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Connecting the Dots with AI

Creating a Superior End-to-End Telecom
Customer Experience (CX)

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Introduction: why telecom needs an end-to-end CX approach

The telecom industry is at a critical inflection point. With the rise of high-speed 5G networks and saturated markets, connectivity has become commoditised, making it difficult for operators to stand out on services alone. At the same time, digital-native companies (from media streaming to e-commerce) have redefined customer expectations by providing simple, intuitive, and personalised interactions. Telecom customers now demand similar seamless experiences, yet many telecom companies still deliver fragmented service across sales, support, and channels. The result is a growing gap between customer expectations and the reality of traditional telco service models, contributing to churn and lost opportunities. In fact, nearly half of telecom decision-makers note that improving CX is their top transformation priority in 2025. Simply put, customer experience has emerged as the primary competitive differentiator for telecom operators.

However, delivering superior customer experience does not come easily and remains a significant challenge when organisations operate in silos. Many telecom enterprises have evolved through product-centric lines of business, such as wireless, broadband, or enterprise services – each built on distinct systems and operating models. This structure has resulted in disconnected customer touchpoints and fragmented experiences. For instance, a customer might receive inconsistent responses from a contact centre agent, a retail associate, and an online self-service portal, each lacking context from the other. These inconsistencies erode trust, increase customer effort, and ultimately impact loyalty and revenue. Fragmented CX operations often lead to reduced customer lifetime value, higher cost-to-serve, and diminished brand differentiation.

In contrast, an end-to-end CX strategy orchestrates every customer-facing function – sales, marketing, support, and beyond, around the full customer journey. But a truly holistic approach goes beyond organisational alignment; it must also integrate the underlying technology stack and be guided by intentional service design principles. Seamless experiences require more than just cross-functional collaboration – they demand interoperable systems, shared data platforms, and journey-centric workflows that ensure context is preserved across all interactions. This approach combines people, processes, and technology into a cohesive architecture that delivers engaging, personalised, and frictionless experiences at scale. When executed well, this transformation turns CXM from a cost centre into a growth engine, unlocking new revenue streams, improving agility, and building a future-ready, customer-obsessed organisation. The result is stronger brand loyalty, higher retention, and measurable business impact.

Telecom leaders are recognising that moving from siloed customer service to a comprehensive tech + human CXM ecosystem is no longer optional but rather a strategic imperative. Leading carriers are already investing heavily in omnichannel platforms, AI-driven analytics, and service design to reinvent their customer interactions from end to end. They understand that success requires an integrated game plan: aligning technology, processes, and people to support a seamless customer journey.

[This Viewpoint outlines a forward-looking roadmap for telecom enterprises looking to transform customer engagement through integrated CX. Specifically, it explores:](#)

- An effective AI-enabled CXM framework
- Key enterprise challenges in shifting to an end-to-end CX design
- The strategic role of service providers in accelerating CX transformation
- Critical considerations and capabilities in selecting the right partner
- Measurable business outcomes and CX performance metrics
- CXM as a long-term competitive advantage for telecom

Building an effective AI-enabled CXM framework

Transforming telecom CXM requires a holistic framework that blends advanced technology tools with human-centric design and talent. AI has become a foundational layer across this framework, infusing intelligence, scalability, and personalisation into every component. A successful integrated CXM strategy rests on the following components:

- **End-to-end customer journey mapping**

At the heart of any successful CX transformation lies a structured, end-to-end understanding of the customer journey, not as a linear path, but as a dynamic, omnichannel network of interactions. For telecom providers, journey mapping is not a peripheral activity but a strategic capability that redefines how customer value is delivered.

It shifts the lens from “how we operate” to “how the customer experiences us,” helping telcos visualise the life cycle across marketing, sales, onboarding, support, and retention in a connected, customer-centric way. This approach exposes friction points, inefficiencies, and emotional pain triggers that undermine loyalty, while also identifying where proactive service, automation, and personalisation can deliver the most impact. Journey maps align cross-functional teams to shared CX outcomes, break down silos, and serve as a strategic guide for technology investments, process redesign, and channel orchestration.

A mature journey mapping capability goes further, enabling persona-driven experiences and tailoring journeys to specific customer segments, such as consumer versus enterprise, or digital-first versus assisted-service users. In an end-to-end CXM model, journey mapping is not a one-time exercise but a continuous practice embedded in how telcos design and refine experiences.

AI enhances this process by identifying patterns and pain points from voice transcripts, chatbot interactions, and behavioural data, automatically surfacing areas of customer frustration or drop-off, and predicting churn based on engagement trends. Journey maps become living documents, powered by AI and constantly updated based on real-time customer behaviour.

- **Omnichannel engagement strategy**

Customers interact with telecom providers through multiple channels – contact centres (voice), websites, mobile apps, chat, email, social media, and in-store visits. Leading providers recognise that managing each channel in isolation creates friction and undermines customer experience. A robust CX strategy combines these touchpoints, enabling seamless transitions between channels without loss of context. For instance, a customer might begin a service enquiry through a chatbot on a mobile app, then follow up with a live agent via phone without having to repeat their issue.

This level of continuity demands more than just channel integration. It requires a holistic customer profile that consolidates data from every interaction, providing agents and systems with real-time visibility into customer history, preferences, and intent.

AI plays a key role in interpreting intent, routing interactions intelligently, and maintaining context across channels. Virtual assistants handle routine tasks, while generative AI creates consistent, human-like responses in real time, maintaining brand tone and empathy.

Best-in-class telcos invest in platforms that not only unify back-end systems but also standardise the front-end experience. This ensures brand consistency in design, tone, and messaging across channels that, in turn, fosters trust, reduces effort, and enhances satisfaction.

- **Adaptive personalisation at scale**

Personalisation is about making every customer feel understood and valued. In a mature CXM framework, personalisation means recognising the individual needs, preferences, and context of each customer across the entire lifecycle, not just within isolated campaigns or support moments.

A comprehensive customer data foundation, typically built on modern CDPs and CRM systems, enables all functions to act on the same 360-degree customer profile. Marketing can craft tailored offers, such as data add-ons or device upgrades, timed to a customer's usage behaviour. Sales teams can use the same insights to prioritise outreach based on the likelihood to convert or churn, while service teams can personalise interactions based on past behaviours, sentiment, or even technical proficiency.

AI makes this personalisation dynamic and scalable, automating decision-making, predicting customer needs, and even generating customised content through generative AI models. Recommendation engines, next-best action tools, and predictive engagement models ensure personalisation is timely, relevant, and consistent across functions.

What sets leading telcos apart is how they orchestrate these insights across departments. For example, a customer nearing their data cap might receive a proactive offer from marketing, a contextual upsell during a sales interaction, or even a usage optimisation tip from a service agent. Each touchpoint reinforces the same customer understanding.

- **Agile, cross-functional CX governance**

Because an integrated CXM program cuts across traditional silos, telcos need an agile governance structure to drive it. This framework would involve establishing a cross-functional CX task force or centre of excellence with representation from product, IT, customer service, marketing, network operations, and other relevant units. Agile governance involves iterative planning, pilot programs, and quick feedback cycles rather than big-bang changes.

¹ [Artificial intelligence: How Vodafone is shaping the next generation of customer service](#)

AI supports this governance model through real-time dashboards, predictive insights, and performance analytics that help cross-functional teams make informed decisions quickly. AI-powered journey analytics platforms can highlight where KPIs are trending off course and recommend corrective actions, enabling faster experimentation and outcome tracking.

Executive sponsorship (often by a Chief Customer Officer or similar role) is also essential to break silos and align teams around common CX metrics and goals. Effective CX governance ensures that transformation efforts remain aligned with customer expectations and business goals, allowing organisations to scale successful pilots and course-correct where needed.

Technology architecture and operating model

A modern technology architecture and operating model, as Exhibit 1 depicts, underpin these principles. They form the foundation for scalable personalisation, real-time responsiveness, and sustained CX innovation.

Exhibit 1: Integrated CX technology architecture

Source: Everest Group (2025)



² OSS/BSS: Operational Support Systems / Business Support Systems; these are critical IT systems that manage network operations and business processes

At the heart of an integrated CXM framework is an end-to-end data and integration layer that connects all customer touchpoints. Telcos are investing in robust customer data platforms and analytics hubs that consolidate information from billing systems, network OSS/BSS, CRM, digital channels, and third-party sources into a single source of truth. This data layer enables real-time insights and a 360° view of the customer, which is the foundation for journey orchestration and personalisation.

Sitting atop this, an omnichannel engagement layer integrates all customer touch points, including contact centre platforms, retail point-of-sale, mobile apps, and social media. This layer ensures that every interaction is visible, traceable, and consistent across channels.

An orchestration and automation layer, often powered by AI, manages routing, knowledge management, and process automation. For instance, if a network outage is detected, this layer can automatically create a trouble ticket, inform the customer, and schedule a technician, all without human intervention.

Finally, user-facing applications for marketing, sales, support, and field service plug into this ecosystem, all accessing shared customer data and workflows. This modularity allows businesses to evolve the stack incrementally without disrupting ongoing operations.

To implement such architecture, technology and human elements must work hand in hand. An agile implementation framework with phased milestones allows gradual replacement or integration of legacy systems with minimal disruption.

A key success factor is interoperability with legacy infrastructure – new CX tools need to interface with existing telecom systems (such as provisioning, billing, and network management). This is where API-first design and middleware come into play. By using robust APIs and integration middleware, telecoms can bridge modern customer-facing applications with older back-end systems.

Cloud-based CX platforms also help by providing scalability and faster innovation, but they must be securely integrated with on-premises data where needed. Balancing innovation with legacy systems is often one of the hardest parts of CX transformation as it requires careful IT planning, possibly in partnership with vendors or service integrators, to create a scalable, interoperable CX infrastructure that can meet present requirements and also evolve over time.

Technology alone cannot deliver transformative CX. Importantly, the "human" side of the framework is just as critical. In a tech-enabled CX model, the role of skilled employees and customer service agents actually becomes more strategic. By automating routine tasks and providing intelligent tools, employees are freed up to focus on high-value interactions that genuinely require empathy, complex problem-solving, and relationship-building.

This is where the human-in-the-loop model plays a vital role, ensuring that AI systems support, rather than substitute, frontline employees. Whether through AI co-pilots that suggest next-best actions, agent-assist tools that surface contextual insights in real time, or human escalation in chatbot workflows, the goal is to combine machine intelligence with human judgement to deliver faster, more nuanced, and more emotionally intelligent customer experiences.

Ensuring a strong Employee Experience (EX) is, therefore, increasingly becoming a prerequisite to delightful CX. Frontline staff need to be equipped with the right training, authority, and real-time data to serve customers effectively. Continuous training and empowerment programmes are essential to meet that objective.

Thus, the tech + human framework means technology should augment the human touch, not replace it. Advanced analytics and AI, such as predictive insights or instant knowledge retrieval, augment agent capabilities, while engaged employees provide empathy and creativity that technology alone cannot. This synergy is what would allow telecom operators to deliver scalable personalisation, ensuring that millions of customers get the fast, contextual service of automation and the warmth and trust that comes from human support where it matters.

“I’m worried about not moving fast enough. These technologies are rapidly changing how we engage with the world of computing and with each other. Companies that are able to see that unfolding, make some bets, and intercept it, are going to be the winners.”

– Mike Sievert, US CEO at T-Mobile³

³ [T-Mobile US's CEO Mike Sievert on the Future of Connectivity](#)

Challenges in telecom CX transformation

Implementing an end-to-end, AI-enabled CXM ecosystem in a telecom organisation is a complex journey. Industry leaders must address several challenges that can impede CX transformation. Exhibit 2 outlines important challenges for telcos when implementing such a transformation.

Exhibit 2: Challenges telcos face in transforming CX

Source: Everest Group (2025)

Legacy systems and infrastructure debt: Telcos often operate on decades-old systems – CRM, billing, OSS/BSS - that were not built for seamless CX. These fragmented architectures hinder integration and slow down the deployment of digital channels or AI tools. To remove and replace each module is costly and risky, so enterprises must build interoperable layers atop entrenched platforms, while managing significant technical debt.



Organisational silos and resistance to change: Legacy operating models separate marketing, sales, service, and network operations. Integrated CX blurs these lines, requiring tighter collaboration and shared ownership of customer outcomes. Resistance arises when teams protect turf or resist new tools and workflows. Overcoming the change requires strong change management, executive sponsorship, and shared CX KPIs.



CX governance and prioritisation gaps: Effective CXM requires coordinated oversight, but many telcos lack a clear governance model to prioritise initiatives, measure success, and ensure cross-functional alignment. Without strong leadership and a centralised CX mandate, efforts remain fragmented and tactical. Embedding governance into the CX operating model is essential.



Data silos and inconsistent customer records: Customer data is typically dispersed across functions-billing in one system, support history in another, and usage analytics elsewhere. This lack of a holistic view results in inconsistencies, duplication, and unreliable analytics, which in turn compromise personalisation and decision-making. Resolving this challenge requires both tech integration and cross-functional data governance.



Shortage of skilled CX and digital talent: Many telcos lack in-house expertise in journey design, AI, analytics, and digital product management. This talent gap delays or weakens CX initiatives. Reskilling existing teams and recruiting digital talent is essential, but competitive pressure for these roles is intense. Strategic partnerships can help bridge immediate capability gaps.



Data privacy, security, and compliance risks: As CXM becomes more data-driven, ensuring compliance with GDPR, CCPA, and similar regulations is critical. Telcos handle sensitive customer data, and expanding data flows across systems increases exposure. Robust privacy-by-design principles and secure architectures are required to maintain trust and mitigate regulatory risk.

Addressing the many challenges of CX transformation requires a deliberate, enterprise-wide strategy that spans technology, data, people, and governance.

The starting point for most telcos is modernising their technology stack, through either selective upgrades and cloud migration or layered integration of APIs and middleware that bridge legacy systems with modern CX platforms.

Consolidating and cleansing customer data is equally important. Enterprises must establish a comprehensive data platform that integrates inputs from marketing, billing support, and digital channels to enable a 360-degree customer view. This view powers advanced analytics and personalisation and supports consistent experiences across touchpoints.

Governance plays a pivotal role. Enterprises need a central CX leadership function or council to align objectives, prioritise initiatives, and monitor cross-functional execution. Embedding shared CX KPIs across teams, including sales, service, and marketing, helps foster accountability and drives collaboration.

Another important aspect is the need to build internal capability and change readiness. Reskilling existing teams and investing in digital talent, such as journey designers, data scientists, and AI integration experts, ensures that CX transformation is sustained over time.

Change management must be proactive, with clear communication, leadership sponsorship, and workforce engagement to overcome organisational resistance and drive the adoption of new tools and processes. On the compliance front, telcos must embed privacy-by-design principles into their CX architecture to ensure customer trust while meeting regulatory standards.

Service providers' role in CX integration and acceleration

While building capabilities in-house offers greater control and long-term alignment, it can be a time-consuming and resource-intensive initiative. Organisations with strong internal talent and governance may find this approach effective for sustained transformation.

Alternatively, they can partner with service providers to fast-track execution and access domain expertise and proven frameworks. Many telcos adopt a hybrid approach, owning the CX vision internally while leveraging external partners for scale, speed, and specialised capabilities.

Telecom leaders increasingly recognise that CX transformation cannot be achieved in isolation. Strategic service providers, ranging from consulting firms and BPOs to specialist technology vendors, play a critical role in accelerating the journey toward an end-to-end, future-ready CXM. These partners bring a combination of technology expertise, operational knowledge, domain expertise, and flexible delivery models that complement internal capabilities.

At the same time, service providers are evolving from outsourcers of transactional tasks to strategic enablers of experience-led growth, embedding the tools, talent, and operating models needed to reimagine customer experience at scale. Leading providers are driving value through technology-led transformation, human-centred operational excellence, and innovative, outcomes-focused engagement models.

Technology-led transformation

One of the most pressing challenges telecom enterprises face is integrating fragmented legacy systems with modern CX platforms. Service providers bring deep technical expertise to help bridge this divide. They assess enterprises' current CX landscapes, identify technology gaps, and develop a phased integration roadmap that aligns with enterprises' CX vision and business objectives.

Providers support end-to-end implementation by integrating a broad range of enabling technologies, such as omnichannel communication platforms, AI-powered engagement hubs, cloud contact centres, agentic AI, robotic process automation, and integrated analytics and data platforms. These tools work together to connect siloed systems, power intelligent decision-making, and deliver seamless, personalised experiences across the customer lifecycle, from marketing and sales to service and support.

These partners often bring proven accelerators, reference architectures, and pre-built integration connectors that reduce implementation time and risk. Their experience across industries also allows them to anticipate roadblocks and best practices, ensuring that telcos avoid costly missteps and achieve faster time to value.

Human-centred operational excellence

Leading service providers contribute to the human-centred operational needs of telcos in three powerful ways:

- **CX domain expertise and process design**

Providers bring deep knowledge of customer-facing telecom processes, such as onboarding, technical support, billing enquiries, and field service, and help redesign them for greater efficiency, empathy, and personalisation

- **Scalable CX operations**

Providers offer access to a flexible and skilled talent pool of contact centre agents, CX specialists, digital marketers, and data analysts, among others. This pool allows telcos to rapidly ramp-up new channels (such as social media support, chatbots) or seasonal coverage (for example, product launches) without committing to fixed in-house resources. For instance, a telco can quickly launch a 24/7 multilingual chat support function in partnership with a BPO, using a blend of automation and live agents trained in telco-specific scenarios

- **CX workforce enablement and transformation**

Providers help upskill and transform telcos' existing workforce, equipping them to work with AI tools, agent desktops, and predictive insights. This may involve rolling

out agent enablement programmes, co-creating playbooks for human-bot collaboration, or training frontline teams to manage emotionally complex interactions where human empathy is irreplaceable

Innovative engagement models

As CX transformation becomes a multi-year journey, telcos need more agile and innovation-driven relationships with their partners that go beyond operational outsourcing to support holistic experience transformation across marketing, sales, and service. Progressive service providers are responding with next-generation engagement models designed for co-creation, value alignment, and scalability. These models include:

- **Co-innovation labs**

These are dedicated, often co-located teams from the provider and the enterprise that jointly ideate, prototype, and test new CX capabilities

- **Outcome-based commercial constructs**

Instead of paying per FTE or transaction, telcos can engage providers on value-driven contracts for which payments are tied to specific business outcomes, such as improved NPS, reduced average handle time, lead-to-conversion improvements, or increased digital channel adoption. This aligns provider incentives with business performance and encourages continuous improvements

- **Managed CXM operations**

For telcos that want to accelerate modernisation without building everything in-house, providers offer fully managed services across the CX stack – from running the contact centre and managing omnichannel platforms to campaign execution, sales enablement platforms, and integrated analytics. These models provide predictable costs, fast ramp-up, and embedded innovation cycles

- **Modular, plug-and-play CX solutions**

Providers are increasingly offering as-a-service CX modules that telcos can adopt without heavy integration. Examples include ready-to-deploy analytics dashboards, AI chatbot engines, or personalisation-as-a-service platforms that can be layered onto existing systems via APIs

These models offer telecoms flexibility and strategic agility, enabling them to modernise at their own pace, focus internal teams on core differentiators, and scale innovation without major capital outlays.

The right service partner acts as an extension of the telecom company's CX transformation team, bringing in specialised capabilities, global experience, and shared accountability for outcomes. While the enterprise must retain strategic control and CX governance, providers should serve as enablers that accelerate delivery, de-risk execution, and inject continuous innovation. Together, they can co-create an end-to-end, tech-enabled, human-centred CXM ecosystem that drives long-term competitive advantage.

Case study: Freenet's transformation journey with Capita

Company background and business objectives:

Freenet, a leading German telecom provider, embarked on a customer experience transformation initiative in 2015. With a goal to improve customer satisfaction, simplify journeys, and reduce unnecessary contact, Freenet sought a model that could unify customer-facing functions and incentivise outcomes. After 18 months of co-designing the commercial and operational framework, Freenet partnered with Capita in 2016, establishing a 100% BPO-led customer management model.

Challenges faced: Freenet's transformation required deep integration across technology, process, people, and governance. The company had to navigate multiple barriers:

- High contact volumes were driven by recurring, low-value queries that could have been avoided
- Freenet lacked real-time visibility into journey performance, contact drivers, and friction points
- Digital assets existed but suffered from low customer adoption due to limited awareness and usability

Additionally, the legacy per-contact outsourcing model incentivised volume, not customer-centric outcomes.

The solution: Freenet and Capita approached the engagement as a true co-creation partnership. They implemented a comprehensive transformation programme covering process redesign, CRM evolution, digital engagement, and performance governance.

This included:

- Joint governance: monthly service, sales, and process reviews, along with a dedicated Digitalisation and digitisation, Contact Reduction, and Automation (DCA) workstream
- Collaborative innovation: a live backlog of initiatives tracked actively with joint pilot-testing and rapid iteration cycles

- Agent-side insight loop: Freenet's leadership regularly visited nearshore centres to conduct side-by-side monitoring, gather agent feedback, and generate actionable improvements
- Technology enablement: deployment of agent-assist tools and a new knowledge base, supported by continuous upskilling for contact centre agents
- CX simplification: redesign of complex customer journeys to reduce contact volumes by tens of thousands per month

Freenet opted for a per-customer pricing model, rather than traditional per-contact or per-minute billing. This innovative commercial construct aligned incentives for both Capita and Freenet where both benefitted when customer issues were resolved proactively, and unnecessary contacts were eliminated.

Outcomes achieved: The partnership delivered measurable impact across customer experience, operational efficiency, and business alignment:

- Contact reduction: A simplified number portability procedure alone has reduced the number of monthly contacts by several thousand
- Improved satisfaction: Freenet's internal customer satisfaction tracking showed clear gains, especially by eliminating lower complexity queries
- Cost optimisation: Capita was able to reduce operational costs while maintaining service quality under the per-customer model
- Cultural cohesion: A co-owned delivery model, built on shared metrics, open feedback loops, and mutual respect, replaced traditional client-vendor dynamics
- Employee enablement: Agents embraced new tools such as agent-assist, with both organisations jointly managing training and adoption

Key considerations for choosing a CXM partner

Choosing the right partner (or set of partners) is a strategic decision. Below are key considerations and capabilities telecom leaders should evaluate in a prospective CXM service partner:

- **Technical breadth and integration capabilities**

The partner should have a robust portfolio of technology offerings and partnerships to cover the full CXM stack based on the telco's requirements. An ideal partner has proven frameworks to integrate various technologies (with API-first architectures) and can navigate the complexities of telco legacy systems.

Essentially, telcos need partners that can stitch together best-of-breed solutions into a cohesive CXM ecosystem with minimal disruption. Partners with established relationships with leading CX tech vendors often bring those capabilities faster and with preferential support.

Technology's scalability and reliability are also critical in telecom due to high volumes; the partner's solutions should handle millions of interactions and be designed for telco-grade performance.

- **Innovation roadmap and thought leadership**

CX is rapidly evolving in telecom, so partner value lies not just in what partners can do today but in how they prepare their clients for tomorrow. Commitment to continual innovation is a key consideration. A good partner will proactively bring new ideas to the table and keep enterprise CXM at the cutting edge.

A critical part of this commitment is the partner's ability to track, interpret, and operationalise advances in AI, especially around generative AI, agentic AI, and Large Language Models (LLMs). Providers should be able to demonstrate how they continuously evaluate emerging AI tools, assess fit for purpose, and build scalable, responsible AI integrations across service, marketing, and sales workflows.

Another parameter is thought leadership: the partner should have a track record of published research or industry contributions on CX trends, which indicates they understand CXM's strategic direction and can guide telcos in future-proofing their customer engagement models.

- **Access to skilled talent and global scalability**

One of the biggest benefits of partnering is accessing a large talent pool of CX specialists. Telecom companies should evaluate if potential partners have the right people – experienced CX strategists, process experts, data scientists, UX designers, digital marketers, sales enablement specialists, and multilingual support agents – and in sufficient numbers to meet their needs. As the lines between marketing, sales, and services blur, having integrated teams that understand the full customer journey becomes essential.

Partners with global delivery models can be a huge asset. They can scale operations across geographies (often in multiple countries to provide 24/7 coverage or local language support) and still ensure consistent quality and compliance. Global scale also provides resilience; if one site goes down or faces issues, another can pick up the load. Additionally, cost efficiency often comes with global delivery: a mix of onshore, nearshore, and offshore locations allows an optimised balance of cost and skills.

Given the increasing centrality of AI to modern CXM, telcos should assess whether partners are continuously reskilling teams to work with next-gen tools, such as AI co-pilots, prompt engineering for gen AI interfaces, and AI model tuning. Partners that can quickly scale AI-fluent resources provide a competitive edge in dynamic, tech-driven CX environments.

- **Telecom domain expertise and end-to-end capabilities**

CXM in telecom has unique aspects, for example, technical support for devices/network, complex billing enquiries, and regulatory obligations such as number portability, among others. Partners with deep telecom expertise bring not only an understanding of post-sale pain points, but also the nuances of pre-sale engagement, acquisition journeys, and channel orchestration. They should be well-versed in how telecom customers, both consumers and enterprises, evaluate, purchase, onboard, use, and renew services and how those journeys differ by segment and geography.

Beyond understanding telecom, partners should offer end-to-end CX management capabilities. This means they should be able to support the entire lifecycle: from consulting on CX strategy and design to implementing technology and managing ongoing operations (for example, running a contact centre or moderating social media support). End-to-end capability ensures accountability, and the partner can be held responsible for outcomes, not just deliverables. It also reduces integration friction, as fewer hand-offs are needed between multiple vendors.

- **Flexibility and alignment (commercial and operational)**

Finally, telcos should consider how flexible and aligned a partner is with their ways of working, including engagement models, contractual flexibility, and cultural fit. On the engagement side, the partner needs to offer flexibility in terms of short-term pilots, scale-up/scale-down arrangements, and outcome-based pricing models.

The dynamic nature of CX transformation means needs will change; a rigid partner that cannot adapt the scope or bring in additional capabilities on the fly can become a bottleneck.

Look for willingness to establish co-governance structures. For example, joint steering committees and shared KPIs indicate a collaborative approach. Culturally, the partner's team should mesh well with the telecom's internal team. This intangible factor often determines how smoothly projects run day to day. A partner that encourages knowledge transfer (building the client's internal skills) and transparency will build trust.

Flexibility also extends to technology neutrality. The partner should be willing to work with the telco's preferred tools or adapt to the existing environment, rather than forcing proprietary solutions.

By carefully vetting partners on the aforementioned parameters, telecom leaders can increase the likelihood of a fruitful collaboration. The right partner will bring not only execution excellence but also strategic insight, helping the telco navigate the complex journey to integrated CXM while avoiding pitfalls.

“AI will allow enterprise customers to gain visibility on end-to-end governance, offer flexibility on cost structures, and will also enable them to leverage cost-effective connectivity models.”

– Jophy Varghese, APAC Head at Verizon⁴

KPIs and business outcomes: measuring success

Transforming customer experience serves as a pathway to achieving improved business performance and greater customer loyalty. Telecom leaders must, therefore, define and track Key Performance Indicators (KPIs) that reflect both the effectiveness of CXM initiatives and their impact on business outcomes. A robust CXM KPI framework for telcos spans four levels, as Exhibit 3 illustrates.

⁴ [Verizon Business sees AI as 'critical' part of managed network services portfolio: Jophy Varghese](#)

Exhibit 3: An end-to-end CXM KPI framework for telecom

Source: Everest Group (2025)

Key KPIs		
Operational efficiency metrics They measure how effectively and efficiently customer-facing operations are running across channels and systems and help track speed, responsiveness, and the shift from high-cost to low-cost interactions.	Average resolution time: time taken to resolve customer issues First Contact Resolution (FCR): percentage of issues resolved in the first interaction Digital channel utilisation: share of interactions handled through self-service or digital platforms	IVR containment rate: percentage of queries resolved without agent escalation Quote-to-close ratio: number of proposals or offers that lead to actual conversions, reflecting efficiency of the sales process
Customer experience metrics They reflect how customers perceive and feel about their interactions with the telecom provider and are leading indicators of satisfaction, loyalty, and churn risk.	Net Promoter Score (NPS): likelihood of customers recommending the brand Customer Satisfaction Score (CSAT): satisfaction rating after specific interactions Customer Effort Score (CES): ease of getting issues resolved	Journey abandonment / Drop-off rate: the point at which customers disengage during onboarding, product selection, or signup Pre-purchase NPS: customer sentiment during discovery or buying
Business impact metrics They connect CX performance to financial and commercial outcomes, validate the RoI of CX initiatives, and highlight growth and retention improvements.	Customer Lifetime Value (CLV): total projected revenue from a customer over time Average Revenue Per User (ARPU): average revenue generated per customer Churn rate: percentage of customers leaving the service	Cross-sell/Upsell conversion: share of customers who purchase additional products or upgrades Customer Acquisition Cost (CAC): total cost of converting a new customer Marketing-attributed revenue: revenue directly linked to campaigns or content journeys
Employee and agent enablement metrics They gauge how well-equipped and motivated frontline staff are to deliver great CX and reflect the CX engine's internal health.	Agent satisfaction score: morale and engagement of customer-facing staff Training completion rate: workforce readiness to adopt new CX tools	Adoption of automation tools: utilisation of AI assistants and co-pilots, among others Knowledge base usage: how often staff members use internal resources to support customer interactions

Turning KPIs into a 360-degree CXM dashboard: from measurement to management

Listing CXM metrics is a necessary step, but true transformation begins when these metrics are synthesised into a comprehensive performance framework that gives telecom leaders real-time visibility into how every stage of the customer journey is performing, where breakdowns are occurring, and what corrective action is needed.

This is where a CXM dashboard evolves from being a reporting tool to becoming a strategic command centre for experience-led growth.

A well-designed dashboard integrates KPIs across operational, experiential, commercial, marketing, and employee dimensions, creating a multi-layered view of customer health and lifecycle performance. It allows leaders to connect the dots between early-stage engagement and post-sale satisfaction, correlate experience with outcomes, and identify internal enablers or blockers to CX success.

For example, instead of viewing NPS or FCR in isolation, leaders can assess how digital engagement rates and marketing-attributed revenue influence satisfaction and retention, or whether low CES during onboarding is affecting churn.

In an end-to-end CX model, metrics from sales funnels, campaign effectiveness, customer support, loyalty, and workforce enablement must all converge to present a 360-degree view. This enables proactive governance, journey optimisation, and better prioritisation of both customer-facing and internal experience investments. Exhibit 4 illustrates a representative dashboard that brings this panoramic measurement strategy to life.

Exhibit 4: Representative 360-degree CXM dashboard for telcos

Source: Everest Group (2025)

	Metrics tracked	KPIs used by	
Tier 1 real-time operational view	Live data on queue length, resolution time, and containment rates Alerts for SLA breaches or channel backlogs	Contact centre managers, operations leads Workforce management and support quality teams	Integrated CX intelligence Low FCR + high CES Indicates broken self-service journeys Action: review routing logic and improve channel design Rising ARPU + falling CES May indicate revenue growth at the cost of experience Action: rebalance commercial strategy with better personalisation or support Low agent satisfaction + low CSAT Suggests internal readiness issues are affecting customer experience Action: enhance training, review workload balance, deploy support tools Real-time alerts based on correlated KPIs across tiers
Tier 2 experience pulse	Rolling 7-day NPS, CSAT, CES with segmentation by channel, region, product line, etc. Voice-of-the-customer inputs, complaint trends, survey response analytics	CX leadership, marketing, and customer insight teams Journey designers and channel owners	
Tier 3 strategic outcome indicators	CLV, ARPU Churn rate, cross-sell/upsell conversions, new acquisition rate	C-suite executives, finance, and corporate strategy teams Product owners and commercial leadership	
Tier 4 internal readiness	Agent satisfaction scores, AI tool usage rates, training completion statistics Automation adoption rate, knowledge base usage rate	HR, L&D, and workforce transformation teams CX enablement, IT, and digital transformation leads	

To make the dashboard actionable, telcos must go beyond reporting to embedding CX metrics into governance and daily decision-making, including:

- Establish CX councils that review dashboard data weekly and sponsor interventions
- Link CX performance with the KPIs of functional leaders (e.g., NPS owned jointly by service and product heads)
- Use AI / machine learning models to predict impact (e.g., how a drop in agent satisfaction affects NPS)
- Make frontline data accessible to all employees, helping agents see how their performance influences business outcomes

In essence, a 360-degree CXM dashboard transforms metrics from isolated indicators into a strategic command centre for customer experience. It breaks silos, aligns incentives, and ensures that everyone, from agents to executives, is operating with a shared understanding of what great CX looks like, what's working, and where to intervene. When powered by real-time data and cross-functional alignment, this framework becomes a critical enabler of transformed, proactive, and resilient CXM.

Conclusion

The journey from siloed customer service to an end-to-end, AI-enabled CXM ecosystem is undoubtedly complex, but it is also mission-critical for telecom operators competing in an increasingly customer-centric world. As network coverage and pricing become baseline expectations, the ease, personalisation, and consistency of interactions will increasingly shape customer decisions and drive loyalty. Investing in a cohesive CXM strategy allows telcos to shift from reactive service models (that view the contact centre as a cost) to proactive engagement (where every interaction becomes an opportunity to deepen relationships and create value).

However, CXM transformation is not a one-time effort. It must be treated as an ongoing, iterative program that evolves with new technologies, changing behaviours, and market dynamics. It requires telecom leaders to commit to regular CX maturity assessments, refresh their transformation roadmaps, and embed a culture of customer-centricity across the organisation. Continuous reinvention is key: from running quarterly innovation sprints to embedding CX metrics into team goals, forward-looking enterprises make CXM a systemic capability and not a short-term project.

The potential rewards for telecoms that master end-to-end CXM are substantial. A robust, integrated CX architecture can unlock new revenue streams and greater wallet share from existing customers, while also improving customer acquisition as a distinctive CX becomes a brand differentiator. It can turn customers into advocates, amplifying marketing efforts through positive word-of-mouth. Internally, it can drive efficiencies that reduce costs. Moreover, an end-to-end approach enables telcos to respond more nimbly to crises or market changes.

Executing this vision often requires help, and that is where choosing the right partners is key. As discussed, technology and BPS partners can accelerate the journey, but they should be engaged as strategic collaborators, not just vendors.

Finally, it is important to remember that CXM transformation is fundamentally about building stronger human connections, enabled by technology. Even as AI and automation ramp-up, the goal is to make customers feel more valued, understood, and supported. Telcos that navigate this balance will find that their customer relationships become deeper and more resilient. Transforming engagement through comprehensive CXM is not just an operational tweak for telecom companies; it is a long-term competitive strategy and a cornerstone of sustainable success. By committing to this path, telecom leaders can reinvent organisations around the customer and secure their place in the industry's digitally connected future.

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