

Data Lab Division for Behavioural Analytics

Client Large national telecommunications operator
Role Business Architect
Period February 2017 — February 2019

CONTEXT

Large national telecommunications operator held a unique competitive asset — behavioural data on millions of subscribers — but had no dedicated function with a clear mandate or measured accountability. Analytics work was scattered, insights rarely acted on, and competitors with similar data but better organisation were outperforming the company. The decision was whether to treat this data as a byproduct of telecom services or as a strategic asset justifying a dedicated organisation.

APPROACH

Framed the work as organisational design, not analytics: structured the division as a portfolio of connected decision loops (behaviour analysis → segmentation → omnichannel activation → recommendations), each with defined data-supply and business-demand interfaces, and measured the function on business outcomes rather than activity.

OUTCOME

Established Large national telecommunications operator's Data Lab as a dedicated, outcome-accountable division that converted underused behavioural data on 30M+ subscribers into a repeatable capability powering targeted marketing, recommendations, and data monetisation.

- New division created (15–20 staff) serving analytics across a 30M+ subscriber base.
- Behavioural data moved from ad-hoc and underused to systematic use in products and campaigns.
- Became the foundation for downstream products including targeted marketing, recommendations, and a data-monetisation platform.

KEY RESULT

Stood up Large national telecommunications operator's Data Lab as an outcome-accountable product function, converting underused behavioural data on 30M+ subscribers into a repeatable capability behind targeted marketing, recommendations, and monetisation.