



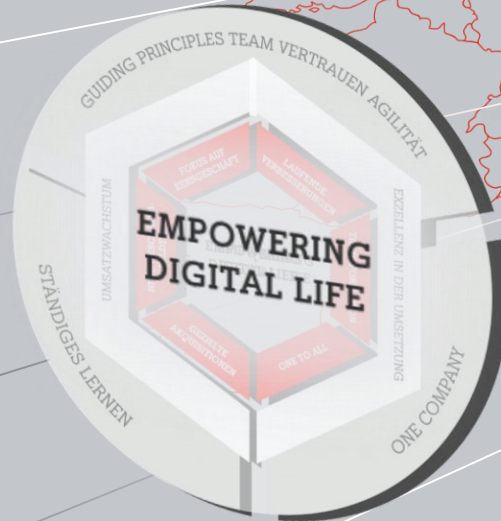
# Agile Transformation @A1



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Sense of urgency...





# Agile is being applied across industries

## Selected cases



## Telecommunication



2x better customer satisfaction  
5x more online sales and 50% less calls



>10x product development cycle speed  
>30% labour cost reduction on agile heavy areas



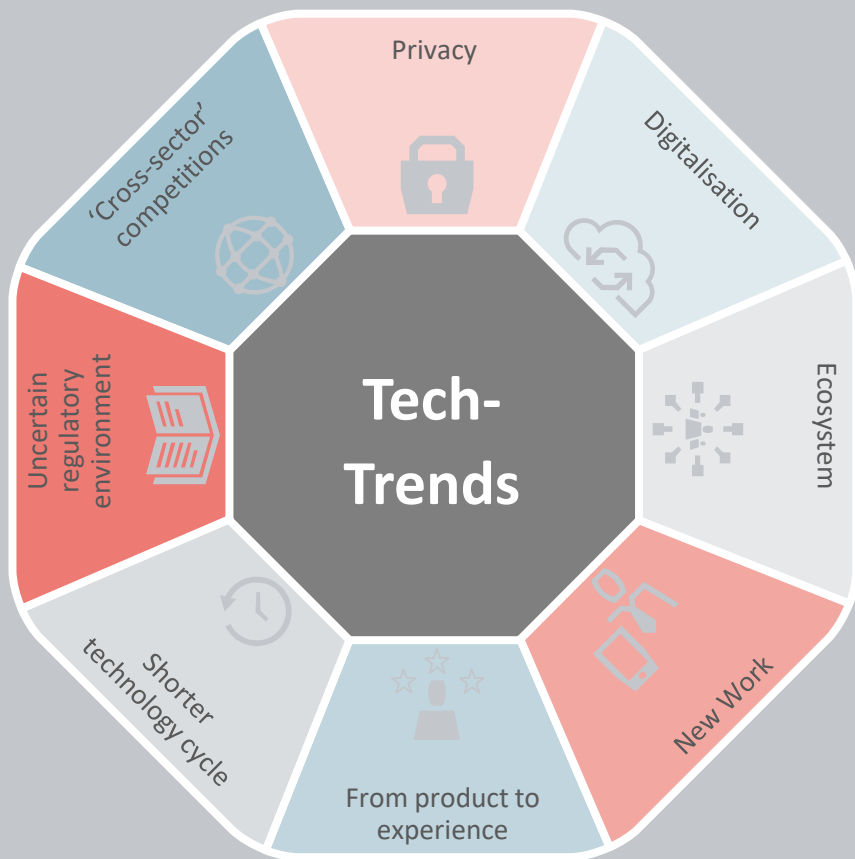
+19 NPS (mobile); +23 NPS (fixed)  
>30% online sales share (largest channel) and  
>50% call reduction  
~150 IT talents recruited with different skillset



5x valuation within 18 month  
Best performing TelCo stock in 2017 in Europe



5% revenue increase  
Customers receive offers within ~30 minutes of a trigger with real-time, event-based, fully automated campaigning



- 50 employees (2014)
- 800 million messages per second
- 1.5 billion active users
- Destroyed + 200 billion turnover of Telcos



A red rotary telephone handset and coiled cord are positioned on the left side of the image. The handset is oriented vertically, with the receiver at the top and the base at the bottom. The coiled cord extends from the base and runs horizontally across the bottom of the frame. The background is a plain, light gray surface.

What does Agile Transformation  
@ A1 mean today ?





Stay attractive for the customer

Stay competitive on the labour market

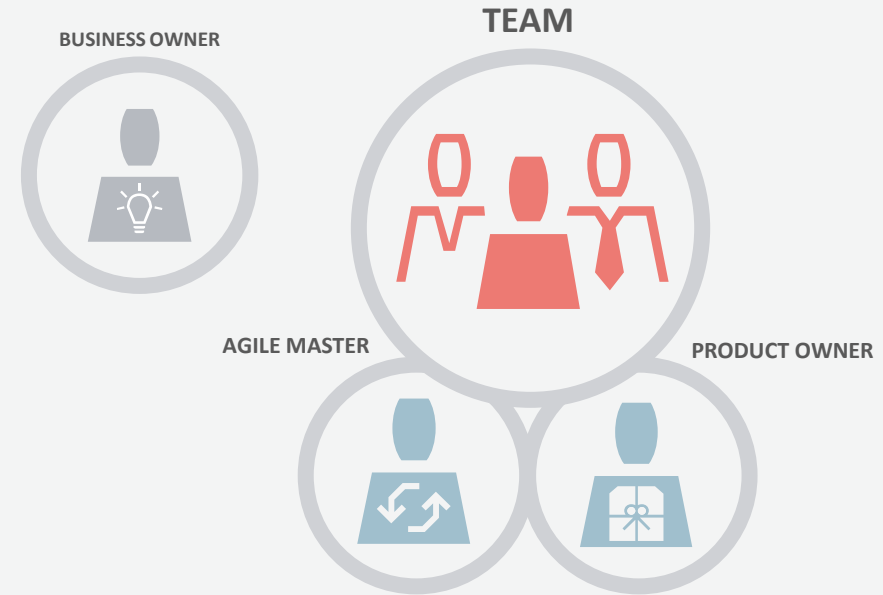
How it all started...



# First Steps - Product Development

## A1 Smart Home Product development

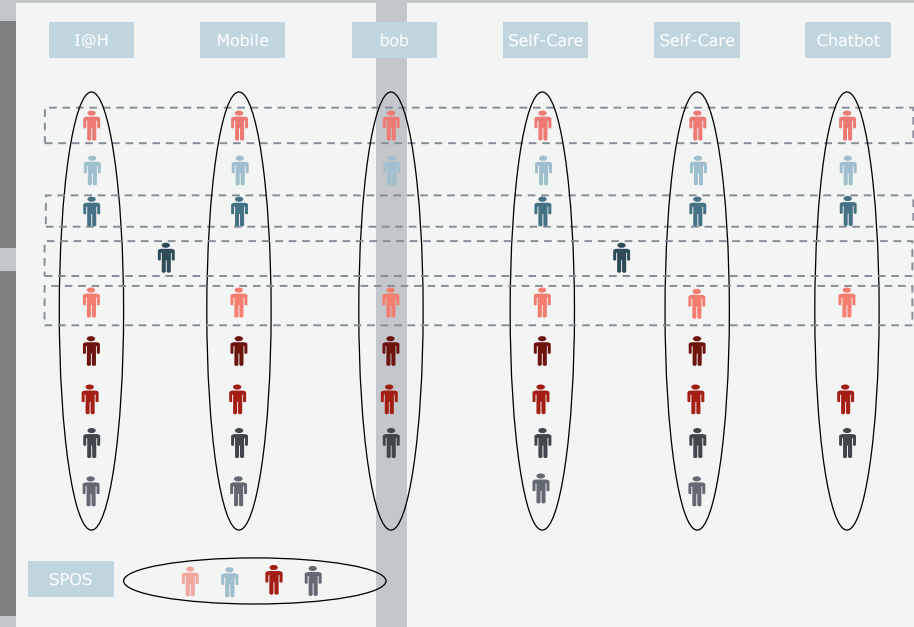
- Small Team
- Interdisciplinary
- Highly committed
- Fast time to market
- Iterative development
- Speed comes at the expense of quality



# First Steps - Agile Organization

## Case Study Agile Org.: **Digital 30 | Agile Setup**

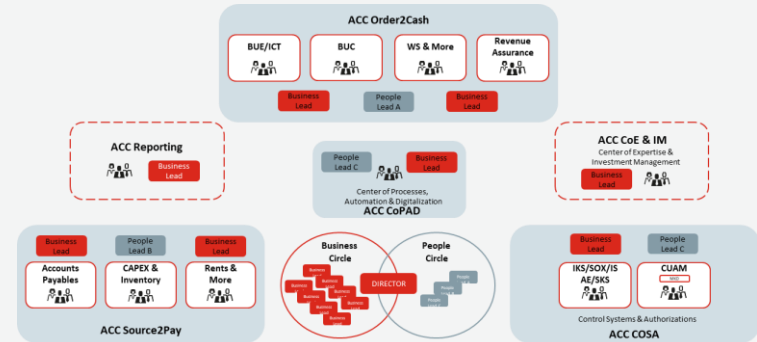
- Combining business & IT
- Co-located, x-functional teams
- E2E responsibility
- “Innovation” & “daily business” hard to combine
- Clear definition roles & responsibility
- Essential skills



# First Steps - Agile Organization

## Case Study Shared Leadership Accounting | Agile Setup

- Employee development towards T-Shape profiles
- Cross-functional collaboration across organizational boundaries
- Introduction of Shared Leadership (Business and People Lead)
- Temporary/Virtual Teams enable flexible resource control → Consulting

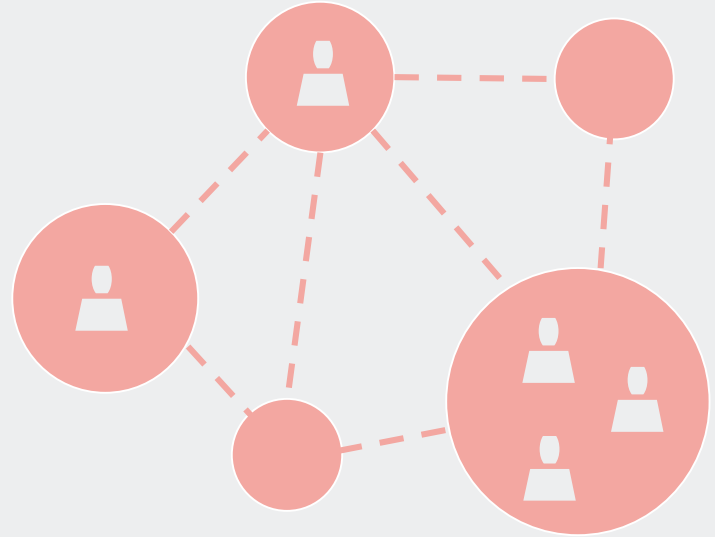


# First Steps - Agile Organization

## Case Study Shared Leadership

### ACC| Agile Setup

- Shared professional and disciplinary leadership
- Joint achievement of the area goals and implementation of the strategy through cooperative leadership
- Promotion of self-responsibility and organization of the employees
- High communication effort through shared management - Creation of transparent information structures through the use of digital media



# And This Is How We Do It!





# Agile Coaching

## 5 Inhouse Agile Coaches

- Coaching agile teams
- Working with business units
- Establishing agile mindset
- Creating impact



# Big Room Planning

- 1 day
  - 130 Persons
  - 250 Epics
- 
- Face 2 Face communication
  - High transparency
  - Promoting self-responsibility
  - Business & Technology Alignment



# Obeya

- Problem solving
  - Information for stakeholders
  - Status Reporting
- 
- Alignment
  - visually engaging post-its
  - to speed communication and decision-making



# Learning & Development

## Agile Trainings & Skill Development

- Product Owner & Scrum Master Trainings
- Agile Basic Trainings
- e-learnings & online workshops
- CX Academy





# Communities

## Product Owner and Agile Master Community

- Monthly Meeting
- Specific topics (common issues, joint projects, tools)
- Network & support

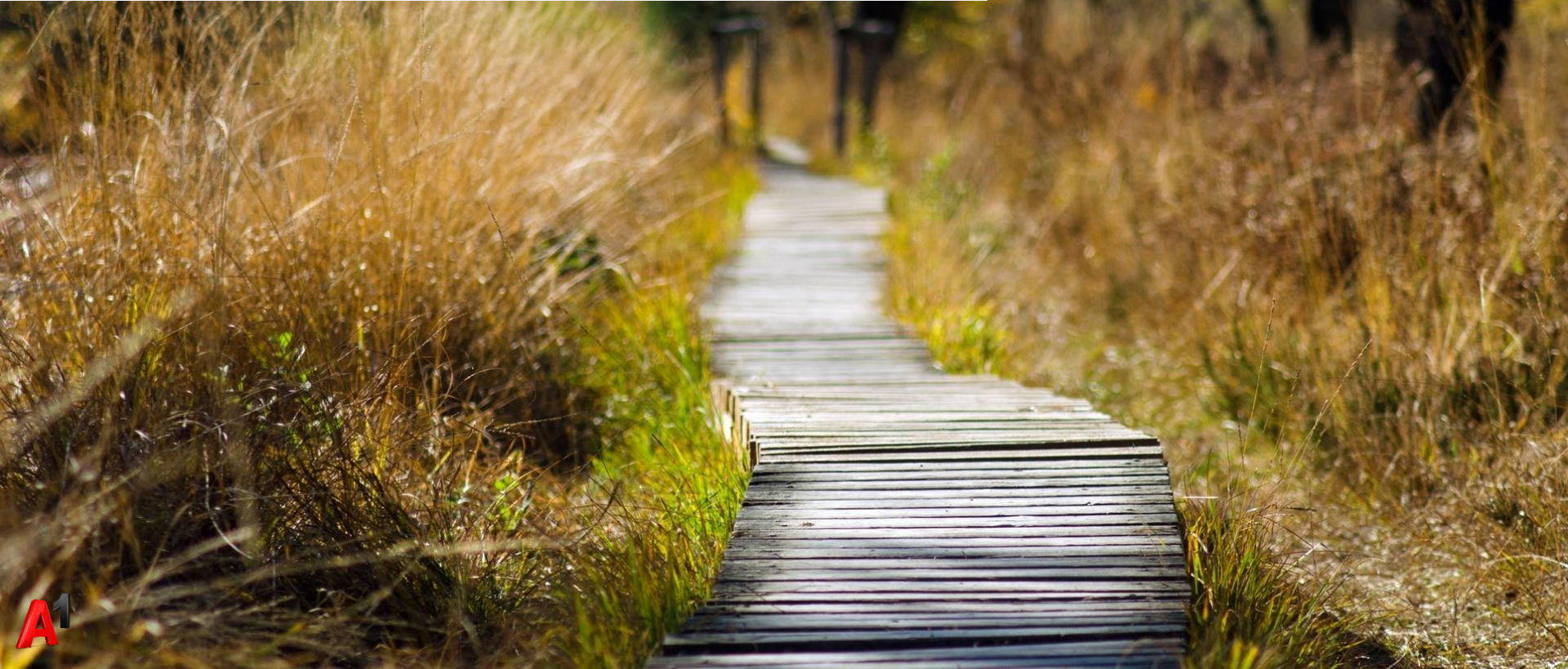




Teams are everything:  
It's all about the people

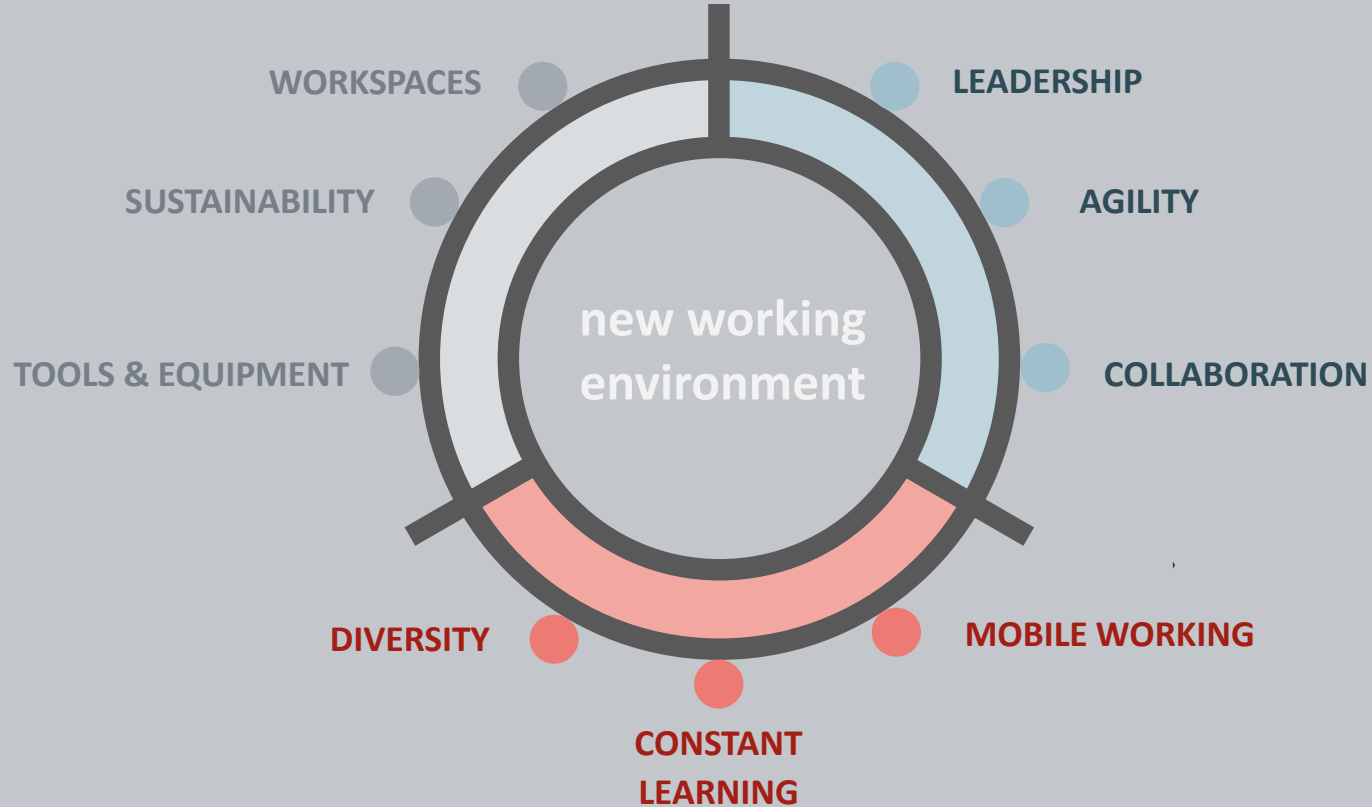


# What's happening next?





# New Work



# New Work @ A1 Guiding Principles

Flexible working –when and where it is best for me, A1 and our customers



Digital First – Physical meetings for the special moments



Impact based Leadership – Lasting Impact on our customers and employees



Collaboration – the best performance together



Self-organization – It's up to me





# Agile Transformation @A1