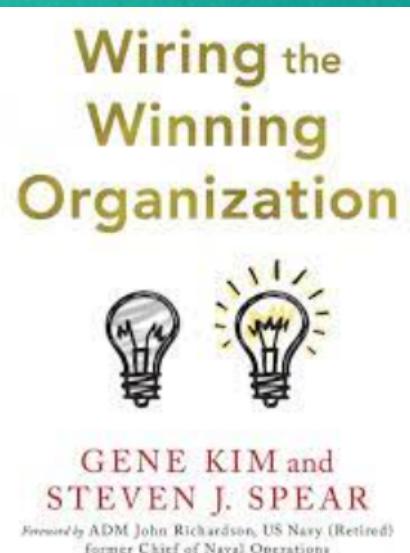




Rewiring the TelCo Operating Model: Learnings from Telenet



**ENTERPRISE
TECH LEADERSHIP
SUMMIT**

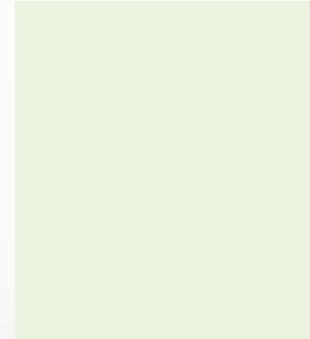


Barbara Arnst

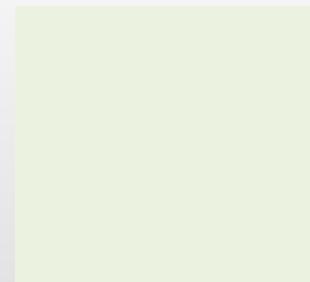
- Telenet's Agile Journey I starting point



- Leadership Mind-set Shifts

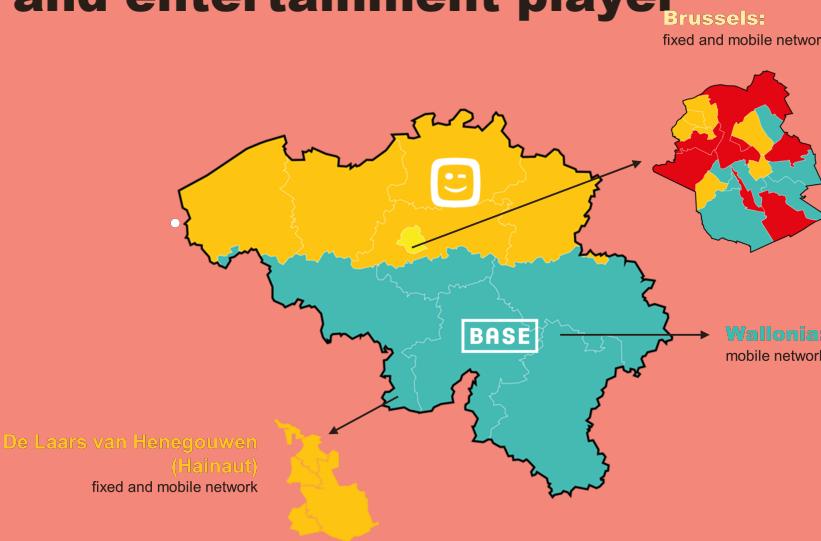


- Telenet's Agile Journey I learnings



AGENDA

Leading Belgian telecom and entertainment player



3560
employees



Average age
38



37 nationalities



**Responsible employer who
nurtures talent and promotes
diversity and inclusion**

**Innovative solutions
that make all the
difference, for
consumers and**



One connection
with total freedom,
at home (via Wi-Fi)
and out and about
(via 4G/5G)



Everything in a
single bundle that
business customers
can compose
themselves



Mobile
subscriptions for
private individuals,
self-employed and
other businesses

**We are
at the heart of
society**



Essential
Internet FIVE
Essential
Internet TEN



**Inspiring entertainment
built on a strong local
and international media
& entertainment
ecosystem**



Ads & Data
We un-waste



Telenet scaled Agile in 2020, using the Spotify model



Pilots



'TEST & LEARN'

2019

Preparation



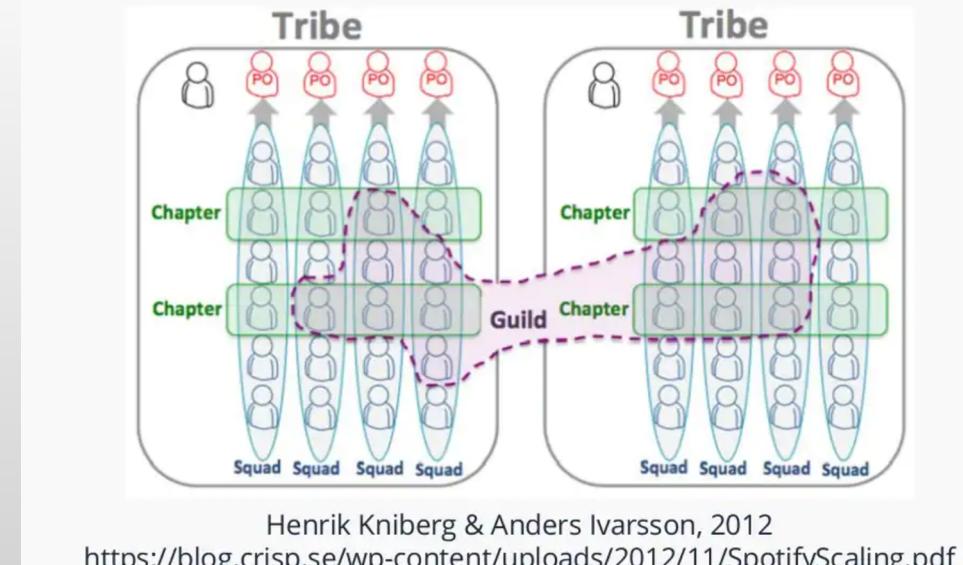
'PREPARE THE JUMP'

Early 2020

Scale-up



'TAKING THE LEAP':
150 TEAMS MOVED TO AN
AGILE WAY OF WORKING



Henrik Kniberg & Anders Ivarsson, 2012

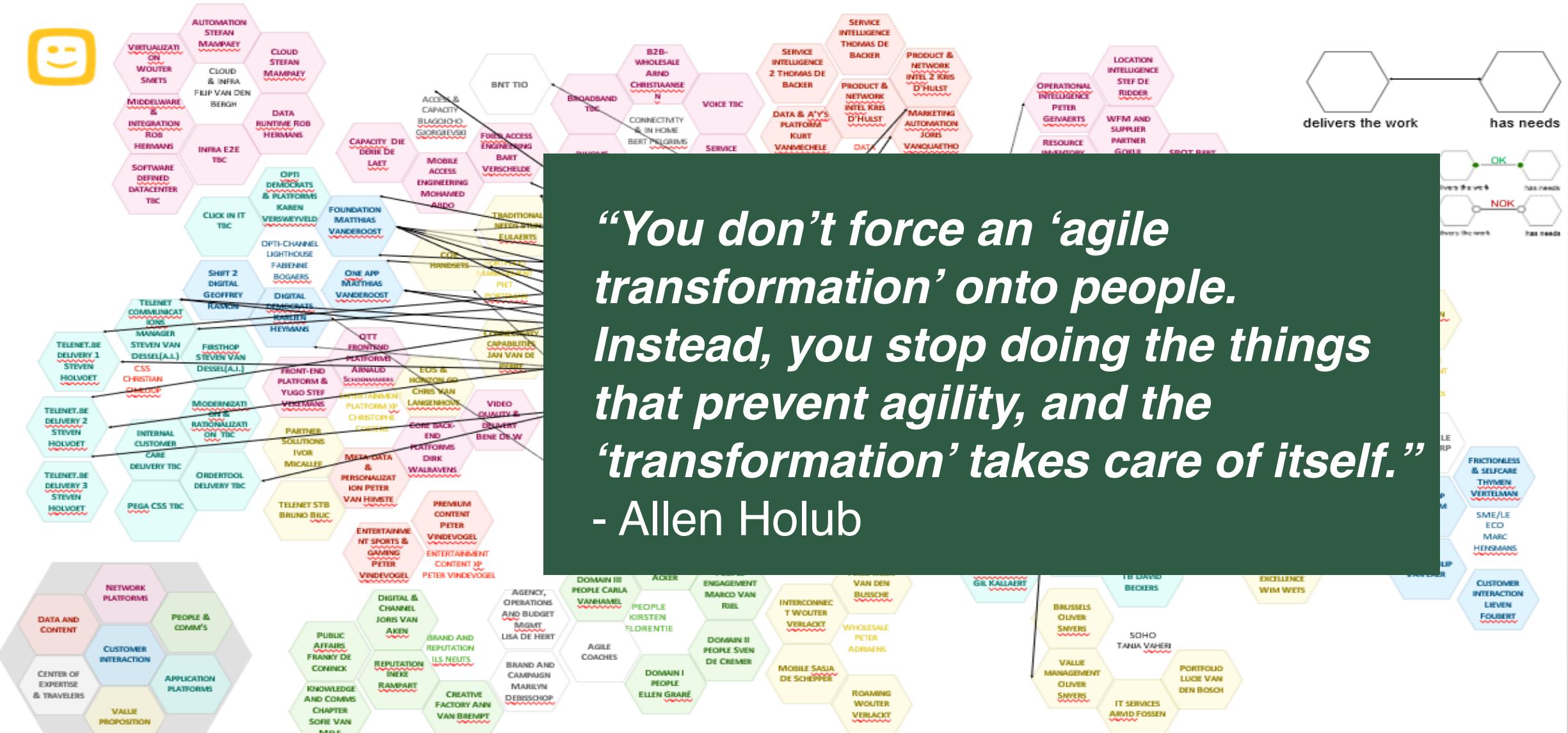
<https://blog.crisp.se/wp-content/uploads/2012/11/SpotifyScaling.pdf>

Learnings after 2 years

- The **Agile business outcomes** matter more than ever
- We would never go back: Agile has become part of **Telenet's DNA**
- But also, **structural frictions** in our model
- For many employees, **Business Agility** still felt far off ...



2023 OpMo Reset I from Agile 1.0 to Agile 2.0



“You don’t force an ‘agile transformation’ onto people. Instead, you stop doing the things that prevent agility, and the ‘transformation’ takes care of itself.”

2023 OpMo Reset | Agile 2.0 starts from our strategy

**Determined
to Deliver
& Delight**



We
guarantee
you're
always
connected.



We
guide you
to your
favorite
entertainment.



We
organize
the
smooth running
of your
digital home,
business
& life.



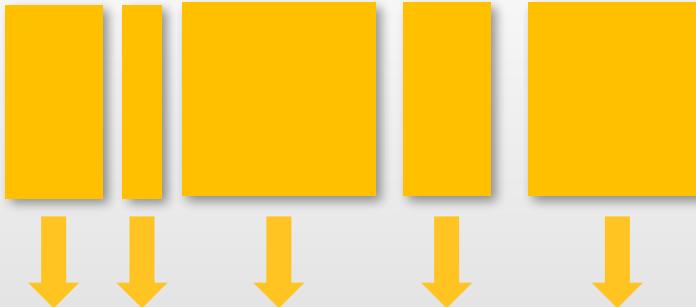
We
go all
the way
for
you.

Agile 2.0 generic ‘tribe’ structures I

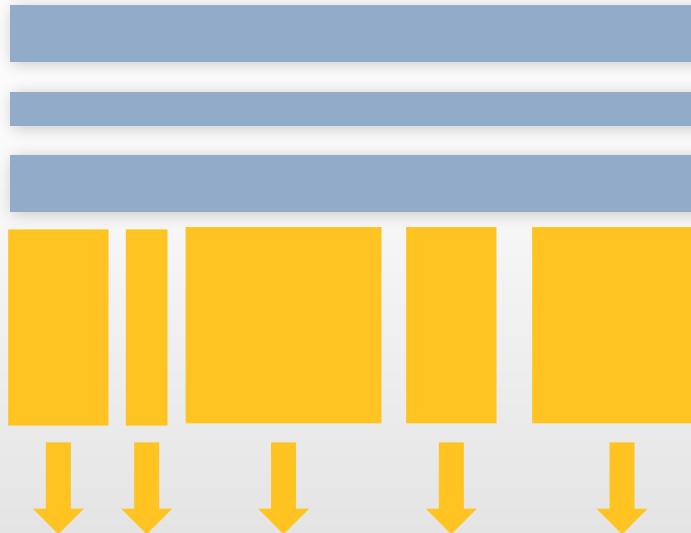
Reorient the entire organization towards the Customer



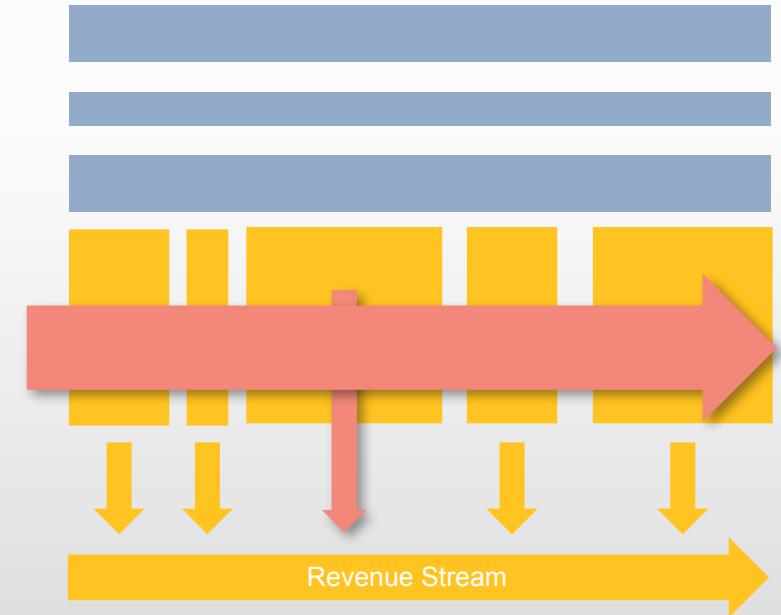
Customer tribes



Platform tribes

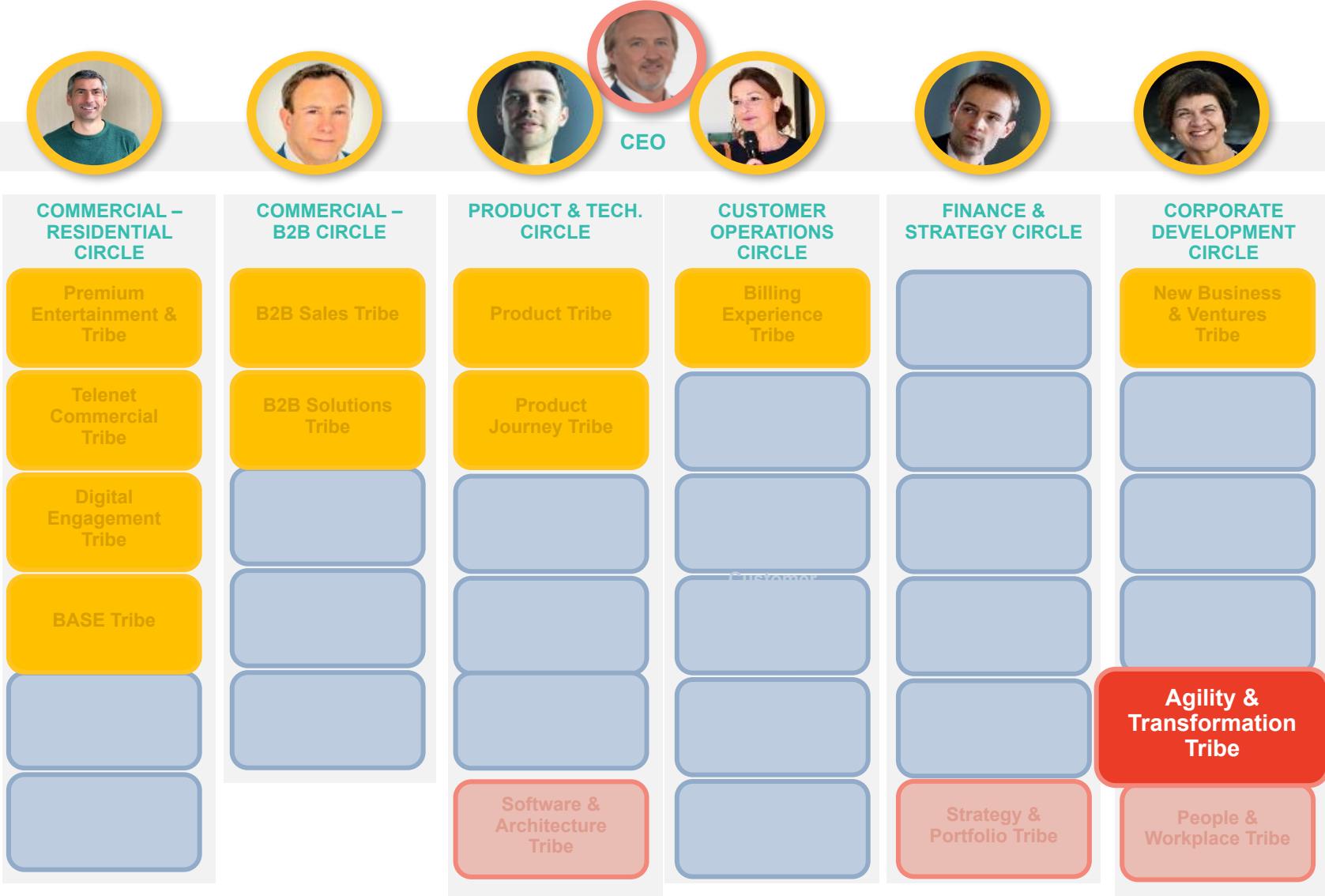


Enterprise tribes



Telenet's Agile 2.0 structure I

The - *radically different* - OpMo went live early 2023



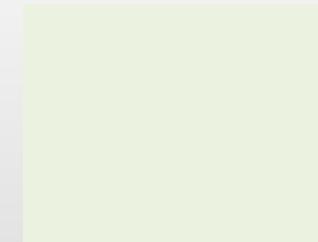
- Telenet's Agile Journey I starting point



- Leadership Mind-set Shifts

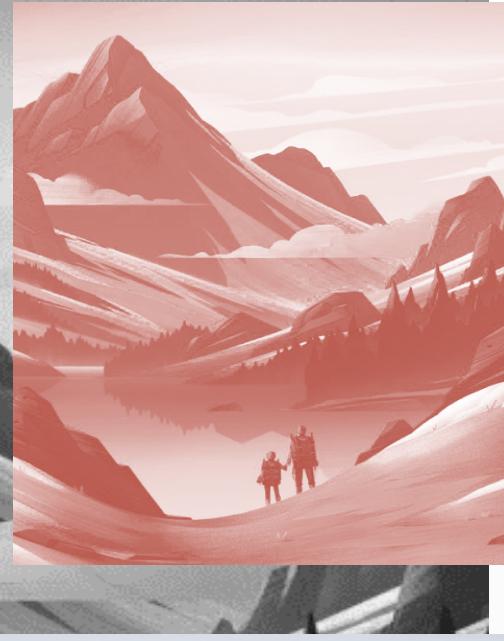
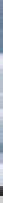


- Telenet's Agile Journey I learnings



AGENDA

Looking back now I A lot needed to come together



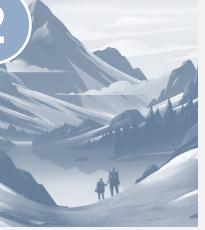
Leadership Mind-set shifts

1



From **Managing** teams to **Owning** your Customers

2



From **Pushing** requirements to **Pulling** services

3



From **Executing** projects to **Collaborating** on missions

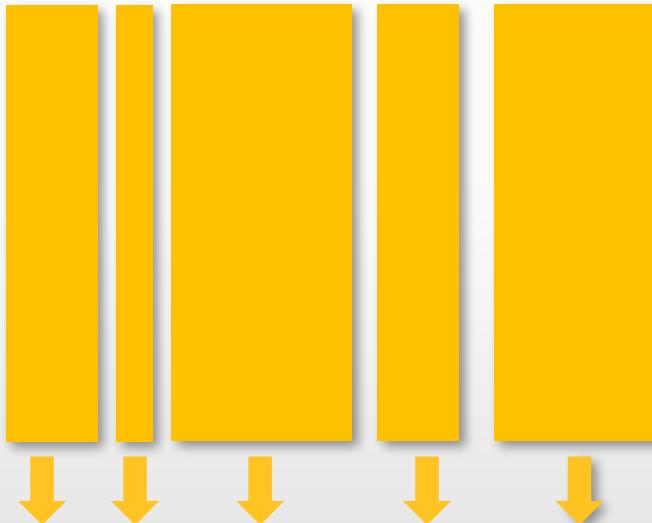
4



From **Tolerating** to **Architecting** the Operating Model

Mind-set shifts I from “*managing*” to “*owning*”

Customer Tribes



THE IDEA



- Reorient the **business towards the customer**
- **End-to-end lifetime ownership** of a Tribe's products, including innovation, change and BAU operations

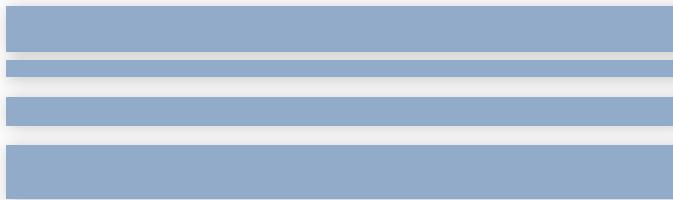
THE MIND-SET SHIFT



- **From a mind-set of certainty:** following a plan, being in control, replicating past successes
- **To a mind-set of discovery:** playing to win, embracing risk, fostering innovation and continuous experimentation, testing, and learning

Mind-set shifts I from “*pushing*” to “*pulling*”

PLATFORM TRIBES



THE IDEA



- **No more IT Dep’t** – software and tech is federated across the company
- Platforms tribes **offer a common service** that can be consumed by all tribes in the company

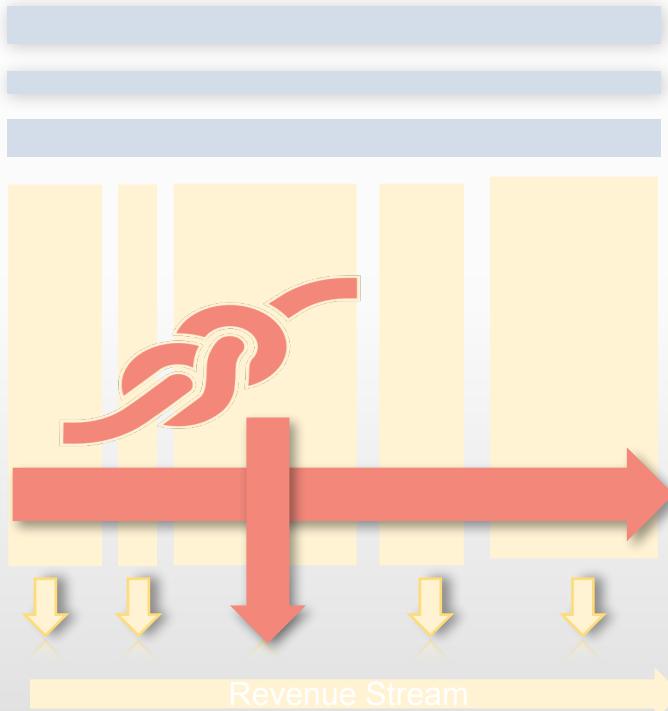
THE MIND-SET SHIFT



- From Business teams “*pushing*” requirements to “*pulling*” a **common service**
- (*Or, From Platform teams fulfilling requirements to delivering a service to internal customers*)

Mind-set shifts I from *Managing Projects* to *Partnering*

Enterprise Tribes



THE IDEA



- Horizontal **collaboration and alignment** across **loosely coupled Product and Platform Tribes**
 - Set revenue stream directions
 - Co-create in strategic sandboxes

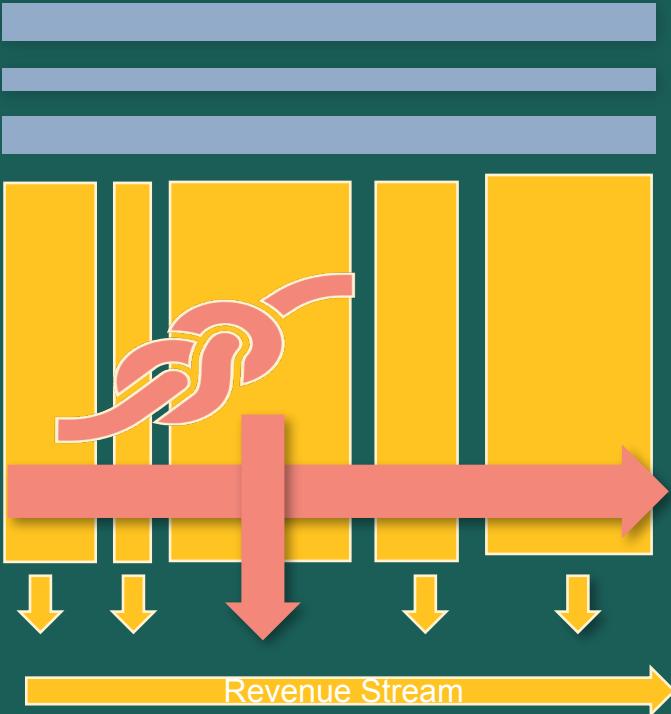
THE MIND-SET SHIFT



- From managing **scarce resources**, to partnering on **collective missions**
- Or, from “**who reports to me**” to “**who can help me**”?

Mind-set shifts I from *tolerating* to *architecting* a system

The OpMo System!



THE IDEA



- A **modular ‘operating model architecture’**
 - Supported by fit-for-purpose enterprise level guardrails and principles
 - Everything designed to optimize flow

THE MIND-SET SHIFT



- Leaders as **organizational architects**, designing and building systems that ultimately empower people
- Create the right conditions / **remove constraints**
 - Take a full **system view** (rather than locally optimizing)

- Telenet's Agile Journey I starting point



- Leadership Mind-set Shifts



- Telenet's Agile Journey I learnings



AGENDA

What did we learn?

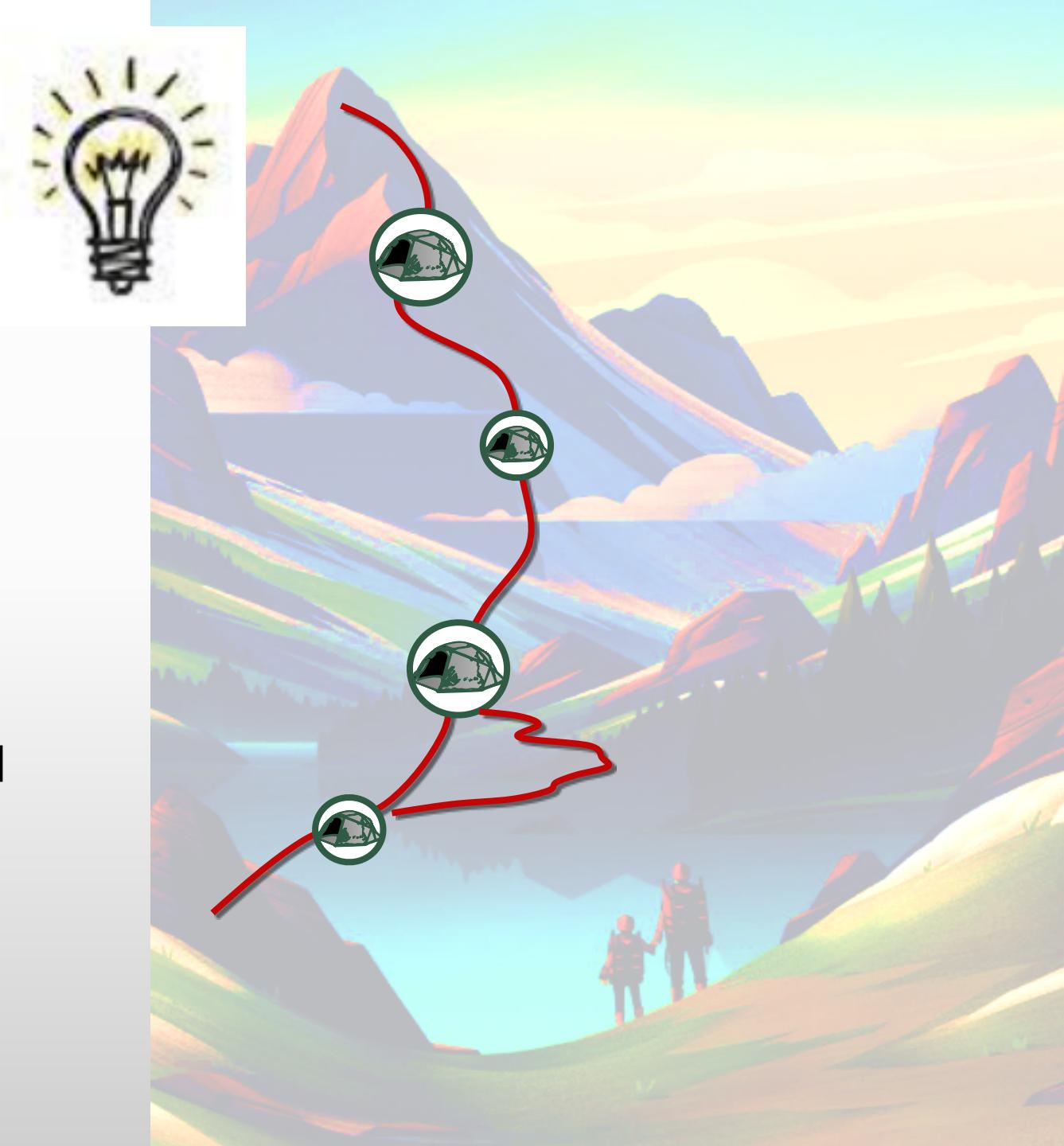
- **Firm belief** that our Agile OpMo design is very forward thinking
- **Challenge** was to inspire and enable leadership to adopt the supportive mindset and behaviors
- How can **Transformation best support** this journey?



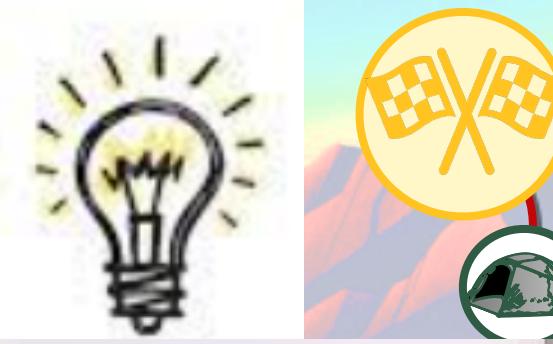
What can Transformation do?

Slow things down!

- **Deliberately pace the journey**
 - Define preset states (“basecamps”)
 - Plan time to pause at each milestone
 - Reinforce new mind-sets
 - Create space for learning
- Recognize transformation becomes **BAU** – and not a program with an end date



What can Transformation do? Amplify the “Why”



Telenet teams: Better, Faster, Stronger

How are we doing?

Our journey

End 2021
Simplify & stabilize the system (e.g. teams and backlog)

2020
Taking the leap

2019
Scaling up

2018
Scaling up

Increase levels of team autonomy

Achievement breaking of dependencies between teams

Leverage Origin and digitisation to increase delivery flow

Optimize value streams / portfolio management

COMMERCIAL–RESIDENTIAL CIRCLE

- Premium Entertainment & Tribe
- Telenet Commercial Tribe
- Digital Engagement Tribe
- BASE Tribe

COMMERCIAL–B2B CIRCLE

- B2B Sales Tribe
- B2B Solutions Tribe

PRODUCT & TECH. CIRCLE

- Product Tribe
- Product Journey Tribe

CUSTOMER OPERATIONS CIRCLE

- Billing Experience Tribe

FINANCE & STRATEGY CIRCLE

- Strategy & Portfolio Tribe

CORPORATE DEVELOPMENT CIRCLE

- New Business & Ventures Tribe
- Agility & Transformation Tribe
- People & Workplace Tribe

It's been an intense journey!

Moving From the Danger Zone to the Winning Zone Through Slowification, Simplification, and Amplification

I firmly believe we are in a strong position now, not only in terms of clarity of where we want to go to, but also in how we will get there. Our Operating Model empowers our Tribe leads with all the means to be successful and deliver their ambitious customer promises. They can also fluidly adapt where needed, ensuring sustained success of the model.

John Porter, CEO
Telenet



Help I'm looking for

- How to **deliberately slow down** the transformation (vs keeping up the results pressure)?
- How to **amplify** the 'lean forward, creative **mind-sets**'?

Thank you!

Barbara.arnst@telenetgroup.be



**Thank
You!**

