



Eircom

“Our experience in building a predictive analytics capability ”

IBM Business Analytics Live 2013

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We work: as one company for our customers together as one team

We are: ambitious, inventive, accountable and cost effective

We do: this with integrity spirit and pride



What we will cover today....

- The company challenge,
- Analytical hurdles,
- Ten learnings from our experience
- Then vs Now

eircom - Background Information

eircom Group

- Ireland's leading provider of fixed-line & mobile communications services (more than 2 million fixed and mobile customers)
- Most extensive fixed-line telecommunications network in Ireland in terms of both capacity and geographic reach
- National telephone service privatised in 1999.
- eircom launched fibre in Easter 2013 expected to reach 600K premises by the end of 2013.
- First FMC Product launched in Autumn 2012
- Plans to Launch TV in Autumn 2013
- One of Ireland's largest employers – c. 4,700 staff

eircom: Fixed-Line Operator of National Network

- Largest Broadband Operator in Ireland
- Group Revenue €1.5B (Year to June 2012)
- Group EBITDA €542m (Year to June 2012)

Meteor: 3rd Mobile Operator

- 1 million customers – over 40% market share among youth market

eMobile

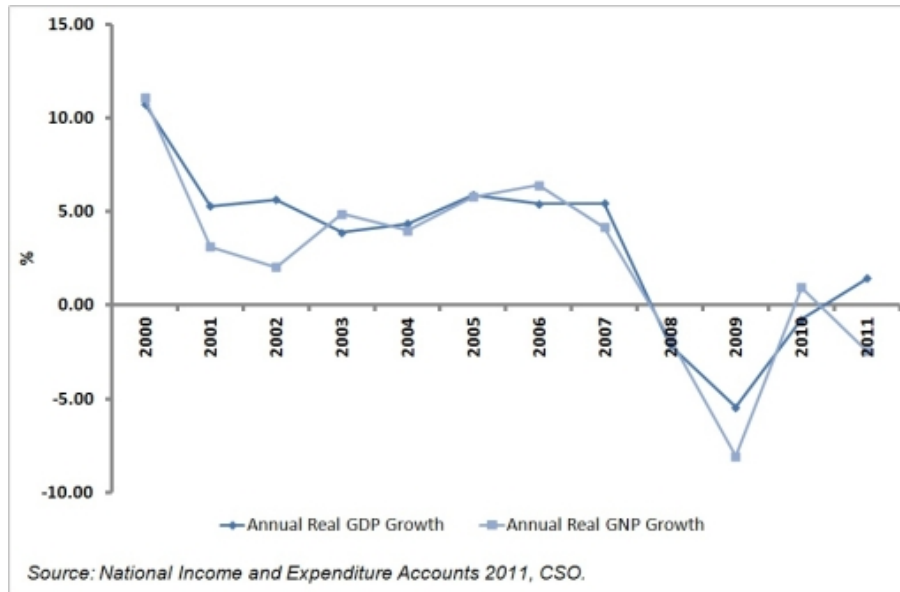
- Ireland's newest mobile operator – Servicing a more mature bill-pay customer

Since the beginning of 2011 there has been an investment in Customer Experience/NPS and Insights & Analytics.



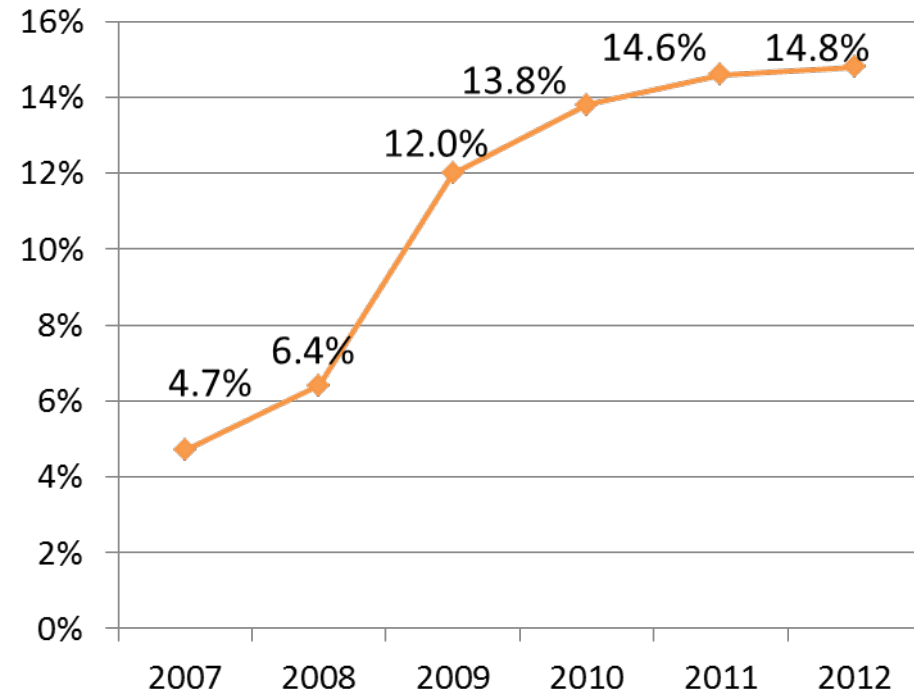
Ireland's low unemployment rate rose sharply in 2009 and continues to rise gradually

Ireland GDP



- With the onset of the global financial crisis, the Irish property sector collapsed, The resulting collapse of the construction and banking sectors meant that the Irish economy entered a very deep recession in 2008. Between 2008 and 2011 real GDP declined by 4.8 per cent, while real GNP declined by 9.5 per cent .

Ireland Unemployment Rates 2007-2012



- Unemployment continued to rise slightly in 2012, up to 14.8% but has since improved a little to 13.7%

Internal Insight challenges...

People	Processes	Technology
<ul style="list-style-type: none">• Absence of a culture of data driven decisions or questions,• Lack of experienced analytics resources,• Data rich & insight poor.	<ul style="list-style-type: none">• Siloing of insight,• Transactional reactionary focus.	<ul style="list-style-type: none">• Poor legacy infrastructure,• Lack of System integration,• No 360 customer view,• “Hand cranking”

How we planned for success....

Our thoughts on the key success factors in the implementation of an analytics and insights capability for Eircom group...



No 1 : Build enterprise wide support for the initiative

Basic principles

- Getting early support at executive level
- Requires enterprise wide alignment to become a data driven organisation.



No 2: Get different types of Brains....



We are looking for an unusual brain

THAT GUY ATE 12 HOT DOGS.

NORMAL PERSON

ANALYST

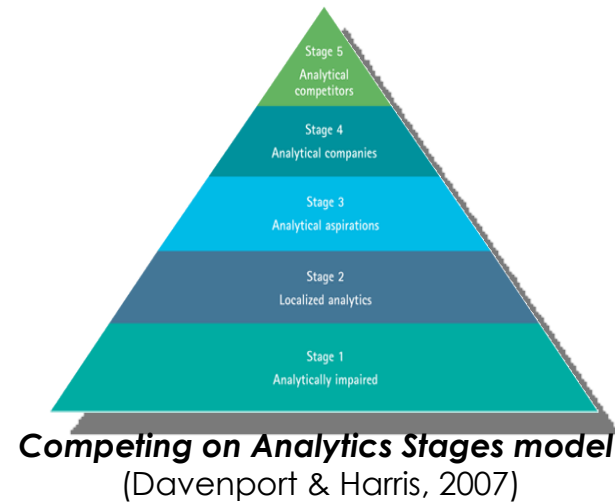
WOW, THAT'S A LOT OF HOT DOGS.

HOW MANY HOT DOGS DOES HE NORMALLY EAT?
HOW MANY HOT DOGS DOES THE NORMAL PERSON EAT?
DOES HOT DOGS EATEN VARY BY AGE?
DOES HOT DOGS EATEN VARY BY SEASON?
WHAT ELSE COULD VARY HOT DOGS EATEN?
HOW SHOULD WE COMPUTE AN AVERAGE?
HOW SHOULD WE TEST THE NULL?
IS THE DIFFERENCE STATISTICALLY SIGNIFICANT?
AT WHAT RATE DID HE EAT THE HOT DOGS?
OVER WHAT TIME PERIOD DID HE EAT THE HOT DOGS?
WERE THE HOT DOGS UNIFORM IN SIZE?
DO WE HAVE HISTORICAL DATA?
HOW DOES THIS COMPARE TO LAST MONTH?
HOW DOES THIS COMPARE TO LAST YEAR?

No 3 : Have a vision, define success & build a roadmap..

Basic principles

- Have an I&A vision and define success,
- Know your I&A hero's,
- Develop a roadmap for delivery,
- Ensure plan is communicable at all levels,



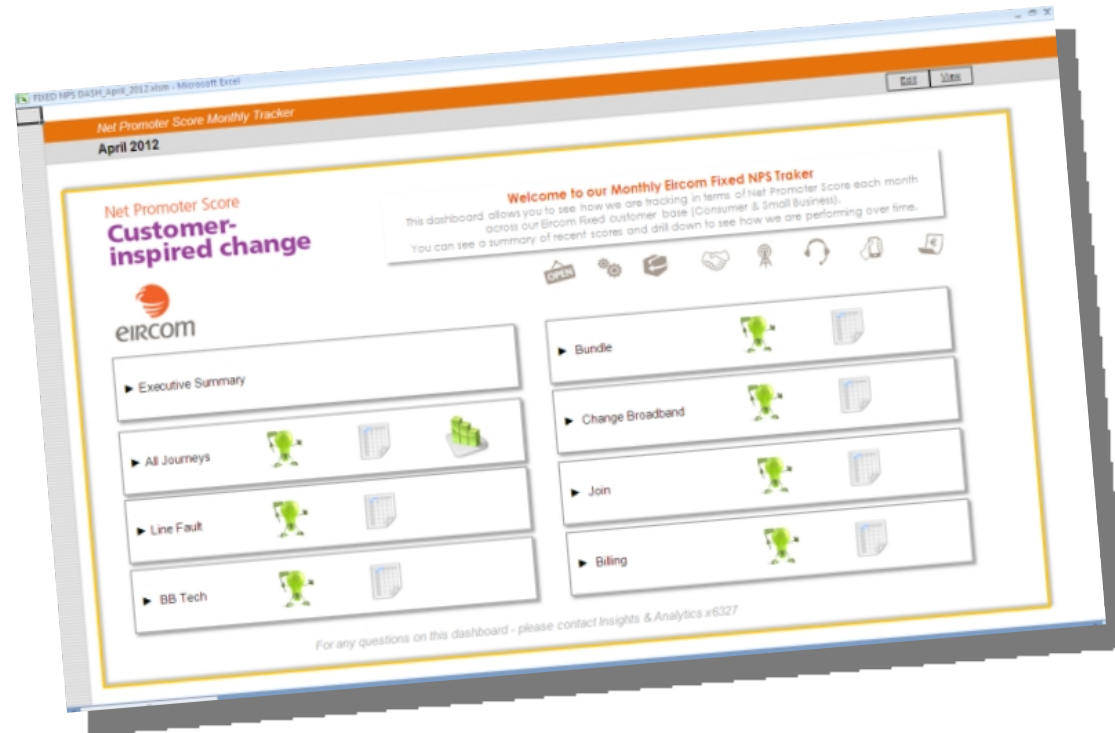
Roadmap Development

	Current State	Actions to Address	End State	Benefits
People	x	x	x	x
Process	x	x	x	x
Technology	x	x	x	x

No 4: Use Dashboards to address the high volume requests....

Basic principles

- Measure, monitor, and track the effectiveness of the marketing mechanism and calculate ROI,
- End-to-end feedback loop,
- Standardised KPIs,
- Knowledge base of success and failures.



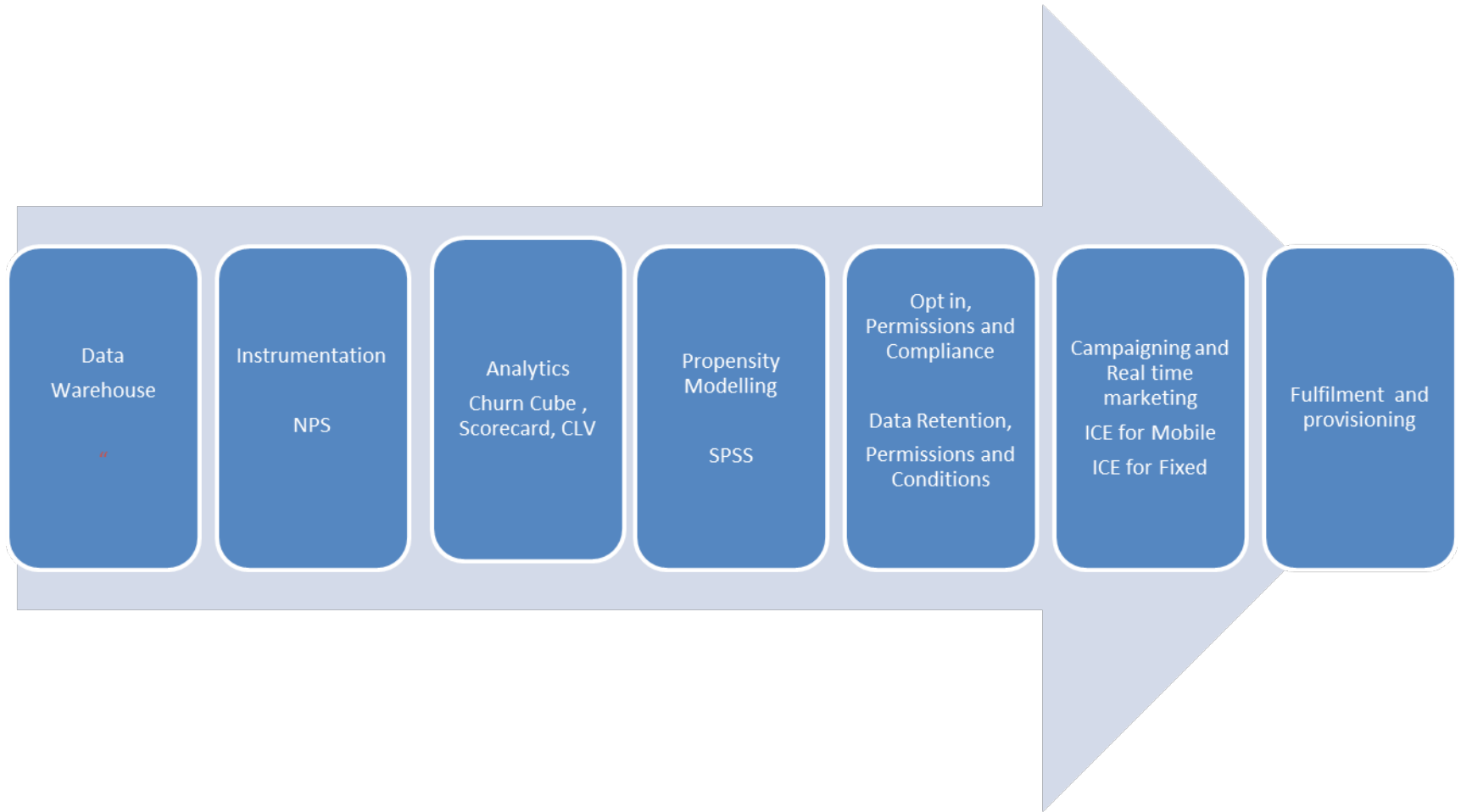
No 5: A robust insights & analytics framework

Basic principles

- Let business goals drive analytics priorities,
- Analytics and insight need to be actionable (80:20),
- A holistic approach to understanding consumer behavior.



No 6: Integrated capability – We had to kick off a number of projects



No 7: Triangulate information from Multiple sources.



Coverage (Geographic)

- % 2G indoor/outdoor
- % 3G indoor/outdoor

Coverage (Population)

- % 2G indoor/outdoor
- % 3G indoor/outdoor

Competitor share of Retail

- % of stores owned by the competition.

Individual Income

- County index of individual income compared to the state

Untapped Potential

- Calculated as the population per store (all stores) in each county. The higher the score the better the opportunity

Meteor Penetration

- Meteor subs as a proportion of the population
- Measure of 'community'

Ratio of Postpay to Prepay Subs

- Ratio of Postpay Subs to Prepay subs (the higher the ratio the better the opportunity)

Eircom Penetration

- Calculated as total eircom base divided by total household population

Estimated % in Footprint

- % of households in the county that we estimate will be eligible for next gen BB

Brand Consideration

- Overall brand consideration.

Unrealised Consideration

- Brand consideration minus market share

Rural Dispersion

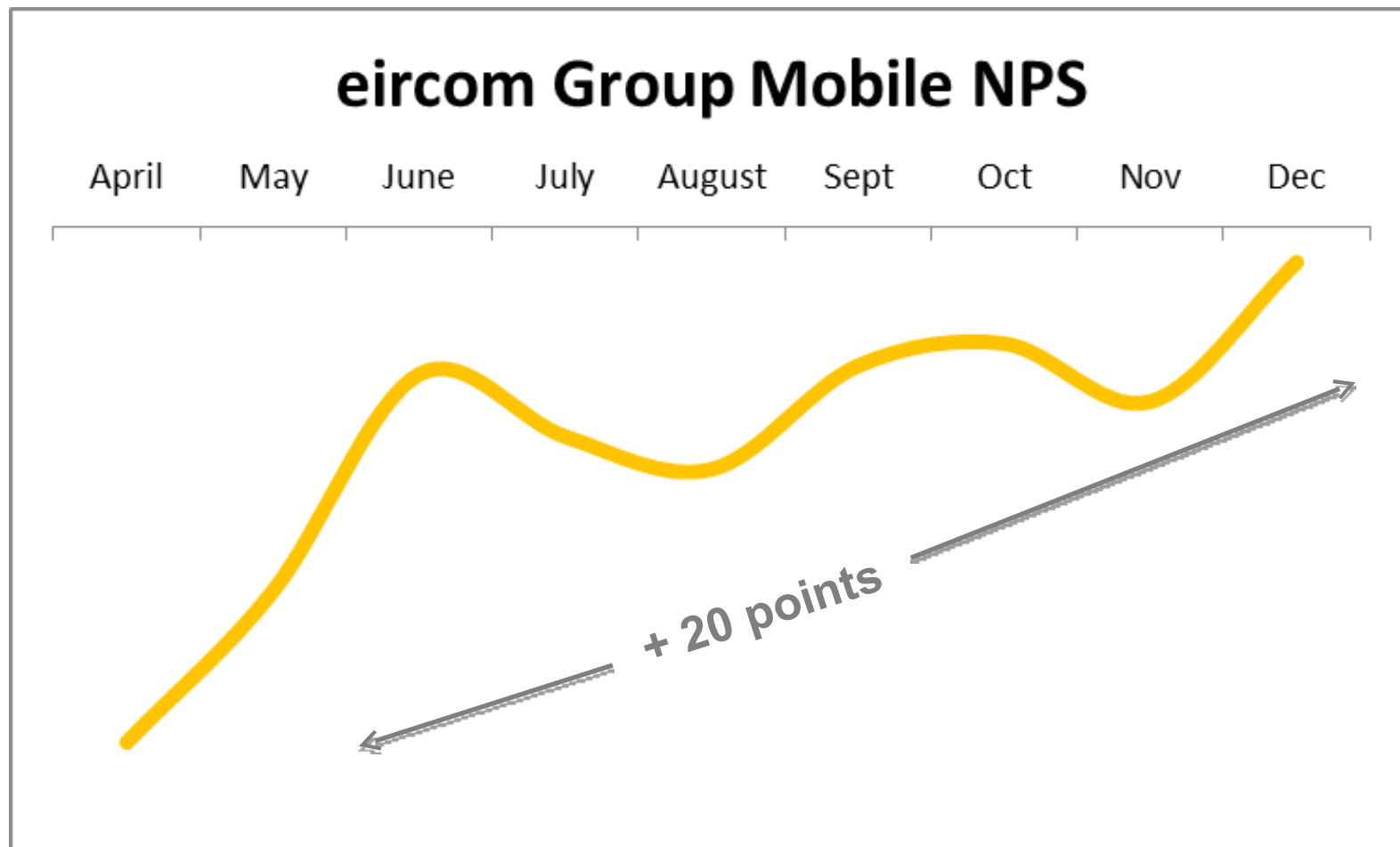
- How urbanised is the county

No 8: Demonstrate Quick wins.....



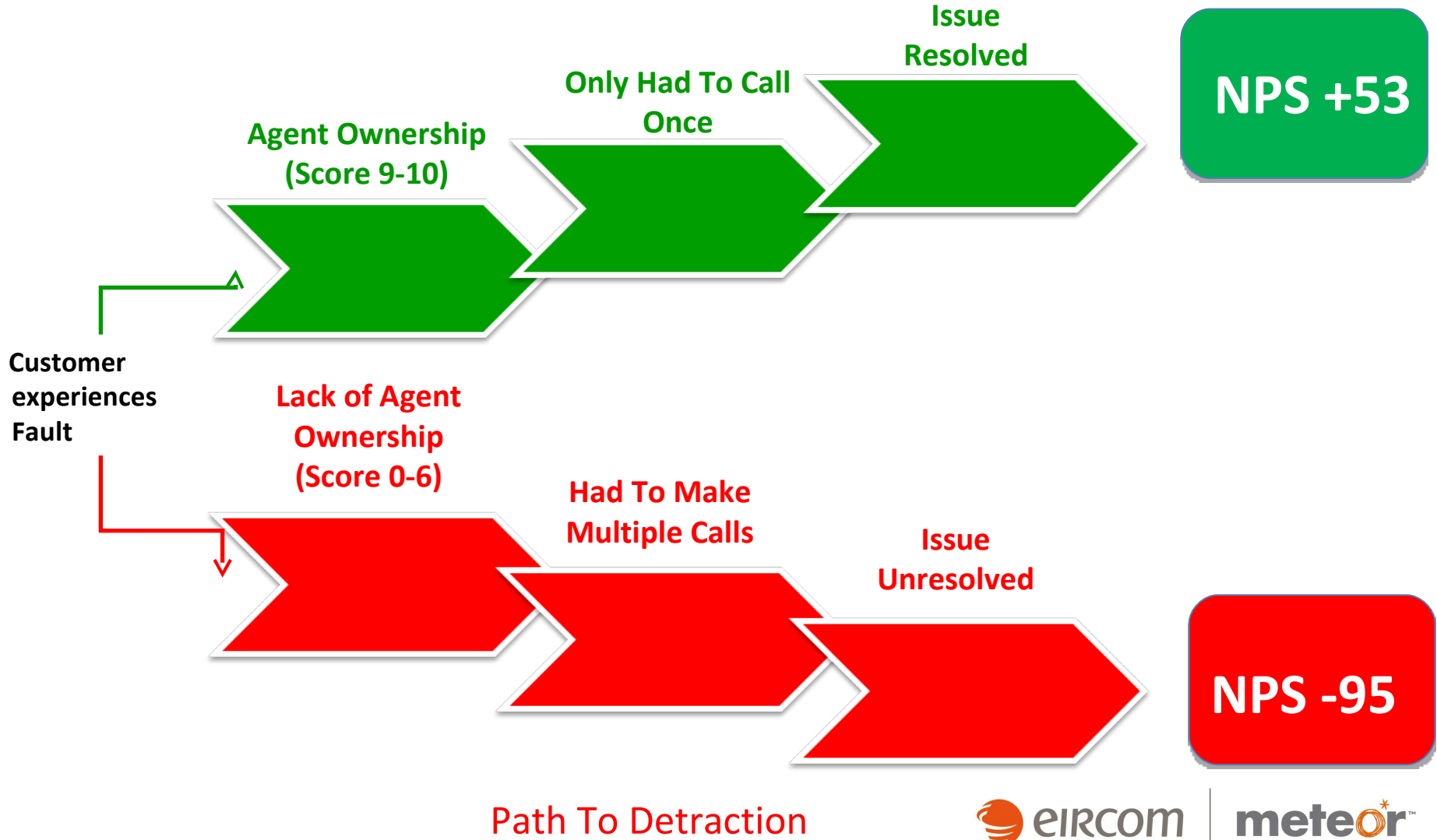
20 points improvement in Group Mobile scores in under 12 months

Loving our customers



No 9 : Put Actionable measures in place.....

Path To Promotion

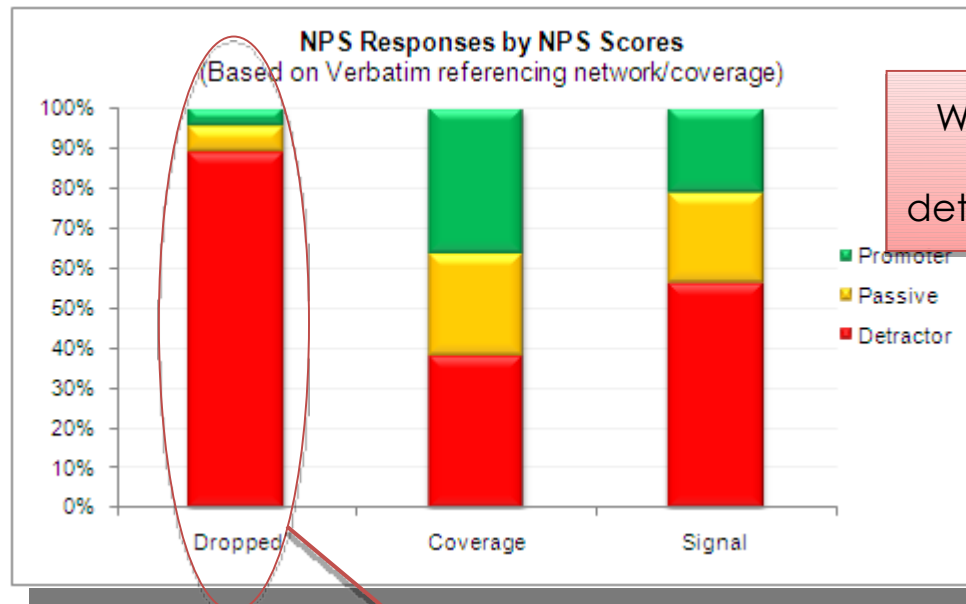


No 10 : A minute of Creativity is worth a month of model building.....

“RT @AlisonJedwardx:
meteor is an **amazing**
network :) im loving 30
days free internet <3

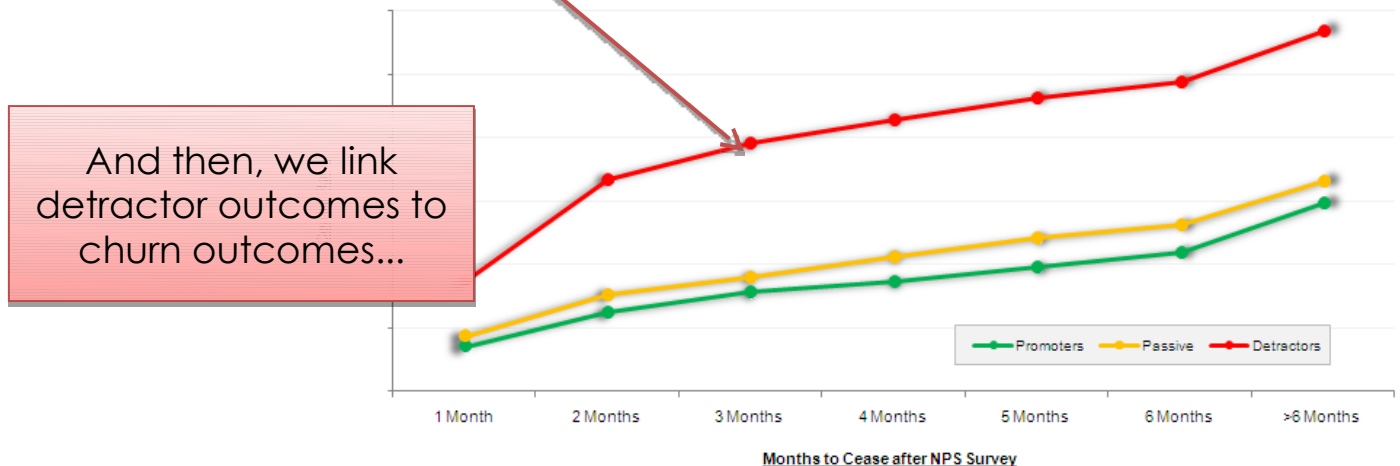
“I do **love** the **meteor**
ads on tv3 before the
weather

“Try getting through to
Meteor on the phone,
hate the @@@@ and I
have heard their album
more times in the last
month!!!!!! . .



We link customer
'Phrases' to
detractor outcomes

Cease Rate Over Time for NPS Customer Types



And then, we link
detractor outcomes to
churn outcomes...

So....where are we now?



{p + p2 + t + * = Delivery of Benefits}

Best practise analytics team to drive data driven decisions

Where **p = PEOPLE, p2 = PROCESS, AND t = TECHNOLOGY**

(* Occasionally a little bit of creativity comes in handy)

The building blocks

People > Process > Technology



Then

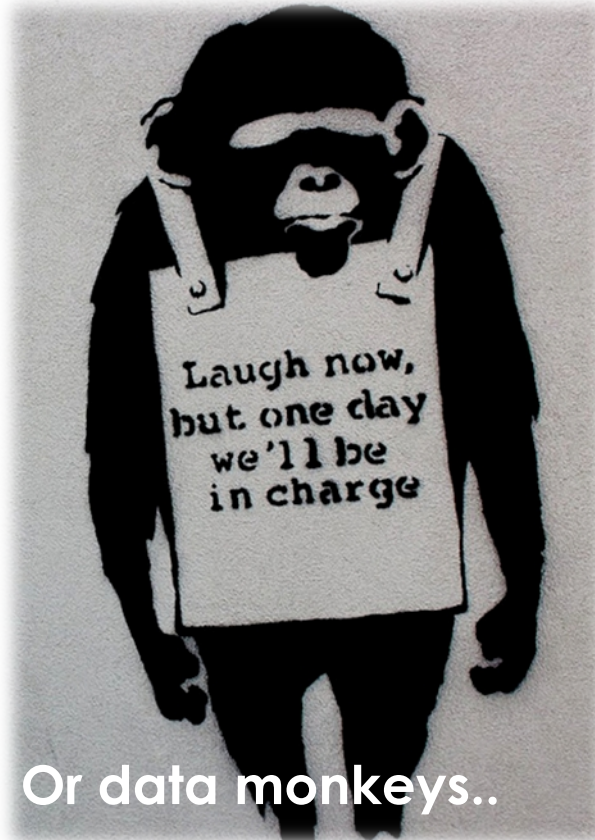
- No internal data mining skills,
- Lack of focus on customer insight,
- Reports for reports sake,

Now

- A focus on interpretation and adding-value (unlocking the 'so-what' in data)
- Specialist data mining skills,
- Data structure specialists,
- Data analysis Guru's.

And just as important, as what we do, is
how we do it....

No longer seen as
propeller heads....



Or data monkeys..

The building blocks

People > Process > Technology

Best Practice Group Analytics

Rigorous deep dive methodology,

Analytical prioritisation and delivery framework,

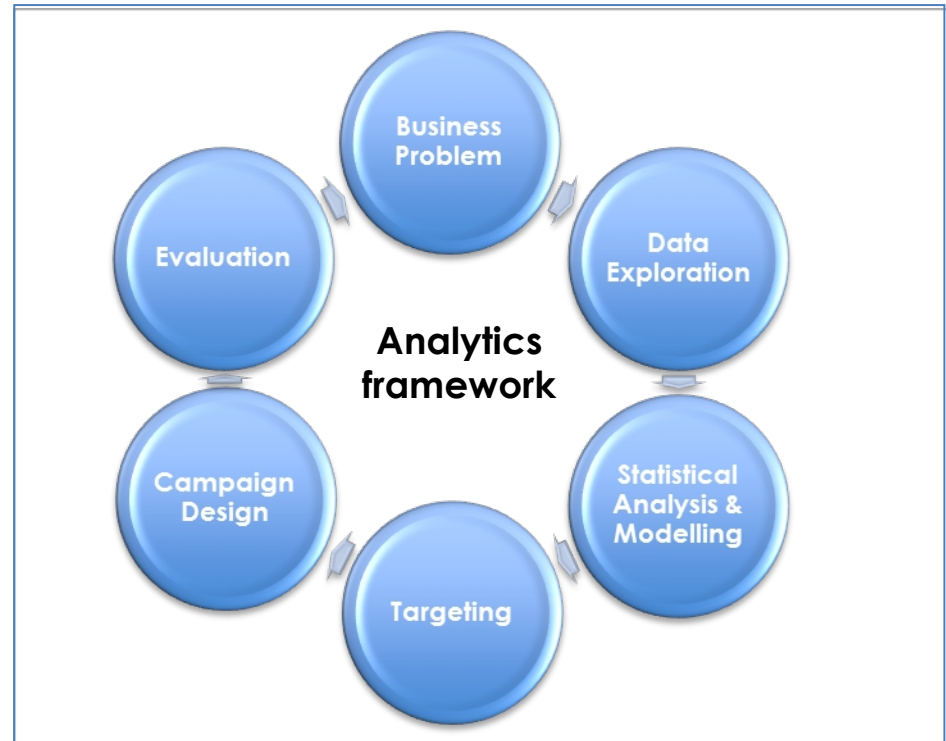
Providing the Information strategy of the group,

'Brief' is a conversation,

From reactive to proactive,

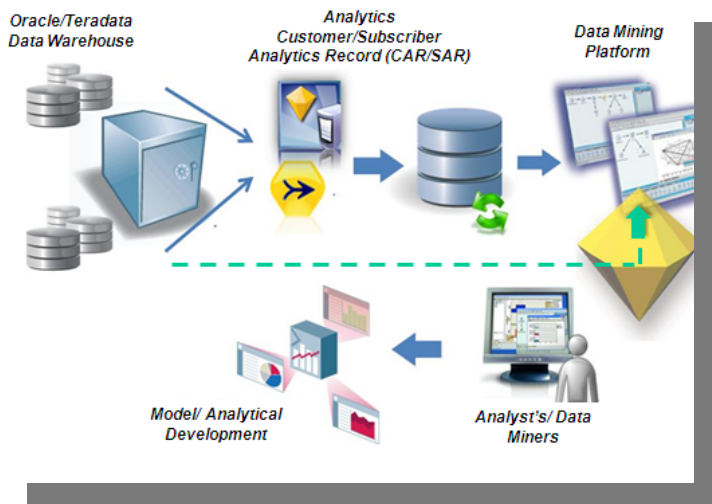
Insights over reporting!

○ WHAT?



The building blocks

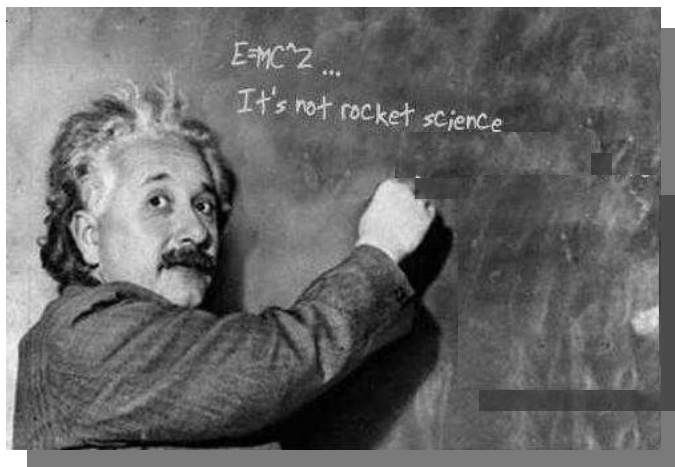
People > Process > Technology



C&DS Application Server

Specific Challenges:

- Single view of customer,
- Complexity,
- Data latency,
- Data quality.



Our Advice:

- Build your CAR,
- Find the most commercially advantageous use-cases,
- Develop your roadmap,
- Productionalisation is key,
- Sweat the insights,
- Prove it's worth,
- Get help,
- Remember "It's not about the model"...

Thank you.

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