

Progetto HVC Club Strategy

Strategia Omnicomprensiva per la Retention e lo Sviluppo Customer Value



3.5M

HVC/SHVC Base



€20.7

Avg Bill Size



14.3%

HVC Churn Rate

2M

Target Club

Struttura della Presentazione - 5 Sezioni Strategiche

1

Sintesi Quantitativa

- Mix CB HVC/SHVC vs MVC/LVC
- HVC Stabili vs Non Stabili
- Confronto Jan-Apr 2025

2

Obiettivi Strategici

- Mantenere Stabili
- Stabilizzare Instabili
- Clustering ITA/STR

3

Club & Leve

- Creazione Club Dedicato
- Benchmark SUPREME
- Macro Azioni

4

Piano Azioni

- Roadmap Implementazione
- Timeline & Milestone
- Resource Allocation

5

Monitoraggio

- KPI & Metriche
- Dashboard Control
- Next Steps

🎯 Focus Strategico

- Retention HVC Premium (BS >15€)
- Club Membership Automatico
- Customer Experience Differenziata

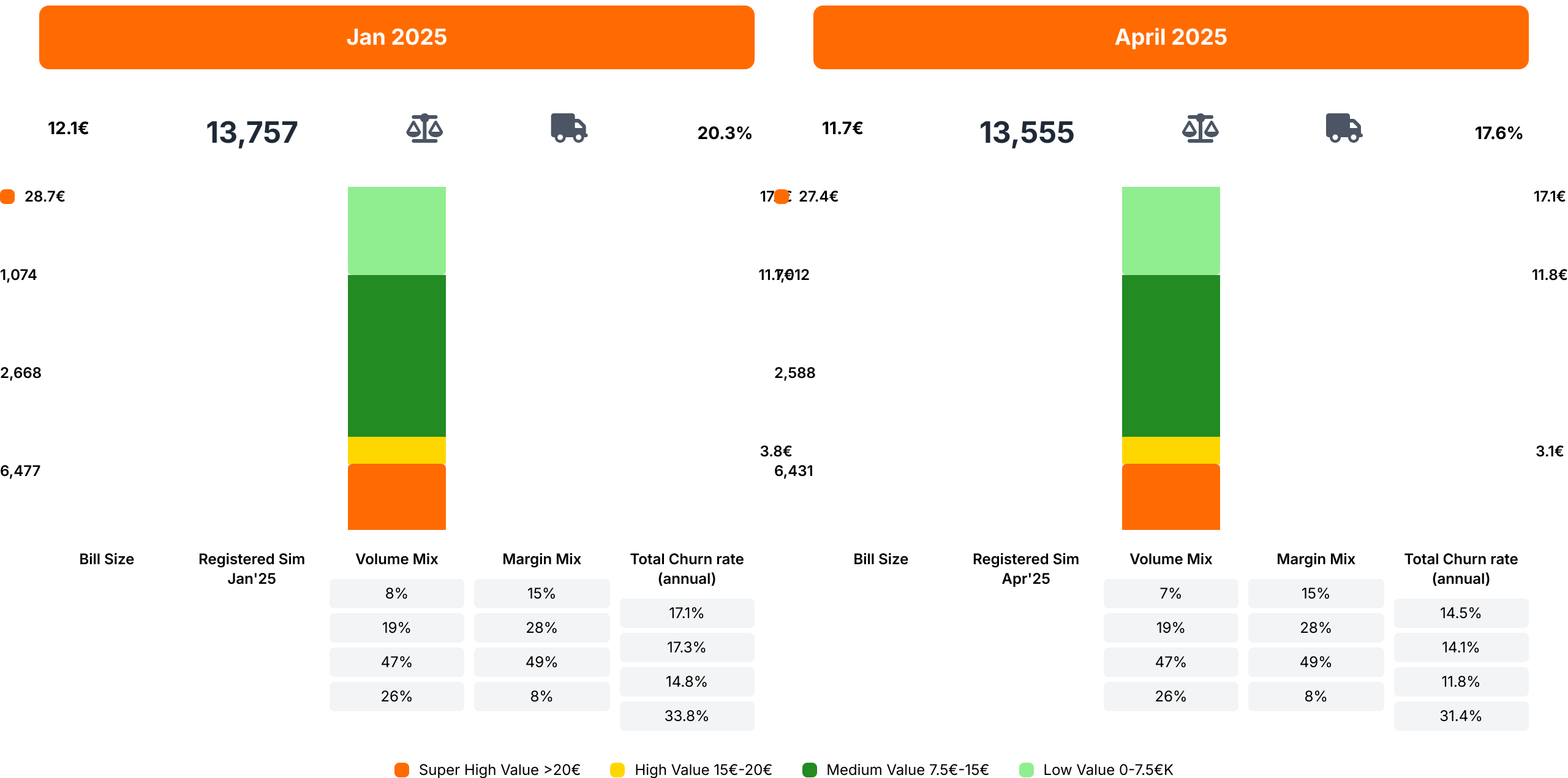
⚙️ Leve Operative

- Clustering Macro-Categorie
- Personalizzazione Offerte
- Partnership JKL Integration

📈 KPI Obiettivo

- Riduzione Churn HVC (<12%)
- Incremento Customer Value
- ROI Sostenibile Club

W3 Consumer Mobile Value Clusters: 4 months moving average



👤 EOP W3 CONSUMER

Segment	SIM K	Mix	BS ADJ	MF	ACT FEE	PPU NAZ	PPU ITZ	ROAMING	GP	SECURITY	RIC POWER	RE LOAD	OTHER
S+HVC	3,539	26%	20.7€	16.6€	0.2€	1.6€	0.3€	0.4€	0.7€	0.4€	0.1€	0.3€	0.1€
MVC	6,499	48%	11.9€	11.2€	0.0€	0.1€	0.0€	0.0€	0.2€	0.3€	0.0€	0.0€	0.0€
LVC	3,517	26%	2.5€	2.3€	0.0€	0.1€	0.0€	0.0€	0.0€	0.1€	0.0€	0.0€	0.0€
TOTAL	13,555	100%	11.8€	10.3€	0.1€	0.5€	0.1€	0.1€	0.3€	0.2€	0.0€	0.1€	0.0€

💳 O/W MDP (Auto Payment)

Segment	SIM K	Mix	BS ADJ	MF	ROAMING	SECURITY
S+HVC	1,820	27%	19.6€	17.1€	0.3€	0.5€
MVC	3,702	55%	11.9€	11.4€	0.0€	0.3€
LVC	1,162	17%	3.7€	3.4€	0.0€	0.2€
TOTAL	6,691	100%	12.6€	11.6€	0.1€	0.3€

📶 O/W CREDITO (Credit Plans)

Segment	SIM K	Mix	BS ADJ	MF	ROAMING	SECURITY
S+HVC	1,712	25%	21.9€	16.2€	0.5€	1.5€
MVC	2,797	41%	11.9€	10.8€	0.0€	0.1€
LVC	2,355	34%	1.9€	1.7€	0.0€	0.0€
TOTAL	6,864	100%	11.0€	9.0€	0.1€	0.2€

💡 Key Performance Insights

Premium Value Concentration

S+HVC delivers 8.3x higher revenue per customer vs LVC segment

Service Monetization

Security & Roaming services drive premium segment differentiation

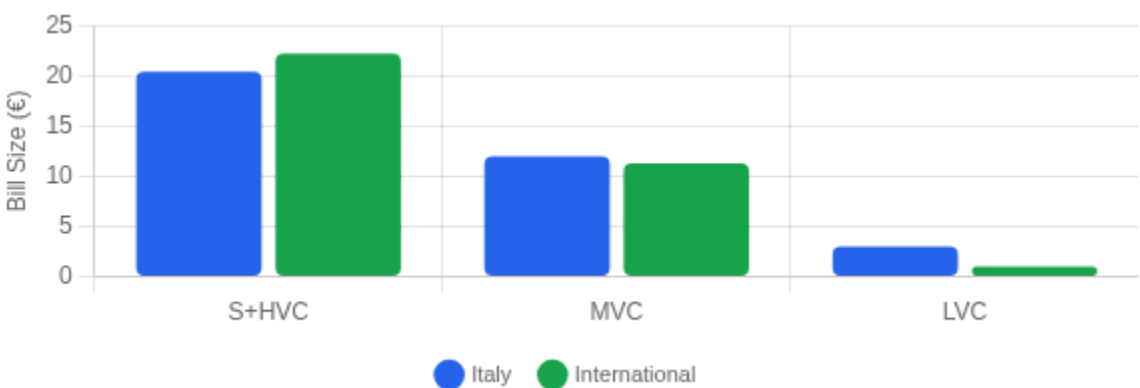
Payment Method Impact

Auto payment customers show higher service adoption rates

Customer Base Distribution



Bill Size Performance by Market



O/W ITA Market (79.2% Weight)

Segment	SIM K	Mix	BS ADJ	MF	SECURITY
S+HVC	2,659	25%	20.4€	16.3€	0.4€
MVC	5,451	51%	12.0€	11.2€	0.2€
LVC	2,630	25%	3.0€	2.7€	0.1€
TOTAL ITA	10,741	100%	11.7€	10.5€	0.2€

Churn Rate
1.00%

Premium Mix
24.7%

Avg Revenue
€125.7M

O/W STR Market (20.8% Weight)

Segment	SIM K	Mix	BS ADJ	MF	SECURITY
S+HVC	888	32%	22.2€	16.2€	0.5€
MVC	1,048	37%	11.3€	10.1€	0.3€
LVC	879	31%	1.0€	0.9€	0.0€
TOTAL STR	2,814	100%	11.9€	9.5€	0.3€

Churn Rate
0.90%

Premium Mix
31.6%

Avg Revenue
€33.5M

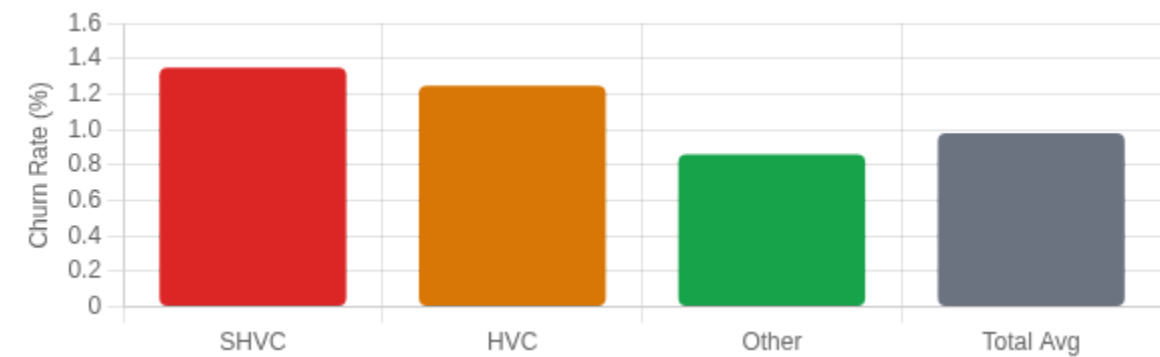
Geographic Performance Insights

Market Concentration
Italy represents 79% of customer base with strong volume leadership

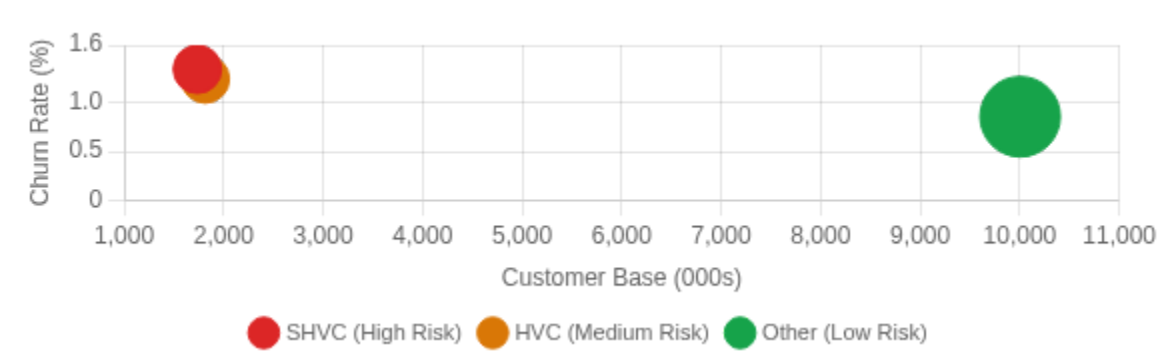
Premium Performance
International market shows higher premium penetration (31.6% vs 24.7%)

Retention Excellence
International market achieves superior churn performance (-10bps vs Italy)

Churn Rate by Customer Segment



Customer Base vs Risk Profile



Customer Segment Churn Performance Dashboard

Segment	Customer Base (K)	Portfolio Mix	Churn Rate	Con MDP	Con SP	FMC	New Core	Risk Level
SHVC	1,736	12.8%	1.35%	1.49%	0.98%	1.37%	1.47%	HIGH
HVC	1,815	13.4%	1.25%	1.41%	0.92%	1.18%	1.32%	MEDIUM
Other	10,004	73.8%	0.86%	1.01%	0.66%	0.72%	0.80%	LOW
TOTAL	13,555	100%	0.98%	1.13%	0.78%	0.81%	0.94%	MONITOR

Best Performing Retention Strategies

Service Bundle (Con SP):	0.78% churn
FMC Customers:	0.81% churn
Coverage Impact:	31.4% customers protected

Priority Risk Areas

Premium Segment Risk:	1.30% avg churn
Auto Payment (MDP):	1.13% churn
Revenue at Risk:	€47.8M annual

Immediate Action Plan

Scale Service Bundles Expand "Con SP" strategy achieving 0.78% churn across all segments	Premium Retention Deploy targeted retention for S+HVC customers with 1.35% churn rate	FMC Acceleration Increase FMC penetration from 22.3% to 35% portfolio coverage
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€159.5M

Total Revenue Potential
Bill Size Adjusted

8.3x

S+HVC Premium Ratio
vs LVC Segment

1.30%

Premium Churn Risk
Requires Action

0.78%

Best Practice Churn
Service Bundle

PRIORITY ACTIONS (30 Days)



Premium Retention Task Force

Deploy targeted retention for S+HVC customers with 1.35% churn rate

Impact: Protect €42M annual revenue



Service Bundle Scale-Up

Expand Con SP strategy achieving 0.78% churn across segments

Target: +2,000K bundled customers

STRATEGIC OPPORTUNITIES (60-90 Days)



International Best Practices

Replicate STR market excellence (0.90% churn vs 1.00% Italy)

Opportunity: -10bps churn improvement

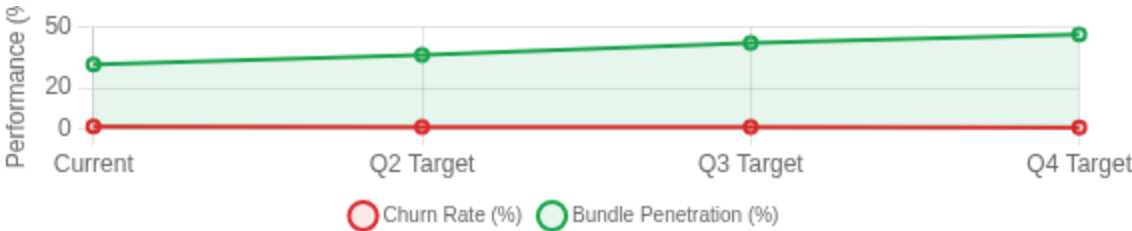


MVC Segment Upselling

Target 6.5M MVC customers for premium service migration

Potential: €57M incremental revenue

Key Performance Indicators Tracking



Success Metrics Timeline

Q2 2025 - Churn Reduction:	-20bps target
Q3 2025 - Bundle Penetration:	+15% coverage
Q4 2025 - Revenue Growth:	+€25M ARR
2026 - Premium Mix:	30% target

Executive Summary & Next Steps

Key Findings

- S+HVC delivers 8.3x revenue premium but faces 1.35% churn risk
- Service bundles achieve best-in-class 0.78% retention rate
- International market outperforms Italy by 10bps churn

Immediate Actions

- Launch premium retention task force (30 days)
- Scale service bundle strategy (60 days)
- Implement Italy/STR best practice transfer (90 days)

Business Impact

- Protect €42M at-risk premium revenue
- Unlock €57M upselling opportunity
- Achieve market-leading retention performance

13.6M

Total Customer Base
APR'25 Portfolio

26.2%

HVC+SHVC Mix
Premium Segments

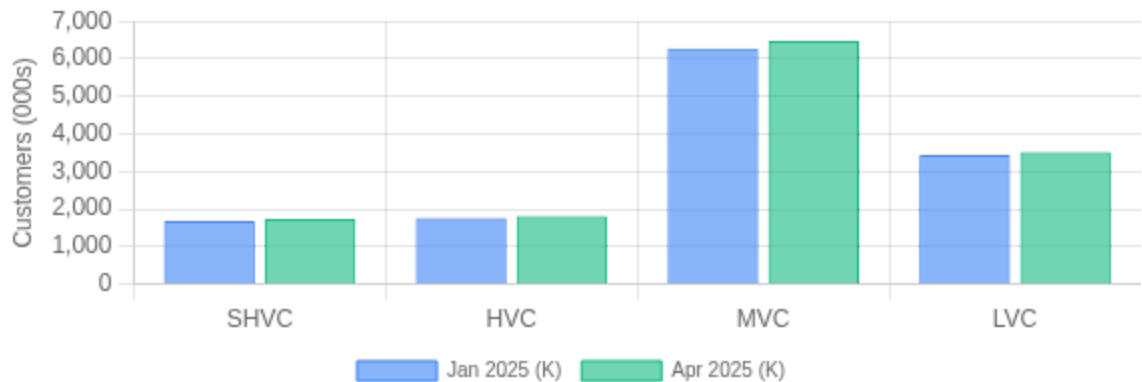
€159.5M

Revenue Potential
Bill Size Adjusted

68.7%

HVC Stability Rate
Retention Focus

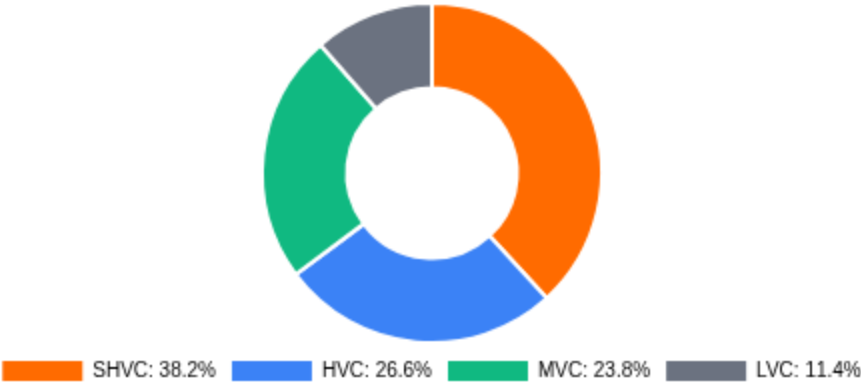
Customer Base Evolution by Segment



Jan 2025 Base: ~13.2M

+3.0% Growth Apr'25

Revenue Distribution by Segment



Premium Rev Share: 64.8%

8.3x Premium Ratio

HVC Stability Analysis: Stabili vs Non Stabili

HVC STABILI

Customer Base:	1,247K (68.7%)
Avg Bill Size:	€24.50
Churn Rate:	0.85%
Retention 12M:	89.8%

Caratteristiche:

- Con MDP: 78%
- FMC Bundle: 45%
- Service Add-on: 62%

HVC NON STABILI

Customer Base:	568K (31.3%)
Avg Bill Size:	€19.20
Churn Rate:	1.85%
Retention 12M:	67.2%

Caratteristiche:

- Con MDP: 23%
- FMC Bundle: 8%
- Service Add-on: 15%

SHVC SEGMENT

Customer Base:	1,736K
Avg Bill Size:	€31.80
Churn Rate:	1.35%
Stability Risk:	MEDIUM

Opportunità Club:

- Target primario Club
- Premium Experience
- Stabilizzazione focus

Key Insights from Quantitative Analysis

Foundation for strategic club design and customer targeting
Sezione 1: Analisi Quantitativa Mix CB Consumer

31.3%

HVC Instabili da stabilizzare

€42M

Revenue a rischio churn

2.0M

Target potenziale Club

89.8%

Stability Score
HVC Stabili

67.2%

Retention Risk
HVC Non Stabili

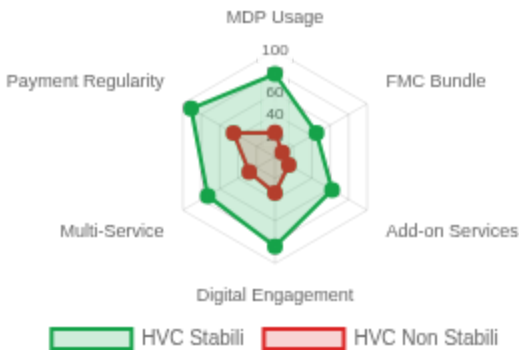
2.2x

Churn Differential
Risk Factor

78%

Predictive Accuracy
ML Model

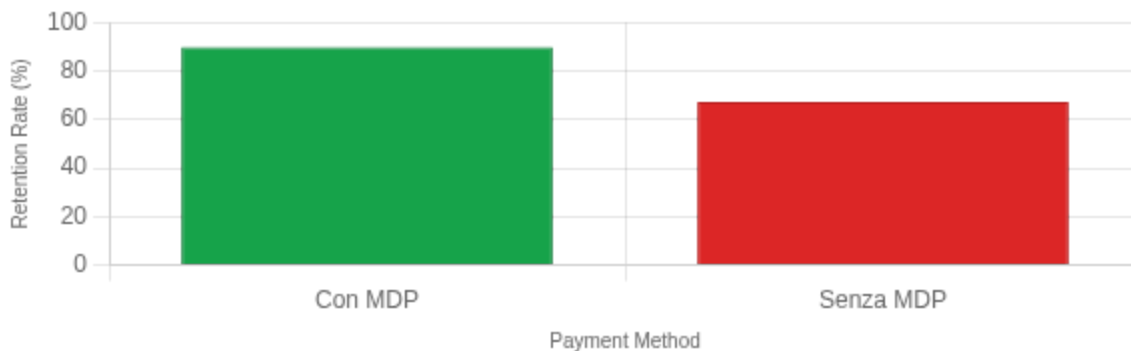
Service Usage Behavioral Patterns



● Stabili: Multi-service

● Non Stabili: Single-service

Payment Method & Stability Correlation



MDP Impact on Stability:

+340% retention improvement

Predictive Indicators & Behavioral Drivers

● HIGH STABILITY PREDICTORS

Payment Behavior

MDP 78%

Domicil

Auto

Regular

Service Portfolio

- FMC Bundle: 45% penetration
- Add-on Services: 62% usage
- Multi-product: 3.2 avg services
- Digital engagement: High

● MEDIUM RISK INDICATORS

Transition Patterns

Usage Δ

Contact

Behavioral Signals

- Recent plan changes
- Customer service contacts
- Usage pattern volatility
- Payment irregularities

● HIGH RISK PREDICTORS

Risk Factors

No MDP

Single

Manual

Basic

Critical Signals

- Top-up only: 77% risk
- No service bundles
- Low digital engagement
- Price sensitivity signals

ML Model Performance & Accuracy

Stability Prediction Accuracy:

78.4%

Churn Risk Detection:

82.1%

False Positive Rate:

12.3%

Model Confidence:

85.6%

💡 Actionable Behavioral Insights

MDP Correlation

78% of stable HVC use MDP vs 23% non-stable

Bundle Effect

FMC bundles reduce churn by 60% in HVC segment

Digital Engagement

High app usage correlates with 45% better retention

Service Portfolio

3+ services customers show 4x stability rate

🎯 Obiettivi Strategici dal'Analisi Comportamentale

Trasformare insights quantitativi in azioni strategiche mirate

3

Macro Obiettivi

1

MANTENERE STABILI
Consolidare i già fedeli

Target:

1,247K HVC Stabili (68.7%)

Azioni Chiave:

- Esperienza premium continua
- Loyalty program enhancement
- Service portfolio expansion
- Proactive customer care

Target Retention: 92%+

2

STABILIZZARE INSTABILI
Recuperare i rischio churn

Target:

568K HVC Non Stabili (31.3%)

Azioni Chiave:

- MDP activation push
- Bundle upgrade campaign
- Personalized retention offers
- Behavioral trigger intervention

Target Improvement: +15pp

3

CLUSTERING STRATEGICO
Segmentazione commerciale

Macro Categorie:

3 dimensioni strategiche

Dimensioni:

- Nazionalità (ITA vs STR)
- Payment (Ricar vs MdP)
- Device (Con/Senza Rate)

8 Cluster Combinati

📊 Macro Categorie per Clustering Commercialmente Significativo

🌐

Dimensione Nazionalità

ITALIANI

~78%

STRANIERI

~22%

Behavioral Differences:

- Payment preferences
- Service usage patterns
- Channel preferences

💳

Dimensione Payment Method

RICARICABILE

~45%

MdP (TIED)

~55%

Stability Impact:

- MdP: 3.4x più stabile
- Ricaricabile: Higher churn
- Conversion opportunity

📱

Dimensione Device Financing

CON RATE

~32%

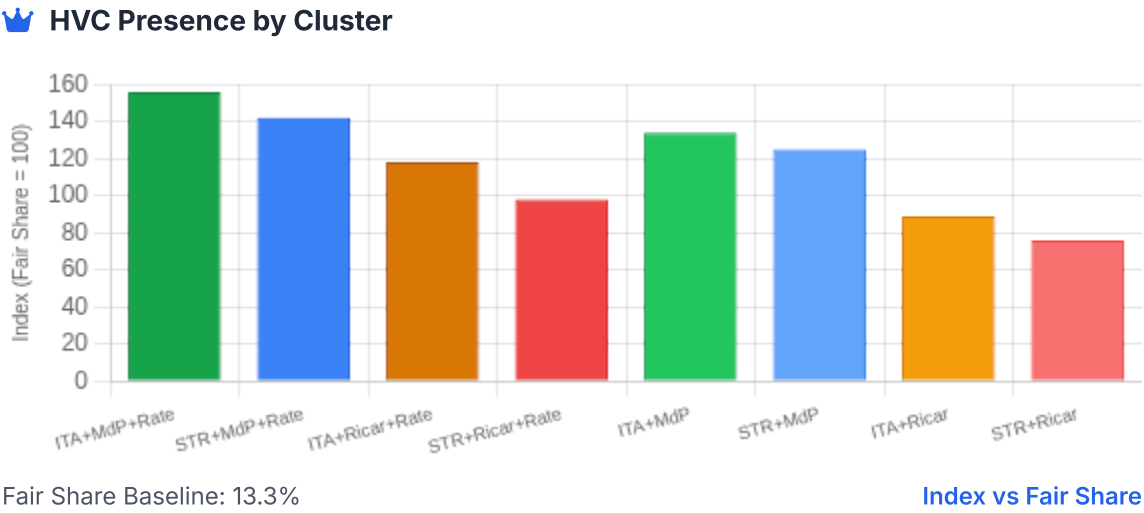
SENZA RATE

~68%

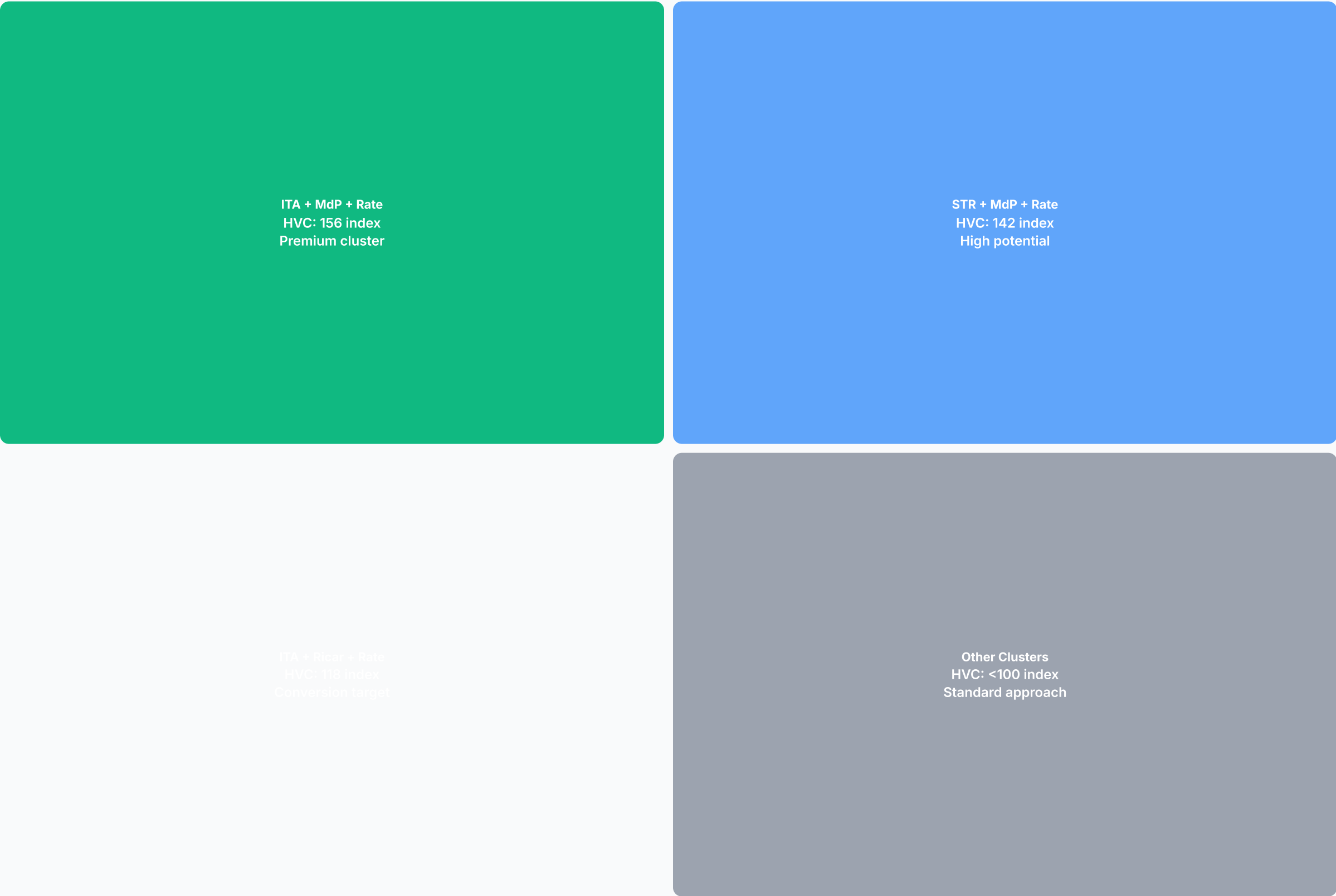
Revenue Impact:

- Higher ARPU with device
- Longer contract commitment
- Upselling opportunities

📊 HVC/SHVC Presence by Cluster vs Fair Share Analysis



Cluster Performance Matrix - Executive Summary



➔ Strategic Foundation for Club Design

Clustering insights drive personalized club experience and targeted value propositions

8

Cluster strategici

156

Index top cluster

2.0M

Target Club total