

## THE FACE OF DIGITAL LEADERSHIP



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**How would you describe your organization's enterprise-wide digital transformation strategy?**

We are running three major transformation projects in parallel, simultaneously replacing (1) our B2C stack with the Amdocs solution, (2) our B2B stack with Netcracker's solution and (3) our current online charging system with Ericsson's next generation Revenue Manager. All these efforts are to continuously upgrade our IT backbone to support and enhance the services we provide to our internal business areas and our external customers. We are also rapidly expanding our digital presence, launching a revamped app and web presences. Our app, especially on B2C, is becoming a part of the global Telefónica system, leveraging our platform strategy. In parallel we are launching initiatives that will bring quick-win results reducing costs and bringing operational efficiencies. Examples of these initiatives are around robotic process automation efforts where we have 10 parallel squads working to deliver value to business strategies, and also to leverage digital billing and direct debit.

**What targets does your organization have to guide this strategy?**

As an overall view, our targets are to continue to improve customer experience and at the same time be more cost-efficient. On the transformation strategy and critical key performance indicators we are working to accelerate migration of customers to our new stacks and to ensure that we are able to finally stop developments and efforts on legacy systems.

**What are the biggest challenges your company faces in promoting diversity and what initiatives does it have to become a more diverse and inclusive workforce?**

Vivo is a thought and action leader on the diversity front. We foster diversity in our people (on all fronts – gender, race, sexual orientation, etc.) and also in our actions. For example, we adopted a 'no dress code' work environment, where our employees can come to work wearing whatever they want, including shorts during the summer.

**As a leader, what are you doing on a daily basis to address diversity?**

Fostering the diversity discussion within the team. Also opening opportunities to all, no matter their background or orientation. Also having an open-door policy where anyone can set up a discussion/chat with me anytime to touch on issues that they believe are relevant.

**In terms of the wider societal impact of digitization, what are you looking forward to over the next decade?**

As technology and digitization becomes ever more relevant, access to content and education are already open to all. The critical issue seems to be how we teach the lower-income population to really take advantage of it to reduce the income gap.

**What is the next big idea you are working on?**

We are applying a mix of critical chain, lean and agile techniques to improve our IT project portfolio performance. Our target is to double the rate of deliveries in the next few months.

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