

From Agile 2.0 to "+AI": Telenet's unfiltered journey

IT REVOLUTION

ENTERPRISE
TECH LEADERSHIP
SUMMIT



Barbara Arnst



Johan Morel



Elephant-in-the-room | the org chart is the problem!





Combination of context, strategy
and best practices



Rewiring Telenet | an ongoing transformation journey



Growth



2018

STARTING POINT
• Waterfall WoW
• Silo'ed hierarchy

2025

Agile 1.0
• "Spotify" model
• Agile thinking & practices

Agile 2.0

- Organize around outcomes
- Flexible & Product-based Team & Tribe patterns



THE COMMUNITY
FOR TECH + AI
LEADERS



- AI for outcomes, not just outputs
- Human-AI augmented teams and workflows

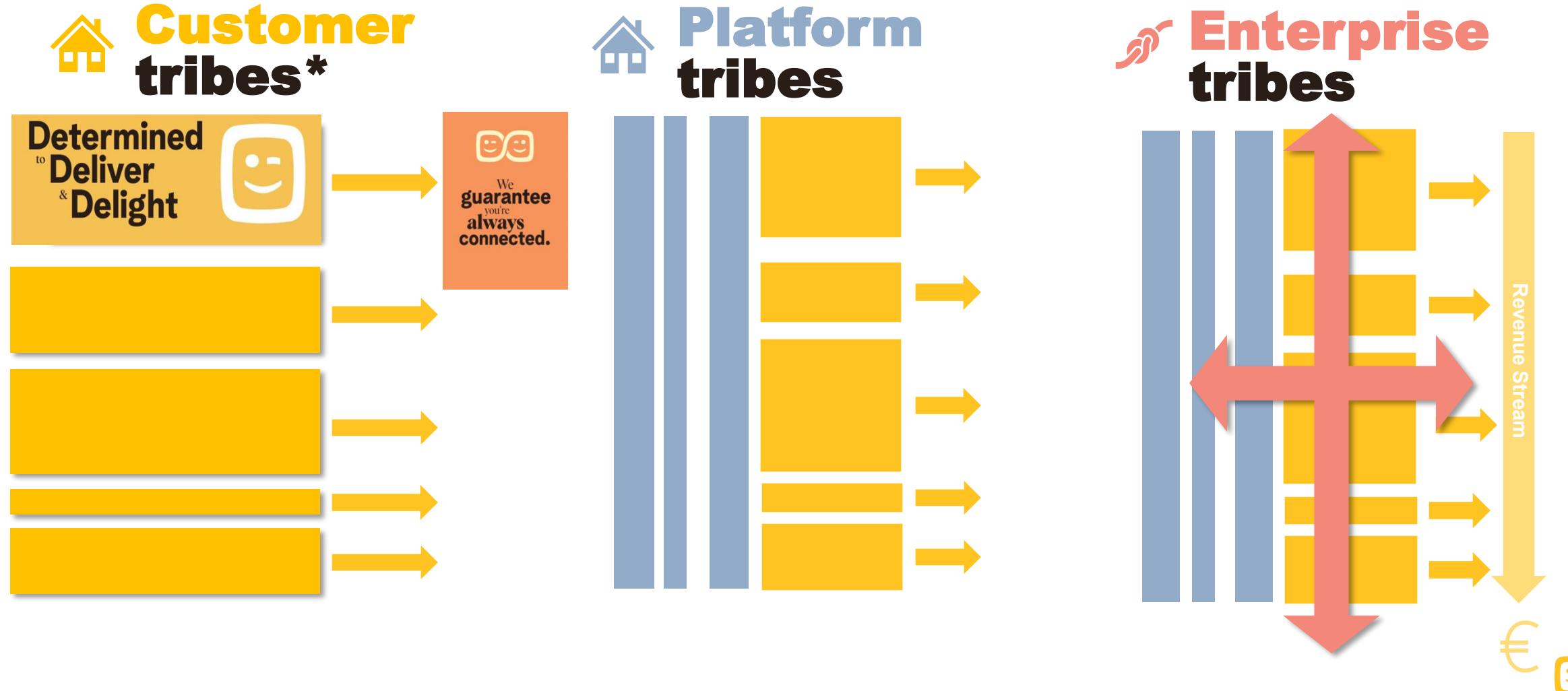
Agile, + AI

Rewiring Telenet | Agile1.0 *not* wired for outcomes and flow



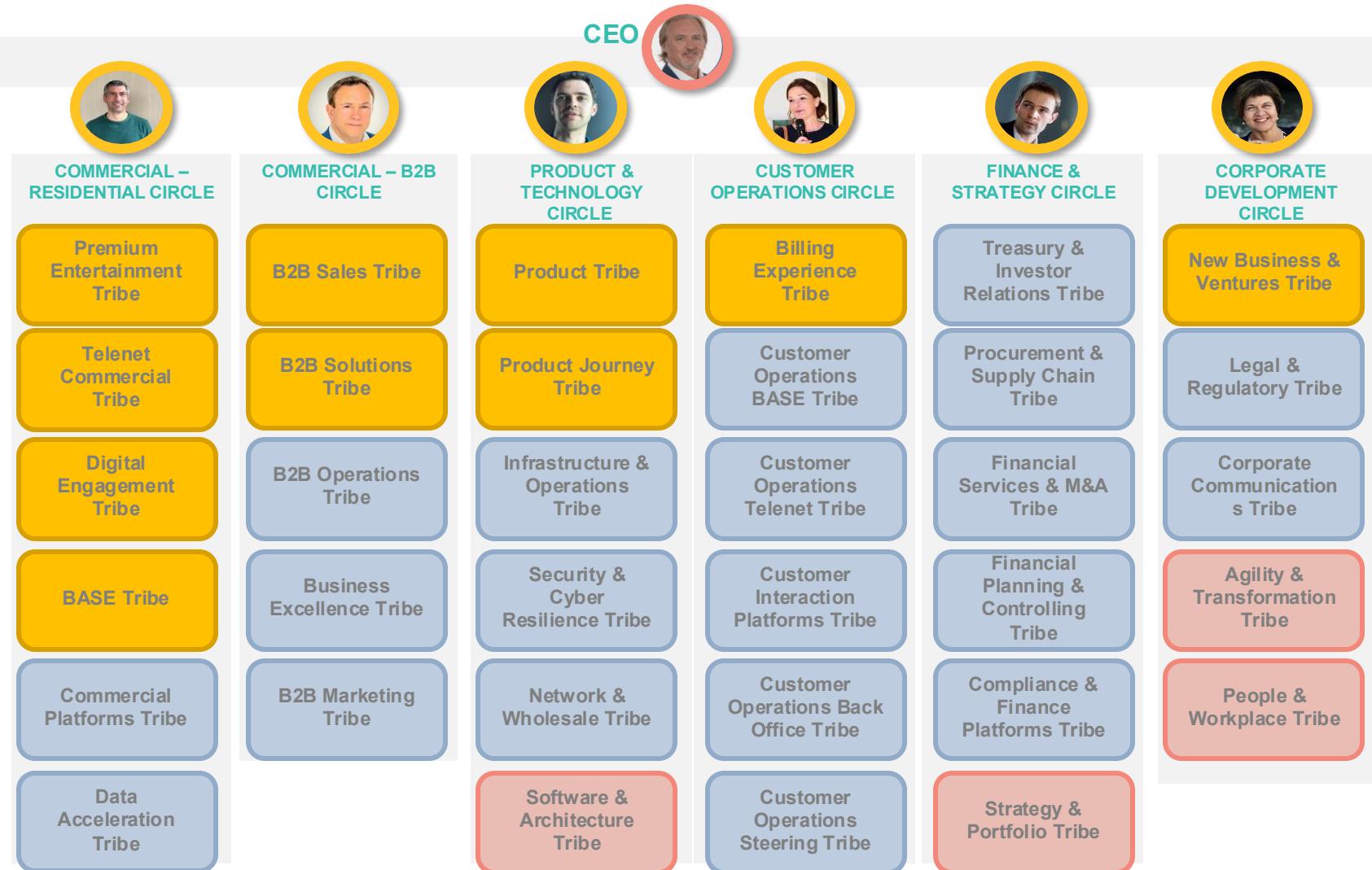
Agile 2.0 generic org patterns |

Reorient the entire organization towards Customer outcomes



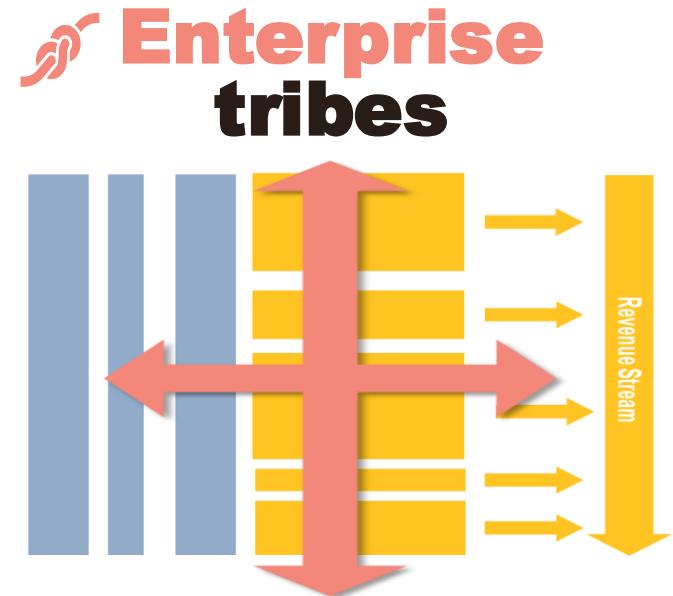
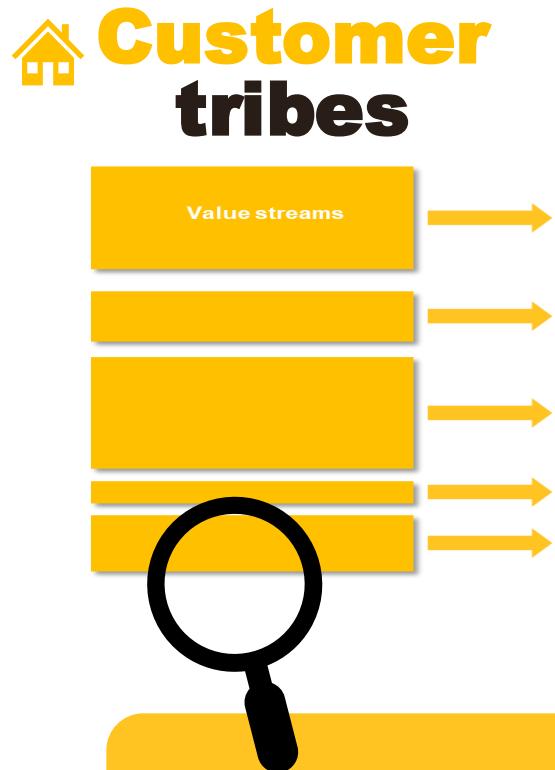
* Tribe Leads report to C-Suite, a Tribe is typically a team-of-teams with 100-150 people

From patterns to org blueprint | Agile 2.0 go live in 2023



Telenet's 2.0 model and AI |

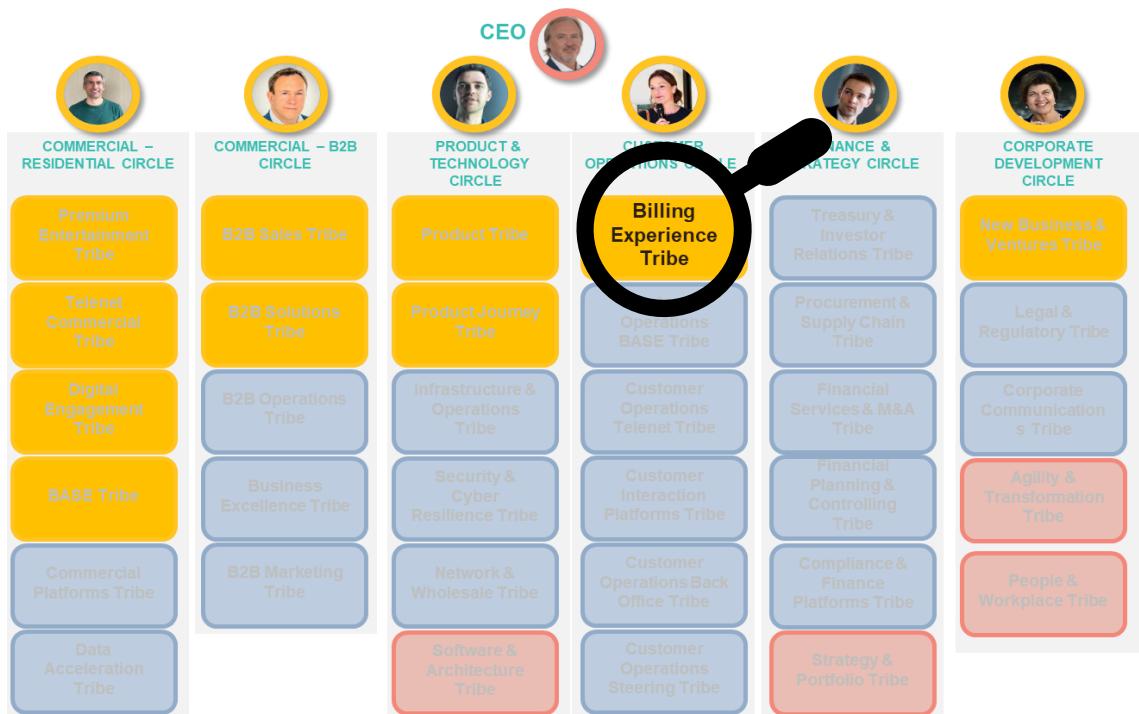
Sound foundations, but +AI brings new problems to solve



Rewire & remove “YesterWork”



Billing Experience Tribe | An End-to-End tribe taking full accountability over the Billing journeys

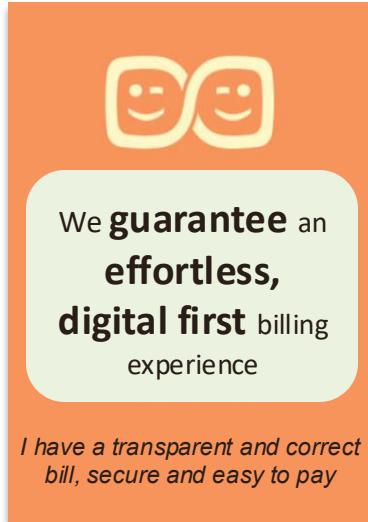


Bill the customer & Collect the money

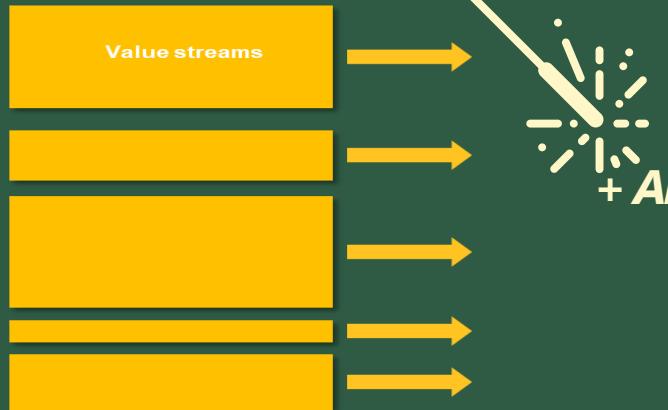
Customer experience cluster
#10 FTE

Operations cluster
#50 FTE

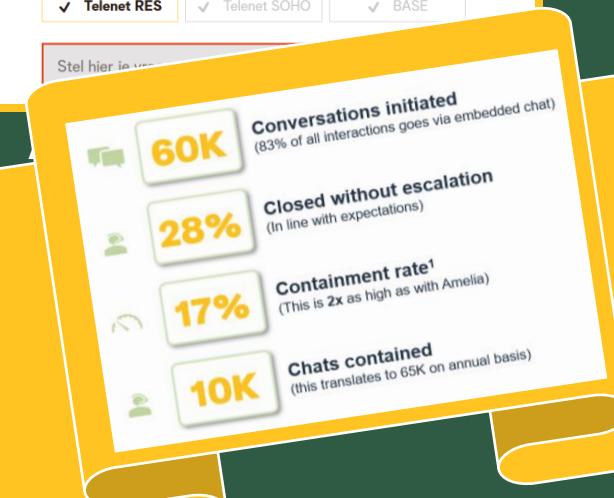
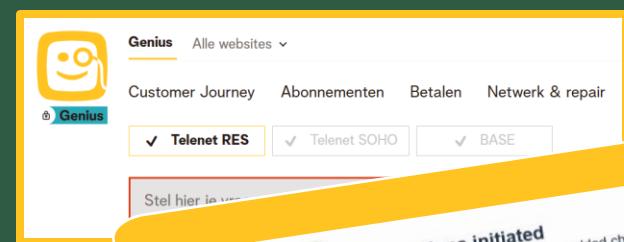
IT cluster
#50 FTE



In practice | AI in the Billing world – use cases abound!



Bill the customer & Collect the money



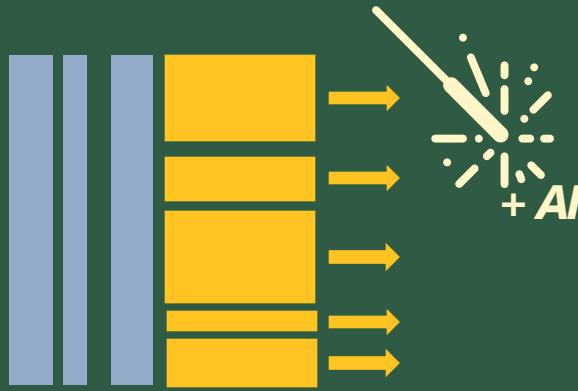
**Customer assist, target '26:
started; 28% contained**

Information
Bill clarification
Bill comparison
Outstanding balance inquiries
Payment details inquiries

- Bill fulfillment**
- Duplicate bill
 - Change bill delivery method
 - Change payment method

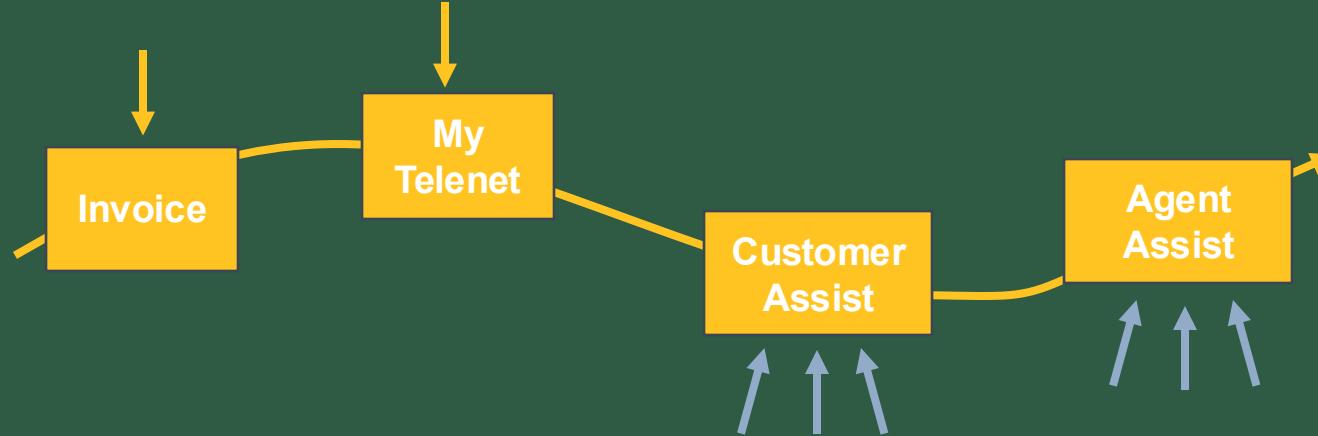
**AI use cases directly
click-in to Tribe's
customer mission**

In practice | AI in the Billing world – challenges



**Focus on
technical drops,
and managed as
one-off program**

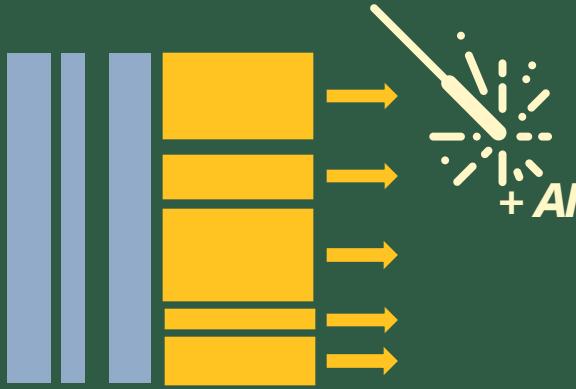
Focus on individual touchpoints, and not the e2e customer experience



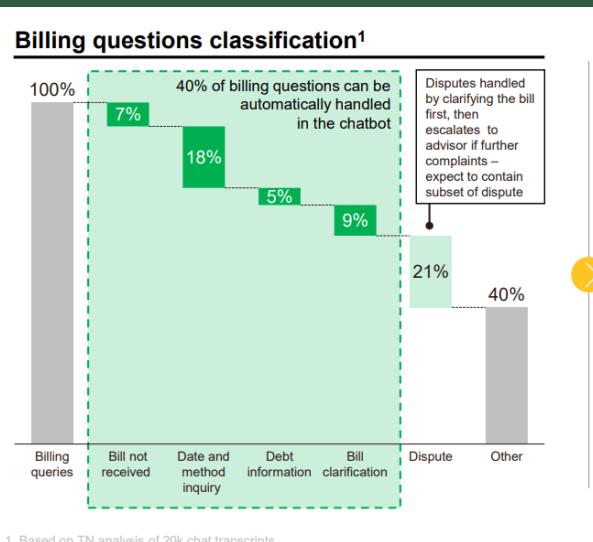
Build Lead	Use case	Description
	2025 use-case impact	FAQ chatbot, Billing, SACL redirect to self-service, ...
	Troubleshooting	Real time troubleshooting (Instant network and CPE diagnostics, troubleshooting and reset options. Ability to initiate service cases online) Beyond troubleshooting DFD
2026	FAQ phase 2 (TBD)	Revamped and expanded FAQ content to better address common customer questions
	Billing 2.0	Add: Viewing and switching payment methods. Detailed breakdown of third-party charges
	Admin	Simplified management of PIN/PUK codes & Account passwords
	Journey transparency & comm	Clear, step-by-step overview of the self-installation process during a move
	Foundational CX improvements (TBD)	Key enhancements aimed at increasing user engagement and satisfaction with the chatbot experience

Dropping technical capabilities, and not securing e2e lifecycle management

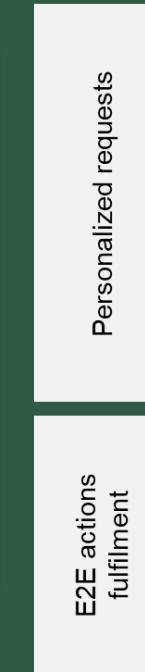
In practice | AI in the Billing world – challenges



Focus on contact avoidance, from an as-is perspective



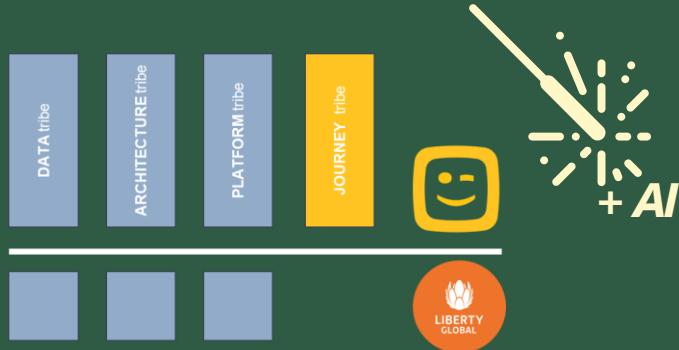
Debates on **Call Use Case selection**, instead of re-imagining the e2e bill-to-cash process



Full list of billing use-cases

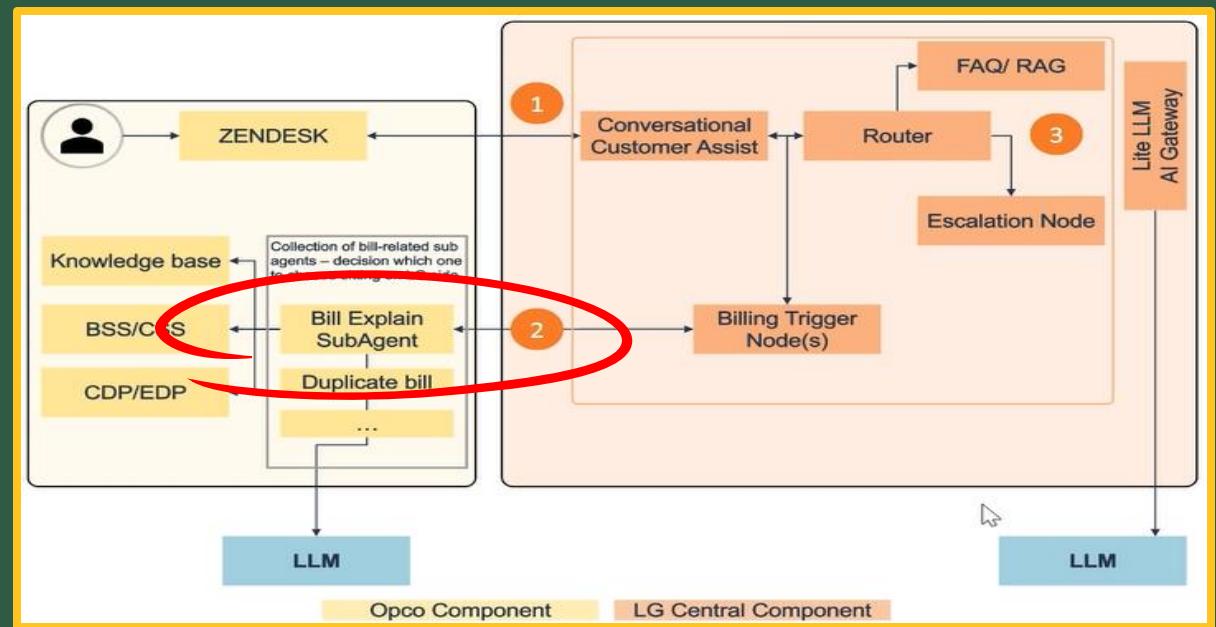
- Dispute**
e.g., I refuse to pay this 10€ additional charge on my bill
- Bill clarification**
e.g., Why do I have to pay a 5€ roaming fee?
- Bill comparison**
e.g., Why is my bill higher this month?
- Payment date & method inquiry**
e.g., When is my next bill amount due and how much is it?
- Debt information**
e.g., How much money do I still owe?
- Service restart**
e.g., I finally paid my bill, can you restart my internet subscription?
- Bill duplicate**
e.g., Can you send a duplicate of my latest bill?
- Change bill delivery method**
e.g., Can I switch to e-bill?
- Payment plan**
e.g., Can I split my bill into several smaller transactions this month?
- Change payment method**
e.g., Can you switch my payment method to direct debit?

In practice | AI in the Billing world – challenges



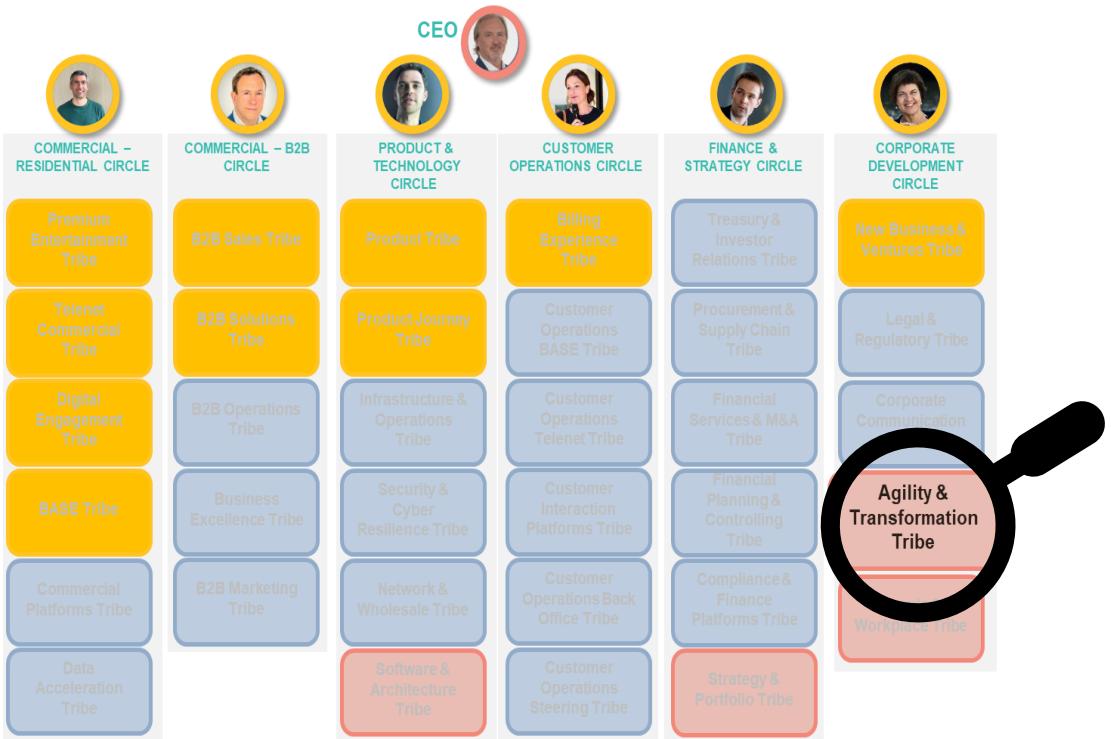
Everyone owns AI & wants to have a say, slowing things down!

Complex and long technical discussions with multiple stakeholders....

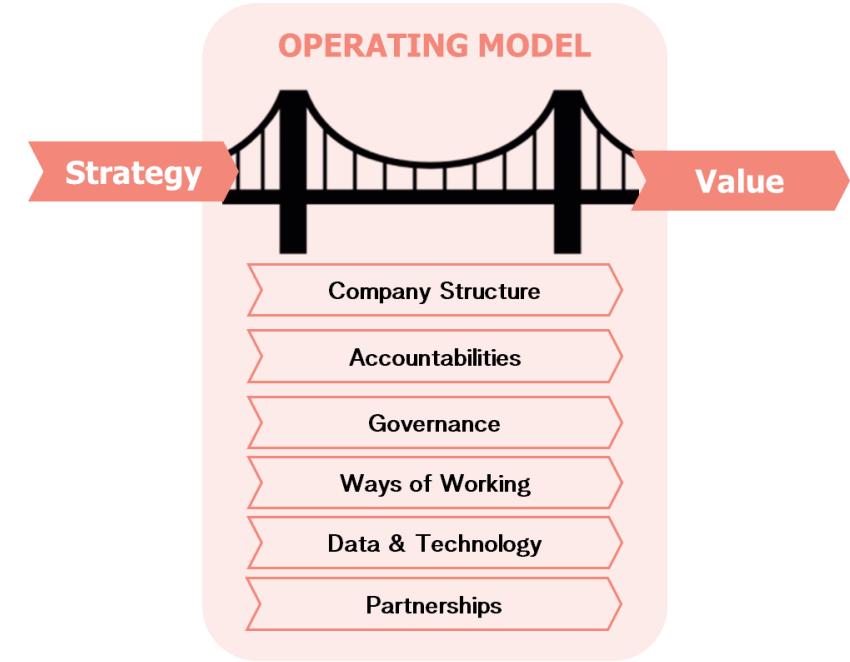


... lacking the speed and flexibility in decision making!

Agility & Transformation Tribe | Enterprise mission



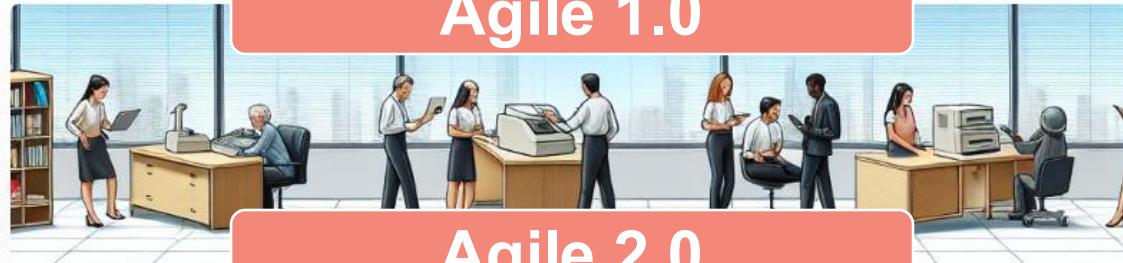
- *Enable Telenet's transformation journey through stewardship of the transformation vision, strategy and roadmap*



- *Ensure these capabilities are adopted, leveraged and evolve, while also proving their value to the company*

Sustainable & responsible (AI) Transformation |

Treat your Transformation “as-a-product” with clear outcomes



Agile 1.0



Agile 2.0

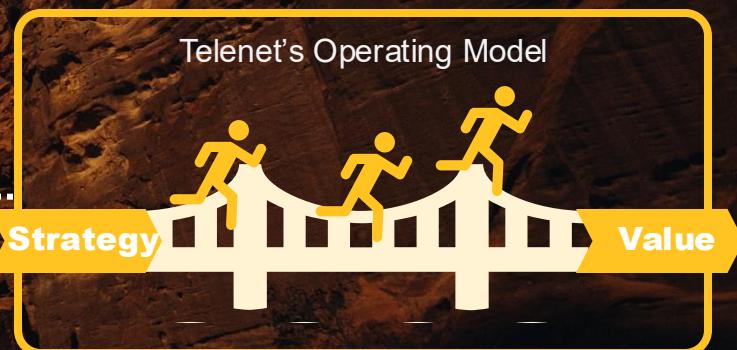


Agile, +AI

- Owned with purpose, by long-lived teams with skin-in-the-game (*vs finite programs*)
- Adapted for Telenet's unique context (*vs copying Spotify*)
- Dynamic, but grounded in current capabilities (*vs chasing consultant hypes*)



combination of context, strategy
and best practices



What can Transformation do for + AI?

Slowify!

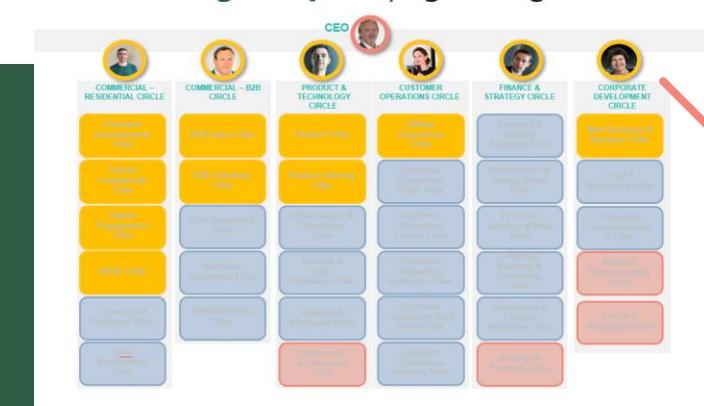


This isn't slow – it's
deliberate.
There's a difference!



What can Transformation do for + AI?

Simplify!



First shot at our AI team patterns – designed for trust, not just efficiency

Emerging human-AI team patterns | also no-go zones

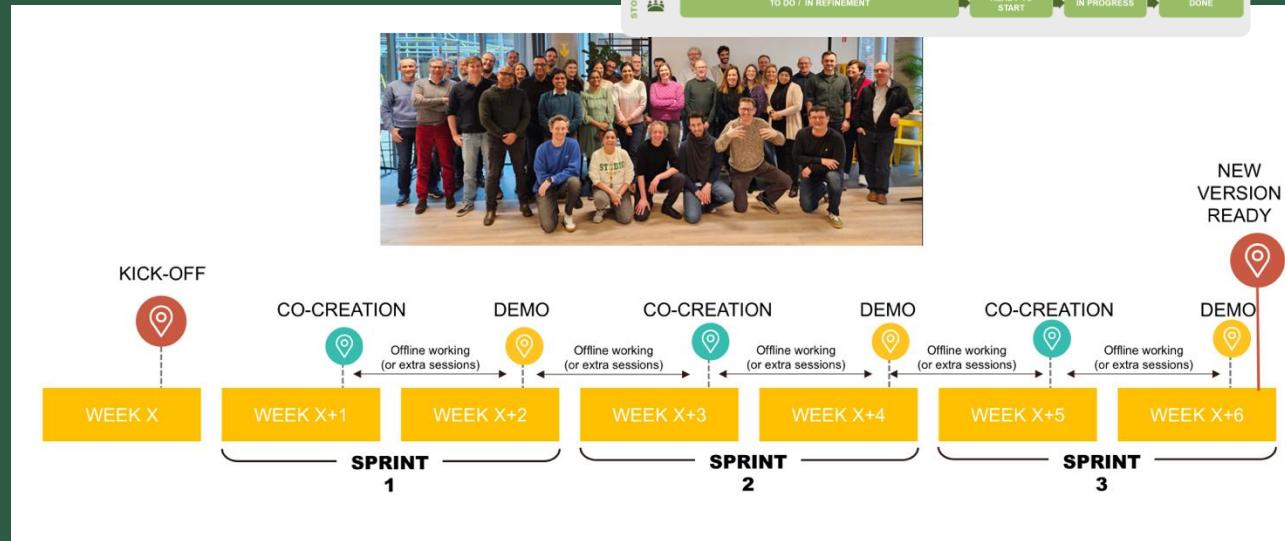


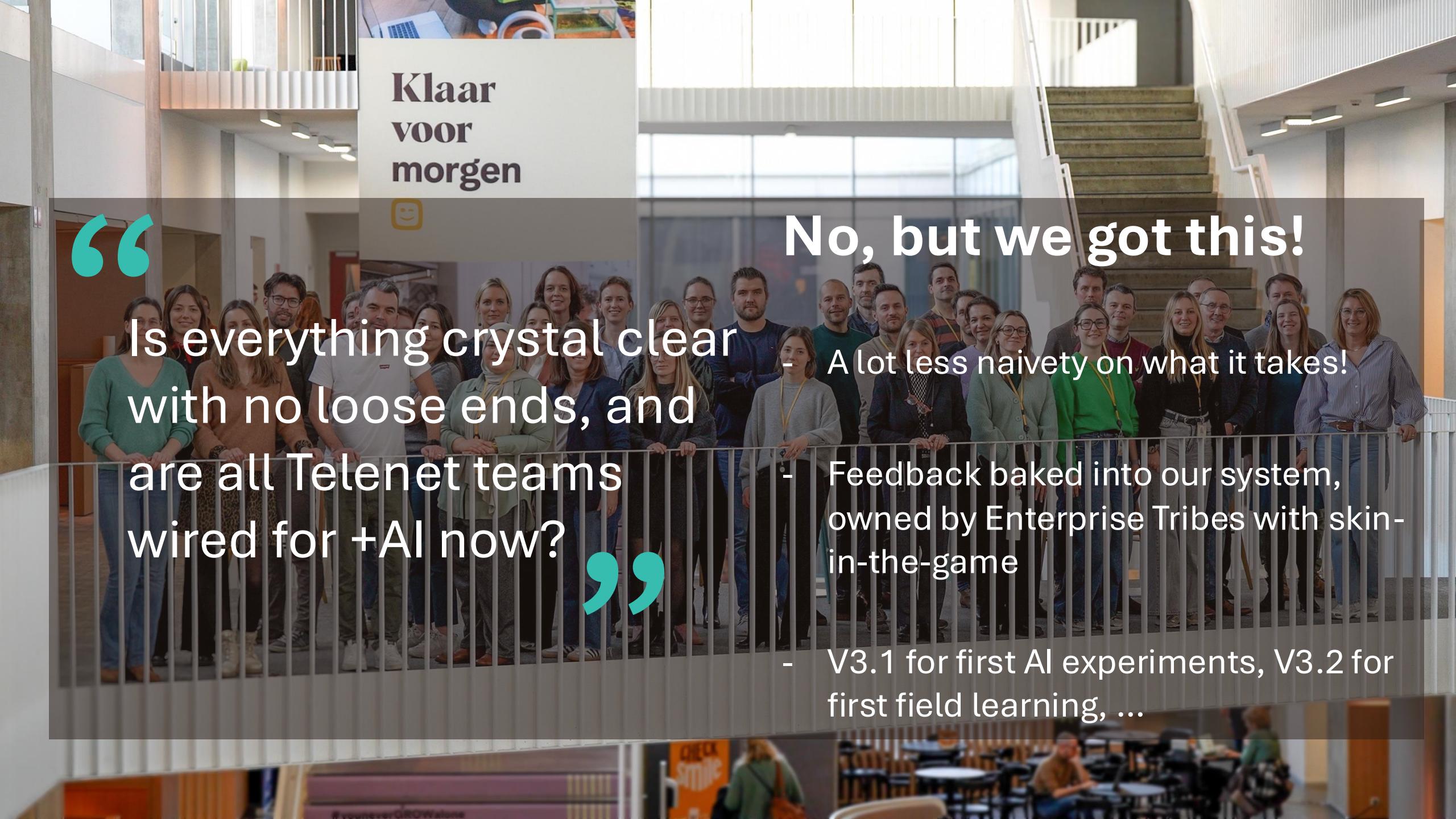
What can Transformation do for + AI?

Amplify!



We don't ignore –
but amplify.
Deploy, with consent,
not mandates





Klaar
voor
morgen

“

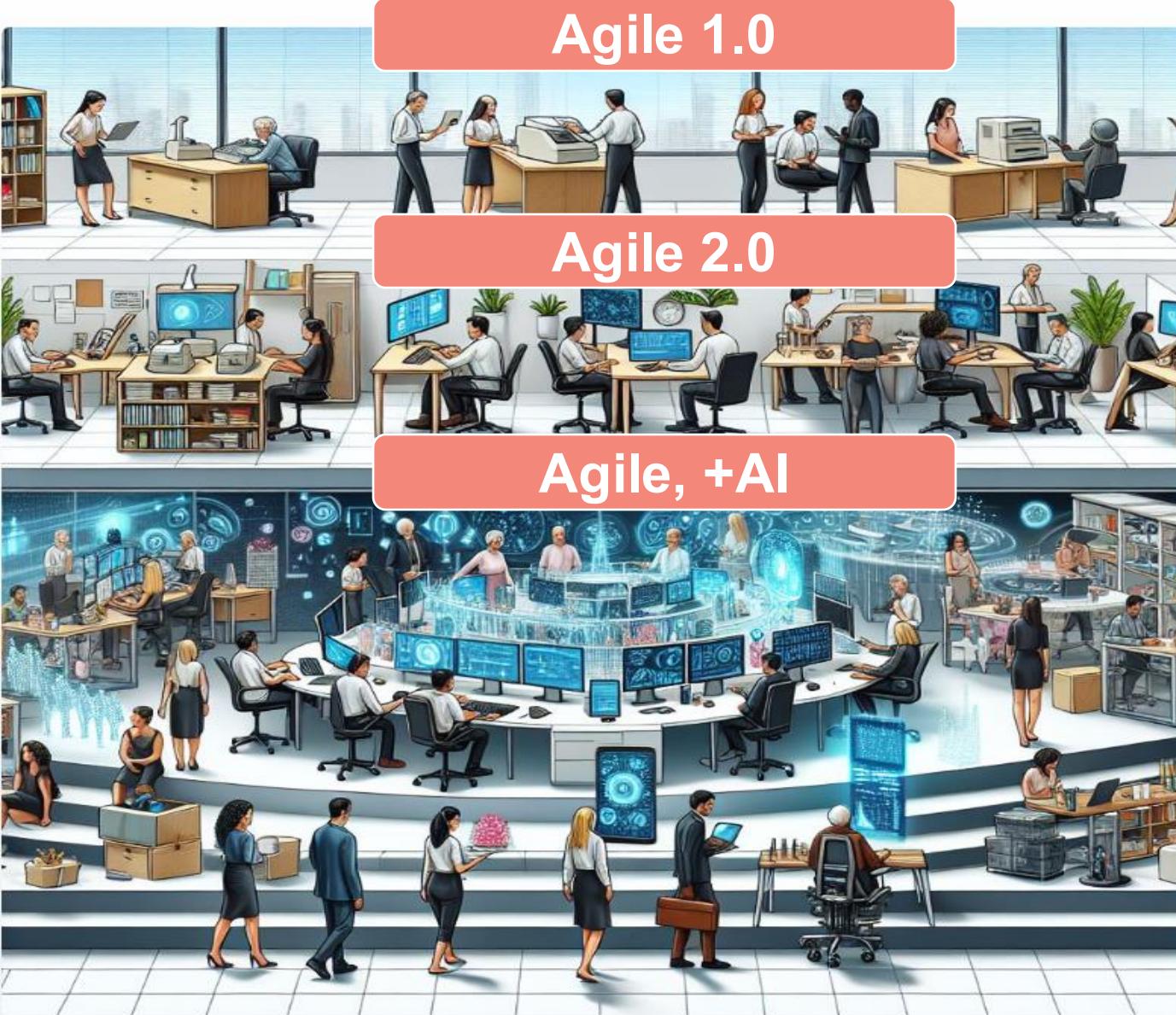
Is everything crystal clear
with no loose ends, and
are all Telenet teams
wired for +AI now?

”

No, but we got this!

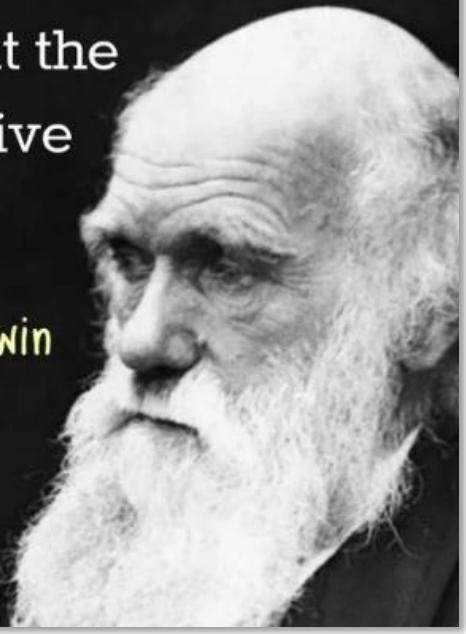
- A lot less naivety on what it takes!
- Feedback baked into our system, owned by Enterprise Tribes with skin-in-the-game
- V3.1 for first AI experiments, V3.2 for first field learning, ...

In summary | it's all about organizational learning!



It is not the strongest species
that survive, nor the most
intelligent, but the
most responsive
to change.

-Charles Darwin





Thank you!

& where we'd love your help

- How do you elevate AI-org-readyness to be a top leadership concern?
- How do you engage your organization to *want* to slow down?

- Barbara.arnst@telenetgroup.be
- Johan.morel@telenetgroup.be

Questions? Contact us!

Barbara.arnst@telenetgroup.be www.Barbara-Arnst.com

Johan.morel@telenetgroup.be

Benjamin.geens@telenetgroup.be

