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Launching New Services and Products in the Telecom Industry

White Paper

How to select the right product, form a clever partnership and transition into a digital retailer successfully

Based on insights from seasoned Telco Product Development Directors

Content

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Broadening the Product Portfolio:
a Curse or a Blessing?

The global telecommunications industry revenue is stagnant. At the same time, there is a lot of pressure to invest in bigger network capacities, digital channels and upcoming 5G rollouts. The industry is experiencing a wave of change under the digital transformation trend and this is being further accelerated by the impact of COVID-19.

While there is certainly room to cut expenses, revenue growth is the superior metric to focus on as it will cover the upcoming 5G investments. The average revenue per customer needs to grow by 50% to 100% to make this a possibility. So, the search for growth is an important priority.

One of the most promising directions worth exploring is adding more products and services to the telecom portfolio. What's new is that telcos are becoming more open to exploring markets with little to no relationship to the communications side of their business. There are telcos out there selling car insurance, software, credit cards, assorted digital accessories, home security services, electricity and more. Telco can be a great platform to reach a captive customer base given the right product portfolio. But a wide and diverse portfolio is hard to manage; not to mention how expensive it is to create all those fancy new services and products.

To understand this emerging trend better, Exacaster interviewed four experienced product management leaders at multiple mobile operators in Europe and developing markets. We asked these industry veterans to share their opinion anonymously hoping to get more open ideas and out-of-the-box insights. We did multiple deep-dives into successful and failed cases of telcos launching into sectors like finance, healthcare, home security and entertainment. These in-depth interviews were done in 2019 Q3-Q4.

From here on out we will be using the term *Product* as reference to value added services and products that may be digital or physical (i.e. an electronic device, accessory, etc.) or both. In all cases, we're looking at something that is a non-traditional telecom product. We're not talking about minutes, TV channels or data price plans.

The survey exposed several key themes that the industry is grappling with today. Launching any new product for telecoms is not an easy thing to do. Venturing outside the industry with a product launch is even harder. There are many obstacles to deal with and unfortunately many are self-inflicted. A clear commercial discipline, data-driven learning and a results-oriented mindset is what separates successful companies from those that failed.

We hope that this white paper will inspire you to think outside-the-box and help you recognize new opportunities for growth.

Sarunas Chomentauskas
CEO at Exacaster

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Where the Telecom Market Is Heading

Where the Telecom Market Is Heading

Digital transformation has influenced our modern-day economy in many ways. The telecom market is gradually transitioning into a new market structure. This is due to the continuous addition of many new digital and physical products — ranging from TV streaming to IoT solutions[1] and beyond.

Telcos are exploring how to add value in many industries today. Can they leverage their IT assets there? Does their large scale infrastructure expertise and the usual approaches to managing customer relationships work there as well? What are the opportunities given to us by 5G?

Analysts expect new releases of non-telco services to increase revenue growth for the industry compared to core services which are generally slowly growing or even declining in revenue[2].

We are witnessing the industry shift its focus from a product portfolio with a few high-margin core telco services to multiple lineups with many lower-margin products. Telco is becoming a retailing organization with an ability to sell both digital services and physical products to a mass market. Such change will transform the revenue mix in the future[3].

Predominant non-telco services being launched by telecoms currently

- Advertising & marketing
- E-commerce
- Entertainment
- Identity management
- Internet of Things
- Financial & banking
- Healthcare
- Payments
- Other digital services

Telecoms revenue growth beyond traditional telecoms services [4]
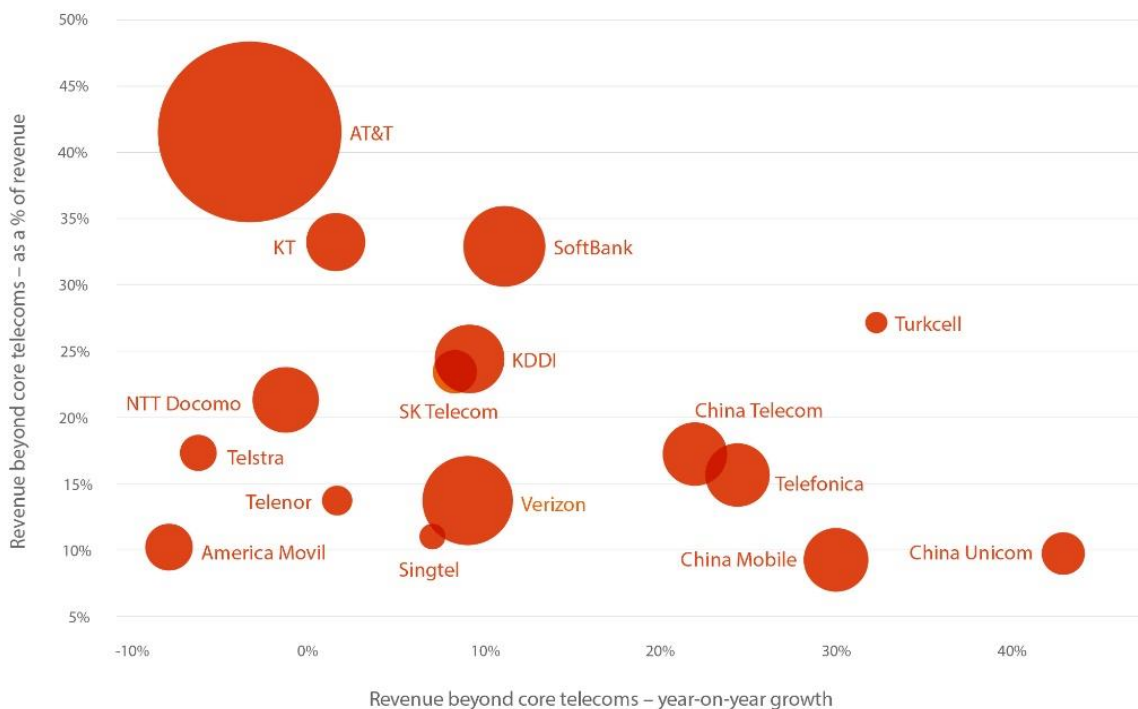
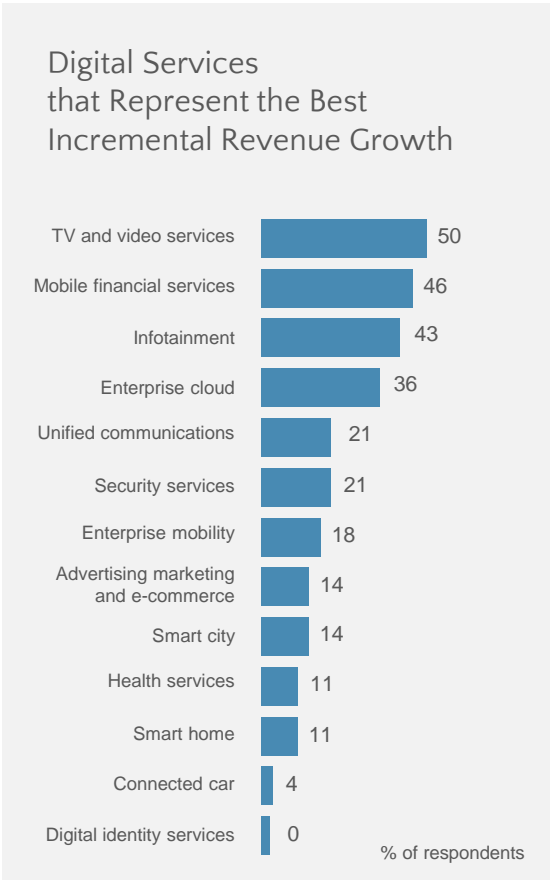The challenge around this trend is finding the best path to take. The telecom industry is full of new product launches that never go anywhere. Companies need to adjust how they view their product portfolio, understand what organizational capabilities they are missing and align new product launch strategies better with the realities of telco organizations, the consumer market, and the competition.

New opportunities are constantly emerging in the telco space and every telco is looking to make or already are making a move. There are a variety of opportunities to launch new products and services in spaces like mobile payments, e-commerce, on-demand TV, music, digital advertising, identity management and many more.

The table below shows how successful telecoms have been with various Business-to-Consumer digital services[5] across the globe so far, while a graph indicates what telecoms consider their most beneficial services[6].

B2C digital services	Success in developing their own services	Success in developing partnerships	Monetization success	Future focus
Music	Little or no	Success	Little or no	Moderate
TV	Success	Moderate	Success	Success
OTT video	Moderate	Success	Little or no	Success
Games	Little or no	Little or no	Little or no	Little or no
IP voice	Moderate	Little or no	Little or no	Success
IP messaging	Success	Success	Little or no	Success
Payments	Moderate	Little or no	Moderate	Moderate
Smart home	Moderate	Moderate	Moderate	Moderate

Legend:
- 🟩 Success and key focus
- 🟨 Moderate success and focus
- 🟥 Little or no success or focus

Digital Services that Represent the Best Incremental Revenue Growth

Service	% of respondents
TV and video services	50
Mobile financial services	46
Infotainment	43
Enterprise cloud	36
Unified communications	21
Security services	21
Enterprise mobility	18
Advertising marketing and e-commerce	14
Smart city	14
Health services	11
Smart home	11
Connected car	4
Digital identity services	0

This whitepaper aims to understand why there are so few successes, and understand the typical challenges based on what the four industry veterans experienced. These product development directors and vice-presidents have seen what works and what doesn't and have agreed to share their insights with the industry in the spirit of helping telcos unlock the next growth phase just as 5G is being launched.

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Mobilizing the Organization: Get Support and Alignment

Product Launches are Hard to Get Right

If we examine any industry, we'll notice that many product launches fail. Successful launches are rare and depend on one variable, which is the product-to-market fit. As the industry shifts into broadening its product portfolio, telcos will need to beef up their product management game.

> 🗣 *The one thing you should never do is solely execute a launch for the sake of customer churn reduction as this will only waste your money and resources.*

Why is the product being considered for launch? Clarity is the first prerequisite for success.

Our experts agree that most product launch failures share one commonality: the launch did not have a clear commercial or market share objective. Maybe it was wrapped up in customer retention or churn reduction business cases. Or perhaps it was treated as a competitive differentiator. Such rationales lead to failure. Launch a product to sell and make money – worry about the other benefits later.

A second mistake is to worry about other telcos as the competition. When launching new non-telco products, Telcos aren't competing with other telcos, but rather with incumbents in the market for instance insurers, banks and the like. Then there are digital omnivores like Facebook, Amazon and Google to worry about. Focus on these as the competition, not the other telcos in the market.

Hands On Support from the Management Is Essential

The telcos we talked to all found that involving higher management in the idea of a new non-telco product launch helped significantly in the process of bringing it to the market.

Superiors can help narrow the focus for product teams by identifying key opportunities that are projected to become even more lucrative in the long-term. This helps increase efficiency in the process of choosing the correct product and market segment; deciding whether a 3rd party should be tapped to enable the product and reduce investment needed.

Higher management can offer plenty of help when navigating non-telco new product launches. Before deciding on a launch, you'll want higher management to be aligned around:

- Strategic direction: does the product launch align with the company's long-term interest in the industry being entered?
- Brand fit: can the company and product value proposition credibly speak to the target market segment?
- Risk management: Why not conduct a series of cheaper, smaller product market tests to accelerate learning?
- VC style funding: the level of market success depends on the financial investment committed, but you don't want to over-invest before you see real traction.

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Rally Your Organization Behind the Launch

It is rare to see successful launches done without wide cross-functional input into the product development process. A dedicated team combining multiple perspectives will be necessary; so assemble the team from day one.

Questions like pricing, marketing, distribution, billing, sales rep training, customer support, product returns, etc. need to be taken care of by your best internal experts and simply can't be done with minimal resources. You want the full team playing for you here.

Additionally your new non-telco product may expose you to new domains with little internal know-how. Hire external experts to beef up the knowledge there.

Educate Your Employees

Each new product requires time for the current employees and sales representatives to understand it. If it's a totally new area for your company, this will take much longer plus it carries a risk of outright rejection by the employees if they don't think the new product has a chance of success in the market.

Companies typically think of educating their sales team as the number one priority (and it may be) but it's just as important to educate the other parts of the organization such as support staff, finance, IT and technical experts so that they can become more familiar with the product; and in the future when customers need assistance, they can be taken care of properly.

> **"** When the product is not related to the core of a telco's business, your entire organization will struggle implementing it. Employees won't understand the new idea; they'll be scared of trying something new.

Looking for Customers? Look at Your Employees

One of the best strategies applied in this area is to use the employees as a test market. Before the public launch, it's highly advisable to sell the product in the internal market. This lets you assess the usability and value of your new product by allowing your current employees to use the product for themselves and report back their experience.

Not only will it educate the organization, it will also reveal all the issues and challenges with the potential product performance in the market. Employees and representatives will also be able to get a better feel for the new product and gain more confidence selling it.

> **"** Let your employees use the new product themselves first. Let them be the early adopters, beta testers, and allow them to experience the free trials. That helps a lot with acceptance down the road.

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When Months Become Years

Launching a new non-telco product can be a long project. Our experts agree that being aware of time is critical – who wants to launch two years too late? Long product development life cycles are simply no longer acceptable if we realize that a typical telco needs to churn out 10+ new major products periodically. Most will be taken off the market in a few years, and only 2-3 will go on to become best sellers. It's a natural, evolutionary process that needs to run fast.

During the planning phase, you'll want to dedicate a certain amount of time for each stage of the process. That way you'll be able to pressure the stakeholders in the project against delays. The four critical stages likely to erode your time which you must manage in terms of deadlines are:

1. Getting the leadership approval for the product idea.
2. Deciding on 3rd party partner(s) and negotiating the contracts.
3. Preparing to bring the product to market, integrating into Telco systems.
4. Launch and subsequent product updates.

Stages 1, 2 and 3 typically take 12 months, which is clearly too long. With proper planning, execution, foresight, and discipline, it could be a much shorter time frame. Market testing similar versions of products can help cut the time it takes to decide in stages 1 and 2, for example.

If a 3rd party is playing a key role make sure that partnership negotiations have actively enforced deadlines on external and internal stakeholders to avoid the never-ending strategic negotiation trap. This stage can easily drag on for more than 6 months.

Adopt A "Low-Margin, High-Volume" Expectation

When entering other industries it is important to set up the right margin expectations as most industries have different cost structures than the telco market. The winning concept seems to be a low-margin/high-volume approach because this sets the right tone for all parties.

> 99 *Before diving into other industries accept that it's most likely a low-margin and high-volume business*

First of all, most new non-telco products will be created by third parties who carry immense costs to create and produce them. Launch fast — if it works out well, it's common to renegotiate supply price terms annually. A lot can change in the market in a year. You may be able to launch a white-labeled product later to capture more margin — just don't start with a white-label.

Another reason why leaving margin on the table for partners helps is marketing and distribution support. Consider finding ways to finance parts of your marketing activities from your partner's funds and promos.

Keeping a new product visible demands a solid investment in marketing promotion. Who will sustain marketing investments in the months and years ahead? It's easier if the partner can chip in, and margin is needed to do this.

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Leveraging Partnerships: Reduce Your Risk

Leveraging Partnerships: Reduce Your Risk

Why are Partnerships Necessary?

We mentioned partnerships a few times already. They are even more important than commonly thought. According to EY study, strategic partnerships with industry verticals or collaboration with the start-ups are the key route to digital product expansion[6].

Partnerships are an essential part of non-telco product launch as they allow you to reduce your risk. By forming a partnership you'll offset the product development cost to your partner, and the partners brand will shield your brand in case of failure (it's a commonly used strategy in retail).

Retailers don't fear new products because their own reputation is protected by hundreds of product mini-brands. This allows them to limit any fall-out from product issues and kill the product if its market performance is unsatisfactory.

We encountered three main approaches when selecting a partner to cooperate with:

1. The opportunistic approach – if the timing and partner is right, just do it. Speed and quick decisions allow you to capitalize on a new opportunity in the market which may never appear again.
This is by far one of the riskier options to take but it has yielded amazing success for some of the telecoms we have interviewed. Use this approach to snap up partnerships that are otherwise hard to get.

2. The strategic approach – In contrast to the opportunistic approach, this method will consume more time. However, by working through the partnership options you'll be more assured that the fit is right and there will be a profit yielded eventually.

> **"** *All products we've created ourselves were not valued by our customers. It is obvious that telcos don't or maybe cannot invest enough to develop them fully. Our native products were failing, and we looked at 3rd parties for salvation.*

Telcos that have chosen this approach will need to dedicate time for identifying partners; testing their product-market fit; conducting market research to test their value propositions; establish demand level, etc. Use this approach when entering large and mature product categories.

3. The internal-leverage approach – Some telecoms can look to other companies in their group to find a great partner.
In fact, by looking inward (daughter companies, subsidiaries, international siblings) you may be able to cross-promote a product already existing inside your organization and gain a great synergy.

> **"** *By launching a successful partner branded product, we got over the not-invented-here syndrome. This partnership removed a lot of mental roadblocks even though the product, in a financial sense, was a failure.*

Leveraging Partnerships:
Reduce Your Risk

The Right Partner

Our experience shows that the right partner has some characteristics which make them stand out:

- Are also new entrants to the target market (from a different geography, adjacent market, or recently acquired) and are looking to ambitiously grow their market share.

- Possess strong brand recognition, excellent product ratings, and have a proven track record–but are dealing with a weak distribution system.

- Negotiate with a sense of urgency; yearlong negotiations are not something they look forward to. They want to hit the shelves soon.

Partners that have such characteristics are commonly associated with most successful new product introductions because their egos were flexible enough to accommodate the demands of telcos.

As a coincidence, it also created a good synergy: partners' weaknesses in distribution were addressed by the telco; partners' ambition and good user feedback were often an indicator of product strength.

Most of the risk in the product development was already addressed by the partner. It was then capitalized on by the telco who took the products mainstream.

Challenges to Be Ready for

Based on our findings, telecoms pointed out some challenges related to partnerships to be aware of:

1. Choosing between your brand and your partner's brand is a critical decision to make. Prepare for a lack of customer trust towards new non-telco products when they are marketed under your brand. You can compensate this somewhat with sales rep confidence in the product. However you run the risk of tarnishing your brand image in case of failure (remember Vodafone Live?).

2. Minimize this risk by leveraging your partner's brand since many product launches fail (across all industries). When you are pushed to build something in-house, don't forget that you will always have the option to do so in the future by organizing a "private label" strategy. By then you will know much more. Start with a partner product brand first.

3. Don't bundle your price plans with your partner's products until the product is proven. Let the partner fail and minimize the damage by keeping it at arms length first.

> *Never bundle a new partner's product with your own price plan. You'll become a hostage as your partner may pull the product from the market; thereby causing you significant brand and financial damage. Manage risk by keeping products separate.*

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Niche, Trendy or Disruptive? Choosing the Right Battleground

Niche, Trendy or Disruptive? Choosing the Right Battleground

What Kind of Product is it?

A lot depends on the state of the market being entered, how innovative the product is, and how broad or niche the target customer segment will be.

Introducing an innovative product in a new market is a high risk strategy because you can fail if you don't: ensure that the product is of really high quality and significantly outperforms alternatives; and that telco is the right way to the market for it.

A good strategy is to disrupt an existing market typically with a lower cost product. Telcos can drive the product cost down thanks to economies of scale and upset the incumbents with better digital capabilities. Here the innovation is around features standardization and cost management; which is much easier to troubleshoot.

Another proven strategy is to play in a series of high growth niches that become large eventually. It is easier to identify and win in initially small niche markets with high growth rates. Telcos are well placed to capitalize on growth in such niches and drive them to mass market adoption.

This strategy applies a sort of 'venture capitalist mindset' seeking for growth past the "product market fit stage".

All the discovery is outsourced to the market and only the successful survivors are scaled. By then the product is familiar, known to be successful and the telco can make bigger bets with clear ROI.

> *We only choose products and services that are already established in the market, the demand is clear and they have proven their success. That way, we do not have to play with unclear and risky launches.*

Telcos have a natural advantage in scaling such products because they leverage their capabilities for deep analysis of customer behavioral data.

Using modern tools such as a telco-tailored customer data platform allows them to carry out a variety of customer profiling experiments in days, seeking to identify a good target segment and A/B testing it's engagement.

If you have prior experience in selling a similar product, then you'll have less unexpected situations to deal with; you can focus on targeting the new product better, for example by looking at similar customers from before.

Table 1. Which One is Right for You? Typically the best bet is Medium niche

Small niche. Would appeal to <5% of customers if successful	Medium niche. Would appeal to 5%-15% of customers if successful	Mass Market. Would appeal to >15% of customers if successful
Don't proceed with these products – lack of revenue scale	Broader appeal, but weak competition - optimal so you may proceed with these	Proceed if you're sure about beating the competition with a disruptive strategy

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How to Evaluate the Product-Market Fit?

By focusing on the product's overall market fit and your ability to sell to the audience, you'll soon realize whether you can add value and what that value should be.

It is advisable to evaluate:

- The maturity of the product or category (see Table 2).
- Product quality and existing market share (see Table 3).
- Your capacity to distribute the product to the market better than done today.
- If you can cross-sell the product to your existing customer base with superior analytics.

Table 2. Maturity of Product or Category

New Product or Category	Emerging Product or Category	Established Product or Category
Recently launched product, up to one year in the market	A good growth rate, actively marketed, holding reasonable awareness and happy customers	Mature category, all product options are well known in the market
Do not proceed with this product	Proceed if: • partner's brand is strong • product quality is high • You can market it as serving specific needs • product matches consumer trends	Proceed if you can: • reduce cost and pass on savings to the consumer • reach additional market segments easier thanks to digital or analytical prowess

Table 3. Product Quality and Partner Market Share

		Partner Product Quality	
		High	**Low**
Partner Market Share	**High**	Low opportunity since it is hard to align commercial needs between telcos and partners	Use partner brand to shield your brand and focus on distribution
	Low	High opportunity for both telcos and the partners	Too risky of a venture

> *Telcos need to seriously rethink product maturity requirements and their sales process if there is a need to scale beyond selling ten products. Selling 200 products in-store would be a huge hassle.*

Niche, Trendy or Disruptive?
Choosing the Right Battleground

Digital Versus Physical?

The telecoms we have interviewed pointed out that there are opportunities with both the digital and physical types of product.

Choosing which type of category to prioritize will depend on your ability to distribute physical products, how strong your digital footprint is, and your ability to continuously market the product to keep sales up.

Physical products are vastly different from digital ones in distributing and marketing (see Table 4). Which one is your company strongest at?

Digital products have many favorable characteristics, but they are very challenging in terms of keeping up with the marketing efforts necessary to generate meaningful sales. Telcos will need to accept big costs for being constantly visible in the market with such products.

The physical retail channel often brings in steady sales with or without marketing. Physical products can quickly generate high revenue thanks to strong physical pull through retail chain. However telcos should be aware of big extra costs for inventory, shelf space design, trial units, staff training and logistics. A digital product requires less capital to launch and scale.

Table 4. Digital and Physical Product Checklist

Required Effort or Revenue Potential	Digital Products	Physical Products
Retail Distribution Effort	Low	High
Marketing Effort	High	Average
ARPU Potential	Average	High
Margin Potential	Average	Low
Simplicity to Scale the Product	High	Average
Short Time to Market	High	Low
Usage of Data Analytics for Effective Customer Targeting	High	Average
Room for Low-Cost Experimentation (Enabling Trials and Failure)	High	Low

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Excite Your Customers with a Clear Value Proposition

It goes without saying that your product should have a clear value proposition. However, nailing this is very difficult. The best advice from our experts is: clear problem and clear target segment.

By narrowing your focus down to one clear customer group (or a few related customer groups) you can then perceive, address their need exceptionally well, and communicate this.

You are looking for an ability to target a specific customer persona that would be highly motivated to purchase your product with little to no price sensitivity.

Focusing on a clear value proposition with solid benefits for a specific group of end-users is the one and only strategy where you won't find yourself continuously slashing prices after the initial product launch.

Create clear differentiators that explain why consumers should buy your product: perhaps it's a better product, a cheaper alternative or some other tangible value.

In terms of product pricing, telcos should be wary of lowering the price as the main incentive to drive more sales. Only pursue that pricing tactic if your initial market is being saturated and other customer groups are unable to afford the product but have a high demand for it.

One way of driving adoption without price cuts is to leverage your customer analytics and aligning your marketing there. Telcos can identify innovator segments in their customer base who are willing to try new products. You can then market to that audience based on the novelty of the product, not price.

During the product development phase both internal and external testing is highly recommended in terms of product functionality and feedback from the customers. Testing a minimum viable product or a demo product with employees and customers can help telcos find out if the product to have commercial success.

> **"** *Smart home is a great example of bad marketing. It's not clear who it's for and what it does.* ***Smart Baby Monitor*** *on the other hand is a clear product and I can sell it tomorrow to new mothers.*

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How to Fulfil a Successful Product Launch

How to Fulfil a Successful Product Launch

Most Common Issues

There are four issues seen in each new product launch that you'll want to stay away from:

1. Billing and technical integration issues.
2. Logistical or physical distribution problems.
3. Sales and digital marketing flaws.
4. Not updating your product frequently enough.

These problems occur often and should be incorporated into your product launch plan as risks which must ultimately be avoided. Failing to do so results in public embarrassment and competitors will follow up quickly capturing your market share.

> 🗨 *Our initial plan was to launch a product within 3 months. But due to technical issues it took 12 months to bring the product to the market. The competitive environment has changed and new alternatives hit the market. In the end, we had to kill our product.*

Manage the Product Life Cycle

Now the product is live and you're either waiting for customer feedback or already analyzing data. But this is also one of the best times to set the foundation for the long-term success of your product.

Switching the product ownership from the initial launch team to your permanent product marketing organization will ensure that the product continues to grow and will have the proper oversight.

The product management team's goal is to scale the product sales after launch and address any shortcomings arising. If the product fails to grow significantly in a year or two the team will need to be disciplined enough to remove it from the market and conclude the product launch as another learning experience.

Assess the Commercial Outcome

Product management teams should collect both short-term and long-term critical KPIs - such as revenue, margin, market share, etc. for every non-telco product launched, ever. After executing a few launches, you'll soon understand the patterns that differentiate a potentially successful product from a failed one (like product usage and stickiness for example.)

Before moving on to the next launch with your product management team, you'll want them to be aware of the key learnings from last time such as:

• Idea to Launch - time to market.
• Investments till launch.
• Investments post launch.
• Revenue over product lifetime.
• Net profit over the product lifetime.

A key takeaway from each product, successful or failed, is to take note of these figures because they allow you to discuss the next product launch with more perspective. You are looking to gradually build up this data to support realistic and accurate product launches in the future.

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Key Learnings to Take Away

Tips to Remember When Launching Non-telco Products

Organisation	• Ensure you have top management support to launch new products. • Accept that retail business is a low margin and high volume business. • Establish a new temporary cross-functional team to launch products. • Your first customer base is your employees: let them try new product, collect feedback, organize self-training to guarantee buy-in. • Once launched, handover product to your product management team for further management.
Partnerships	• Avoid lengthy negotiations, make them shorter than 6 months. • Share the risk of failure with partner by leveraging partner's brand. • Never bundle your product in your own price plan. You'll become a hostage if your partner pulls out harming your brand image. • Product must be capable of achieving at least 10% penetration in your customer base. • Create trial and error conditions for the new partner. • Finance marketing with partner's funds and discounts.
Product Strategy	• If you are a market innovator, ensure the product is great and build up demand. • If you are a mass-market disruptor, use a power to drive down the costs. • Work within categories where you have prior experience to reduce the number of surprises. • Construct portfolio from several large products and tens of smaller ones to spread the risk of failure. • Product must work well in terms of usability and have positive adoption. • Product should have clear value proposition. Test it with your target audience before launching. • Identify innovators segment in your customer base to target first.
Physical Products	• Expect big costs for shelf space design, trial units, logistics. • Key success factor is disciplined retail training: online materials, certification, examination, etc. • Consider including the new product sales KPI into bonus system for the retail staff.
Digital Products	• Expect big costs for being constantly visible in the market where buying opportunities exist. • Leverage existing marketing channels: long-term outdoor agreements, utilize partner's ads slots, etc.

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The Telco Industry Transition: It's Only the Beginning

The Telco Industry Transition:
It's Only the Beginning

Telcos have been evolving along with the market and are gradually becoming a mass market digital retailer with many capabilities. Multi-channel strategy and partnership-based product development are some of the go-to strategies.

As the trend continues we will see more telcos running broader product portfolios and becoming significantly better at introducing new products, just as retailers learned to manage new product launches better as well.

We hope that this whitepaper highlighted some key insights that agile telco companies are using to succeed already today and where more traditional telcos still struggle. The industry needs to growth its revenue significantly to stay relevant in the future and to pay for the cost of implementing 5G, so we are thankful to our expert panel for sharing these findings at a great moment in time.

Based on what telcos have reported about their experiences when launching new products, there is a consistent method towards success. The majority of them are moving towards a portfolio with tens of bestsellers or hundreds of strong niche products instead of a few high-margin telco products.

Such portfolios need active product management to ensure that the future bestsellers are not missed, the right niches are conquered and the underperformers are eliminated.

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The Telco Industry Transition:
It's Only the Beginning

Leverage technology to adapt faster

As product portfolios grow, managing products in the same way as before is becoming increasingly difficult. Most products will be created by partners. The launch process needs to be streamlined. More automation across the lifecycle is needed. New tools for customer and product analytics become mandatory.

Fortunately, automating many aspects of your product portfolio management, analysis and optimization is not only possible today but highly advanced. More and more telcos are using off-shelf software to profile individual product users, generate personalized up-sell and cross-sell recommendations to their customers; as well as understand market needs better and create new personalized experiences.

With the right technology, telcos can provide a great experience to their consumer while carrying broad product portfolios across digital and physical channels. There's no better time to pivot than now towards a broad product portfolio strategy – with the right business mindset and technology, telcos can set themselves apart from the competition and win.
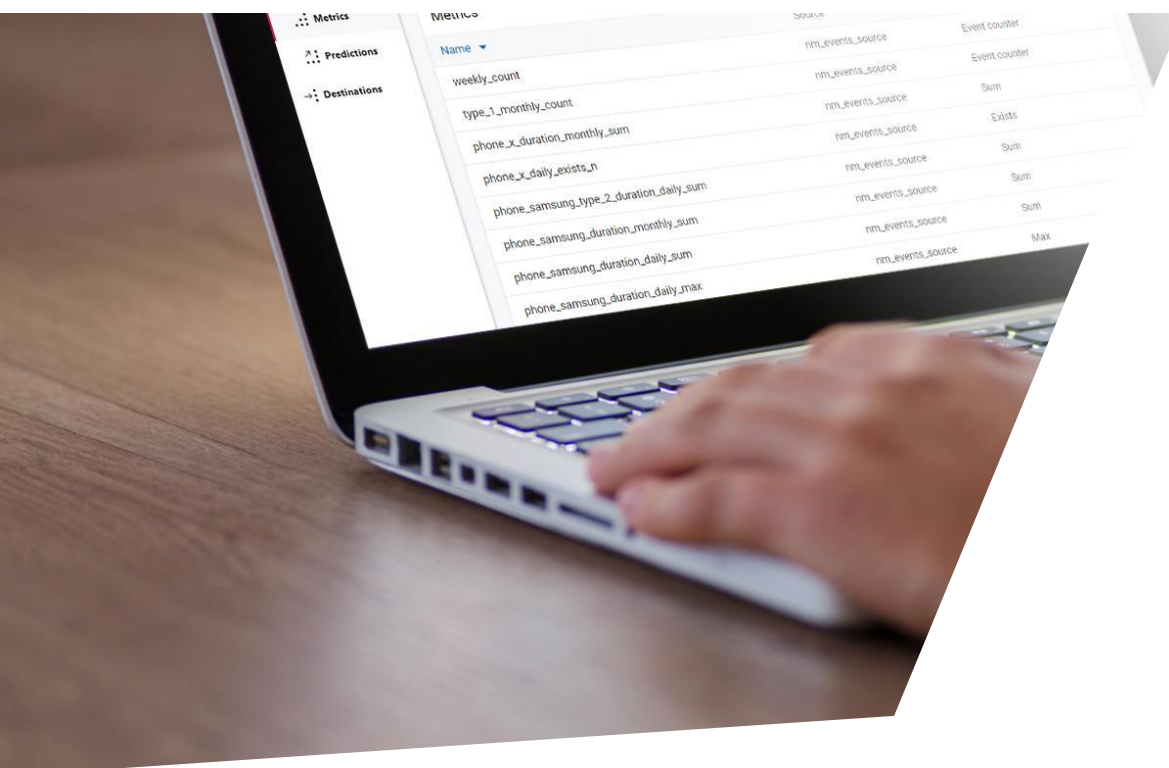
About Exacaster

Exacaster is a AI-powered software company that provides **Customer 360** – a customer data platform designed for telecoms. It helps collect product and channel usage data from both legacy and new data sources, enabling new product launches to be data-driven and scale faster.

Our **Customer Journey** platform further extends these capabilities with real-time decision-making across all touchpoints.
It can handle personalized messaging across millions of customers in digital or traditional channels and is used to deliver AI-powered *Next Best Offers* and recommendations to your customers.

Want to learn more?
We talk telco

Contact us
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Enable effective product uptake with Exacaster Next Best Offer

Mobile, fixed and converged telecoms use our Next Best Offer solution to transparently select the optimal mix of retention, upsell and cross-sell offers and deliver them to customers across all channels.

Next Best Offer engine calculates the most relevant recommendation for each consumer or household from a product portfolio of any breadth.

Additionally we bring the unique capability to detect early adopters in your customer base – precisely the ones you need to target to succeed with a new product launch.

Next Best Offer

Exacaster's Next Best Offer solution is built on top of Exacaster Customer 360 and integrates out of the box with Customer Journey platform.

The solution is deployed across the globe and has delivered millions of euros in incremental revenue.

Exacaster Customer 360
Customer Data Platform
for Telecoms

Exacaster Customer Journey
Marketing Automation Platform

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