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Big Data & Advanced Analytics in the Communications Industry - Cian O'Hare

Video Transcript

Cian O'Hare

[MUSIC] Hello, my name is Cian O'Hare and I'm a Managing Director at Accenture Digital. I lead a number of exciting engagements with our clients in the UK and Ireland in the big data and advanced analytics domain. The case study I would like to share with you today is from a global communications provider. This company operates in over 26 countries and has an excess of 400 million customers across the globe.

It serves both the consumer and enterprise sectors. The company wanted help in creating a big data capability as a strategic asset. They recognize the opportunity to derive significant commercial value from analytical insight by combining and processing vast quantities of structured, unstructured, and third party data. The main challenges the company face could be split into two. Firstly, organization. The current analytics organization was fragmented, didn't have the right skills, and lacked a commercial focus.

Its main function was KPI and historical reporting. It also lacked a cross functional approach to analytics and operated very much in silence. Secondly, technology. There was a gap in the current technology to enable cost effective processing of the data. In fact, the company only processed less than 5% of the data that it generated across its networks and systems. This also required a shift in the traditional IT operating model of wanting to control and limit an access to data, to an approach where data is democratized for exploratory purposes.

The client has the ambition to deliver an incremental \$500 million of annual EBITDA in five years. Accenture worked with a client to mobilize a big data program split into three workstreams. The first workstream was focused on organization. This included designing a new big data and advanced analytics organization that had a hub and spoke model across many countries. The client is looking to build this team to 150 people over the next two years focused on both hypothesis-driven and exploratory analytics. The second workstream was focused on technical architecture. Accenture helped to find a target reference architecture for analytics and business information. We also ran a selection process for a Hadoop distribution. Following the selection of a Hadoop distribution, Accenture deployed a number of instances, as well as supported the load of data into these environments. The data loaded into the network events, CRM, BI and marketing data. And this was the first time these data sets were brought together. The third workstream is where we work jointly with the clients to develop analytical use cases. These use cases were focused in a number of domain areas. Firstly, customer analytics, where we combine network, customer, and marketing data. We then helped develop predictive models to correlate network events and experience with churn. We then extended this to include text data from customer care agent notes.

Mining the text data allowed us to start to build a view of the overall sentiment of the customer, and provide a health score, and likelihood of this customer to churn. Having this information allowed for the developer to proactive retention, cross sell and up-sell campaigns that were launched across a number of outbound channels. Secondly, fraud analytics. Using advanced analytics techniques such as machine learning to understand the likelihood of new customers not paying for expensive smartphones. Thirdly, network analytics. Using predictive algorithms to detect faults before they occur on the network. This has a net result of improving the customer experience and significantly reducing costs from unplanned maintenance, calls to customer care, and customer churn. These use cases have recently been launched as production marketing campaigns. Already the results are very positive with many millions of dollars in benefits being realized. One of the main aims is to reduce network experience related churn by 10%. This will have a significant impact commercially as well as delivering a better experience for the end customer. I hope you found this case study interesting, and it is one we're starting to see play out across the communications industry, where organizations that leverage new tools, techniques, and their data as a strategic asset is helping drive significant competitive advantage.