

Ending the Tyranny of Digital Inertia

Co-Creating Opportunity with Strategic Consultants

“If not us, then who? If not now, then when?”

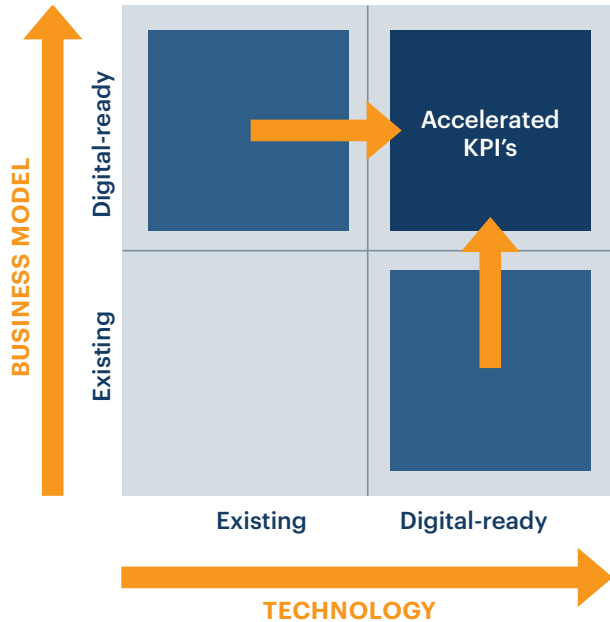
These questions should be reverberating around the boardroom of every Telco operator regarding the relentless rise of digital first commerce.

In a market in which users are increasingly loyal to their digital experience, more so than the brand delivering it, it's vital that Telcos aggressively engage their customers if they are to avoid the same kind of disintermediation that AWS, Microsoft Azure and Google are driving in the cloud.

To re-establish a competitive edge, a combination of digital business model consulting skills matched to digital grade technology designed from the ground up to successfully deliver live projects in 6 months is key. Crucially, when executed based on common, non-overlapping business interests, it is a combination that has not only already proven itself in many Telco accounts globally, but is quickly becoming the de-facto method of successful, timely digital project delivery.

A progressive minority of Telcos ([see MATRXXX Customers](#)) have already crossed the digital chasm and are reaping some very clear benefits, whether that's in ARPU gains, increased customer retention and addition, NPS gains or OPEX cost reduction, proving that success lies at the intersection of a clearly defined, unambiguous digital business model.

Succeeding in the Digital Era



By delivering a digital first offering in a timeline, level of performance and scale appropriate to the Telco operating environment, customers get what they want. In turn, Telcos gain consumer's trust, loyalty is acquired and advocacy is unleashed, leading to an increased lifetime spend. A true win-win situation.

The aptitude to manage projects in that 6-month timeline is predicated on executing an interlinked, threaded approach based on essential digital building blocks. Crossing the digital chasm is a crucial step to developing a sustained digital business as it describes the vital attributes of a pioneering mindset and a 'breaking glass' culture. Building a digital first business model is based on an 'app first' mindset and offering the key

requirements of transparency, personalization, control and real-time, on-demand delivery.

For example, the Uber app model has shown that to be a digital leader, you have to think digital and start digital. The GTM model for the delivery of that digital first offer can either be via a digital product under the existing brand or a new 'flanker brand' that sits outside but is linked to the mother ship. This choice will typically be determined by the local competitive landscape and market dynamics.

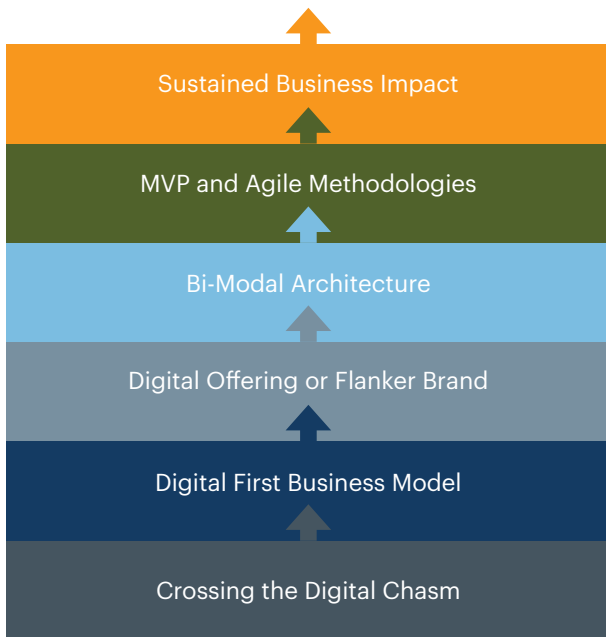
The GTM choice and defined service offering should then be provided via a bi-modal architecture. It has become increasingly clear that legacy BSS systems were simply never designed to handle the rigor, scale and complexity of digital service plans. Attempts at just declaring 'brand digital' by incrementally adapting legacy systems or by 'front-ending' them with an impressive app and declaring the service 'digital' leads to a cul-de-sac of failure and disappointment.

Delivering all of the above via a focused MVP and agile methodologies ensures the prize of 'in-market in months' and remains central to the overall project success.

Developing that complete end-to-end digital business model is often a complex, multi-faceted and multi-phased process. It involves market analysis, proposition and positioning development, as well as understanding the ability to execute and develop a project execution timeline with clear KPIs. It also includes assessing people skills, organizational readiness and cultural adaptability to take on the challenge of change and resistance.

"Our goal is to break the boundaries of the traditional mobile business, and to do so we needed systems and expertise to build a disruptive digital operating model. We chose MATRIXX Software as they are the leading supplier providing new and innovative solutions and technologies so that Telcos can leapfrog into the era of digital and mobile commerce."

— Farid Yunus, Head of Yoodo, Malaysia



The Essential Digital Building Blocks

This is driven by a combination of inertia, risk aversion, incumbent vendor intransigence or a history of major transformation projects that have simply failed to deliver after years in gestation.

As if all of the above were not complicated enough, an increasingly important factor is the tenure of C-Suite leadership in the Telco vertical. Projects that have a gestation period of 3-5 years often outlast the team of people who initiated them, leading to even further delays. The inability to show clear outcomes and KPI impact in that timeframe is a major risk to the program and may have ongoing brand ramifications for the consulting firm.

For those reasons, it's clear that Strategic Business Consultants have a large role to play. Helping the Telco C-Suite navigate the series of complex tasks required to fast-track to an in-market offering measured in months not years, makes it imperative for these consultancies to marry up an aggressive, agile digital first business model re-alignment with the capacity to deliver a viable in-market instantiation that provides a direct and rapid KPI impact.

MATRIX Software helps Strategic Consultants be successful by enabling them to increase their influence and commercial opportunity over longer term transformation projects with the Telcos based on three significant factors:

- Building trust and mitigating risk at the C-Suite level by delivering in a dramatically reduced timeline compared with the competition. That helps Strategic Consultants lock in on achieving KPIs early in the transformation cycle.
- Business interests that are fully complementary and non-overlapping help build a frictionless clarity in the minds of the Telcos. There are no commercial conflicts in the way both MATRIX Software and Strategic Consultants go to market.
- A culture of opportunity, co-creation and a focus on time to market, as MATRIX's business model is predicated on a lean, less complex and lower cost approach with fewer moving parts and much simpler programs.

The whole is greater than the sum of the parts occurs when complementary organizations who excel in what they do individually, fuse behind a common objective to truly co-create net new value in the eyes of the customer.

“Our customers have very high expectations for what their digital experience should be. We chose MATRIX Software and their MATRIX Digital Commerce platform because it enabled us to fast-track our digital transformation, making it possible to set a new benchmark when it comes to customer experience in Oman.”

—Ian Dench, CEO Ooredoo Oman