

“A lot of effort was put into developing people, an important investment, which has obviously paid off with very good development programmes at various levels.”

Reza Abdul Rahim

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Axiata, 2009 – 2011

In the early days the one factor that stood out for me was the openness within Axiata. Post demerger from TM, we were trying to form our own identity, not only with the new company, but across all the other companies throughout the group. One of the key attractions of working with Axiata then was making a mark for a brand new entity with regional growth potential.

The strategy for Axiata was well articulated at the time, whether it was organic or inorganic growth, operational strategy or governance – the overall big picture objectives were consistent. There was also consistent engagement and communication between the management team and staff. The effort was necessary for us to be cohesive across the group. Across the region the message and branding were as consistent as much as the countries and cultures were varied.

My greatest satisfaction then was implementing the various capital management initiatives and evaluation of various M&A opportunities for decisions by the Board. We had a lean team and we had to be thorough in our analyses in order for the Board to make good decisions. We were working on multiple transactions at the same time, one after another, interacting with other departments and OpCos as well as dealing with advisors, bankers and consultants.

If there was anything that I thought Axiata did very well then, it was how we were all engaged to ensure we work together within the corporate office and all the OpCos. There was a concerted effort to ensure everyone was singing the same tune, basically.

Another Axiata quality I remember very clearly was the amount of focus on training, people and career development. A lot of effort was put into developing people, an important investment, which has obviously paid off with very good development programmes at various levels.

