

Mobile Marketing Imperatives

Transitioning to a customer-centric approach

Josie Sephton and Dale Vile, November 2008

The mobile service provider market is increasingly characterised by high levels of competition, with providers dealing with the dual challenge of reducing churn and moving customers up the value chain. Against this background, is the traditional product-centric approach to marketing still adequate, or is it time to put the relationship and dialogue with the subscriber at the centre of our thinking and activity?

MAIN POINTS

Against the backdrop of an increasingly dynamic market landscape, where prepaid services have helped position mobile as a mass market service, senior marketing professionals in the mobile provider community are increasingly aware of the potential that exists by developing this traditionally lower-spending segment. Similarly, across the spectrum of their pre-paid and post-paid customer base, they are looking at initiatives to encourage more customer loyalty. Emphasis is being placed on taking a more customer-centric approach, highlighting the need for ongoing communication with subscribers that will both enhance their perception of value (and thus their level of loyalty), and encourage them to take advantage of the services on offer in a broader and/or deeper manner (to drive up revenue and profitability). In order to achieve this, there is a need to:

- Understand the customer through advanced segmentation techniques
- Match products and services to customer micro-segments in an informed manner
- Determine or create synergies between offerings to drive cross-selling and up-selling
- Execute an integrated programme of targeted interactive campaigns that collectively enhance and exploit both the customer relationship and service synergies over time

Yet most of the 13 tier 1 and tier 2 mobile service providers represented on a panel that provided in-depth feedback to Freeform Dynamics during a recent study into this very subject alluded to problems in the following areas, to one degree or another, indicating some significant constraints and capability gaps:

CONSTRAINT OR CAPABILITY GAP	NATURE OF PROBLEM
Customer data limitations <i>Highlighted by 9 panel members</i>	Data required to drive campaigns is fragmented and typically not up to supporting effective micro-segmentation.
Inefficient campaign setup process <i>Highlighted by 9 panel members</i>	Poorly defined collaboration processes and a high reliance on manual processing throttles the ongoing dialogue.
Limited real-time response capability <i>Highlighted by 10 panel members</i>	Reliance on custom integration and/or manual processing for customer response further undermines the dialogue mentioned directly above.
Inadequate reporting/monitoring capabilities <i>Highlighted by 10 panel members</i>	A fragmented and incomplete view of activity makes holistic customer-centric management difficult or impossible.

These typical shortcomings have a significant business impact ranging from cost and efficiency issues through time-to-market and competitive response constraints, and ultimately to challenges with customer profitability and retention. Within this report, we explore the issues that exist in more detail, then go on to discuss some of the ways in which they can be addressed based on feedback from panel members we engaged with as part of this study.

The research discussed in this report is based on in-depth interviews with a panel of 13 senior marketing professionals from a range of geographies.



Introduction

The mobile service provider market is characterised by increasingly fierce competition, with providers seeking to reduce churn and move their customers up the value chain. In response to these challenges, providers have engaged in a variety of marketing activities, including:

- Above the line marketing to develop brand awareness and affinity
- Driving business via the indirect channel through incentives and joint marketing
- Direct marketing activity to target individual subscribers

Traditionally, providers leaned more towards the first two activities, focusing their efforts on promoting specific product or service offerings. But there has been a shift in emphasis in recent times. The indirect 'offering-centric' approach is becoming increasingly balanced with marketing activity to cultivate and monetise a more direct and ongoing relationship with the subscriber. At the same time mobile operators are also seeking to develop longer-term relationships, with initiatives to increase customer loyalty.

This market shift is testing the ability of providers to design, prepare and execute direct marketing and loyalty campaigns that go beyond traditional mail, email and newsletters. Operators already have the best direct channel to customers - via their handsets. The new marketing vehicles include portal-based promotion, SMS and MMS, which make best use of this key promotional medium.

The question of capability in this area is pertinent, as it translates to how well providers can create an ongoing dialogue with the customer. Those who are good at this are likely to drive loyalty and profitability. They also create significant competitive advantage while competitors are still making the shift. The risks are obvious for operators who, for whatever reason, delay or struggle to make the transition to a direct customer-centric approach.

Against this background, this report examines some practical issues that providers face as they ramp up direct marketing activity. We also offer some recommendations to address the challenges and opportunities. All our findings and conclusions are based on feedback gathered from a panel of Chief Marketing Officers (CMOs) and campaign managers from 13 Tier 1 and Tier 2 mobile operators across Europe and Asia (Appendix A). The candid discussions that took place during in-depth interviews conducted by Freeform Dynamics provided a range of insights that are presented in the rest of this report.

Defining the requirement

For mobile marketers, the key objective, as confirmed by our panel, is to enable ongoing communication with subscribers that enhances their perception of value, and thus reinforces customer loyalty. To drive up revenue and profitability, marketers seek to encourage customers to take advantage of the services on offer, in a broader, deeper manner, over the longer-term.

To achieve this, there is a need to:

- Understand the customer through advanced segmentation techniques
- Match products and services to customer micro-segments in an informed manner
- Determine or create synergies between offerings to drive cross- and up-selling
- Execute an integrated programme of targeted interactive campaigns that collectively enhance and, over time, exploit the customer relationship and service synergies

The words 'integrated' and 'interactive' are crucial in the last point. Key to success is creating an active ongoing dialogue, in which subscriber responses to promotional campaigns and loyalty programmes are acted upon in a timely manner and used as intelligence to further refine the view of the customer and shape subsequent interaction.

Feedback from our panel suggests that this is easier to articulate than to execute.

The current state of play

Interviews with our panel make it clear that there are some inherent weaknesses in current systems and processes that need to be addressed, as providers make the transition to the direct customer-centric approach. Let's take a look at some common issues:

Customer data limitations

Highly fragmented data sources are a major challenge that mobile service providers face. Typically, customer information is spread across multiple, discrete systems: it is complex and time consuming to find the data and pull it together coherently. Even when the data has been centralised, the information may lack the attributes to drive a useful level of segmentation.

This means that providers are unable to target subscribers at anything beyond a very generic level, and this restricts the degree to which they can build a personal dialogue with the customer. Also, typically, the process must be repeated for each campaign. This is because the data needed to run a campaign is maintained in the source systems, and not in the campaign management environment.

Overall, this issue was highlighted by nine panel members, as illustrated by the following comment:

"The key barriers to us running successful campaigns are our IT systems, in terms of the flexibility of the systems, and their inability to handle the data the way we want. But added to that is access to the data itself, which can come from a number of different systems."

Inefficient campaign setup process

Data fragmentation has further consequences. In particular, it leads to an undue, and undesirable, reliance on IT, coupled with a degree of manual processing, once the data has reached the campaign environment. A certain amount of unpredictability and inefficiency occurs because the processes are generally not well defined, and may vary from campaign to campaign. Beyond IT, the way in which the marketing team coordinates with other functions, particularly sales and customer service, is also relatively inefficient. This suffers from the same lack of definition around processes, and again, results in unpredictability and inefficiency. The set-up process is inherently prone to errors.

Overall, this issue was highlighted by nine panel members, as illustrated by the following comment:

"I personally have to work very closely with the IT department when setting up and running a campaign, to help identify and reduce errors. This can be very resource intensive, and slows down the process significantly. I would prefer not to have to do this, although at the moment, it is necessary."

Limited real-time response capability

As we move through to campaign execution, limited automation means that a lot of manual processing is required to handle fulfilment, both for promotion and loyalty programs. The ability to automate responses to campaigns is very limited. This translates into increased costs and excessive use of resources. More importantly, it causes delays in meeting customer expectations, and this has a poor effect on the success rate of campaigns, many of which are designed to generate impulse purchases.

Overall, this issue was highlighted by 10 panel members, as illustrated by the following comment:

"Our campaign tools are not very automated. All this means that the campaign process is slow and cumbersome, and not nearly as effective or efficient as it needs to be."

Inadequate monitoring and reporting

Campaign monitoring and reporting closes the loop, and is a crucial part of the campaign process. This is where most dissatisfaction occurs for many of the panel, with numerous references to clumsy and inadequate reporting. Problems cited include limited visibility of individual campaign performance, both as campaigns are running, but also retrospectively. Failure of the campaign

systems to produce reports in the required format necessitates close dialogue with the IT department, and even with this, the output does not always match the needs of the campaign manager. Manual processing of campaign data where campaign systems fall short is common. Beyond individual campaigns, visibility across overall direct marketing activity is extremely limited. This leads to difficulties when trying to manage activity at the next level up, and identify and maximise synergies between campaigns.

Overall, this issue was highlighted by 10 panel members, as illustrated by the following comment:

“Campaign monitoring is a huge problem for us. Whilst our campaign management tools are generally good, their ability to analyse is particularly poor. This makes our analysis and refinement activities particularly difficult, and as a result, we lose a lot of capability.”

Internal issues around mindset and politics

A number of other issues were raised during our discussions with the panel. One important issue is that of general mindset and culture within the service provider environment, which has traditionally been service/product oriented as opposed to customer centric. Without a re-tuning of this mindset throughout the company, the campaign process lacks the necessary support and understanding it requires from the different parts of the business. Another equally important issue revolves around internal structures, which are not optimised for the campaign process, and add to the challenges discussed above. At a more subtle level, the impact of internal politics can stand in the way of effective collaboration.

Business impact of constraints and limitations

Let us summarise a series of business-level impacts that the various limitations or constraints conspire to create:

- Everything around the campaign process takes much longer than it should do, and the time to set up and run a campaign is often unpredictable. This not only makes planning and management a challenge, but also creates time-to-market problems, coupled with competitive response constraints. Additionally, the longer it takes to run a campaign, the fewer campaigns can be run. This effectively acts as a throttle on the customer dialogue.
- The cost of the whole campaign management and execution process is greater than it needs to be, which again means that fewer campaigns can be run. Continuous interaction is required to create an effective dialogue; so by limiting the number of campaigns the effectiveness of the direct customer-centric approach is also limited, because the ongoing dialogue is further undermined.
- Lack of visibility with monitoring leads directly to an opportunity cost. Failure to spot underperforming campaigns while they are happening and either kill or correct them, leads to wasted resource and a potential negative impact on customer perceptions. Similarly, an inability to analyse performance across campaigns results in wasted opportunity for exploiting synergies.
- Highly fragmented systems and the heavy reliance on manual processing leads to an unnecessarily high level of errors, which will naturally lead to customer perception issues.
- Lack of automation limits what can be fed back into customer data management, in terms of customer responses, which in turn restricts the ability to refine segmentation information.
- The combination of suboptimal systems and processes, along with a disjoint between functions can create both frustration and dissatisfaction issues among staff, and perpetuate political problems between departments.

Mobile operators must overcome all these barriers if they are to make the transition from the traditional service-based approach to the new world of customer centricity.

Experiences in moving forward

There is little doubt that significant capability gaps exist across the service provider community, but it is also clear from the research that senior marketing professionals are developing a good appreciation of what needs to be done.

The following comment was typical of panel feedback:

“Greater segmentation is a much higher priority now than it has ever been. And we expect this to continue, with greater emphasis being placed on customer retention and moving the customer up the value chain. This, in turn, will drive a much more sophisticated approach to campaign management”.

Customer centricity

Beyond this general understanding, some providers are beginning to make good progress towards the customer-centric direct marketing vision. Three members of our panel were clearly ahead of the pack. Their feedback confirms the results that can be achieved for both the provider and the customer. For example:

“Over the past couple of years, we have put an enormous amount of emphasis on the area of campaign and loyalty management. We still run a number of fairly simple, general marketing campaigns, of course, but there has been a big shift towards developing customer loyalty. To do this, we have personalised down to an individual customer level, and we have rolled this out to all our customers. The loyalty approach is based very much on meeting individual needs and (pleasantly) surprising our customers”.

This highlights the important principle of win-win that the more customer-centric approach represents. Subscribers who invest in devices generally want to make the most of their investment, and are genuinely interested in the services on offer and in promotions that enable them to take advantage of those services in a more cost-effective manner. Absolute cost may be the key driver for some subscribers, but for many more it is about value. In practical terms this translates to principles such as relevance, accessibility, responsiveness and consistency. Get this right, and the subscriber ends up both more engaged and more content, which is the foundation for the provider ‘win’ in terms of profitability and loyalty.

This may seem like text book marketing, to some. But the reality, so clearly articulated by our panel members, is that the principle of genuine customer-centricity, has not historically been central to the marketing activities of most providers. The industry’s ‘utility’ roots are firmly planted in what it takes to deliver a fairly straightforward set of telephony and related value added services on a reliable and robust basis. The idea of ‘service centricity’, with a focus on the product or offering, is deeply ingrained in this culture.

But cost effective and reliable voice services are increasingly a ‘given’, and so the emphasis has shifted to the richer and much more diverse domain of data services and content. This brings the need for matching offerings to customers and a customer centric approach into sharp focus.

Developing the relationship

The upshot is that making the transition is not just about systems and processes, but about making a cultural and mindset shift. A panel member sums this up:

“Whilst we have had to align systems and processes, the initiative has really been as much about ‘re-tuning’ the mindset of the organisation, and this has been a big exercise for us, but one that we have approached head on and put a lot of effort into. We’ve done this through internal workshops, starting at the very top, and working all the way down.”

Some may think that the cultural shift is over-stated. After all, providers have produced different commercial offerings and designed messaging campaigns with different customer segments in mind for years. But there is a big difference between considering how you price and spin a specific service that you are launching for each macro segment, and a true customer-centric approach. This

means really getting under the skin of customers based on their behaviour, as well as their attributes and considering how to develop and maintain a relationship for the long term.

This depends on thinking across the service portfolio and designing initiatives to be executed over time, that are co-ordinated and synergistic, as well as being tuned into customer needs and wants. Switching the organisational mindset to this way of thinking, and, equally importantly, being able to act on that mindset, has broad implications - from service design through marketing execution and even on to customer service. The reference to "starting at the very top" in the comment from our panel member above should therefore come as no surprise. For those who are yet to embark on the transformation, the importance of senior level sponsorship and support should not be underestimated.

Managing the process

This brings us onto an interesting topic close to the heart of many of our panel members, that of the role of the Chief Marketing Officer (CMO) or equivalent, i.e. the person who has overall responsibility for driving and aligning customer engagement

Views in this area varied considerably, particularly when discussing campaign management. Some campaign managers on the panel were concerned that the CMO was "out of touch" with the campaigns that were running, and were unaware of, or even uninterested in, the mechanics of execution. Frustration was often expressed with senior managers not appreciating the pressures and constraints under which campaign staff are often having to work. Conversely, others, particularly the CMOs on the panel, questioned how much they should get involved in the detail, putting the emphasis more on the need for higher level co-ordination and visibility. The trouble is that most are not in the best position to fulfil this higher level role, given some of the capability gaps discussed earlier in this report.

We are cautious about over-generalising, but from our interviews, we can deduce that the following is a common scenario.

On the one hand, process and system constraints make it difficult or impossible for the CMO to do much more than manage direction and priorities on a periodic basis, due to a lack of real time visibility. On the other hand, the CMO is hampered in driving the necessary transformation to fix this, as many of the changes required fall outside of his or her jurisdiction. Whichever way you look at it, the CMO is central to everything in this area, so a strong argument can be made for more of a driving and co-ordination role. We shall return to this theme later.

Addressing the IT issues

In feedback from panel members, we heard the same refrain again and again, namely that providers have invested considerable money, time and effort in putting 'big footprint' CRM systems into place. These are intended to provide an overall framework for managing customer interaction. Some, for example, have spent millions on solutions from Siebel Systems (now Oracle) and the like.

But when we talked with campaign managers, it was clear that these investments, while necessary and valuable, were not as all encompassing as was perhaps first assumed when the original business cases were made. The functionality they provide is not always adequate, particularly when it comes to the more real-time nature of highly interactive campaigns driven directly via the handset. The end result is heavy emphasis on manual processing and IT integration workarounds.

So what is the answer? Clearly, replacing current systems that deliver against most of the requirements is not the right thing to do. As one panel member put it:

"We have invested a lot of time and money into our current systems. To replace them is not an option, nor is it necessary. However, it would be a useful exercise to consider solutions and approaches that could help address our issues without having to change everything."

The trick is to put historical expectations of existing systems to one side, no matter how hard this might be from a political perspective, and be objective about assessing the current level of capability and the gaps that exist. Those who have done this, acknowledge the importance of filling the gaps, and have found themselves better able to justify the necessary incremental investment.

This sometimes leads to IT development or integration work, but can also prompt the acquisition of specialist solutions to deal with advanced customer data management, real-time campaign fulfilment, cross campaign visibility, overall performance management, and so on.

On this last point, it was particularly notable to hear the panel's ideas on monitoring and reporting requirements, which extend far beyond what is achievable for many of them today. This is not to say that operators have unrealistic expectations around this area, but rather, they want monitoring and reporting that should logically fall out of current systems. We explore this in greater detail in Appendix B.

Recommendations

Taking on board the challenges faced by mobile service providers, along with the insights into best practice we gleaned from our discussions with the panel, it is possible to derive a set of key principles and imperatives that providers should consider in develop their approach and capability making the transition to customer-centric marketing

Adopt a genuinely customer-centric culture

The promotion of specific services based on relatively crude segmentation of customers is the historical focus for campaign management. Moving forward, there is a need to shift to a more customer-centric approach. Sentiments such as “getting personal” with the customer are commonly expressed by the panel. The goal is to improve performance via more effective up-selling and cross-selling between services, and increase loyalty by tuning into customer needs and wants on an continuous basis. In practical terms, this translates to targeting based on micro-segmentation of customers and getting smarter about considering customer needs holistically beyond individual service offerings. This may require a significant shift in culture and mindset.

Make collaboration part of the organisation's DNA

Campaign success is dependent on good co-ordination between marketing, sales, customer services and, because of the current high reliance on bespoke systems setup in many operators, the IT department too. Processes to achieve this are often absent or ill-defined, leading to inefficiencies, delays and unnecessary costs and overhead. Politics can sometimes also get in the way of groups working together, aggravating the problems even further. This is a real area of weakness in the provider community at the moment. And this is likely to impede progress if collaboration does not become an embedded and seamless part of the process.

Paying attention to collaboration can have a very positive impact, but this effort needs to be targeted at both systems and processes. To ensure that collaboration practices have maximum impact, it is essential that the concept is understood and accepted throughout the organisation. Again this highlights a potential cultural shift that may be required.

Redefine the role of the CMO as that of “orchestrator”

We have identified that CMOs can be seen as being “out of touch” with campaign activity. This may be a failing of the CMO role, or it could reflect the difficulties that CMOs face in keeping track of a enormous level of detail. Moving forward, the role of the CMO may best be considered as that of ‘orchestrator’, taking a high level business- oriented view across all campaign activity, and looking beyond the immediate fulfilment of individual quotas to getting campaigns working together to drive incremental value and customer loyalty overall. As part of the orchestration role, the CMO is the natural point of ownership for such a collaboration policy and process, and as such, can become an important agent of change.

Automate campaign execution wherever possible

Lack of automation is endemic in the campaign management environment. Tales of manual processes from initial design and setup, right through to monitoring and reporting, are very common. As a result, campaign activity often suffers from errors creeping in to the process, and an unnecessary amount of time, funding and resource to execute and manage outreach activity. In addition, the ‘opportunity cost’ of not being able to identify and react to an under-performing campaign quickly enough, is also apparent. In spite of the investment in CRM systems, this has

been an area of focus for many providers over the past three or four years, the lack of automation is still very evident. To fix this, there is a need to: identify the current gaps in processes and systems; consider the degree to which these can be automated; and determine the best way to do this, either through re-design of processes or modification and extension of IT systems capability.

Use a blend of IT systems rather than compromise

It is sometimes difficult politically to flush automation issues out into the open. The CMO is often removed from the day-to-day practicalities. And as the typical champion of investment in the overarching CRM system, he or she is sometimes reluctant to acknowledge shortcomings, especially when the original business case for investment was based on a purportedly all encompassing solution.

Those who can move beyond this, and acknowledge the growing diversity and complexity of the campaign management load, will appreciate it is unrealistic to expect a single system to do everything. The advice is therefore to be honest about gaps and shortfalls and take steps to put in place whatever is necessary. On some occasions this might be achieved through custom extensions or integration work. But adopting specialist solutions designed for specific requirements such as closed loop web, email or SMS campaigns is often the most cost effective answer.

Monitor and manage continuously at all levels

'Joining the dots' is a major imperative. While organisational, process, political and systems related problems can be addressed as described, the direct marketing domain will become even more dynamic than it is today. So visibility of how it is working and how everything is hanging together is critical. If you are running tens of campaigns a month, you need a consolidated view that helps you to see the wood for the trees. In specific terms, there is a clear need for an overall reporting, monitoring and management capability to assess the impact of campaigns collectively against higher level business objectives such as the driving of loyalty and customer lifetime profitability. This loops back to where we started, i.e. taking a customer-centric view of the business.

Final thoughts

Mobile service provision is about to enter a new era that presents both risks and opportunities.

In terms of risks, user expectations are already high when it comes to accessing content and services, driven in part by the richness and accessibility of the fixed internet, but also by developments in the mobile space. It is beyond the scope of this report to analyse the impact of phenomena such as YouTube, Facebook, the iPhone, and so on, in detail. Suffice it to say, customers are not short of options for communication, entertainment and information services today.

In general terms, the fact that many of these services are available for free presents challenges when trying to position and differentiate commercial service propositions. With third parties such as Apple eclipsing the content services from many mobile providers in their own back yard, the danger of providers becoming little more than a bit pipe and a retailer of consumer electronics is more of a threat than ever.

Much, arguably most, of the mobile content and services delivered nowadays is transient in nature. The latest game, video, music release, concert promotion, sporting event, TV series, come and go very rapidly. This does not fit particularly well with the traditional mobile provider service delivery machine. But the days of designing, implementing and promoting services one offering at a time in a product-centric manner are numbered.

The rapid turnover of content and services - many of which users expect to be delivered for free or for a nominal subscription fee - means that the traditional way of thinking in terms of service silos is also irrelevant from a commercial perspective. The market make sense only if you think across portfolios to consider cross-sell and up-sell opportunities at the simplest level, but also to leverage loss leading services that make no money *per se*, by encouraging useful subscriber behaviour or habits that lead to spend in other areas.

There is a great opportunity for mobile providers who take this on board. If we look at the world from the customer rather than the service perspective, richness and diversity are double-edged swords. It may be good to have choice, but it is also easy to be overwhelmed with irrelevant or boring material that gets in the way of what's really wanted and needed.

As the entity in control of the delivery mechanism, the provider can help by only serving up items and offers of interest in context, and at the right time. Automating responses where needed and learning from each interaction is also important. Get this right, and there is an opportunity to profit not just from what is delivered, but how it's delivered.

To conclude, this is why the insights in this report contributed so generously by our panel are so important. We trust this paper will be useful to mobile operators as they make this crucial transition to a true customer-centric service provision and promotion approach.

Appendix A

Overview of Panel and Interview Structure

In order to allow totally candid discussions, panel members participated in this study on an anonymous basis. A range of Tier 1 and Tier 2 providers were represented from the following geographies:

Western Europe	2 providers
Central & Eastern Europe	4 providers
Middle East	4 providers
Asia Pacific	3 providers

Interviews with panel members, a mixture of CMOs and campaign managers, were largely executed by telephone and were based on a discussion agenda which included the following topics:

1. Current experiences with campaign and loyalty management, encompassing issues such as where campaigns are focused, processes around campaign set-up, criteria for determining campaign success, and cross-departmental collaboration.
2. Experiences and issues with campaign and loyalty management tools, encompassing issues such as how complex and how automated campaign tools are, degree of integration with existing network analysis tools, reporting capabilities, and campaign dashboard metrics.
3. Critical success factors and key barriers for campaign management going forward

We would like to take the opportunity to thank all of the participants in the study for their time, patience and good humour in providing us with the level of in-depth insights that has made this report possible.

Appendix B

Monitoring and Reporting in More Detail

One of the key challenges for mobile service providers highlighted in the research study reported in this document, is the lack of solid reporting information from the direct marketing and campaign management process. When senior marketing professionals are interviewed, it soon becomes evident that a very clear need exists for access to much more comprehensive and coherent information, with many considering this as critical to executing a successful campaign management strategy looking forward.

When discussing the requirement with panel members, we spoke in terms of the requirements for a notional campaign management dashboard. While few, if any, have such capability in place at the moment, it was a concept that most could relate to and helped us to add some precision to the needs in this area.

Based on these discussions, it is possible to list the key information elements that would be serviced through a more holistic reporting and monitoring framework or dashboard, which are as follows:

- Status of all campaigns at any one point in time, including number and value of campaigns
- When campaigns began (time, day)
- Category of campaign (e.g. SMS, content)
- Customer contact strategies, for example, customer to be contacted initially by SMS, and subsequently by telephone
- Campaign prioritisation, i.e. the importance of a particular campaign or series of campaigns, perhaps due to a given set of market conditions
- Number of subscribers targeted by a particular campaign
- How many subscribers read the campaign message (if relevant, e.g. SMS)
- How many subscribers responded positively
- How many subscribers took up the offer
- Comparison across selected campaigns, e.g. comparing a current series of campaigns to a similar one run, say, twelve months earlier
- Campaigns matrix which not only show all the different campaigns running but also identify relationships and interdependencies between campaigns.

Creating visibility of this kind is something that both CMOs and campaign managers speak about very enthusiastically, which underlines the significance of this type of capability, but also highlights the current gaps that exist.

About Freeform Dynamics



Freeform Dynamics is a research and analysis firm. We track and report on the business impact of developments in the IT and communications sectors.

As part of this, we use an innovative research methodology to gather feedback directly from those involved in ITC strategy, planning, procurement and implementation. Our output is therefore grounded in real-world practicality for use by mainstream IT professionals.

For further information or to subscribe to the Freeform Dynamics free research service, please visit www.freeformdynamics.com or contact us via info@freeformdynamics.com.

About Business Logic Systems



Business Logic Systems is a specialist provider of customer intelligence, marketing automation and customer loyalty solutions for mobile network operators. Its InTelestage portfolio of products, solutions and technologies helps operators create fully automated marketing solutions that reduce churn, deliver improved subscriber profitability and build long-term customer loyalty.

InTeleStage offers a unique capability to interpret customer usage and behavioural data in real time; this enables operators to link disparate organisational and data silos to provide a holistic view of customer activity, supporting relevant dialogue and accurate campaign targeting for automated marketing campaigns.

Business Logic Systems operates from offices in UK, Malaysia, Australia, Austria and Dubai, with a development centre in Romania. InTeleStage is deployed by some of the world's leading mobile operators including Celcom, Saudi Telecom Company (STC) and Telstra. InTelestage technology is also licensed to leading network platform providers for the development of their own innovative solutions. Business Logic Systems' partners include Acision, Alcatel-Lucent and Ericsson.

For general information, please visit www.businesslogicsystems.com.

Terms of Use

This report is Copyright 2008 Freeform Dynamics Ltd. It may be freely duplicated and distributed in its entirety on an individual one to one basis, either electronically or in hard copy form. It may not, however, be disassembled or modified in any way as part of the duplication process.

The contents of the front page of this report may be reproduced and published on any website as a management summary, so long as it is attributed to Freeform Dynamics Ltd and is accompanied by a link to the relevant request page on www.freeformdynamics.com. Hosting of the entire report for download and/or mass distribution of the report by any means is prohibited unless express permission is obtained from Freeform Dynamics Ltd.

This report is provided for your general information and use only. Neither Freeform Dynamics Ltd nor any third parties provide any warranty or guarantee as to the suitability of the information provided within it for any particular purpose.