

Commercial Excellence Academy

by  Asbiverse Group

— Optimizing Route to Shopper® Capability for Winning in Retail —

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# Route to Shopper®

A Strategic Framework for  
Integrated Shopper-based Value  
Creation in the  
Telecommunications Industry

# Route to Shopper® Framework for Telecommunications

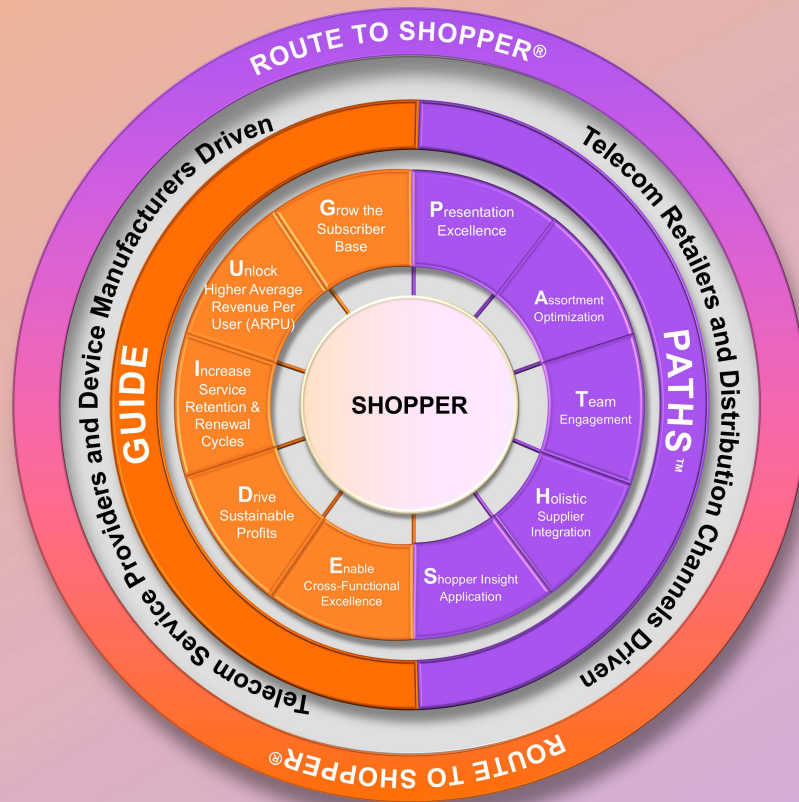
Transforming Connectivity into Commercial Excellence

*A Strategic Positioning Document from the Commercial Excellence Academy*

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# The Route to Shopper® Framework incorporating GUIDE – PATHS™ for Telecommunications Industry



# Strategic Context: The Telecom Transformation Imperative

**What does it really take to win a shopper's consideration in a world of endless options?**

In the telecommunications landscape, the traditional drivers of growth are diminishing. Data plans have become commoditized, digital journeys have fragmented the purchase path, and customer loyalty has been replaced by continuous evaluation. Meanwhile, the boundaries between connectivity, content, and technology continue to blur.

**The Route to Shopper® Framework** – a proven capability system successfully implemented across consumer goods categories – has been reimagined for telecommunications to address these specific challenges. This framework provides a comprehensive blueprint for optimizing your end-to-end commercial ecosystem, focusing on unlocking value across acquisition, service, and loyalty cycles.

## Industry Shifts Demanding New Approaches

- **Connectivity Commoditization:** As basic connectivity becomes ubiquitous, differentiation through traditional metrics like speed and data allowances has diminished, pressuring margins
- **Fragmented Decision Journeys:** The path to purchase now spans an average of 9.2 digital touchpoints before a telecom purchase decision, compared to 5.8 three years ago
- **Elevated Churn Risk:** Modern subscribers evaluate their relationship continuously, not just at contract renewal – with 64% researching alternatives despite satisfaction
- **Ecosystem Integration:** The value proposition has expanded beyond connectivity to encompass devices, content, smart home integration, and bundled services
- **Siloed Commercial Operations:** Organizational structures still reflect outdated linear purchase funnels rather than fluid, omnichannel subscriber journeys

While telecom organizations have implemented individual initiatives to address these challenges, most lack a unified, shopper-centric framework to orchestrate commercial excellence across all touchpoints. The **Route to Shopper®** Framework bridges this gap by aligning siloed teams around a structured, insight-driven approach to subscriber acquisition, expansion, and retention.

# GUIDE – PATHS™: Dual Frameworks for Telecom Excellence

The **Route to Shopper®** Framework consists of two complementary frameworks that work in concert to deliver commercial excellence across the telecom ecosystem:

## GUIDE Framework



## For Telecom Service Providers & Device Manufacturer

### G: Grow the Subscriber Base

Transform acquisition from price-led transactions to value-driven relationships through sophisticated segmentation, differentiated bundles, and omnichannel engagement strategies. The framework enables precision targeting based on connectivity needs, technology preferences, and household dynamics.

### U: Unlock Higher Average Revenue Per User (ARPU)

Systematically expand subscriber value beyond base connectivity through structured approaches to value-added services, content integration, and device ecosystems. This pillar focuses on making upselling a natural extension of meeting evolving needs rather than a forced transaction.

## I: Increase Service Retention & Renewal Cycles

Create systematic approaches to extending subscriber relationships through frictionless service experiences, proactive engagement, and need-based renewal offers. This pillar transforms renewal from a contractual event into a natural evolution of the relationship.

## D: Drive Sustainable Profits

Establish commercial frameworks that balance short-term acquisition with long-term margin protection through sophisticated pricing architecture, subsidy optimization, and operational efficiency. This pillar ensures growth delivers sustainable value for both subscribers and providers.

## E: Enable Cross-functional Excellence

Develop organizational capabilities that align product, marketing, customer experience, and channel teams around a unified subscriber journey. This pillar transforms internal alignment from a coordination exercise into a strategic advantage.

## PATHS Framework



## **For Telecom Retailers & Distribution Channels**

### **P: Presentation Excellence**

Create compelling, consistent experiences across physical stores, digital interfaces, and hybrid journeys that showcase connectivity solutions rather than technical specifications. This pillar transforms how technical products and services are presented across all touchpoints.

### **A: Assortment Optimization**

Develop structured approaches to optimizing the mix of plans, devices, and accessories based on customer needs, lifecycle moments, and profitability drivers. This pillar ensures the right options are available at the right moments through the subscriber journey.

### **T: Team Engagement**

Empower retail associates and digital support teams with the tools, knowledge, and systems to deliver consultative, solution-based selling approaches. This pillar transforms frontline interactions from transactional to transformational.

### **H: Holistic Supplier Integration**

Create seamless coordination between service providers, device manufacturers, and retailers to enable synchronized launches, consistent messaging, and integrated execution. This pillar eliminates the friction that often exists between ecosystem partners.

### **S: Shopper Insight Application**

Establish systematic approaches to capturing, analysing, and activating behavioural and usage data to personalize journeys and messaging. This pillar transforms data from a byproduct into a strategic asset driving commercial decisions.

## **Transformational Opportunities: Illustrative Examples (Hypothetical)**

### **Example 1: AI-powered Value Ecosystem Strategy**

**Challenge:** A telecommunications provider struggles with price-based competition while sitting on vast amounts of untapped subscriber data.

## Route to Shopper® Application:

- **GUIDE Framework** enables growth in subscriber base (G) through AI-powered segmentation that identifies micro-segments based on content preferences, device usage patterns, and household connectivity needs. This intelligence drives personalized bundling strategies that unlock higher ARPU (U) by combining connectivity, content, smart home integration, and device offerings tailored to actual usage patterns rather than demographic assumptions.
- **PATHS Framework** ensures these personalized bundles are presented consistently (P) across digital and physical channels, with store associates and digital interfaces using the same insight-driven selling narratives. Team engagement protocols (T) provide frontline staff with AI-powered recommendation tools that suggest the optimal ecosystem configuration for each customer based on their specific usage patterns.

**Potential Outcome:** The provider shifts from competing on price to competing on ecosystem value, resulting in 22% higher premium plan selection, 3.1 additional connected devices per household, and 18% improvement in first-year retention rates.

## Example 2: Seamless Lifecycle Management Program

**Challenge:** A telecom retailer faces declining upgrade rates and struggles to maintain relevance between purchase events.

## Route to Shopper® Application:

- **GUIDE Framework** creates systematic approaches to increase service retention (I) through precisely timed, personalized engagement throughout the device and service lifecycle. This includes proactive service monitoring, usage-based recommendations, and personalized upgrade pathways. Sustainable profit drivers (D) include optimized trade-in programs, refurbishment operations, and predictive maintenance alerts that extend device lifecycles while maintaining satisfaction.
- **PATHS Framework** leverages shopper insights (S) to identify precise triggers that indicate upgrade readiness, allowing for personalized outreach at the optimal moment. Holistic supplier integration (H) ensures coordinated device launch campaigns between manufacturers and retailers, with seamless inventory visibility and consistent messaging across touchpoints.

**Potential Outcome:** The retailer transforms from a transaction point to a lifecycle partner, resulting in 27% increase in upgrade conversion, 42% improvement in accessory attachment, and 36% growth in service plan additions during mid-contract touchpoints.

## Potential Outcomes from Route to Shopper® in Telecommunications

Organizations implementing the **Route to Shopper®** Framework in telecommunications can expect transformative capabilities in key performance areas:

### Commercial Performance

- **Subscriber Acquisition:** 15-25% increase in high-value subscriber acquisition through sophisticated segmentation and proposition development
- **ARPU Growth:** 10-20% uplift through structured approaches to value-added services and ecosystem integration
- **Customer Lifetime Value:** 20-30% enhancement via systematic loyalty development and lifecycle management
- **Operational Efficiency:** 12-18% improvement through process optimization and cross-functional alignment

### Experience Excellence

- **Conversion Optimization:** 20-30% improvement in store and digital conversion through enhanced presentation and selling methods
- **Customer Satisfaction:** 15–25-point increase in Net Promoter Score through consistent experience delivery
- **First Call Resolution:** 25-35% improvement through better frontline empowerment and knowledge management
- **Digital Engagement:** 40-60% increase in app utilization and self-service adoption

### Organizational Capability

- **Cross-functional Alignment:** Dramatic improvement in coordination between product, marketing, sales, and operations teams
- **Speed to Market:** 30-40% reduction in time to implement new propositions and promotions
- **Knowledge Management:** Transformation in how insights flow between frontline teams and strategic planning

- **Partner Integration:** Step-change in coordination with device manufacturers, content providers, and retail partners

## **AI Enablement in Telecommunications**

The **Route to Shopper®** Framework positions telecom organizations to thrive in an AI-accelerated environment by providing the structured capability foundation upon which advanced AI applications can deliver maximum value:

### **Predictive Journey Orchestration**

AI-powered systems that anticipate subscriber needs and proactively suggest next best actions across the customer lifecycle, from initial consideration through renewal and expansion. These capabilities transform reactive service into proactive engagement that feels personalized rather than automated.

### **Dynamic Ecosystem Configuration**

AI engines that construct personalized bundles of connectivity, devices, content, and smart home integration based on household patterns and predicted needs. These systems continuously optimize the value proposition throughout the relationship rather than at discrete purchase moments.

### **Intelligent Frontline Enablement**

AI-assisted selling tools that provide store associates and contact centres with real-time guidance on product recommendations, objection handling, and cross-selling opportunities. These capabilities transform every customer interaction into a high-value, personalized consultation.

### **Precision Commercial Optimization**

AI analytics that continuously evaluate promotional effectiveness, subsidy allocation, and pricing structure to optimize commercial investments in real-time. These capabilities ensure every marketing dollar delivers maximum impact rather than following pre-determined spending patterns.

### **Anticipatory Experience Design**

AI-driven experience platforms that adapt digital and physical touchpoints based on predicted preferences and behaviours. These capabilities create intuitive, frictionless interactions that feel designed for each individual subscriber rather than generic customer segments.

# The Role of Commercial Excellence Academy

The Commercial Excellence Academy serves as your transformation partner, helping telecom organizations shift from plan-centric sales models to subscriber-led commercial ecosystems. Our approach brings together:

- **Framework Implementation Expertise:** Hands-on guidance in applying the **Route to Shopper®** methodology to your specific organizational context
- **Capability Building Programs:** Structured development of the cross-functional capabilities required to execute the framework
- **Advanced Analytics Integration:** Expertise in leveraging your data assets to drive insight-based decision making
- **Cross-industry Perspective:** Proven methodologies from adjacent industries adapted to telecommunications challenges
- **Transformation Management:** Structured approaches to organizational change that ensure sustained adoption

Our partnership model is designed to build internal capability rather than creating dependency, with a focus on embedding the framework as your organization's operating system for commercial excellence.

## Call to Action: Leading the Telecom Transformation

The telecommunications leaders who will thrive in the next wave of industry evolution are those who systematically transform:

- From selling connectivity to orchestrating technology ecosystems
- From transaction-based relationships to lifetime value partnerships
- From siloed operations to journey-based organizational alignment
- From product-led strategies to subscriber-centred experiences
- From reactive service to predictive engagement

The **Route to Shopper®** Framework provides the strategic blueprint to lead this transformation in your organization.

**We invite you to:**

1. **Assess Your Current Capability:** Evaluate your organization against the **Route to Shopper®** framework to identify priority opportunities
2. **Align Your Leadership Team:** Create shared understanding of how an integrated commercial approach can transform performance

3. **Activate Quick Wins:** Identify high-impact areas where framework elements can deliver immediate value
4. **Architect Your Transformation:** Develop a structured roadmap for comprehensive framework implementation

## Contact

To begin a strategic dialogue on implementing the **Route to Shopper®** Framework in your organization, please contact:

Strategic Partnerships Team

Commercial Excellence Academy

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