Project Title

"Vodafone Qatar – Telecom Operations "

BUSINESS CONTEXT

Vodafone Qatar is a major telecom provider offering mobile, broadband, IoT, managed services, and devices. The company is in the middle of a digital transformation expanding 5G, boosting digital adoption, and focusing on customer experience. Vodafone Qatar serves thousands of customers in a fast-changing telecom market.

Main goals: Keep customers happy, grow revenue, and maintain strong network performance.

Challenges today:
- Some customers are leaving (churn).
- Revenue and usage go up and down without clear reasons.
- Network issues in certain areas.

Right now, the company mostly looks at past data – we need tools to predict problems before they happen.

PROBLEM STATEMENT

Your goal is to leverage the dataset to optimize telecom operations by answering questions like:

1. Customer Retention
   - Which customer or segment is at risk of churning?
   - What factors (complaints, ARPU, 5G coverage, digital adoption) influence churn?

2. Revenue & ARPU Forecasting
   - How will ARPU and revenue change over the next quarters?
   - Can we detect patterns that influence revenue growth?

3. Network & Digital Impact
   - Does improving 5G coverage or digital transactions reduce churn and boost ARPU?
   - Which operational KPI correlates most with profitability?

DATA DESCRIPTION

Column Name	Description	Data Type
Year	Fiscal year of record (e.g., 2022, 2023, 2024)	Integer
Quarter	Fiscal quarter (Q1, Q2, Q3, Q4)	String / Categorical
Segment	Customer or business segment (e.g., Prepaid, Postpaid, Enterprise)	String / Categorical
Region	Geographic region of operation	String / Categorical
Subscribers	Total active subscribers for that segment and region	Integer
Revenue_QR_Mn	Revenue in Qatari Riyal million	Float
ARPU_QR	Average Revenue Per User in QR	Float
Data_Usage_GB	Total data usage in gigabytes	Float
Voice_Minutes_Mn	Total voice minutes in million	Float
Customer_Satisfaction_Index	Customer satisfaction percentage (0-100)	Float
Churn_Rate_Pct	Customer churn percentage (0-100)	Float
Complaints_Resolved_Pct	Percentage of complaints resolved	Float
New_Activations	Number of new SIM activations	Integer
Deactivations	Number of SIM deactivations	Integer
Avg_Resolution_Time_Hours	Average complaint resolution time in hours	Float
eSIM_Activations	Number of new eSIM activations	Integer
Recharge_Transactions_Thousand	Number of recharge transactions in thousands	Float
Retail_Store_Visits_Thousand	Number of store visits in thousands	Float
Digital_Sales_Pct	Percentage of total sales done digitally	Float
Network_Availability_Pct	Network availability percentage (0-100)	Float

TECHNOLOGY STACK

TECHNOLOGIES TO BE USED ARE:

- **SQL** : For data understanding, data cleaning and data processing

- **VS Code** : For advanced analytics and visualization using libraries like Pandas, Matplotlib, and Seaborn.

- **Power BI** : For creating dynamic and interactive dashboards with real-time insights

- **GitHub:** For storing the data in the GitHub repository

- **Render**: For deployment of the project

- **Streamlit:** For turning Python scripts into interactive data apps

EXPLORATORY DATA ANALYSIS

SUBSCRIBER GROWTH & MARKET PENETRATION

Growth Rate Over Time (Segment/Region)

Objective: Track quarterly/yearly increase/decrease in subscribers per region.

Approach: Time-series analysis; compute YoY/QoQ growth rates; visualize with line charts.

Columns Needed:
• Year, Quarter, Segment, Region, Subscribers

Net Additions vs. Churn Rate

Objective: Isolate drivers of net customer growth by region and segment.

Approach: Calculate New_Activations - Deactivations, compare to Churn_Rate_Pct; visualize side-by-side.

Columns Needed:
• Year, Quarter, Region, Segment, New_Activations, Deactivations, Churn_Rate_Pct

REVENUE ANALYTICS

Revenue Trends by Segment/Region

⑩**Objective:** Reveal top revenue sources and patterns by region/segment.

⑩**Approach**: Time-series group by Segment/Region; visualize trends.

⑩**Columns Needed:**
• Year, Quarter, Segment, Region, Revenue_QR_Mn.

ARPU & Revenue Correlations

⑩**Objective:** Understand what drives higher ARPU (average revenue per user).

⑩**Approach:** Correlation analysis of ARPU_QR with usage, satisfaction, churn.

⑩**Columns Needed**:
• Year, Quarter, Segment, Region, ARPU_QR, Data_Usage_GB, Voice_Minutes_Mn, Customer_Satisfaction_Index, Churn_Rate_Pct

CUSTOMER USAGE ANALYSIS

Data & Voice Usage Patterns

- **Objective:** Spot high-usage segments and upsell/cross-sell opportunities.

- **Approach:** Group and describe data/voice usage distributions; pivot by segment/region.

- **Columns Needed:**
  - Year, Quarter, Segment, Region, Data_Usage_GB, Voice_Minutes_Mn, Subscribers

Usage vs. ARPU Analysis

- **Objective:** Assess if higher usage aligns with higher ARPU for segment targeting.

- **Approach:** Scatterplot and regression analysis between Data_Usage_GB, Voice_Minutes_Mn, and ARPU_QR.

- **Columns Needed:**
  - Segment, Region, Data_Usage_GB, Voice_Minutes_Mn, ARPU_QR

CUSTOMER SATISFACTION & SERVICE PERFORMANCE

Satisfaction Index Mapping

- **Objective:** Locate weak spots in service quality.

- **Approach:** Map satisfaction scores by region; compare with churn and complaints.

- **Columns Needed:**
  - Region, Segment, Customer_Satisfaction_Index, Churn_Rate_Pct, Complaints_Resolved_Pct

Complaint Resolution Efficiency

- **Objective:** Measure and optimize response time for customer issues.

- **Approach:** Visualize Avg_Resolution_Time_Hours; correlate with satisfaction, complaints resolved.

- **Columns Needed:**
  - Avg_Resolution_Time_Hours, Complaints_Resolved_Pct, Customer_Satisfaction_Index

CHURN & RETENTION ANALYSIS

Churn Risk Modeling

⑩Objective: Predict likelihood of customer churn using relevant features.

⑩Approach: ML classification (Logistic Regression, Random Forest); feature selection from satisfaction, usage, region.

⑩Columns Needed:
- Churn_Rate_Pct, Customer_Satisfaction_Index, Data_Usage_GB, Voice_Minutes_Mn, Region, Segment, New_Activations, Deactivations

Impact of Activations on Churn

⑩Objective: Test if onboarding strategies reduce churn.

⑩Approach: Compare churn rate pre- and post-activation surges.

⑩Columns Needed:
- Year, Quarter, New_Activations, Churn_Rate_Pct, Customer_Satisfaction_Index

CHANNEL PERFORMANCE: DIGITAL VS. RETAIL

Digital Sales Migration

⑩**Objective**: Evaluate adoption of digital vs. retail channels and impact.

⑩**Approach:** Track digital sales as percent of total (trendline); compare to churn and satisfaction.

⑩**Columns Needed:**
- Digital_Sales_Pct, Retail_Store_Visits_Thousand, Churn_Rate_Pct, Customer_Satisfaction_Index, Region, Segment

NETWORK PERFORMANCE & OPERATIONAL METRICS

Network KPI Impact Mapping

Objective: Connect network availability metrics with satisfaction and churn.

Approach: Visualize Network_Availability_Pct by region/segment; correlation with churn/satisfaction.

Columns Needed:
- Network_Availability_Pct, Region, Segment, Customer_Satisfaction_Index, Churn_Rate_Pct

PRODUCT FINANCIAL PERFORMANCE

ARPU & Profitability Ranking

⑩**Objective:** Identify most/least profitable products and segments.

⑩**Approach:** Sort by ARPU_QR and Revenue_QR_Mn; compare with churn.

⑩**Columns Needed:**
- Segment, Region, ARPU_QR, Revenue_QR_Mn, Churn_ Rate_Pct

PREDICTIVE ANALYSIS

Churn Prediction Model

⑩**Objective:** Build and operationalize a predictive churn model

⑩**Approach:** Feature engineering; supervised ML; automate deployment with MLOps.

⑩**Columns Needed**:
- All behavioral, satisfaction, usage, and region columns (Churn_Rate_Pct, Customer_Satisfaction_Index, Data_Usage_GB, Voice_Minutes_Mn, New_Activations, etc.)

Customer Segmentation (Clustering)

⑩**Objective:** Discover and target sub-populations for personalized offers.

⑩**Approach**: Unsupervised learning (k-means); cluster by usage, ARPU, satisfaction.

⑩**Columns Needed:**
- Data_Usage_GB, Voice_Minutes_Mn, ARPU_QR, Customer_Satisfaction_Index, Region, Segment

DASHBOARD FOR STAKEHOLDERS

DASHBOARD FOR CEO, INVESTOR :
EXECUTIVE OVERVIEW

PURPOSE :

Give decision-makers a quick, high-level view of company health revenue growth, subscriber trends, churn risk, and market coverage without diving into granular operational detail.

EXECUTIVE OVERVIEW
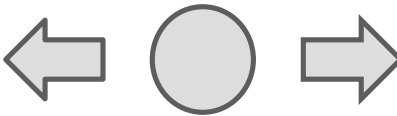
TOTAL REVENUE	ARPU(QR)	CHURN RATE	TOTAL SUBSCRIBERS	CUSTOMER SATISFACTION INDEX

YEAR	**REVENUE & SUBSCRIBERS TREND** (LINE CHART) X axis : Quarters Y axis : Revenue , Subscribers	**CHURN RATE TREND** (LINE CHART) X axis : Year Y axis : Churn Rate	**REVENUE BY REGION** (BAR CHART) X axis : Region Y axis : ARPU
MONTH			
SEGMENT	**REVENUE BY SEGMENT** (BAR CHART) X axis : Segment Y axis : ARPU	**SUBSCRIBERS BY TOP 10 REGION** (BAR CHART) X axis : Regions Y axis : Subscribers	
REGION			

HOW THIS DASHBOARD IS HELPING THE BUSINESS

DASHBOARD – EXECUTIVE OVERVIEW

➢ **Instant performance clarity**

Instead of scanning through multiple departmental reports, leadership can see revenue, subscriber base, churn, and satisfaction in one view. This saves time and ensures everyone is aligned on the latest numbers.

➢ **Faster, informed decision-making**

During board or strategy meetings, leaders can instantly drill into trends, compare against targets, and make data-backed calls without waiting for manual analysis.

➢ **Proactive business steering**

Early identification of dips in revenue or spikes in churn allows for quick interventions, whether that means launching a retention campaign, adjusting pricing, or reallocating marketing spend.

DASHBOARD FOR COO, PRODUCT MANAGER :
CUSTOMER & SERVICE INSIGHTS

PURPOSE :

Understand customer behavior, service quality, and reasons for churn. This helps align retention strategies, service improvements, and targeted customer campaigns.

CUSTOMER & SERVICE INSIGHTS
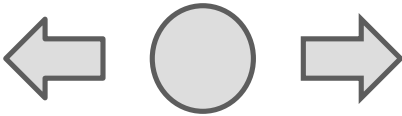
CHURN RATE %	NET CUSTOMER GROWTH	AVERAGE DATA USAGE	AVG VOICE MINUTES PER USER	COMPLAINT RESOLUTION %

QUARTER	
REGION	
SEGMENT	
NETWORK AVAILABILITY BAND	

CHURN RATE BY SEGMENT (STACKED COLUMN CHART)

X axis : Segment
Y axis : Churn rate

CSI vs NETWORK AVAILABILITY (SCATTER PLOT)

X axis : Customer_Satisfaction_Index
Y axis :Network_Availability_Pct

DATA USAGE TREND (LINE CHART)

X axis : Year
Y axis :Data Usage

CALL/VOICE TREND (LINE CHART)
X axis : Year
Y axis : Voice_Minutes_Mn

HOW THIS DASHBOARD IS HELPING THE BUSINESS

DASHBOARD – CUSTOMER & SERVICE INSIGHTS

➢ **Churn prevention with precision**

By breaking down churn rate by segment, region, and usage patterns, the retention team can target the right customers with the right offers before they switch to competitors.

➢ **Continuous service quality monitoring**

CSI and network availability metrics help customer service and operations teams identify problem areas quickly, reducing downtime and improving customer satisfaction.

➢ **Product experience optimization**

Linking data and voice usage trends to churn enables marketing and product teams to design plans that fit real customer needs, increasing engagement and loyalty.

DASHBOARD FOR CCO , SALES MANAGER, MARKETING TEAM :
SALES & OPERATIONAL PERFORMANCE

PURPOSE :
Monitor how different sales channels perform, track new activations and eSIM adoption, and evaluate operational efficiency in retail and digital touchpoints.

SALES & OPERATIONAL PERFORMANCE
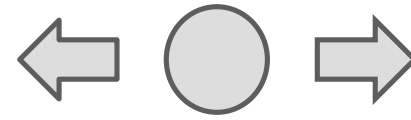
TOTAL SALES

DIGITAL SALES %

eSIM ADOPTION %

NEW ACTIVATIONS

STORE VISIT PER SUBSCRIBERS

QUARTER

REGION

SEGMENT

NETWORK AVAILABILITY BAND

eSIM ADOPTION TREND (LINECHART)

X axis : eSIM ADOPTION %
Y axis :Year

SALES BY CHANNEL (CLUSTERED BAR CHART)

X axis : Channel
Y axis :Revenue_QR_Mn

RECHARGE TRANSACTION OVER TIME (LINE CHART)

X axis : Year
Y axis :Recharge_Transactions_Thousand

STORE VISITS (LINE CHART)

X axis : Year
Y axis :Retail_Store_Visits_Thousand

HOW THIS DASHBOARD IS HELPING THE BUSINESS

DASHBOARD – SALES & OPERATIONAL PERFORMANCE

➢ **Sales channel performance tracking**

   Shows exactly which channels (digital, retail, partners) are driving the highest revenue and customer acquisition, enabling better budget allocation.

➢ **Operational efficiency insights**

   Identifies underperforming retail outlets or sluggish digital sales funnels, helping teams focus on the right fixes.

➢ **Promoting digital adoption**

   Tracking eSIM and digital recharge usage highlights customer migration from high-cost retail operations to cost-efficient digital platforms, improving margins.

FORCASTING MODEL

Segment

Region

Variable

Horizon

Predict

LATEST REVENUE

FORCAST REVENUE

Line chart

x-axis : Year
y-axis : revenue ,
data usage, no.
of subscribers,
etc.

Revenue Forecast Example

- Actual
- Train/Test Split
- Train Data
- Test Predictions
- Forecast (Next Quarters)

Revenue (USD): 90000, 95000, 100000, 105000, 110000, 115000
Time (Quarters): 2023, 2024, 2025, 2026, 2027
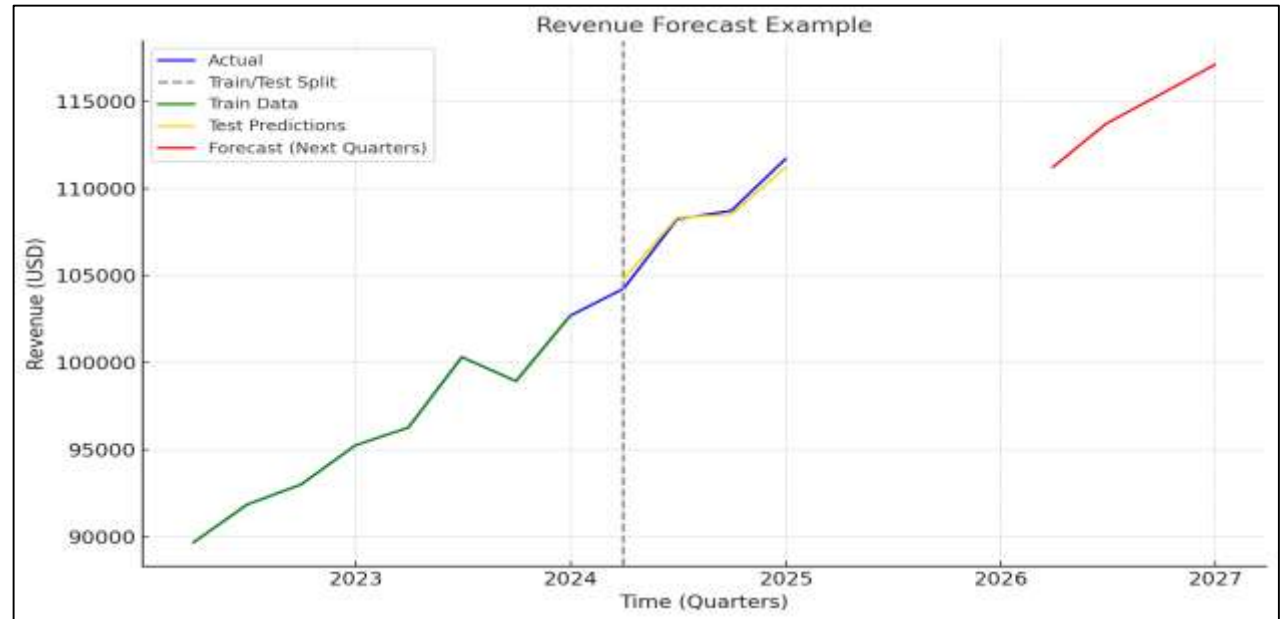
Variable = which KPI the model will predict (Revenue, Subscribers, ARPU, etc.)
Horizon = how many future periods (quarters/months/years) you want predictions for

KPIs and Analysis

KEY PERFORMANCE INDICATORS

CORE METRICS

CUSTOMER METRICS

Total Revenue
108.23 bn QAR

Churn Rate
2.51%

Total Subscribers
72.02 M

Average CSI
80.15

ARPU
1.50 K QAR

Complaints Resolved
96.93%

KEY PERFORMANCE INDICATORS

NETWORK & USAGE

Network Availability
99.95 %

Total eSIM Activation
1.79 M

Avg Data Usage
496.87 GB

Total New SIM Activation
10.67M

Avg Voice Call
120.11 Min

Total SIM Deactivation
3.60M

REVENUE & ARPU ANALYSIS

TOTAL REVENUE BY REGION

Total Revenue by Region
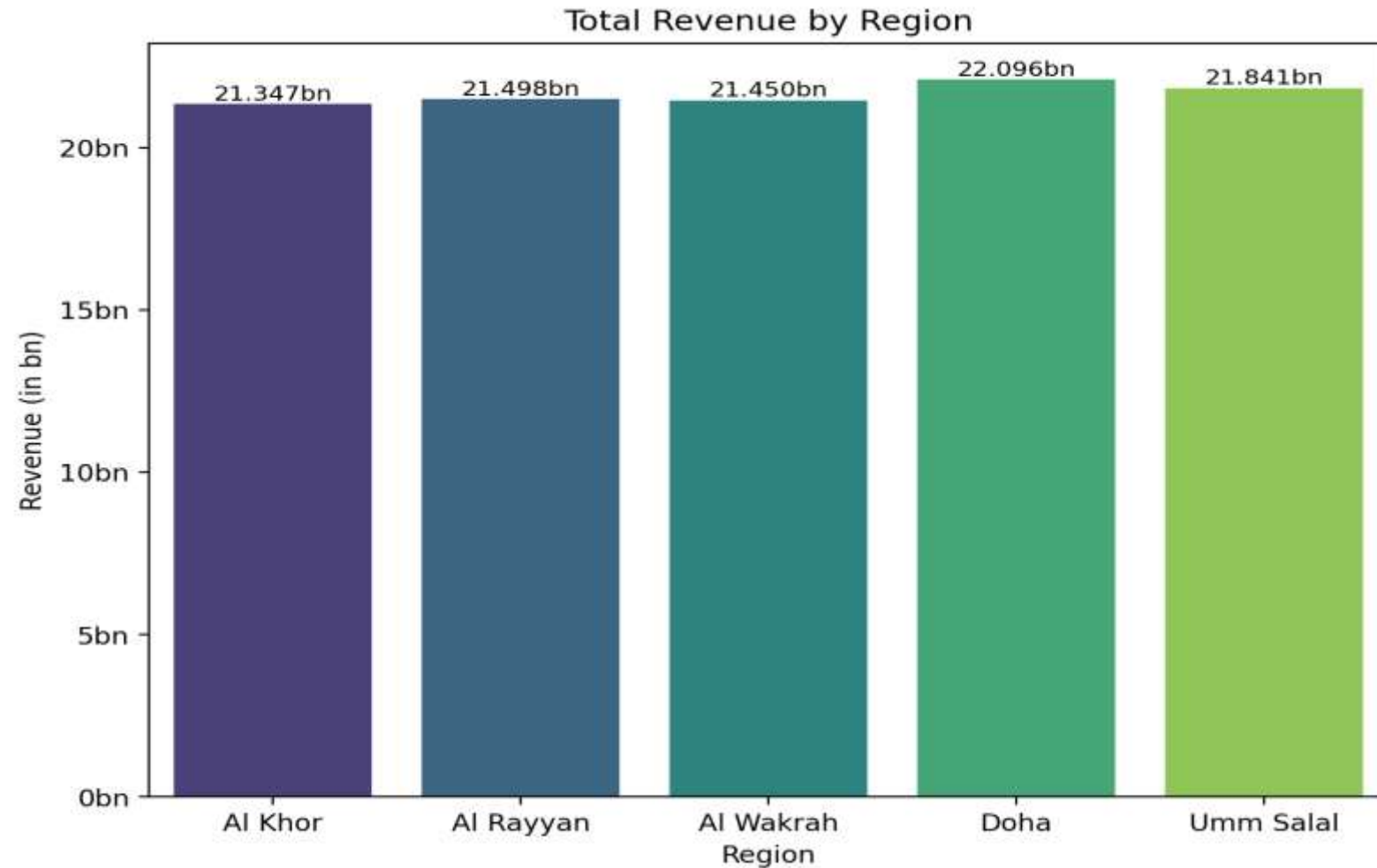
🔍 INSIGHTS

➢ Doha leads with 22.10 bn QAR, ahead of other regions by about 0.75 bn QAR

➢ Al Khor, Al Rayyan, Al Wakrah, and Umm Salal are closely clustered (21.3–21.8 bn QAR)

➢ Revenue distribution is balanced, with no extreme outliers

➢ Gap between highest and lowest is less than 4%, showing consistent regional performance

✓ RECOMMENDATION

➤ **Defend and grow Doha :**
Focus retention, upselling, and premium plan adoption in this high-performing region

➤ **Lift lower regions, starting with Al Khor :**
Investigate whether the gap is due to fewer subscribers or lower ARPU

➤ **Replicate Doha's success :**
Analyze its pricing, marketing, and service strategies and apply them to other regions

➤ **Pursue quick wins in Al Rayyan & Umm Salal :**
Small ARPU or subscriber increases could push them above Doha

ARPU BY REGION

ARPU by Region

Region	ARPU
Al Khor	1.494K QAR
Al Rayyan	1.497K QAR
Al Wakrah	1.481K QAR
Doha	1.572K QAR
Umm Salal	1.520K QAR
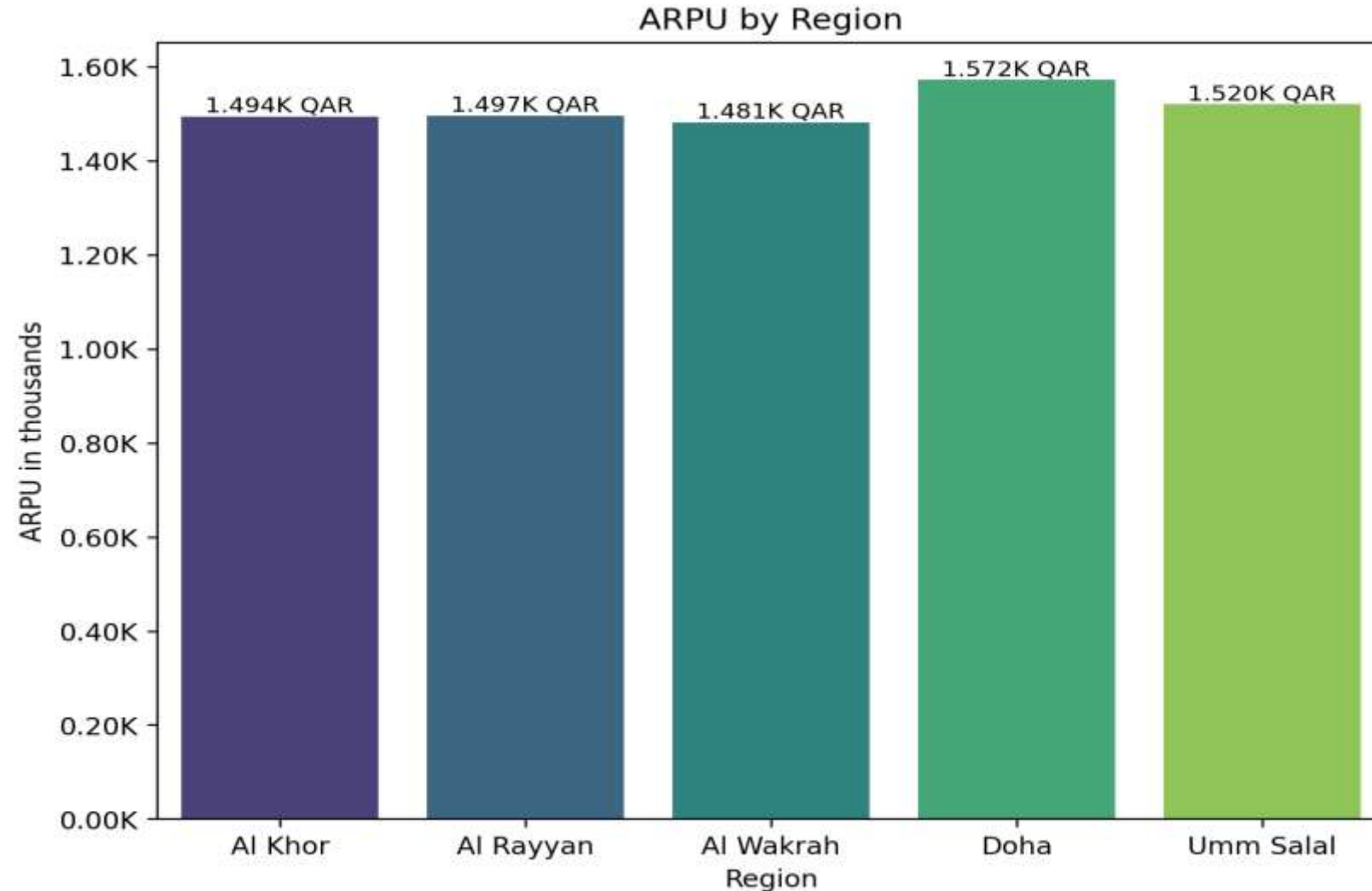
🔍 INSIGHTS

- Doha has the highest ARPU at 1.57K QAR, well above the regional average
- Umm Salal follows at 1.52K QAR, also above most regions
- Al Wakrah is the lowest at 1.48K QAR, with Al Khor and Al Rayyan only slightly higher
- Gap between highest and lowest is about 6%, showing relatively uniform user spending across regions

✓ **RECOMMENDATION**

➢ **Build on Doha's strong ARPU** :
Retain high-value customers and push premium plan adoption

➢ **Close the gap in Al Wakrah, Al Khor, and Al Rayyan :**
Launch targeted upsell campaigns or value-added bundles to lift spending per user

➢ **Replicate best practices from Doha :**
Study pricing plans, network quality, and promotional tactics driving higher ARPU

➢ **Segment high-ARPU users for loyalty programs :**
Especially in Doha and Umm Salal to protect revenue base

REVENUE TREND OVER YEARS

Revenue Trend Over Years
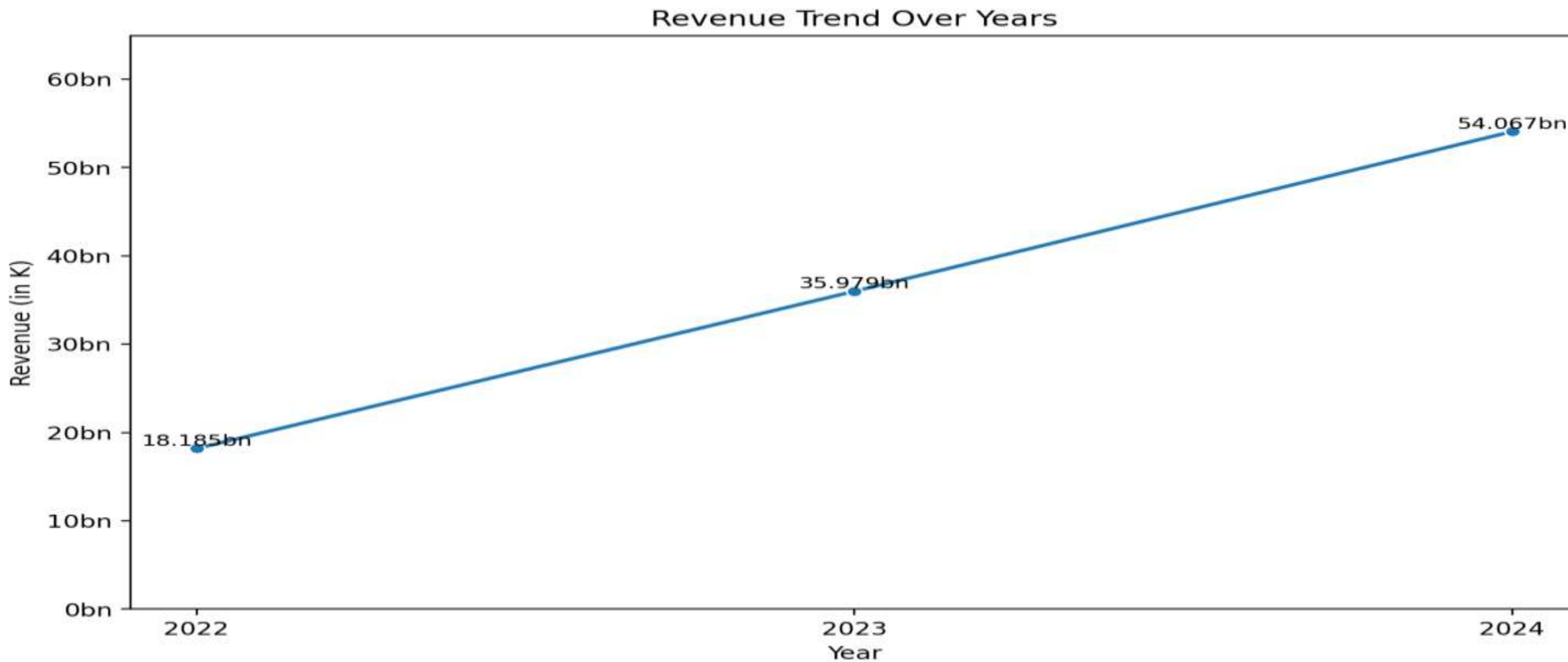
INSIGHT & RECOMMENDATION

🔍 INSIGHTS

➤ Revenue grew from 18.2 bn QAR in 2022 to 54.1 bn QAR in 2024

➤ That's a ~3x increase in just two years

➤ Year-on-year growth:

  2022 → 2023: +98%

  2023 → 2024: +50%

➤ Growth is strong but slightly tapering as the base expands

✅ RECOMMENDATION

➤ Sustain momentum by investing in customer acquisition and retention simultaneously

➤ Improve monetization per user (ARPU) to keep revenue climbing without relying solely on subscriber growth

➤ Build operational capacity (infrastructure, support, systems) to handle scale while maintaining service quality

➤ Set aggressive but realistic growth targets for 2025–26 (e.g. 25–30% YoY) to maintain investor confidence

ARPU TREND OVER YEARS
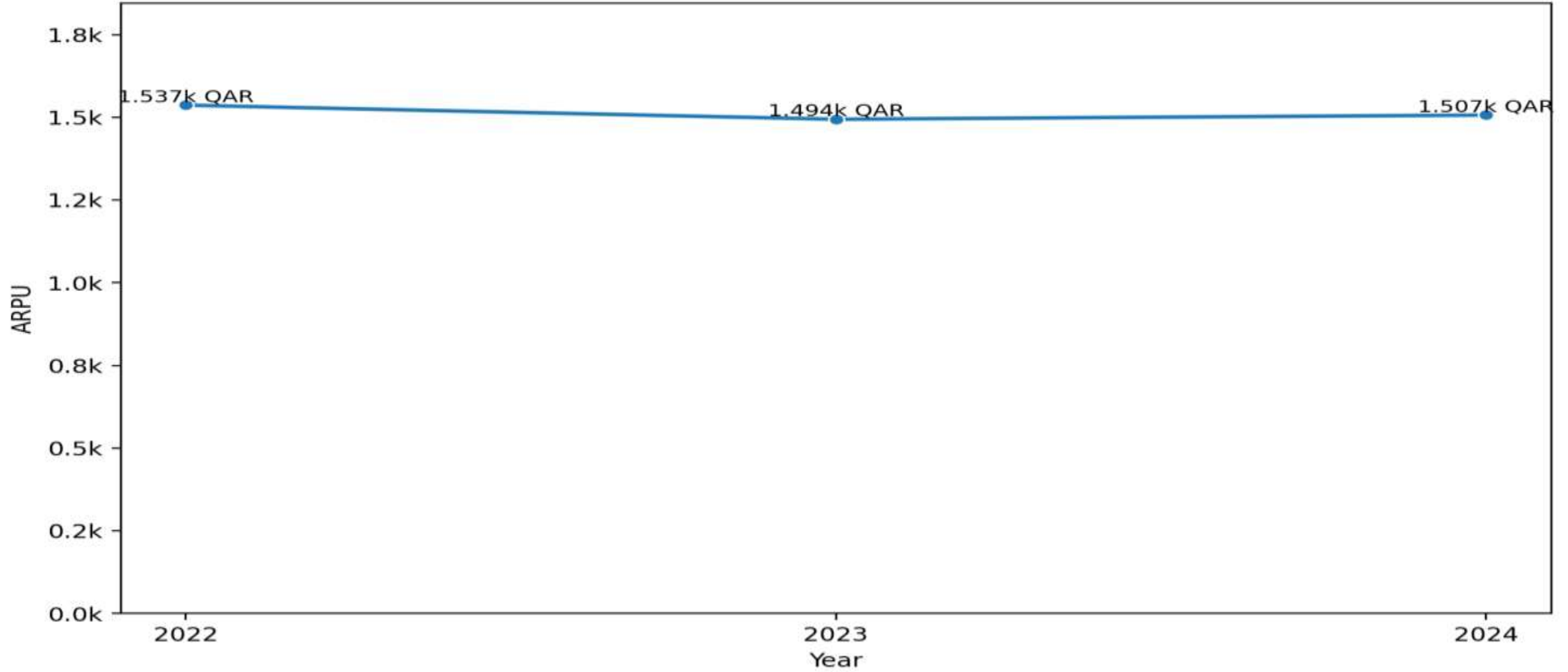
INSIGHT & RECOMMENDATION

🔍 INSIGHTS

- ➤ ARPU stayed fairly stable around 1.5k QAR

- ➤ Slight dip from 1.537k in 2022 → 1.494k in 2023

- ➤ Modest recovery to 1.507k in 2024

- ➤ Indicates revenue growth came mainly from subscriber growth, not increased spend per user

✓ RECOMMENDATION

- ➤ Focus on boosting ARPU through upselling and premium plans

- ➤ Introduce value-added services (bundles, add-ons, loyalty perks) to lift per-user spend

- ➤ Leverage data-driven personalization to improve customer retention and cross-sell opportunities

- ➤ Target high-value segments to raise average revenue without pushing prices across the board

TOTAL REVENUE BY SEGMENT

Total Revenue by Segment
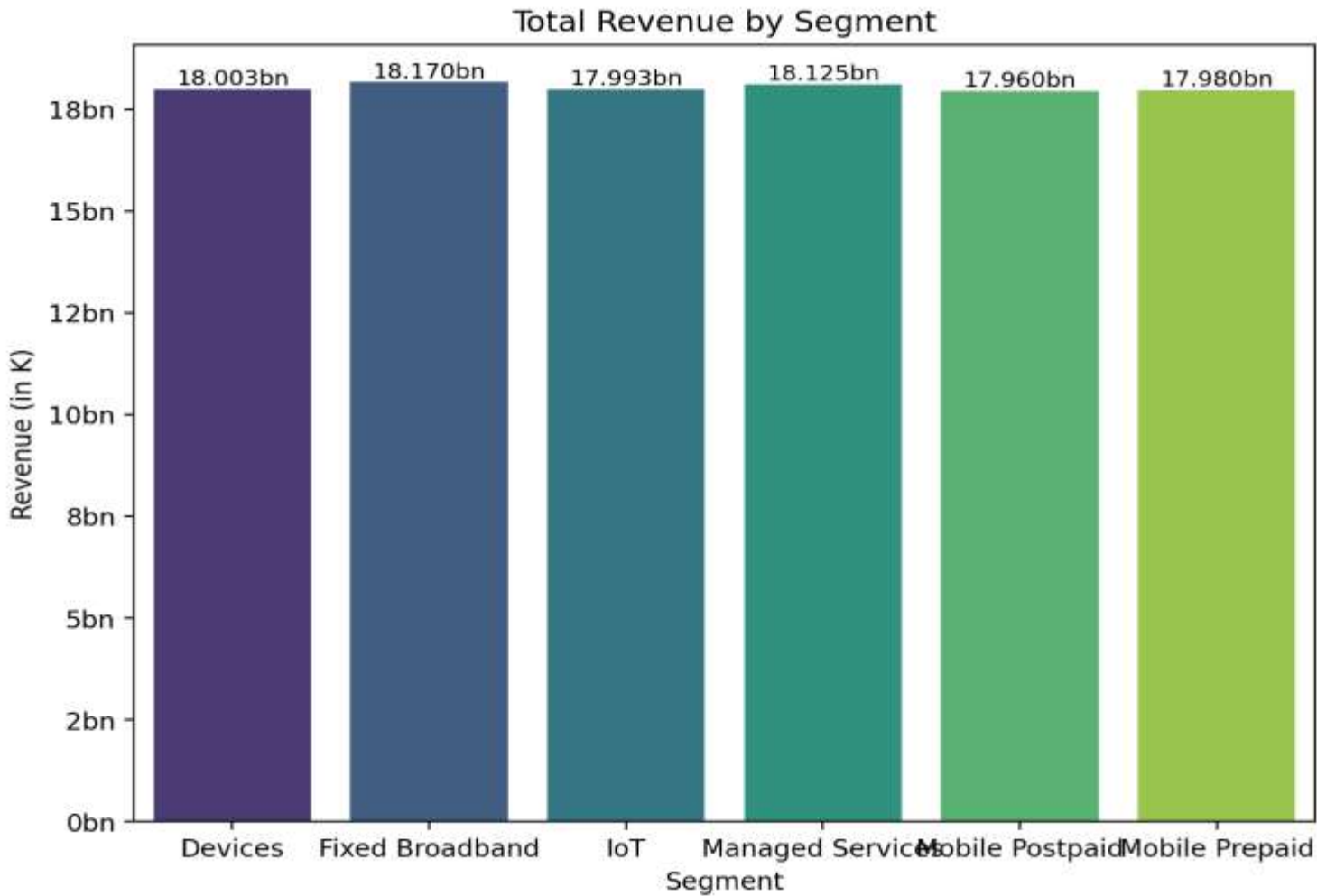
🔍 **INSIGHTS**

➢ Revenue is evenly distributed across all six segments, each contributing around 18 billion QAR

➢ Fixed Broadband leads slightly at 18.17bn, followed by Managed Services and Devices

➢ Mobile (Postpaid and Prepaid) together contribute nearly 36bn, showing continued strength in core telecom

➢ IoT is holding steady near 18bn, signaling early maturity and growth potential

✓ RECOMMENDATION

➢ Strengthen Mobile offerings to protect this core revenue base

➢ Push IoT and Managed Services with targeted B2B growth initiatives

➢ Upsell Fixed Broadband bundles with devices and value-added services

➢ Cross-leverage subscriber base to expand higher-margin segments like IoT and Managed Services

ARPU BY SEGMENT

ARPU by Segment
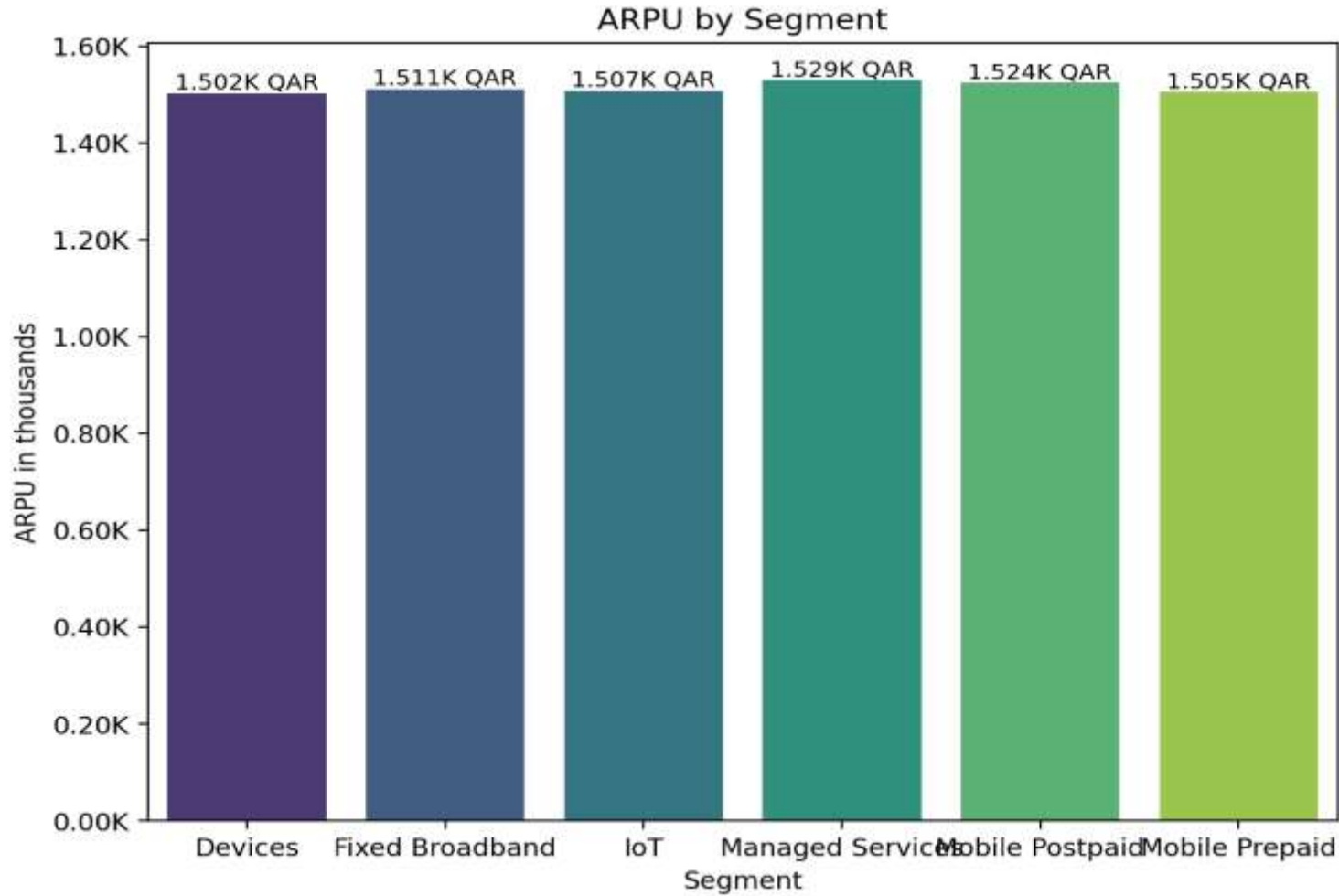
🔍 INSIGHTS

- ➢ Managed Services and Mobile Postpaid deliver the highest ARPU (1.529K QAR and 1.524K QAR), indicating premium customer value in these segments.
- ➢ Devices and Mobile Prepaid exhibit slightly lower ARPU (1.502K QAR and 1.505K QAR), suggesting less monetization potential per user.
- ➢ The overall ARPU variation across segments is small, reflecting consistent revenue per user for Vodafone Qatar.
- ➢ Stable ARPU levels across all segments point to robust pricing and customer value strategies.

✓ RECOMMENDATION

➢ Focus upselling and retention efforts on Managed Services and Mobile Postpaid customers with premium offers, loyalty programs, or bundled solutions.

➢ For Devices and Mobile Prepaid, introduce cross-sell options such as add-on data packs, device insurance, or flexible recharge bundles to lift ARPU.

➢ Continue monitoring ARPU trends segment-wise to promptly address any downward shifts and to identify new growth opportunities.

➢ Leverage successful practices from top ARPU segments to enhance revenue strategies for other customer groups.

ARPU BY QUARTERS

ARPU by Quarters
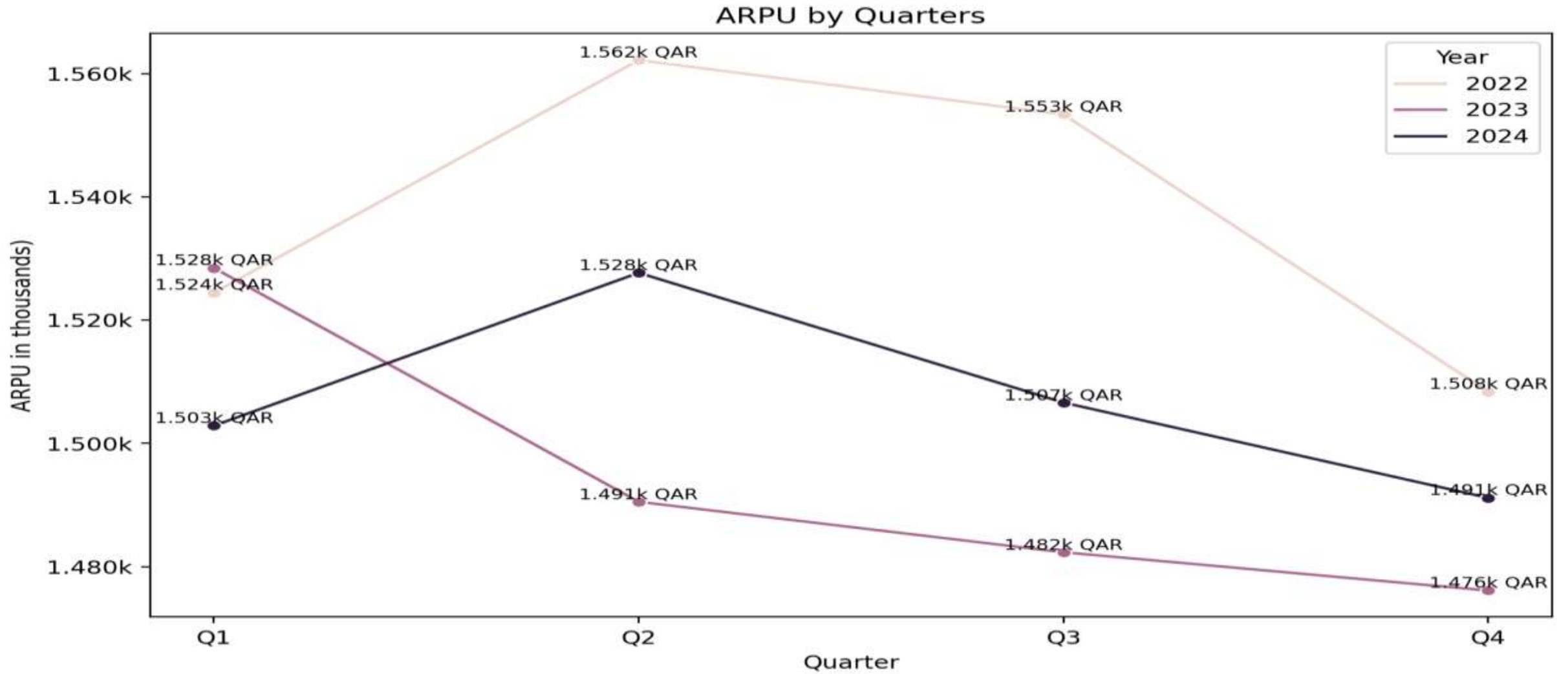
INSIGHT & RECOMMENDATION

🔍 INSIGHTS

➢ ARPU showed a peak in Q2 2022 (1.562K QAR), then declined in the following quarters, indicating seasonal or event-driven revenue acceleration during that period.

➢ The year-over-year trend reveals a downward movement for ARPU in 2023, reaching the lowest point in Q4 (1.476K QAR), which may signal pricing pressure or a shift in user behavior.

➢ In 2024, ARPU rebounded in Q2 (1.528K QAR), then gradually declined to 1.491K QAR by Q4, suggesting a partial recovery but with volatility across quarters.

➢ Q1 typically begins with similar ARPU levels, but midyear changes (especially in Q2) appear to drive most of the variation across years.

✓ RECOMMENDATION

➢ Investigate the drivers behind Q2 ARPU spikes in 2022 and 2024—consider promotional campaigns, changes in pricing, or uptake of high-value products to replicate positive results.

➢ Focus on churn management and customer retention strategies in the latter half of each year, aiming to stabilize ARPU and reduce end-of-year drops.

➢ Consider introducing new offers or re-engagement campaigns in Q3/Q4 to counteract declining ARPU trends and sustain revenue per user.

➢ Continuously track ARPU by quarter and year to quickly identify and address emerging risks and seize growth opportunities.

TOTAL REVENUE BY QUARTERS
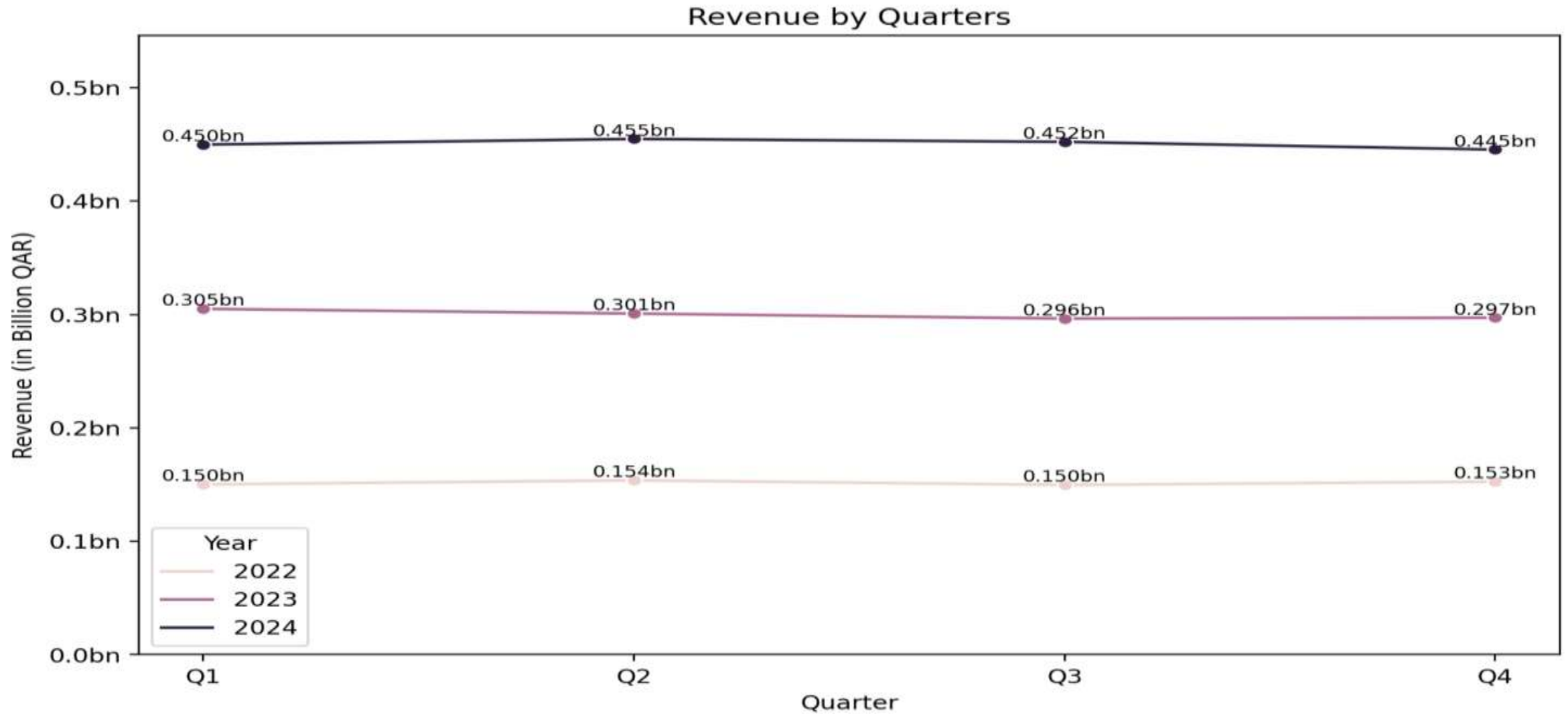
Revenue by Quarters

# INSIGHT & RECOMMENDATION

🔍 INSIGHTS

- Revenue in 2024 is the highest across all quarters, averaging around 0.45 billion QAR and peaking at 0.455bn QAR in Q2, which reflects strong market performance or customer base expansion.

- The year 2023 showed a gradual decline in revenue from 0.305bn QAR in Q1 to 0.296bn QAR in Q3, before a slight recovery to 0.297bn QAR in Q4, indicating possible seasonal effects or challenges in customer retention.

- Revenue in 2022 remained stable but much lower, with values around 0.15bn QAR, suggesting business growth over the years.

- Each year's revenue is relatively stable quarter-to-quarter, with only slight changes, showing consistent performance but limited volatility.

✅ RECOMMENDATION

- Maintain and reinforce the strategies that drove strong revenue growth in 2024, especially those implemented in Q2, as these have shown clear results.

- For future quarters, consider boosting marketing and retention initiatives in periods where revenue typically softens, such as Q3, to avoid declines similar to 2023.

- Analyze and replicate the factors behind revenue peaks in high-performing quarters, possibly through targeted campaigns, product launches, or service upgrades.

- Monitor and adapt to seasonal or yearly trends, ensuring that operational adjustments are made in advance to sustain revenue momentum and capitalize on positive growth.

SUBSCRIBERS ANALYSIS

TOTAL SUBSCRIBERS BY REGION

Total Subscribers by Region
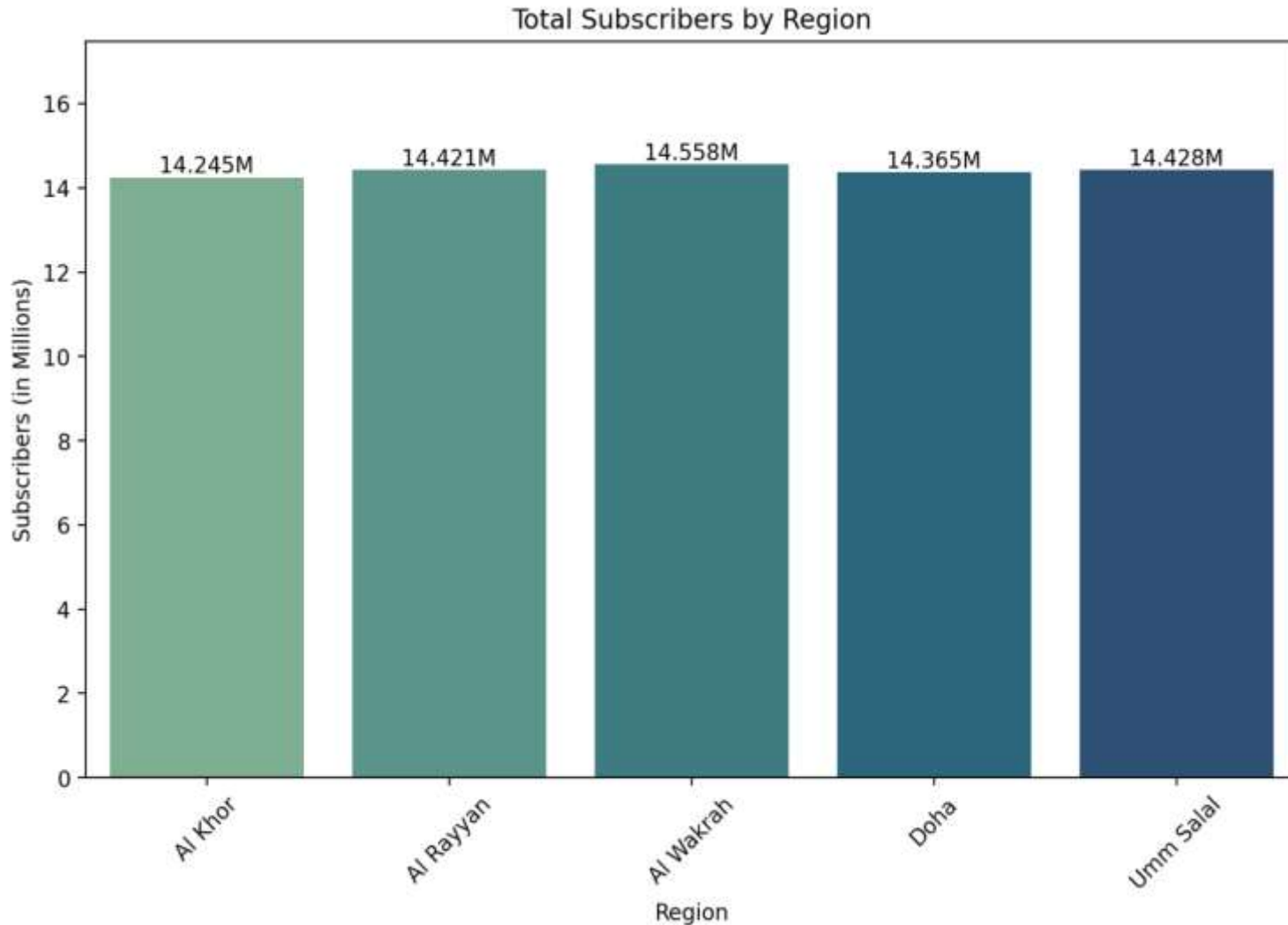
🔍 INSIGHTS

➢ Subscriber numbers across all five regions are very close, hovering between 14.2M and 14.6M.

➢ Al Wakrah has the highest subscriber count (14.56M), but only marginally ahead of the others.

➢ Al Khor is at the lower end (14.25M), though the gap isn't dramatic.

➢ The narrow spread (just ~0.3M difference across regions) suggests subscriber distribution is fairly balanced.

➢ No single region dominates; growth opportunities will likely come from incremental improvements across all regions rather than focusing on one standout market.

✓ RECOMMENDATION

➢ Targeted promotions: Since the numbers are tightly clustered, small localized campaigns could tilt subscriber share in favor of underperforming regions like Al Khor.

➢ Retention focus: Because the market looks saturated, focus should shift more toward retention and loyalty programs instead of pure acquisition.

➢ Differentiated offers: Each region could benefit from slightly tailored plans (pricing, bundles, or services) to nudge growth, rather than blanket national campaigns.

➢ Explore untapped segments: Look beyond total subscriber count—dig into demographics, usage behavior, and churn by region to find where the next wave of growth can come from.

➢ Operational efficiency: With no region showing extreme gaps, optimizing cost-to-serve (network operations, customer support, etc.) by region could be as impactful as chasing new subscribers.

# TOTAL SUBSCRIBERS BY SEGMENT

Total Subscribers by Segment
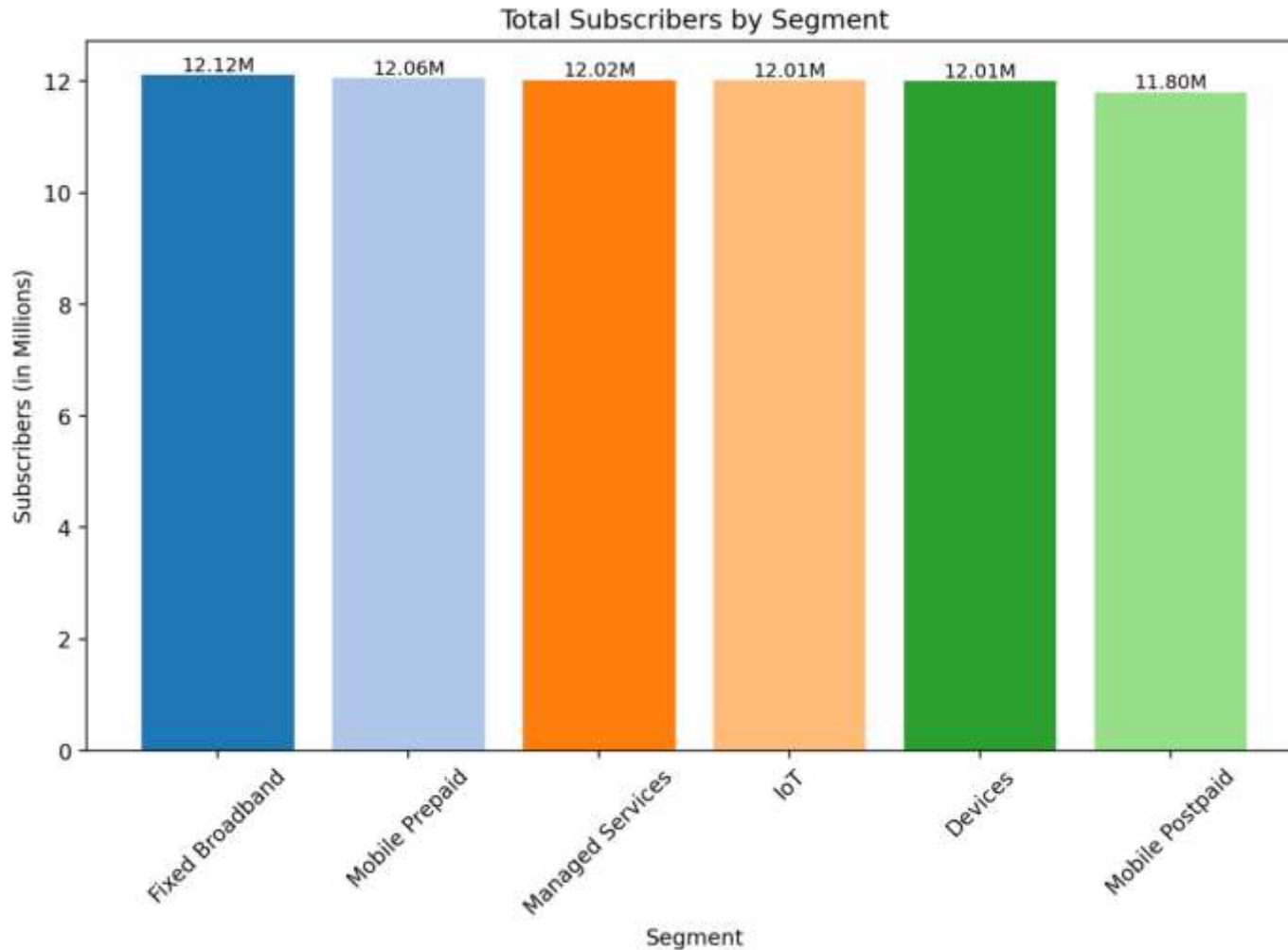
🔍 INSIGHTS

➢ Fixed Broadband leads slightly with 12.12M subscribers, but the gap with others is very small.

➢ Mobile Prepaid, Managed Services, IoT, and Devices are all clustered around the 12M mark, showing a very even split.

➢ Mobile Postpaid lags a bit at 11.8M, making it the weakest performer among the segments.

➢ Overall, the subscriber base looks well-distributed, with no single segment pulling far ahead or falling drastically behind.

➢ The close numbers suggest the company has built a balanced portfolio, reducing dependency on just one product line.

✓ RECOMMENDATION

➤ Boost Postpaid adoption: Mobile Postpaid is the only one below 12M. This segment typically has higher ARPU (average revenue per user), so pushing targeted offers (family plans, bundled benefits, device financing) could increase profitability.

➤ Differentiate Broadband: Since Fixed Broadband is leading, focus on upselling through speed upgrades, premium plans, or value-added services to extract more from that base.

➤ IoT and Managed Services growth: These are likely strategic future drivers. Consider enterprise partnerships and SME-focused packages to accelerate adoption.

➤ Cross-selling opportunities: With such an evenly spread subscriber base, design offers that encourage customers to use multiple services (e.g., broadband + mobile bundle).

➤ Segmentation deep-dive: Go beyond total counts. Look at churn, ARPU, and usage trends by segment to identify which ones deliver the highest margin and deserve more marketing spend.

TOTAL SUBSCRIBERS OVER QUARTERS


Total Subscribers by Quarter
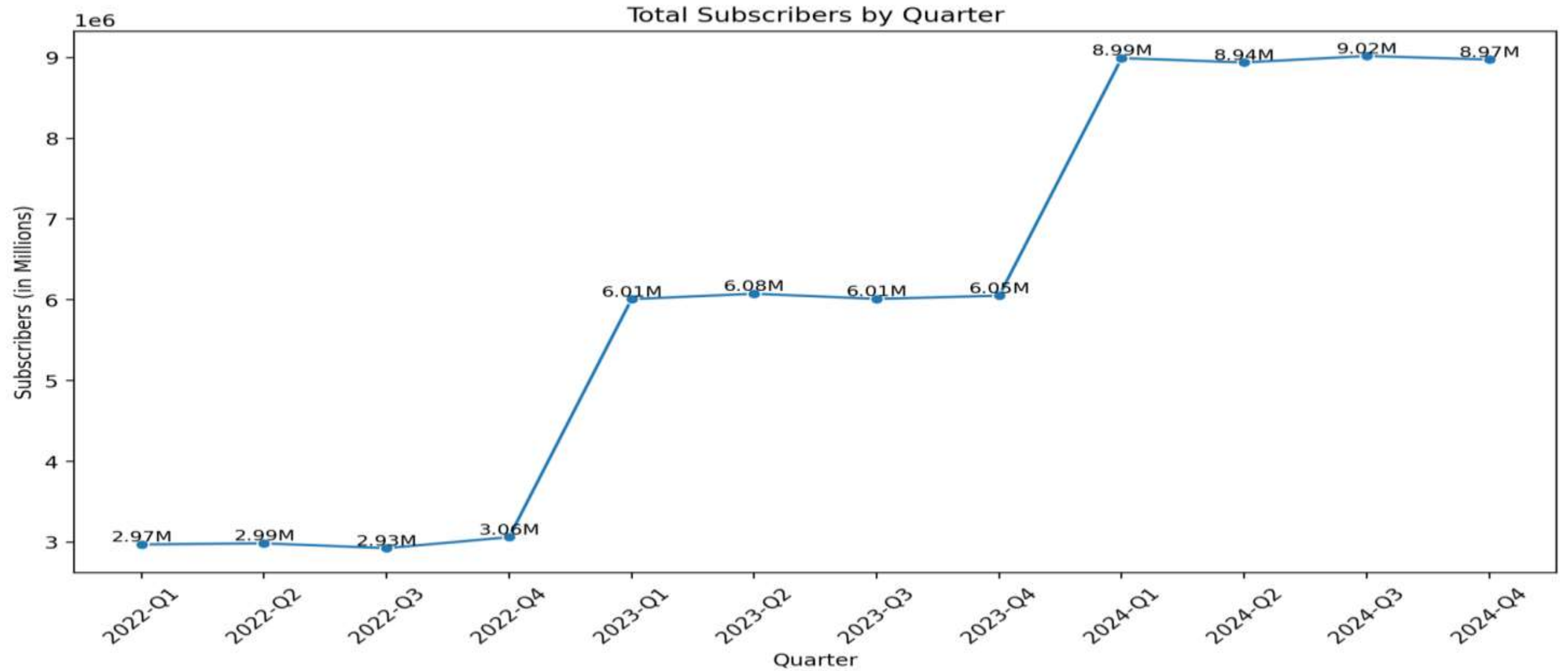
🔍 INSIGHTS

➢ 2022 was flat: Subscriber base hovered around ~3M with no real growth through the year.

➢ Strong jump in early 2023: Subscribers doubled from ~3M to ~6M in Q1 2023. This looks like the result of a big push — maybe a new product, campaign, or pricing change.

➢ 2023 remained stable: After the Q1 2023 spike, numbers stayed steady around 6M through the rest of the year.

➢ Another big jump in Q1 2024: Subscribers shot up again from ~6M to ~9M, suggesting a second wave of expansion or acquisition.

➢ Late 2024 plateau: From Q2 to Q4 2024, subscribers hovered just under 9M, with a small peak at 9.02M in Q3 before slipping slightly.

✓ RECOMMENDATION

➢ Investigate the growth triggers: Understand what drove the big jumps in Q1 2023 and Q1 2024 (e.g., product launch, major promotion, regulatory change). Double down on those strategies.

➢ Address stagnation periods: Flat performance in 2022 and late 2024 suggests missed opportunities. Evaluate whether competition, churn, or market saturation is holding back growth.

➢ Retention programs: Since growth came in sharp spikes, focus on retaining these new subscribers so they don't churn out over time.

➢ Plan for the next wave: If the growth has been campaign-driven, map out the next big initiative before momentum stalls further in 2025.

➢ Deeper segmentation: Look at whether these surges came from specific regions or segments (like prepaid, broadband, IoT). That will reveal where to scale next.

CHURN ANALYSIS

AVERAGE CHURN RATE OVER QUARTERS
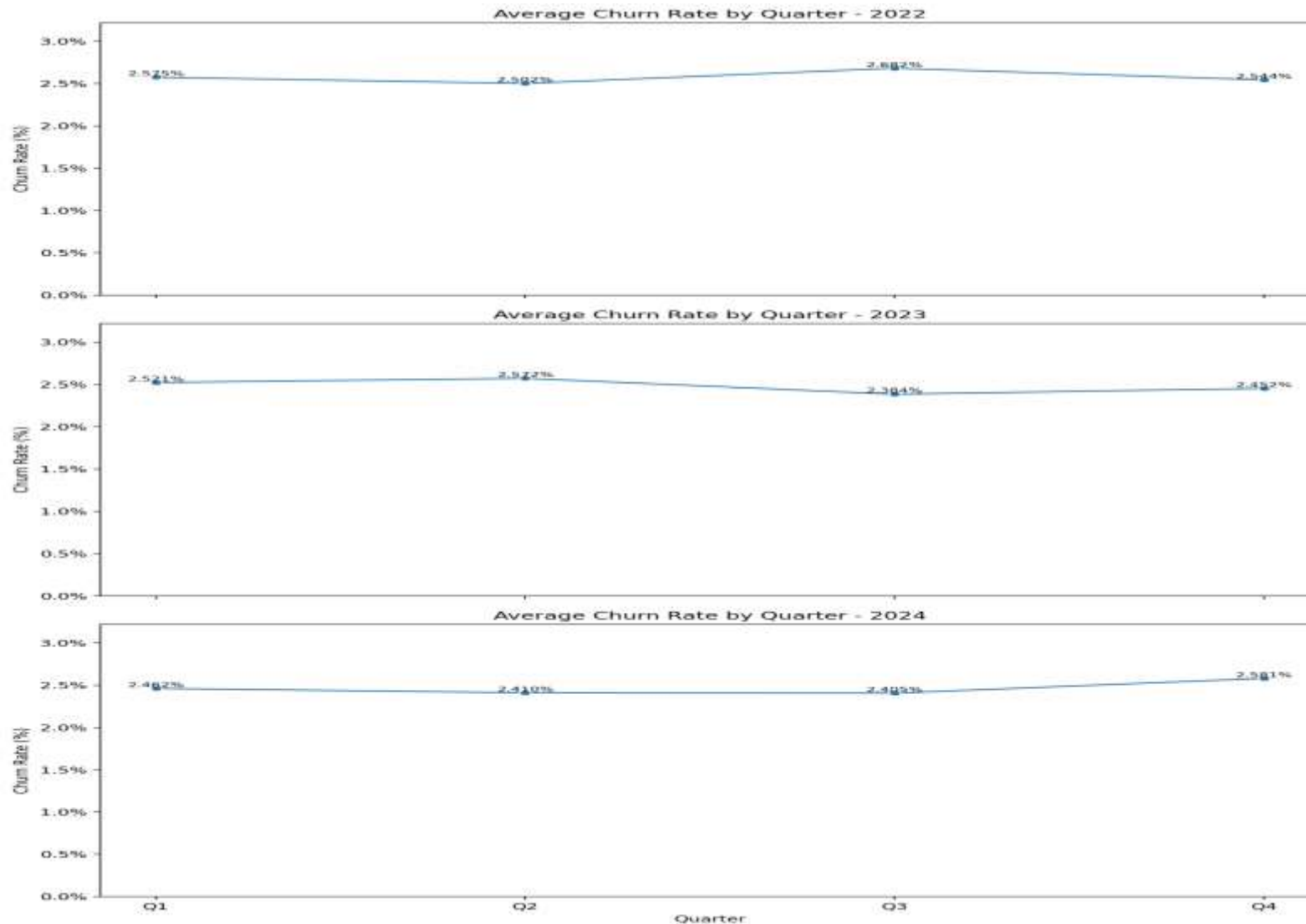
🔍 INSIGHTS

➢ 2022: Churn was relatively stable around 2.5–2.7%, peaking slightly in Q3.

➢ 2023: Improvement is clear, with churn dipping to its lowest point (2.38% in Q3). Overall churn was lower than 2022.

➢ 2024: Started low (~2.4%) but ticked up in Q4 to 2.58%, hinting at some end-of-year pressure.

➢ Across all three years, churn has stayed in a tight range (2.4%–2.7%), showing strong retention overall.

✓ RECOMMENDATION

➢ **Replicate 2023 Q3 tactics:**

> Whatever retention measures drove churn down then   should be scaled or repeated.

➢ **Investigate 2024 Q4 uptick:**

> Could be seasonal churn, competitor campaigns, or contract expiries—worth a deep dive.

➢ **Proactive retention in Q4:**

> Launch loyalty offers or renewal incentives before year-end when churn risk rises.
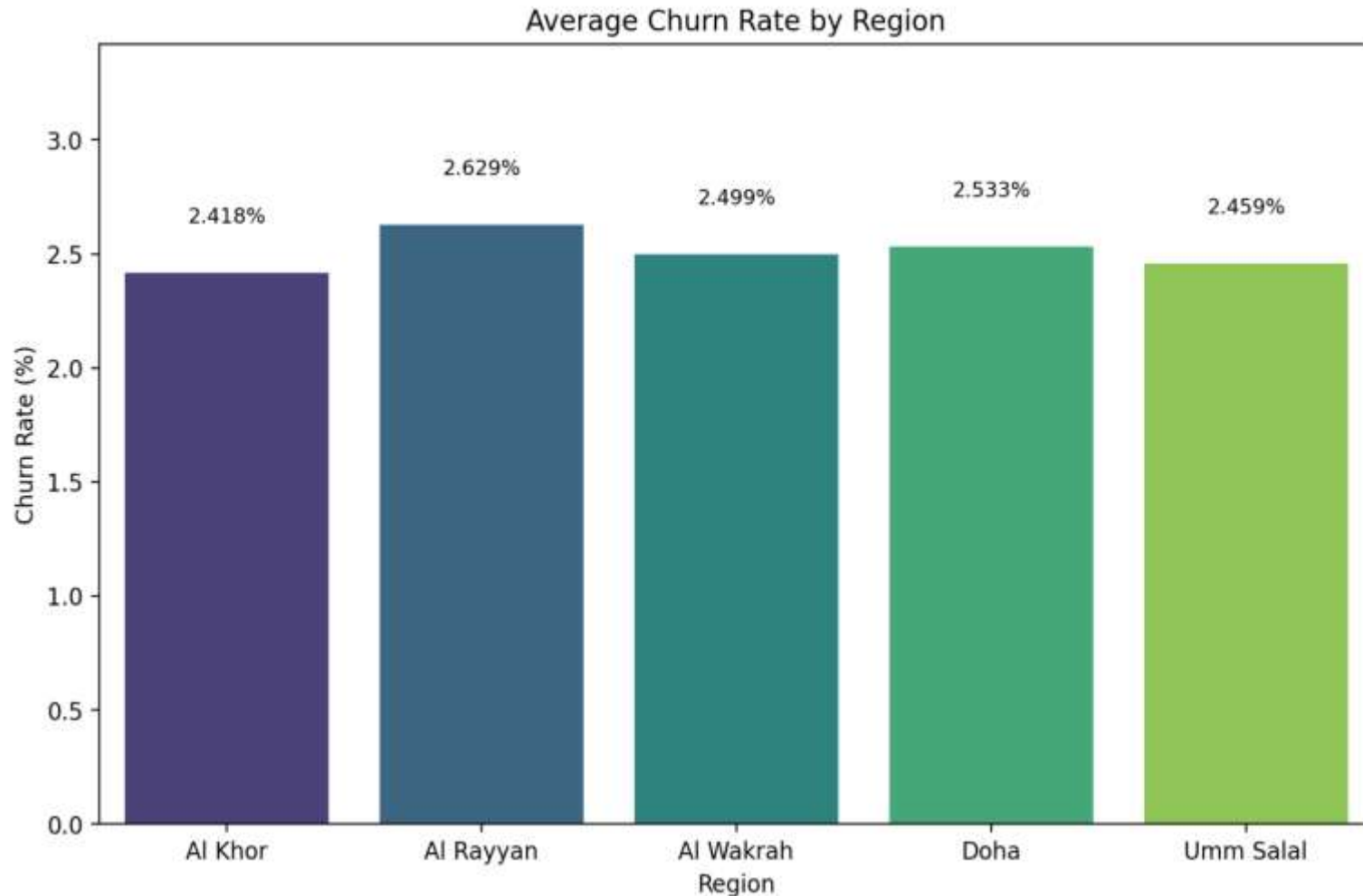
➢ **Segment analysis:**

> Check if churn varies by product (postpaid vs prepaid, broadband vs mobile) to focus retention spend.

➢ **Customer feedback loops:**
> Continue monitoring reasons for churn to catch early warning signs before they spread

AVERAGE CHURN RATE BY REGION

Average Churn Rate by Region

🔍 **INSIGHTS**

➤ Lowest churn:

Al Khor (2.42%) – customers here are slightly more loyal.

➤ Highest churn:

Al Rayyan (2.63%) – stands out as the region with the most attrition.

➤ Doha and Al Wakrah are in the mid-range (2.5%–2.53%).

➤ Overall churn levels are fairly close across regions, with only ~0.2% difference between lowest and highest.

✓ RECOMMENDATION

➢ **Deep dive in Al Rayyan**:

    Identify why churn is higher here—could be stronger competition, service quality gaps, or pricing sensitivity.

➢ **Leverage Al Khor's loyalty**:

    Study retention practices in Al Khor (e.g., customer support, network reliability) and apply them to other regions.
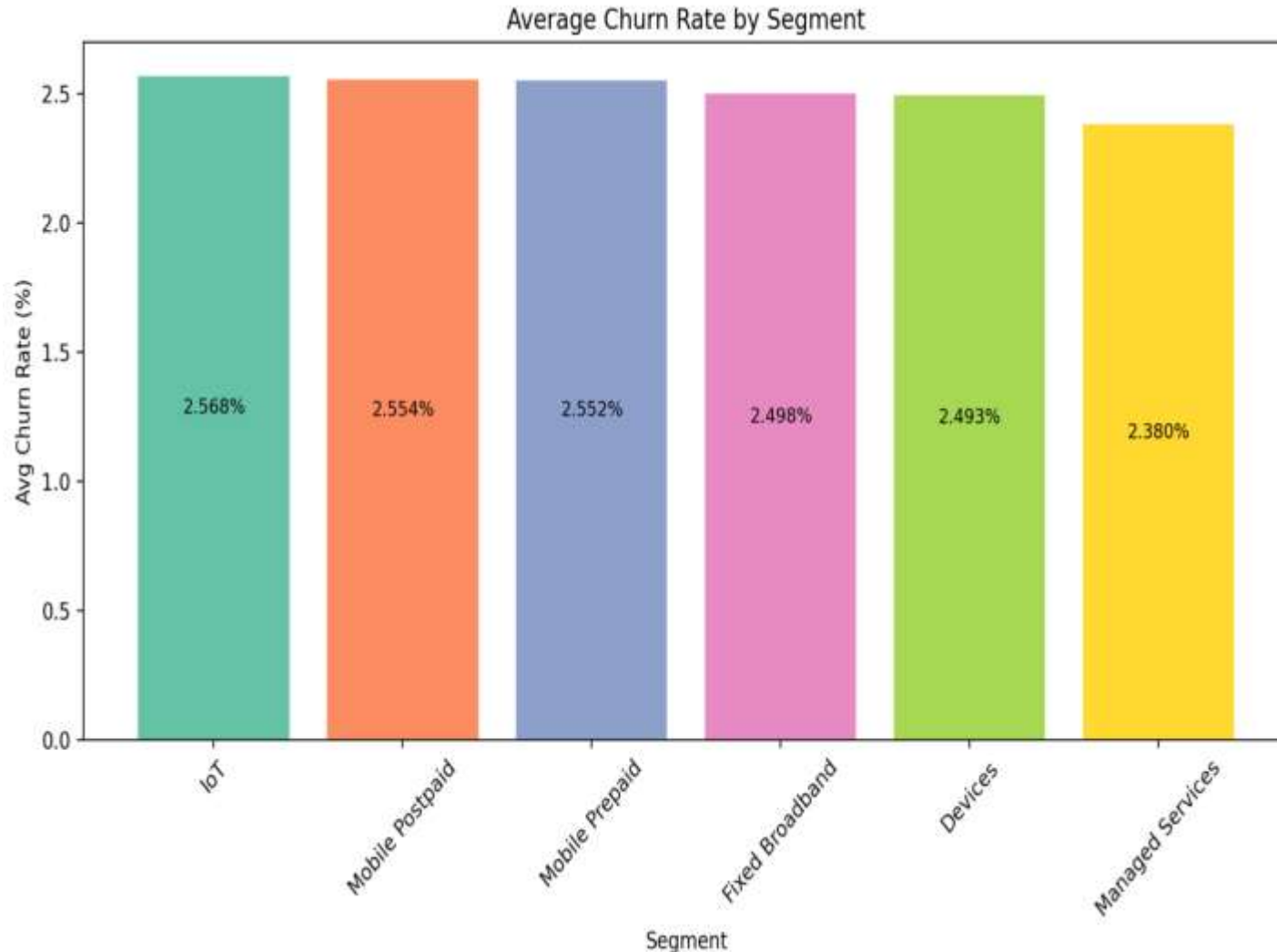
➢ **Localized retention offers**:

    Roll out targeted plans or perks in Al Rayyan and Doha to reduce churn.

➢ **Customer feedback surveys**:

    Region-specific feedback will clarify whether churn is driven by external factors (competitors) or internal ones (service issues).

AVERAGE CHURN RATE BY SEGMENT

Average Churn Rate by Segment

🔍 INSIGHTS

➢ Highest churn: IoT (2.57%) – signals instability in newer or enterprise-driven services.

➢ Mobile (Postpaid & Prepaid) both hover around 2.55%, showing similar retention challenges across customer types.

➢ Broadband & Devices are mid-tier at ~2.49%.

➢ Lowest churn: Managed Services (2.38%) – these tend to be stickier contracts, suggesting longer-term customer commitments.

➢ Overall, churn levels don't vary dramatically across segments (spread is just ~0.19%), but even small differences matter when scaled to thousands of customers.

✓ RECOMMENDATION

➢ **Prioritize IoT retention:**

This segment is most at risk. Explore whether it's due to service reliability, pricing, or lack of value-added features.

➢ **Revisit mobile retention offers:**

Since Postpaid and Prepaid are similar, you might launch unified loyalty programs or bundled offers.

➢ **Protect Managed Services:**

Keep churn low here with proactive account management, since losing these customers can mean larger revenue drops.

➢ **Cross-sell and upsell:**

Customers in stable segments (like Managed Services or Broadband) can be nudged toward IoT or mobile add-ons, balancing churn risk.

CUSTOMER SATISFACTION ANALYSIS

AVERAGE CSI OVER YEAR

Average Customer Satisfaction Index by Year
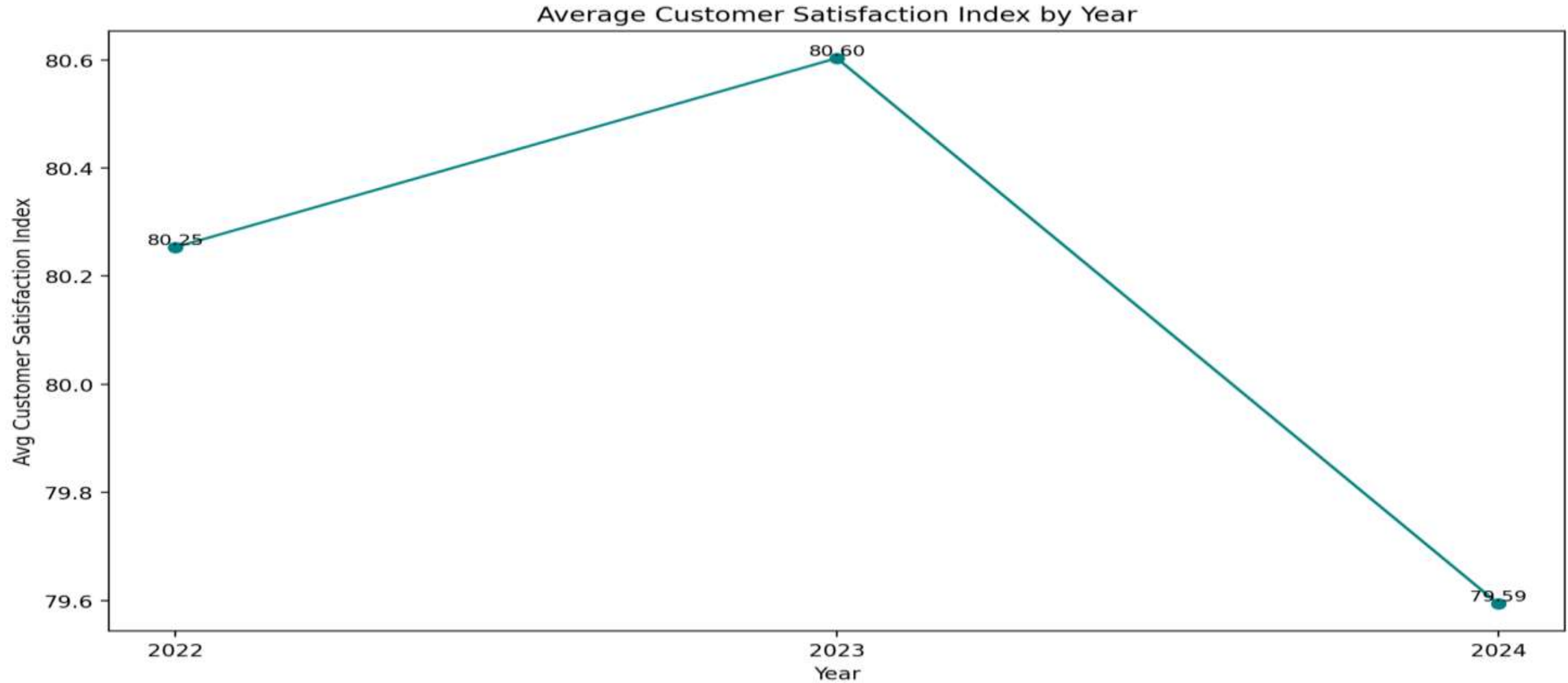
INSIGHT & RECOMMENDATION

🔍 INSIGHTS

- 2024 consistently records the highest revenue, peaking at 0.455bn QAR in Q2.

- 2023 shows a gradual decline through Q1 to Q3, with a small recovery in Q4.

- 2022 revenue holds steady but is significantly lower than other years.

- Revenue stays stable quarter-to-quarter within each year, with minor fluctuations.

✅ RECOMMENDATION

- Continue strategies from 2024 that drove strong growth, particularly for Q2.

- Boost marketing and retention during lower-performing quarters to prevent dips.

- Study high-revenue periods and apply successful tactics to other quarters.

- Track trends closely to adapt plans early and sustain revenue momentum.

AVERAGE CSI OVER QUARTER

Average Customer Satisfaction Index by Quarter
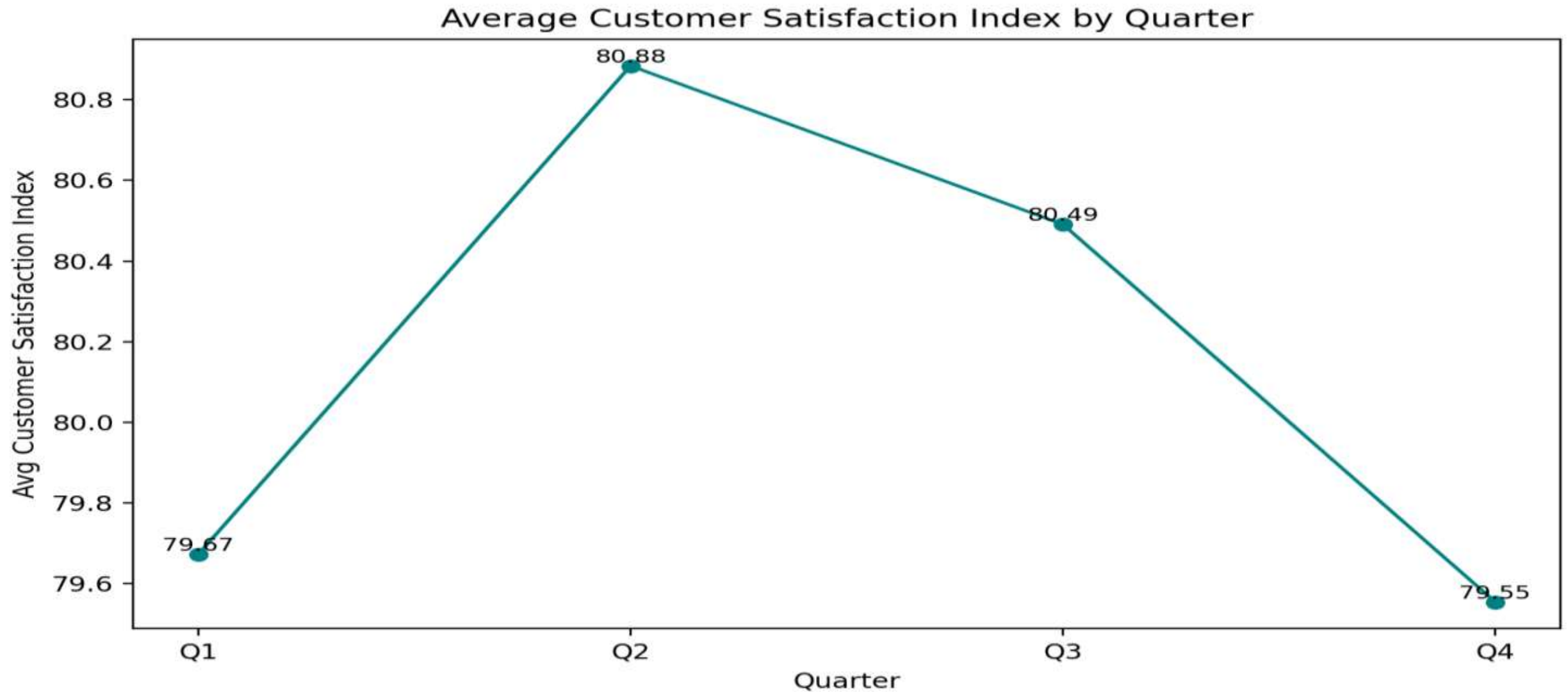
INSIGHT & RECOMMENDATION

🔍 INSIGHTS

➢ Customer satisfaction peaks in Q2 (80.88) and then steadily declines, reaching the lowest level in Q4 (79.55).

➢ Q1 starts with a moderate satisfaction score (79.67), but there is a notable improvement in Q2 before the drop begins.

➢ The overall range of satisfaction scores is narrow, suggesting generally consistent service quality throughout the year.

✅ RECOMMENDATION

➢ Analyze and replicate the factors that boosted satisfaction in Q2 for other quarters.

➢ Introduce targeted interventions or engagement activities in Q3 and Q4 to prevent declining satisfaction.

➢ Maintain regular feedback channels and quickly address customer concerns to sustain high satisfaction levels year-round.

AVERAGE CSI BY REGIONS

Average Customer Satisfaction Index by Region
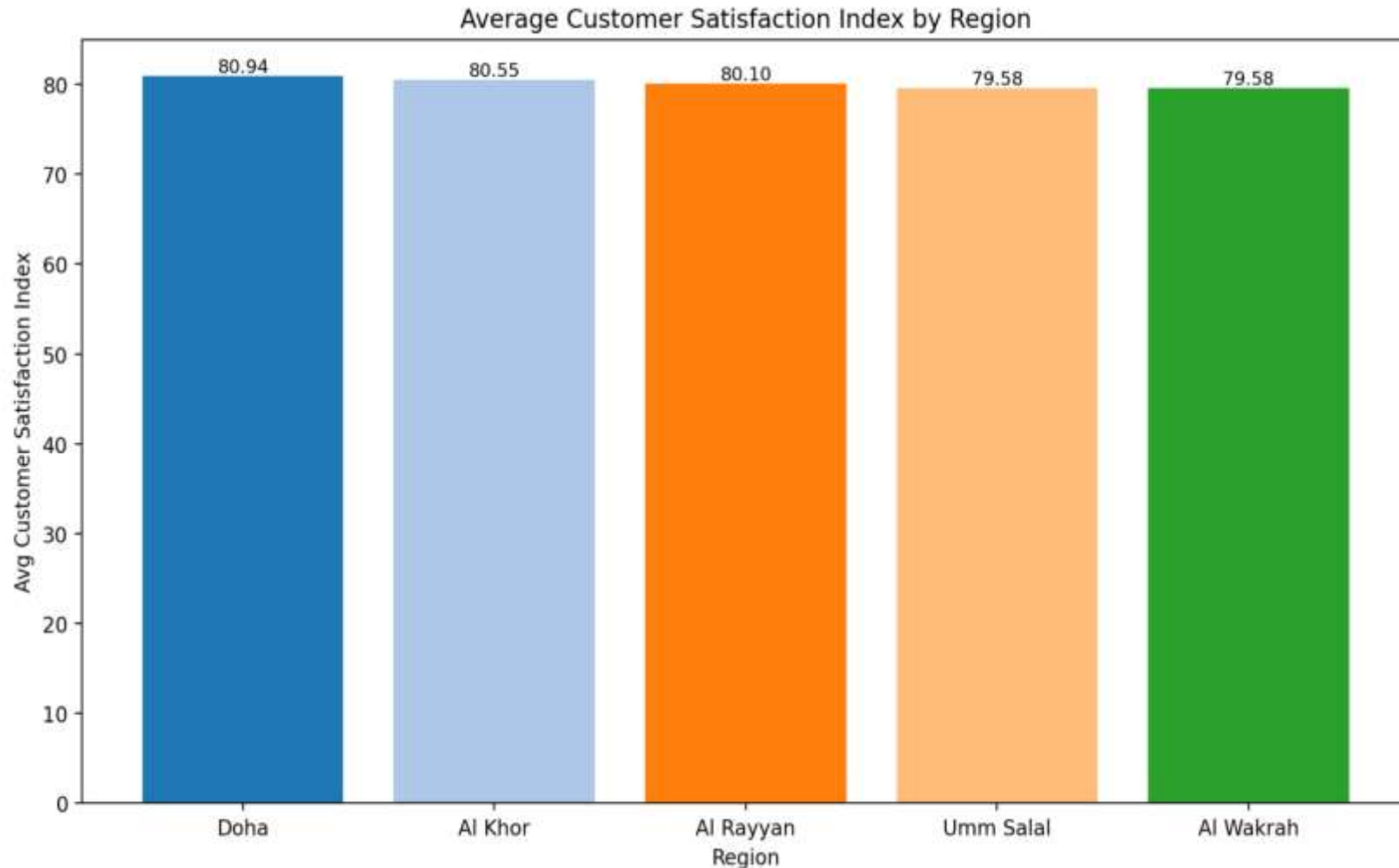
🔍 INSIGHTS

➢ Doha has the highest customer satisfaction index (80.94) among all regions.

➢ Al Khor and Al Rayyan also show strong scores, slightly above 80.

➢ Umm Salal and Al Wakrah have the lowest satisfaction (79.58), trailing behind the other regions.

➢ The variation in scores is small, but Doha sets the benchmark for service quality.

✓ RECOMMENDATION

➢ Learn from Doha's approach and apply successful strategies to boost satisfaction in Umm Salal and Al Wakrah.

➢ Conduct focused surveys or interviews in lower-scoring regions to identify specific issues.

➢ Encourage service teams in lagging regions to share feedback and best practices for improvement.

➢ Maintain consistent service quality and continue monitoring satisfaction metrics across all regions.

AVERAGE CSI BY SEGMENTS

Average Customer Satisfaction Index by Segment
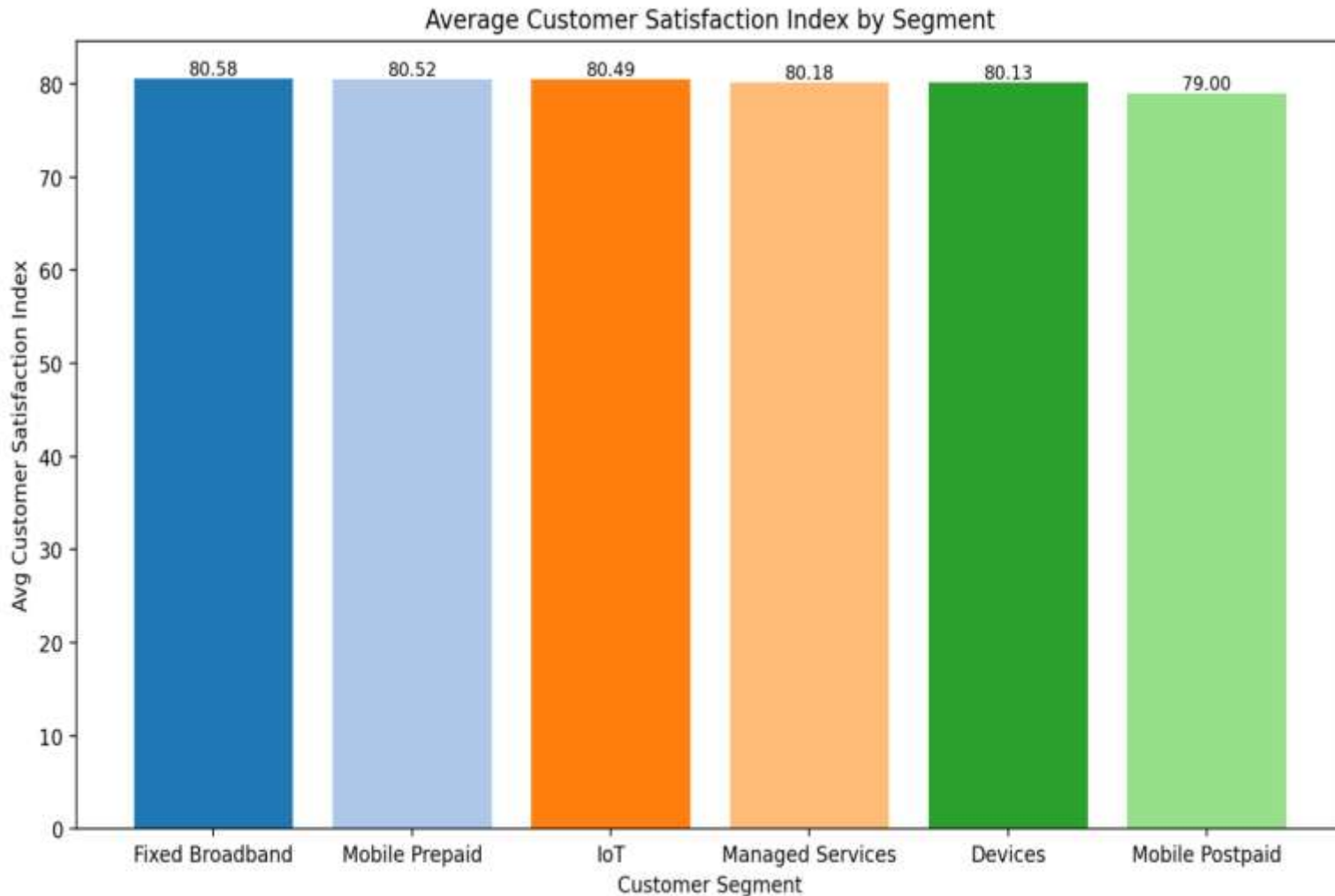
🔍 INSIGHTS

➢ Fixed Broadband and Mobile Prepaid segments have the highest customer satisfaction scores (80.58 and 80.52).

➢ IoT, Managed Services, and Devices follow closely behind, all scoring above 80.

➢ Mobile Postpaid has the lowest satisfaction index (79.00) among all segments.

➢ All segments maintain generally high satisfaction, but Mobile Postpaid stands out as a segment needing attention.

✔ **RECOMMENDATION**

- ➢ Strengthen support and engagement for Mobile Postpaid customers to close the satisfaction gap.

- ➢ Use techniques and service models from the Fixed Broadband and Mobile Prepaid segments to uplift lower-scoring areas.

- ➢ Continuously gather feedback across all segments to address concerns quickly and maintain high satisfaction.

- ➢ Promote success stories from high-scoring segments as examples to motivate improvement network-wide.

DATA USAGE ANALYSIS

AVERAGE DATA USAGE OVER QUARTERS
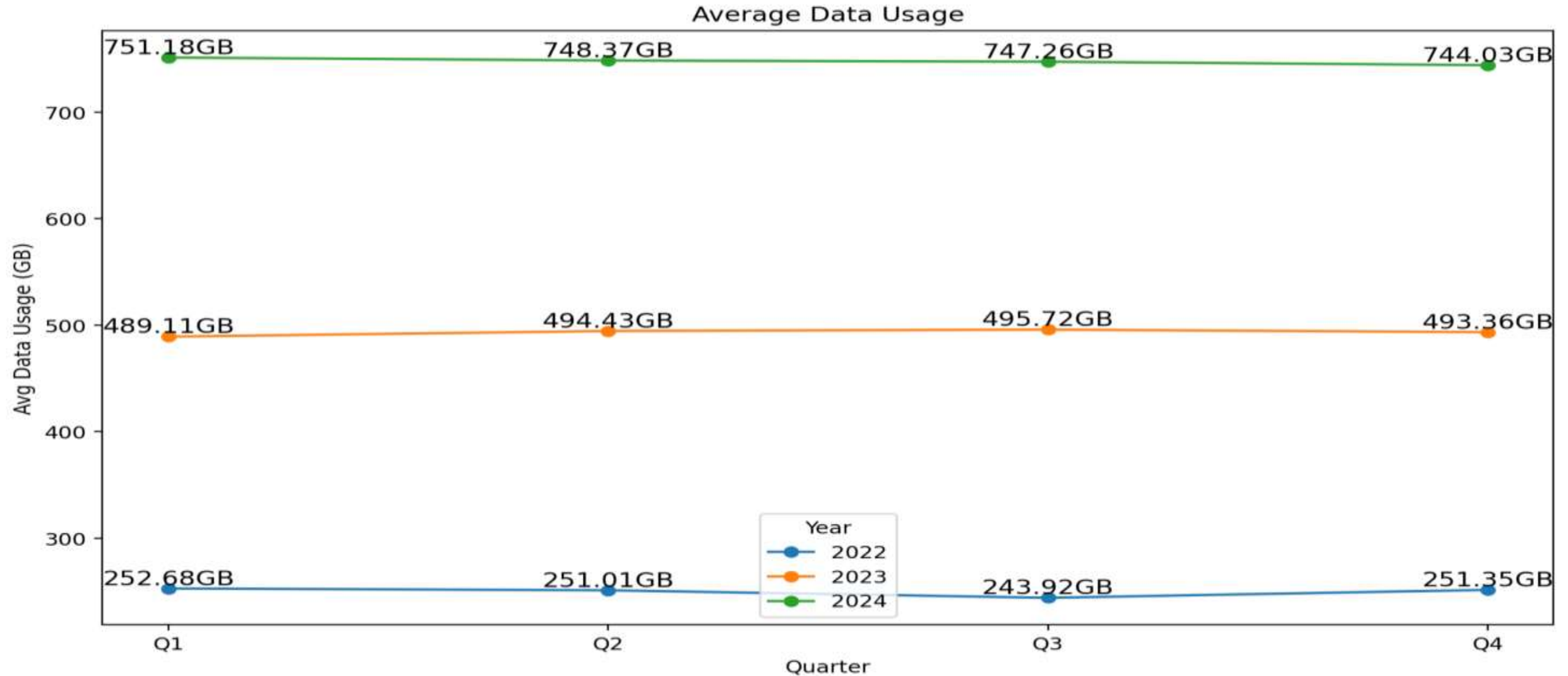

Average Data Usage

INSIGHT & RECOMMENDATION

🔍 INSIGHTS

➤ Average data usage increased significantly each year, from around 250GB in 2022 to nearly 750GB in 2024.

➤ 2024 maintained the highest data usage, with relatively stable figures across all quarters.

➤ 2023 also showed consistently mid-level usage, with a slight uptick in Q2 and Q3.

➤ There is little variation quarter-to-quarter within each year, indicating steady user data consumption patterns.

✅ RECOMMENDATION

➤ Continue to enhance network capacity and infrastructure to support growing data usage year-on-year.

➤ Target heavy data users in 2024 with premium data plans, add-ons, or loyalty programs to maximize revenue.

➤ Promote awareness of network reliability and speed, leveraging high usage trends as a brand strength in marketing.

➤ Monitor for potential network strain and be proactive in addressing any quality or speed issues to keep satisfaction high.

AVERAGE DATA USAGE BY REGIONS

Average Data Usage by Region
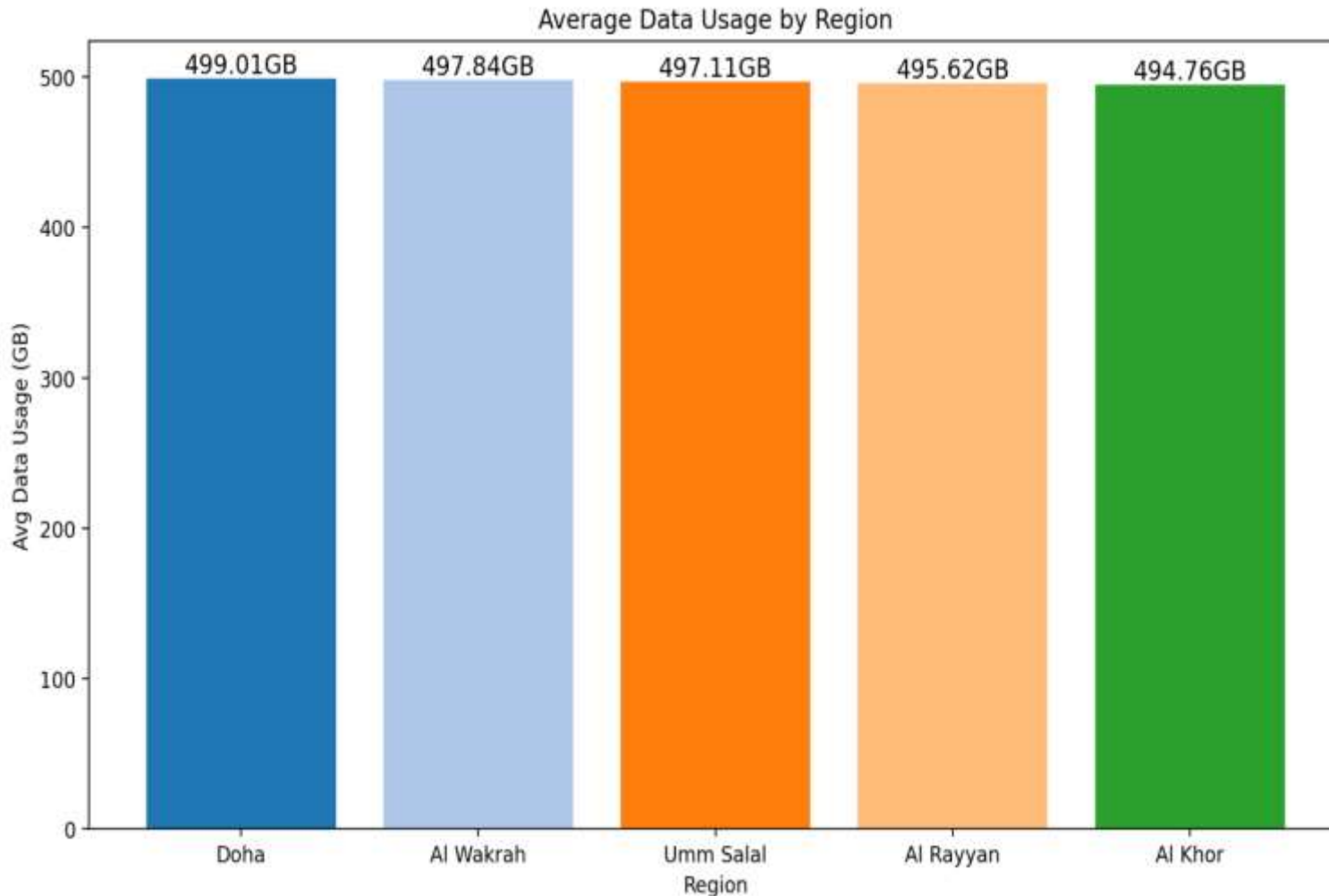
🔍 INSIGHTS

➢ Doha shows the highest data usage among all regions, indicating substantial demand for connectivity in the city.

➢ Data usage levels are consistent across all regions, with only a slight drop in Al Khor.

➢ The gap between the top and bottom region is less than 5 GB, suggesting similar internet habits throughout these areas

✓ **RECOMMENDATION**

➢ Prioritize network upgrades and resource allocation for Doha to support continued high usage.

➢ Launch region-wise campaigns to boost digital engagement in Al Khor, which shows slightly lower usage.

➢ Maintain regular monitoring of usage trends to quickly adapt to changing regional needs.

AVERAGE DATA USAGE BY SEGMENTS

Average Data Usage by Segment

🔍 INSIGHTS

➢ Doha has the highest average data usage (499.01 GB), standing out as the top region for internet consumption.

➢ Al Wakrah and Umm Salal closely follow, both with data usage just under 498 GB, showing consistent demand in these areas.

➢ Al Khor records the lowest average, but the difference from the top region is less than 5 GB, indicating overall uniformity in data usage across regions.

✓ <u>**RECOMMENDATION**</u>

> ➢ Ensure robust network infrastructure in Doha to cater to its leading data usage and prevent congestion.

> ➢ Deploy localized digital campaigns in Al Khor to further boost engagement and close the gap with other regions.

> ➢ Keep tracking regional trends to proactively address any sudden shifts in usage patterns, ensuring reliable service everywhere.

COMPLAINT
&
SERVICE QUALITY
ANALYSIS

AVERAGE COMPAINT RESOLVED BY REGIONS

Average Complaints Resolved Percentage by Region
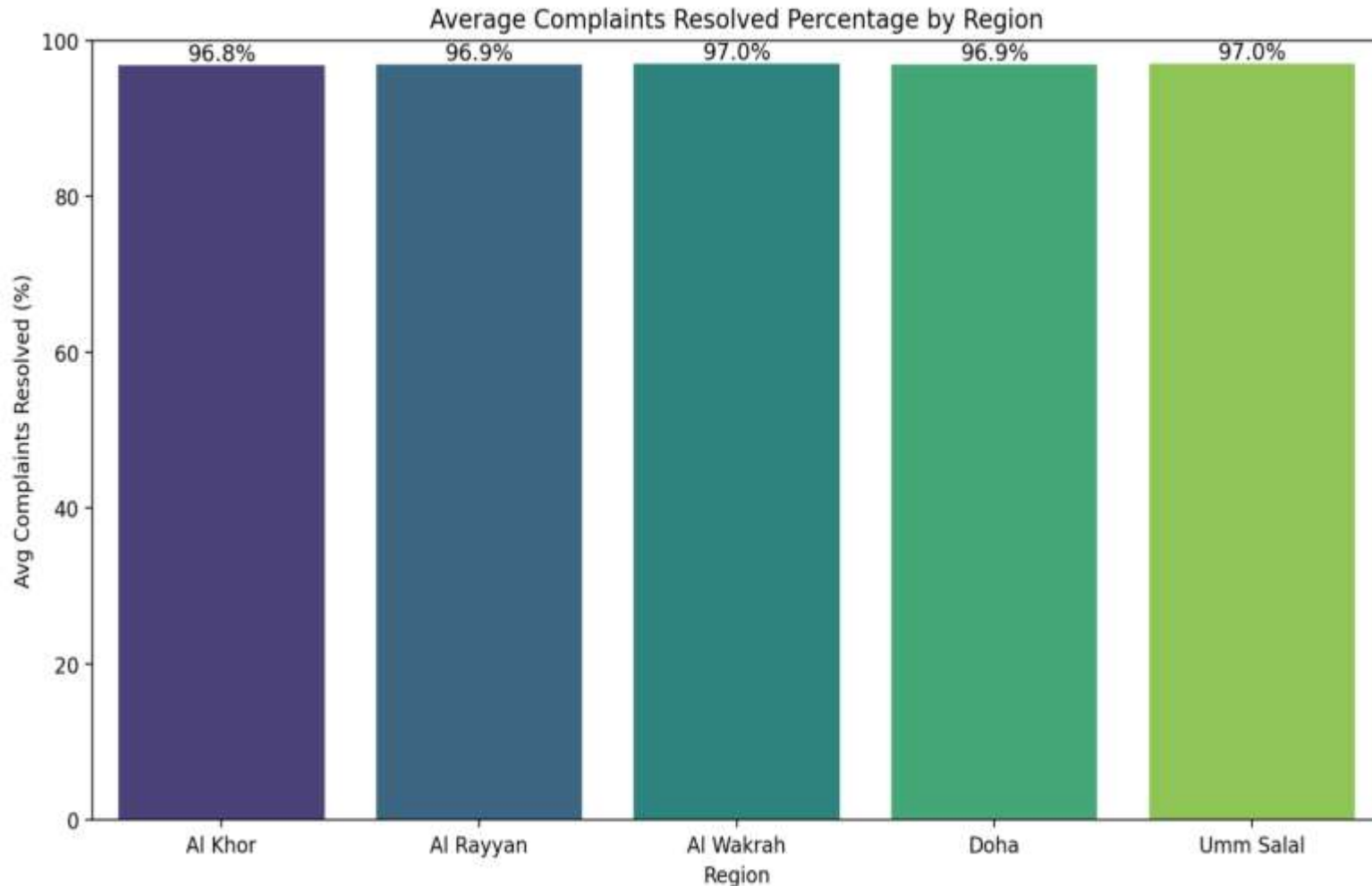
🔍 INSIGHTS

➢ All regions maintain high resolution rates, ranging narrowly between 96.8% and 97.0%.

➢ Umm Salal and Al Wakrah lead with the top rate at 97.0%, indicating slightly better complaint handling in these areas.

➢ Al Khor records the lowest at 96.8%, but the gap from the best-performing region is minimal (0.2%)

✓ <u>**RECOMMENDATION**</u>

➢ Standardize best practices from Umm Salal and Al Wakrah across all regions to lift Al Khor's rate.

➢ Conduct targeted training for front-line support teams in Al Khor to close the remaining gap.

➢ Implement a centralized monitoring dashboard to track resolution KPIs in real time and flag any dips below 97%.

➢ Share monthly performance reports and quick-win tips regionally to encourage continuous improvement.

AVERAGE COMPAINT RESOLVED BY SEGMENTS

Average Complaints Resolved Percentage by Segment
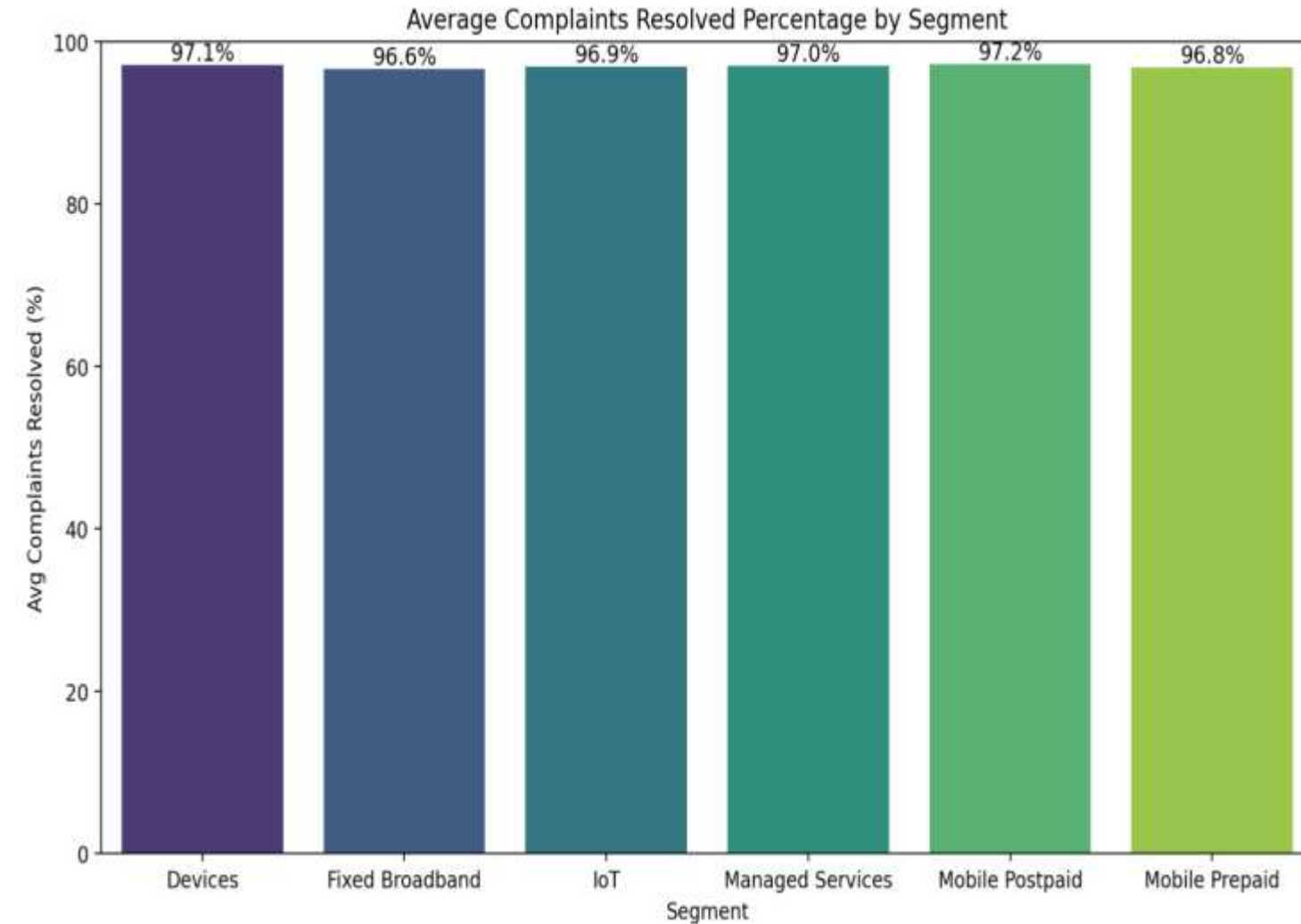
🔍 INSIGHTS

➢ All customer segments achieve high complaint resolution rates, tightly clustered between 96.6% and 97.2%.

➢ Mobile Postpaid leads with the top resolution rate at 97.2%, suggesting strong support workflows for that segment.

➢ Fixed Broadband is at the bottom with 96.6%, indicating a slight opportunity for process improvements there.

➢ Devices and Managed Services both hover around 97.0%, showing generally robust handling but room to match or exceed the Postpaid benchmark.

✓ <u>RECOMMENDATION</u>

➤ Benchmark Postpaid practices: Document and replicate Mobile Postpaid's support playbook for Fixed Broadband teams to lift their resolution rate.

➤ Targeted training: Hold quarterly workshops for Fixed Broadband agents on common escalations and quick resolution techniques.

➤ Real-time dashboards: Deploy segment-specific KPIs to flag any drop below 97% instantly and trigger rapid response.

➤ Cross-segment knowledge sharing: Establish monthly "support huddles" where top performers in each segment share tips and success stories

NETWORK AVAILABILITY ANALYSIS

NETWORK AVAILABILITY OVER YEARS


Network Availability % Over Years
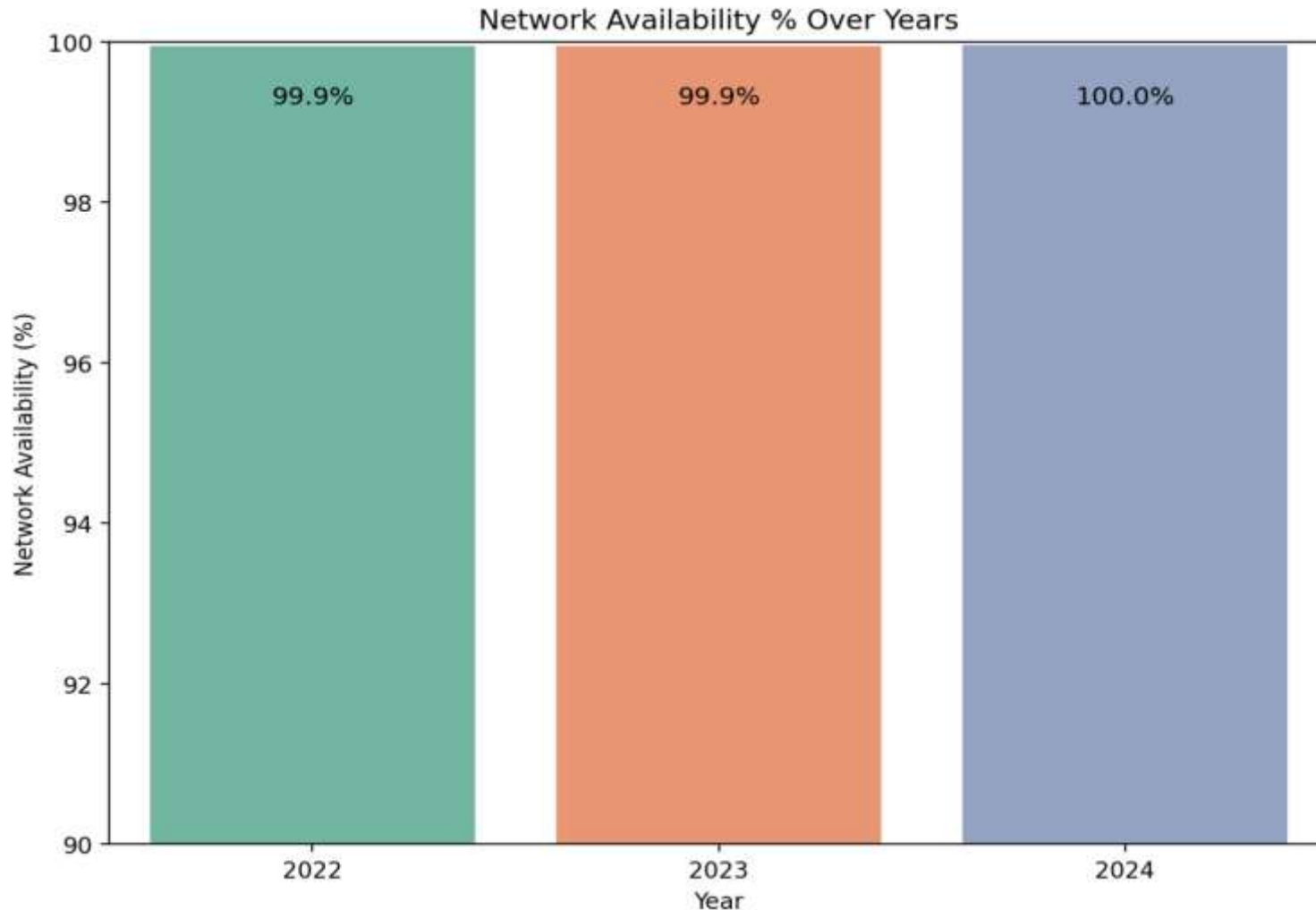
🔍 **INSIGHTS**

➢ Network availability remains exceptionally high, holding at 99.9% in both 2022 and 2023, then reaching a perfect 100.0% in 2024.

➢ The incremental improvement from "near-perfect" to "perfect" demonstrates the success of recent infrastructure upgrades and reliability initiatives.

➢ Minimal year-to-year variance highlights sustained operational excellence and effective maintenance protocols

✅ RECOMMENDATION

➢ Celebrate and communicate the milestone of 100% availability in 2024 internally and to customers to reinforce trust.

➢ Document and standardize the processes that enabled the jump to 100% as best practices for future network expansions.

➢ Invest in predictive maintenance tools to proactively address potential failures before they affect availability, preserving the perfect uptime.

➢ Set a new target: maintain 100% availability while reducing mean time to repair (MTTR) by 10% to enhance resilience even further
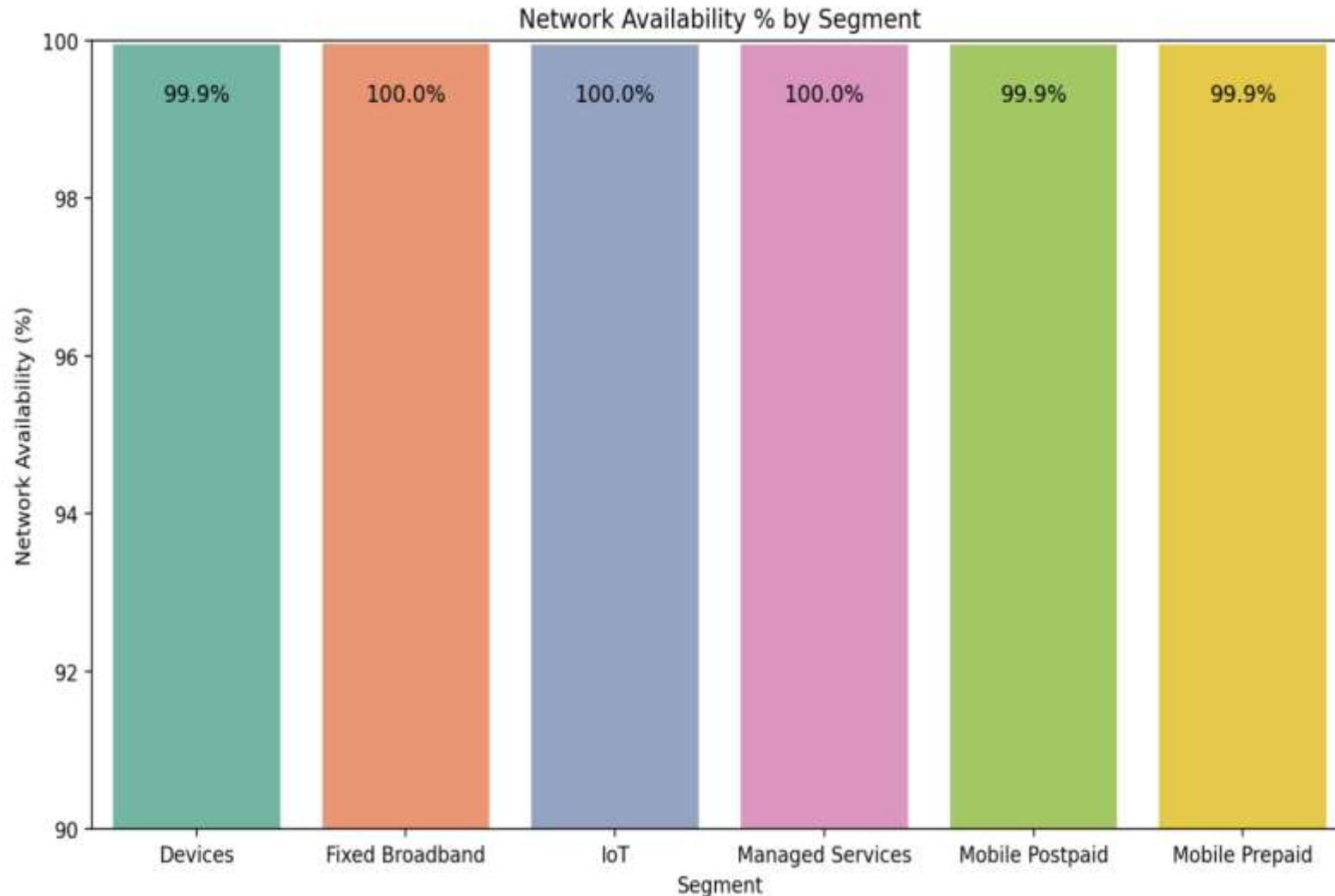
NETWORK AVAILABILITY BY REGIONS

Network Availability % by Regions
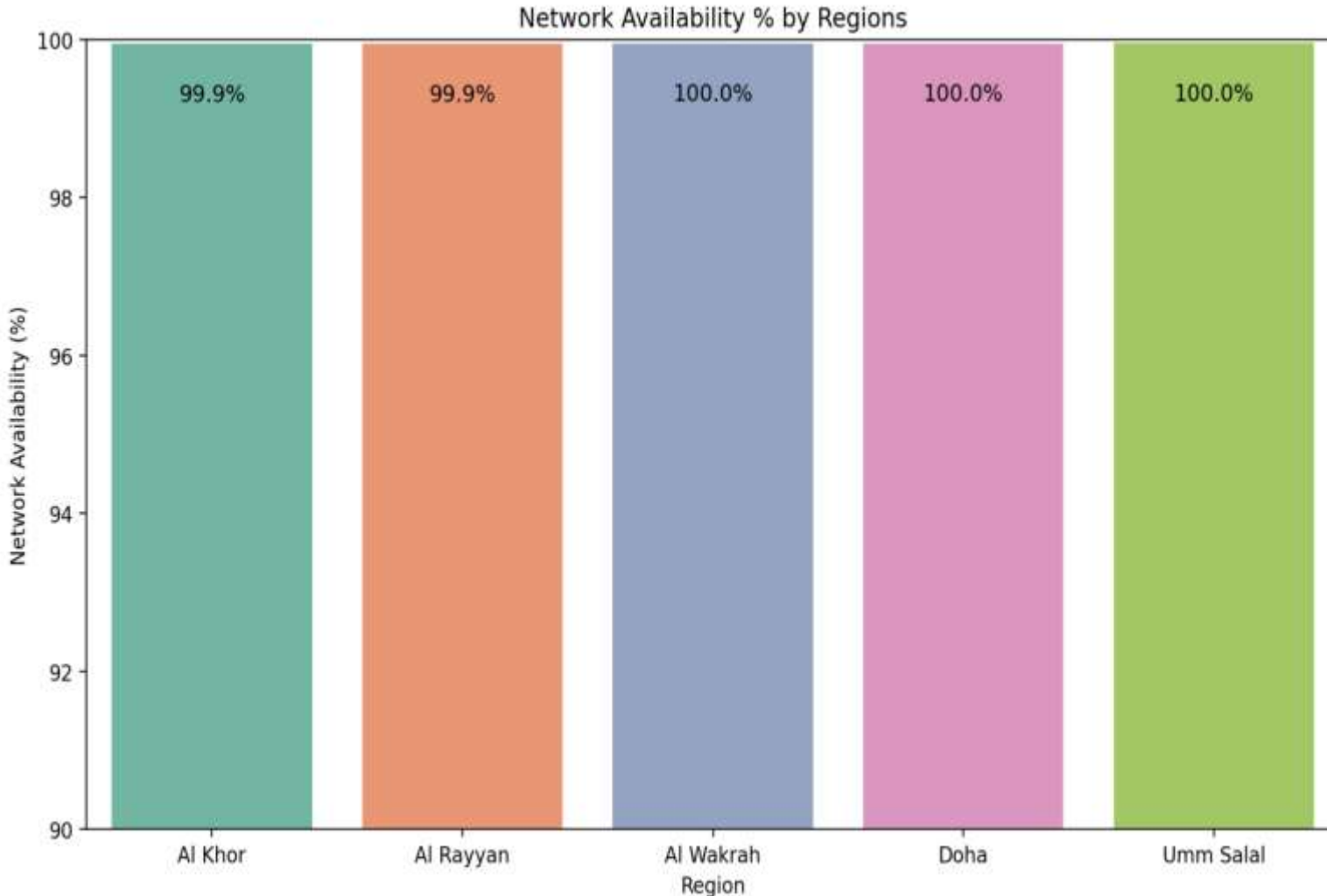
🔍 **INSIGHTS**

➢ All regions exceed 99.9% availability, demonstrating industry-leading uptime across the network.

➢ Al Wakrah, Doha, and Umm Salal hit 100%, suggesting flawless performance in those areas.

➢ Al Khor and Al Rayyan at 99.9% are just marginally below perfect, indicating only rare, brief interruptions.

✓ RECOMMENDATION

- ➢ Analyze the root causes of the sub-0.1% downtime in Al Khor and Al Rayyan to eliminate remaining failure points.

- ➢ Standardize best practices from regions with 100% uptime—document maintenance routines, redundancy configurations, and rapid failover protocols.

- ➢ Increase monitoring resolution in Al Khor and Al Rayyan to detect and resolve sub-minute outages before they affect customers.

- ➢ Promote regional success by showcasing perfect-availability zones in customer communications and marketing to reinforce brand reliability

NETWORK AVAILABILITY BY SEGMENTS

Network Availability % by Segment
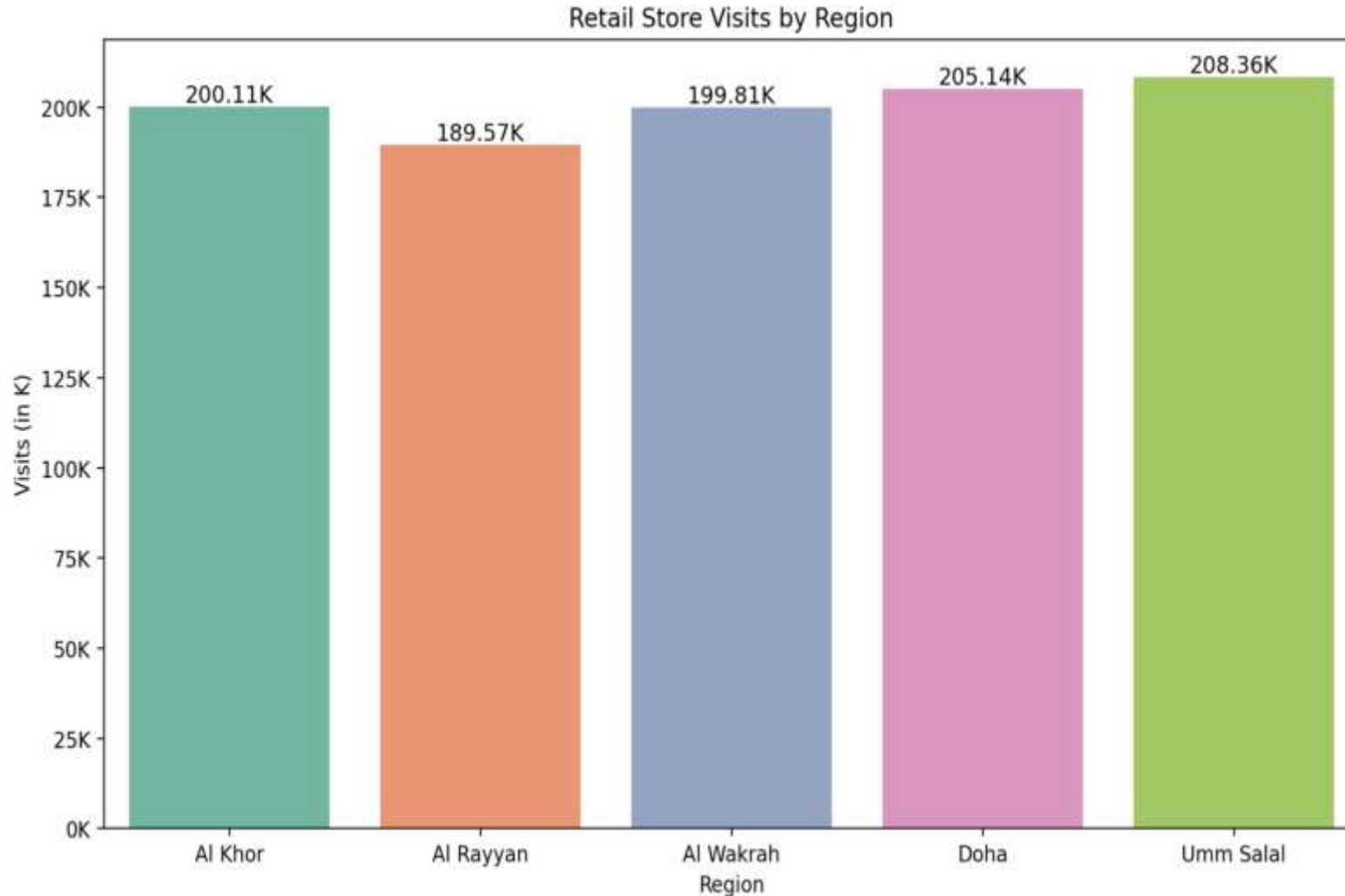

🔍 INSIGHTS

- ➤ Fixed Broadband, IoT, and Managed Services achieved flawless 100% network availability, underscoring robust infrastructure in those segments.

- ➤ Devices, Mobile Postpaid, and Mobile Prepaid each sit at 99.9%, indicating only rare, brief interruptions in those services.

- ➤ The overall variation is minimal (0.1%), highlighting uniformly high reliability across all customer segments.

✓ RECOMMENDATION

➢ Investigate sub-0.1% outages in Devices, Postpaid, and Prepaid to identify and remedy residual failure points.

➢ Apply redundancy and maintenance best practices from the 100% segments to Devices and Mobile services to pursue perfect uptime.

➢ Enhance real-time alerting for sub-minute degradations in the 99.9% segments to address issues before customers notice.

➢ Showcase segment reliability in marketing materials—highlight the 100% availability achievements to reinforce customer trust.

RETAIL & RECHARGE ANALYSIS

RETAIL STORE VISITS BY REGIONS

Retail Store Visits by Region

🔍 INSIGHTS

➤ Umm Salal leads with approximately 208.36 K visits, indicating strong foot traffic in that region.

➤ Doha follows closely at 205.14 K, reflecting its role as a key retail hub.

➤ Al Rayyan records the lowest visits at 189.57 K, suggesting potential under-engagement or fewer store locations there.

➤ Overall variation spans about 18.8 K visits between the top and bottom regions, highlighting room for growth in lower-traffic areas.

✓ RECOMMENDATION

➢ Enhance Al Rayyan's appeal through localized promotions, pop-up events, and targeted advertising to boost store visits.

➢ Capitalize on Umm Salal's momentum by piloting new service offerings or loyalty programs in its high-traffic locations.

➢ Optimize store footprint: evaluate underperforming outlets in Al Wakrah and Al Khor for potential relocations or format adjustments.

➢ Leverage data-driven scheduling: align staffing and inventory levels with peak visit patterns in Doha and Umm Salal to maximize sales conversion

RECHARGE TRANSACTIONS BY REGIONS

Recharge Transactions by Region
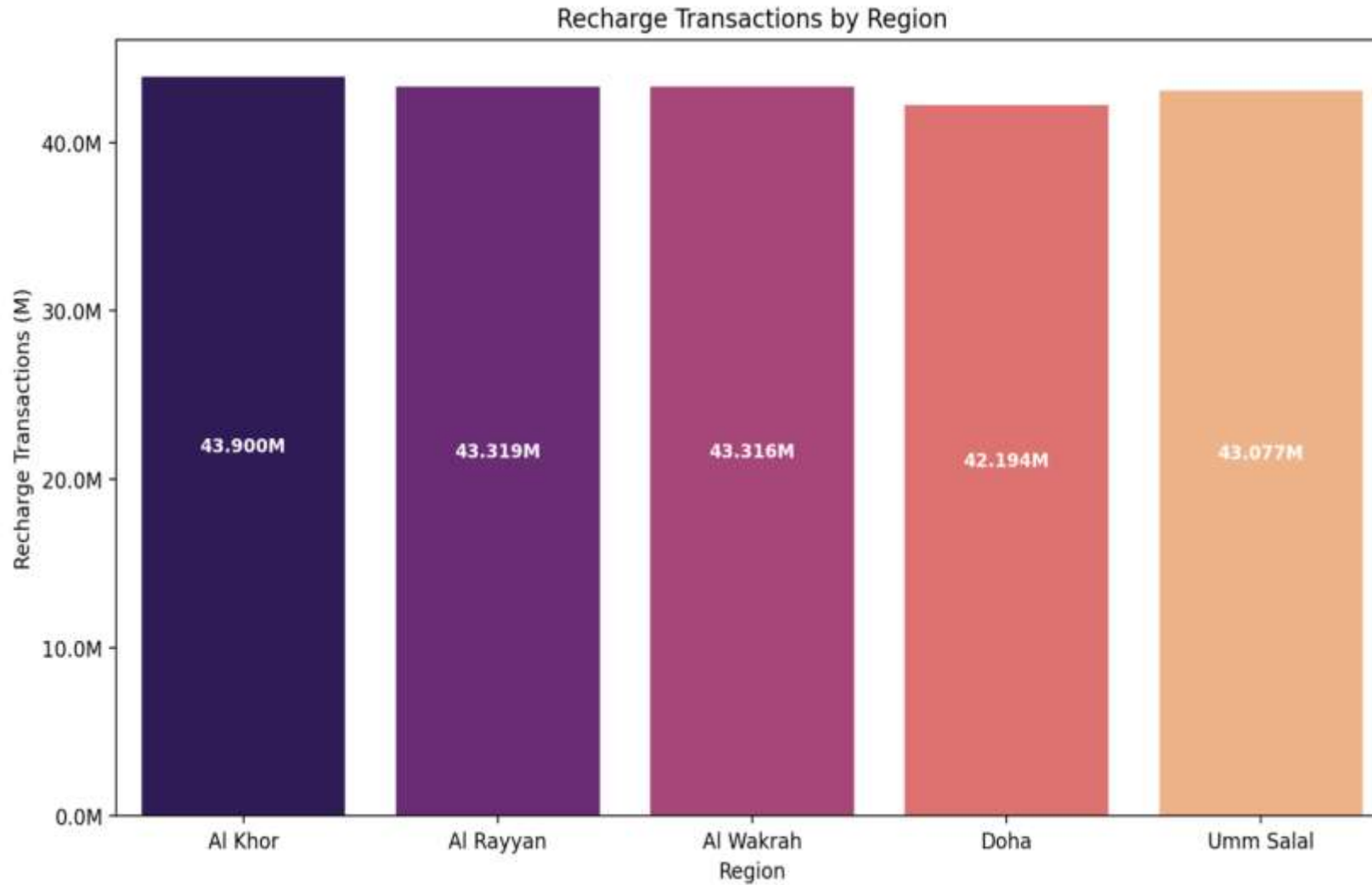
🔍 INSIGHTS

➢ Al Khor leads with ~43.90 M recharge transactions, slightly ahead of Al Rayyan and Al Wakrah (both ~43.32 M).

➢ Doha records the fewest at ~42.19 M, indicating lower recharge activity despite its urban density.

➢ Umm Salal sits mid-range with ~43.08 M, suggesting steady but not peak transaction volumes.

➢ The overall range spans ~1.7 M transactions, highlighting moderate regional variance in recharge behaviour.

✓ RECOMMENDATION

➢ Boost promotions in Doha: introduce "double bonus" recharge offers or time-limited discounts to drive transaction volume upward.

➢ Loyalty tiers for high-activity regions: reward top rechargers in Al Khor and Al Rayyan with incremental benefits to reinforce their engagement.

➢ Targeted outreach for Umm Salal: deploy personalized SMS campaigns reminding customers of expiry and bonus balances to maintain momentum.

➢ Analyze customer segments in low-activity zones: identify prepaid vs. postpaid mixes and tailor recharge bundles accordingly to optimize regional uptake.

RECHARGE TRANSACTIONS BY SEGMENTS

Recharge Transactions by Segment
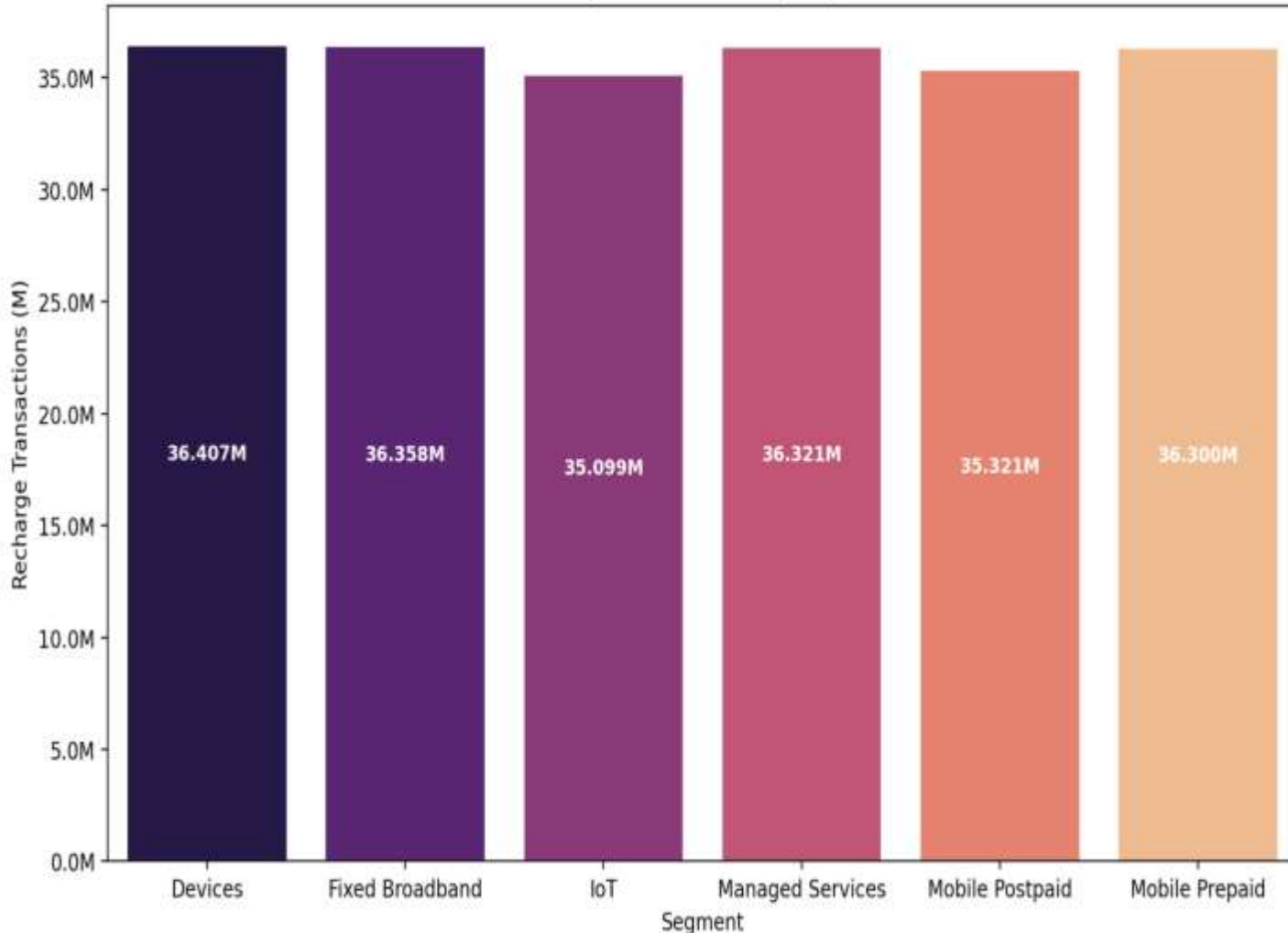
🔍 INSIGHTS

➢ Devices and Fixed Broadband lead recharge activity, each exceeding 36.3 M transactions, showing strong engagement with these service types.

➢ Mobile Prepaid follows closely at 36.30 M, highlighting its continued popularity among consumers.

➢ Managed Services also posts robust volumes at 36.32 M, indicating healthy usage in that segment.

➢ IoT and Mobile Postpaid trail slightly, at 35.10 M and 35.32 M respectively, suggesting room to grow adoption and recharge frequency in those segments.

➢ The overall spread is under 1.4 M, reflecting relatively balanced transaction volumes across segments

✓ RECOMMENDATION

➢ Boost IoT recharges by bundling data add-ons or device management credits that incentivize frequent top-ups in that lower-volume segment.

➢ Introduce loyalty bonuses for Mobile Postpaid customers, such as cashback on high-value recharges, to match the top performing segments.

➢ Cross-sell promotions: offer discounted data packs on Devices and Fixed Broadband recharges to drive incremental uptake in Managed Services and Prepaid.

➢ Segmented marketing: use behavioral insights to craft targeted SMS or app notifications encouraging timely recharges for IoT and Postpaid users.

➢ Monitor performance weekly by segment to quickly identify dips and implement rapid-response campaigns, ensuring transaction volumes remain balanced.

RECHARGE TRANSACTIONS OVER QUARTERS

Recharge Transactions over Quarters (by Year)
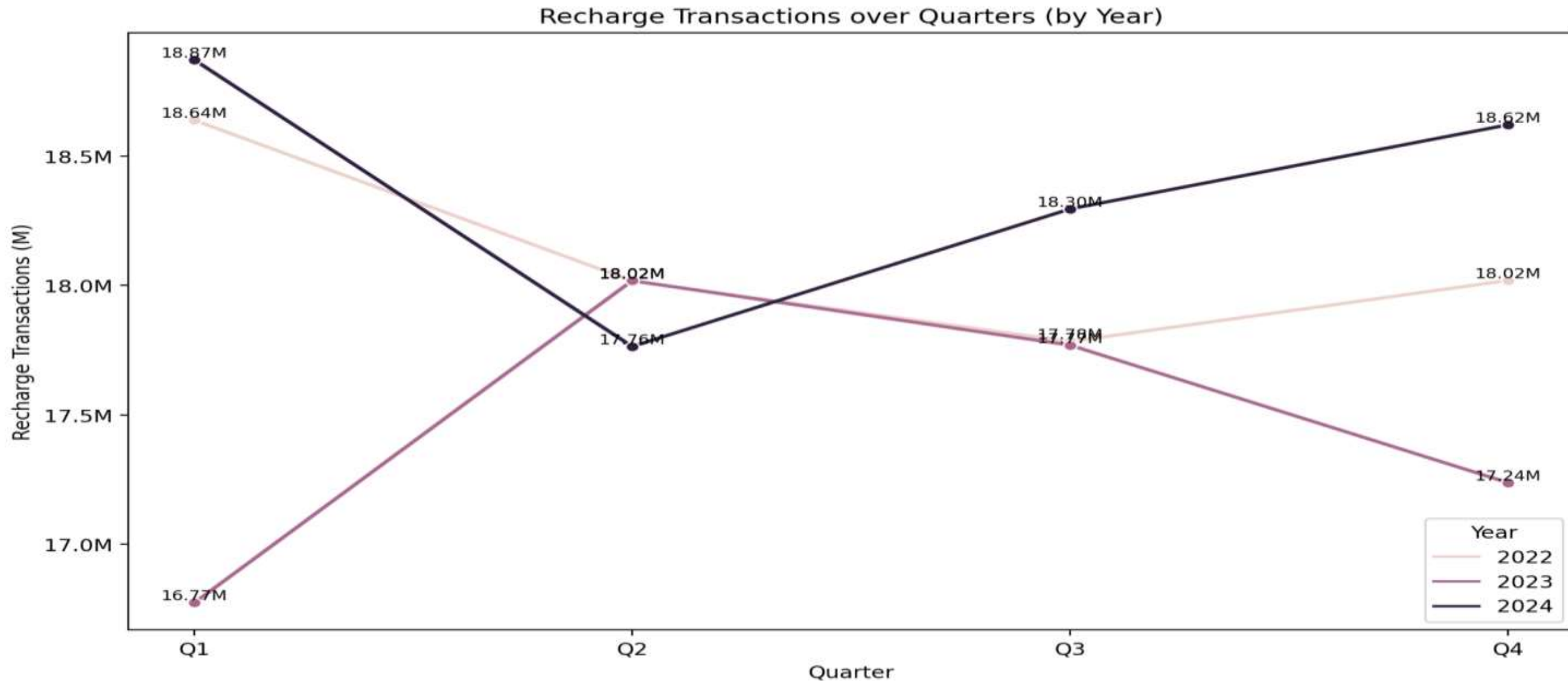
INSIGHT & RECOMMENDATION

🔍 INSIGHTS

➢ Seasonal dips in Q1 2023: Recharge volume dropped sharply to 16.77 M, the lowest quarterly figure across all years, likely reflecting post-holiday spending fatigue.

➢ Strong Q1 rebound in 2024: Volume surged to 18.87 M, marking the highest Q1 on record and signaling effective promotions or improved user engagement early in the year.

➢ Consistent Q3 performance: Every year, Q3 hovers around 17.78 M–18.30 M, suggesting stable mid-year recharge behavior.

➢ Q4 recovery trend: After mid-year dips, Q4 rebounds in both 2022 (18.02 M) and 2024 (18.62 M), though 2023's Q4 (17.24 M) underperforms, indicating weaker year-end activity that year

✅ RECOMMENDATION

➢ Targeted Q1 offers: Replicate 2024's successful Q1 tactics—such as bonus data bundles—to offset the traditional slow start seen in 2023.

➢ Sustain Q3 stability: Introduce mid-year loyalty perks or "keep-going" rewards to maintain or slightly boost the steady Q3 baseline.

➢ Revive Q4 performance: Analyze why 2023's Q4 lagged—test holiday-season campaigns earlier and extend validity windows to drive higher year-end recharges.

➢ Cross-year benchmarking: Use 2024's best quarters as benchmarks, setting specific growth targets (e.g., +5% Q1 year-over-year) and tying sales incentives to those goals.

VOICE USAGE
&
SIM ACTIVATIONS
ANALYSIS

AVERAGE VOICE CALL BY REGIONS

Average Voice Minutes by Region
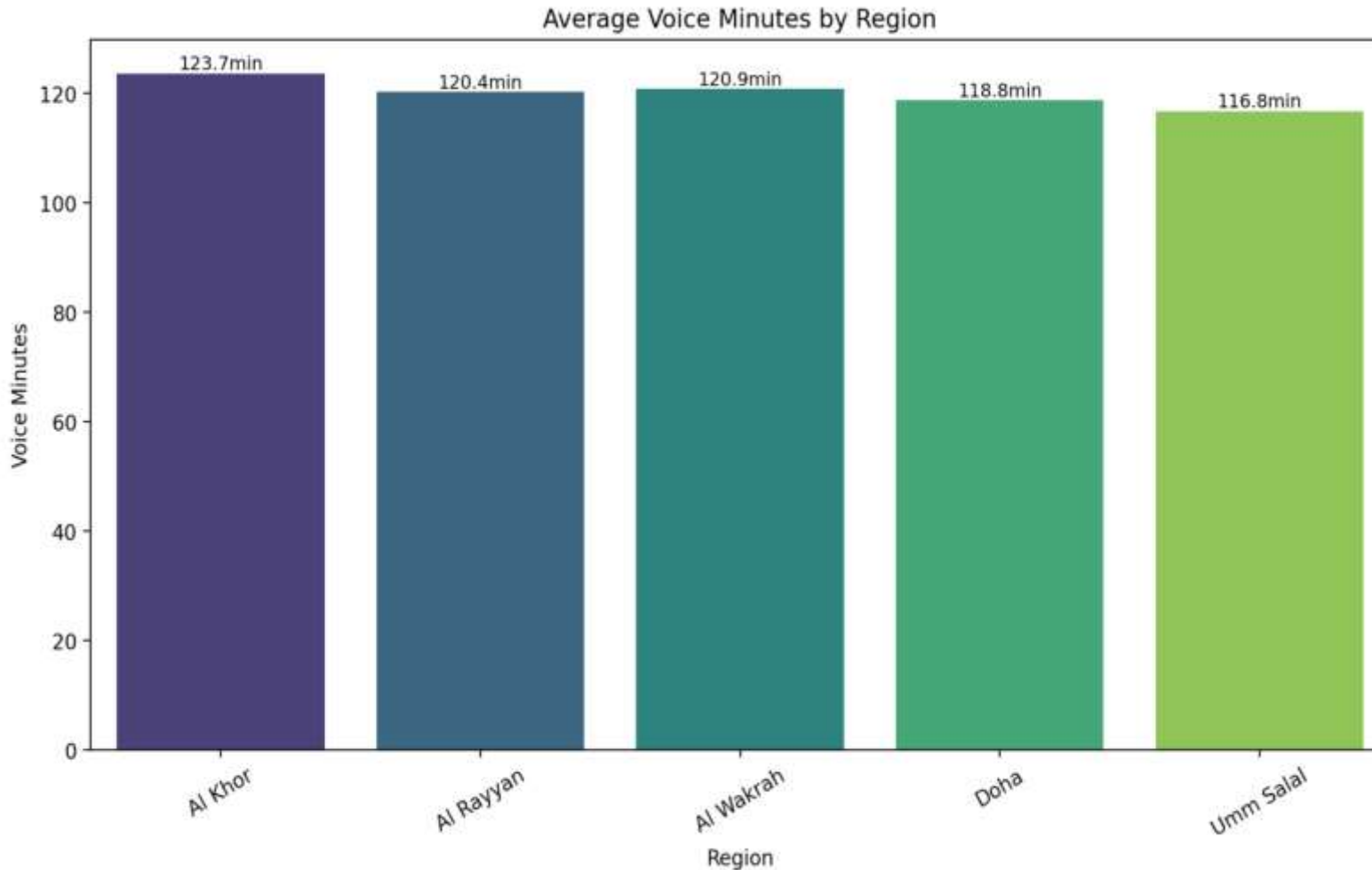
🔍 INSIGHTS

➤ Al Khor leads in average voice usage at 123.7 min, signaling higher call activity in that region.

➤ Al Wakrah (120.9 min) and Al Rayyan (120.4 min) follow closely, showing similar calling behaviors in these areas.

➤ Umm Salal records the lowest at 116.8 min, a modest 6.9 min gap from Al Khor, pointing to lower voice reliance there.

✓ <u>RECOMMENDATION</u>

➢ Promote voice-centric offers in Al Khor—e.g., "unlimited evening calls"—to capitalize on already high usage.

➢ Bundle voice + data packages in Umm Salal to encourage more calling activity and narrow the usage gap.

➢ Localize marketing messages: emphasize voice quality and reliability in regions with mid-tier usage (Al Rayyan, Al Wakrah) to reinforce value.

➢ Monitor usage shifts quarterly to detect any migrations from voice to data (e.g., OTT calling) and adjust bundle allocations accordingly.

AVERAGE VOICE CALL OVER QUARTERS

Average Voice Minutes over Quarters (by Year)
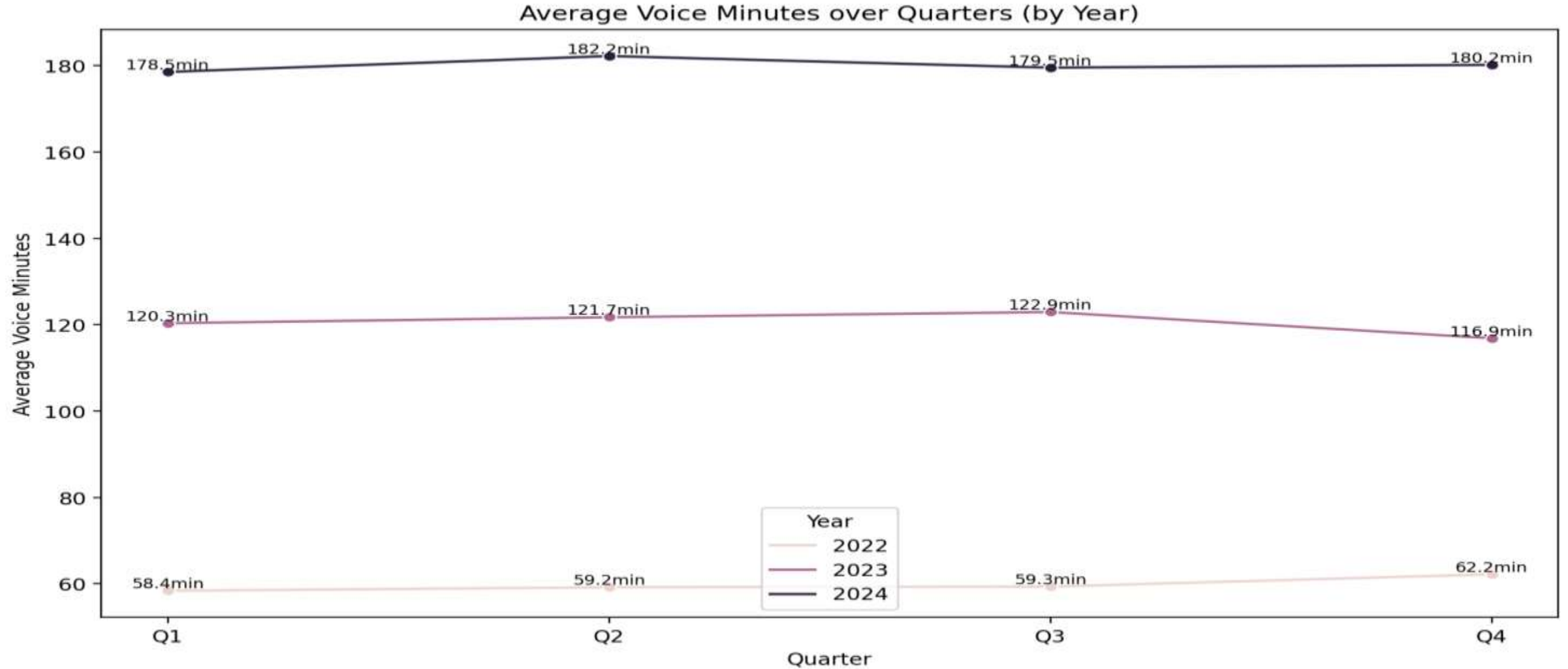
INSIGHT & RECOMMENDATION

🔍 INSIGHTS

➤ 2024 leads across all quarters, with a peak of 182.2 min in Q2, indicating growing voice engagement year over year.

➤ 2023 shows a steady climb from 120.3 min in Q1 to 122.9 min in Q3, before dipping to 116.9 min in Q4, suggesting seasonal shifts or bundle fatigue late in the year.

➤ 2022 maintains lower baseline, ranging from 58.4 min to 62.2 min, reflecting initial stages of voice service adoption compared to later years.

✅ RECOMMENDATION

➤ Extend successful Q2 tactics from 2024 (e.g., mid-year "double minutes" promotions) into Q3 for 2025 to sustain high engagement.

➤ Address Q4 dip in 2023 by launching end-of-year "bonus rollover" offers earlier, testing in Q4 2024 to prevent usage drop.

➤ Leverage upward trend: promote voice plans with tiered minute bundles during Q1 to replicate strong starts seen in 2024.

➤ Quarterly benchmarking: set targets based on 2024 performance (e.g., +2% Q2 and Q3 growth) and align incentives for sales and marketing teams accordingly.

eSIM ACTIVATIONS OVER YEARS

eSIM Activations Over Years
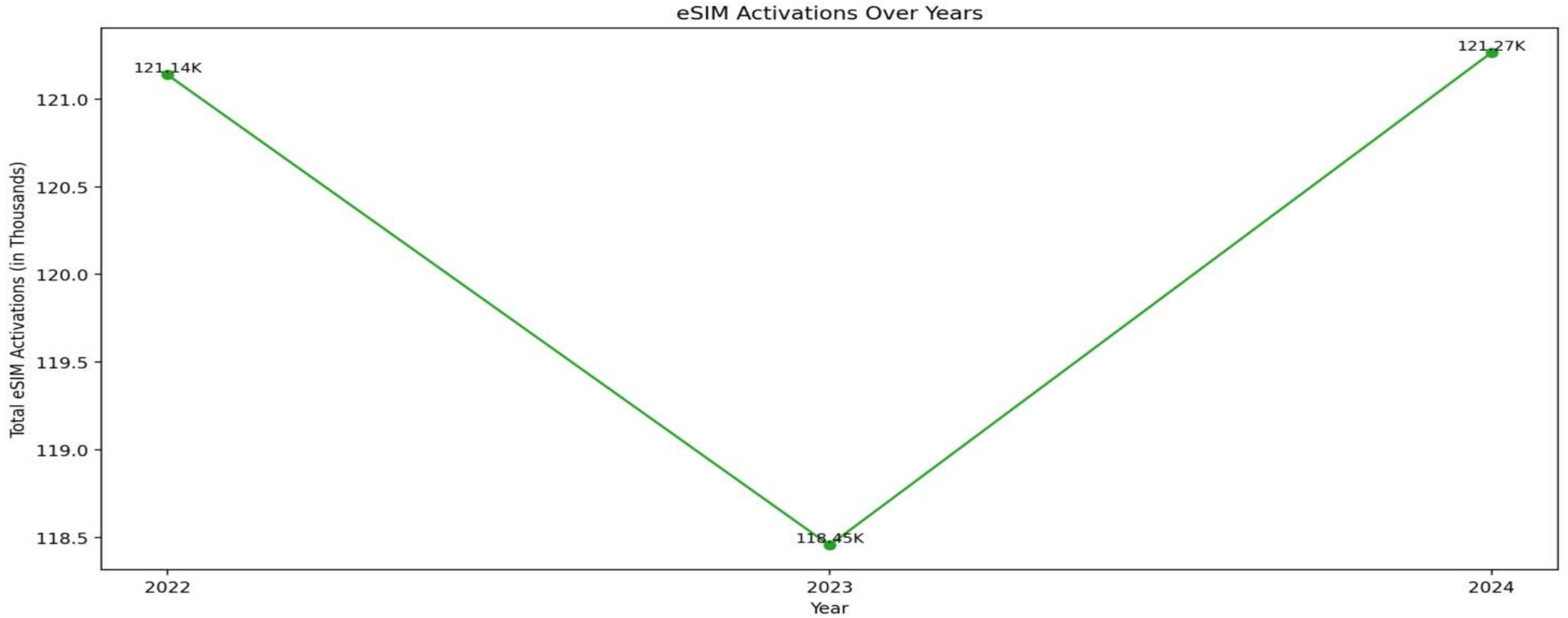
INSIGHT & RECOMMENDATION

🔍 INSIGHTS

➢ eSIM activations dipped in 2023 to 118.45 K, the lowest point across the three-year span, before rebounding in 2024 to 121.27 K.

➢ The recovery in 2024 not only offset the prior year's decline but slightly surpassed the 2022 level (121.14 K), indicating renewed customer interest.

➢ The mid-year slump suggests possible market saturation or promotional gaps during 2023, while the 2024 rebound reflects successful strategic adjustments

✓ RECOMMENDATION

➢ Launch targeted promotions during historically weak periods (e.g., Q2–Q3) to smooth adoption curves and avoid mid-year dips.

➢ Roll out device bundle incentives (e.g., discounted wearables or tablets) tied to eSIM activation to accelerate uptake beyond core smartphone users.

➢ Partner with device manufacturers to pre-install eSIM profiles in new handsets, reducing friction and driving organic growth.

➢ Monitor churn drivers post-activation—gather user feedback on provisioning experience and data-plan flexibility to refine onboarding.

SIM ACTIVATION vs SIM DEACTIVATION OVER YEARS

New Activations vs Deactivations Over Years
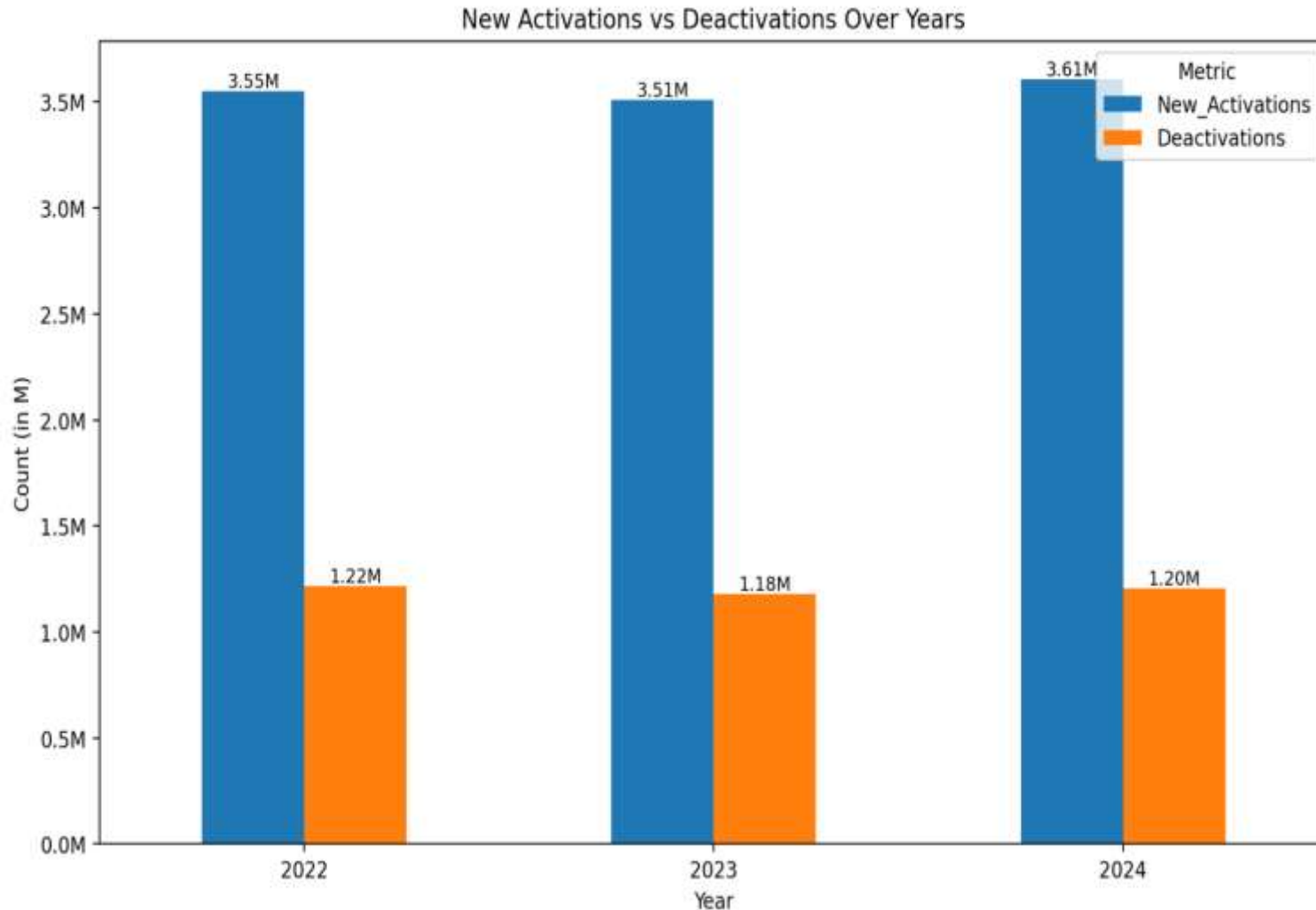
🔍 INSIGHTS

➢ New activations peaked in 2024 at 3.61 M, showing consistent growth from 3.55 M in 2022 with a minor dip to 3.51 M in 2023.

➢ Deactivations remain stable across all years, hovering around 1.18-1.22 M, indicating controlled churn levels.

➢ Net growth is strong in all years, with 2024 delivering the highest net addition of approximately 2.41 M new customers.

➢ The activation-to-deactivation ratio consistently favors growth at roughly 3:1, demonstrating healthy customer acquisition momentum

✓ <u>RECOMMENDATION</u>

- ➢ Replicate 2024 success factors: analyze what drove the activation spike (e.g., new plans, marketing campaigns) and scale those initiatives for 2025.

- ➢ Investigate 2023 dip: identify causes behind the slight activation decline and implement preventive measures to avoid similar drops.

- ➢ Enhance retention programs: while deactivations are stable, reducing them by even 5% could significantly boost net growth given the large customer base.

- ➢ Set ambitious targets: use 2024 as the baseline to establish a 2025 goal of 3.8 M activations while maintaining deactivations below 1.15 M

SIM ACTIVATION vs SIM DEACTIVATION BY REGIONS

New Activations vs Deactivations by Regions
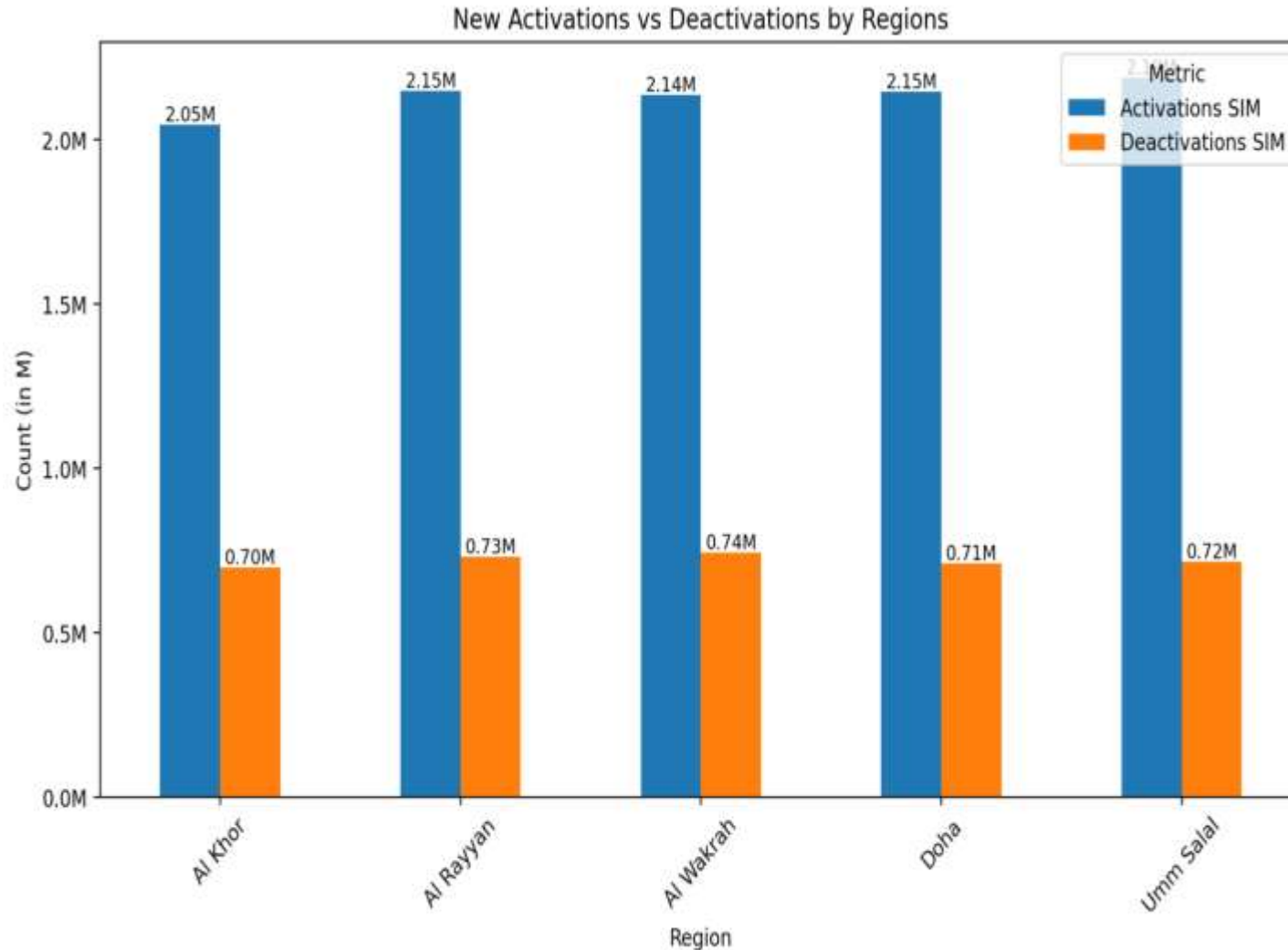
🔍 INSIGHTS

➤ Al Rayyan and Doha lead new SIM activations at 2.15 M each, signaling high interest in those markets.

➤ Al Wakrah follows closely with 2.14 M activations but also has the highest deactivations at 0.74 M, hinting at some churn there.

➤ Al Khor records the lowest activations (2.05 M) but maintains relatively low churn (0.70 M), suggesting steady, loyal uptake.

➤ Umm Salal shows balanced dynamics with 2.10 M activations and 0.72 M deactivations, reflecting moderate growth and churn rates

✓ <u>RECOMMENDATION</u>

➢ Deep-dive into Al Wakrah churn: identify reasons for higher deactivations (e.g., pricing, service issues) and address via targeted retention offers.

➢ Leverage success in Al Rayyan and Doha: replicate the most effective acquisition channels (e.g., retail promotions, digital ads) in other regions to boost activations.

➢ Strengthen loyalty in Al Khor: introduce multi-recharge incentives or loyalty tiers to further reduce churn and capitalize on stable activation base.

➢ Fine-tune messaging for Umm Salal: emphasize both attractive entry offers and value-add services (e.g., free add-ons) to tilt the balance toward net growth

THANK YOU!

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