



National Telecommunications Infrastructure Provider

Address Data Transformation & Commercial Strategy Review

Role: Independent Expert Lead, Commercial Analysis and Transformation Strategy

A major Australian telecommunications infrastructure provider commissioned an independent review of a strategic Addressing Program designed to improve the quality, accuracy, and completeness of location data across its national network. The program formed part of a broader transformation agenda expected to deliver multiple hundreds of millions of dollars in incremental service activation revenue over a three-year period.

Engaged through Cyient, I led the review of the program's commercial performance, investment case, governance arrangements, and future transformation opportunities. Working closely with executive leadership, technology teams, program managers, and retail service providers, I was responsible for validating realised benefits, assessing future value opportunities, and developing recommendations for executive decision-making.

The engagement involved extensive stakeholder interviews, business case stress-testing, attribution analysis, and international benchmarking of leading property identity and addressing models. A key component of the work was validating the commercial outcomes already achieved and determining whether the remaining investment roadmap was capable of delivering the anticipated benefits.

The review confirmed that the initial phase had successfully delivered measurable value through addressing improvements and that reported benefits were both credible and attributable. At the same time, the analysis identified structural barriers preventing the program from achieving its more ambitious targets, including integration gaps between network and retail provider systems, fragmented customer journeys, and unclear accountability for end-to-end service conversion outcomes.

To address these challenges, I developed a four-stage transformation roadmap that outlined a progression from address remediation and process improvement through to automation, AI-assisted matching, common data services, and a shared identity layer supporting improved service activation and customer conversion outcomes.

The review also identified several high-value investment opportunities, including AI-enabled address matching, real-time operational feedback loops, monitoring and performance dashboards, and enhanced integration capabilities between the infrastructure provider and retail service providers.

The resulting recommendations provided executive leadership with a clear, evidence-based assessment of realised value, a prioritised investment roadmap, and a practical strategy for unlocking future benefits. The work directly informed future investment decisions and established a framework for progressing, refining, or deferring major initiatives based on commercial value and implementation readiness.

The final outcome was a defensible commercial baseline, a clearer governance model, and a strategic transformation pathway designed to maximise value from the organisation's address and location data assets while improving service activation performance across the broader telecommunications ecosystem.

For more information about this case or to discuss how similar strategies could be applied in your organisation, please contact me at marco@marcociobo.com or visit www.marcociobo.com.