



Makman

Your Autonomous Operations Transformation Partner

This profile serves as an introduction to our firm, outlining our core values, a record of our success, and the breadth of solutions we offer. We are honored by your interest and eager to cultivate a collaborative partnership that propels your organization **toward a fully autonomous future!**



OUR PURPOSE

01.

Unlocking Organizations and Talents is Our Driving Purpose

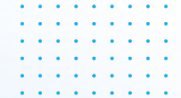
02.

We help organizations bridge the gap between strategic vision and action, guiding them through the full autonomous operations transformation journey: from strategy formulation and alignment, to workforce skilling, to staged and measurable execution and value realization.

Luqman Shantal

Founder and CEO (Makman)

Co-chair of the MAMA Project (TM Forum®), Measuring and Managing Autonomy



OUR VALUES

01. Learning

We stay curious and continuously build our expertise in the evolving world of intelligent automation and autonomous operations. We actively learn from – and contribute to – TM Forum® insights, standards, and best practices, ensuring our team and clients stay ahead of the industry's shift toward a fully autonomous future.

02. Creativity

Autonomous operations transformation brings new technological, cultural, and organizational challenges – and we meet them with creativity. We think beyond conventions, explore new possibilities, and design solutions that fit the complexities of autonomy.

03. Grit

Transformation takes time, discipline, and resilience – and we bring the determination needed to see it through. We stay committed from strategy to value realization, pushing through obstacles and adapting as needed to ensure outcomes are achieved.

WHY MAKMAN



Standards & Thought Leadership

A recognized contributor to the development of TM Forum's AOMM and ANLET assets, and the first consulting firm globally to conduct an AOMM assessment. We are founding members of the AN Manifesto and the AN Upskilling Hub, co-chairs of the MAMA project for Measuring and Managing Autonomy, authors of the IG1403 standard, and key developers of the ANLET questionnaire.

Proven Delivery Worldwide

Leading global experts in autonomous operations transformation, serving telecom operators and vendors across Africa, Europe, Asia, the United States, and beyond. Our certified consultants bring decades of experience in telecom automation, AI, and digital transformation, and have successfully delivered complex, multi-stakeholder engagements, including AOMM/ANLET assessments, for tier-1 telecoms.

End-to-End Transformation

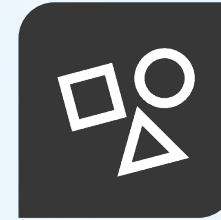
A one-stop shop spanning assessment, strategy, skilling, governance, and value realization. Our proven Minimum Viable Transformation (MVT) approach reduces risk, accelerates quick wins, and secures stakeholder buy-in.

OUR SOLUTIONS →



Strategy Solutions

Transform Your Autonomous Operations Vision into Actionable, TM Forum®-aligned Strategies



Skilling Solutions

Empowering Your People to Lead and Sustain Your Autonomous Operations Transformation



Managed Transformation

Delivering Autonomous Operations Transformation Through Disciplined, Measurable, and Scalable Execution



Learn more

Scan the QR code or visit makman.co/solutions to learn more about our solutions, recent projects, and more!

Powered by Our Success Partners



→ STRATEGY



Maturity Assessments

Mapping and benchmarking your current automation capabilities using TM Forum®-based maturity assets (such as AOMM, ANLET) to evaluate readiness, gaps, and potential for transformation.



Transformation Strategy

Defining a clear automation roadmap by engaging stakeholders, discovering requirements, and aligning automation initiatives with business objectives to deliver measurable value.



Strategy Governance

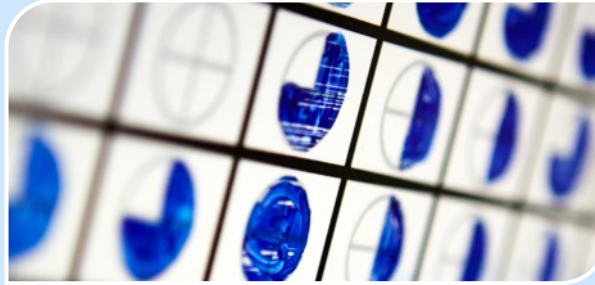
Establishing governance structures and processes that ensure accountability, prioritization, and sustained momentum for your automation transformation initiatives.

→ SKILLING



Skilling Strategy

Developing customized skilling (upskilling/ reskilling) strategies aligned with your automation transformation strategy and organizational maturity.



Skilling Program Design

Designing skilling programs that connect capability building to measurable competencies and transformation objectives.



Targeted Skilling Initiatives

Delivering specialized training, coaching, and mentoring programs for key influencers, team leaders, and transformation drivers to accelerate learning and adoption.

→ MANAGED TRANSFORMATION



Transformation Team Building

Building high-performing, cross-functional Tiger Teams to drive and sustain automation transformation programs.



Strategic Procurements and Partnerships

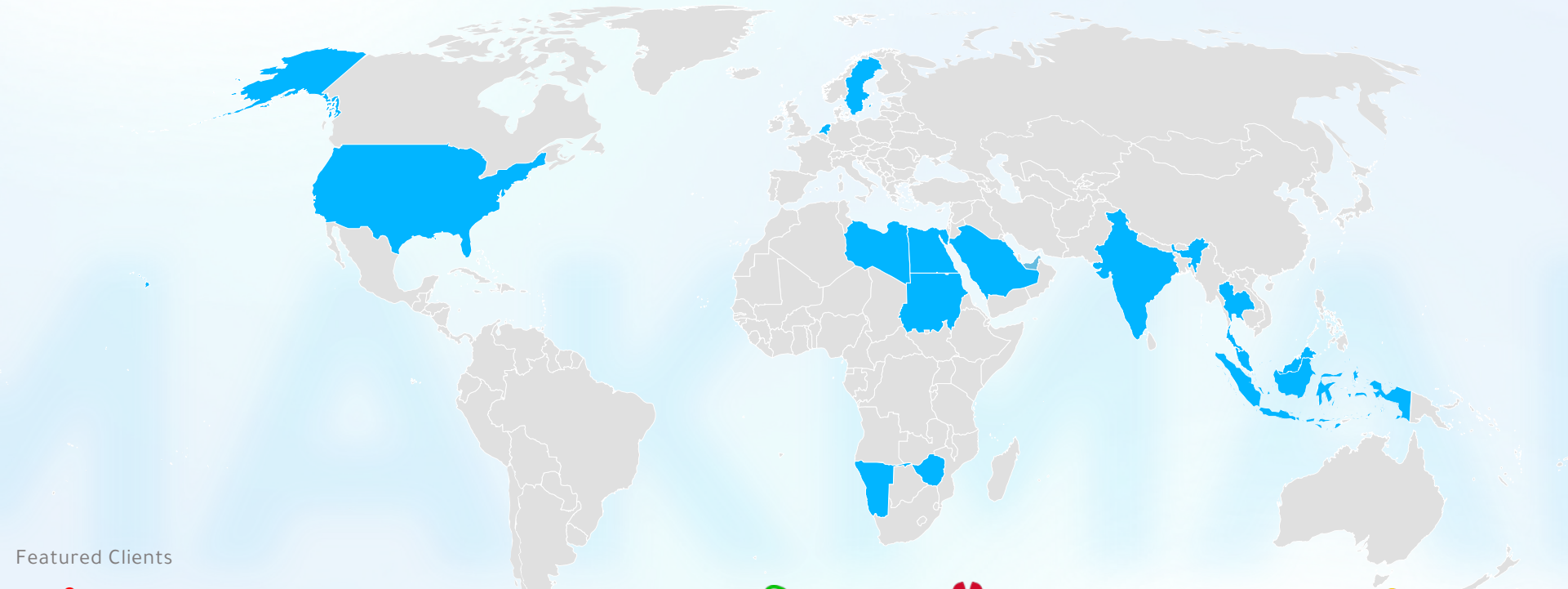
Guiding organizations in sourcing technologies, developing RFIs/RFPs, and forming partnerships to accelerate their transformation initiatives.



Governance & Value Realization

Establishing strong governance and value management to keep automation initiatives aligned, disciplined, and focused on measurable results.

Over a Decade of Delivering Excellence to CSPs and DSPs Worldwide



Featured Clients



Client Success Stories



Client: KPN
Location: The Netherlands



“KPN aims to be Europe’s most efficient telco by 2030. Before we invest in AIOps, digital twins or intent engines, we needed an honest baseline of our home broadband assurance operations. Makman delivered the first assessment to combine AOMM and ANLET under TM Forum IG1403. AOMM read our operations from the outside in and ANLET scored the network from the inside out. The two readings landed within a fraction of a level of each other, which gave our leadership confidence in the result. We now have a roadmap with a foundational phase, a Level 3 co-pilot phase and a Level 4 auto-pilot horizon, each tied to capabilities we can fund and measure.”

Menno Groen

Strategist Autonomous Operations at KPN

Client Success Stories



Client: MTC Namibia
Location: Republic of Namibia



“MTC Namibia wants to move from an O&M centre to an intelligent NOC and, in time, a service operations centre. Makman assessed 14 areas of our operations with the TM Forum ANLET methodology, on site with our teams and our vendors. They told us plainly that the missing pieces were foundations, with no AI tool able to replace them. The most valuable part was the roadmap. It moves our people in steps from read-only access to the automation platform, to a sandbox where they test rule logic safely, to a maker-checker model where MTC writes the automation logic and the platform team validates it. That roadmap changed how we scope the next phase of our OSS programme with our vendors. We corrected course and put traceability and SOPs before new tooling. Solution design and implementation are now discussed with a clear sequence in hand.”

Monica Nehemia

Chief Technology And Information Officer at MTC Namibia

Client Success Stories



Client: Indosat Ooredoo Hutchison
Location: Indonesia



In 2026, Indosat Ooredoo Hutchison engaged Makman to independently assess our Autonomous Network maturity using TM Forum's AOMM and ANLET frameworks. Makman assessed 14 ANLET scenarios across RAN, Core, IP, Transport, and service assurance. What I particularly valued was the rigor and independence of the process. Our network teams participated directly in the workshops, and the assessment was grounded in actual production evidence rather than self-reported maturity. The assessment gave us a clear and credible view of our maturity across the portfolio, highlighted the gaps we need to address, and translated those findings into a practical capability roadmap that our teams are now executing. Following the assessment, selected scenarios also progressed through TM Forum's ANLAV validation process, providing an additional level of industry validation of our autonomous network capabilities. For an operator undertaking an Autonomous Network transformation, having an independent view is important—not only to understand the maturity level, but also to identify what needs to change to move to the next stage.

Luthfi Auzan

VP - Head of Strategic Operations & Analytics at Indosat Ooredoo Hutchison

Recent Awards

Catalyst Project
SATCOM + 5G Anywhere - Phase II

Makman wins
Tech For Good
Award by TM Forum®
(2024)

Makman wins
Business Impact
Award by TM Forum®
(2024)

DTW
2024

Makman wins
Innovative and Futuristic
Award by TM Forum®
(2024)

Makman wins
Use of AI and Automation
Award by TM Forum®
(2024)

Catalyst Project
Harnessing GenAI's Business Value for Operations Transformation



TM Forum is a global alliance of 800+ organizations across the connectivity ecosystem. Members include the top 10 Communication Service Providers, top three hyperscalers, leading Network Equipment Providers, and a wide range of vendors, consultancies, and system integrators.

Recent Awards

Catalyst Project
Make AN Level 4 Real

Makman wins
**Autonomous
Networks Trailblazer**
Award by TM Forum®
(2025)



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Innovate
Asia 2025

Recent Awards

Moonshot Catalyst Project
Business-aware GNN-healing Networks



Makman wins
**Best Showcase and
Storyline Excellence**
Award by TM Forum®

(2026)

DTW
2026



TM Forum is a global alliance of 800+ organizations across the connectivity ecosystem. Members include the top 10 Communication Service Providers, top three hyperscalers, leading Network Equipment Providers, and a wide range of vendors, consultancies, and system integrators.

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I recommend Makman to operators looking for an independent, rigorous, and TM Forum-grounded assessment of their Autonomous Network maturity, together with a practical roadmap for progressing it.

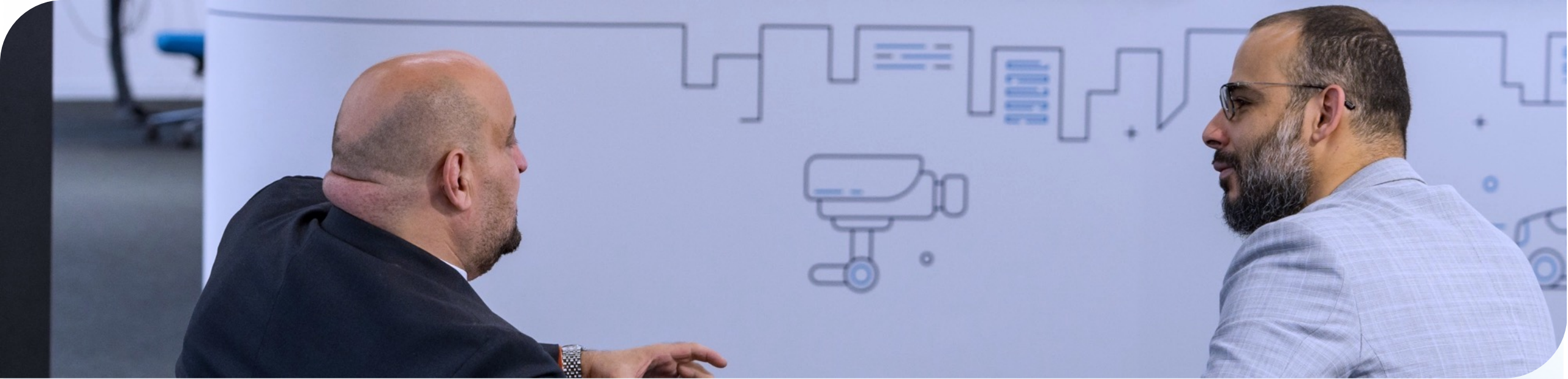
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Luthfi Auzan

VP - Head of Strategic Operations & Analytics
Indosat Ooredoo Hutchison





Let's unlock

Meet us at

-  **DTW** @ Copenhagen
-  **Innovate Americas** @ Dallas
-  **Innovate Asia** @ Bangkok

Or drop us a message →

