



#### A RECIPE FOR REVENUE

Ingredients for a Coherent Telco Experience:
Essential for B2B Growth

#### **Contents**

	Method for a Cohesive Digital Experience	01
	The Customer Experience Recipe Book	02
<b>***</b>	A Recipe to Revolutionize Telecom	03
	The Digital Revolution is Heating Up	05
	The Secret Sauce for an Integrated B2B Experience in Telecoms	07
	The 6C-Experience Framework Assessment: A Master Recipe for Customer Experience Harmony	09
	Mastering the Enterprise CX Recipe for Success	11
	A Hearty Base: Customer Journey Mapping	13

9	A Measured Plan: Baking the Strategic Roadmap	15
	Refining the Recipe: Perfecting the Customer Experience	17
\\\ <b>66</b>	A Flavorful Blend: Prioritizing Customer Journey Enhancements	19
<b>∭</b>	Essential Spices for Evaluating Critical Capabilities	21
	Careful Cooking and Vigilant Monitoring: A Recipe for Success	23
***	A Dash of AI and GenAI: The Recipe for Operational Excellence	25
0	A Strategic Sprinkle for Transformation	26
<b>S</b>	Cooking Up Success: Vodafone Germany's Transformation Recipe	27

## Method for a Cohesive Digital Experience

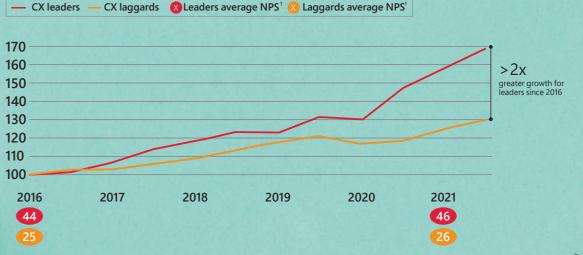
In the telecom sector, a digital dichotomy stirs the pot. While there are plenty of digital channels on the menu, outdated IT frameworks act like mismatched flavours, creating a less-than-satisfying customer experience for those craving seamless interactions. To "serve up" an exceptional customer experience (as shown in Gartner's data on industry leaders), we need to cook up a reimagined approach. This white paper, A Cookbook for Unlocking New Revenue Growth, serves as your guide to creating the perfect dish for success in telecom.

## The Customer Experience Recipe Book

#### Exhibit 1

Customer experience leaders across industries outperform peers on revenue growth

Revenue of customer experience (CX) leaders and laggards over time, index (100=2016)



Note: Matched the NPS of 75 companies to their financial performance; leaders defined as the top 50% companies within same industry. Souce: NICE Cxone Feedback Management 2021 Consumer Net Promoter Benchmark Study (Net Promoter, and NPS are trademarks of their respective owners)

Enterprise (B2B) customer interactions pose a greater challenge due to the significant variation in expectations and capabilities across different segments. However, powerful self-service capabilities remain a top priority. Partner needs for sophisticated digital interfaces further heighten complexity.

Service providers strive for a self-service digital environment, empowering businesses to manage their growing online portfolio. This shift isn't just an upgrade; it's a telecom industry overhaul. Let's explore its potential, starting with a broad customer experience analysis before diving deeper into B2B mastery.

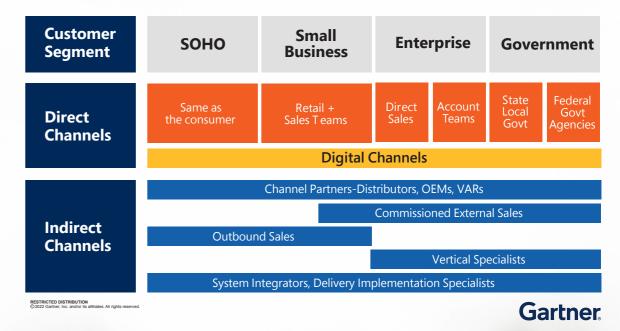
## A Recipe to Revolutionize Telecom

In the enterprise (B2B) "kitchen," customer interactions can be a challenging recipe due to diverse expectations and capabilities across various segments. However, a rich, self-service experience remains the top ingredient for customer satisfaction. Adding "spices" of sophisticated digital interfaces to cater to partners makes the dish even more complex.

Service providers are preparing to whip up a self-service digital environment that empowers businesses to manage their online portfolio effortlessly. This isn't just a refresh of the existing menu – it's a full-scale transformation of the telecom industry's kitchen. Let's start with the main ingredient: an analysis of broad customer experiences, followed by the step-by-step recipe for B2B success.

#### **EXHIBIT 2**

#### **B2B CSP Sales Channel Structures**





## The Digital Revolution is Heating Up

Here's a strategic recipe to streamline the sales process for communications service providers. This recipe divides sales channels into direct and indirect categories for three customer groups: SOHO, Small Business, and Enterprises.

#### 1. SOHO (Small Office/Home Office)

These customers, like individual diners, prefer simple, single-dish meals like mobile connectivity and straightforward add-ons. CSPs should serve SOHO customers with an easy-to-access "menu" on online platforms or in-store options, focusing on simplicity and convenience.

#### 2. Small Business

These customers need a slightly more seasoned approach. Like a complex dish that requires attention to balance, CSPs should combine retail outreach with dedicated sales teams, catering to the nuanced tastes of small businesses, who need both scalability and personalized service.

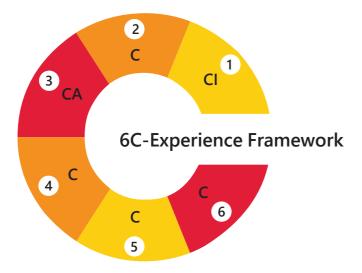
#### 3. Enterprise

Large enterprises are like a multi-course feast, requiring a comprehensive and consultative approach. CSPs should bring out the "master chefs" — dedicated sales and account teams — to nurture relationships and create customized solutions tailored to each enterprise's unique "palette."



# The Secret Sauce for an Integrated B2B Experience in Telecoms

The 6C-Harmony Framework is our proprietary recipe for ensuring a perfectly balanced and customer-centric telecom experience across all channels. This innovative "sauce" is blended from six essential components designed to harmonize every customer interaction.



#### Consistency

Ensure validation across all touchpoints for a dependable customer experience.

#### Chec

Implement the strategy with ongoing monitoring to measure success and make necessary adjustments.

#### Continuity

Develop a strategic roadmap that ensures enduring alignment with business and customer evolution.

#### Customer Insight

Gain a deep understanding of customer behaviors and needs through comprehensive journey mapping.

#### ritical Analysis

Use prioritization to identify and focus on the areas that matter most to customers.

#### Capability

Evaluate critical capabilities to deliver the intended experience effectively.



# A Master Recipe for Customer Experience Harmony

#### The 6C-Experience Framework Assessment:

Like crafting a multi-course meal, delivering a seamless B2B customer experience requires careful preparation, analysis, and constant refinement. The 6C-Experience Framework serves as your master recipe to harmonize every stage of the journey, ensuring a memorable experience that leaves customers coming back for more.

#### **Customer Insight**

#### **Gathering the Key Ingredients**

To start, you need to gather the freshest ingredients—customer insights—by understanding every stage of the journey:

- Identify the Recipe Steps: Map out the entire customer journey, from the first spark of awareness to post-purchase satisfaction.
- Track the Flavor Touchpoints: Record every interaction (or "taste test") your customer has with your business.
- Listen to Your Diners: Collect insights through feedback, surveys, and interviews to uncover pain points and areas needing more seasoning (improvement).

#### **Critical Analysis**

#### Refining the Ingredients

Before cooking, a good chef evaluates the quality and priority of each ingredient. Similarly:

- Spot the Bitter Flavors: Prioritize the most impactful customer pain points to focus on areas that will bring the greatest satisfaction.
- Weigh the Impact: Assess improvements based on their ability to enhance satisfaction, align with business goals, and stay within resource availability.
- Create the "Flavor Grid": Use a prioritization matrix to rank opportunities objectively, ensuring nothing is over or under-seasoned.

#### Continuity

#### Planning the Cooking Process

A dish without a plan can quickly fall apart. Develop a strategic "roadmap" to ensure everything cooks in harmony:

- Map the Recipe: Outline initiatives and actions needed to improve the B2B customer experience.
- Align Flavors with Purpose: Ensure all efforts align with business objectives and customer needs identified earlier.
- Set the Timers: Define clear goals, responsibilities, and timelines to keep every step on track.
- Focus on Impact: Prioritize initiatives based on how much they can improve the "flavor" (customer experience) and deliver measurable outcomes.

#### Consistency

#### **Tasting Along the Way**

Like a chef tasting the dish at every stage, consistency ensures quality throughout the journey:

- Test the Recipe: Conduct workshops or interviews with stakeholders and customers to validate the journey map.
- Adjust the Seasoning: Incorporate feedback to refine and tweak the journey for perfection.

#### Capability

#### Ensuring the Kitchen Is Ready

Great meals require a well-equipped kitchen. Evaluate the tools and skills necessary to deliver excellence:

- Identify the Tools and Techniques: Assess critical capabilities like product quality, support, customization, and responsiveness.
- Spot the Gaps: Evaluate where the kitchen (organization) falls short and identify areas for improvement.
- Sharpen the Knives: Prepare the business to meet customer demands by enhancing capabilities where needed.

#### Check

#### Serving and Perfecting the Dish

Finally, it's time to serve the dish (implement initiatives) and monitor its impact:

- Cook to Plan: Execute the initiatives with clear communication and alignment across the team.
- Taste and Measure: Monitor progress using pre-defined metrics and milestones—like checking doneness on each course.
- Gather Feedback: Just as diners provide feedback, continuously collect input from customers and stakeholders.
- Refine the Recipe: Adjust the strategy based on results and evolving needs to ensure the experience remains fresh and relevant.



By following this master recipe—the 6C-Experience Framework—you can craft a B2B customer experience that's both seamless and satisfying. With the right ingredients, tools, and attention to detail, you'll serve up an experience your customers will savor and remember.

# Mastering the Enterprise CX Recipe for Success

Crafting a superior customer experience is much like creating a gourmet meal—it requires a strategic blend of ingredients, precise timing, and a clear recipe to deliver results that exceed expectations. This guide, *Mastering the Enterprise CX Recipe for Success*, will help enterprises build a seamless and engaging customer journey, fostering loyalty and advocacy at every step.



### A Hearty Base: Customer Journey Mapping

The foundation of any great recipe is its base, and for enterprises, that base is customer journey mapping. By carefully planning each phase of the journey, businesses can ensure consistency, flavor (experience), and a lasting impression. Here's how to approach each stage of the customer lifecycle:

Phase 1: Awareness – Laying the Foundation (Research)

**SEO Optimization:** Season your digital presence with search-friendly strategies to ensure visibility.

**Content Creation:** Add a dash of engaging, informative content to attract and intrigue potential customers.

Phase 2: Consideration – Stirring Interest (Buy)

**Targeted Campaigns:** Personalize campaigns to capture attention during the decision-making phase.

**Omnichannel Engagement:** Train your team to meet customers wherever they are—online or in-store—creating a cohesive experience.

Phase 3: Conversion – Turning Interest into Action (Receive)

**Lead Creation:** Use CRM tools to gather and qualify leads effectively.

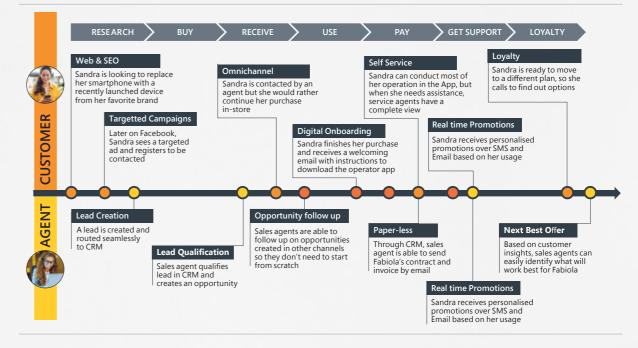
**Personalized Communication:** Offer tailored interactions to guide customers smoothly from interest to purchase.

Phase 4: Retention – Keeping the Flavor Alive (Use)

**Digital Onboarding:** Simplify onboarding with user-friendly instructions and clear app usage guidance.

**Opportunity Follow-Up:** Ensure sales agents follow up diligently, leaving no opportunity uncooked.

#### **EXHIBIT 3**



Phase 5: Service – Ensuring a Smooth Aftertaste (Pay)

**Paperless Transactions:** Streamline processes with eco-friendly, paperless billing.

**Efficient Contract Management:** Use CRM tools to manage contracts and invoices with finesse.

Phase 6: Loyalty – Adding the Special Touch (Get support)

**Self-Service Options:** Empower customers with self-service tools to solve problems independently.

**Real-Time Support:** Offer timely promotions and solutions to delight loyal customers.

Phase 7: Advocacy – Garnishing with Trust (Loyalty)

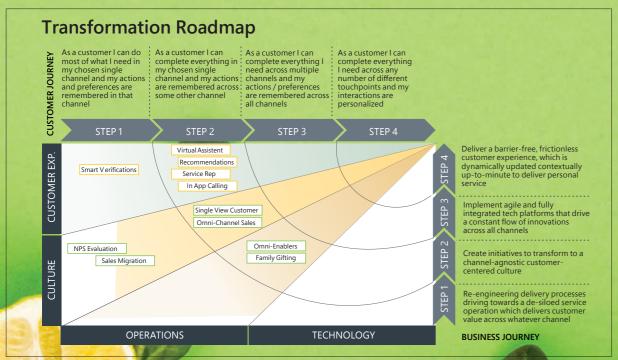
**Loyalty Programs:** Reward repeat business and referrals to turn customers into advocates.

**Tailored Offers:** Use customer data to serve up personalized, irresistible deals.

## A Measured Plan: Baking the Strategic Roadmap

A successful dish requires more than great ingredients; it needs a step-by-step recipe. Similarly, crafting a winning customer experience demands a strategic roadmap to align culture, operations, and technology with business goals.

#### **EXHIBIT 4**





# Refining the Recipe: Perfecting the Customer Experience

Just like a chef refining a dish to achieve the perfect balance of flavors, mastering the customer journey involves tracking every stage of the lifecycle and evaluating key ingredients—quantitative data like metrics and qualitative insights such as pain points, friction areas, and customer emotions. By tasting (analyzing) each phase, we can identify the areas that need seasoning (enhancement) to create a seamless and satisfying customer experience, leaving customers with a taste of optimism for the future.

**Identifying Bitter Ingredients: Common Disruptions in the Customer Journey** Every dish has its challenges, and the customer journey is no different. Disruptions are like unexpected bitterness that throws off the entire recipe. These issues can deeply impact the overall experience, making it essential to address them before they ruin the final outcome. Here are some common "flavor disruptors":

- Lack of Tools for Monitoring Interactions: Without the right utensils (tools), agents can't seamlessly pick up where the customer left off, especially when transitioning from one channel to another. It's like trying to serve a multi-course meal with missing cutlery—frustrating and inefficient.
- Order Entry Errors: Data errors during the "preparation" phase require manual corrections, leading to delays and dissatisfied customers. It's akin to forgetting an ingredient and scrambling to fix the recipe mid-cooking.
- Limited Visibility in Manual Operations: Manual processes often lack the transparency needed to track the "dish" (order) from start to finish. This leaves customers guessing and frustrated, much like diners waiting too long without knowing when their meal will arrive.

#### Fixing the Recipe: Addressing Journey Disruptions

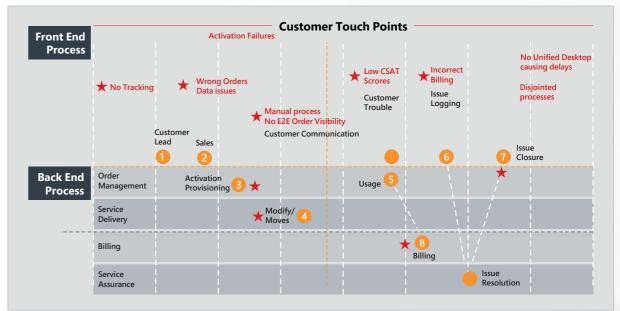
Disruptions in customer journeys often occur at transition points where the "ingredients" (information) don't flow smoothly between channels. For enterprise customers, who expect a perfectly orchestrated experience from sales to service, this is especially challenging. Separate systems, much like uncoordinated chefs in a busy kitchen, can hamper progress, creating a dish that doesn't live up to its promise.

₹18

#### To refine the recipe, businesses need to:

- 1. Invest in tools that act as the "kitchen brigade," ensuring every part of the journey is coordinated and
- 2. Automate processes to reduce errors, just like precision cooking instruments ensure consistency.
- 3. Provide visibility across systems, creating transparency akin to an open kitchen, where customers can trust the process.

#### **EXHIBIT 5**



#### **Actionable recommendations for enterprises:**



### A Flavorful Blend: Prioritizing Customer Journey Enhancements

Crafting the perfect customer experience is like curating a gourmet menu—it's essential to focus on the "signature dishes" that offer the highest value while refining others to enhance overall satisfaction. Just as a chef prioritizes the courses that delight the most diners, enterprises must focus on customer journeys that generate the most revenue and offer the greatest potential for improvement. Here's how to "plate up" your prioritization:

#### Priority 1 Journeys: The Star Dish High Revenue, High Room for Improvement

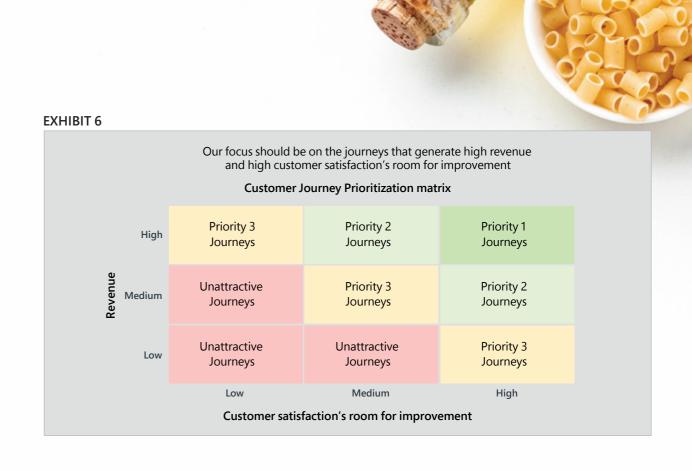
These are your "signature dishes" with massive potential. Improving these journeys can significantly boost revenue and delight customers. For example, customers upgrading their plans or services often face "overcooked" processes—complicated steps and long wait times. Streamlining this journey is like perfecting the plating of your star entrée: it attracts more diners (customers), drives higher revenue, and leaves a lasting impression of satisfaction.

#### Priority 2 Journeys: The Supporting Courses Medium Impact on Both Dimensions

These journeys are your "side dishes" that complement the experience. While they may not be as prominent, enhancing them can elevate the overall dining experience. For instance, resolving technical issues quickly and effectively can both improve customer satisfaction and encourage the use of additional "menu items" (services), gradually increasing revenue over time.

#### Priority 3 Journeys: The Balanced Pairing High Revenue, Low Room for Improvement and Vice Versa

These journeys are like well-executed staples on your menu—important but not in urgent need of reinvention. Some generate a lot of revenue but offer limited opportunities for satisfaction improvements, while others have a high potential for customer delight but minimal impact on revenue. Think of these as reliable dishes that don't need to steal the show but must remain consistent.



#### Unattractive Journeys: The Forgotten Ingredients Low Revenue, Low to Medium Room for Improvement

These journeys are like the less popular items on the menu—offering little contribution to revenue and limited scope for improvement. While they don't need immediate attention, they shouldn't be completely ignored. Keep these "ingredients" on the back burner, revisiting them as your kitchen evolves.

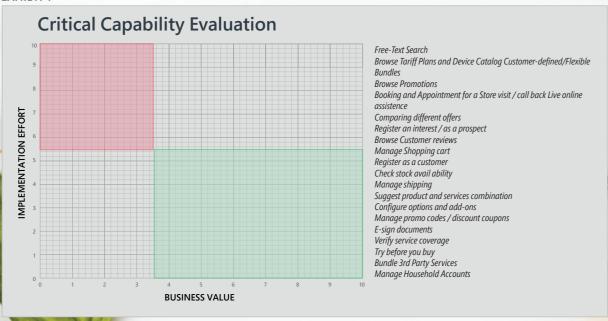
Using the Prioritization Matrix: Cooking with Precision The Customer Journey Prioritization Matrix acts as your recipe card, guiding you to focus resources where they'll make the most impact.

By understanding which "dishes" (journeys) need refinement and which can be left as is, enterprises can create a menu (customer experience) that satisfies both revenue goals and customer expectations.

## Essential Spices for Evaluating Critical Capabilities

Crafting an exceptional customer experience is akin to seasoning a dish—you need just the right mix of spices to bring out the best flavors without overcomplicating or wasting ingredients. Similarly, evaluating critical capabilities helps enterprises focus on high-impact areas, avoid costly "over-seasoning" (investments with low ROI), and channel resources into the "spices" that truly enhance the experience.

#### **EXHIBIT 7**



#### Adding the Right Spices: Why Evaluation Matters

Every great dish requires careful seasoning, and so does your digital customer experience. Conducting a thorough analysis of the backend systems that support customer interactions allows enterprises to:

- Identify the "essential spices" (key capabilities) that align with specific customer needs and business requirements.
- Customize the recipe (systems) to ensure the right flavor (customer satisfaction) for each segment.
- Launch or upgrade digital customer experiences that are balanced, effective, and impactful.

Without this evaluation, you risk either under-seasoning (missing critical needs) or over-seasoning (wasting resources on low-impact areas), which can leave your "dish" (customer journey) underwhelming.

#### EXHIBIT 8

Customer Journey Overview (Consumer) - Business Value & Implementation Effort

Journey	Capability	Business Value	Effort for Implementation
	Free-Text Search	0	0
	Browse Tariff Plans and Device Catalog	•	•
	Customer-defined / Flexible Bundles	•	•
	Browse Promotions	0	•
Explore	Booking and Appointment for a store visit/call back	0	•
	Live online assistence	•	•
	Comparing different offers	•	•
	Register an interest / as a prospect	•	•
	Browse customer reviews	0	•
	Manage shopping cart	•	•
	Register as a customer	•	•
	Check stock availability	0	•
	Manage shipping	•	•
	Suggest product and services combination	•	•
	Configure options and add-ons		•
Buy	Manage promo codes / discount coupons	0	•
	E-sign documents	•	•
	Verify service coverage	•	•
	Try before you buy	•	•
	Bundle 3rd Party Services	•	0
	Manage Household Accounts		
	Track Order Status	•	•
	Change in-flight Order	•	•
Receive	Guided setup process	•	•
NCCCIVC	Activate Service and Product configuration	0	•
	Share setup feedback	0	•
	Manage Customer Identity	•	0
	Manage account and subscriptions	•	•
	Manage communication preferences	•	•
Use	Configure Product / Services option	•	•
OSC	Manage Loyalty Program		•
	Manage / register Devices	•	•
	Manage Household accounts	•	•
	View Usage, credit and allowances	•	
	View Bills		
	Pay Bills		
Pay	Notify usage limits / thresholds	•	•
ray	Add-on one-off options		0
	Dispute bill or usage		
	Top-up prepaid accounts	•	•
	10p-up prepaid accounts		0

## **Careful Cooking and Vigilant Monitoring:** Perfecting the Recipe for Success

In the culinary world, even the best recipe requires precision in execution and constant tasting to ensure it turns out just right. Similarly, in business, the implementation and monitoring of a strategic roadmap are akin to cooking a complex dish—you need to follow the steps meticulously while keeping an eye on the process to achieve the desired results.

Without careful attention during implementation, even the most promising recipe can fall flat. By ensuring alignment, setting clear KPIs, and actively monitoring progress, enterprises can avoid overcooking or undercooking their initiatives, delivering results that satisfy both business goals and customer expectations.

After all, a great dish—and a great strategy—isn't just about the recipe but also the care and attention you bring to the process. With thoughtful cooking and vigilant monitoring, you can serve up a recipe for success every time.

#### Enterprises can implement and monitor initiatives by:

#### Setting KPIs

As outlined in the text, these should reflect critical touchpoints and anticipated business impacts. Examples include Conversion Rate, Order Capture Time, and Order Error Rate.



#### Utilizing Real-Time Data

Implementing tools that can track and report on these KPIs in real-time can significantly enhance responsiveness and the ability to iterate quickly based on customer feedback.

#### Benchmarking & Goal Setting

Documenting current metrics as bench marks allows for clear goal setting and comparison post-implementation to assess if objectives are being met or

#### Mapping Customer Journey

The accompanying chart suggests that different stages of the customer journey, such as Research, Buy, Receive, Use, Pay, and Get Support, should have distinct KPIs and tailored to measure success at each phase.

#### **EXHIBIT 7**

		(*)		I,	<b>6</b>	*	×
R	esearch	Buy	Receive	Use	Pay	Get Support	Change/Leave
Digital Share of Acquisition							
				Online vs Other Channel ARPU			
				Customer Effort Score			
	ners visited / website)	#of new orders	# queries on activation	% change of orders	% bills processed correctly	First call resolution rate	Customer churn
New c	ontacts across nnels	# gross additions / net additions	% Activation Right First Time	#Interactions per Customer	Number of invoice related questions	Total number of complaints/ customer	% Renewal
Averag Reviev	ge Customer v	% subscriber Growth		# Website Logins per Customer	Total billing revenue	% of requests originating per channel	% Successful Retention
Relatio	onship net oter score (NPS)			# Mobile App Login per Customer	% of adjusted bills	# inbound calls	% of Upgrades on Digital Channels
	Bounce Rate on	Digital Channel					
	Average Handli in Agent		Order Error Rate				



724

## A Dash of Al and GenAl: Perfecting the Recipe for Operational Excellence

Integrating AI and Generative AI into your business strategy is like adding premium ingredients to an already good dish—it refines, enhances, and elevates the entire experience. For enterprises, this "banquet" of benefits ensures personalized service, efficiency, and robust security, all while preparing for the future.

#### Anticipating Needs: Predictive Analytics

With predictive analytics, businesses can foresee customer preferences and market trends, much like a chef knowing exactly what dish will become the next crowd favorite. This foresight allows you to prepare ahead, serving up exactly what customers crave before they even ask for it—keeping your business one step ahead.

#### A Touch of Customization: Personalized Support

Al delivers unmatched personalization, much like a chef crafting a dish to suit an individual's unique palate. By understanding and anticipating customer needs, Al tailors support that delights every time, ensuring customers feel seen, valued, and satisfied.

#### Agile & Efficient: Dynamic Network Optimization

Al-driven network optimization fine-tunes your digital operations, making real-time adjustments to ensure everything runs at peak efficiency. It's like controlling the flame under a simmering pot—ensuring the dish cooks evenly without burning or boiling over.

#### Streamlined Processes: Automated Efficiencies

Automation powered by Al streamlines repetitive tasks, much like having sous chefs handle the prep work. This frees up your "head chefs" (human resources) to focus on more complex, creative challenges—keeping your business lean, agile, and ready to innovate.

### A Strategic Sprinkle for Transformation

The inclusion of AI and GenAI isn't about reinventing your entire kitchen—it's about strategically adding the right elements to elevate what already works. With thoughtful integration, businesses can achieve a more personalized, efficient, and secure operation, ensuring they stay competitive and "on the menu" in today's rapidly evolving digital landscape.

Serve your customers an experience they'll keep coming back for—with AI as the secret ingredient to success.

#### The Ongoing Journey: Continuous Improvement

Much like perfecting a recipe over time, integrating AI and GenAI is a continuous journey. These technologies adapt, learn, and evolve, consistently refining processes and enhancing the overall "flavor" of your customer and operational experiences.

#### Vigilant Protection: Enhanced Security Monitoring

Incorporating Al into security protocols is like having a master chef with a watchful eye, ensuring no ingredient (data) is compromised. Al acts as an ever-vigilant guard, identifying and responding to threats before they can spoil the entire operation.

#### Identify the Best: Choosing the Right Partners

Selecting the right AI technology partners is akin to sourcing the finest ingredients for your signature dish. The quality, expertise, and compatibility of these partners will determine the success of your AI strategy, ensuring every addition enhances the outcome.



## Cooking Up Success: Vodafone Germany's Transformation Recipe

Vodafone Germany was juggling too many "ingredients"—separate BSS platforms for mobile, fixed-line, and cable services. This created a complex and disjointed "sales recipe," making it difficult to offer seamless bundled services to customers. To deliver a smoother and more satisfying experience, they needed to simplify their kitchen and refine their processes.

#### The Secret Sauce: Comviva's BlueMarble Commerce Solution

By implementing Comviva's **BlueMarble Commerce Solution**, Vodafone Germany transformed its multi-system landscape into a cohesive, well-orchestrated recipe for success.

#### The Result: A Perfectly Balanced Dish

By simplifying operations and delivering a unified experience, Vodafone Germany not only improved efficiency but also enhanced customer satisfaction. With the right tools and refined processes, they cooked up a winning recipe for success in a competitive market.

Comviva's BlueMarble Commerce: The secret ingredient for seamless transformation and sustained growth.

40% Reduction in Average Handling Time (AHT): Like streamlining prep time in a kitchen, agents could now serve customers faster and more efficiently.

Improved Sales Conversion Rates for Bundles: Offering bundled products became the "special combo platter" customers couldn't resist, leading to higher conversions and happier diners (customers).

Seamless Integration of Acquired Assets (Liberty Global): Integrating new ingredients into the recipe was effortless, ensuring the kitchen stayed efficient and productive during major transitions.

50% Reduction in Order Errors for Bundled Products:
Reducing errors is like perfecting the measurements—each order was executed with precision, ensuring a seamless experience

for customers.

Remote Sales Capabilities
During COVID-19: The solution
enabled a "cloud kitchen"
approach, allowing remote sales
teams to continue serving
customers without disruption,
even during the pandemic.

"Comviva, for example, and especially Blue Marble, looking at the catalog that fits exactly in our strategy and simplifying our architecture roadmap and also helping us to inject this kind of functionality into our overall state." – Ulrich Irnich, Chief Information Officer, Vodafone Germany highlights the value of Blue Marble

#### comviva

Comviva simplifies business complexity. Our innovative portfolio of digital solutions and platforms brings greater choice, faster time to market and flexibility, to better meet the evolving needs of our customers as they drive growth, transform, and bring efficiency. From maximizing customer lifetime value to enabling large-scale digital transformation, we partner globally with organizations in the communications and financial industry to solve problems fast and transform for tomorrow. Comviva solutions have been deployed by over 130 Communication Services Providers and Financial Institutions in more than 90 countries and have delivered the benefits of digital and mobility to billions of people around the world. Comviva is a completely owned subsidiary of Tech Mahindra and a part of the Mahindra Group.

For more information, visit us at www.comviva.com







