Exacaster

CVM TRENDS

2025: Telecom Edition

Views from
the industry

// REPORT

Table Of Contents

Introduction

In 2024, consumer demands are evolving, and business competition in the telecom industry is intensifying rapidly. Therefore, Customer Value Management (CVM) should be at the forefront of how telcos enhance customer relationships and drive business growth. Telecom companies must increasingly adopt innovative CVM strategies to optimize customer engagement, improve retention, and maximize lifetime value. The convergence of generative artificial intelligence (GenAI), personalized customer experiences, and predictive analytics is reshaping the telecommunications sector's approach to CVM, making it a critical area of focus for success in the digital age.

However, not enough is being said about the best CVM practices in the market. Companies tend to keep proven solutions to themselves, even though these could be highly beneficial for the industry as a whole.

This report is the first in-depth research on the key strategies, tools, and trends shaping global CVM practices, designed to help telecoms maintain a competitive edge. It explores CVM's strategic integration into management and the main activities driving the customer lifecycle, while examining how technology and data maturity enhance efficiency. The report also highlights the role of personalization in customer engagement and how generative AI is transforming work processes.

Drawing from recent CVM research, detailed case studies, and expert insights, the report provides a comprehensive view of the current state of CVM in the telecom industry. It highlights both the opportunities and challenges telcos face in adopting these trends and offers practical recommendations for operators looking to refine their CVM approaches. As the telecommunications landscape continues to evolve, understanding and leveraging these trends will be essential for maintaining customer loyalty, enhancing operational efficiency, and driving profitability.

Foreword from the CEO

Long gone are the days when telco revenue grew 20% year over year. Every telco in the world today focuses on growing revenue from current customers. As an industry, we are incredibly data-rich and have the potential to lead the global consumer market in the way we create and nurture great relationships with our customers.

At Exacaster, we have seen many telcos, large and small, rise to the challenge, find new opportunities for growth, and transform their customer retention and experience. This report is our way to share recent insights about the current state of Customer Value Management in telecoms. Much remains to be done, even when a lot is already being done. This is good news because the opportunity is vast.

Šarūnas Chomentauskas
CEO & Co-founder, Exacaster

Report Methodology

The research was conducted by predictive analytics technology company Exacaster through an anonymous qualitative online survey held between September 5 and October 5, 2024. Responses were collected from 25 leading telecom companies across six regions: Europe, Africa, Asia, North America, Oceania, and South America. The sample included telecom companies selected based on their service offerings, providing a comprehensive view of CVM practices across the industry. Respondents represented a diverse range of organizations, with annual revenues ranging from $100 million to $10 billion. Sixty percent of respondents were classified as mid-size telecoms, employing between 101 and 5,000 full-time employees.

Mid-size telecoms
60% of respondents

6
Continents

101-5000
FTEs

$100M-$10B+
Annual revenue

Sep 5-Oct 5, 2024
Research conducted

Exploring Key Dimensions of CVM in Telecom

Customer Value Management (CVM) plays a critical role in driving growth and engagement within telecom organizations. However, its effectiveness depends on several factors, including organizational alignment, technology maturity, and the ability to personalize customer experiences.

While best practices exist across the industry, they are not widely shared, leaving many organizations unaware of others' successes and challenges. Below, you will find six categories that define the current state of CVM in telecom. These categories explore its **evolving role, alignment with business objectives, the programs it drives, the technology supporting it, best personalization practices, and the strategic trends** shaping its future.

Examining these categories provides telecoms with valuable insights into the strategies, obstacles, and innovations shaping CVM. With this understanding, companies can improve their practices, benchmark against industry trends, and strengthen their approach to customer engagement and revenue growth.

Explore each category to understand CVM’s transformation and identify key growth opportunities in 2025.

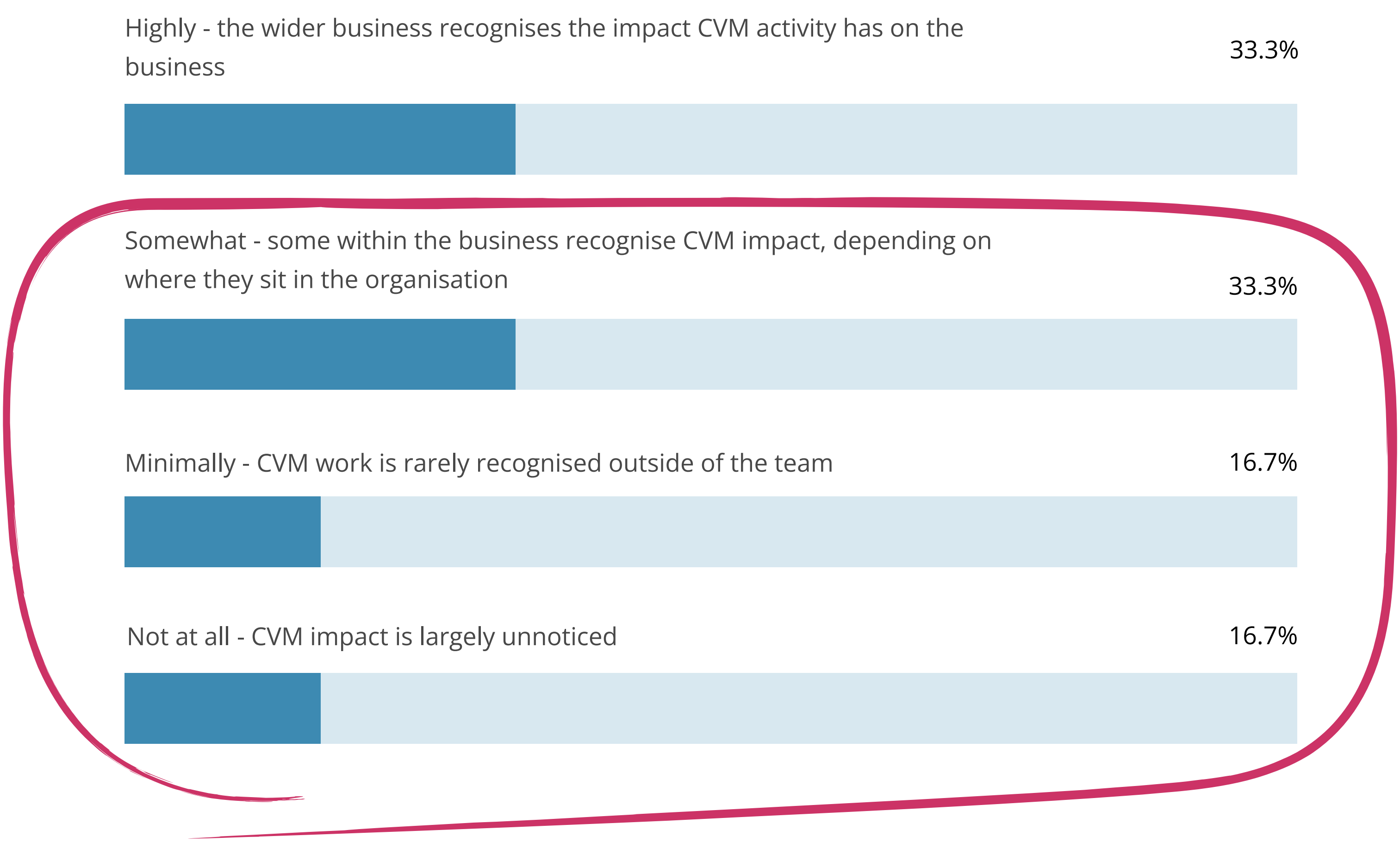
1. The Role of CVM in Organizations

Despite its core commercial role, CVM is often perceived as an operational function and positioned at a departmental level, with limited visibility at the executive level. This signals a potential gap in how CVM is leveraged to influence broader business strategy and demonstrate its impact.

67% of CVM leaders feel that their revenue-driving contributions go largely unrecognized

CVM teams are structured to drive revenue and play a crucial role in customer retention. Nevertheless, their contributions are not clearly communicated and, as a result, are not widely recognized across the organization. Our research shows that 67% of CVM leaders feel that their contributions to business success are underappreciated.

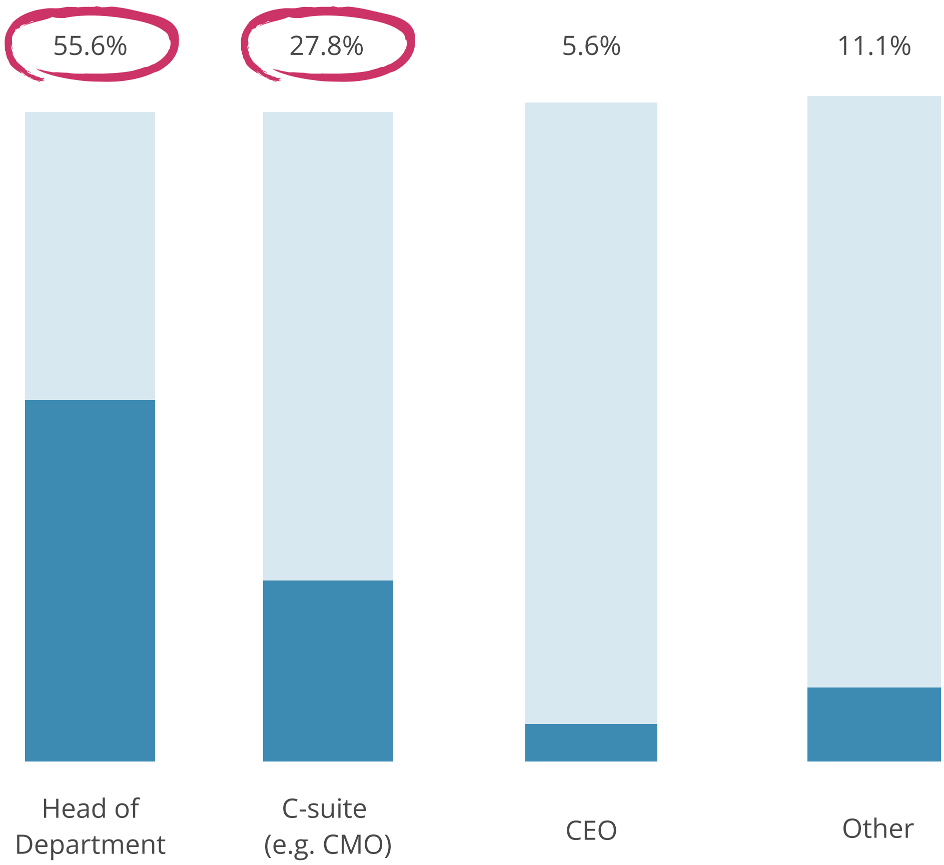
Do you believe that the CVM function receives adequate recognition for its contributions within the business?



56% of CVM teams report to department heads rather than the executive team

It often depends on where the function is positioned within the company. In many telecom organizations, 56% of CVM teams report to department heads rather than the executive team (28%), reflecting its role as more of an operational function than a strategic one at the executive level.

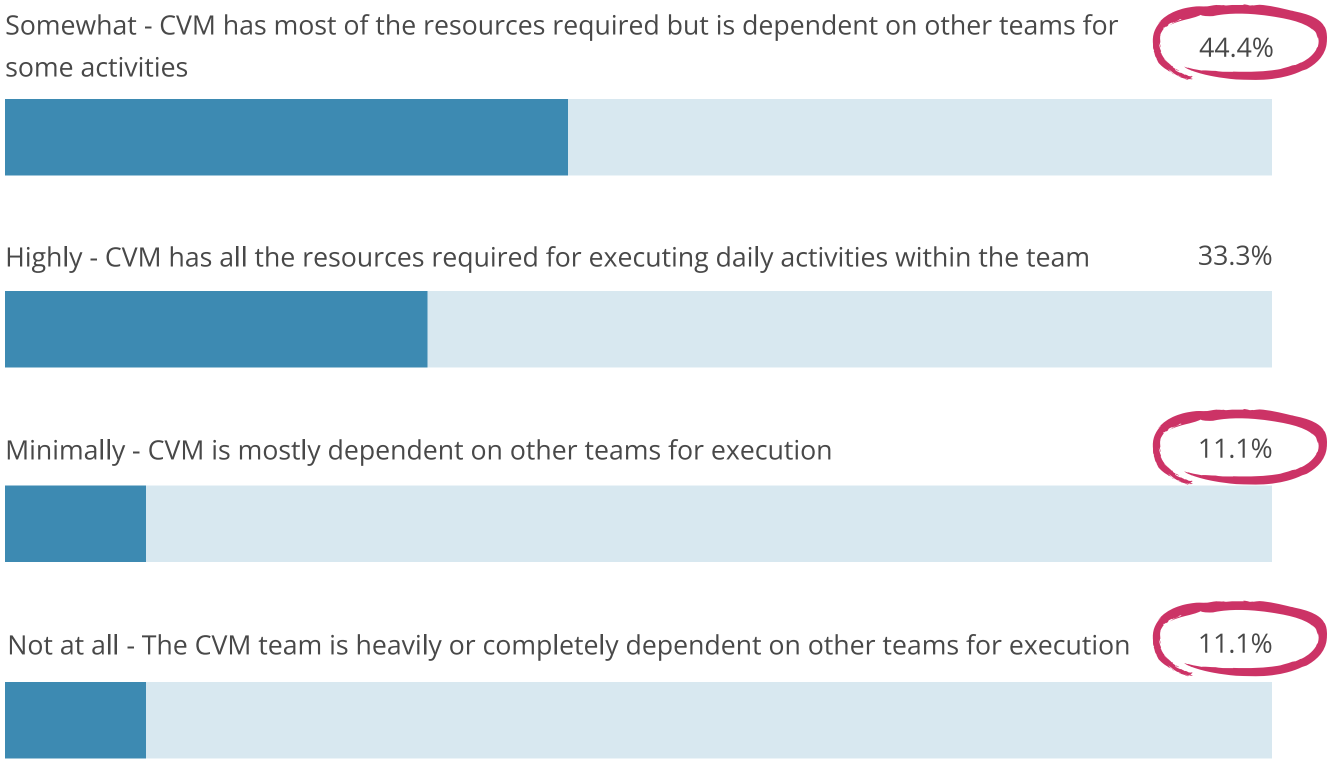
To what level of seniority does the CVM function report within your organization?



67% of CVM teams are somewhat dependent on other departments for execution

Moreover, while CVM is expected to drive strategic business growth, teams are often constrained by limited resources, time, and operational complexity. For instance, 67% of CVM teams are somewhat dependent on other departments for execution, and integrating a new channel or technology can take months or even years (53%). These dependencies and delays create a significant gap between the strategic goals set for CVM and what teams can realistically achieve within current constraints.

To what extent is the CVM function self-sufficient in its execution?



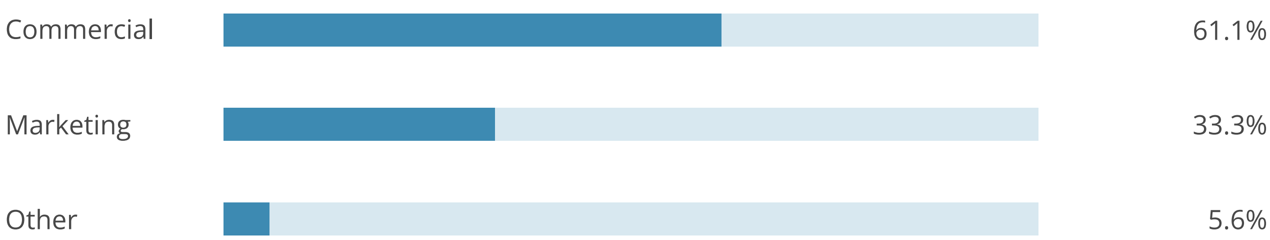
On average, how long does it take to implement a standard CVM activity within your organization?

	Not relevant	Days	Weeks	Months	Years	
Launch a simple batch campaign	0%	57.9%	26.3%	15.8%	0%	
Launch a simple automated campaign	5.3%	57.9%	21.1%	15.8%	0%	
Get a new campaign report	0%	52.6%	31.6%	15.8%	0%	
Extract custom report	0%	47.4%	42.1%	10.5%	0%	
Develop new customer segments	0%	42.1%	26.3%	26.3%	5.3%	31.6%
Create new audience for outbound communication	5.3%	52.6%	21.1%	21.1%	0%	
Add new data point to the customer data set	0%	47.4%	36.8%	15.8%	0%	
Tailor product features to specific segment	0%	36.8%	42.1%	21.1%	0%	
Launch a new communication channel	0%	10.5%	26.3%	47.4%	15.8%	63.2%
Adjust existing offer/price plan	0%	36.8%	47.4%	15.8%	0%	
Add new offer/price plan	0%	26.3%	31.6%	42.1%	0%	
Automate a manual process	0%	15.8%	52.6%	26.3%	5.3%	
Deliver a new integration with internal systems	5.9%	5.9%	35.3%	47.1%	5.9%	53%
Create and integrate a new ML model	11.8%	5.9%	29.4%	41.2%	11.8%	53%

There is no universal structure for organizing the CVM function

Additionally, there is no universal structure for organizing the CVM function, with different telecoms adopting varying approaches. This lack of consistency, coupled with a dependency on other departments for execution, presents a challenge for CVM to assert its influence across the organization.

In which department does the CVM function sit?



Despite its significant role in driving customer retention, CVM remains underrepresented in the strategic planning process. This aligns with the top challenges mentioned by respondents: **lack of clarity in role and scope, data integration and reporting, and resource limitations**.

Top 3 challenges cited by respondents

1 **Role clarity and scope**

The CVM team's responsibilities overlap with those of many departments, leading to confusion and unclear expectations about its role in customer management.

2 **Data integration and reporting**

Data is fragmented, and reporting is manual, making it difficult to gain a comprehensive view of the customer experience and impacting decision-making.

3 **Resource limitations**

The CVM team has limited support and faces frequent management changes. Additionally, there is a need for greater upskilling, which impacts project efficiency and adaptability.

2. Commercial KPIs

CVM teams operate with a commercial focus, aiming to drive measurable outcomes like revenue and retention. However, they often struggle to quantify their impact, leading to feelings of being undervalued within the organization.

One-third of CVM teams track their primary KPIs daily, while the majority rely on weekly or monthly metrics

CVM is part of the commercial department, emphasizing its role in driving revenue. However, inconsistent tracking may limit its ability to make timely, data-driven adjustments. Only one-third of CVM teams track their primary KPIs daily, while the majority rely on weekly or monthly metrics. Key metrics like retention, churn, and customer acquisition tend to be tracked daily or weekly, whereas financial KPIs, such as revenue and CLV are reviewed less frequently.

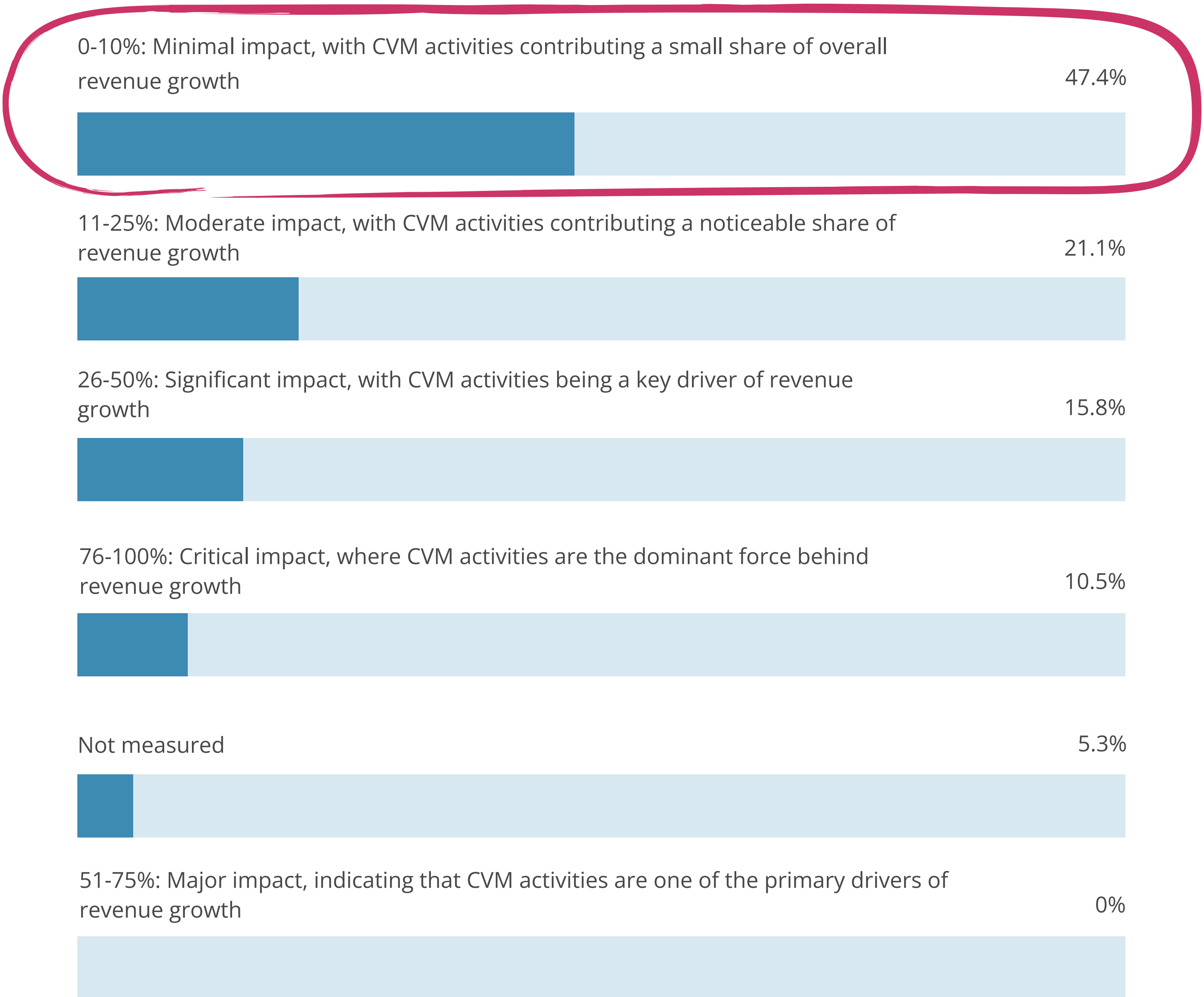
What KPIs does the CVM team actively track, and how frequently?

	Don't track	Ad-hoc	Monthly	Weekly	Daily
Customer base size/ Retention	5.3%	5.3%	36.8%	10.5%	42.1%
Churn rate	5.3%	0%	31.6%	26.3%	36.8%
Acquisition rate	5.3%	5.3%	26.3%	31.6%	31.6%
New customer acquisition cost	26.3%	21.1%	31.6%	10.5%	10.5%
On-boarding rates	10.5%	26.3%	21.1%	21.1%	21.1%
Total revenue	0%	5.3%	42.1%	15.8%	36.8%
Average revenue per user (ARPU)	0%	21.1%	47.4%	21.1%	10.5%
Customer lifetime value (CLV)	31.6%	36.8%	26.3%	5.3%	0%
Customer experience (NPS, or other)	5.3%	31.6%	47.4%	5.3%	10.5%
CVM activities incremental revenue	15.8%	26.3%	36.8%	15.8%	5.3%

The majority of respondents (47%) view CVM's contribution to revenue as minimal

Although CLV is the ultimate goal of CVM, its irregular tracking reveals a gap between CVM's ambitions and operational reality. This gap can lead CVM teams to prioritize short-term metrics over lasting customer loyalty and profitability, thereby reducing their impact and visibility within the organization. Consequently, CVM teams are limited in their ability to drive long-term growth and profitability. The data supports this: the majority of respondents (47%) view CVM's contribution to revenue as minimal, with only 11% attributing a critical role to CVM in driving growth.

What percentage of revenue growth or retained revenue can be directly attributed to CVM activities in the past 12 months?



3. Customer Lifecycle Management Programs

CVM teams must be highly responsive due to the fast-paced environment of the CVM function. As a result, they constantly juggle top priorities alongside new, urgent tasks. While CVM teams focus heavily on core programs such as onboarding, pricing and offers, upselling, retention, and win-back campaigns, this sometimes leaves less time for developing longer-term initiatives like loyalty, digital channel upgrades, and device lifecycle management.

CVM teams spend much time on daily tasks, such as managing campaigns and reports

The work of CVM teams is highly dynamic, with a significant portion of their time focused on operational tasks. Over one-third of their efforts are dedicated to campaign management, transactional communications, data analysis, and reporting, highlighting the demand for hands-on involvement in daily activities. This adaptability allows CVM to respond efficiently to immediate needs; however, it can also limit their focus on developing long-term customer engagement strategies.

What other business activities fall under the CVM team's scope, and how much of the team's time is spent on them?

	Not relevant	<5%	5-10%	11-20%	21-30%	>31%
Customer data management	11.1%	22.2%	22.2%	0%	22.2%	22.2%
Consents management	33.3%	44.4%	5.6%	0%	5.6%	11.1%
Tech development roadmapping	38.9%	16.7%	27.8%	5.6%	5.6%	5.6%
Business requirements gathering	16.7%	16.7%	27.8%	5.6%	11.1%	22.2%
Marketing campaign management	5.6%	11.1%	27.8%	0%	0%	55.6%
Marketing channel execution (e.g. paid media)	27.8%	11.1%	22.2%	11.1%	5.6%	22.2%
Transactional communication (e.g. T&C updates, legal notices)	16.7%	16.7%	22.2%	16.7%	0%	27.8%
Customer segment creation	11.1%	11.1%	38.9%	5.6%	11.1%	22.2%
Building reports & dashboards	5.6%	11.1%	16.7%	22.2%	11.1%	33.3%
Raw data analysis (e.g. with SQL or Python)	27.8%	11.1%	5.6%	11.1%	11.1%	33.3%

The majority of CVM programs focus on short-term revenue and retention, while only 25% address long-term customer-centric initiatives

According to the research, fewer than 25% of respondents report implementing advanced, customer-centric CVM initiatives, such as life-stage event campaigns, loyalty programs, proactive customer service, and device lifecycle management.

The most mature CVM programs are concentrated on onboarding, pricing and offers, upselling, retention, and win-back initiatives. These areas reflect a strong focus on securing revenue early in the customer journey and retaining existing customers.

What typical CVM programs does your team currently work on, and how mature are they?

	Fully mature	Developing	Early stages	No longer live	Not attempted	Not relevant
Onboarding	36.8%	31.6%	15.8%	5.3%	5.3%	5.3%
Price plans & offers campaigns	57.9%	31.6%	10.5%	0%	0%	0%
Up-sell	47.4%	31.6%	15.8%	0%	5.3%	0%
Cross-sell	42.1%	26.3%	21.1%	5.3%	5.3%	0%
Retention	42.1%	36.8%	15.8%	0%	0%	5.3%
Loyalty programme	10.5%	31.6%	26.3%	5.3%	15.8%	10.5%
Cancellation & winback	47.4%	15.8%	10.5%	10.5%	10.5%	5.3%
Device lifecycle management	26.3%	21.1%	15.8%	0%	26.3%	10.5%
Referrals programme	0%	21.1%	31.6%	10.5%	31.6%	5.3%
Roaming services management	21.1%	15.8%	21.1%	0%	15.8%	26.3%
Payments & billing experience management	31.6%	26.3%	15.8%	0%	15.8%	10.5%
Proactive customer service	21.1%	26.3%	15.8%	15.8%	15.8%	5.3%
Next best offer/ Next best action/ next best experience (NBO/NBA/NBX)	26.3%	26.3%	21.1%	10.5%	5.3%	10.5%
Lifestage events (e.g. house movers)	11.1%	16.7%	27.8%	0%	22.2%	22.2%
Pre- to postpaid migration	9.1%	18.2%	18.2%	9.1%	9.1%	36.4%
Digital channels development	9.1%	45.5%	36.4%	0%	9.1%	0%

All of this indicates that CVM teams remain focused on short-term revenue generation but are often constrained by operational demands. This leaves limited capacity to pursue impactful and customer-centric strategies. As a result, opportunities to enhance customer loyalty and lifetime value through personalized, proactive initiatives remain largely untapped.

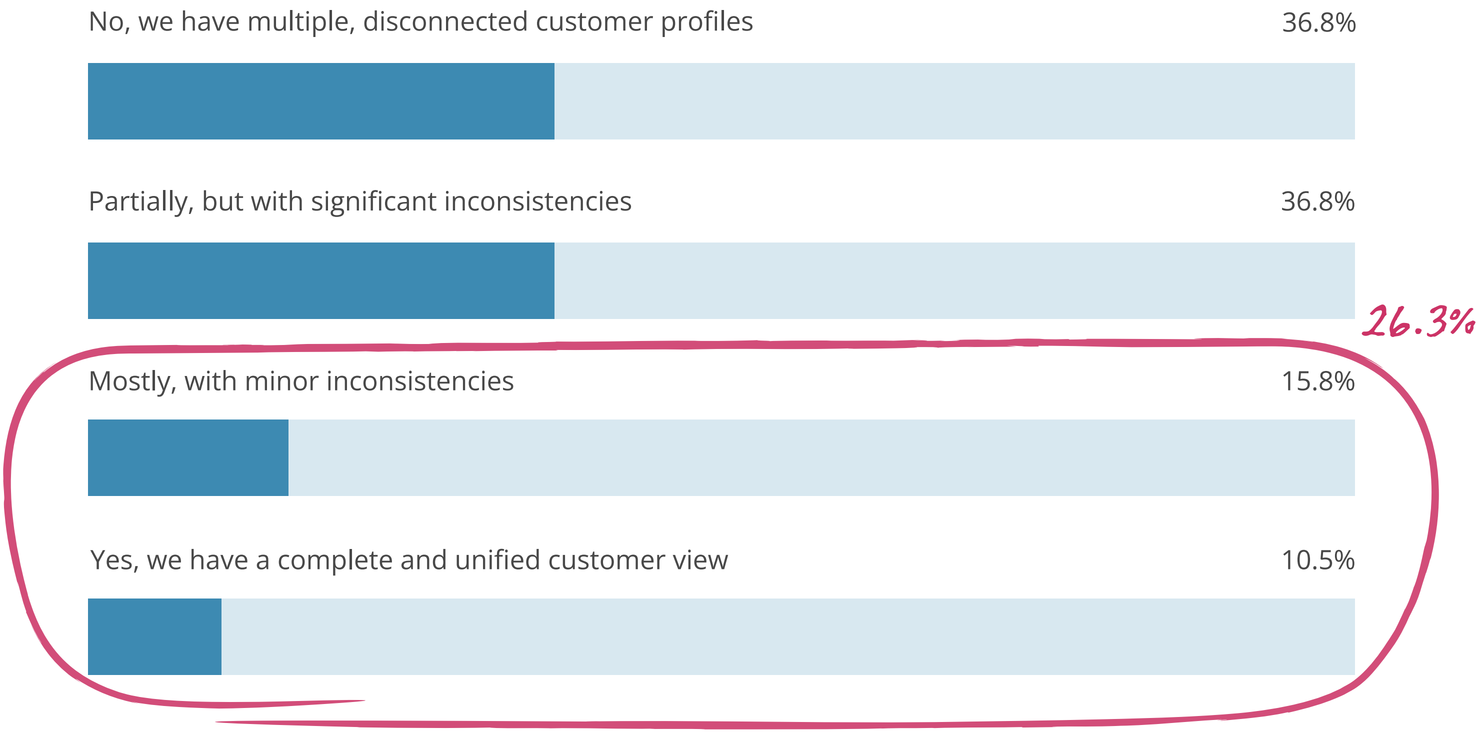
4. Technology Stack and Data Maturity

Access to customer data and technology for personalized communication is a critical component of CVM. However, telecom companies show uneven development within their CVM technology stacks. Telecoms possess the necessary data and tools, yet much of the value remains inaccessible due to data and system silos.

Advanced tools like CDPs and data warehousing are in place, but a unified customer view remains rare

Over 50% of telecoms report having advanced capabilities in data warehousing, reporting, customer data management, next-best-offer recommendations, and customer experience measurement. However, only 26% of CVM teams have achieved a unified, single view of the customer. This shows that despite having advanced tools, most CVM teams still face challenges in integrating customer data across platforms. The lack of a single customer view limits their ability to deliver fully cohesive and personalized customer experiences.

Does your company maintain a single, unified view of each customer across all services and interactions?



Please indicate which CVM technology capabilities are currently available in your organization:

	Not relevant	Not available	Available with critical limitations	Available with minor limitations	Available with state of-the-art capabilities
1. Omni-channel campaign management platform	5.3%	21.1%	47.4%	10.5%	15.8%
2. Customer data platform	5.3%	15.8%	21.1%	47.4%	10.5%
3. CVM campaigns reporting Solution	5.3%	15.8%	26.3%	42.1%	10.5%
4. Generative AI solution and AIOps	5.3%	73.7%	5.3%	10.5%	5.3%
5. Machine learning models (ML) solution & MLOps	5.3%	42.1%	21.1%	21.1%	10.5%
6. Next best offer & next best action solution	10.5%	15.8%	26.3%	31.6%	15.8%
7. Loyalty & rewards system	10.5%	52.6%	15.8%	10.5%	10.5%
8. Gamification system	26.3%	52.6%	5.3%	10.5%	5.3%
9. Consent management system	10.5%	31.6%	15.8%	21.1%	21.1%
10. Location tagging & analytics solution	26.3%	21.1%	26.3%	15.8%	10.5%
11. Deep packet inspection (network traffic) analytics solution	21.1%	31.6%	21.1%	10.5%	15.8%
12. Web & apps usage analytics solution	21.1%	21.1%	21.1%	26.3%	10.5%
13. Data warehouse/ data lake	16.7%	0%	16.7%	44.4%	22.2%
14. Dashboard reporting solution	5.6%	5.6%	22.2%	44.4%	22.2%
15. Customer experience survey tool (e.g. CSAT)	11.8%	17.6%	23.5%	29.4%	17.6%

Technology is in place, but advanced capabilities like full omnichannel, machine learning, and AI are still in progress

Although the technology stack appears to be in place, **up to 70% of telcos do not have advanced capabilities such as full omnichannel implementation, machine learning, and generative AI**. Most telecoms report that implementing new communication channels and machine learning models can take months or even years.

Please indicate which CVM technology capabilities are available in your organization:

	Not relevant	Not available	Available with critical limitations	Available with minor limitations	Available with state of-the-art capabilities
1. Omni-channel campaign management platform	5.3%	21.1%	47.4%	10.5%	15.8%
2. Customer data platform	5.3%	15.8%	21.1%	47.4%	10.5%
3. CVM campaigns reporting Solution	5.3%	15.8%	26.3%	42.1%	10.5%
4. Generative AI solution and AIOps	5.3%	73.7%	5.3%	10.5%	5.3%
5. Machine learning models (ML) solution & MLOps	5.3%	42.1%	21.1%	21.1%	10.5%
6. Next best offer & next best action solution	10.5%	15.8%	26.3%	31.6%	15.8%
7. Loyalty & rewards system	10.5%	52.6%	15.8%	10.5%	10.5%
8. Gamification system	26.3%	52.6%	5.3%	10.5%	5.3%
9. Consent management system	10.5%	31.6%	15.8%	21.1%	21.1%
10. Location tagging & analytics solution	26.3%	21.1%	26.3%	15.8%	10.5%
11. Deep packet inspection (network traffic) analytics solution	21.1%	31.6%	21.1%	10.5%	15.8%
12. Web & apps usage analytics solution	21.1%	21.1%	21.1%	26.3%	10.5%
13. Data warehouse/ data lake	16.7%	0%	16.7%	44.4%	22.2%
14. Dashboard reporting solution	5.6%	5.6%	22.2%	44.4%	22.2%
15. Customer experience survey tool (e.g. CSAT)	11.8%	17.6%	23.5%	29.4%	17.6%

*To ensure clarity, the table is shown again from the previous page, with an emphasis on additional insights.

These findings point to a major challenge: even when telecoms invest in advanced technology, getting these tools to work smoothly together remains difficult. The long timelines for adding new channels and machine learning models show how complex it can be to create a unified, flexible CVM system. Until these integration issues are resolved, telecoms will struggle to deliver seamless, personalized customer experiences and to fully benefit from their technology investments.

5. Personalization

Personalization is key to CVM, but many telecoms still face challenges in making it effective. While most have basic personalization in place across key channels, gaps remain in areas like customer segmentation, campaign automation, and regular testing. These issues limit telecoms' ability to meet individual customer needs, impacting satisfaction and loyalty.

Technical capabilities for channel personalization are available, but hyper-personalization is still in progress

While personalization is central to CVM, many telecoms still struggle to reach its full potential in implementation. About 60% of telecoms report having full personalization capabilities in key channels like SMS, mobile apps, USSD, point of sale, and customer service. This shows a positive trend but still leaves room for improvement.

Please indicate which communication channels are available in your organization:

	Not available	Available not personalised	Available personalised
1. SMS	0%	21.1%	68.4%
2. Email	26.3%	15.8%	52.6%
3. Mobile App	21.1%	15.8%	57.9%
4. Web self-care	26.3%	15.8%	52.6%
5. Unstructured supplementary service data (USSD)	26.3%	10.5%	57.9%
6. Interactive voice response (IVR)	21.1%	42.1%	31.6%
7. Chatbot	47.4%	26.3%	21.1%
8. Surveys	10.5%	36.8%	47.4%
9. Paper mails / Invoices	36.8%	10.5%	47.4%
10. Messengers (WhatsApp, Messenger, Viber, etc.)	31.6%	21.1%	42.1%
11. Tele sales	26.3%	21.1%	42.1%
12. Customer service	5.3%	21.1%	63.2%
13. Point of sale (stores)	10.5%	21.1%	63.2%

Limited data, segmentation, and automation tools hold back progress in personalization

However, telecoms seem to lack detailed customer insights. According to research, almost 50% of telecoms use fewer than 10 customer segments and over 74% of respondents have fewer than 50 automated campaigns in production. This suggests that campaigns tend to be broader and less aligned with individual customer needs, which can impact customer satisfaction and loyalty.

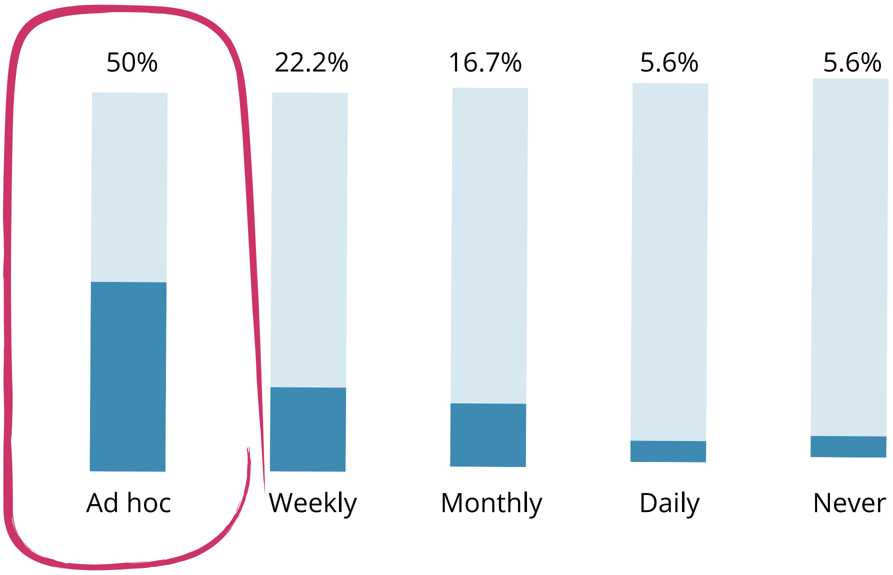
What is the scale of CVM team activities?

	<10	<50	<100	100s	1000s	Not relevant
Number of manual campaigns per month	36.8%	47.4%	0%	10.5%	0%	5.3%
Number of automated campaigns per month	47.4%	26.3%	5.3%	10.5%	0%	10.5%
Number of machine Learning models active per month	52.6%	26.3%	0%	0%	0%	21.1%
Number of customer segments in use	47.4%	26.3%	15.8%	5.3%	0%	5.3%

What's more important, the lack of consistent experimentation limits telecoms' ability to refine personalization strategies based on real customer insights. 50% of telecoms conduct CVM experiments only on an ad-hoc basis, and 6% never test hypotheses.

How frequently does the CVM function test hypotheses and measure the impact?

Although many telecoms have foundational personalization capabilities in place, gaps in customer insights and targeted engagement leave room for growth.



6. Strategic Trends Adoption

Telecoms' CVM is adopting generative AI, digital sales, 5G, and convergence trends. Although adoption is gradual, these innovations promise strong gains in customer engagement, increased ARPU, and reduced churn.

GenAI is a very hot topic, but real adoption has not happened yet

Our research shows that telecoms are starting to explore advanced Generative AI capabilities, with 43.8% planning or implementing these tools. Key focus areas include assisting call center agents with troubleshooting (37%), personalizing price plans (27%), and explaining billing discrepancies (32%). However, actual adoption remains below 10%, as interest in GenAI is high, but practical use cases are still limited.

What GenAI use-cases are you planning to adopt for the CVM area in your organization?

	Use-case not relevant	No plans for implementation	Planning or executing PoC	Implemented in production
Capture customer's intent on the website	21.1%	52.6%	21.1%	5.3%
Personalize price plan selection	21.1%	52.6%	26.3%	0%
Help call centre agent troubleshoot a customer's issue or a question within an internal knowledge base using natural language	15.8%	42.1%	36.8%	5.3%
Enable smart product search field using natural language as input	15.8%	57.9%	21.1%	5.3%
Evaluate call centre agent's communication quality / call ambience, and prompt action recommendations for the agent in real time	15.8%	47.4%	21.1%	15.8%
Explain the bill shock reason within a client's invoice	15.8%	47.4%	31.6%	5.3%
Generate a client's profile summary for the agent before / during the call	21.1%	52.6%	21.1%	5.3%
Personalize messages tone individual customers needs	15.8%	63.2%	15.8%	5.3%

Digital transformation is in progress, with the majority of sales still happening in physical channels

At the same time, digital transformation in telecoms is still in its early stages, especially for CVM processes. Despite the industry's efforts, over 80% of telecoms report that the majority of their sales are still not occurring in digital channels. Additionally, 37% of telecoms report that less than 20% of their sales happen through digital channels, indicating that digital adoption for sales remains a significant challenge.

How advanced are CVM processes in their digital transformation?

	Not relevant	<20%	20-50%	51-80%	> 80%
What % of all sales are done in digital channels?	15.8%	36.8%	31.6%	5.3%	10.5%
What % of campaigns use personalized communication?	10.5%	26.3%	21.1%	26.3%	15.8%
What % of CVM processes are fully automated?	10.5%	31.6%	42.1%	10.5%	5.3%
What % of issues customers can resolve though self-service portals and chatbots?	21.1%	21.1%	47.4%	5.3%	5.3%
What % of customer interactions are logged and can be analysed?	10.5%	10.5%	42.1%	15.8%	21.1%
To what extend is omnichannel communication seamless and integrated?	11.8%	47.1%	23.5%	5.9%	11.8%

5G adoption remains limited, with 36% of telcos covering at least 50% of their customer base

5G adoption remains limited among telecom operators. Only around 36% of telecoms extend 5G coverage to at least half of their customer base. This signals that telecom operators remain in the early stages of 5G deployment.

How far is the organisation in 5G adoption?

	Not relevant	<20%	20-50%	51-80%	> 80%
What % of your customers has 5G coverage?	36.8%	15.8%	5.3%	26.3%	10.5%
What % of your customers have 5G capable devices?	36.8%	15.8%	10.5%	26.3%	10.5%
What % of your customer base use 5G price plans?	47.4%	10.5%	10.5%	21.1%	10.5%
What ARPU uplift do you see from 5G price plans?	47.4%	15.8%	15.8%	5.3%	15.8%

Nevertheless, when combined with an effective CVM strategy, 5G offerings have the potential to drive significant ARPU uplift. 37% of telecoms report 20% and bigger ARPU uplift after migrating customers to 5G-specific offerings.

Convergence services help reduce churn by up to 50%, but adoption of these services is still in its early stages

Convergence services, which bundle mobile, home internet, and TV offerings, are an important way to create a seamless experience for customers and deepen relationships. 25% of telcos report up to 50% churn reduction after customers move to convergence.

However, the current levels of adoption suggest there is still a long journey ahead. The majority of telecoms are below the 50% penetration mark, with 42.1% of companies stating that less than 20% of their customers use these bundled offerings.

How far are you with convergence services adoption (when customers purchase mobile, home internet, and TV services as a single bundle)?

	Not relevant	<20%	20-50%	51-80%	> 80%
What % of your customers purchase all services from you?	31.6%	26.3%	36.8%	0%	5.3%
What % of your customers do you expect to move to converged price plans next year?	36.8%	42.1%	15.8%	0%	5.3%
What ARPU increase do you see from customers who moved to converged price plans?	36.8%	31.6%	21.1%	10.5%	0%
What churn percent reductions do you notice after customers move to converged price plans?	36.8%	36.8%	26.3%	0%	0%

CVM Benchmark

Measure Your CVM Performance

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So, What’s Next?

Review your CVM performance and position yourself to capture the opportunities of 2025.

CVM Benchmark

This report explores essential categories shaping the current landscape of Customer Value Management, including trend adoption, technology, lifecycle programs, and personalization efforts. As CVM’s role becomes increasingly critical, understanding these areas is essential for telecoms seeking to enhance customer engagement, drive innovation, and deliver sustained value.

Use the **CVM Benchmark** to measure your position in these critical areas and compare your CVM performance with global telcos.

Find it at cvmbenchmark.com

CVM Benchmark for Telecoms

10k+	8+	50	360°
USD saved per maturity assessment project	Weeks faster than doing the same project with consultants	Telecom-based benchmark offering insights you won’t find elsewhere	Full-scope analysis of CVM performance in under an hour

Industry Experts’ Take on CVM Trends 2025

CVM enables and inspires the entire organization to always act in the best interest of the customers. A well-executed CVM function is not just a technical solution rather an enabler for cultural change, essential to fostering a customer-first mindset. It is about shifting from a product-led strategy to a customer-centric approach by embedding CVM principles throughout the organization. It is key to develop a set of customer value principles, which act as guiding statements to inspire employees across the entire organization, especially those in customer-facing roles, to always act in the best interest of customers. Empowering frontline teams with these principles further ensures that customer-facing staff feel confident in doing what is right for customers, enhancing both service quality and brand loyalty.

Silvia Gomez Dominguez
Senior Director and Expert in Customer Engagement
Australia

I tend to say that CVM crew members are true superheroes! As organizations aim for quick wins, CVM teams face many challenges such as effectively leveraging data and tools, designing proper segmentation for a one-to-one communications and offerings, refining their strategies on a long-term wise, but also gain greater recognition within the organization, these challenges often limit CVM’s full potential and impact.

This report by Exacaster sheds light on how these superheroes are overcoming these obstacles by showcasing a data-driven focus on customer-centricity that leads to sustainable growth.

Thierry Awetimbi
CVM Manager - Loyalty & Retention
Vodacom Congo, Africa

As we approach 2025, telecom industry leaders must prioritize AI personalization enabled by ML Ops to enhance customer value management (CVM). These technologies will enable hyper-personalized offerings and communication, driving real-time engagement and loyalty. However, the report reveals gaps, such as limited executive visibility for CVM and slow digital transformation, which hinder growth.

To thrive, telecom operators must align CVM initiatives with broader business transformation including omnichannel commercial activation enabled by advanced CRM frontline tools.
To achieve exponential growth advanced analytics must be built on an automated data layer with the integration of generative AI.

The future of CVM relies on strategic advancements, innovation, and the capacity to operate automated CVM machines that enable large-scale, real-time decision-making.

Marek Wiktor Grabowski
B2C Customer Value Management Director
Orange Polska, Europe

Going into 2025, more and more focus is given to personalization backed by predictive analytics. But successful deployment of predictive analytics is very much dependent on solid foundation of customer data governance. As this report highlights, many companies still face challenges with customer-level data aggregation, struggling to build unified customer profiles that could transform insights, elevate the outcomes of the prediction models as well as open gates to omnichannel experiences. This data issue is one of the great challenges yet to be sorted out by many.
At the same time, AI is becoming a factor and its potential impact on customer value management generates strong interest. Even though many telcos are seeing opportunities there, it is still at a very early exploration stage, where different cases are being tested and the real value has still to be proven.

Indrė Lingienė
Head of Customer Value Management
Telia, Europe

The telecom industry is undergoing a major transformation driven by rising global demand for seamless connectivity across daily tasks — such as social media, entertainment, remote work — and the high costs of deploying and maintaining infrastructure like FTTH and 5G. Traditionally, telecoms have prioritized customer acquisition over nurturing existing clients, resulting in high churn rates and a less-than-ideal customer experience. CVM is now crucial to profitability, enabling personalized experiences and services that build long-term customer relationships. Furthermore, clients are exposed to intense marketing campaigns; thus, deploying new technologies to gather deeper customer insights has become essential for building robust profiles and tailoring offers.

Alberto Caceres Valverde
Head of Marketing
Movistar (Telefónica Hispam), Latin America

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About Exacaster

We are here to make your CVM transformation vision work and deliver real business results.

Promising transformational value through technology is easy. Making it work and putting it to work with flawless execution and on-time delivery requires dedication — and that's where we excel.

Unlike the competition, we drive results by tackling the biggest CVM transformation challenges — endless delivery cycles, hidden costs, locked systems, lack of guidance, and lack of impact — right from the start. Our comprehensive portfolio spans consulting, future-proof technology solutions, and managed services, creating value at every step.

With over 13 years of experience, we started working with large language models before it was cool. We've helped leading telecoms globally — such as Ultra Mobile, Tigo, Mint Mobile, and A1 Austria — meet their customer data needs and drive growth with AI/ML solutions for churn prediction, retention, and personalization.

Most importantly, we're on a mission to make CVM widely famous. Through knowledge-sharing initiatives like CVM Stories, CVM Certification, and the CVM Body of Knowledge (CVMBoK), we're setting a new standard for proven CVM expertise and real impact.

See how we make it work at exacaster.com

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