

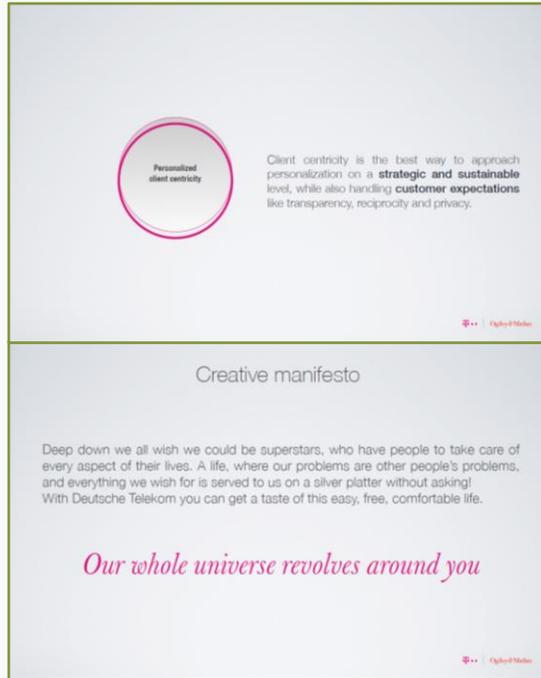
# CASE STUDY — STRATEGY

Personalization strategy  
for Deutsche Telekom



The mobile division of Deutsche Telekom (DT) wanted to make the most out of the digital shift in society. They considered personalization as one of the main tools for this.

DT called agencies to present their solutions for a **high level, modular personalization strategy** for a multi-country roll-out. I worked as strategy consultant with leading communications agency Ogilvy, to answer the DT pitch.



My initial market research showed that telecom operators have been trying to crack the nut of personalization for decades – with little to show for.

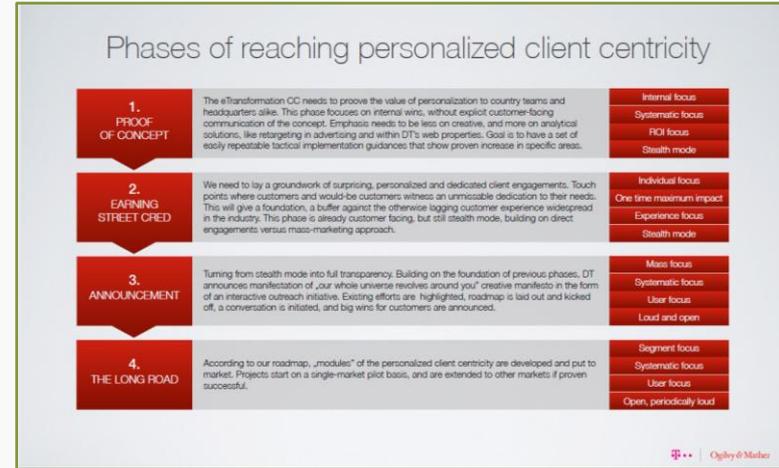
Instead of getting lost in the vague concept, we **translated personalization into practical elements**, and showed how it can manifest in 8 areas:

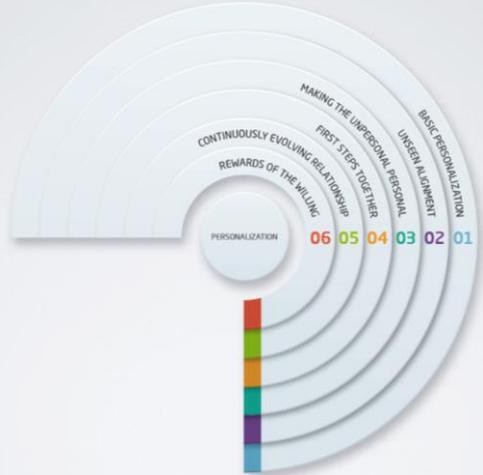
- eCommerce, marketing automation, creative advertising, CRM, product design, web & UX design, two-sided telecom model, and client centrality

We defined that for a strategic approach, focus should be on ‘personalized client centrality’ as a north star for all efforts. Together with the Creative Team, we defined a manifesto for the approach.

Implementing personalization as a strategy is **as much a change management approach as it is a marketing activity**. For this reason four main stages were defined to ensure reaching the desired ‘personalized client centrality’:

1. internal focus and proof of concept
2. establishing a foundation in the market
3. making the announcement that personalization is a key part of DT strategy
4. preparing for the long road and continuous activities.





While both discovery and usage of products and services are very unique, people are forced into generalist situations in between, like purchase, website, call center.

*"It was surprising, unexpected to be treated this way. Very positive, I felt like they actually care about me. Of course I just had to tell others."*

01	02	03	04	05	06
BASIC PERSONALIZATION	UNSEEN ALIGNMENT	MAKING THE UNPERSONAL PERSONAL	FIRST 5 STEPS TOGETHER	CONTINUOUSLY EVOLVING RELATIONSHIP	REWARDS OF THE WILLING
alignment to time of day, week, etc.					product design, new touchpoints
targeting customers by subscription type					let customers decide offers and deals
recommends based on customer needs	personalized user experience design	personalized user experience design	overdeliver	referral system	
optimizing for different platforms	website personalization based on browsing	random acts of kindness	easter egg	personalized user experience design	startup cooperation, open data institute
basic user experience design	website personalization based on past purchase	service design	surprise	communication cadence control	tailored gifts and offers
omnichannel sales	retargeting & marketing automation	invoice personalization	pre-installed apps	easy self-serve privacy setting	personalized coupons
language options	targeting based on location	personalized emails	packaging design	aligning customer service to customers	partnerships, two-sided model
customer care access to customer history	targeting in social based on interests	aligning customer service to customers	confirmation as a channel	CRM	VP status
01	02	03	04	05	06
BASIC PERSONALIZATION	UNSEEN ALIGNMENT	MAKING THE UNPERSONAL PERSONAL	FIRST 5 STEPS TOGETHER	CONTINUOUSLY EVOLVING RELATIONSHIP	REWARDS OF THE WILLING

Personalization's various practical elements shown earlier are all 'inside-out', company-specific. So we also created an 'outside-in', customer-centric point of view of personalization. This manifested in 6 dimensions.

To each of these dimensions we identified a description and a kind of 'user story'. Finally, we defined marketing activities aligned to the 6 dimensions.

The marketing activities were each described in more detail, including definition of **audience**, a detailed **description**, the existing **data** being used, the new data being collected, as well as **technical and operational requirements**.



*User Story 5 - Music as sales tool*

3. MAKING THE UNPERSONAL PERSONAL  
Don't need a message about  
4. THE LONG ROAD

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*User Story 5 - MUSIC AS SALES TOOL*

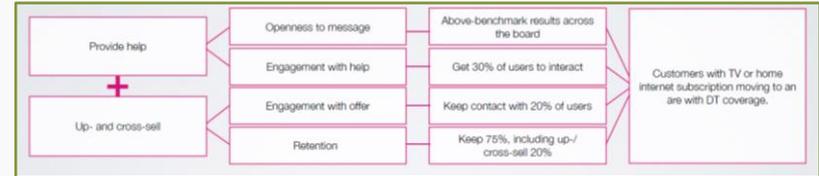
Charles is a music fan, and he has been checking out "travel" phones and services on various websites, including DT's, for a while. Now he has come to a decision, and he decides to buy a phone. Charles notices an ad for a DT's phone, and doesn't like the way, so he clicks on it to see if he can change the channel, and chooses "travel", and enjoys the music while he waits for shipping. Later on he sees various DT's communication capabilities for accessories with a "travel" channel theme. Also, on DT's website, some music accessories are highlighted for him with an "ideal for travel and road" badge, and descriptions of how/when/why they are a good idea. He ends up buying an expensive phone a few weeks later, on the same that came with the phone by default. Don't engineer him.

Context	Data collected	Customer time requirement
browsing history, category of purchased phone (music phone)	built-in music, "openness to engage" score	"listen, look, & use"

**Technical and operational requirements:**

- tag visitors with device category, for example "music"
- track open/closed music website, "engagement"
- identify when user clicks on purchase process but not affected by sending between pages of purchase process
- identify general phone, allow user to track feature pages
- add "Travel Ready" badge with "great idea" messaging elements
- create messaging based on purchase and device data
- track specific user/visitor/visitor from secondary navigation, history based on device, possible based on geo data

Finally, a **measurement approach** was defined, linking audience segments, key performance indicators, benchmark targets, and business objectives.



DT's multi-country pitch consisted of multiple projects, with the personalization strategy being only one element. My strategy work for communications agency Ogilvy received the **highest points of all agencies**.

However, other projects received lower points, so Ogilvy lost out in the overall points to another competitor.

*To achieve the right results, teams have to work together, and continuously zoom in and out between the big picture and the tiny details.*

*Let's co-create your strategy together!*

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