

WORKED EXAMPLE (ILLUSTRATIVE)

Data strategy for a mobile and broadband operator

From vision to scorecard, one level at a time

THE SO WHAT OF THIS DECK

See how an operator builds its data strategy around churn and network investment, and check your consent coverage before you scale any retention offer.

THE SITUATION

A challenger operator with about 6 million mobile and 1.2 million broadband customers, a fibre build under way and a small but growing business division. Churn is high in a saturated, price-led market, network capital is spread evenly rather than where it earns most, and business customers are served through consumer-style processes. Mobile, broadband and business sit on separate billing and CRM stacks, network inventory records drift from what is in the field, and consent records are incomplete.

What we decided at each level, and so what

Level	What we decided, and why	So what for the data strategy
Vision	Leadership framed the vision around customers choosing to stay, signalling that retention rather than acquisition is the growth engine in a saturated market.	Make churn the organising problem for the first year of data work, with network and billing data joined to it.
Mission	The mission promises service that knows each customer, which is impossible today with mobile, broadband and business on separate stacks.	Fund customer identity resolution early, because every retention and bundle use case needs one customer across products.
Strategic choices	Leadership chose to win on retention, targeted network build and business customers, and ruled out handset subsidies, untargeted fibre and selling location data.	Write the location data rule into the data use policy now, so analytics teams know the boundary before they build.
Themes	Three offensive themes (loyal customers, smart network investment, business growth) rest on one defensive theme, trusted data, which each of them depends on.	Because trusted data underpins all three, give it a named owner and its own funded line rather than spreading it across projects.
Strategy map	The map shows governed customer and network data (L1) feeding churn prediction, network targeting and consent at once, and network experience (C1) driving revenue (F1).	Join network performance to customer records early, because the map treats experience as a driver of churn, not just a network metric.

What we decided at each level, and so what (continued)

Level	What we decided, and why	So what for the data strategy
Data objectives	Four objectives are offensive (customer view, churn scoring, network experience, business accounts) and two defensive (consent, network inventory), in line with the 60 per cent offence posture.	Fix consent capture before scaling retention offers, so every contact made is one the customer has agreed to.
Scorecard	Churn, revenue growth in upgraded areas and business growth are the lag measures; contact rates, consent coverage, identity resolution and inventory accuracy are the leads.	Read churn against a control group every month, so retention spend is judged on customers kept rather than calls made.
Portfolio	Churn early warning and network build prioritisation scored highest on value; consent gap remediation is modest in value but highly feasible and unblocks the rest.	Run consent remediation alongside the churn pilot, because the pilot's reach is capped by consent coverage.
Roadmap	H1 builds identity, consent and the churn pilot; H2 brings network targeting into the capital plan and builds the business account view; H3 scales across products.	Land the network targeting model before the annual capital planning cycle, or its impact waits a full year.

The cascade: vision to choices

Leadership chose to win on retention, targeted network build and business customers, and ruled out handset subsidies, untargeted fibre and selling location data.

Vision	To be the network people and businesses choose to stay with, because it works where they live and work.
Mission	We connect households and businesses through reliable mobile and fibre networks, simple plans and service that knows each customer.
Winning aspiration	Have the lowest churn and the best-targeted network in our market, with business customers a growing share of revenue.
Where to play	Value-conscious households who take mobile and broadband together; Small and medium businesses needing connectivity, mobile fleets and managed services; Our home market, with fibre build focused on towns where we already hold mobile share
How to win	Retention through relevance: spot churn risk early and act with the right fix or offer; Network capital placed where experience gaps and revenue potential are highest; Business customers served by specialist teams with tailored bundles and service levels
Capabilities	Unified customer view across mobile, broadband and business accounts; Network experience analytics by cell, postcode and customer; Churn prediction and next-best offer within consent; Capital allocation modelling that links network investment to revenue; Consent and preference management across every channel
We will not	We will not chase prepaid share with price-led handset subsidies; We will not build fibre outside our target towns during the strategy period; We will not sell or share customer location data with third parties
SO WHAT	Write the location data rule into the data use policy now, so analytics teams know the boundary before they build.

Strategic themes

Three offensive themes (loyal customers, smart network investment, business growth) rest on one defensive theme, trusted data, which each of them depends on.

T1 Loyal customers

Cut churn by spotting risk early and acting with relevant fixes and offers.

T2 Smart network investment

Put network capital where experience gaps and revenue potential are highest.

T3 Business growth

Grow business revenue through specialist service and tailored bundles.

T4 Trusted data

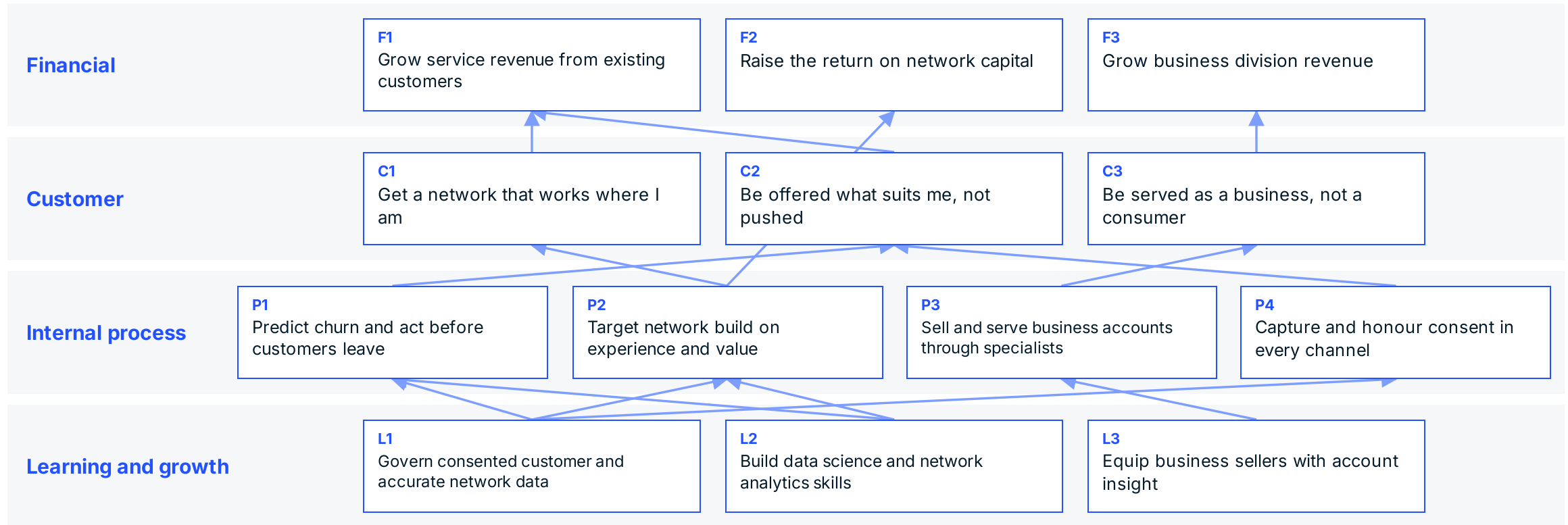
Run every decision on consented customer data and accurate network data.

SO WHAT

Because trusted data underpins all three, give it a named owner and its own funded line rather than spreading it across projects.

Strategy map: cause and effect on one page

Illustrative. Arrows run from cause to effect; learning and growth enables process, process serves customers, customers drive the financials.



SO WHAT

Join network performance to customer records early, because the map treats experience as a driver of churn, not just a network metric.

Posture: 60% offence, 40% defence

Churn, network targeting and business growth are where the value lies, so most effort goes to analytics and data products; consent gaps and drifting network inventory would undermine every one of them, so two-fifths of capacity goes to defence.

Defence objectives

- D5 Record and enforce consent and preferences at source in every channel
- D6 Reconcile network inventory and performance data against the field every month

Offence objectives

- D1 Resolve every mobile, broadband and business account to one customer view
- D2 Score churn risk weekly and route each high-value case to an action
- D3 Join network performance to customers and revenue by cell and postcode
- D4 Give business sellers one view of each account's services and spend

Data objectives, traced to the strategy map

ID	Data objective	Serves	Type
D1	Resolve every mobile, broadband and business account to one customer view	L1, P1	Offence
D2	Score churn risk weekly and route each high-value case to an action	P1, C2	Offence
D3	Join network performance to customers and revenue by cell and postcode	P2, C1	Offence
D4	Give business sellers one view of each account's services and spend	P3, C3	Offence
D5	Record and enforce consent and preferences at source in every channel	P4, L1	Defence
D6	Reconcile network inventory and performance data against the field every month	L1, P2	Defence

SO WHAT Fix consent capture before scaling retention offers, so every contact made is one the customer has agreed to.

Data strategy scorecard

Illustrative baselines and targets.

Perspective	Objective	Measure	Type	Baseline to target	Initiative	Owner
Value	Keep more customers	Monthly postpaid mobile churn	Lag	1.4% to 1.1%	Churn prediction and retention pilot	Chief consumer officer
Value	Earn more from network capital	Revenue growth in upgraded areas against comparable areas	Lag	+1 point to +4 points	Network investment targeting model	CTO
Value	Grow business revenue	Business division revenue growth, year on year	Lag	3% to 8%	Business account view build	Business division director
Stakeholder	Fix what customers feel	Customers rating network experience good or better	Lag	68% to 76%	Network investment targeting model	CTO
Stakeholder	Retention teams act on scores	High-risk customers contacted with a fix or offer within seven days	Lead	15% to 70%	Churn prediction and retention pilot	Head of retention

SO WHAT

Read churn against a control group every month, so retention spend is judged on customers kept rather than calls made.

Data strategy scorecard (continued)

Illustrative baselines and targets.

Perspective	Objective	Measure	Type	Baseline to target	Initiative	Owner
Data operations	Consent we can rely on	Active customers with a valid, current consent record	Lead	61% to 98%	Consent and preference capture	Data protection officer
Data operations	Accurate network inventory	Network sites whose recorded configuration matches field audit	Lead	74% to 97%	Network inventory reconciliation	Head of network operations
Data operations	One view of each customer	Accounts resolved to a single customer record	Lead	70% to 95%	Customer identity resolution	Head of customer data
Capability	Ownership in place	Critical data domains with a named owner and steward	Lead	2 of 8 to 8 of 8	Data governance council	CDO
Capability	Insight in sellers' hands	Business sellers using account insight every week	Lead	10% to 80%	Business account view build	Business division director

Prioritised use cases

Use case	Theme	Value	Feasibility	Decision it improves
Churn early warning and retention offers	T1	5	4	Which customers are likely to leave this month, and what fix or offer will keep them?
Bundle upgrade recommendations	T1	4	4	Which mobile customers should we offer broadband, and at what price?
Proactive fault care	T1	4	4	Which customers felt a network problem this week, and whom should we contact first?
Network build prioritisation	T2	5	3	Which sites and postcodes should get capacity or fibre next?
Consent gap remediation	T4	3	5	Which customers lack valid consent, and how and when should we ask them again?
Business account expansion	T3	4	3	Which business accounts are ready for more lines, fibre or managed services?
Business service assurance	T3	3	4	Which business sites are breaching service levels, and which accounts are at risk?

SO WHAT

Run consent remediation alongside the churn pilot, because the pilot's reach is capped by consent coverage.

Build once, use many: data products by use case

Churn early warning and network build prioritisation scored highest on value; consent gap remediation is modest in value but highly feasible and unblocks the rest.

	Customer 360	Consent and preference register	Network experience by customer	Fibre and coverage footprint	Network inventory record	Business account view
Churn early warning and retention offers	●	●	●			
Bundle upgrade recommendations	●	●		●		
Proactive fault care	●		●			
Network build prioritisation	●		●	●	●	
Business account expansion				●		●
Business service assurance			●		●	●
Consent gap remediation	●	●				
	used by 5	used by 3	used by 4	used by 3	used by 2	used by 2

SO WHAT

Run consent remediation alongside the churn pilot, because the pilot's reach is capped by consent coverage.

Roadmap

H1 builds identity, consent and the churn pilot; H2 brings network targeting into the capital plan and builds the business account view; H3 scales across products.

Horizon 1: 0-6 months

- Data governance council: owners for eight domains, starting with consent and network data
- Consent and preference capture in app, web, retail stores and contact centre
- Customer identity resolution across mobile, broadband and business billing
- Churn prediction and retention pilot on high-value postpaid customers, against a control group

Horizon 2: 6-18 months

- Network investment targeting model used in the annual capital plan
- Network inventory reconciliation against field audits, region by region
- Business account view build for the top 2,000 business accounts
- Proactive fault care messages for customers affected by network incidents

Horizon 3: 18-36 months

- Churn prediction and retention pilot scaled to broadband and business customers
- Fibre build sequenced town by town using the targeting model
- Business sellers working every account from the business account view

SO WHAT

Land the network targeting model before the annual capital planning cycle, or its impact waits a full year.

The first 100 days

Weeks 1-2: Mandate and baseline

- Sponsor group of CEO, CTO, CFO and chief consumer officer agreed
- Baselines for churn, network experience scores, consent coverage and business revenue
- Consent position reviewed with the data protection officer and legal team

Weeks 3-6: Pick the battles

- Use-case portfolio scored; churn and network targeting chosen first
- Owners named for customer, consent, network and product data
- Designs for Customer 360 and network experience by customer

Weeks 7-10: First value in market

- Churn scores driving retention calls for one segment, against a control group
- Network experience joined to customers for two regions
- Consent capture fixed in the app and contact centre

Weeks 11-14: Prove and fund

- Churn reduction read against the control group and costed
- Capital planning team trials the targeting model on next year's plan
- Data strategy scorecard reviewed monthly at the executive committee

SO WHAT

Leave day 100 with an approved roadmap, a funded first tranche, live forums and two quick wins in delivery.

Build yours

- Strategy Cascade and Scorecard Workbook: the templates behind this example
- Scorecard Measures Library: measures and definition cards
- Strategy Workshop Kit: the three workshops that produce it

scikiq.org/data-strategy