

From Launch *to Scale.*

Building a Monetization Layer for Profitable MVNO
Growth in Africa



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20+

BSS / MVNO
SUCCESS STORIES

Ready.

MVNO PROCESS
LIBRARY

Host.

INTEGRATION
EXPERTISE

MVNOs can create value **without owning the network** — but they cannot outsource the business model.

\$1.35_{bn}

T-MOBILE · 2023

Mint / Ultra
acquisition

MVNO brand value creation

1.6_m

CAPITEC · 2025

Capitec Connect
active SIMs

Bank-led MVNO ecosystem growth,
South Africa

5.1_m

CELL C · 2026

Cell C MVNO HLR
subscribers

Host-side partner growth engine

94%

OFCOM · 2025

giffgaff & Tesco Mobile CSAT

Customer service satisfaction leadership

The network may be hosted.
The business model cannot be outsourced.

Sources: T-Mobile (2023); Capitec annual results & press coverage (2025);
Cell C interim results (2026); Ofcom customer service report (2025).

The African MVNO opportunity is real — but launch is only the first step.

The next wave of MVNO growth will be driven by differentiated business models — not by connectivity alone.

01

Fintech & Insurance MVNO

Wallet · lending · loyalty
Embedded financial services

02

B2B / SME & Retail

Mobile, fixed & FMCG offers
Hierarchies · shared bundles ·
consolidated invoices

03

Community & Private brands

Trusted local offers
Targeted campaigns · curated content

04

Education & Sector connectivity

Campus, agency & programme
bundles
Subsidised data · zero-rated content

— *Launch fast — then grow through pricing, margin control, sales channels and embedded partner services.*

The typical MVNO launch trap.

Most launch plans are optimized for commercial start — not for future control over products, partners, revenue and margin.

Launch checklist

MONTH 0

- Host agreement
- SIM / eSIM supply
- Basic tariff plans
- Web or mobile app
- Customer care process
- Payment collection
- Initial regulatory readiness

6 - 12 MONTHS LATER



Scale questions

MONTH 12+

- Launch new bundles quickly?
- Control tariff logic?
- Control customer balances?
- Monetize partners?
- Combine mobile, fixed and partner services?
- Serve B2B accounts?
- Use data for decisions?
- Become multi-brand?

A launch-only setup can become a revenue and growth constraint — exactly when the MVNO needs agility most.

Fast launch and business control can go together.

With clear host assumptions and timely interface access, Avante can be ready within the host readiness window — so the monetization layer never becomes the launch bottleneck.

TRACK 01

Host readiness

01

Connectivity scope

02

SIM / eSIM & network setup

03

Interfaces & test access

04

E2E launch validation

PARALLEL — NOT SEQUENTIAL

TRACK 02

Avante
readiness

01

Assessment → SyRS

02

MVP scope & processes

03

Product, tariff & partner setup

04

Integration & business testing

20+

BSS / MVNO IMPLEMENTATIONS

Ready.

MVNO PROCESS LIBRARY

Host.

INTEGRATION EXPERTISE

Do not wait for host readiness to start BSS
readiness. **Run both tracks in parallel.**

What MVNOs need to control.

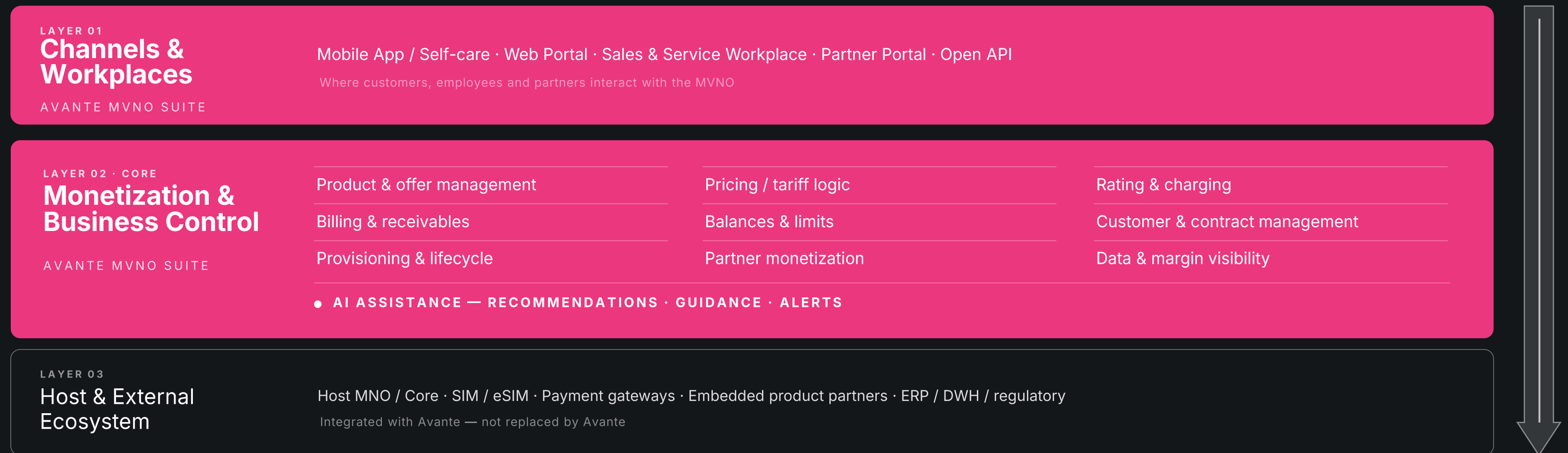
A scalable MVNO needs more than connectivity — it needs the ability to see what works, change it quickly, and scale it profitably.

01 Growth performance • Sales performance • Channel performance • ARPU and margin	02 Customer experience • Customer satisfaction • Churn and retention • Self-care & care quality	03 Operational transparency • Revenue & cost visibility • Partner settlement • Margin by product / segment	04 Product & ecosystem agility • Product performance • Embedded service performance • Speed of change
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— *The real control question — can the MVNO see what works, change it fast and scale it profitably?*

The Monetization Layer.

A practical operating model: the MVNO does not need to own every network element — but it should control the layer that defines products, revenue, margin and customer relationships.



— From decision to action — offers, prices, balances, activations, partner settlements and margin visibility.

From connectivity to a **convergent MVNO ecosystem**.

The next growth step is combining connectivity with sales channels, partner products and digital services.

01 · Sell

REACH & ACQUIRE

Sales-channel partners

Partners who help the MVNO sell, acquire and serve customers.

EXAMPLES Direct teams · agents · resellers · referrals · retail · corporate & digital channels

CONTROL Onboarding · sales tracking · commission logic · partner portal · performance analytics

02 · Bundle

SERVICE & OFFER

Embedded product partners

Partners whose services become part of the MVNO offer.

EXAMPLES Fixed connectivity · FMC / UCaaS · fintech · cloud · cybersecurity · content · loyalty · insurance

CONTROL Bundles · entitlement · charging · billing · settlement · usage visibility

The ecosystem grows when sales channels and embedded services can be managed, monetized and changed independently.

Where B2B MVNO creates **additional value**.

B2B is not just a mobile service — it adds account structures, contractual logic and deeper operational transparency.

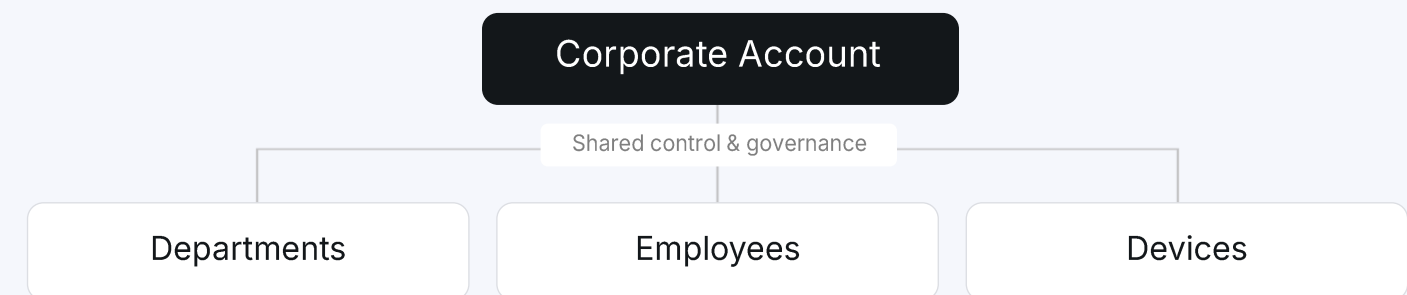
Why basic prepaid logic is not enough

Companies have hierarchies, roles and cost centers. Offers may be contract-specific. Usage needs limits, approvals and transparency. Invoices are often consolidated. Services may combine mobile, fixed, FMC/UCaaS, cloud or security.

MONETIZATION LAYER ROLE

- 01 Corporate and contract hierarchy
- 02 Product, tariff and bundle configuration
- 03 Shared balances, limits and approvals
- 04 Billing, payments and receivables
- 05 Reporting, analytics and margin visibility

Corporate account is not one SIM



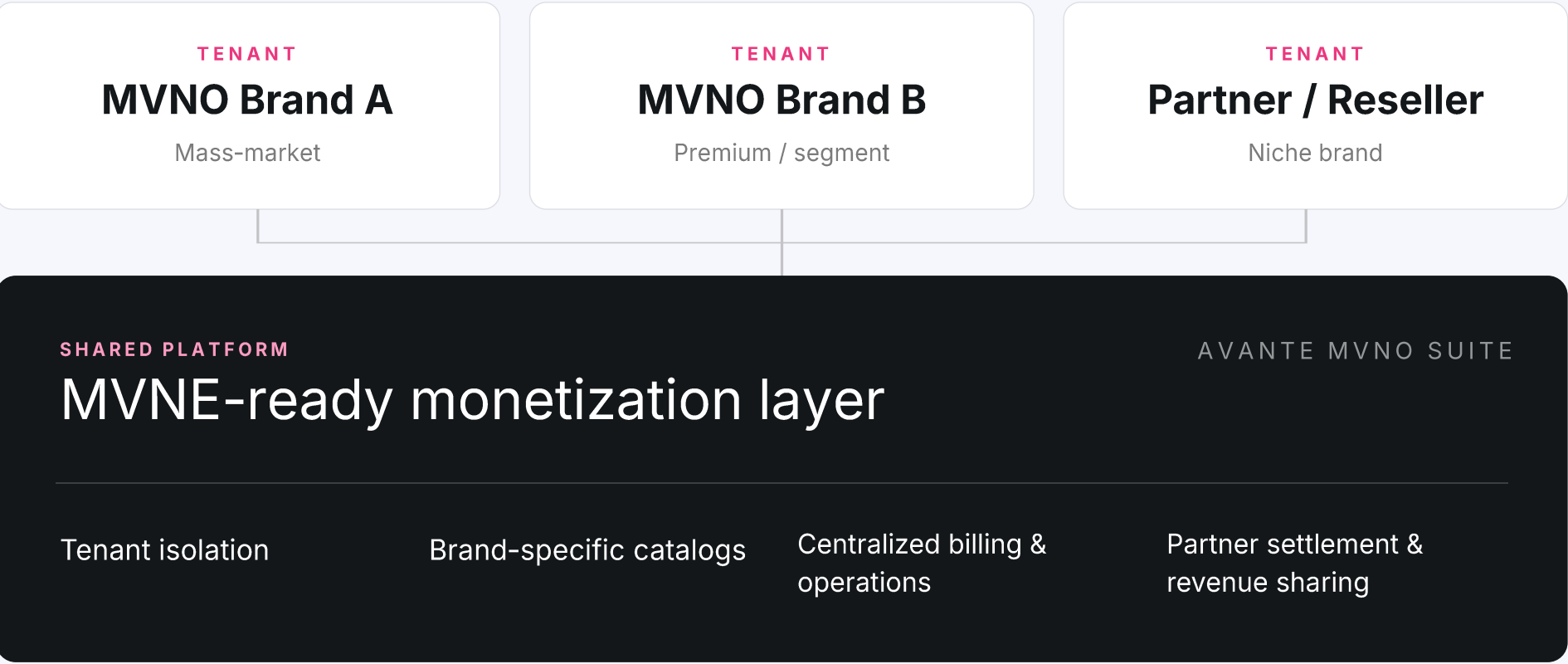
POTENTIAL VALUE DRIVERS

- ✓ Higher-value accounts
- ✓ Longer relationship potential
- ✓ Connectivity + digital services across employees, branches & devices

B2B growth needs more than SIM activation — control over accounts, contracts, services, invoices and margins.

MVNE as the next **scale model**.

A mature MVNO platform can become an enablement layer for several brands, partners or niche propositions.



SCALE OUTCOMES

- Faster launch of new brands
- Partner & reseller onboarding
- Multi-brand growth
- Centralized control of products, revenue & settlement

— *The same monetization layer can support MVNO launch today — and MVNE-style scale tomorrow.*

What to decide **before** choosing the platform.

A practical decision checklist for new and growing MVNOs.

01 Who owns the product catalog?	02 Where is tariff logic configured?	03 Who controls charging and balances?	04 How fast can a new offer be launched?
05 How are sales channels and embedded services managed?	06 What data supports pricing, margin & decisions?	07 Who manages suspension and reactivation?	08 Can the model support B2B, B2B2X & MVNE-style growth?

— If these answers are unclear — the MVNO may be buying launch speed at the cost of future flexibility.

Let's review your MVNO launch & monetization model.

Avante helps MVNOs launch fast, keep monetization control and scale beyond basic connectivity.

01

Are your launch assumptions clear?

Host integration · BSS/OCS/CRM boundaries · MVP scope

02

Can you control growth after launch?

Products · pricing · revenue · margin · partners · customer value

03

Is your setup ready to scale?

B2B · partner ecosystem · multi-brand · MVNE-style growth



BOOK A SESSION

30-minute MVNO Monetization
Readiness Session

Review host integration assumptions, BSS/OCS/CRM boundaries,
launch risks and minimum MVP scope.

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