

THE FACE OF DIGITAL LEADERSHIP



What are your priorities in response to the new challenges brought about by the pandemic? What is your outlook on the evolving “next normal” and how is Telecom Argentina adapting to prepare for this?

The isolation situation triggered by COVID-19 accelerated, in several aspects, the digital transformation we had already started. Due to this transformation process and the investments we have been making in network infrastructure and systems - which over the last three years has exceeded US\$3.5 billion - we were prepared not only to handle the unusual increase in data traffic on our networks, but also to adapt our ways of working to continue operating, providing essential services to our more than 28 million customers, while taking care of the health of our more than 23,000 employees and all those who take part of our value chain. In one week we were able to operate the entire company – including call center, commercial and technical areas and business support – remotely, ensuring business continuity.

Digital transformation is not just about changing processes and technology; it also involves a shift in organizational culture, or more broadly “the human factor”. How is your teamwork changing and what advice would you give to your peers in this industry with regards to “the human factor”?

One of the greatest challenges in the digital transformation of an organization is certainly the cultural dimension. At Telecom Argentina, the transformation of our core systems and processes comes with a deep cultural shift that runs across the company.

We moved from a vertical structure organized by functions towards an organization arranged by product, in which we integrate collaborative squads (including business, development and operation), under the concept “you build it, you run it”.

What does diversity and inclusion mean at Telecom Argentina and how important is it to your culture?

At Telecom Argentina, we focus on building a culture that fosters diversity among our employees. Not only because diversity is in our DNA, but also because we are convinced that the different points of view and approaches add value to the development of our business. We value the capacity to take risks.

What key learning would you like to share for others in the industry as to why they should embed equality and inclusion into overall business strategy?

There is no chance of achieving a big transformation without diversity of points of view. At Telecom we are implementing an operational model that puts the client at the center, supported by cross-area teams bringing together people with different skills who contribute ideas, creativity and capabilities to generate business value.

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

The boom of e-commerce with new engagement models with our customers; hyper-customized experiences arising from the massive use of artificial intelligence, big data, 5G and IoT, are just some of the examples of what we envision in the near future.

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