

Governed Multichannel B2B Communications Capability

Client Large national telecommunications operator
Role Enterprise Architect / Business Analyst
Period April 2017 — April 2019

CONTEXT

B2B communications were either too broad (broadcast to all) or too slow (manual, ad-hoc), with no way to target offers by service, contract terms, or payment behaviour. The result was low campaign effectiveness, duplicate or contradictory messages, and missed upsell — a strategic weakness against better-segmented competitors. The decision was whether to treat communications as a fast, loose operational function or as a governed strategic capability.

APPROACH

Framed it as a governance problem — how the company decides which customers get which messages — and encoded governance into the system itself: explicit segment rules, recorded approval workflows, unified customer data, and traceable multichannel distribution.

OUTCOME

Moved Large national telecommunications operator's B2B division from uncontrolled broadcast messaging to governed, segment-based outreach across 1M+ corporate clients, enabling targeted cross-sell and retention campaigns while removing communication risk.

- Campaign targeting moved from broadcast-only to rules-based segmentation by service, region, and contract type.
- Formal approval workflow (2–3 day turnaround) gave compliance and finance documented decision rights and a full audit trail.
- Customer data unified across CRM, billing, and warehouse, enabling on-demand segmentation across 1M+ B2B clients.

KEY RESULT

Replaced broadcast B2B messaging with a governed, segment-based communications capability across 1M+ corporate clients — encoding approval gates and segmentation rules into the platform for both speed and control.