CONCEPT

# Telecom Pricing and Customer Value Management: Tariffs, ARPU and Churn

4 – 8 October 2027
Paris - Right Bank business hotel



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**Ref:** 414_13790 **Date:** 4 – 8 October 2027 **Location:** Paris - Right Bank business hotel **Fees:** 23500 SAR

## Introduction:

Telecom pricing and customer value management decide whether an operator's subscriber base grows in value or erodes through tariff dilution, unmanaged churn and bundles that nobody can explain to the network or finance teams. This Core Concept course gives operator commercial, product and regulatory staff a working view of the telecom value chain, MNO, MVNO and wholesale business models, tariff and bundle construction, ARPU and churn analytics and CVM campaign design, set against licensing, interconnection and number portability obligations. Participants build a Telecom Tariff and Subscriber Value Model for a portfolio they manage.

## Course Objectives:

- Explain the telecom value chain and compare MNO, MVNO and wholesale business models when positioning a new product or partner agreement
- Design prepaid, postpaid, bundle and add-on tariffs that follow a product lifecycle and meet fair use and tariff transparency requirements
- Calculate ARPU, AMPU and churn by segment and trace revenue movements to tariff, usage and tenure drivers
- Plan CVM campaigns for onboarding, upsell, cross-sell and retention with control groups and measured incremental uplift
- Assess how licensing, spectrum, interconnection and number portability rules shape tariff and retention decisions
- Build a Telecom Tariff and Subscriber Value Model with a commercial KPI dashboard for a portfolio under their responsibility

## Target Audience:

- Commercial and marketing staff responsible for mobile, fixed and converged consumer propositions
- Product staff responsible for launching, repricing and retiring tariffs, bundles and add-ons
- Pricing and revenue analysts responsible for ARPU reporting, tariff modelling and plan migration forecasts
- CVM and retention teams responsible for churn prevention, base campaigns and loyalty offers
- Enterprise sales and solution staff responsible for B2B connectivity, managed service and IoT proposals
- Regulatory affairs and strategy staff responsible for licence conditions, interconnection and market positioning

## Course Outline:

### Day 1: Telecom Value Chain, Market Structure and Operator Business Models

- Telecom Value Chain Map: Access Network, Core, Transport, IT Stack and Retail Channels
- Mobile, Fixed Broadband and Enterprise Connectivity Services Explained for Non-Engineers
- MNO, Branded Reseller, Light MVNO and Full MVNO Operating Model Comparison
- Wholesale Access, MVNE Enablement and Host Network Agreement Economics
- Operator Revenue Mix Baseline: Prepaid, Postpaid, Fixed, Wholesale and Enterprise Lines

### Day 2: Telecom Product Management, Tariff Architecture and the Regulatory Frame

- Telecom Product Lifecycle Stage-Gate: Concept, Launch, Growth, Sunset and Base Migration
- Tariff Architecture Layers: Base Plans, Add-Ons, Roaming Packs and Device Bundles
- Prepaid and Postpaid Plan Construction with Allowances, Overage Charges and Fair Use Rules
- Licensing, Spectrum Assignment and Interconnection Termination Rates at Overview
- Recipient-Led Number Portability and Consumer Protection Duties on Tariff Transparency

### Day 3: ARPU, Subscriber Analytics and Customer Value Management

- ARPU, ARPPU and AMPU Calculation by Segment, Channel and Tariff Plan
- Subscriber Base Segmentation by Usage, Tenure, Value Tier and Device Type
- Churn Rate Measurement, Cohort Survival Curves and Churn Driver Analysis
- CVM Lifecycle Programme: First 90-Day Onboarding, Upsell, Cross-Sell and Retention
- Next Best Offer Rules and Campaign Control Groups for Incremental Uplift Measurement

### Day 4: Tariff Optimisation, Enterprise Offers and Commercial Governance

- Plan Migration and Tariff Dilution Impact Analysis on Base Revenue
- Bundle Profitability Test: Network Cost per Gigabyte, Handset Subsidy Recovery and Margin per Line
- Enterprise and B2B Offers: Multi-Site Connectivity, Managed Services, IoT Lines and Service Level Terms
- Commercial Pitfalls: Unlimited Data Plans, Win-Back Offers and Retention Discount Abuse
- Commercial KPI Dashboard and Product Governance Board: Gross Adds, Net Adds, ARPU Trend and Churn

### Day 5: Tariff and Subscriber Value Modelling Build

- Modelling Build: New Mobile Tariff Ladder with ARPU and Plan Migration Forecast
- Modelling Build: Churn Propensity Scorecard and Retention Campaign Budget
- Enterprise Bid Case: Multi-Site Connectivity and IoT Offer Margin Model
- Regulatory Impact Case: Termination Rate Cut and Number Portability Launch on Subscriber Value
- Telecom Tariff and Subscriber Value Model Presentation and Peer Challenge

## Skills You Will Gain:

- Telecom Value Chain Mapping
- MVNO and Wholesale Model Assessment
- Tariff Ladder Design
- ARPU and AMPU Analysis
- Churn Cohort Analysis
- CVM Campaign Measurement
- Enterprise Offer Costing
- Telecom Regulatory Impact Review

## Why Attend This Course:

- Return with a Telecom Tariff and Subscriber Value Model built on the tariff structure and subscriber base of your own portfolio
- Spot tariffs and bundles that dilute ARPU or pull customers down to cheaper plans before they reach the market
- Speak the same language as network, finance and regulatory colleagues when a product needs approval or a tariff changes
- Compare commercial practice with peers from mobile operators, fixed broadband providers, MVNOs and enterprise service providers

## Conclusion:

Operator revenue holds up when tariffs, subscriber analytics and regulatory obligations are managed as one commercial system. The one week move from the telecom value chain and MNO, MVNO and wholesale models, through product lifecycle, tariff architecture and the licensing, interconnection and number portability frame, to ARPU, churn and CVM analytics, then to tariff optimisation, enterprise offers and commercial governance. The final day applies these methods in modelling builds and closes with a Telecom Tariff and Subscriber Value Model ready for the next tariff decision.