Future focus for MVNOs:
Talking tech

MVNO NATION

Contents

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Future focus: Talking tech

Introduction

Hello and welcome to *Future focus: talking tech*, an eBook by MVNO Nation.

Today, being an MVNO means cutting through the noise and discovering the spaces in which you can disrupt. It's also about future-gazing and having an eye on the next two, five or ten years to see what might be coming down the line and what it might mean for you.

It goes without saying that tech brings with it both opportunities and challenges. But when harnessed correctly, it offers up endless ways for you to stand head and shoulders above your peers. And this is more important than ever in a world where the number of MVNOs continue to boom.

In this eBook, we've sought advice from the best of the best on everything from IoT and eSIM to 5 and even 6G. They also cover the Cloud, automation, data, hyper-personalisation and much more. Read on to discover hints, tips and strategies on how to harness tech and combine it with out-of-the-box thinking in order to scale your business and stay ahead of your competition.

Enjoy!

Why the public cloud is perfect for MVNOs?

Danielle Royston, CEO and Founder, TelcoDR & Acting CEO, Totogi

One size no longer fits all, says Danielle Royston, CEO and Founder, TelcoDR & Acting CEO, Totogi. Here's how the public cloud can help you rise above the competition.

I love great stories about transformational leadership in the telco space. We're starting to hear more of them now that industry leaders are realising how valuable a move to the public cloud can be. But my favourites are about companies that took bold steps early on, like the UK MVNO giffgaff.

Way back in December 2020, giffgaff announced it was going all-in on the public cloud, handing all of its technology infrastructure and application development to Amazon Web Services (AWS). giffgaff isn't new to visionary thinking; it's been winning awards since 2010 – for innovation, for being the best MVNO, best telecom services provider, and even best network. Since the AWS announcement, it won Uswitch Network of the Year 2021. A few months later, it was number one in the UK in mobile customer satisfaction according to

Which?, a consumer advice organisation that has continued to recommend the MVNO ever since. It basically rocks all things telco in the UK.

When industry pundits heard about giffgaff's AWS plans, they said it was crazy to "sell its soul" to a third party. But was it? The move is a success story because public cloud technology is perfect for MVNOs. Let me tell you why.

When your product is based on someone else's product – in this case, the MNO's network – it's a tough spot to be in. MVNOs are not in control of the network, and it's not their job to improve it. That's why many MVNOs try to differentiate on price, in what has become a race to the bottom. Competing on price turns the greatest product on earth – the network and all its glorious data – into a commodity. Everyone is offering the same basic service for a lower and lower price. It's the opposite of differentiation.

Instead, MVNOs should ditch the pricing games and stand out from the crowd by delivering excellent, personalised, subscriber experiences. It's easier than ever to do that because there are telco tools being built with public cloud technology.

The big MNOs may have huge subscriber bases – but they also have terrible NPS. They own networks, but use antiquated client/server software built on last century's technology. They

are enterprises with a ton of talent – and filled with bureaucracy and processes that entrench the status quo. Why are you trying to be like them?

Instead, you need to be like an internet company. Internet companies have small teams that move fast and turn on a dime. They have virtually zero infrastructure. They use the latest and greatest technology to beat established players that lumber along with old, outdated systems.

What sets apart the most successful internet companies – and attracts customers in droves – is the highly personalised experience they offer. For example:

- **Uber knows exactly where I am in any city in the world, and can summon the nearest available car to pick me up and take me where I need to go;**

- **Spotify finds new artists for me based on other people who enjoy the same music I like;**

- **Similarly, Amazon is constantly recommending products based on what I've browsed and bought in the past, and what other people with similar shopping histories buy; and**

- **When I walk into an Apple store, the app knows I'm there to pick up an order and instantly notifies someone to fetch it for me.**

Customers love it, and it brings them back again and again. These companies have customer loyalty numbers that are through the roof. This is the experience MVNOs should be emulating!

With all the data our industry has — about the network, and about how subscribers use their devices and how often — there's no reason telco can't do it, too. And we can do it better. We know if subscribers are streamers, gamers, texters, or TikTokers. We know if they're golfers, scuba-divers, or soccer moms. We know when they travel. We know where they go. This kind of data, when used right, can be used to deliver tailored, timely offers that increase satisfaction and drive up average revenue per user (ARPU).

So far, MNOs haven't been able to do this. They're too busy building and operating their networks. They're still trying to figure out how to bring their legacy IT technology into the 21st century, trapped under tons of customisations and loads of technical debt.

Luckily, MVNOs don't have these problems. It's time to ask yourself: Why are you trying to be like a telco? Instead, use your small size, wealth of subscriber data, and freedom from bureaucracy and outdated technology to create better, more personalised experiences for your subscribers.

Being able to personalise experiences for subscribers starts with charging and plan design. I'm the acting CEO of an exciting SaaS

startup called Totogi, where we are building a public cloud-based business support system (BSS) enhancement platform to help MVNOs like you do everything I've been talking about, and especially to help deliver personalised experiences to your subscribers.

Totogi's Charging-as-a -Service is built on AWS, so every time AWS improves one of the services we sit on, we get a free upgrade. It's the same with our charging platform. It's also a service, so whenever we post an update or roll out a new feature, all of our customers get it simultaneously and instantly.

Totogi, like a lot of cloud-based business tools, has a free tier, so you can try it with zero risk. We also have a super easy plan design system and an awesome engine. But what really sets us apart is the ability to personalise. We use machine learning (ML) and artificial intelligence (AI) to identify ARPU-lifting opportunities to tailor an individual's plan based on their individual habits — and automatically create a new plan using powerful APIs. The future of BSS has arrived. It's personalised, and it's a game-changer.

Until now, it's been prohibitively expensive for MVNOs to get anything like this from any BSS vendor. An installation costs millions to tens of millions to install and maintain. For MVNOs with thin margins, that high price tag, plus the months required for implementation, have historically added up to an unsolvable equation.

But the public cloud, along with cloud-based tools like Totogi, changes all that. It democratises technology, giving you world-class software at a price you can afford, with the ability to scale and pay-as-you-grow. It also lets you experiment and bring new ideas to market fast, and you don't need an IT team to manage it

.
You don't have to settle for less anymore. You can plug into the public cloud and modernise your offering, personalise the subscriber experience, build loyalty, and drive up ARPU. That's how you become an internet company. That's how you get to number one in customer satisfaction and not only crush the competition, but actually reduce churn and grow ARPU.

Key takeaway: Hyper-personalisation is the secret sauce customers crave, and public cloud-based software like Totogi's can help MVNOs deliver it.

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5G: what's on the horizon?

Ndirangu Kibata, Director - Strategy and Growth, TAU SPACE

From network slicing to non-telco services, what are the 5G themes and trends to watch? And is 4G still a contender? Ndirangu Kibata, Director - Strategy and Growth, TAU SPACE, Alen Ng, Head, Corporate Development, M1 and Mythri Hunukumbure, Chief Engineer, Samsung R&D Institute UK share their view.

Network slicing will open doors for MVNOs
For Ndirangu Kibata, while everyone knows about the super-fast speeds, for MVNOs what's of more interest is network slicing. "About 20 years ago, when I was still in my infancy in telecommunications, we were working with an MNO that was a start-up. The MNO needed to roam on an established network who also happened to be their competitor. One of the intractable problems that we were trying to solve was how to remove the name of a competitor from a SIM card. And the answer was that we couldn't. But what network slicing enables you in some countries is to have your own network ID. This means that if you can pretend to be an MNO and no-one will be none the wiser.

5G can improve the negotiating position with MNOs...
Ndirangu also noted that delivering data over 5G is much, much cheaper than 4G. "So in instances where the 5G network is already in existence and your use case can either go 5G or 4G, you've got a much better negotiating position when you go talk to your MNO because their OpEx is going to be much lower when they are running on 5G than on 4G."

... but data consumption could pose a cost challenge

Alen Ng, Head, Corporate Development, M1

Alen Ng expects higher data consumption to be an issue for some: "We saw this when we moved from 3G to 4G, too. We're still running trials around this, and it's too early to get an entirely clear picture because the data hasn't yet stabilised. What we may see happening is that some MVNOs could struggle from a data consumption / cost exposure POV, meaning that they'll need to renegotiate or adjust their pricing model with their MNOs so that they can afford this."

Connectivity will not be the primary offering
Alen also foresees "5G MVNOs providing more non-telco services. Beyond selling data, with 5G, we'll sell more unique services, and therefore have more unique propositions. This might be, for instance, a manufacturing solution, or logistics management that we'll provide the connectivity for."

4G is still in the game – but it's not a safe bet

Some MVNOs may feel they have customers who are happy with 4G – they are either unwilling to pay for 5G, or don't need that high speed and latency, Alen notes. "This will probably remain the case for the next few years. But, sometime down the road there will be 5G solutions that their peers and competitors are offering. The MVNOs, therefore, who opted to stay away from 5G will be penalised because they built their business propositions around a low cost, substandard product. I think being ready for 5G right now is just futureproofing whatever you're going to develop."

Future-proofing your investment means finding the right time to make the switch

Mythri Hunukumbure, Chief Engineer,
Samsung R&D Institute UK

The 4G-5G transition is a dynamic process, as Mythri Hunukumbure, explains – and a bit of a balancing act: "Standards don't stay still, they evolve, and 4G will evolve as well. There will be new releases coming. The networks today are mostly software upgradable – MNOs will upgrade and there'll one or two operators who are trying to push 4G to the very limit. They'll offer some of the capabilities that 5G can with their 4G networks, but maybe at a lower price.

"But futureproofing your investment comes into play because, at some point, as happened with 3G and 4G, everyone will want the next evolution. So, in two or three years, all customers will want a 5G phone and 5G capabilities. But – when it comes to capabilities – it's an evolution and a flow. This means that you have to define the point where you want to switch from 4G to 5G, keeping front of mind that this process will be a dynamic one and that there's no fixed point."

Key takeaway Know that the 4G-5G transition is a dynamic process, and a bit of a balancing act. Some MVNOs may feel that their customers are happy with 4G, but opting to stay away from it entirely could be damaging.

6G is coming: why MVNOs should make their voices heard

Evolution is constant – and it's never too early to get involved in the Next Big Thing. In this Q&A, Mythri Hunukumbure, Chief Engineer, Samsung R&D Institute UK, highlights a window of opportunity to help shape the future of 6G.

Is 6G coming soon?
First of all, don't be scared – 6G won't come fully into play for about seven or eight years. And as ever, it will be an evolution – it's not going to happen all of a sudden. That said, the R&D labs are already looking into this – and we should all have an eye on it.

What will 6G mean for MVNOs?
Fundamentally, slicing will be optimised. 5G has already helped us with slicing and it will continue to do so. It will open up a lot of new applications whereby MNOs could potentially sell MVNOs a slice that also offers radio control.

Today, MVNOs don't like access control; they don't prioritise uses. Instead, they access the capability and resell it. Take, for example, these new machine environments such as industrial IoT or a manufacturing site. Here, by taking a slice, you can operate and manage these entirely. You can control when devices connect, how devices connect and how long they have to wait.

What role will AI play?
These capabilities can be optimised with the help of AI and Machine Learning (ML) as well.

This is because having access to this data will enable you to enhance them in a niche market – you can become experts in your chosen space. Take a car manufacturer – you can provide a connectivity service for them in their factory. You'll receive all of the data, develop and revolutionise your solutions – opening up a niche market.

With AI, ML and machine-to-machine communication, there's a wealth of opportunities. And one of the up sides is that you won't experience the ethical issues that we do if we track human users. Here, we come up against privacy issues, but with machines in a controlled environment you don't have that constraint, which means you can fully seize the power of these AI/ML solutions.

Is it time for MVNOs to get involved?
It is vital, in my opinion, that MVNOs start looking ahead to the emergence of 6G in order to shape it. What traditionally happens is that the big entities – the Samsungs and other big players – come up with their vision but using a limited number of people. What there should be is multiple inputs – other entities who see the need for 6G and what it will allow us to do differently.

The more ideas we have on the table, the better it will be. Standards can be discussed and formed this way.

Will MVNO voices be heard?
I don't know practically whether this will happen, but what I have seen from 4G is that a limited number of companies and entities put their thoughts forward. Governments tend to listen to these big companies, which in turn helps them form their national agendas – so it would be really interesting if more voices were heard.

Key takeaway It may not be easy to make MVNO voices heard in the shaping of 6G – but it certainly won't happen if MVNOs don't speak up. Actively inserting yourself into the conversation could be extremely valuable.

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IoT at a glance

There are 13.1 billion IoT connections worldwide right now

Threefold growth in connections is forecasted by 2030

IoT has a market value of $213 billion… which will rise to $621 billion by 2030

Consumer accounts for 58% of all connections and 29% of the total market value

The largest consumer use case is connected consumer internet and media devices – for example wearables, smartphones and smart home devices

Enterprise use cases such as track and trace, office equipment, fleet vehicles, tracking and utility smart meters account for 30%

Retail and wholesale – think payment processing devices – make up the remaining 12%.

Tapping in to the IoT opportunity

The IoT numbers speak for themselves. But what are the key challenges and opportunities in this rapidly evolving market? We asked the experts.

1. In this innovative space there are lessons to be learned from history

"In terms of technology adoption, look at narrowband MV IoT and LTM and how they were rolled out and made available in the roaming world. Everybody was hyped in 2017 about the fact that MV IoT was coming. We thought it would be awesome, but at the same time nobody was investing into LTM because we also had Sigfox at the gates scaring the crap out of the operator community. But when that pressure went away, all of a sudden, we saw that the MV IoT interconnect between the carriers and the carrier community wasn't there anymore. Today, MV IoT is a fairly niche product, and anybody who wants to do something that is cross market or cross territories will definitely default to LTM because it's more available. The operator community is in a way killing that very innovative service because they simply want to protect their home market and don't enable it in a way that allows global companies to deploy IoT."

Kim Juchem, Global Director Wholesale & Software, **Truphone**

2. Things are going to get complicated – MNOs will play a crucial role in untangling that complexity

"In the IoT space, customers are going to have a huge variety of requests in terms of guarantee on latency, guarantee on service availability per metre square, minimum bandwidth etc. The mobile operators are going to have to manage the complexity of these multiple requests – but I'm not sure that they have any idea of how to price them, and I don't blame them! There's going to have to be huge conversations between MVNOs and MNOs about which slice we can have – can we have control of a slice or can't we, and how do we price the service levels? There are so many dimensions to this. Personally, I think we're at the beginning of the complexity and I would leave it for the MNOs to figure out. Meanwhile, us MVNOs can focus on differentiation."

Jacques Bonifay, CEO**, Transatel**

3. An open dialogue on roaming costs is needed

"When it comes to engaging MNOs in terms of IoT and deployment, roaming is used widely. Most MNOs today are looking at charging for M2M and that breaks the whole chain in terms of what we can offer MVNOs tomorrow, or what they can offer their customers. If an MNO starts charging you on an M2M basis, which is happening across roaming, then the end product for the final consumer in terms of cost goes up. So, from a dialogue perspective, we need to come together with the MNOs and say that the charge you're putting today works right now, but it breaks the overall revenue potential that IoT can offer. We need to work together to challenge MNOs on those aspects from a roaming perspective."

Arul Vaz, Partner Manager, **BICS**

4. MVNOs have the agility to change the market

"MVNOs like ours have almost no infrastructure. We are light, ready to innovate, ready to learn and ready to change the market. This is why we have the support of an MNO and we hope to eventually get more and grow further. MNOs, on the other hand, aren't ready to cater for the 50 or 100 SIM cards enterprises because they are too small for them. They just group them altogether and call it a day. But what MVNOs can do is meet the customer where they are, learn about them and try to do as much as possible to meet their expectations. If you do this, then you're going to grow. MNOs can't do this, so MVNOs have to take their place and fill the gaps."

Daniel Salpak, Director**, Keepgo**

5. It's all about the data

"Ultimately, connectivity is table stakes, isn't it? Everybody has connectivity and you'll always find someone that can do it a little bit cheaper per megabyte or per gigabyte or, as I'm sure we'll get to eventually, per terabyte. But what adds value is the data. Within marketing, there's a big trend at the moment around having your own core network, which is really a bad way of saying 'we have access to the data, and we can share it with you'. Everybody wants to monetise data, but the difference is going to be between those MVNOs that have access because they own their own core network, and those that don't because they effectively just resell somebody else's. Then there's the question of what you do with that data. Do you connect it into a public Cloud? Do you examine it to see what's changing, growing or shrinking over time? That's how we can each individually innovate – because we'll all come up with different ways of manipulating that data and deriving different benefits from it."

Phill Scott, Vice President of Sales for Europe**, Aeris Communications**

![MVNO Nation logo]

Is eSIM adoption about to accelerate?

- **89.8% of MNOs plan to offer eSIMs by 2025**
- **14 billion e-sim capable devices will be shipped by 2030**

Following the launch of the eSIM-only iPhone 14, Mea Thompson, CCO, theunconnected.org, talks to Robin Major, Chief Revenue Officer, Moflix about eSIMs' journey to the mainstream – and why market domination may be a way off yet.

Mea Thompson (MT): Tell me about the launch of eSIM
Robin Major (RM): eSIM was launched as a set of specs in, I think, 2016. The first devices came out in 2017 to great fanfare about how this was going to revolutionise the industry. But I think if we're all honest with ourselves, penetration of eSIM has been a lot slower than any of us would have expected.

MT: Where has it been successful?
RM: We've seen more interest when eSIM is being used as a way of acquiring customers, disrupting markets and rapidly increasing market share. The same could be said for when it's used as an enabler to give that WhatsApp ease of onboarding and management of the experience. It's a really powerful tool in the toolkit that operators have, but we really haven't seen it reach its full potential.

MT: Why might an MVNO want to launch eSIM?
RM: There's a whole host of reasons that people are looking at eSIM. I personally like to think that eSIM will become the mainstream vehicle for customers onboarding with mobile subscriptions.

MT: Are we there yet?
RM: Frankly no. We're a long way away. In terms of the mass mobile market, we're seeing edge cases like travel. Here, eSIM is being used as a vehicle to give people easy access to a local mobile number and data when they go abroad and travel to a part of the world that's outside of an inclusive roaming agreement. eSIM is replacing the SIM store at the airport model.

MT: How else is eSIM being used?
RM: We're also seeing eSIM being evaluated as a potential vehicle for mass deployment for the likes of IoT and M2M use cases.

MT: Where is it being overlooked?
RM: For me, the big one that's yet to be cracked properly is having eSIM as a universal vehicle for enabling customers to onboard quickly with disruptive operators like MVNOs. This would eliminate the need to be dependent on large scale logistics and have to distribute plastic and subsequently manage the disposal of those legacy SIMs.

MT: Apple are leading the charge when it comes to pushing eSIM, with the eSIM-only iPhone 14. Other OEMs will follow, right?
RM: I think there's an inevitability that when Apple says that their phones aren't going to have physical SIMs in them anymore, that will introduce a move in the market that will force others to follow quickly – even if they didn't already have it in their plans. At the moment we're only seeing it happening in the US and there are probably some sound business reasons for that, but again I think there is an inevitability that this will start to become a mainstream practice in other parts of the world.

MT: So my thinking is that if you really want to have services like click to install eSIM, you need to be pretty chummy with Apple to get that approval, and you need to sell a fair few iPhones to be able to get that perfect user journey. And this is a hurdle for MVNOs. MNOs not so much but MVNOs – you've got a problem. What's your take on this?
RM: I think this is a much more important thought with respect to the question about whether Apple's going to take over the world any time soon and offer its own connectivity. That's always an option and it's not something that we should lose sight of. But – I think the much more pressing and immediate risk is that this transition to eSIM only is going

to strengthen the hold of the legacy MNO. This is especially true in the US where it's a fairly focused market with three or four main providers. This is going to strengthen the power of those MNOs that are buying, or enabling Apple to sell, millions of iPhones. Those are the people that are going to be given priority access to the Apple capabilities. And those capabilities are ones that we see as a core part of our onboarding journey. At the moment, Apple is only offering that service to mobile network operators who can prove that they are a mobile network operator and then there's some kind of arbitrary measure that one person in Cupertino applies to determine whether or not she or he thinks you're important enough to have access to those APIs.

MT: Do you think that making iPhones eSIM only is going to exacerbate that problem?
RM: I think that we've got enough obstacles in our way in terms of our MNOs not really wanting us to disrupt their local markets too much. Often, they only offer fairly limited packages that we can resell if we're going to be a thin MVNO. If Apple helps them to block us from really providing a nice, seamless, digital, easy to use onboarding experience for the customers who want to use eSIMs, that's just putting more fuel on the fire of the problems that the MVNOs have to face. I think that's the more pressing concern that we as an MVNO community should be thinking about addressing.
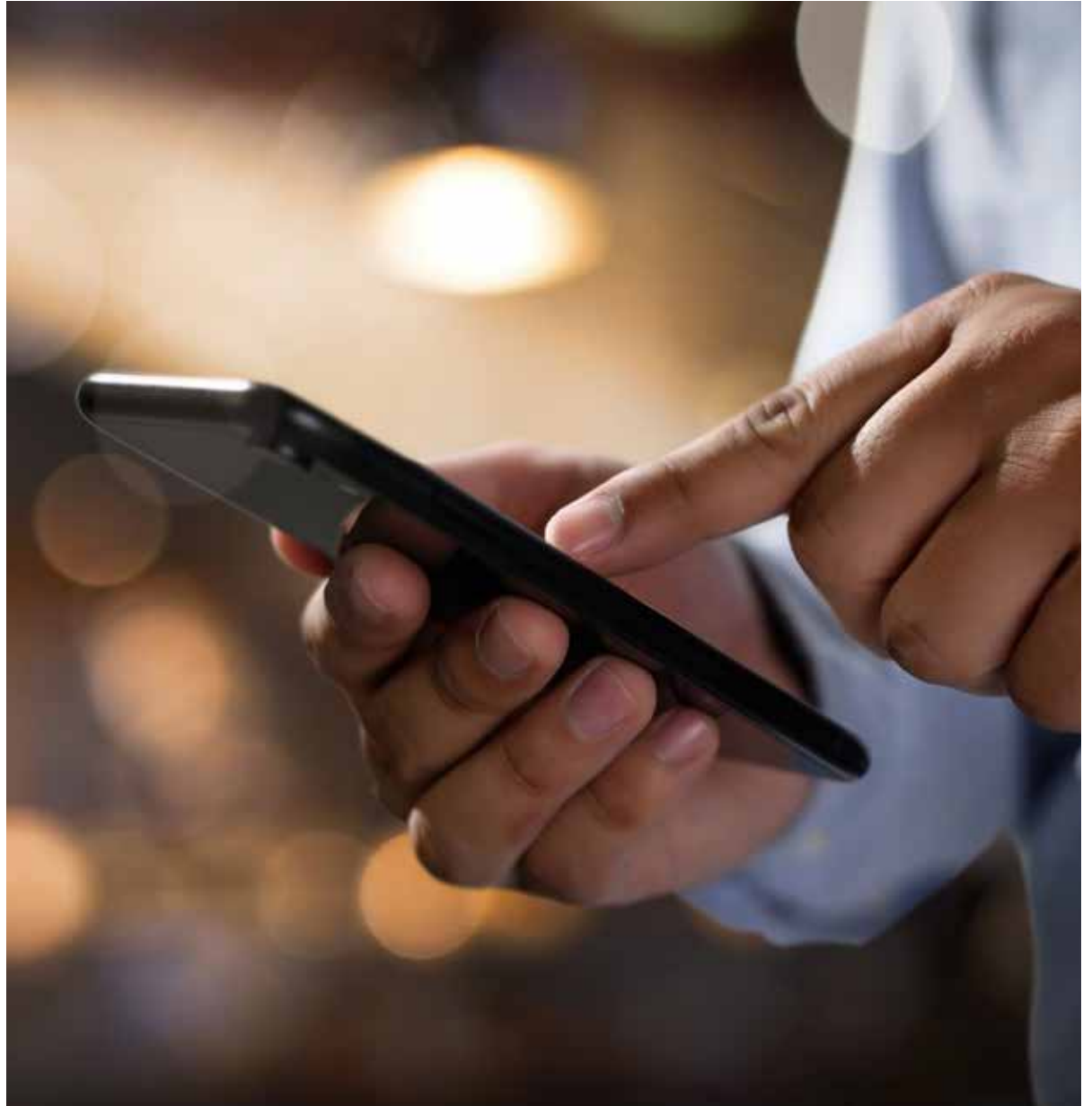
Automation and the growth of MVNOs: the why, the where and the how

Can automation steer MVNOs down a path to accelerated growth? Mo Firouzabadian is Group Leader at Lumine Group and Lifecycle Software is one of the key companies in his portfolio. In his view, automation is critical for success.

The why

As an MVNO, your biggest cost is almost certainly that of your host MNO. Next will be your starting costs, because running an MVNO can be incredibly complex.

Automation is the only tool that can truly drive down your costs and enable you to focus your talent on what's really important, which is exploiting the niche of the customer segment that you're going after. If you have to focus all of your energy and all of your talent on dealing with all of the telecommunications complexity, you're not going to have the resources to be able to address your niche and be able to create that competitive edge that will allow you to win.

Automation allows you to futureproof your business because, frankly speaking, if you have an enormous amount of fixed costs in managing a large IT organisation, then you're not going to be able to be as agile as you could be. Additionally, your margins will be higher.

But – automation without a human touch doesn't work. So you need to be able to personalise. 84% of consumers say that being treated as an individual and not like a number is critical to preventing attrition. And 24% of consumers in the UK market changed one of their telecommunications services last year. That's a huge market opportunity but it's also a huge revenue loss for some operators. All of this means that creating that human interface that customers feel is personal to them is key. And if you don't do that with automation you'll end up with unbearable costs.

The where

A very big success story in this space is Smarty. Smarty is the value sub-brand of Three UK and it has been very effective at adapting to market conditions at speed. It has managed to do this because it's very light footed and is able to react using data. It tests and learns and manages acquisition effectively using promotions and automation in the affiliate network in order to ensure that they're always competitive and they can differentiate on price on a number of different channels. They can quickly react to competitors' price points without affecting their margins. That automation is key and the data and analytics that are automatically driven out of that enables them to make those decisions and implement those changes in real time.

More than 99.95% of the transactions on Smarty are automated. This means that they have no call centre agents. This has enabled Smarty to have a ratio of subscribers to employees of 13,750:1. For comparison, Netflix's is 15,000:1. So Smarty is playing at the same ratios as the global content market leader and as such is the envy of the telecommunications industry. We often hear telecoms talking about becoming a 'tech co' and the reason is that they want to drive that level of efficiency so that they can have that high margin and effective growth without the need to create huge organisation. They stay agile and are able to react to competitors in real time.

Smarty is the number one operator in the Which.co.uk customer satisfaction scores and they have a Trustpilot score of 4.1. That is purely thanks to the quality of service that they provide, and that quality of service is driven by automation.

The how

We work in an industry that loves to create complexity, but the key is to crush it. And to do this, you need a partner. This means that you can focus on your niche customer segment and create differentiation.

Automation needs to flow through the entire business operation of your MVNO. This could be in your order management and billing, in your digital retail, or within onboarding, fulfilment and shipping. Customer care with conversational chatbots means that you can minimise the cost of customer care. Real time charging and service control allows you to avoid revenue leakage.

Customer lifecycle management is absolutely key, too. If your customers are trying to do things on their phones that are blocked because they don't have the right plan or they don't have the right amount of credit, you need to be able to react to that and enable them to purchase the right proposition at that moment in time.

None of this is possible without data. You need insights, you need to know what's going on. You need automated dashboards and drill down capability to be able to see what's going on in your base at all times.

You can also automate the onboarding with eSIM. eSIM has had a lot of resistance from operators but it is an opportunity to provide a much faster experience in terms of onboarding. It also provides cost savings for you as an MVNO and let's not forget, it's a much greener method than the traditional way. You have instant service, no stock management costs, no distribution costs and it enables you to launch new propositions and address new market niches.

Summing up

The world continues to evolve at a pace never before experienced, and from here on in, these shifts will never slow down. It can be overwhelming, especially for our customers, which is why our role is to stay ahead of the curve so that we can do the hard work and heavy lifting for them.

We know, more than anything else, that customers today want nothing short of a simple, hassle-free user journey. Complexity, for them, needs to be crushed and we must focus on delivering services and offerings that have been designed specifically around their own attitudes, wants and needs.

All this being said, MVNOs themselves can never afford to fall behind when it comes to tech. The very nature of your business dictates that your energy and attention should be spent identifying the opportunities and challenges that the likes of 5G, automation and eSIM provides. Time should then be spent addressing how these advancements can be used to your business's advantage. Can the Cloud, for example, help you with hyper personalisation? Are you using automation as effectively as you could be? And do you already have an eye what on what 6G could mean for you?

The chances are, however, that these moves won't be possible without the right analytics, support and partners. But once you have these in place, the possibilities are endless.

> **We know, more than anything else, that customers today want nothing short of a simple, hassle-free user journey. Complexity, for them, needs to be crushed and we must focus on delivering services and offerings that have been designed specifically around their own attitudes, wants and needs.**
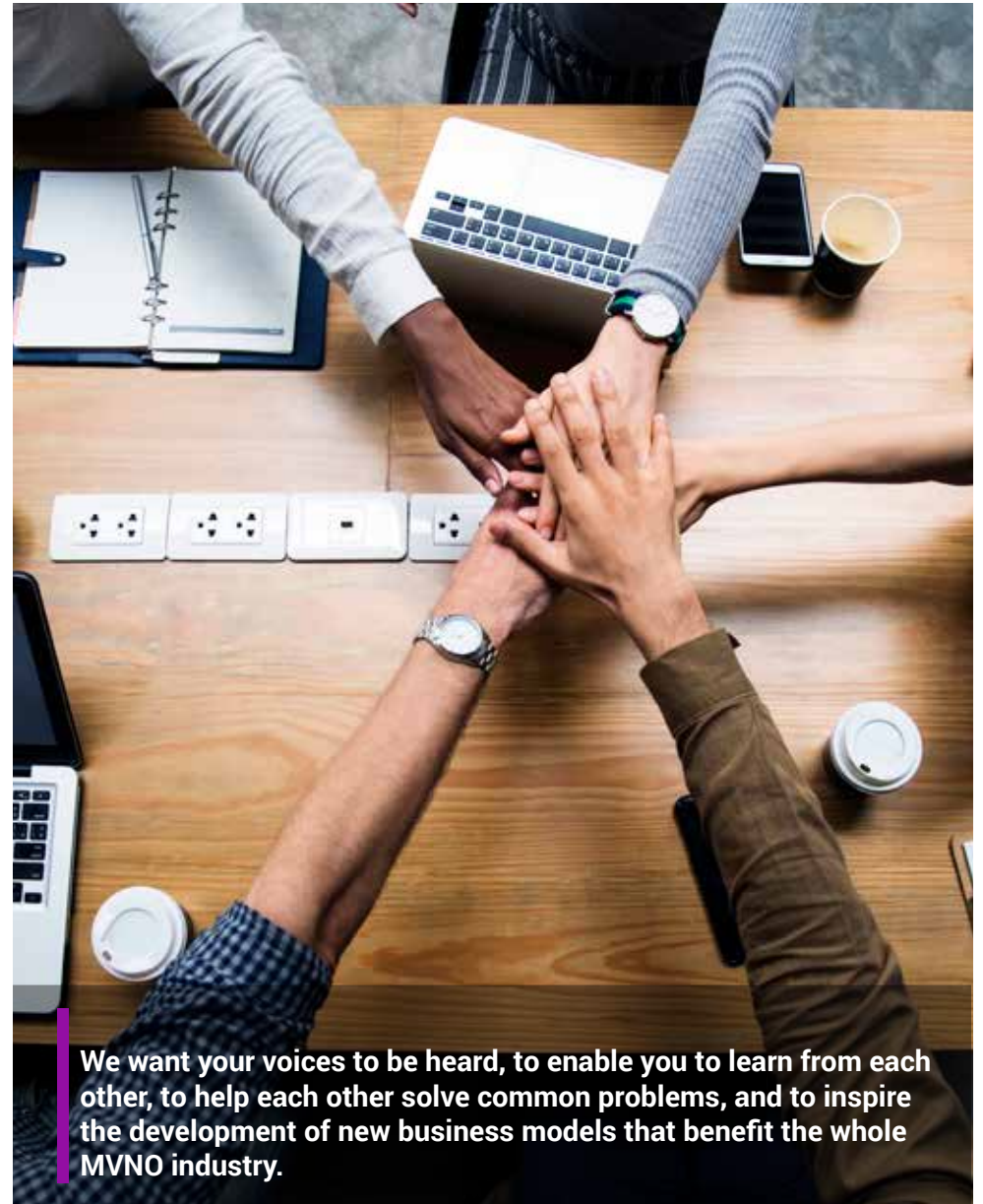
MVNO Nation – A bit about us

MVNO Nation is a new type of community. One that brings together global MVNOs and partners, and was devised around your needs for one single purpose: to grow your business and expand your network.

Our focus is on actionable content. Meaningful networking is also at the heart of our offering. Both of these are delivered in new and impactful event formats, tailor-made to the virtual environment as well as information whitepapers such as this.

We want your voices to be heard, to enable you to learn from each other, to help each other solve common problems, and to inspire the development of new business models that benefit the whole MVNO industry.

We hope you'll join us on our journey.

For more details, visit, https://www.mvnonation.com

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