

DIGITAL STRATEGY & VOICE OF CUSTOMER · JULY 2019

T-Mobile

Defining the Digital North Star.



From reactive validation to strategic innovation.

In July 2019, T-Mobile's Commercial Strategy & Decision Analytics team, under Julie Liabraaten, collaborated with Kumu Agency to transform the brand's digital ecosystem. With the Sprint integration on the horizon, the team evaluated digital channel maturity against key competitors, identified internal governance roadblocks, and built an actionable Digital North Star framework.

- Client: T-Mobile · Agency partner: Kumu Agency
- Date: July 2019 · Focus: digital strategy and voice of customer
- Scope: channel maturity assessment, governance audit, North Star framework, execution roadmap

SECTION 01

What we heard.

A digital organisation validating decisions rather than discovering opportunity.



Five operational issues held the digital channel back.

CATEGORY	IDENTIFIED OPERATIONAL ISSUE
UX Research	Over-indexed on late-stage validation rather than exploratory discovery.
Navigation	Site structure failed to match actual customer lifecycle tasks.
Competitive gaps	Lagged behind Verizon and AT&T; in plan comparisons and trade-in flows.
Governance	Priorities were set by internal consensus rather than customer data.
VOC data	Fragmented feedback loops without a unified taxonomy or mapping framework.

Three themes behind the findings.

What we heard across UX, analytics, product and executive interviews.

UX RESEARCH

Validation instead of discovery — research arrived after the decisions had already been made.

PROCESS & GOVERNANCE

Late-stage check-ins and ambiguous roles left ownership unclear and priorities internally negotiated.

TECHNICAL DEBT

“Mechanical Turk” features — manual effort standing in for product capability.

SECTION 02

The Digital North Star.

Four principles to align UX, analytics and product around the customer.



The Digital North Star principles.

01 Living our brand truth

Express “Un-carrier” storytelling seamlessly through owned digital channels.

03 Customer-first insights

Embed continuous qualitative and quantitative feedback into product workflows.

02 Focus on outcomes

Design web experiences explicitly around user priorities — the jobs customers come to do.

04 Culture of curiosity

Adopt an “Always Curious” operational test-and-learn mindset.

Strategic execution roadmap.

Three moves, sequenced so the organisation could act while the framework was still being embedded.

- 01 — Team strategy alignment: align UX, analytics and product teams.
- 02 — Quick wins: redesign sitemaps, navigation and core personas.
- 03 — Executive oversight: launch the “Amplify Launchpad” committee.

THE OUTCOME

Research moved upstream.

4

NORTH STAR PRINCIPLES

5

OPERATIONAL ISSUES NAMED

3

ROADMAP MOVES

1

UNIFIED VOC FRAMEWORK

UX research shifted from reactive project validation to a strategic input on digital channel direction — ahead of the Sprint integration.

Research that arrives after the decision is documentation. Research that arrives before it is strategy.

Kumu Agency · T-Mobile Digital North Star engagement note, 2019

WORK WITH KUMU

Is your digital organisation validating decisions — or discovering opportunity?

Kumu builds the framework, governance and evidence base that let digital teams decide with customer data.

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About this analysis

This case study describes an engagement completed in July 2019 with T-Mobile's Commercial Strategy & Decision Analytics team. T-Mobile and related marks belong to their respective owners. Figures describe the scope of the engagement framework, not audited performance results.