

From Physical to Digital: Transforming MVNO Distribution at Scale

AMBITION

A **leading Mobile Virtual Network Operator (MVNO)** relied on a broad network of physical retailers and distributors. The absence of a centralized digital platform led to fragmented workflows, limited visibility, and rising costs — constraining growth.

To remain competitive and unlock new revenue streams, the ambition was clear: **replace manual, physical distribution with a scalable digital B2B platform that reduced OPEX, empowered partners, and enabled real-time insight across the value chain.**

To achieve this, the organization aimed to:

- **Digitize partner operations:** Enable self-service ordering, billing, and activation for retailers and distributors.
- **Reduce operational costs:** Eliminate manual processes and physical dependencies across distribution workflows.
- **Improve visibility and control:** Gain real-time insight into performance, revenue sharing, and SIM-level activity.

ACTION

The MVNO partnered with **Wipro Engineering – Connected Services** to design and deliver a **purpose-built digital B2B commerce platform** for telecom distribution.

Rather than digitizing existing inefficiencies, Wipro engineered a unified platform that addressed scale, compliance, and partner usability:

- **Self-Service B2B Portals:** Enabled partners to independently manage orders, billing, invoicing, and MSISDN top-ups.
- **Localized Commerce Enablement:** Delivered multi-language, tax-aware, multi-currency support with a secure 3DS2-compliant payment gateway.
- **Product and Activation Management:** Implemented dynamic catalog pricing, promotions, and SIM registration workflows aligned with regulatory requirements.
- **Enterprise Integration:** Seamlessly connected the platform with existing CRM, ERP, and line-of-business systems to eliminate data silos.

AMBITIONS REALIZED

The transition to digital distribution reshaped the MVNO's operating model and growth trajectory. By unifying partners through a digital ecosystem, the MVNO redefined its cost structure, accelerated growth, and elevated partner experience at scale.

The Business impact:

- **Up to 80% reduction in OPEX**, as manual and physical workflows were replaced with automated digital processes.
- **\$25M in revenue uplift**, driven by frictionless partner onboarding and expanded digital sales channels.
- **End-to-end operational visibility**, with KPI tracking down to SIM and ICCID level, enabling data-driven decision-making.

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