

Co-Creating a Digital-First Customer Journey

DELTA PARTNERS

Overview

MATRIXX Software and Delta Partners were tasked with re-imagining the digital offering and portfolio of a major telecom operator with interests in the Middle East, Africa and Asia. The assignment included reviewing the portfolio within one of the group companies, devising an aggressive plan that put digital offerings at the heart of the organization's go-to-market model and creating a new competitive paradigm within their market.

MATRIXX Software and Delta were chosen due to their unique combined ability to devise a clear, differentiated digital-first business model and to execute the delivery of that plan on purpose-built digital grade technology within months, not years.

Customer Ambitions

A new leadership team at the customer sent the company the challenge of executing an aggressive, digital transformation project. The project would see them defining an updated digital leadership agenda within their country of operation and injecting much needed differentiation and additional value into their offers.

Achieving this task would be through the building of a new set of digital experiences and plans for their targeted customer base. While it was clear they

could benefit from a 'first digital mover advantage' approach within their market, their offerings needed revamping into a crisp, more defined and highly targeted package of deliverables that were simpler to understand.

Approach Taken

Launching a new digital experience in the market aggressively to ensure first-mover advantage meant the team would need to build a ground-up, modern approach to delivery. That approach would be fundamentally delivered as a bi-modal architecture, with a new digital commerce platform that respected the existing legacy but was not encumbered by it. The principles for this digital-first 'through the app' model, based on market feedback, was that it should be transparent, simple, personalized and under the user's control. The method was a paradigm change for the customer from where their existing plans and offerings had been.

Delta Partners was selected by the customer's group commercial team to review the group's overall digital GTM strategy and make vendor recommendations for fulfilling that strategy. The team set about working with the customer in reviewing the positioning and structure of their current plans and business models, and undertaking a customer segmentation and pricing study within the primary local market. This data assisted in more precise targeting by revealing a number of persona types and demographic groups, each with various pros and cons in terms of their 'digital intensity,' pricing sensitivity and elasticity. With careful positioning in mind that respected elements of the customer demographic that were not primary targets for a digital 're-fit,' the team recommended two main digital GTM offers to the customer. One focused on a digital offering that preserved some aspects of the traditional channel. The other was truly digital-first and all done through the app. This offer was the only model that allowed sophisticated

digital natives to effectively build their own digital plan with key differentiators such as number selection, self-service add-ons and SIM delivery options.

Having been selected by the customer as the digital commerce platform of record, the MATRIXX Software team worked with the customer to complete an aggressive go-to-market schedule. It encompassed an appropriate architecture build and reviewed what elements of integration, if any, were required with the existing legacy systems. The final architectural decision was to go-to-market in phase one with an 'express' digital-stack approach to delivery. The MATRIXX Digital Commerce platform has been deployed for all aspects of rating, charging, products and 'lite CRM' capabilities. A small number of integrations were required with external systems including payment gateways, provisioning and inventory systems and finally, analytics and campaign engines to provide usage based triggers for incremental plan offerings. Links to the existing ERP system for general ledger posting were also necessary. Given the 'standard menu' nature of these integrations, all were easily achieved within the launch timeframe.

The mobile app design and integration with the MATRIXX Digital Commerce Platform was an important component in the program and was delivered by TIMWE.

The breakthrough digital offering was successfully launched to immense market acclaim in April 2018 and has laid down a truly progressive marker in the local market and other companies in the group. The project has been a great example concerning what can be accomplished with the right directional leadership around a clear go-to-market vision that is professionally executed.

Utilizing a Minimum Viable Product approach and a series of agile methodologies, the time to market from initial requirements and scoping work to first customer delivery took seven months.

Next Steps

With the first phase of the project launched and in market, the customer is pushing ahead with online and social media campaigns to further promote the plan to hit their KPI targets for the service uptake. Once those KPIs are achieved, the service offering will also be scaled out from the initial minimum viable product (MVP) based offering regarding capabilities and features. The second phase aims to attract additional uptake and maintain and grow the service differentiation in-market.

Discussions are now underway with other group companies in terms of looking at the potential of the model deployed here in their operating territories. The breakthrough nature of the digital-first plan, the accelerated timeline to market and the OPEX efficiency of the project are viewed as true benchmarks for digital service expansion within the group.



About MATRIXX Software

Silicon Valley based MATRIXX Software is committed to helping telcos reinvent themselves into leaders of the digital economy. Their multi-patented MATRIXX Digital Commerce platform was built from scratch to serve as the foundation for next-generation IT architectures capable of powering rapid transformation. Through innovations in engineering, product, sales and deployment, MATRIXX Software empowers Communications Service Providers with the speed, agility and autonomy they need to give their customers modern, digital experiences.

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About Delta Partners

Delta Partners is a leading advisory and investment integrated platform globally. We are a unique hub for people, capital and knowledge to address challenges and opportunities in a transforming Telecom, Media and Technology industries. With offices across spanning the US, UAE, South Africa, Spain and Singapore, we serve our clients globally. Our unique business model enables us to serve our TMT clients through our three business lines, Management Consulting, Corporate Finance and Investments.

