

# Driving Retention through Seamless Digital Customer Experience for a Major Telco





# Client Context

KPN is a widely recognized as the leading telecom service provider in the Netherlands, operating in a highly competitive market.

KPN's mission-critical priority was to improve the customers' digital experience across the full customer lifecycle, in order to retain it's customer base and increase Average Revenue Per User (ARPU).

To achieve this, KPN had the ambition to become a market leader in Digital Customer Experience (DCX) .

# How Gartner Helped

## A Data-Driven Engagement



Working with Gartner Consulting to benchmark their DCX, KPN moved beyond simple subjective analysis of theoretical models and approaches to rigorous testing of actual digital features with live customers executing specific activities to bring the actual experience of users, highlighting both positives and opportunities to improve.

This engagement provided an objective "**outside-in**" assessment of their digital reliability and feature set. Mystery shoppers tested a significant range of customer journeys as well as specific features. For example, KPN's shopping cart persistence was tested to show if customers could initiate, pursue and complete purchasing across multiple devices.



The benchmark acted as a compass, highlighting that while competitors were prioritizing app-first acquisition strategies, KPN had a unique opportunity to succeed through reliable Web experience and by fixing the often-neglected "end" of the customer journey: **Retention**.

# Benefits Achieved

## Moving the dial on internal KPIs like Net Promoter Score (NPS), and CES

Guided by these insights, KPN executed targeted investments that prioritized functionality and ease of use over superficial changes.



### Over 20% increase in CES in various customer journeys

Guided by the Gartner benchmark, strategic investments in web capabilities and customer retention journeys allowed KPN to significantly exceed industry averages across a variety of customer journey. KPN has achieved a top quartile performance in the Gartner DCX benchmark, evidenced by dramatic improvements in customer sentiment—such as a 13-point NPS swing in the "Disruptions" journey (rising from -4 in 2023 to +9 in 2025).

### Transforming the 'Buy' Journey

KPN integrated complex new capabilities into their web channel, specifically a seamless trade-in journey. This moved the needle significantly, making the Web channel KPN's leading channel for customer experience

### Revolutionizing Retention ('Change/Leave')

The benchmark identified 'Change/Leave' as a critical friction point. KPN invested in digitizing this flow, ensuring customers received consistent, personalized retention offers and upgrade paths online. By reducing friction during relocation, KPN increased the "Move" digital journey completion from 30.6% to 39.2%, which resulted in a 20% NPS increase to 25 in 2025.

# Impact on Customers



## Impact for Dutch Customers

For the Dutch consumer, this engineering-led approach translates into a digital experience that is predictable and frictionless. Whether upgrading a plan, trading in an old device, or seeking support, the "plumbing" works. KPN has effectively removed the digital anxiety often associated with telco interactions, resulting in a 'Get Support' experience that is now best-in-class with enhanced personalisation leading to customers who don't want to leave.

# Importance of Digital Customer Experience for KPN



*Over the last year, we didn't just chase trends; we focused on the fundamental reliability of our customer journeys. By perfecting complex flows like online trade-ins and digitizing our retention offers, we've built a digital ecosystem that our customers can rely on. Seeing our digital customer experience outperform industry averages is validation that when you invest in the robustness of the experience, superior performance follows.*

- Robin Clemens, Executive Vice President Customer Value & Proposition and CMO Consumer Market of KPN



*For me, experience is your brand. But in a world where our customers' lives are becoming increasingly digital, relying on good intentions isn't enough to stay relevant. We have plenty of internal feedback, but it is often hard to prioritize with external data.*

*Growing your profitability in a competitive market with consumer prices under pressure you want to make the right investments with the biggest customer satisfaction, reasons to join and stay impact. Doing the right thing totally data driven with a rigorous, outside-in reality check forced us to prioritize the investments that actually matter.*

*The impact is clear: by acting on these insights, we transformed our 'Move' flow to where 73% of customers now stay with us, with over half doing so purely digitally and hassle-free.*

- Marieke Snoep, Chief Consumer Market and Member of the Board of KPN

