

# TRUE PARTNERSHIP

Facing stagnant subscriber growth, Mascom, Botswana, seeks to sustain growth and profitability

Mascom, Botswana, brings Mobile Internet, high-speed data and MMS services to the market in close partnership with Ericsson.

Mascom is the market leader in Botswana, with around 450 000 subscribers, about 71 percent of the market. The operator has the most comprehensive coverage in the country, reaching 99 percent of the 1.7 million population. The market in Botswana is challenging, with no significant increase in subscriber numbers predicted. Mascom had to look beyond end-user uptake to drive revenue growth.

Having worked with Ericsson since 1998, a trusted partnership had been nurtured. Historically, the network partly used Ericsson equipment. As well as installing GPRS capabilities, multi-vendor GSM equipment is being swapped out to create a 100 percent Ericsson network. Ericsson's global best practice and experience of African markets was a contributing factor in the selection process.

Jose Ferreira, CEO, Mascom, gives an overview of the relationship between the two companies: "Ericsson provides end-to-end solutions that meet Mascom's requirements, including all the infrastructure, hardware and software needed to run an efficient network as well as consulting services and training."

Ericsson carried out a five-week Traffic and Revenue Growth (TRG) program reviewing data services. At the time, the existing SMS service accounted for 4.5 percent of overall

revenue. Following this successful short-term program, a turnkey solution of SMS-based data services was rolled out. SMS now accounts for 11 percent of Mascom's overall revenue.

Having grown ARPU, the operator also wanted to extend the range of data service options available and established an Advise Framework Agreement with Ericsson. In addition to this on-going program of Business and Network Consulting, Ericsson trained Mascom employees to operate data services.

Sanjay Kaul, Director Advisory Services, Ericsson Sub-Saharan Africa, explains why Mascom entered into a partnership with Ericsson: "The operator faced a challenging market, which was heading towards saturation in terms of new subscribers. Mascom needed to sustain its revenue growth targets while maintaining low OPEX. Rather than develop additional competence in-house, Mascom chose to rely on a trusted partner by using a partnership frame agreement."

Preparations are on-going for next generation services and Ericsson's global experience is an important resource for Mascom in this endeavor.

## Highlights

### Customer Objective

- Increase revenue
- Service innovation and leadership
- Seamless introduction of Mobile Data and MMS services

### Ericsson Solution

- Business and Network Consulting
- Network Performance Improvement
- Turnkey MMS/GPRS solution
- Operations consulting
- Executive business and technical training

### Customer Benefits

- Strategy, technical solution, products and operations framework
- Revenue-generating high-speed data services and go-to-market model
- Expert operational assistance and reduced time-to-market

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