



# From telco to techco: Towards tomorrow's telecom

The opportunities for leaders are significant. Yet the journey from telco to techco is complicated and requires vision, focus and a connected approach to delivering the transformation.

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# Foreword



As traditional telco models come under increasing pressure from compressing margins, heightened competition, shifting customer expectations and growing investment requirements, many of the world's leading telcos are striving to reposition themselves as techcos — evolved telco companies that prioritise innovation, focus on customer experience and engage in continuous digital transformation.

The opportunities for leaders are significant. According to the recent KPMG global tech report, two-thirds of digital transformation leaders say they are enabling innovation, versus 46 percent of non-leaders.<sup>1</sup> Yet the journey from telco to techco is complicated and requires vision, focus and a connected approach to delivering the transformation.

In this report, professionals from KPMG explain what a techco is and how organisations get there. They shine a spotlight on the key drivers of change and the challenges facing traditional telco models today. They unpack the key techco models emerging in the market and offer examples of real companies making the transformation. And they provide key insights and ideas to enable telco leaders to move their organisations from telco to techco.

KPMG professionals have deep experience helping telcos articulate, plan and execute their transformation objectives. We encourage you to contact your local KPMG firm to find out how we can help.

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<sup>1</sup> Source: KPMG International, "KPMG global tech report 2023: Technology, media and telecom sector insights" (December 2023)

# The urgency of transformation



## Growth remains elusive

**Telco service revenues on the business-to-consumer side have flattened due to offer commoditisation and fierce competition. The business-to-business segment is seeing stronger growth as clients digitalise and new opportunities emerge.**

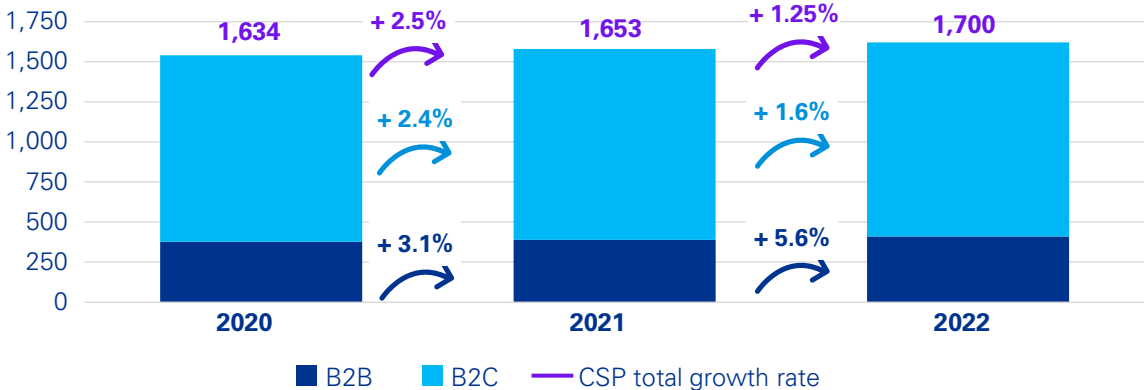
Business-to-consumer (B2C) revenue growth rates have stagnated under mounting price competition and operators’ offerings are becoming commoditised. Traditional core telecom services are being replaced by over-the-top (OTT) platform solutions (voice to VoIP, messaging to chat, IPTV to video streaming) and tariffs have been simplified. At the same time, regulation and an abundance of infrastructure have boosted the wholesale market and lowered the barriers to entry for low-cost alternative operators. As a result, B2C revenue growth slowed to just 1.6 percent in 2022<sup>2</sup> as average revenue per user eroded, churn rates remained high and customer acquisition costs increased.

The business-to-business (B2B) market, on the other hand, enjoyed average growth rates of 5.6 percent in 2022.<sup>3</sup> Traditional telco services to enterprises are also being replaced by OTT software solutions (i.e. virtual PBX to unified comms, or VPNs to SD-WANs), but demand in the segment will likely grow as companies execute their digitalisation strategies.

“**Get it right and healthy margins, enhanced valuations and new growth opportunities should follow. But that will likely require a massive and radical transformation of the way most traditional telcos currently operate. We expect it will take nothing short of a revolution in skills, culture, business models, risk taking, customer awareness, partnering and operations — among other areas.**”

**Diogo Sousa**  
Partner and Head of Telecommunications  
Center of Excellence  
KPMG in Portugal

## Telco service revenue worldwide 2020-2022



Source: TM Forum, “Telco revenue growth: time for operators to place new bets” (September 2023)

<sup>2</sup> TM Forum, “Telco revenue growth: time for operators to place new bets?” (September 2023)  
<sup>3</sup> Ibid.



## Costs are rising

### Telcos will likely need to continue to invest in updating their networks and capabilities to address the ever-growing demand for connectivity and to deliver value from their investments.

Telcos globally are grappling with high capital expenditures — most recently focused on the rollout of 5G alongside the extensive fiber deployments that enable 5G and the creation of full fiber fixed broadband networks.

Yet, with revenues stagnating, future connectivity growth uncertain and margins declining, it is becoming increasingly difficult for telcos to meet these huge investment requirements. Customer adoption of new network technologies could drive some future growth. And some telco observers hope digital services providers will be convinced to contribute to network costs. But with the industry only about halfway through the deployment of 5G, it's anticipated that telcos will need to find incremental sources of revenue.

On the operational expenditures side — while down slightly from the highs of 2019 — the category breakdown is changing shape. Between 2019 and 2021, spending on cloud services surged nearly 150 percent [from 5 percent of total operating expenses (opex) to 12 percent], suggesting a strategic shift towards cloud to enable a more modular, flexible and agile system architecture.<sup>4</sup>

#### Telco cloud spend as a percentage of opex

12%  
2021

5%  
2019

<sup>4</sup> TM Forum, “[Telco to techco: capex and opex implications](#)” (May 2022)



# Legacy is limiting opportunity

**We believe telcos need to overcome legacy technologies, business models, systems and processes in order to extend their offer with value-added services that meet their customers’ evolving expectations.**

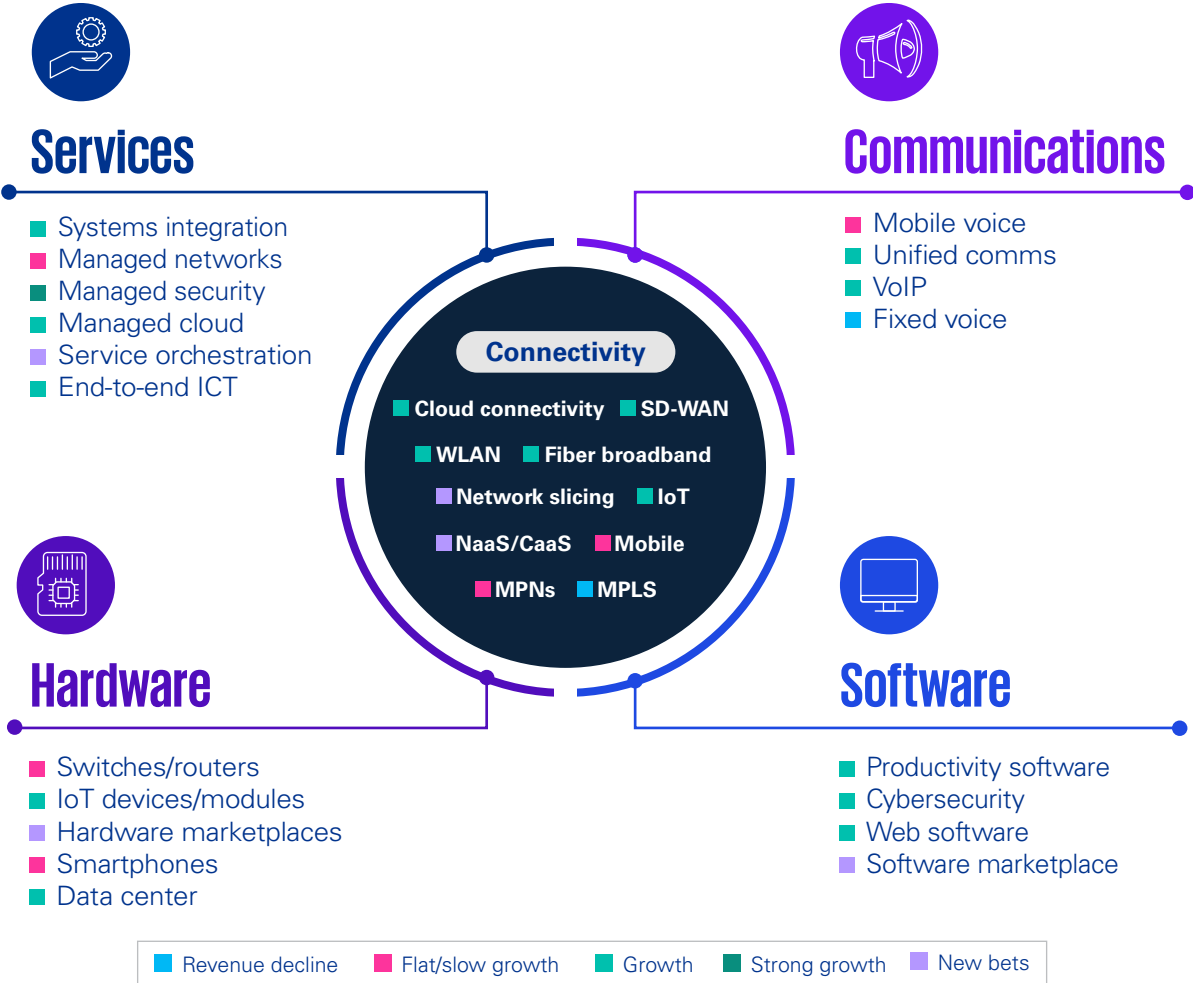
On the consumer side, many telcos are seeking to offer a suite of services for the connected home (such as automation, security or gaming) with the goal of generating additional revenues and broader service relationships. But they generally don’t have the skills, agility or organisational structure to compete with specialised players, particularly when client expectations are so high. So, instead, they bundle third-party services and distribute them.

On the other hand, B2B customers are rapidly digitalising their own businesses and want increasingly sophisticated connectivity and data solutions, prioritising scalability, reliability and security. That is leading some telcos to introduce

expanded information and communications technology (ICT) offerings, including the Internet of Things (IoT) services, cybersecurity, cloud services, enterprise collaboration solutions and customer relationship management (CRM) platforms. Here, too, telcos are struggling with a skills gap and challenges integrating third-party solutions.<sup>5</sup>

To generate value in this environment, we believe telcos will need to overcome the rigidity of their legacy systems and processes, greatly enhance their customer segmentation and data, create competitive and integrated service offerings, and develop truly transformational change capabilities.

## Telco B2B products and services



Source: TM Forum, “Telco revenue growth: time for operators to place new bets” (September 2023)

<sup>5</sup> TM Forum, “Telco revenue growth: time for operators to place new bets?” (September 2023)

# Traditional telcos face an uphill climb

The legacy systems and processes that drive traditional telcos can significantly limit their agility and reduce their ability to develop truly customer-centric services and user experiences. Indeed, in most cases, customer experience is determined more by the legacy service management processes a telco has in place than it is by customer expectations. Perhaps not surprisingly, the telco industry saw a 3 percent decline in their customer experience excellence scores in 2023 versus the previous year, according to KPMG’s Global Customer Experience Excellence report.<sup>6</sup>

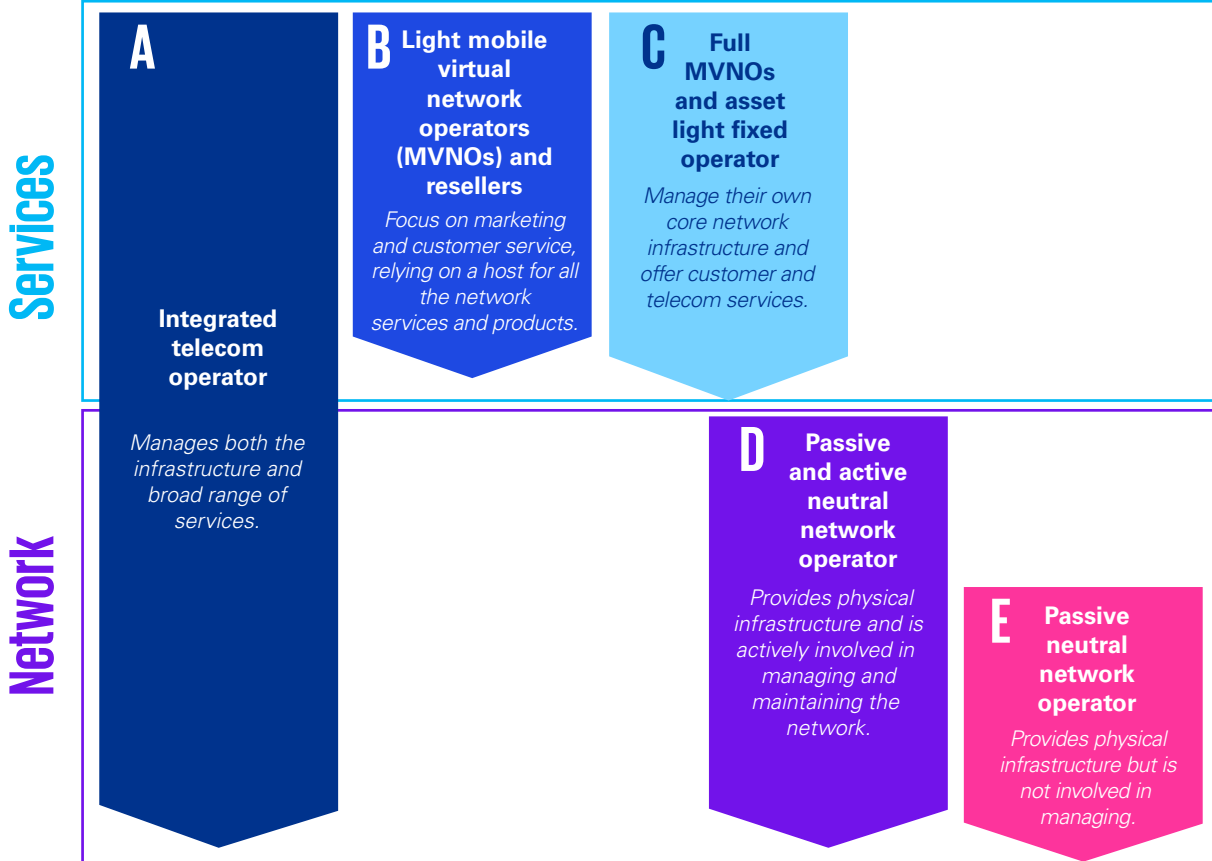
In part, the problem comes down to integration challenges. More often than not, operators deploy their networks and business support systems by aggregating proprietary vendor solutions to run on specific hardware. And as they try to orchestrate their existing tech with other solutions, they are running into challenges with the provisioning process.

That has led many traditional telcos to focus on delivering simpler commercial bundles that don’t always meet customers’ needs and expectations of value.

“  
**As change puts pressure on traditional telco business models, we see various strategic imperatives emerging. One of the primary challenges telco leaders face is to decide how they will address the changes in order to enhance their future growth potential.**”

**Javier Maria Arenzana Arias**  
 Partner, Technology, Media & Telecommunications  
 KPMG in Spain

## Traditional telco models



<sup>6</sup> KPMG International, “Artificial Intelligence and the orchestrated customer experience: Global Customer Experience Excellence 2023-24” (January 2024)



Recognising that rigidity and complexity are slowing their growth, many telcos have launched programs to simplify and automate their processes.

For example, on the commercial front, operators are developing customer intelligence analytics capabilities and actively improving user experience metrics. They are boosting their online front ends, enhancing their digital marketing skills, and automating their front- and back-office processes to streamline customer and service activation/upgrade/deactivation.

At the infrastructure level, operators are simplifying their IT architectures and migrating their operational support system (OSS) and business support system (BSS) platforms to cloud. On the network side, operators are gradually introducing network function virtualisation (NFV) and software-defined networking (SDN) into their core networks and promoting open radio access network (Open-RAN) solutions.

While these efforts are slowly bearing fruit, telco operators should rapidly simplify, integrate and automate their systems and processes if they hope to offer better user experiences and develop services that meet customer expectations.

However, many telcos increasingly recognise that simplification will only get them so far. And they are reaching the limit of the value they can create by introducing incremental improvements to their traditional operating models.

To achieve the level of operating flexibility and capital expenditure efficiency required to compete — not only in the hard telecom arena but also with digital-native service providers — telcos are increasingly recognising they will need to transform from a telco to a techco.



# Towards the techco model

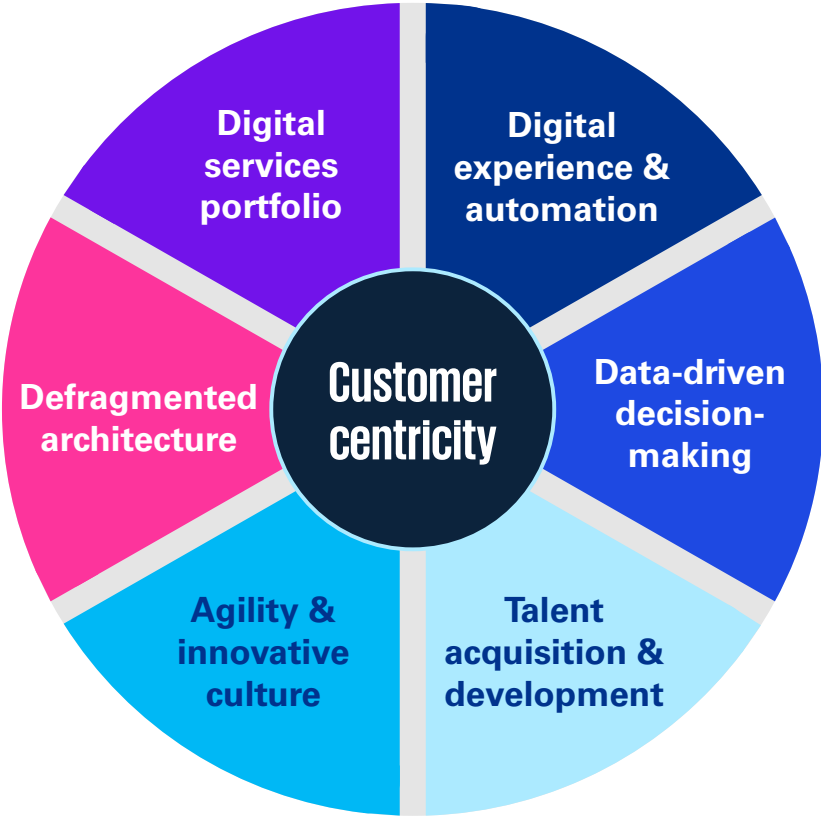


Digital-native service providers are able to launch innovative services with exceptional user experiences. They rapidly adapt to meet evolving customer requirements and scale efficiently as growth surges. They make intensive use of cloud technologies and put customer experience optimisation at the core of their product and operational design. Their user experiences have become a valuable reference for customers.

### What makes a techco?

**They create value for their customers.** Techcos strive to understand and meet the needs and expectations of customers, fostering a customer-centric mindset. Products and operations are designed to focus on delivering the best customer and shareholder experience through connected value streams that align across the business end to end. Leveraging technology, techcos enhance customer interactions and gain deep customer insight to continuously improve their offerings and customer satisfaction.

**They operate over defragmented cloud architectures.** Techcos design and deploy digital services over cloud architectures to maximise efficiency, flexibility and scalability. Decoupling the software and hardware enables generic hardware to be used. Virtualisation of resources maximises flexibility and scalability. Application programming interfaces (APIs) simplify access and real-time orchestration. And that gives product managers and software developers the flexibility to focus on customer expectations when developing product features and designing user journeys.





### **They develop a portfolio of digital services.**

Techcos develop a spectrum of innovative services delivered and/or consumed over digital channels. They are constant innovators and continuously launch pioneering products and services while enhancing existing ones. At the same time, the decoupling of the software and hardware layers has led to the emergence of two distinct models in the technology space — digital service providers that offer digital solutions and cloud service providers that offer services to developers and digital service providers.

**They provide full digital experiences and advanced automation.** Techcos excel at creating seamless, intuitive and engaging user experiences across a range of digital channels, platforms, devices and contexts. They combine technologies like customer experience management systems, self-service platforms, chatbots and AI-enabled virtual assistants to deliver real-time order to fulfilment, self-care, charging and service monitoring.

**They enable data-driven decision-making.** Techcos actively engage in the collection, storage, analysis and utilisation of diverse data sets to generate insights, make decisions and create value. Leveraging user data analytics and artificial intelligence (AI), they extract insights on customer behavior to develop personalised services (such as dynamic pricing, tailored service plans, customised marketing offers and customer service) and optimise operations.

**They are agile and innovative.** Techcos leverage the flexibility of their operating model, partnerships with hyperscalers, co-creation approaches

with vendors, and deep insight into customer behavior and expectations to rapidly adapt to changing customer needs, market conditions and technological advancements. They promote experimentation, rapid prototyping and continuous learning to stay ahead of trends and emerging opportunities which enables them to go to market faster with new services and features.

**They can attract and retain top talent.** In the digital era, tech talent is one of the scarcest strategic resources. Techcos nurture a culture and professional environment that attracts top talent, provides opportunities to work in leading-edge projects and technologies, offers clear career paths and helps employees to grow.

### **Are you a techco? Can you...**

- Rapidly implement cloud-based architecture networks?
- Easily deploy open digital architecture to maximise capital expenditure efficiency?
- Optimise your network dimensioning to dynamically match capacity with demand?
- Utilise APIs to drive network orchestration?
- Apply AI to improve customer experience, develop personalised offers and optimise operations?
- Provide real-time streamlined service fulfilment?
- Integrate applications that require specific usage of network services?
- Put customer experience at the core of product development?



**The rollout of 5G and, eventually, 6G is expected to open up a range of new applications and Web 3.0 technologies. To make the most of it, telcos should figure out how they can leverage their massive pools of data to enhance the customer experience and build out solutions, content and connected data that can transform them into the techcos they want to become. ”**

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#### **Mark Gibson**

Global Head of Technology,  
Media & Telecommunications (TMT),  
KPMG International, and Head of TMT  
KPMG in the US

## Techco models are emerging

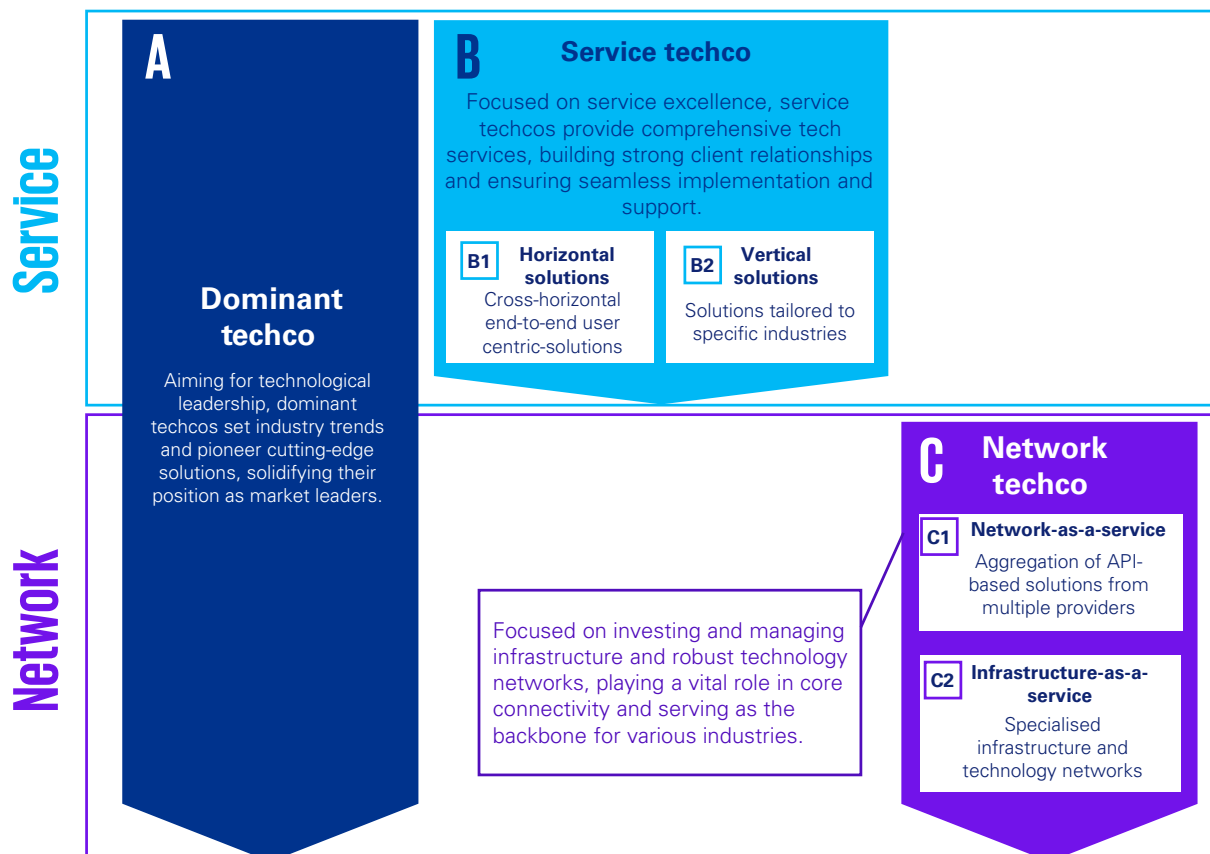
To address these challenges and bridge the gap with digital-native service providers, we believe that traditional operators will need to transform from telco to techco. The definition of 5G standalone (5G SA) standards suggests the industry has already recognised the need to transform. However, most telcos will find that getting there requires strategic investment across a range of capabilities. And, in our view, it will require telcos to adopt not only the technical skills inherent in digital-native providers, but also their commercialisation capabilities.

From our perspective, telcos will need to develop the ability to offer a broader range of services and to think differently about how they deliver value to customers. Providing an on-line platform that creates value for developers, for example, requires network APIs and network-as-a-service models (NaaS) complimented by a wide range of functionalities and resources.

Therefore, the first step is knowing where you want to play and how you intend to create value for customers and stakeholders. We believe there are a range of techco models emerging, polarising around three main value propositions.

- **Service techcos** focus on developing and delivering solutions (either horizontal or vertical) to end customers using the resources available from the network. Service techcos are known for their agility in adopting emerging technologies, engaging both B2C and B2B customers in co-creation and leading the charge in delivering cutting-edge technology services.
- **Network techcos** focus on implementing and delivering cloud-based networks and API commercialisation platforms that enable developers to embed network-as-a service (NaaS) into their digital solutions. Network techcos prioritise scalability, efficiency and process automation to stay at the forefront of technological innovation; enhance service delivery; and maintain a competitive edge in the rapidly evolving digital landscape.
- **Dominant techcos** combine both service techco and network techco capabilities to set industry trends and innovate around cutting-edge solutions that help them solidify their market-leading position.

## Techco archetypes







As such, B2B service techcos should decide what roles they want to fulfil and how they can leverage their unique skills and experience in designing, deploying and operating client-specific connectivity solutions. And that can require B2B service techcos to develop deep client insights and the capacity to orchestrate a portfolio of partners covering the spectrum of technologies.

To compete as a B2B service techco, companies should consider defining, designing and building key value streams, including:

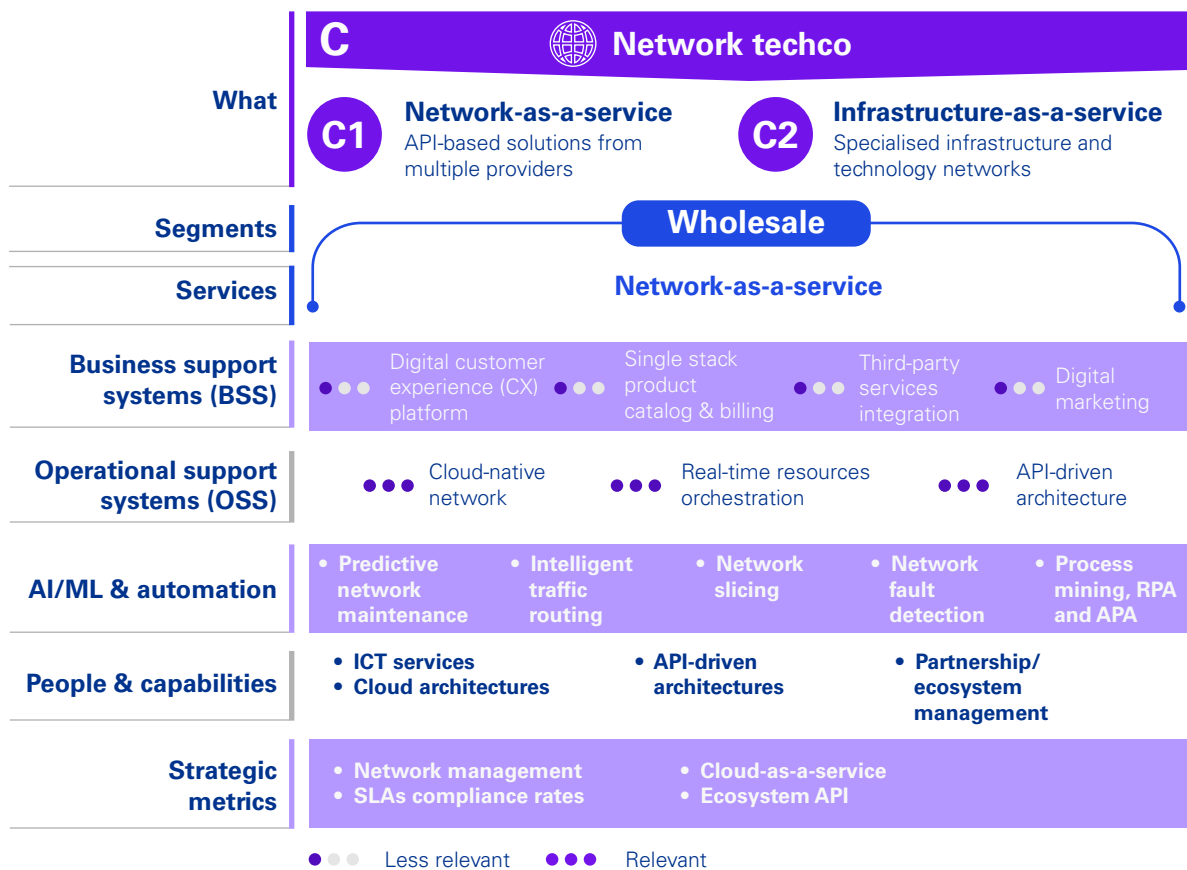
- Strong consultative sales and delivery project management skills.
- Portfolio of alliances while acting as the strategic distribution partner that delivers the complex end-to-end digital solutions required by enterprise customers.
- Talent acquisition and retention approaches to secure the advanced technical and sales capabilities required while upskilling their own sales and customer support organisation.

- Project and client profitability as key management metrics and decision criteria.
- Automated and streamlined systems and processes to support sales and delivery of complex solutions made up of third-party service components.

**For network techcos**, a key factor is transforming the traditional telecom network architectures and creating new functional layers that support the commercialisation of a NaaS model.

Their customers, largely digital service providers, are looking to contract, integrate and manage NaaS capabilities on a service-by-service basis. Network techcos should therefore develop digital platforms to expose and commercialise these capabilities, either as a standalone offering or within leading cloud platforms.

The technologies to implement resilient, open cloud-based networks are still being developed and tested — with hyperscalers emerging as strategic vendors and partners on the journey. First-movers



will likely have an advantage if they are able to position themselves as the default option for developers seeking NaaS capabilities.

To compete as a network techco, companies should consider defining, designing and building key value streams, including:

- Cutting-edge cloud-based networks using software (for instance, NFV with SDN and SD-RAN) on open/interoperable network architecture by establishing partnerships and vendor agreements with leading cloud technology players.
- Real-time orchestration of resources across access and core networks, driven by network platforms and APIs.
- Industry standard APIs that enable the smooth interoperability of digital services across networks.

- OSS/BSS functions to support the commercialisation of APIs in a NaaS model (including self-care real-time provisioning, developer account and services inventory management and real-time charging).
- APIs in leading cloud services platforms to encourage the adoption of NaaS functionalities by developers and to help stand up their own API commercialisation platforms.

**Dominant techcos** should do all of the above. In our view, they will need to deliver on the value streams expected of both service techcos and network techcos. At the same time, dominant techcos should be thinking about how they might offer best-in-class user experiences while also creating incremental product features/value that deeply integrate their connectivity offer with their solutions and services.



# What are some early achievements?



## Scaling up to capture the market [Global telecommunications provider]

This major US-based IoT player wanted to move quickly to expand into the global market. Customers were asking for a bigger footprint, more consistent services, and a more seamless experience. Leadership recognised a massive revenue opportunity in providing global IoT connectivity services. But the existing network was locally focused and not scalable to the worldwide market. Moreover, the organisation's billing and operations centers did not meet local regulatory requirements in many markets. A global connectivity strategy would be required to meet their goals and objectives.

KPMG in the US worked closely with the organisation's leadership to develop a massive US\$10 billion target revenue business case that included US\$622 million in capital investments. KPMG professionals engaged leaders from across the organisation — IoT network, customer care, product development, legal and regulatory, among others — to design a new operating model, including identifying global IoT network and billing solution ecosystem partners, as well as an operational roadmap to realise the business case objectives.

The US\$10 billion revenue business case and the capital investment portfolio were ultimately approved to support the global expansion. The organisation inked a new global IoT network partnership that promised to deliver around US\$200 million in savings in the first five years. New products to support end-to-end logistics and edge computing solutions have been launched. And a new care operations target operating model has been adopted to support global clients.

## Turning techco [Regional telecommunications provider]

When one of Asia's leading telecom providers decided to get into the platform business, they turned to KPMG in Singapore to help them articulate their strategy. The company already boasted world-class internal capabilities that could quickly be adapted to develop new external service offerings and internal value propositions. The organisation focused on analytics-as-a-service (AaaS) as a pathway to delivering a market-facing connectivity-as-a-service (CaaS) offering.

KPMG professionals worked closely with company leadership to assess the organisation's current AaaS capability and define a strategic blueprint. Capability gaps were identified and a broader action plan was developed to articulate key steps and design considerations to meet the opportunity. KPMG professionals also helped the organisation identify internal use cases for AaaS and to communicate the value potential around the new CaaS services.

The organisation is now continuing to evolve its internal AaaS capability and maturity to meet ongoing customer needs. The KPMG team is helping the organisation conduct continuous maturity evaluations and improvements to its agile AaaS service delivery model. At the same time, KPMG professionals are exploring ways to work with the partner ecosystem to better monetise the CaaS opportunity.



# Becoming a connected enterprise



To achieve the transformation they require, we believe that telcos will need to become increasingly connected — within their ecosystems, within their enterprise, and with their customers and stakeholders. They should be agile and robust enough to launch new offerings to capture their focused market segment or segments. And they should have a defined customer-centric approach to digital transformation that connects the front, middle and back offices.

KPMG professionals use KPMG Connected Enterprise to help clients plan, execute and guide their transformation journeys. Regardless of where you are in your transformation journey, KPMG Connected Enterprise provides an integrated suite of rapidly configurable, sector-specific enablers that help you to rebuild your business from end to end around your customers to create a seamless, agile and digitally-enabled business capable of transforming experiences and reaching new levels of performance and value.

## The eight capabilities of KPMG Connected Enterprise

Research shows that there are eight key capabilities that characterise a truly connected customer-centric enterprise. By focusing on these capabilities, telcos can help ensure that their processes, functions and relationships are focused on meeting customer expectations, creating business value and driving sustainable growth.

KPMG-commissioned research with Forrester Consulting shows that firms that make a moderate or significant investment in all eight capabilities are more likely to deliver a customer experience that exceeds expectations, successfully execute on one or more customer-centric objectives, and achieve a return on investment on one or more metrics.<sup>7</sup>



\*Note: (a) Base: 1,299 professionals involved with customer-centric strategy decisions. Source: A commissioned study conducted by Forrester Consulting on behalf of KPMG, September 2018

<sup>7</sup> A KPMG-commissioned study conducted by Forrester Consulting (2018)

# Using the eight capabilities to help drive the telco to techco transformation

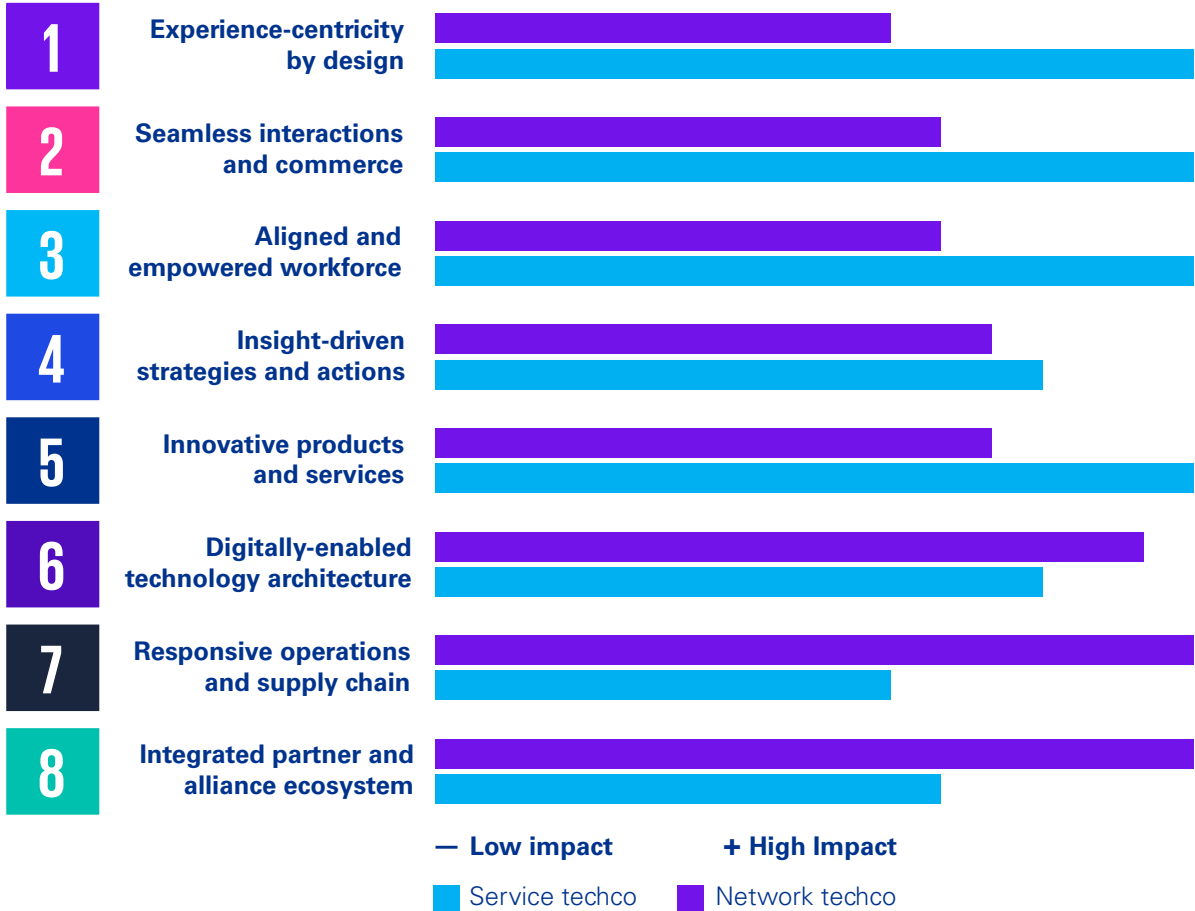
We lined up the main characteristics of service techcos and network techcos against the eight capabilities of KPMG Connected Enterprise. We dug right down into the 40 different sub-capabilities and ranked their importance for each emerging techco model. And we explored the influence of each sub-capability on the success of a telco to techco transformation.

What we found was that the eight capabilities carry different weight for each emerging business model. Service techcos tend to demonstrate strength in capability areas that directly influence customer experience, service innovation and digital marketplaces. Whereas network techcos focus on the robustness and efficiency of infrastructure and operational processes.

While the eight capabilities are all important, our analysis and experience suggests service techcos will want to place particular focus on the following:

- **Experience-centricity by design:** Prioritising the user experience enables service techcos to create intuitive and engaging customer interactions. This includes designing services that are not only functional but also emotionally resonant and memorable.
- **Innovative products and services:** Service techcos invest in research and development to offer cutting-edge solutions that meet evolving customer demands, such as personalised content, smart home devices and integrated digital ecosystems.
- **Seamless interactions and commerce:** The focus here is on creating a unified customer journey across all digital and physical channels by leveraging technologies like CRM and e-commerce platforms to handle complex customer interactions without friction.

## Service techco vs. network techco (by eight core capabilities)



The above chart is an illustrative representation based on the KPMG Connected Enterprise core capabilities and was developed by KPMG professionals for the purposes of this report.

- **Aligned and empowered workforce:** Service techcos require a workforce capable of driving and supporting innovation. This means investing in training programs that align with future skills requirements and creating a culture that embraces change and innovation.
- **Insight-driven strategies and actions:** Leveraging big data and advanced analytics allows service techcos to make informed decisions that are responsive to customer expectations and create a foundation for adaptive marketing strategies and dynamic service offerings.

Based on our analysis, network techcos will want to prioritise the following capabilities:

- **Integrated partner and alliance ecosystem:** Creating a broad ecosystem of partners, including equipment manufacturers, software developers and service providers, can allow network techcos to access innovative

technologies, scale operations rapidly and enter new markets by leveraging the strengths and specialties of each partner.

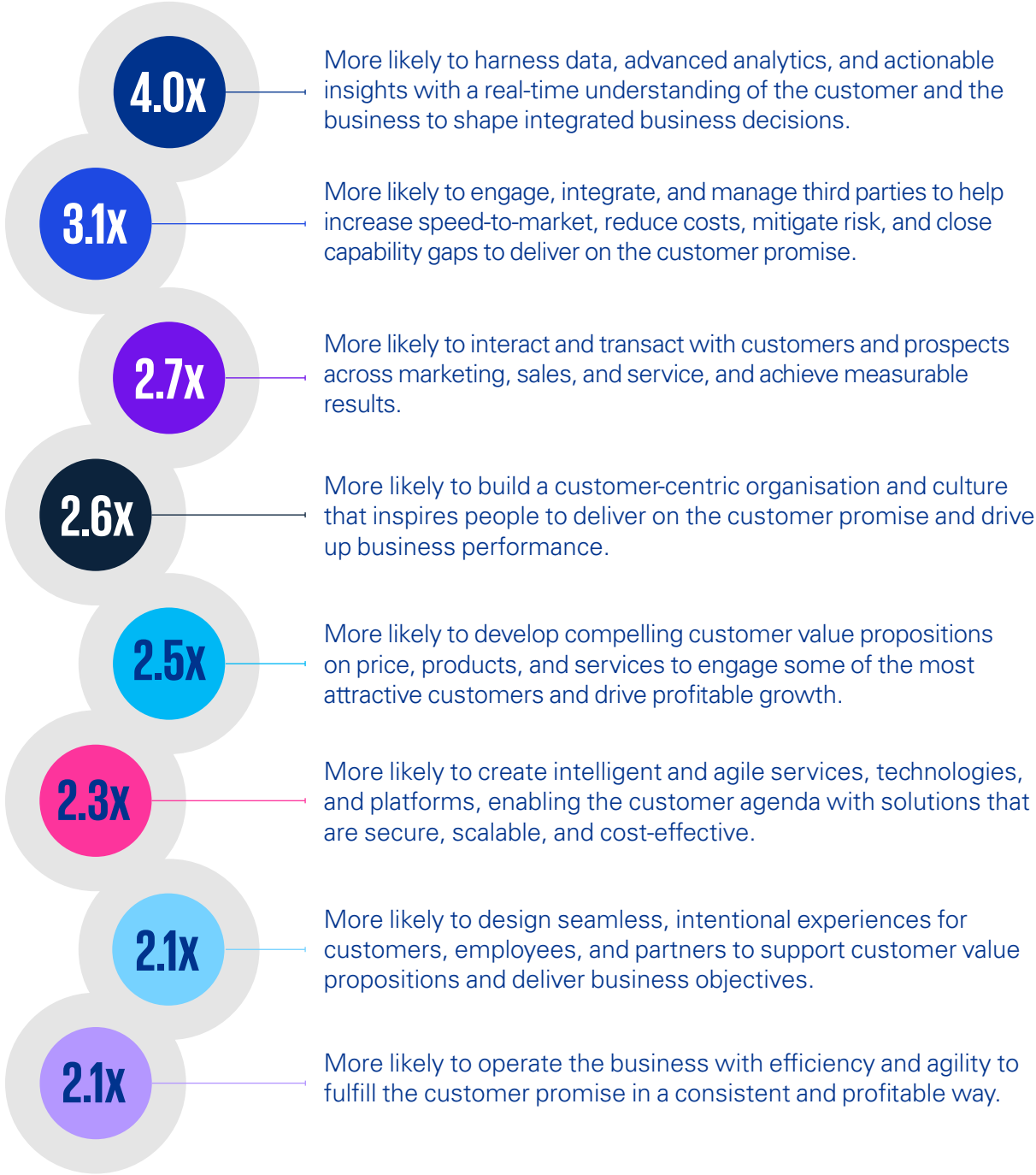
- **Responsive operations and supply chain:** The ability to quickly respond to changes in demand, technology upgrades and potential system disruptions can be vital for network techcos. This includes having a responsive logistics network and inventory management system that can adapt to the dynamic needs of network deployment and maintenance.
- **Digitally-enabled technology architecture:** For network techcos, a digitally-enabled architecture means being able to support emerging technologies like 5G, cloud computing and edge computing with a flexible and scalable network that can support the increasing data demands and complex service requirements of modern consumers and businesses.





# Balancing future-focused strategies with a connected approach can help drive better performance

Compared with followers, future-focused telcos are:



Base: 62 future-focused customer-centric strategy decision-makers and 62 followers at telecom organisations  
Source: A KPMG-commissioned study conducted by Forrester consulting, April 2022

# Seven tips to help telcos transform



# How KPMG can help



KPMG people can make all the difference on your transformation journey. Together, we can help you to orient your business around the customer, enhance functions for a new era, support enterprise risks and regulations for a safer future, rise to a new level of value creation and create an environment for managing ongoing change.

No matter where you are on your transformation journey, KPMG professionals can help you find the right model, design the journey, and execute the strategy to move you ahead with confidence and pace.

## **Transformation never stops. Neither do we.**

KPMG professionals believe transformation starts with people. Our global network of experienced telco professionals provides clients with deep industry knowledge, actionable insights and implementation experience, helping to realise the full potential of their people and technology, and working together to achieve successful transformation. Because when people and technology are in harmony, great things can happen.

Contact your local KPMG firm to learn how we can help you successfully transform your telco organisation.



# About KPMG's Telecommunications practice

**Communications infrastructure is an important element of an effective functioning economy and staying updated is a challenge for the telecom sector.**

Every day, telecommunications companies see increasing complexity, conflicting choices, and infinite information. We see a world of opportunity. From enabling large enterprises to accelerate digital transformation to helping disruptive start-ups to take off, we know insights can reveal new opportunities for all.

KPMG brings to bear innovative technologies and processes that help translate insights into action. Whatever your challenge, we'll convene the right people to help you face it. Diverse and dedicated problem solvers, connected by a common cause. When insights drive action, great outcomes can happen.

Discover how you can transform your business faster. Whether you're tackling complex deals, driving innovation, or reducing risk, we'll be by your side, offering leading insights and data-driven methodologies to help you accelerate to better outcomes. Through collaboration, deep industry knowledge and technology, we'll help you build the stakeholder trust and sustainable value you need to succeed.

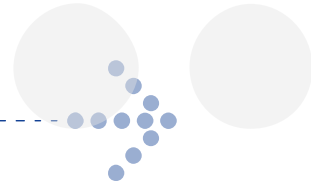
KPMG will help you be ready for your next opportunity.

[www.kpmg.com/telecommunications](http://www.kpmg.com/telecommunications)





# Recognition from analysts



**Industry analysts provide rigorous, objective research evaluations of KPMG’s services and methodologies. Their research helps clients understand the competitive marketplace, KPMG’s strengths, and how we deliver business value. These are some of the recognitions KPMG has received.**

## **ALM Pacesetter: Digital Transformation Services 2023**

KPMG has been recognised as a global leader and “Pacesetter” for supply chain by ALM Intelligence in their report entitled ALM Pacesetter Research: Supply Chain 2023–24. KPMG received one of the top three highest scores, with ALM noting: “KPMG’s Operations services and solutions anchor supply chain transformation in a comprehensive, end-to-end, and digitally-rounded and collaborative framework for helping clients redesign their supply chain strategy.” [Learn more.](#)

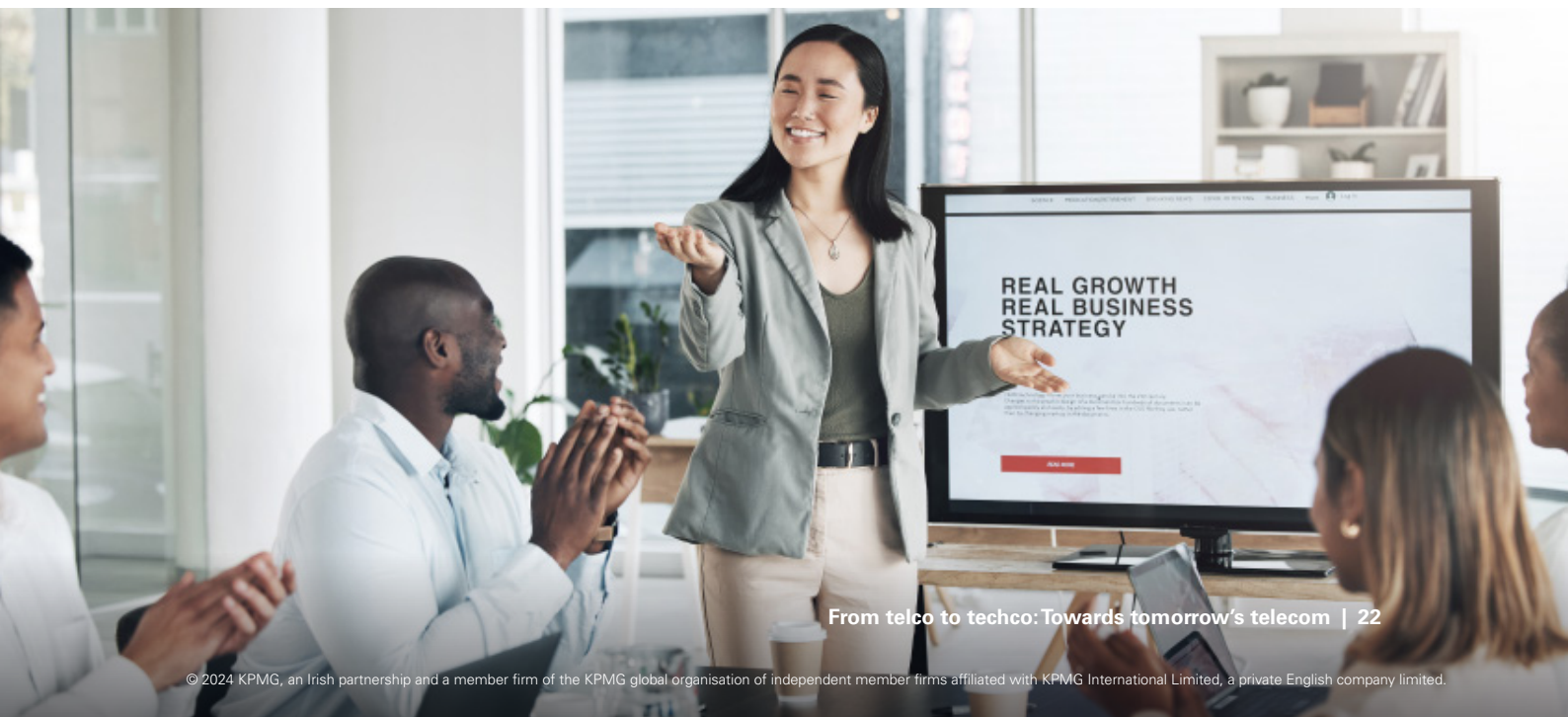
## **IDC MarketScape: Worldwide Operations Improvement Consulting Services 2023–2024 Vendor Assessment**

KPMG’s operational improvement capabilities offer both breadth and depth. Covering the broad range of organisations’ critical functions, including (but not limited to) finance, procurement, supply chain, marketing sales and service, KPMG firms help clients transform by starting with the model answer, based on our deep functional expertise and functional target operating models — pre-configured for leading technology platforms. KPMG firms bring

the power of the KPMG network to help clients bring their strategy to life by harnessing the Connected. Powered. Trusted. suite of technology solutions to enable enterprise and functional transformation, laser-focused on value creation and the delivery of differentiated customer experiences. We believe that our approach, methodologies, and commitment to clients help set us apart. [Learn more.](#)

## **The IDC MarketScape: Worldwide Artificial Intelligence Services 2023 Vendor Assessment report notes:**

“According to customers, KPMG’s strengths are the company’s ability to apply functional- or industry-specific methodologies and assets to solve their issues, use next-generation tools and methodologies to deliver AI services, conduct workshops that improve their awareness of AI and its value for their business, provide resources with appropriate and quality technical skills, and provide customer service (particularly onsite).” KPMG Lighthouse, the Global Center of Excellence for Data, AI & Emerging Technologies, harnesses the power of AI and allows KPMG firms to help clients establish, deploy, and develop environments to scale AI across their organisations. [Learn more.](#)



# About the authors



## **Mark Gibson**

Global Head of Technology, Media & Telecommunications (TMT), KPMG International, and Head of TMT KPMG in the US

Mark is the Global Head and the US Sector Leader for Technology, Media, and Telecommunications (TMT) and also serves as the Global Lead Partner for a KPMG firm client that's one of the largest technology companies in the world. Previously, he served as the Office Managing Partner of the Seattle office of KPMG in the US from 2011 to 2020. During his 30-year career, he has worked with clients in the telecommunications, technology, consumer products, and retail industries, and now collaborates with TMT teams across audit, tax, and advisory in over 15 different countries.



## **Diogo Sousa**

Partner and Head of Telecommunications, Center of Excellence KPMG in Portugal

Diogo is the Global Lead Partner for one of KPMG's largest telco clients. He is the Head of KPMG's Telco Center of Excellence in the EMA region. Diogo graduated with degrees in Computer Science and Management with a Master of Business Administration. His areas of expertise include strategy definition and execution, organisational improvement and end-to-end transformation program implementations.



## **Javier Maria Arenzana Arias**

Partner, Technology, Media & Telecommunications KPMG in Spain

Javier has more than 20 years of experience in the telecommunications sector. He has a history of experience in helping companies develop market expansion plans and building strategy and transformation.



## **Levi Watters**

National Sector Lead, Technology, Media & Telecommunications KPMG Australia

Levi is the National Leader for KPMG Australia's TMT industry sector. He leads a team across this sector, with a focus on advising operations, technology and finance leaders on how to transform and grow their organisations through the use of data and technology. Levi is also the National Product Lead for the KPMG Arwin Intelligent Data Platform, which enables operations, procurement and finance leaders to visualise their supply and value chain in a single command center view.



## **Davide Di Labio**

Associate Partner, Technology, Media & Telecommunications KPMG in Italy

Davide specialises in leading strategic initiatives and operational transformations within the telco sector. With a wealth of experience, Davide has successfully overseen projects for both national and international clients, managing the development of initiatives related to significant organisational changes, strategic planning, and the implementation of large-scale advanced analytics programs. His expertise extends to executing detailed transformation programs impacting various levels of the organisation. Davide helps companies shape their growth strategies, execute innovative go-to-market approaches, and enhance overall performance.

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