Winning in the customer era

An executive summary for Telcos

The value of a 360° view of the customer

Right now, CEOs across the globe regard customer insight as the top business imperative for unlocking value. While it is clearly a priority, it's also evident that these CEOs are feeling the increasing pressure on their "traditional" business models as more and more customers move to digital as their preferred channel. But many organisations are still struggling to put meaningful strategies in place and overhaul existing, or outdated ways of operating.

A growing number of "always-on" and virtually-connected consumers which has only ever known the digital world continues to emerge - and as a result, they're now among the most empowered customers ever. Their position on service, loyalty and trust hinges simply on consistent, reliable accessibility, immediacy and seamless ease of use – in other words, customer experience.

But to win, retain and best serve them, three winning strategies must be adopted to address key challenges around data, digital, and fraud. They are ensuring a 360° view of the customer, adopting a balanced approach to fraud and optimising the digital experience across online interactions. These three winning strategies are all underpinned by the same combination of five core capabilities. They consist of industry-specific best practice, adoption of complex and broad data sources, advanced analytics, automated decision-making and the very latest best-of-breed technology.

Experian commissioned Forrester Consulting to gauge opinion among nearly 400 CEOs and senior business leaders across Europe, the Middle East, and Africa. Many said the same things as they face up to critical gaps in their ability to best win, retain and serve customers.

To find out more about the critical areas of data-driven insight, fraud and digital optimisation, read our full report "Winning in the customer era".

Simply click here.

Data is the new oil

Data is the oil that drives analytics at a household level. In order to get a comprehensive view of your customers, their aspirations, habits and preferences accurate analysis of all available data is vital.

Joining the dots

Understanding personal, family, household, or group preferences also helps drive up-sell and cross-sell opportunities for a whole host of premium features and bundled content deals - from mobile broadband, to Netflix streaming, live premium rate football matches and more.

Customer management counts

Research reveals businesses that invest in an optimised customer experience and move to close the gap between them and their rivals, across multiple digital touch points, create a clear commercial and competitive advantage. Developing smart, customer-centric relationships is critical to winning and maintaining high satisfaction scores.

The vast majority of businesses (81%) told us they were prioritising their ability to better understand their customers. The C-suite recognises the need to increase investment in portfolio management, online customer experience and customer management, by up to a fifth on current budgets.

Portfolio management

As the expansion of products and services available to mobile users has continued at pace - including customer-specific content, mobile broadband, TV on-demand, live sport – the telco sector is obliged to think differently when it comes to portfolio management, notably to ensure operators continue to appeal at a household and personal level - or even to meet the needs of different groups within a home.

Top-performers are stepping away from "traditional" account and subscription models, towards a best practice model where customer management incorporates a whole host of pre-emptive up-sell and cross-sell offers alongside real-time risk assessment and analysis at an account and customer level.

It's driven by:

- Sophisticated customer and portfolio management technology
- Powerful linking capabilities to provide a holistic 360° customer view at a regional, household and personal level
- In-depth analytics and optimisation to help drive profitable links within key customer segments
- Close integration with fraud controls. Now thanks to advances in technology, decisions can be supported in real-time by non-invasive technology to safeguard your customers, your business and reduce online friction, along with enhanced analytics capabilities to predict if, or when, fraud may occur

Case studies

By accurately building a true audience view our client retained market share by being able to consistently and repeatedly offer customers bundled deals at a personal and household level - across all channels.

Providing an in-depth household view across a mobile network operator's entire 30 million customer base

The challenge

We were tasked with creating an accurate picture of all customers by merging and filtering multiple data sources from nearly 300 million records to create a comprehensive household view. The solution would pave the way for the reliable delivery of bundled deals and offers.

The solution

From the outset input data was analysed, standardised and improved from in-house sources and augmented with the help of Experian proprietary databases.

From there, a comprehensive single customer view was created, before being further aggregated to create a clear household picture.

As a result, each record was enriched with critical household information to help enhance targeting and provide additional insight, which linked to our wider range of behavioural data - at both a household and personal level.

The solution also included a seamless link to credit decision-making and allows capacity to dramatically grow and serve customers over their lifetime. It was also adapted to better serve the provider's business customers as well.

The results

By accurately building a true audience view our client has cemented a significant competitive advantage by being able to consistently and repeatedly target millions of customers across all channels. It can now offer its best bundled deals at the most appropriate times at both a personal and household level.

Our client wanted to create a household view across the entire marketplace of nearly 50 million potential customers, to gain in-depth insight and drive revenue growth

The challenge

By better understanding the occupants of a household and any existing commercial relationship, any residents may have in place, our client wanted to ensure offers were cost-effectively delivered faster to help quickly grow revenues far beyond the sign-up of a solitary customer at a time.

Favoured targets were homes with just one existing client customer within a multi-occupancy household, as they offered sizeable opportunities for the up-sell of services. Equally important was the identification of households with no existing client customers.

Existing customer households could also be better served by ensuring competitive offers were maintained to help yield long-term and incremental revenues.

The solution

Household address data was supplied to us, before being cleansed, enhanced and enriched with a host of variables to enable it be viewed at a residential, family and personal level. Additional information was also added to include live or lapsed customers, customer value, products taken and regional network signal strength.

As a result, we were able to provide our client with a rich and comprehensive picture of the makeup of regional households - and their potential. It also offered at a household level the socio-demographic mix, our client's existing footprint and a picture of how it compared to its overall market share for mobile, fixed line, broadband and TV spend. We were also able to provide analysis of household credit commitments to help ensure the most appropriate offers and deals were made.

The results

The final solution proved to be low-risk, fast and continues to provide numerous up-sell and cross-sell opportunities for our client. In addition, it was aggregated at different levels to provide a consistent dataset to use across numerous internal business functions. It has also been replicated elsewhere in Europe.

Business review paves the way for improved customer service and saves €250 million over three years for leading Spanish telco

The challenge

Our client wanted to review its customer management function to identify opportunities to reduce compulsory churn and bad debt, while remaining competitive in an increasingly challenging market. We had worked with our client in South Africa, where a similar comprehensive business review had delivered €16 million (Rand 220 million) per annum in benefits. As a result, our consultants were invited to assess the company's Spanish operation, in order to identify recommended improvements to its customer management function, through a combination of quick wins and long-term opportunities.

The solution

Experian was selected to deliver a business review in which a number of key customer management objectives were identified. They included:

- Increased revenue through better decision-making
- Removing internal siloes and connecting the dots to improve customer experience from start to finish by creating better alignment between the business functions of acquisition, fraud prevention, risk and debt management
- Reduced exposure to high-risk applicants
- Improved fraud prevention to block never-intended-to-pay customers
- Increased efficiency through reducing time-consuming manual processes
- Maintaining high acceptance rates while sustaining a low level of bad debt

The key deliverable was a customer management roadmap to enable our client to further develop and work towards a best practice model.

The results

The business case supporting the implementation of the roadmap proved that the recommended initiatives would deliver more than €250 million in value to our client within a three-year period. Benefits included:

- Bad debt write-off reduced by nearly a fifth (19%) per annum
- Compulsory churn reduced by a fifth (20%)
- "Days past due" reduced by ten per cent
- Collections headcount reduced and staff efficiency improved by at around 16%
- Mailing costs reduced by 10%
- Volume of cases sent to debt collection agencies reduced by 15%
- Cost to collect through debt collection agencies reduced by nearly two thirds (65%)

Moving away from internal siloes, connecting the dots and cost-effective use of analytics and data improves customer experience from start to finish

We can help you

Build a 360° view of your customers

Build a 360° view of your customer to maximise customer experience and revenues across the life cycle

A balanced approach to fraud

Develop optimised approaches to better serve the aspirations of today's customer

Optimising your digital approach

Develop optimised approaches to better serve the aspirations of today's customer

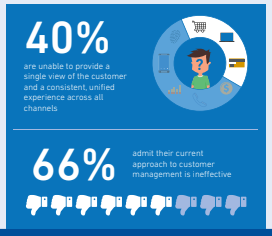
Why Experian?

In a faster, more complex world, where millions of interactions take place every minute of every day, our expertise, access to vast global data sets and analytics, helps you protect your customers and safeguard your business, to create better outcomes and build stronger relationships.

We harness the power of data, analytics and technology to help you:

- Cement customer retention and drive more long-term value
- Analyse opportunities to better serve customers and key segments ideal for cross-selling and up-selling
- Devise and source more customers
- Safeguard your business and its customers by constantly working to reduce risk, fraud and bad debt

- Combine and rationalise data from multiple sources to accurately segment and create a single view of the customer
- Make faster, more accurate, better informed and predictive decisions
- Rethink internal processes aligned around customer satisfaction metrics
- Consistently adopt customer journey mapping
- Help you improve satisfaction scores by better serving customers throughout their life cycle



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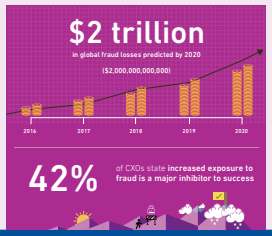
- Offer best-of-breed non-invasive technology to safeguard your customers, your business and reduce online friction
- Enhance fraud analytics capabilities to predict when fraud will occur
- Adopt advanced statistical models for early fraud detection



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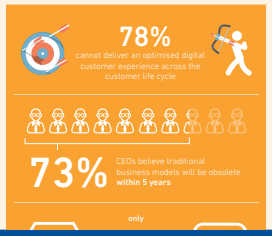
- Enhance on-boarding processes for new customers
- Leverage advanced analytics on non-traditional data to gain deep insights on customers
- Help ensure you consistently offer the right deals to the right customers
- Help reduce bad debt to an absolute minimum



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About Experian

Experian unlocks the power of data to create opportunities for consumers, businesses and society. At life's big moments – from buying a home or car, to sending a child to college, to growing a business exponentially by connecting it with new customers – we empower consumers and our clients to manage their data with confidence so they can maximise every opportunity. We gather, analyse and process data in ways others can't. We help individuals take financial control and access financial services, businesses make smarter decisions and thrive, lenders lend more responsibly, and organisations prevent identity fraud and crime.

For more than 125 years, we've helped consumers and clients prosper, and economies and communities flourish – and we're not done.

Our 17,000 people in 37 countries believe the possibilities for you, and our world, are growing. We're investing in new technologies, talented people and innovation so we can help create a better tomorrow. Learn more at **www.experianplc.com**.