



Proven Business Impact

This case study was selected in August 2026 by an independent panel of CXPA judges for recognition of its demonstration of the positive business impact created through a customer experience focus.

CXPA Proven Business Impact: Salamanca Solutions International - Turning a Disruptive App Migration into a More Engaging Digital Ecosystem

Company Overview

Salamanca Solutions International develops digital solutions for organizations across Latin America, the Caribbean, Europe, and the United States. Beginning in 2023, the company led the development of ALVA, a "super app" designed to expand the digital relationship between telecommunications provider VIVA and its subscribers.

What began as a free-browsing experience evolved into a broader digital ecosystem incorporating telecommunications services, payments, entertainment, games, benefits, and other services within one application.

Business Challenge

VIVA's existing mobile application was primarily transactional, allowing customers to complete tasks such as checking balances, purchasing services, and making payments. ALVA offered a broader experience but had attracted a limited user base and was not growing at the expected rate.

Salamanca Solutions International concluded that operating the applications separately limited adoption. In late 2024 and early 2025, the organization began combining them into one platform: the Viva App Powered by ALVA.

The migration presented several challenges:

- Customers had established habits and expectations around the legacy application.
- Internal processes and workflows were not designed to support a more complex digital ecosystem.
- The transition needed to protect the revenue generated through VIVA's digital channel.
- Customer-reported issues needed to be identified and resolved quickly at a scale the organization had not previously managed.
- Success had traditionally been judged by whether solutions launched on time, rather than by the experience they ultimately created for customers.

The company needed to complete the migration, restore customer confidence, increase engagement, and demonstrate that the expanded platform could support stronger customer and business outcomes.

The Initiative: Building a Unified Digital Ecosystem

The migration to the Viva App Powered by ALVA was completed in June 2025, introducing millions of subscribers to a substantially different application.

The unified app combined VIVA's established telecommunications functions with a customizable digital environment containing native and external mini apps. Customers could access shopping, streaming, games, payments, and other digital offerings from one location. Gamification encouraged recurring engagement by allowing customers to accumulate points and exchange them for benefits.

The platform was also intended to create new revenue opportunities through advertising and services extending beyond traditional telecommunications usage.

However, the scale and speed of the migration initially created significant customer friction. Customers encountered unfamiliar journeys, lost access to certain features they valued, and reported technical and experience-related problems. Customer sentiment, Net Promoter ScoreSM (NPS[®]), and the app's Play Store rating declined sharply.

Salamanca Solutions International responded by establishing a dedicated team that worked continuously to identify and resolve customer-reported issues. The company gathered feedback from contact center interactions, social media, Play Store reviews, customer sentiment measures, and application usage and performance data.

Technical and CX teams worked together to address immediate incidents while investigating underlying platform problems. The organization also reassessed the redesigned experience, restoring useful functionality from the legacy application rather than assuming every previous feature should be replaced. Real-time monitoring allowed teams to track adoption, engagement, sentiment, and technical performance as improvements were introduced.

Shifting From On-Time Delivery to Customer Outcomes

Previously, development had followed what the submission described as a "time-centric" model: delivering the solution on schedule was the principal measure of progress. The migration demonstrated that meeting a launch date did not ensure that customers would understand, accept, or value the resulting experience.

The organization began adopting a more customer-centered approach in which customer perceptions, behaviors, and outcomes informed development priorities. The team used customer feedback and operational data to identify friction, preserve elements of the previous experience that customers valued, and improve the new platform iteratively.

Proven Business Impact

Supported stronger customer relationships and business performance

- Churn among Viva App users was four times lower than among VIVA's overall telecommunications subscriber base.
- Average revenue per user among Viva App users was 1.3 times higher than among the overall subscriber base.
- The results demonstrated a strong relationship between app engagement, subscriber retention, and customer value.

Expanded adoption and recurring engagement

- The Viva App Powered by ALVA reached 200,000 monthly active users.

- Monthly active users increased to 3.8 times the original ALVA baseline, while daily active users increased to 3.5 times the baseline.
- App stickiness increased from 25.1% before the initiative to 28% following implementation.
- Increased recurring use expanded the platform's available advertising inventory and its ability to support services beyond traditional telecommunications transactions.

Restored customer sentiment following a difficult migration

- Net sentiment, which fell as low as -95 during the migration, subsequently improved to +10.
- NPS® declined from 24 before the migration to -32 during the transition before recovering to 20 as the platform stabilized.
- The results showed substantial recovery following the migration, although NPS® had not yet fully returned to its pre-migration level.

Improved public app ratings

- The Play Store rating declined from 2.65 before the migration to 1.9 during the transition, then rose to 4.6 following the organization's stabilization and improvement efforts.
- The final rating exceeded both the migration low and the rating recorded before the applications were combined.

Created a foundation for new revenue streams

- Greater monthly and daily use expanded the audience available through the platform's advertising inventory.
- The unified ecosystem created opportunities to generate value through payments, content, benefits, financial services, advertising, and other offerings beyond telecommunications consumption.
- The submission did not report a quantified amount of new revenue generated through these channels.

Key Lessons

Salamanca Solutions International's experience demonstrates that a technically successful migration can still create substantial customer disruption when established habits, valued functionality, and change readiness are not fully considered.

- Treat a major platform migration as an experience transformation, not solely a technical integration.
- Understand customers' existing behaviors before asking them to adopt a substantially different journey.
- Map the current and desired experiences, including moments of truth, pain points, and features customers already value.
- Do not discard useful legacy functionality simply because a platform is being redesigned.
- Monitor customer feedback and operational performance in real time during a major transition.
- Include unstructured feedback, such as app-store reviews and social media comments, alongside formal customer measures.
- Establish cross-functional mechanisms for identifying and resolving issues quickly.
- Evaluate success through customer perceptions and behaviors, not simply whether a solution launched on schedule.

- Expect adoption to require iteration, particularly when customers are being asked to change established digital habits.
- Measure customer outcomes alongside engagement and financial performance.

Core Business KPIs Impacted

Monthly active users; daily active users; app stickiness; subscriber churn; average revenue per user; net sentiment; Net Promoter Score; Play Store rating; advertising inventory; and digital-channel engagement.

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