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**CUSTOMER
VALUE LEADER**

Maximizing the Price/Performance ROI for Customers

*RECOGNIZED FOR BEST PRACTICES IN THE
SINGAPORE MVNO INDUSTRY*

FROST & SULLIVAN

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Best Practices Criteria for World-class Performance

Frost & Sullivan applies a rigorous analytical process to evaluate multiple nominees for each recognition category before determining the final recognition recipient. The process involves a detailed evaluation of best practices criteria across two dimensions for each nominated company. Eight Telecom excels in many of the criteria in the Singapore MVNO space.

RECOGNITION CRITERIA	
<i>Business Impact</i>	<i>Customer Impact</i>
Financial Performance	Price/Performance Value
Customer Acquisition	Customer Purchase Experience
Operational Efficiency	Customer Ownership Experience
Growth Potential	Customer Service Experience
Human Capital	Brand Equity

Price/Performance Value

Eight Telecom, a sub-brand of StarHub, is a mobile virtual network operator (MVNO) in Singapore that leverages the StarHub 4G network, which is reliable and widely available, covering 99.9% of Singapore. Its no-frills approach to mobile services and lean operating model ensures that customers get the best value for the price. Eight Telecom emphasizes transparent pricing with no hidden fees to build trust in a market wary of such costs. It also offers port-in incentives to SIM-only 4G lines, which can be used with existing smartphones to lower the barrier to entry and encourage trial usage. Without the high infrastructure costs of traditional mobile operators and with lower overheads, savings get passed directly to customers, which enables rapid scaling and agile plan refreshes.

“Eight Telecom customers benefit from generous data allowances, attractive roaming features, and cheaper cost-per-GB pricing than that of close competitors.”

Mei Lee Quah
Senior Director, ICT Research

The company targets value-conscious segments, including price-sensitive users, budget-conscious families, seniors, cross-border commuters, heavy data users, and users who prioritize cost-efficiency over premium features. The company focuses on offering affordable high-value prepaid plans, as its value proposition is about maximizing affordability without compromising basic service quality. Customers choose Eight Telecom for its simplicity and affordability. Its SIM-only mobile plans are not only for users seeking straightforward 4G choices at affordable prices, but also increasingly for small businesses

and companies or users in the digital economy in Singapore. Eight Telecom customers benefit from generous data allowances, attractive roaming features, and IDD minutes than those of close competitors.

To further maximize price/performance value, the company includes Asia-Pacific (APAC) and international roaming data and international direct dialing (IDD) minutes for key countries, which appeal to cross-border users. For example, the Triple Eight Plan at S\$18/month offers a generous 588 GB of data usable in Singapore, Malaysia, Indonesia, and Thailand, 28 GB of data for APAC roaming, and 10 GB for international roaming. This plan is especially attractive between Singapore and Malaysia, which is one of the busiest land border crossings in the region, with more than 300,000 Malaysians commuting to Singapore daily. Other budget mobile service providers may compete with pricing, but do not offer nearly the same amount of data, call minutes, or messages as Eight Telecom does.

Customer Purchase and Ownership Experience

Singapore's current stage in digital readiness, with high internet penetration, a tech-savvy population, and efficient public infrastructure, supports a shift in approach in the telecom industry. A more scalable and cost-effective approach can be taken that lowers operational costs and improves customer experience. For example, the large number of physical stores or large call centers can be minimized as much as possible and service delivery can be faster with online SIM activation, reload, and plan changes. Taking a digital approach also appeals better to the millennial and Gen Z customers, who prefer chat-based support, application-based service management, digital identity verification, and data privacy protection. However, while such a digital-first approach is strategically advantageous in Singapore, to cater to the transitional stage, there is a need for fallback options, for instance, for the elderly and less tech-savvy users that may still prefer in-person or call center support and service recovery where complex issues, such as billing disputes, can be harder to resolve without human interaction.

Eight Telecom understands the need for robust digital support systems and clear and seamless onboarding for new users. Its omnichannel distribution strategy ensures reach amongst its targeted segments. SIM cards are distributed through both online and offline channels, which include pop-up booths and over 350 retail points. All account management is done either through the company's mobile application or website. Customer service support is primarily self-service, with 2 service centers to handle other queries through online chat and email, where the response rate is moderate. There is no dedicated hotline, but given the response rate that customers experience, this is not a necessity. With this approach, Eight Telecom exceeds its MVNO peers when it comes to customer purchase and ownership experience. The company is ready with a digital-first approach for users that prefer digital-only experience, while also thoughtfully accommodating those in a transitional stage.

Brand Equity

Eight Telecom was launched within 8 weeks through a modular tech stack in April 2024 as a market disruptor in a highly saturated and competitive mobile services market. By focusing on value differentiation and a strong brand concept, the company grew its customer base to 6 figures in less than a year and contributed to the biggest cost reduction per GB over the last 3 years in Singapore to become the fastest-growing MVNO in this space. Since its launch, the company has invested in out-of-home (OOH) advertising in high-traffic areas and tech shows and offline events to bring brand awareness to its target

segment and ensure its brand stays visible and top of mind. Its brand is culturally strategic, rooted in symbolism for prosperity. Moreover, the use of Singapore’s national color, red, makes it instantly relatable. Built on relevance, emotion, and customer value, it resonated with the target segment from the beginning and is off to a strong start in Singapore.

Eight Telecom is primarily known among price-sensitive customers and digital-first users who actively seek out the best value SIM-only plans. Despite its lower visibility, Eight Telecom has built niche brand equity by offering extreme value plans that create a buzz among budget-conscious users and those seeking roaming and IDD quotas. This helps differentiate its brand from competitors. The company also leverages social media promotions and pop-up booths as part of its marketing strategy. Considering the limited marketing budgets of MVNOs, the company benefits from strong word-of-mouth marketing and referrals achieved through short-term promotions. This is driving rapid customer growth and brand awareness and ensuring customer stickiness and long-term loyalty.

Customer Acquisition

Eight Telecom’s strategy for delivering exceptional value and driving higher customer acquisition rates in Singapore is centered on key pillars that align with the demands of a digitally savvy, price-sensitive market. The company offers massive data bundles that drive significant value from a cost-per-GB standpoint. This pricing strategy is designed to maximize perceived value, thus making it easy for customers, especially the youth, to switch from pricier mobile service providers. Unlike competitors, it includes features typically

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reserved for premium plans, like APAC and international roaming data, IDD minutes, free caller ID, and incoming calls. This gives the company a value-added competitive edge in terms of customer acquisition.

The company has recently launched a new broadband service priced at S\$28.80 per month for 10Gbps Home Internet. The plan is offered as a no-contract, month-to-month service with free installation and a "Bring Your Own Router" option. Existing customers can receive an additional 18% off their home internet subscription, thereby bringing

the price down even further. A key highlight of this plan is that Eight Telecom is providing a 28-day Service Guarantee whereby the company pledges to prioritize and resolve issues faced during the onboarding stages during the first 28 days of service provision. The company will then continue to check in with customers on their Home Internet service twice-a-year as a conscientious and diligent effort to ensure customers have received only the best service from them. The value Eight Telecom provides helps build trust. Many of its customers were drawn to the company for the price but stayed for the seamless experience. The company’s brand positioning thus proves to be a significant support for customer acquisition initiatives.

Growth Potential

In line with local competition updates, Eight Telecom leverages AI analytics across multiple touchpoints for customer insights and churn prediction as well as customer experience

improvements. The company plans to take personalization to the next level by proactively identifying customers to increase base spending, tailor communication, and offer personalized experiences to foster brand relationships and loyalty.

Its digital model positions it well to undertake data-driven personalization and adopt AI-driven churn prediction and proactive retention strategies, for example, offering top-up bonuses before churn risk peaks, usage-based plan recommendations, for instance, upselling roaming data to frequent travelers and behavioral segmentation to deliver targeted promotions. This will enhance retention and lifetime value over time. As AI can also be used to automate customer service through intelligent chatbots, it can be useful in improving customer service experience. Growth over the next 1 to 2 years is expected to be driven by its simple and differentiated brand positioning, agile operations, and a customer-first strategy. With continued investment in AI, customer engagement, and hyperlocal branding, the company is well-positioned to grow into a household name in Singapore.

Conclusion

Eight Telecom has achieved significant success in a short time by focusing on value differentiation and developing a strong brand concept. The company's early market success is testament to the value of its service offerings, helping build customer trust, while its strategic brand positioning has boosted customer acquisition initiatives. The company demonstrates strong potential to establish a leading position in the Singapore MNVO market.

With its strong overall performance, Eight Telecom earns Frost & Sullivan's 2025 Singapore Customer Value Leadership Recognition in the MVNO industry.

What You Need to Know about the Customer Value Leadership Recognition

Frost & Sullivan's Customer Value Leadership Recognition is its top honor and recognizes the market participant that exemplifies visionary innovation, market-leading performance, and unmatched customer care.

Best Practices Recognition Analysis

For the Customer Value Leadership Recognition, Frost & Sullivan analysts independently evaluated the criteria listed below.

Business Impact

Financial Performance: Strong overall business performance is achieved in terms of revenue, revenue growth, operating margin, and other key financial metrics

Customer Acquisition: Customer-facing processes support efficient and consistent new customer acquisition while enhancing customer retention

Operational Efficiency: Company staff performs assigned tasks productively, quickly, and to a high-quality standard

Growth Potential: Growth is fostered by a strong customer focus that strengthens the brand and reinforces customer loyalty

Human Capital: Leveraging innovative technology characterizes the company culture, which enhances employee morale and retention

Customer Impact

Price/Performance Value: Products or services offer the best ROI and superior value compared to similar market offerings

Customer Purchase Experience: Purchase experience with minimal friction and high transparency assures customers that they are buying the optimal solution to address both their needs and constraints

Customer Ownership Excellence: Products and solutions evolve continuously in sync with the customers' own growth journeys, engendering pride of ownership and enhanced customer experience

Customer Service Experience: Customer service is readily accessible and stress-free, and delivered with high quality, high availability, and fast response time

Brand Equity: Customers perceive the brand positively and exhibit high brand loyalty, which is regularly measured and confirmed through a high Net Promoter Score®

Best Practices Recognition Analytics Methodology

Inspire the World to Support True Leaders

This long-term process spans 12 months, beginning with the prioritization of the sector. It involves a rigorous approach that includes comprehensive scanning and analytics to identify key best practice trends. A dedicated team of analysts, advisors, coaches, and experts collaborates closely, ensuring thorough review and input. The goal is to maximize the company’s long-term value by leveraging unique perspectives to support each Best Practice Recognition and identify meaningful transformation and impact.

STEP		VALUE IMPACT	
		WHAT	WHY
1	Opportunity Universe	Identify Sectors with the Greatest Impact on the Global Economy	Value to Economic Development
2	Transformational Model	Analyze Strategic Imperatives That Drive Transformation	Understand and Create a Winning Strategy
3	Ecosystem	Map Critical Value Chains	Comprehensive Community that Shapes the Sector
4	Growth Generator	Data Foundation That Provides Decision Support System	Spark Opportunities and Accelerate Decision-making
5	Growth Opportunities	Identify Opportunities Generated by Companies	Drive the Transformation of the Industry
6	Frost Radar	Benchmark Companies on Future Growth Potential	Identify Most Powerful Companies to Action
7	Best Practices	Identify Companies Achieving Best Practices in All Critical Perspectives	Inspire the World
8	Companies to Action	Tell Your Story to the World (BICEP*)	Ecosystem Community Supporting Future Success

*Board of Directors, Investors, Customers, Employees, Partners

About Frost & Sullivan

Frost & Sullivan is the Growth Pipeline Company™. We power our clients to a future shaped by growth. Our Growth Pipeline as a Service™ provides the CEO and the CEO's growth team with a continuous and rigorous platform of growth opportunities, ensuring long-term success. To achieve positive outcomes, our team leverages over 60 years of experience, coaching organizations of all types and sizes across 6 continents with our proven best practices. To power your Growth Pipeline future, visit Frost & Sullivan at <http://www.frost.com>.

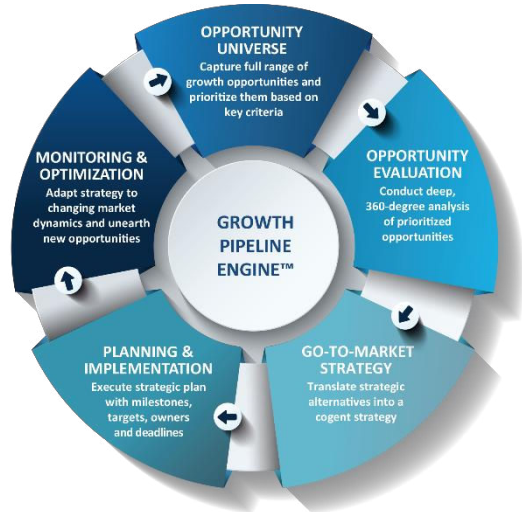
The Growth Pipeline Generator™

Frost & Sullivan's proprietary model to systematically create ongoing growth opportunities and strategies for our clients is fuelled by the Innovation Generator™.

[Learn more.](#)

Key Impacts:

- **Growth Pipeline:** Continuous Flow of Growth Opportunities
- **Growth Strategies:** Proven Best Practices
- **Innovation Culture:** Optimized Customer Experience
- **ROI & Margin:** Implementation Excellence
- **Transformational Growth:** Industry Leadership



The Innovation Generator™

Our 6 analytical perspectives are crucial in capturing the broadest range of innovative growth opportunities, most of which occur at the points of these perspectives.

Analytical Perspectives:

- **Megatrend (MT)**
- **Business Model (BM)**
- **Technology (TE)**
- **Industries (IN)**
- **Customer (CU)**
- **Geographies (GE)**

