

Hackathon Season #5

Our Object of Interest: TelcoTx

TelcoTx is a mid-sized European telecommunications company that has been operating for over three decades. Initially a state-owned enterprise, TelcoTx transitioned into the private sector during the wave of market liberalization in the 1990s. It has since grown to serve millions of customers across multiple countries in Europe, offering a range of services such as mobile, fixed-line, broadband, and enterprise solutions.

However, as the telecom landscape evolved, TelcoTx began to experience stagnation in growth, with traditional revenue streams like voice and text services declining. Although the company maintains a solid infrastructure and customer base, it faces the need for a strategic overhaul to compete in the digital age.



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Telecom Industry in Europe

The European telecom industry is highly competitive, with well-established players such as **Vodafone**, **Deutsche Telekom**, and **Orange** dominating the landscape. These companies have managed to maintain substantial market share due to their widespread infrastructure, vast resources, and ability to innovate.

However, the industry is also characterized by strong regulatory oversight and high operational costs, making it difficult for smaller players to compete on price alone.

In recent years, the rise of over-the-top (OTT) services like WhatsApp and Netflix has further disrupted traditional telecom revenue streams.

Best-in-class telecom companies in Europe have responded by diversifying their offerings, investing in advanced technologies like 5G, AI, and digital services. They are increasingly focusing on digital-first strategies that include real-time analytics, personalized customer experiences, and integrated digital ecosystems and operation, all aimed at driving customer retention, growth and operational efficiency.



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Own Challenges of TelcoTx

TelcoTx's challenges are a reflection of the broader issues faced by the telecom industry, but its situation is more acute.

The company has struggled with declining average revenue per user (ARPU) as customers increasingly opt for lower-cost plans and alternative communication platforms.

Operational efficiency has also become a major issue, with legacy systems that are expensive to maintain and slow to adapt to modern requirements.

Competitors, both from within the telecom sector and large tech players, are outperforming TelcoTx in terms of digital innovation, further eroding its market position.

Additionally, TelcoTx's existing customer service models are outdated, with long wait times and limited self-service options driving dissatisfaction.

Internally, the company's organizational structure is siloed, making it difficult to implement cohesive, enterprise-wide digital initiatives.

The industry challenges along with own problems leave TelcoTx at a critical crossroads.

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Transformation Aspiration of TelcoTx

TelcoTx has recognized the need for a comprehensive digital transformation to stay competitive and better serve its customers.

The company wants to create strategy leveraging cutting-edge technologies such as AI/ML, GenAI, and real-time analytics to offer customer-centric services and improve operation.

Additionally, TelcoTx aims to explore new business models that extend beyond traditional telecom services and want to leverage 5G, IoT connectivity, and digital content platforms.

The objective of TelcoTx is to make business transformation, not just adoption of technology.



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New CTO Hiring from a Large Tech Company

To lead its ambitious digital transformation, TelcoTx has recently hired a new Chief Technology Officer (CTO) from a major tech company. This strategic hire is expected to bring a fresh perspective and cutting-edge expertise to the organization.

The new CTO's primary objective is to drive TelcoTx's digital innovation agenda by implementing scalable solutions, new technologies and fostering a culture of continuous improvement to make sustainable business impact in terms of customer outcome, operations outcome, market outcome, competition outcome.

The CTO's experience in digital ecosystems and customer-first strategies will be crucial in helping TelcoTx compete with tech giants and traditional telecom players alike.

TelcoTx wants to get ready for a 3-year long digital transformation journey and wants to take-up the self-sustained transformation to deliver business outcome aggressively from the very beginning itself.

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Mission #1 – Business Architecture

Depict the business Architecture of TelcoTx by elaboration of following aspects of TelcoTx.

- A. Depict the **Business Value Chain** of Telcom industry and the **business capabilities** of TelcoTx mapped under the business value chain.
- B. From researched findings of the industry and the provided brief, reflect/visualize the effect of the following on Business value chain and Capability map
 - a. Telecom **industry & TelcoTx challenges** across the value chain/capabilities (especially in Europe)
 - b. Researched & identified **market/competition dynamics** in the Value Chain
 - c. Researched and found **value creation opportunities** for TelcoTx by Digital initiatives
- C. Transformation strategy & charter of TelcoTx
 - a. Frame your point of view for an effective **Digital Strategy of TelcoTx** by interventions across the value chain and business capability mappings.
 - b. Create the **Transformation Charter** of TelcoTx will transform TelcoTx business w.r.t. the business outcomes
 - c. **Prioritize 10 initiatives** from the Digital Charter that you would like to take up in the Digital Transformation. Pls provide rationale for prioritization.



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