

Standardizing for Scale: Lumen's Journey to Transform Product Delivery

Company Name: Lumen Technologies, Inc.
Industry: Telecommunications
Revenue: \$3.4B
Employees: >20,000



Mission Critical Priority

Ethan Blodgett, Vice President of Product Management at Lumen, worked to transition from custom solutions to standardized products, validating the shift against industry trends and launching affordable offerings through internal transformation.

How Gartner helped

- **Market Validation and Analyst Guidance:** Gartner inquiries confirmed the industry shift toward standardized services, giving Lumen the confidence to proceed.
- **Transformation Framework:** Gartner provided operational frameworks to help Lumen reshape internal mindsets and restructure contracts for repeatable delivery.
- **Industry Networking:** Gartner conferences connected Lumen with analysts face-to-face, keeping leadership educated on evolving market trends.



Outcome

- **Strategic Validation:** Gartner reframed product standardization as a value driver, accelerating internal stakeholder buy-in.
- **Operational Transformation:** Lumen built new contracting, process, and partnership frameworks to drive end-to-end change.
- **Market Expansion:** Standardized solutions opened new revenue streams within underserved down-market segments.



Gartner helped us think through the different pieces of how we transform. From internal changes all the way through to how we're thinking about contracting, implementation, and partnering, Gartner really helped us think about it from soup to nuts.”

— **Ethan Blodgett, Vice President of Product Management, Lumen Technologies**

