Affordability approach – 5 year
 - b. Cable.co.uk – Comprehensive on all the providers – 2 year only
2. Cable.co.uk will be used as global pricing reference for POC

Average price of mobile data 1GB (USD)



Average price of mobile data 1GB (USD)



Source:

<https://www.cable.co.uk/mobiles/worldwide-data-pricing/#highlights>

<https://www.cable.co.uk/broadband/pricing/worldwide-comparison/>, <https://www.itu.int/net4/ITU-D/ipb/>

Mobile Data Price 2020

Average price by telco and by country



Current state: Price in Bangladesh					
	Share	Opco average (in USD)	IA (in USD)	Cable.co.uk (in USD)	Normalised Opco average (factor)
GP	47%	0.83	0.88	0.7	-0.06
Robi	30%	1.29	0.88	0.7	0.46
Banglalink	19%	0.53	0.88	0.7	-0.40

Current state: Price in Malaysia					
	Share	Opco average (in USD)	IA (in USD)	Cable.co.uk (in USD)	Normalised Opco average (factor)
Maxis	28%	1.21	1.33	1.12	-0.09
Digi	24%	1.48	1.33	1.12	0.11
Celcom	18%	1.3	1.33	1.12	-0.02

Current state: Price in Cambodia					
	Share	Opco average (in USD)	IA (in USD)	Cable.co.uk (in USD)	Normalised Opco average (factor)
Smart Axiata	41%	1.35	0.97	1.5	0.39
Metfone (Viet)	46%	0.93	0.97	1.5	-0.04
Cellcard	13%	0.63	0.97	1.5	-0.35

Current state: Price in Nepal					
	Share	Opco average (in USD)	IA (in USD)	Cable.co.uk (in USD)	Normalised Opco average (factor)
Ncell	48%	0.58	0.55	0.86	0.05
Nepal Telecom	47%	0.63	0.55	0.86	0.15
Smart	5%	0.44	0.55	0.86	-0.20

Current state: Price in Indonesia					
	Share	Opco average (in USD)	IA (in USD)	Cable.co.uk (in USD)	Normalised Opco average (factor)
Telkomsel	61%	0.61	0.41	0.64	0.50
XL	19%	0.32	0.41	0.64	-0.22
Indosat	21%	0.30	0.41	0.64	-0.27

Current state: Price in Sri Lanka					
	Share	Opco average (in USD)	IA (in USD)	Cable.co.uk (in USD)	Normalised Opco average (factor)
Dialog	51%	0.56	0.37	0.51	0.51
Mobitel	31%	0.26	0.37	0.51	-0.29
Hutch	18%	0.29	0.37	0.51	-0.22

Source:

1. IA – Industry Average is average price in USD per GB quota of top 3 telco in the country collected from telco official website
2. Worldwide mobile data pricing: The cost of 1GB of mobile data in 228 countries

Current state: Price in Singapore						
	Telco	Share	Opco average (in USD)	IA (in USD)	Cable.co.uk (in USD)	Normalised Opco average (factor)
Singapore	Singtel	50%	1.63	1.22	2.47	0.34
	Starhub	25%	0.68	1.22	2.47	-0.44
	M1	25%	1.35	1.22	2.47	0.10

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