



How to Win at the Telecom Marketing Game

A quick-start, low-risk guide to
customer-centric, analytics-driven marketing.

A PEGA AND ACCENTURE EBOOK

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THE RULES HAVE CHANGED. NOW IT'S YOUR TURN

Demanding customers, intense competition have upped the game.

The landscape has forever shifted for communications service providers (CSPs). Nearly everyone on the planet now owns at least one communications device or service, and yet customers expect more for less money. The pressure is on to deliver a personalized, frictionless experience that anticipates what customers need, and when.

As a result, competition is fierce – and fast. Business strategies need to be finely tuned to take advantage of split-second windows of opportunity.

CSPs can win in this new game by employing new tactics. Success will require reinventing your relationship with

customers through a differentiated experience, driven by advanced analytics that boost customer satisfaction while cutting costs and growing revenues.

But how can you achieve this without an army of data scientists and marketers and a massive investment in technology?

In the following pages, we outline how you can leverage real-time 1:1 marketing capabilities that deliver exceptional business benefits at the speed you need, with minimal upfront commitment and minimal risk.

THE NEW ECONOMICS OF TELECOM

When the old numbers don't add up, it's time for a new formula.

The equation has flipped. Until recently, you could offer basic services and generic offers for premium prices. But with the mobile market at its saturation point, and new competitors cannibalizing your revenue, you're suddenly in the position of giving away a luxury sports car at the price of a used automobile.

With per-user revenues declining 10% to 50% globally, you can only lower prices so far and raise discounts so much before "winning" becomes a losing strategy.

It's time to work smarter – before your competition does. That means gaining insights into what your customers are actually experiencing and what they truly want, at the exact moment they want it. Only then can you make personalized offers that make sense for your bottom line and are so valuable for individual customers that they simply can't refuse. Only then can you attract new customers, retain those at risk of leaving – and deliver new types of value that differentiate your offerings from anything else on the market.

THE CUSTOMER IS IN CHARGE

It's all about their issues, their needs, their channels, their speed.

Customers want what we all expect in today's digitally empowered, always-connected, omni-channel age: a convenient, consistent, simple, and personalized experience that delivers what they want, when they want it. No matter where customers start or finish – a search engine, social media, a website, a store – the interactions, information, and offers they receive need to stay consistent.

What's more, time – and more specifically, timing – is of the essence. The best offer and the best advice are only valuable when they're offered at the right time. Otherwise, your brand is just background noise.

In short: You can't win or keep customers by making generic offers, communicating on your timetable, or expecting them to navigate painful, repetitive processes. With customers relentlessly tracking better offers, and rapidly shifting purchase preferences, the time between opportunity and missing out has never been so short.



COMPETITORS ARE ON THE MOVE

Forward-thinking CSPs are already making the shift.

You've probably noticed that some of your competitors are able to bring new products and offers to the market incredibly quickly.

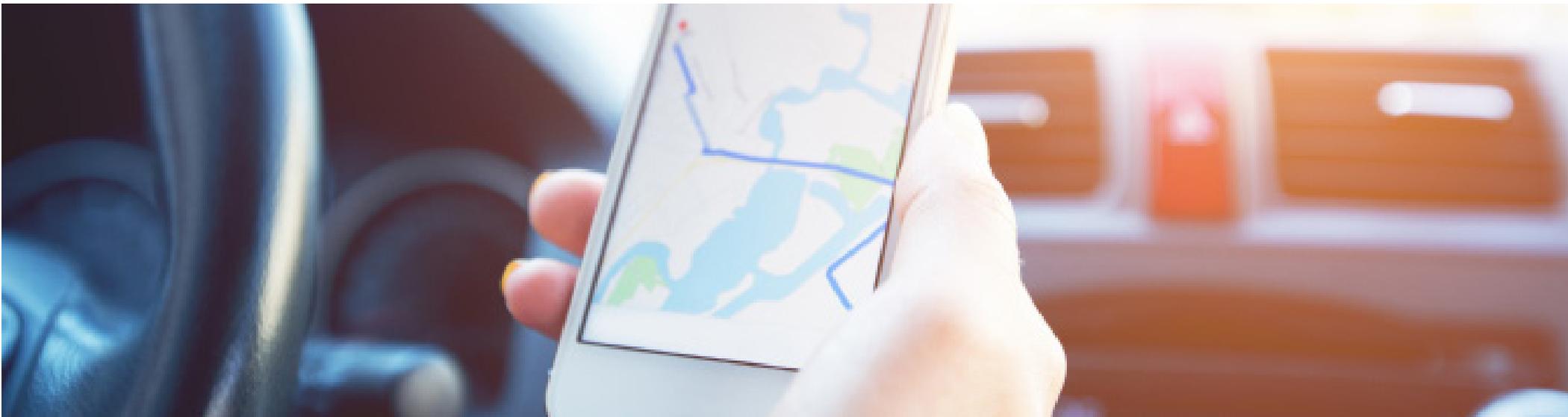
Agile businesses from outside the telecom industry are able to ideate, define, and then launch in a matter of a few days. Their innovative offers are precisely targeted, ensuring that they get into the hands of the right customers before you've had the chance to respond, rapidly building a lead that is hard to overcome.

Meanwhile, many of your traditional competitors are also adopting digital technologies and agile marketing approaches that enable them to anticipate customer needs and get new products to market quicker than ever.

You too can adapt rapidly – and win. What's important is that you take action quickly to avoid being out-evolved by the competition.

The business landscape may seem daunting, but opportunities abound – and not just for those with deep pockets, abundant resources, and bleeding-edge technical capabilities.

With Intelligent Customer Decisioning as-a-Service, a joint solution of Accenture consulting and managed services and Pega® Marketing and Customer Decision Hub software, CSPs of any size and experience level can refresh their approach to acquisition, revenue, and retention.



REDEFINE YOUR CUSTOMER ACQUISITION APPROACH

Pivot to a new sales strategy – and revitalize customer growth.

With customers driving the sales process – often out-of-sight on digital channels – you need a new, more flexible, and intelligent approach to winning new customers. The process needs to progress at each customer's pace, providing the right information and offers at the most relevant time.

WITH INTELLIGENT CUSTOMER DECISIONING AS-A-SERVICE, ANY CSP CAN BECOME THE AGILE BUSINESS IT NEEDS TO BE, QUICKLY DEVELOPING THE ABILITY TO:

- **Proactively market to customers** through all channels, no matter where they are in the sales process. Your sales and marketing actions will be guided by actual customer behaviors, such as a website or store visit, or an abandoned shopping cart.
- **Provide customers with a seamless transition** from “anonymous” to “valued individual,” across channels, with no need to re-enter information or receive an irrelevant message.
- **Make meaningful recommendations** with a guided sales process based on real-time customer data, even through self-serve channels.
- **Balance customer needs with business objectives.** Using ready-made economic models, you can forecast customer lifetime value and acquisition costs to maximize profitability and ensure all deals make the most economic sense to you.
- **Use best-in-class process and case management capabilities** to ensure problem-free offer fulfillment and provisioning.

Best of all, you can expect to quickly realize real business benefits. Using our technology, experience, and industry expertise, CSPs have seen fast results, such as a 40% increase in new line additions.



U.S. wireless provider Sprint has orchestrated one of the most significant turnarounds in the history of telecommunications. Sprint has gone from losing subscribers every quarter to growing its subscriber base on a path to profitability.

"Pega has the brains to help deliver the right treatment to the right customer at the right time. That is very different from traditional telecommunications care. We're seeing more than double the acceptance of retention offers. That is a big deal."

- Marcelo Claire, CEO, Sprint

RESULTS

- 10% decrease in customer churn
- 40% increase in transactional Net Promoter Score (NPS)
- 40% increase in customers adding a line
- 8x increase in customer upgrades
- 300% increase in agent utilization

REINVENT THE REVENUE GAME

Work smarter, not harder, through cross-sell/upsell action.

It's time to get a higher return on sales. To grow profits while reducing costs, forward-thinking CSPs are zeroing in on cross-sell and upsell opportunities that allow them to take action at the exact moment of need, and optimize customers' lifetime value. Using AI-driven predictive analytics, agents are empowered to make top offers that drive revenues, and are armed with the insights they need to provide customer-focused responses and advice.

WITH INTELLIGENT CUSTOMER DECISIONING AS-A-SERVICE, ANY CSP – NO MATTER ITS STARTING POINT OR EXPERIENCE LEVEL – CAN QUICKLY:

- **Proactively anticipate customer needs** and deliver real-time offers, information, or advice based on actual customer data.
- **Use customer context** to understand exactly where customers are in the lifecycle and deliver the most relevant experience for their needs.
- **Deliver a convenient, simple experience** that combines the best of self-service with live support.
- **Fulfill and provision every order**, problem-free.
- **Balance customer needs with business objectives.** Using ready-made economic models, CSPs can maximize profitability by forecasting lifetime customer value and acquisition costs and ensure all deals make the most economic sense.

We deliver real business benefits, with CSPs seeing up to 3X improvements in conversion of sales to their customer base.



UAE wireless leader Etisalat was on a mission to spur stagnant market growth by connecting inbound and outbound marketing through 1:1 personalized interactions.

"We had best-in-class offers and products but weren't able to penetrate the marketplace ... we needed 1:1 marketing, with each and every customer addressed individually. That's why we landed on Pega's [decisioning] solution."

– Anand Venkatasamy, Director, Customer Value Management, Etisalat

RESULTS

- 15% increase in ARPU across offers
- 250% uplift of accepted offers
- 7% uplift in SMS outbound offers
- New offers and products can launch in two hours
- Multiple systems reduced to one Pega system, reducing AHT
- One view of customers across channels

RETHINK CUSTOMER RETENTION

Position yourself as a leader by building real relationships.

The good news is, you no longer need to retain customers based on price alone. Our solution offers a more intelligent way to keep customers without damaging the bottom line.

Using Intelligent Customer Decisioning as-a-Service, you can automatically identify customers at risk of churn, and then treat your interactions with those customers as retention opportunities, on whatever channel they're using at the moment. With our solution's advanced analytics, you can gain insight into the value proposition that best fits the customer's needs – and your profitability objectives. The result: You invest only what's needed to keep that customer, using the best action available.

WITH INTELLIGENT CUSTOMER DECISIONING AS-A-SERVICE, ANY CSP WITH ANY LEVEL OF EXPERIENCE AND RESOURCES CAN QUICKLY:

- **Enable proactive retention**, using analytics to deal with customer issues before the possibility of churn.
- **Use customer context** to derive insight, at the point of need, using real-time analytics capabilities and self-learning analytics.
- **Balance customer needs with business objectives**. Using ready-made economic models, you can forecast lifetime customer value and acquisition costs to maximize profitability and ensure all deals make the most economic sense to you.
- **Deliver a convenient, frictionless and personalized customer experience**, using Pega's native omni-channel capabilities that ensure the conversation progresses without friction across channels.
- **Use best-in-class process and case management capabilities** to ensure problem-free offer fulfillment and provisioning.

Working with us, leading CSPs have simultaneously increased their retention rate between 10% and 30%, reduced their retention costs, and improved their Net Promoter Score.



Oi, Brazil's quad-play provider, resolved low growth and high churn by optimizing the call center experience, making it easier for agents to retain customers, as well as identify and convert cross-sell opportunities.

"As a quadruple-play operator, you can imagine how many combinations of products, tariff plans, and pricing we have ... our optimal solution had to bring together a contextual approach and consumer data with predictive and adaptive models, to result in a 1:1 marketing strategy."

– Ricardo Santos, Marketing Senior Manager, Oi

RESULTS

- Year 1 incremental revenue: \$140M
- Increased offer acceptance 38%
- Decreased customer churn 11%
- Lowered customer discounts 29%
- Increased customer service revenue 55%

THE FAST TRACK TO 1:1 MARKETING

Get results in weeks, with no need to upskill existing resources.

Given the opportunities at hand, it's clear you need to move quickly with a renewed approach to customer acquisition, retention, and revenue optimization. But while this level of transformation might seem to be an arduous and long journey, that's no longer true with our technology capabilities, industry expertise, and business as-a-service operating model. There's no reason to let system and technology limitations, entrenched processes, or skill gaps in your current workforce stand in the way of transforming your organization's performance.

With the combined power of Pega and Accenture, no CSP is ever left behind. Accenture is Pega's premier partner for delivering marketing solutions and will help you develop, execute, and manage your acquisition and retention strategies, as well as your cross-sell/upsell strategies and campaigns.

Pega's technology, meanwhile, allows you to start simply, with the data you already have and the analytical models you already use, so you can go live quickly. And because Pega's technology offers advanced capabilities that are prebuilt out of the box, you'll get the first phase implemented and delivering business value in 90 days or less. The result: Fast – and real – business benefits.



STAY AGILE AS MARKETS AND CUSTOMERS CHANGE

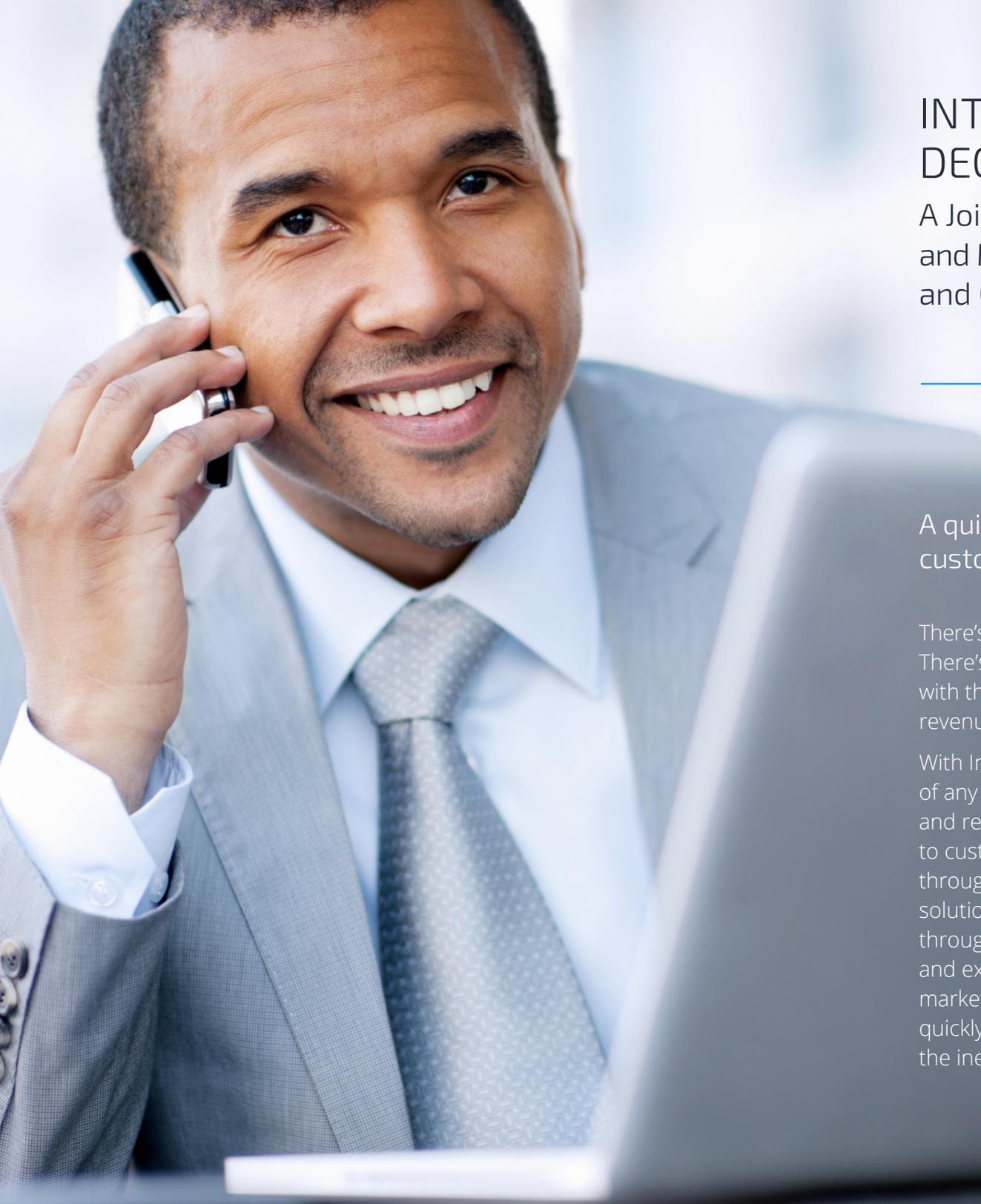
Go live quickly, and then let us operate, optimize, and enhance.

Of course, your competitors don't stand still. Once your new solution has gone live, you need to continually build new offers and promotions, and develop new strategies, to respond to and anticipate market change. After all, in the CSP world, it's those who are most responsive to change that thrive.

We've got you covered with our combined ability to offer maximum agility, post-implementation. Pega's model-driven platform is built for change, as it incorporates best practices and re-usable components to help you drive continuous improvement and rapidly respond at digital speed

to market shifts and competitive threats. Accenture can provide you with a skilled, experienced team that will execute, monitor, and manage ongoing marketing activities, allowing you to drive market-beating results without needing to build a new marketing organization.





INTELLIGENT CUSTOMER DECISIONING AS-A-SERVICE

A Joint Solution of Accenture Consulting
and Managed Services, and Pega® Marketing
and Customer Decision Hub Software

A quick-start, low-risk approach to
customer-centric, analytics-driven marketing.

There's a new rulebook for thriving in today's CSP landscape. There's really just one choice for CSPs to make: Continue with the status quo – and risk losing customers and revenues – or start a whole new game.

With Intelligent Customer Decisioning as-a-Service, CSPs of any size – and with any level of knowledge, experience, and resources – can begin now to redefine their approach to customer acquisition, value optimization, and retention through our as-a-service analytics-driven marketing solution. Any CSP can quickly gain proven business benefits through the combined power of Accenture's experience and expertise, and Pega's customer-centric, 1:1, real-time marketing solution. We can help you get into the game quickly so you can play to win, not just now but through all the inevitable changes of the future.



ABOUT PEGASYSTEMS

We are Pegasystems, the leader in software for customer engagement and operational excellence. Our adaptive, cloud-architected software – built on the unified Pega® Platform – empowers people to rapidly deploy, and easily extend and change applications to meet strategic business needs. Over our 30-year history, we’ve delivered award-winning capabilities in CRM and BPM, powered by advanced artificial intelligence and robotic automation, to help the world’s leading brands achieve staggering results.

Visit us at www.pegasystems.com.



ABOUT ACCENTURE

Accenture is a leading global professional services company, providing a broad range of services and solutions in strategy, consulting, digital, technology and operations. Combining unmatched experience and specialized skills across more than 40 industries and all business functions – underpinned by the world’s largest delivery network – Accenture works at the intersection of business and technology to help clients improve their performance and create sustainable value for their stakeholders. With approximately 401,000 people serving clients in more than 120 countries, Accenture drives innovation to improve the way the world works and lives. Visit us at www.accenture.com.