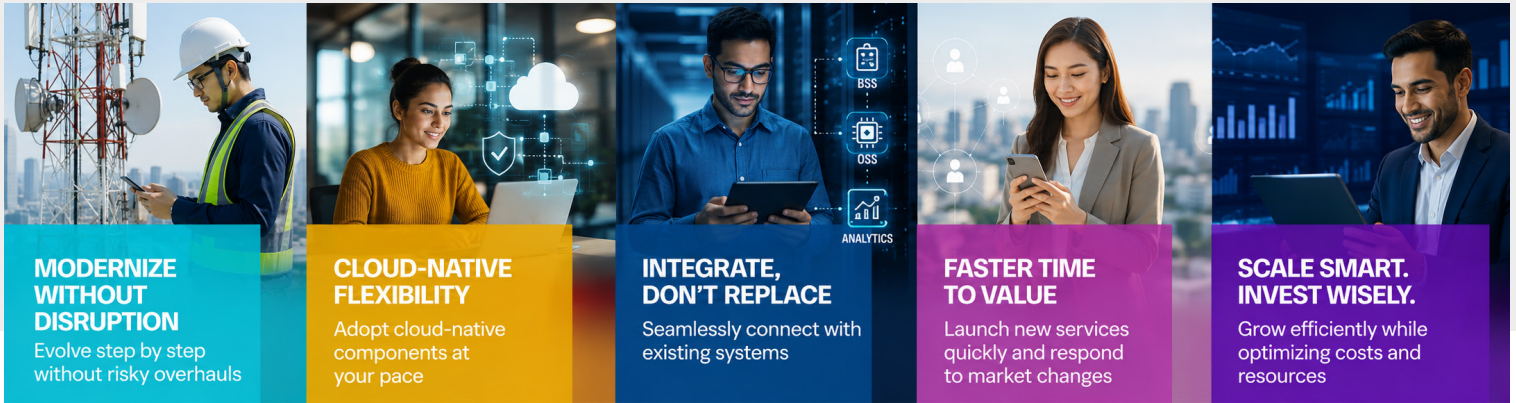


The Tier-2 Telecom Modernization Playbook

How MVNOs and regional telecom operators can modernize operations without large-scale transformation risk.



Why Traditional Telecom Modernization Models Don't Work for Tier-2 Operators

Telecom modernization strategies are often shaped by the priorities of Tier-1 operators. Large-scale cloud migrations, multi-year transformation programs, and complete BSS overhauls dominate industry conversations.

But Tier-2 operators, MVNOs, and emerging telecom providers operate under very different conditions. They face:

- Leaner operational teams
- Faster pressure to deliver ROI
- Limited tolerance for operational disruption
- Rapid go-to-market expectations
- Higher dependency on operational efficiency

For many regional and growth-focused operators, replicating Tier-1 transformation models creates more complexity instead of reducing it.

Long implementation cycles, large-scale system replacement projects, and heavily customized transformation environments often slow execution and delay business outcomes.

Modernization for Tier-2 operators needs a different approach - one that prioritizes operational agility, flexibility, and incremental improvement over large-scale reinvention.

Tier-1 vs Tier-2 Modernization Priorities

Tier-1 Operators	Tier-2 Operators
Multi-year transformation cycles	Faster operational improvements
Large IT and transformation teams	Lean operational structures
Infrastructure-led modernization	Operations-led modernization
Complex enterprise ecosystems	Agility and speed-to-market
Scale-first approach	ROI-first approach

The Operational Bottlenecks Slowing Down Emerging Operators

For many telecom operators, the biggest modernization challenges are not happening at the network layer.

They are happening inside daily operations.

As operators scale distribution networks, launch digital services, onboard new partners, and expand customer operations, fragmented workflows begin creating friction across the business.

Common operational bottlenecks include:

- Delayed subscriber onboarding and KYC verification
- Disconnected dealer and distributor ecosystems
- Manual SIM and number allocation workflows
- Limited operational visibility across systems
- Slow product and service launches
- High dependency on manual coordination between teams
- Operational silos across customer, finance, and partner environments

Over time, these inefficiencies compound.

What initially appears manageable at smaller scale becomes increasingly difficult as transaction volumes, dealer networks, and customer expectations grow.

Teams spend more time reconciling systems and resolving operational gaps instead of focusing on execution, customer experience, and growth.

What Modular Modernization Actually Means

Modular modernization shifts the focus from replacing entire operational environments to improving specific operational layers incrementally.

Instead of pursuing large, high-risk transformation programs, operators modernize the workflows that directly affect agility, execution, and customer experience.

This approach allows telecom providers to prioritize immediate operational needs while maintaining flexibility for future growth.

Key characteristics of modular modernization include:

- Incremental deployment instead of all-at-once replacement
- Faster implementation timelines
- Lower operational disruption
- Flexible integration with existing systems
- Easier scalability as business needs evolve
- Faster realization of operational value

Rather than rebuilding the entire telecom stack at once, operators can modernize high-impact areas first.

That often includes:

- Dealer lifecycle management
- Digital onboarding and KYC
- Number and SIM management
- Customer engagement workflows
- Loyalty and retention operations
- Partner ecosystem coordination
- Workflow automation and orchestration

This creates a more practical modernization path for Tier-2 operators, where operational continuity and speed-to-value are critical.



One of the biggest advantages of modular modernization is optionality – operators can modernize based on evolving business priorities instead of committing to rigid, long-term transformation roadmaps upfront.

The Shift from Large-Scale Transformation to Operational Modernization

The telecom industry is gradually shifting away from “transform everything at once” modernization models.

Operators are increasingly prioritizing targeted operational improvements that deliver measurable business outcomes faster and with lower risk.

The difference between traditional transformation and modular modernization becomes especially clear when viewed side by side.

Traditional Transformation	Modular Modernization
Multi-year implementation cycles	Incremental deployment
Large upfront investment	Faster operational impact
High operational disruption	Lower transformation risk
Monolithic platform replacement	Flexible architecture
Delayed business value realization	Faster ROI realization
Heavy customization requirements	Easier scalability and integration

This shift is especially important for operators that need to continue growing while modernizing.

Instead of pausing operations to transform the business, modular modernization enables operators to improve operational efficiency continuously while maintaining business momentum.



For many Tier-2 operators, the biggest modernization advantage is not speed alone – it’s the ability to continue scaling the business while modernization happens in parallel.



Building a Modernization Roadmap That Delivers Faster ROI

Successful modernization programs are rarely driven by technology alone.

They succeed when modernization priorities are aligned with operational realities and measurable business outcomes.

A practical modernization roadmap often follows a phased approach:

Step 1: Identify Operational Bottlenecks

Focus on workflows creating the greatest operational friction, delays, or visibility gaps.

Step 2: Prioritize High-Impact Operational Areas

Start with operational layers that directly affect customer experience, onboarding speed, scalability, or execution efficiency.

Step 3: Modernize Incrementally

Avoid large-scale disruption by improving workflows in phases.

Step 4: Automate Manual Dependencies

Reduce operational overhead by automating validation, provisioning, approvals, and workflow orchestration.

Step 5: Centralize Operational Visibility

Ensure teams have real-time visibility across dealer operations, onboarding, provisioning, and customer workflows.

Step 6: Scale Based on Business Growth

Expand modernization efforts gradually as operational complexity increases.

This phased approach reduces transformation risk while delivering operational improvements earlier in the modernization journey.

Business Impact of Modular Modernization

When operational workflows become more connected, automated, and visible, the impact extends across the business.

Operators typically see improvements such as:

- Faster onboarding and activation cycles
- Reduced manual operational effort
- Faster service launch timelines
- Better coordination across operational teams
- Improved scalability without proportional operational overhead
- Reduced operational bottlenecks and delays
- Better visibility across dealer, customer, and partner operations

Over time, modular modernization helps operators create leaner and more responsive operational environments that are easier to scale.



Modular modernization helps operators scale operations without scaling operational complexity.

How FAST Supports Modular Telecom Modernization

FAST is designed to support modular modernization across telecom operations.

Instead of requiring operators to replace entire environments at once, FAST enables telecom providers to modernize operational areas incrementally based on business priorities.

FAST supports modernization across areas such as:

- Dealer and distributor management
- Digital onboarding and KYC
- SIM and number lifecycle management
- Customer engagement and loyalty
- Workflow automation and orchestration
- Partner ecosystem coordination
- Operational visibility and reporting

By consolidating operational workflows into a connected environment, FAST helps operators reduce fragmentation, improve execution speed, and scale operations more efficiently.

This allows Tier-2 operators, MVNOs, and emerging telecom providers to modernize at a pace aligned with their operational and business realities.



Modernization That Matches Operational Reality

Tier-2 operators do not need smaller versions of Tier-1 transformation programs.

They need modernization strategies aligned with their operational realities, growth expectations, and execution pressures.

Modular modernization provides a more practical path forward; one focused on agility, operational simplicity, scalability, and faster business outcomes.

As telecom ecosystems continue evolving, operators that modernize operationally critical workflows without introducing unnecessary complexity will be better positioned to scale efficiently and compete effectively.

Backed by Proven Expertise: FAST is powered by Evolving Systems

With over 35 years of telecom innovation and more than 100 successful deployments across five continents, FAST combines global experience with enterprise-grade flexibility. We empower you to deliver real results with efficient teams and ambitious goals.

Proven by Leaders. Built for Movers.



About Evolving Systems

With over 30 years of expertise, Evolving Systems is a trusted partner in the telecommunications sector. We help CSPs adapt and excel, backed by our 35-year legacy of reliability and innovation. Trusted by 80% of the world's largest Mobile Network Operator Groups, we streamline (e)SIM processes and enhance customer data integration with our Complete (e)SIM Lifecycle Management Suite and Evolution platform.

Key Offerings:

- Complete (e)SIM Lifecycle Management Suite and Evolution platform: Streamlines (e)SIM processes and enhances customer data integration.
- Rapid Activation: Efficient (e)SIM and service activation processes. Advanced Solutions: Provisioning, Number, and Dealer Management, tailored and scalable experiences.
- Customer Engagement: Comprehensive Customer Value Management and Loyalty solutions provide real-time marketing insights and enhance digital engagement.

Our Commitment

We optimize every stage of the customer lifecycle, driving growth and loyalty. With a presence in 12 countries, we provide global assurance, reliability, and innovation, shaping the future of telecommunications.

Our Locations

United Kingdom

2 City Approach, Albert Street, Manchester, UK M30 0BL

India (Bangalore)

Gurudas Heritage, 3rd Floor, 59/2 100 Ft Ring Road, Banashankari Stage II, Bangalore 560070, India

Spain

Plaza de Carlos Trias Bertrán, 4, 28202 Madrid (Ibercenter), Spain

United States

871 Marlborough Ave. Ste 100 Riverside, CA 92507 USA

India (Kolkata)

Victoria Park, Level 5, Block GN, Plot 37/2 Sector V, Salt Lake, Kolkata 700091, India

Canada

Montreal 505 De Maisonneuve Boulevard West, Suite RC-4, Montreal, QC H3A 3C2, Canada