

Situational Phases	CRISIS COMMUNICATIONS	CONSTRAINED COMMUNICATIONS	TARGETED EXPANDED COMMUNICATIONS	"NEW NORMAL" BAU
Customer Sensitivities	Initial shock, macroeconomic stress, and uncertainty.	Increased duress and reduced financial resilience. Reduced consumer ability to make payments and reduced spending.	Segments of customers begin to adjust or recover, more income security, and positive consumer sentiment.	Customers accept and are accustomed to the new normal. Increased recovery.
Business Impact	Maintaining customer equity, building trust through network reliability, value added services, and digital servicing.	Maximize retention, continue to capture the lower funnel, protect Customer Experience (CX) value, and stimulate loyalty.	Conquest share from competitors with less coverage, weaker CX, and fuel new growth from new segments.	Establishing a new baseline of servicing model, ramped up acquisition, up-sell, and cross-sell.
ACQUISITION				
Challenge	Difficult to conquest new customers due to uncertainty in current climate.	Balance between driving new acquisitions and not appearing tone deaf to changing circumstances.	Highly competitive environment as life normalizes and people start to action grievances from period of limited mobility.	Critical mass of the market regains mobility and consumption behavior and more marketing noise returns to the market.
Desired Outcomes	Convert lowest funnel customers, recent movers, boost up-sell and cross-sell for entertainment bundles.	Proactively focus on low hanging acquisition segments and efficiency in marketing spend.	Increase scale of new acquisition by increasing viable prospect pool and expanding packages.	Maximize acquisition baseline and new understanding of segmentation messages and offers that resonate.
Key Use Cases	Targeting key segments and drive up-sell and cross-sell through email and web channels.	Target optimization, performance marketing precision, and CRO.	Expanded media, new look-a-like modeling, scaling targeted cross-sell, and continued CRO.	Re-operationalize full scale awareness and acquisition programs.
ONBOARDING				
Challenge	Customers will require reassurance for new contactless and guided install options as in-person and in-store services decrease.	New customers may be slow to onboard and need to be educated about service features and other offerings.	Consumer expectations increasing with a newfound appreciation of the importance of telco and internet services on their lives.	Customer expectations continue to rise and more brands and services are competing for their engagement.
Desired Outcomes	Customer satisfaction and engagement at key moment in the customer journey that is predictive of longer term retention.	Exceptional onboarding and early engagement to drive early retention behavior and expose to cross-sell options.	Exceptional onboarding and early engagement to drive early retention behavior and maximize early cross-sell and up-sell.	Drive increased adoption, habituation, and usage of broader offerings.
Key Use Cases	Onboarding series, self-install kits, and easy add-on services.	Onboarding series including self-install kits, add-on services and home bundles.	Enhanced onboarding experience, up-sell and cross-sell integration, and surprise and delight.	Onboarding focus on adoption, consumption, and understanding benefits.
SERVICING				
Challenge	Significant adoption needed for digital servicing, awareness of branch closures, and other service interruptions. Call centers may get overloaded.	Increase in data and content usage leads to increased servicing needs and increased call center load.	Consumers may need to be reminded of and incentivized to use self-servicing options.	Servicing levels continue to be high, continued need to emphasize and incentivize self service.
Desired Outcomes	Effective education of digital servicing options and drive to best IVR path.	Increase self-service, promote awareness of, and incentivize use of digital tools.	Increased cross-sell, maximize digital engagement and self-service usage, and drive NPS.	Drive at-scale self-service containment to reduce operating costs and boost CX.
Key Use Cases	Proactive education emails, enhanced self-service enablement, and 24/7 live chat.	Service emails, in-app notifications, service-to-sales up-selling, and call center script optimization.	Service-to-sales, scaling cross-sell, self-service containment, engagement, and revised payment terms.	Self-service, digital engagement, and call center script optimization.
RETENTION				
Challenge	Limited ability to market retention promotions due to consumer sensitivities.	Increased price sensitivity and increased needs, network load and overloaded servicing channels may cause poor CX for every operator.	Customers may rethink their plans/providers and pare down services as life normalizes.	Highly competitive landscape as market re-establishes new BAU and heavy conquering.
Desired Outcomes	Maximize retention, upgrades, and behavior that is predictive of retention.	Maximize retention, increase adoption of additional bundled services e.g. entertainment packages, wifi optimization.	Effective personalized cross-sell and up-sell to reduce churn and increase loyalty program adoption.	Refined personalization yields, maximize retention, and increase brand equity.
Key Use Cases	Pre-emptive retention campaigns, service bundling, partial payment plans, and network reliability reminders.	Promote service offers to retain customers in long-term and expand cost-sharing initiatives like unlimited data and TV packages.	Frictionless renewal process, loyalty programs, new offers, and product variants.	Multivariate testing of renewal offers, aggressive cross-selling, and pre-retention program.