



# An Interview with Charles Rutstein, CEO

OPENSIGNAL IS THE LEADING PROVIDER OF DATA-BACKED INSIGHTS TO ILLUMINATE GLOBAL NETWORK PERFORMANCE AND SUBSCRIBER CHURN.

**Charles, you recently returned to Opensignal as CEO. What brought you back and what excites you most about where the company is heading?**

Returning to Opensignal was a deeply intentional decision. Over the last several years, the connectivity industry has undergone a profound shift. As consumers, we've become more dependent on mobile connectivity, broadband, Wi-Fi and smart home ecosystems to run our lives, and expectations for seamless reliability have never been higher. Operators are under pressure not only to manage networks but also experience, which is now the currency of retention and growth.

What excites me is we are no longer just measuring networks or analysing subscribers in isolation. We're combining subscriber analytics, real-world network experience and pricing intelligence across markets worldwide. This puts us in a position to help operators not only understand what is happening today, but to predict and influence customer behaviour tomorrow.

The industry has reached a point where experience, value perception and price sensitivity all intersect, and that is exactly where we are focused.

**Opensignal has moved beyond its original mission of measuring mobile experience. How would you describe this evolution?**

Opensignal brought unmatched global network experience measurement and credibility.

At its core, Opensignal has always believed real-world experience matters more than laboratory metrics. But the industry's needs have evolved and so have we.

Today, Opensignal offers a portfolio spanning engineering, marketing, customer analytics and household experience, something no other player provides at global scale. What once began with independent reporting has grown into a unified platform for understanding how networks perform and how subscribers feel those networks.

This evolution is aligned with where the industry is headed: toward a future where experience is the product and analytics are the foundation of commercial strategy.

### **What trends are driving demand to Opensignal Subscriber Analytics becoming central to the company's strategy?**

Operators around the world are realising traditional KPIs do not tell the whole story. You can meet technical targets and still lose customers because churn is driven by lived experience, expectations and alternatives.

What is driving demand is the need to answer predictive questions:

- Which customers are likely to leave and why?
- Is churn driven by experience, price, or competitive pressure?
- Where should we invest in the network to change customer behaviour?

In the US, for instance, we're working with a carrier which used our products to pinpoint neighbourhoods where customer experience was deteriorating. It was able to take targeted engineering and marketing actions resulting in a measurable reduction in voluntary churn.

Globally, we're seeing operators embrace this shift. They want to do fewer blanket campaigns and more precise interventions. And they want to invest in network improvements which meaningfully shift customer satisfaction. That is exactly what subscriber analytics unlocks.

### **So, what you are saying is that operators are moving toward personalised and localised marketing. How is this changing their strategies?**

Absolutely, localised and personalised marketing has become a strategic necessity. Operators are realising national averages and broad campaigns no longer resonate with customers whose experiences vary street-by-street and neighbourhood-by-neighbourhood. Precision matters now.

### **How does AI fit into this evolution?**

AI is a multiplier for everything we do. It enhances scale, accuracy and efficiency, but it is only as good as the data feeding it. I think the world is beginning to recognise that the

most powerful AI will be created by those with the best proprietary data for training. And we have that data.

We're not using AI as a buzzword, we're using it to magnify our impact, helping operators act faster, smarter and more efficiently.

### **What do you think is the biggest opportunity for operators in 2026?**

The biggest opportunity lies in transforming network experience into a direct driver of revenue growth, and this requires a closer partnership between technical and go-to-market sides of the operator ecosystem.

Historically, engineering focused on network excellence, while marketing focused on communication and brand. But today, experience is the brand. Customers stay, upgrade and advocate when their daily connectivity feels consistently strong and reliable. They hop to a competitor when experience suffers or another carrier offers them a better deal. We can identify both scenarios, allowing operators to fine-tune their networks and their promotional strategies.

Operators which connect networks, subscribers and homes into a unified and seamless experience will define the next decade of growth.

### **What message would you share with operators heading into MWC Barcelona 2026?**

Experience is no longer just a KPI, it is the foundation of competitive advantage.

Operators which can understand, predict and shape subscriber experience will lead their markets.

I encourage every operator to:

- Use experience analytics as a retention lever
- Empower marketing with real, network-verified truth
- Empower engineering with insights tied to business outcomes
- See the customer journey across mobile, Wi-Fi and fixed as one connected story
- Invest in analytics which unify the organisation around subscriber value
- Dive deep at the local level to truly understand subscriber experience and sentiment

Experience is at the core of everything Opensignal is building and we are only at the beginning.