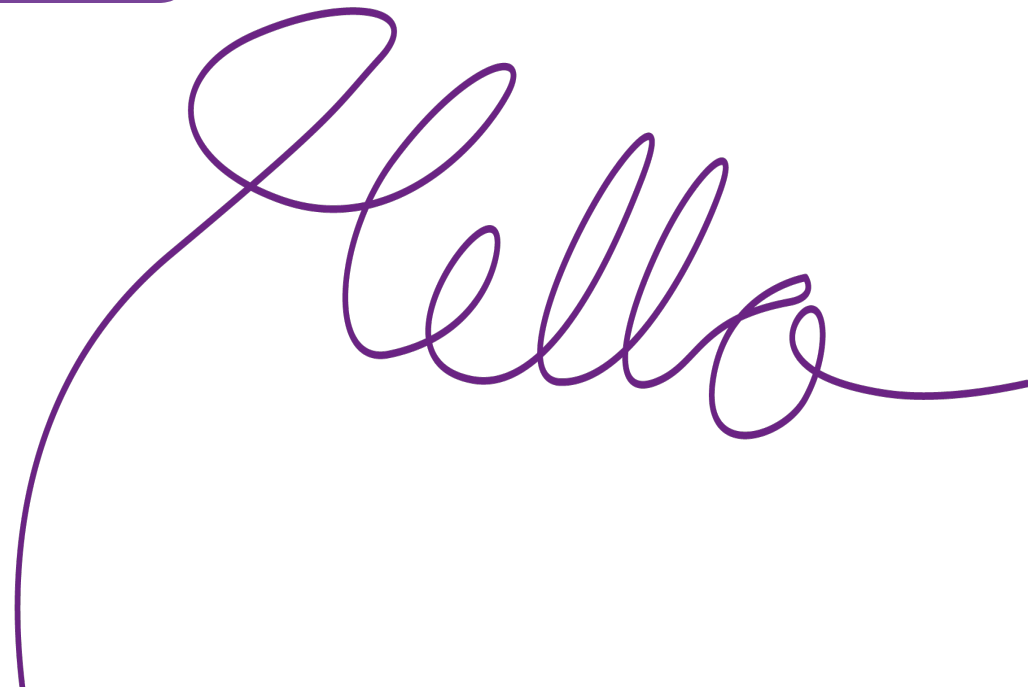


TeliaSonera & Lean

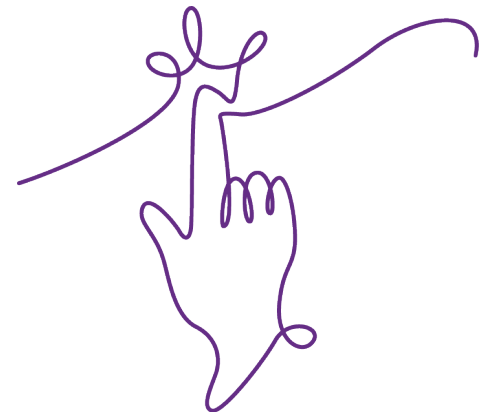
How to improve customer experience

Pirkko Lankinen



Agenda

- About the speaker
- TeliaSonera
 - In brief
 - Markets and brands
- TeliaSonera Lean – a mindset model
 - Lean vs. Continual Service Improvement (CSI)
 - TeliaSonera Lean principles 1.0
- Case examples
- Track record
- Q&A



Pirkko Lankinen 1986 ->



- *Roles*

- *Programmer*
- *ADP designer*
- *Senior designer*
- *Project manager*
- *Product manager*
- *Development manager*
- *Department manager*
- *Head of service management and support*
- *Senior quality manager*
- *Head of service design*
- *Head of service portfolio management*

Certificates



Board member

itSMF.fi

TeliaSonera - in brief

- Result of the merger of the Swedish incumbent Telia AB and Finnish incumbent Sonera Corporation in December 2002
- Head office in Stockholm, Sweden
- 2014 net sales SEK 101.1 billion
- Approximately 26,000 employees
- Market capitalization approximately USD 28 billion* (*SEK 229 billion*)
- Shares listed on the Nasdaq Stockholm and Nasdaq Helsinki Stock Exchanges
- Largest shareholders - Swedish state (37.3%) and Finnish state (7.8%)

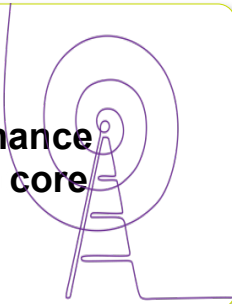


January 2015

Strategic agenda

STRATEGY

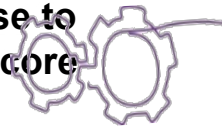
Enhance the core



Develop the core business in Nordics & Baltics

Take Eurasia to the next level

Explore opportunities close to the core



Investments in areas that complement and/or strengthen the core business

STRATEGIC PRIORITIES

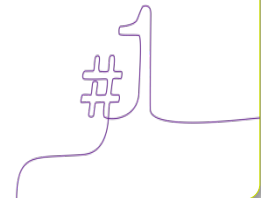
Value through superior network connectivity



Customer loyalty through convergence



Competitive operations



eHealth



m2m



TV

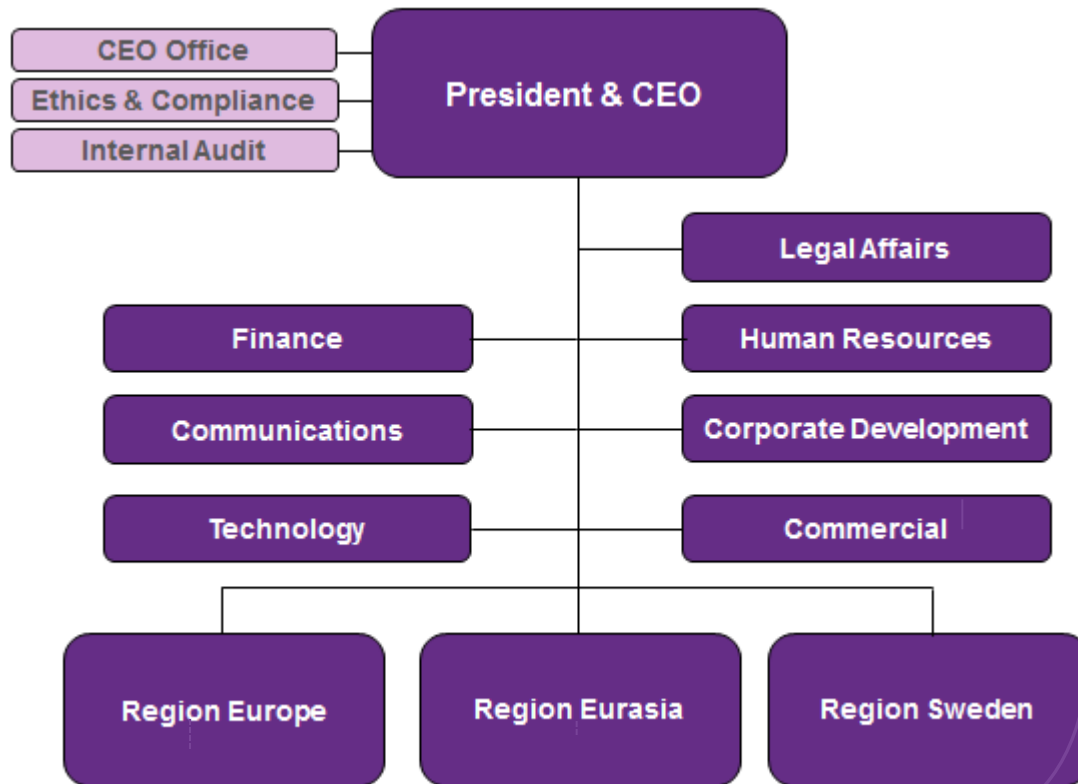
Security



Financial Services








Organization of TeliaSonera Group

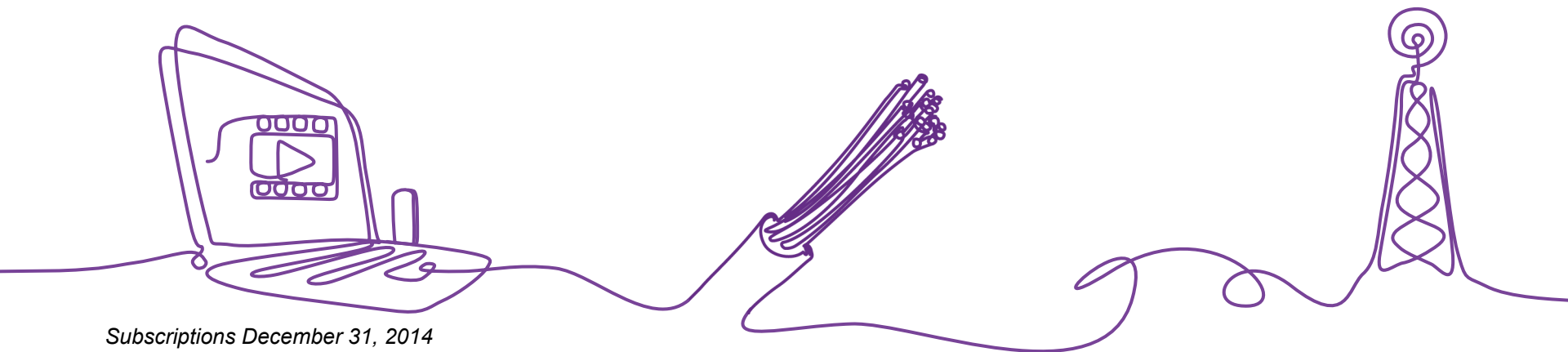


Market & Brands



















Region Sweden

<i>Services</i>	<i>Brand</i>	<i>Logotype</i>	<i>Subscriptions</i>
Mobile	Telia, Halebop	 Telia halebop 	6,578,000
Fixed telephony	Telia	 Telia	2,054,000
Broadband	Telia	 Telia	1,275,000
TV	Telia	 Telia	697,000
<i>Total</i>			<i>10,604,000</i>










Subscriptions December 31, 2014

Region Europe

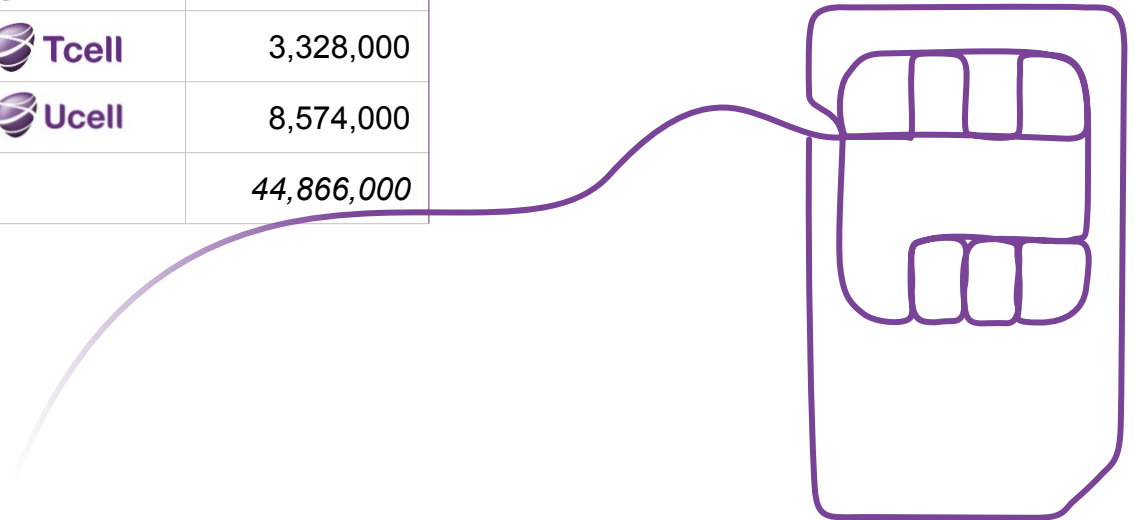
Country	Services	Brand	Logotype	Subscriptions	
Denmark	Mobile	Telia, Call me, dlg tele		1,581,000	
	Fixed telephony	Telia, dlg tele		122,000	
	Broadband	Telia, Call me, dlg tele	 	114,000	
	TV	Telia		20,000	
Estonia	Mobile	emt., diil	 	873,000	
	Fixed telephony	Elion		291,000	
	Broadband	Elion		224,000	
	TV	Elion		166,000	
Finland	Mobile	Sonera, telefinland		3,365,000	
	Fixed telephony	Sonera		99,000	
	Broadband	Sonera		561,000	
	TV	Sonera		481,000	
Latvia	Mobile	lmt okarte, Amigo	 	1,113,000	
Lithuania	Mobile	Omnitel, ezys		1,537,000	
	Fixed telephony	teo			468,000
	Broadband	teo			516,000
	TV	teo			187,000
Norway	Mobile	NetCom, Chess	 	1,600,000	
Spain	Mobile	Yoigo		4,044,000	
Total				17,362,000	

Subscriptions December 31, 2014

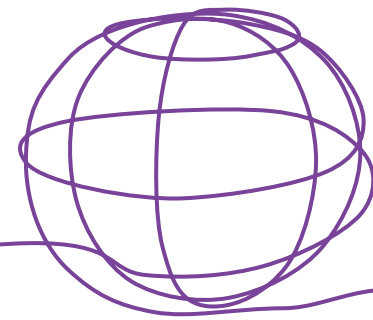
Region Eurasia, mobile services

Country	Brand	Logotype	Subscriptions
Azerbaijan	Azercell	 Azercell	4,567,000
Georgia	Geocell	 Geocell	2,088,000
Kazakhstan	Kcell Activ	 Kcell activ	13,099,000
Moldova	Moldcell	 Moldcell	1,120,000
Nepal	Ncell	 Ncell	12,090,000
Tajikistan	Tcell	 Tcell	3,328,000
Uzbekistan	Ucell	 Ucell	8,574,000
<i>Total</i>			<i>44,866,000</i>

Subscriptions December 31, 2014



- Top 2 global IP backbone directly connecting 345 million end users
- Global presence
- More than 47,600 km of fiber network, owned and operated
- Our network reaches 62 countries with 200 points of presence across Europe, North America and Asia
- The largest and most extensive 100 GB-enabled international fiber network



TeliaSonera Lean
a mindset model to
reach the goal of
providing a world-class
customer experience





Source: *Henri Bortoft – The Wholeness of Nature*

World Class Customer Experience

... requires a
"World-class Production System"



Cost
efficiency



Quality in
network

Lean vs. Continual Service Improvement (CSI)

- Lean

- Not a process but a mindset
- A set of principles for efficient and effective processes
- Maximizing customer value while minimizing waste
- A grassroots productivity enabler
- For organizational level waste elimination
- Drives continual improvement and the effectiveness and efficiency of services and processes
- Difficult to imitate
- Outside-in
- Bottom-up

- CSI (ITIL)

- Continually improves the effectiveness and efficiency of services and processes
- Seven-step improvement process
- Deming Cycle
 - *Plan, Do, Check, Act*
- CSI model
 1. *What is the vision?*
 2. *Where are we now?*
 3. *Where do we want to be?*
 4. *How do we get there?*
 5. *Did we get there?*
 6. *Keeping the momentum going*
- Relies on the information gathered through different services and processes

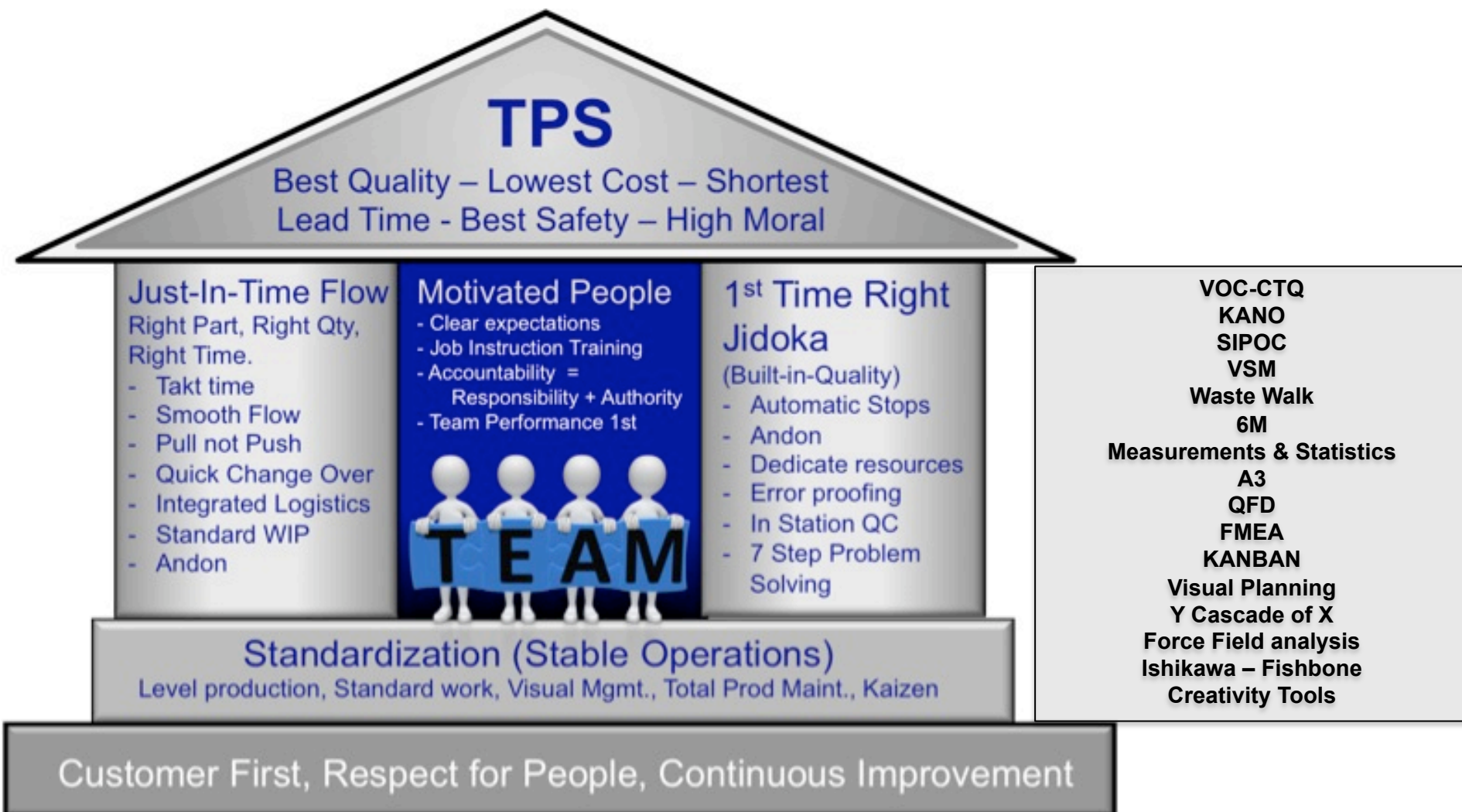
Both address the same objective - Efficiency and High Quality

What is Lean?

- *Definition of lean by Ken Krefle, Toyota*
 - *“The group by themselves use systematic problem solving to improve the work they do towards the achievement of the company’s targets and goals when and only when the existing company culture is the reason the activity is occurring”*



Lean tool box



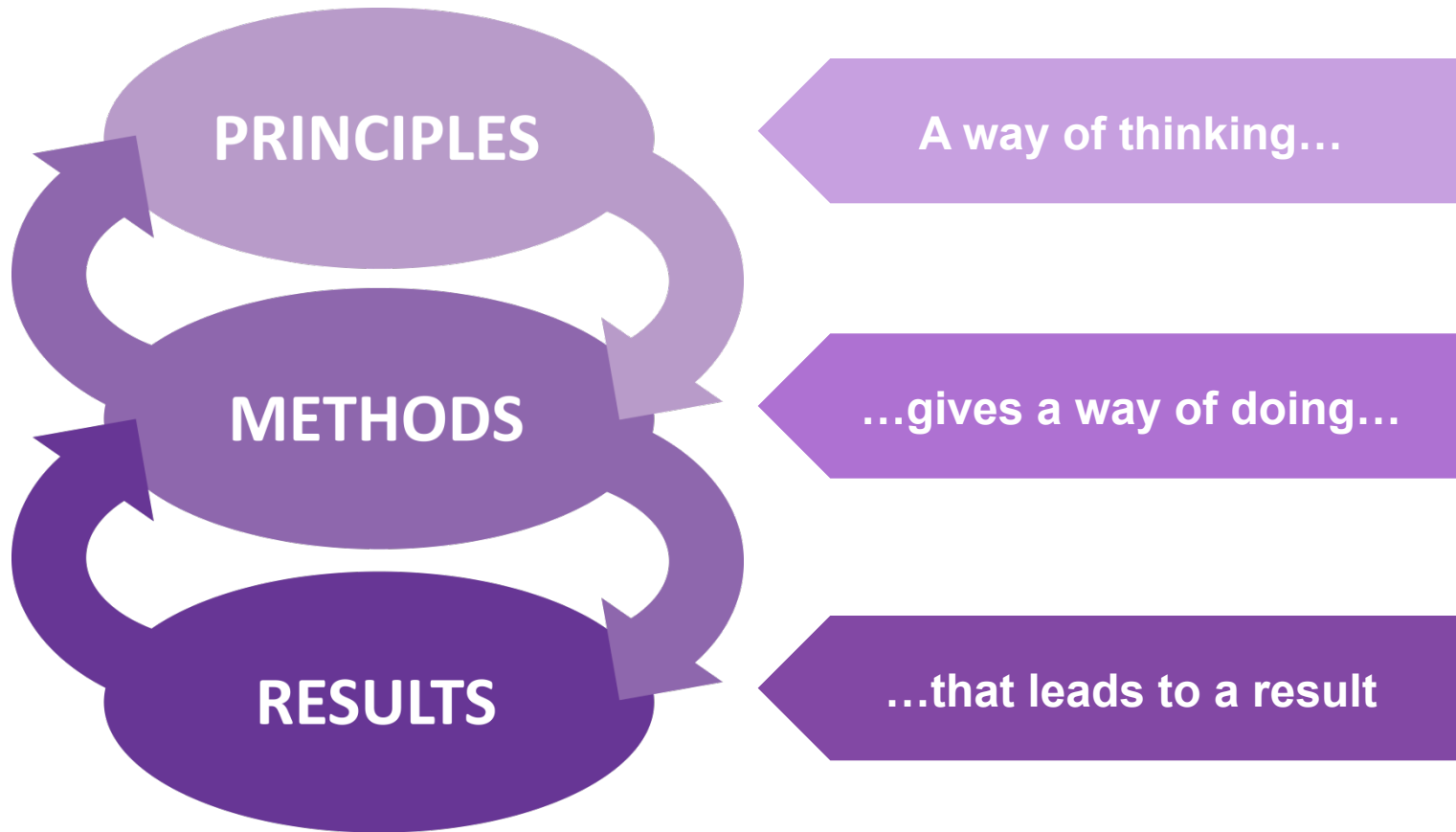
TPS – Toyota Production System



TeliaSonera Lean is

- "Customer first"
- an attitude, a way of thinking, based on principles of how the business will be developed and operated
- flow and systems thinking
- a management philosophy that puts leadership and empowerment in focus

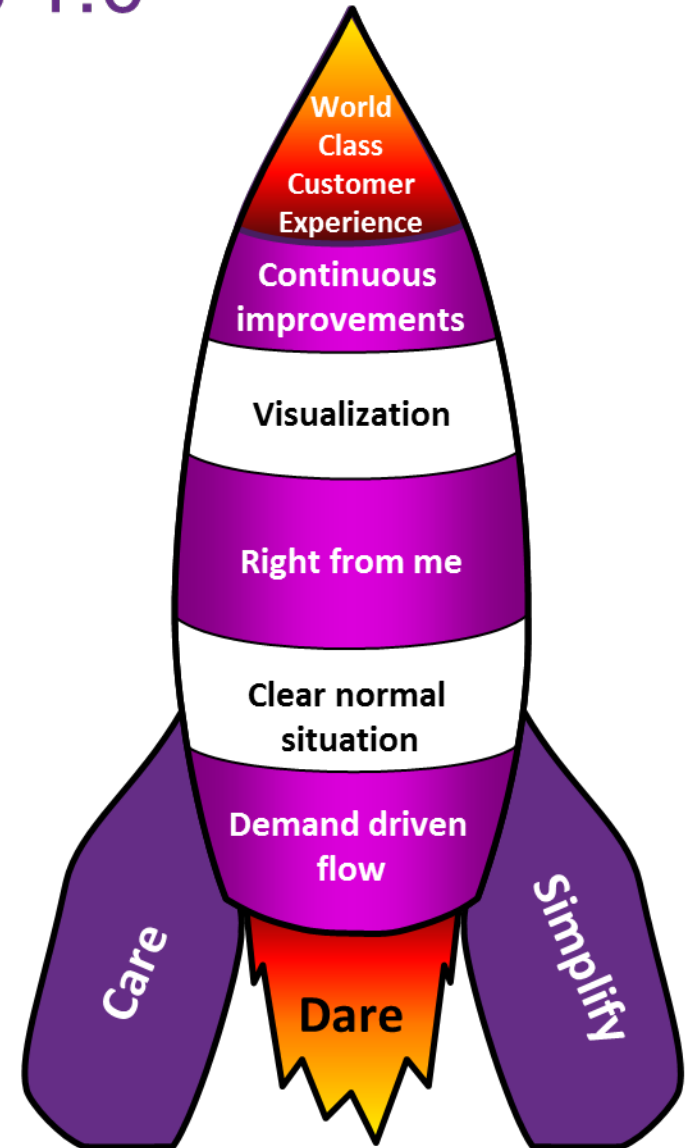
The TeliaSonera Lean Mindset Model



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TeliaSonera Lean principles 1.0

- Demand-driven flow
- Clear normal situation
- Right from me
- Visualization
- Continuous improvements



Dare, Care and Simplify

- **We DARE**

- **INNOVATE** by sharing ideas, taking risk and continuously learn
- **LEAD** by engaging with our customers and challenging ourselves
- **SPEAK UP** by expressing opinions and concerns

- **WE CARE FOR**

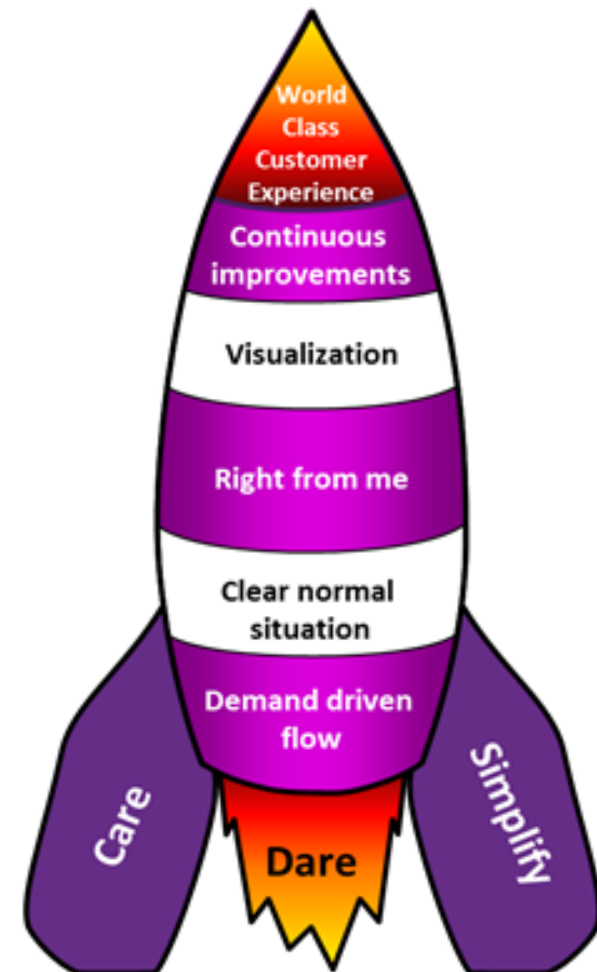
- **OUR CUSTOMERS** by providing solutions that are adapted to their needs
- **EACH OTHER** by being supportive, respectful and honest
- **OUR WORLD** by acting responsibly and in accordance with our ethical standards

- **WE SIMPLIFY**

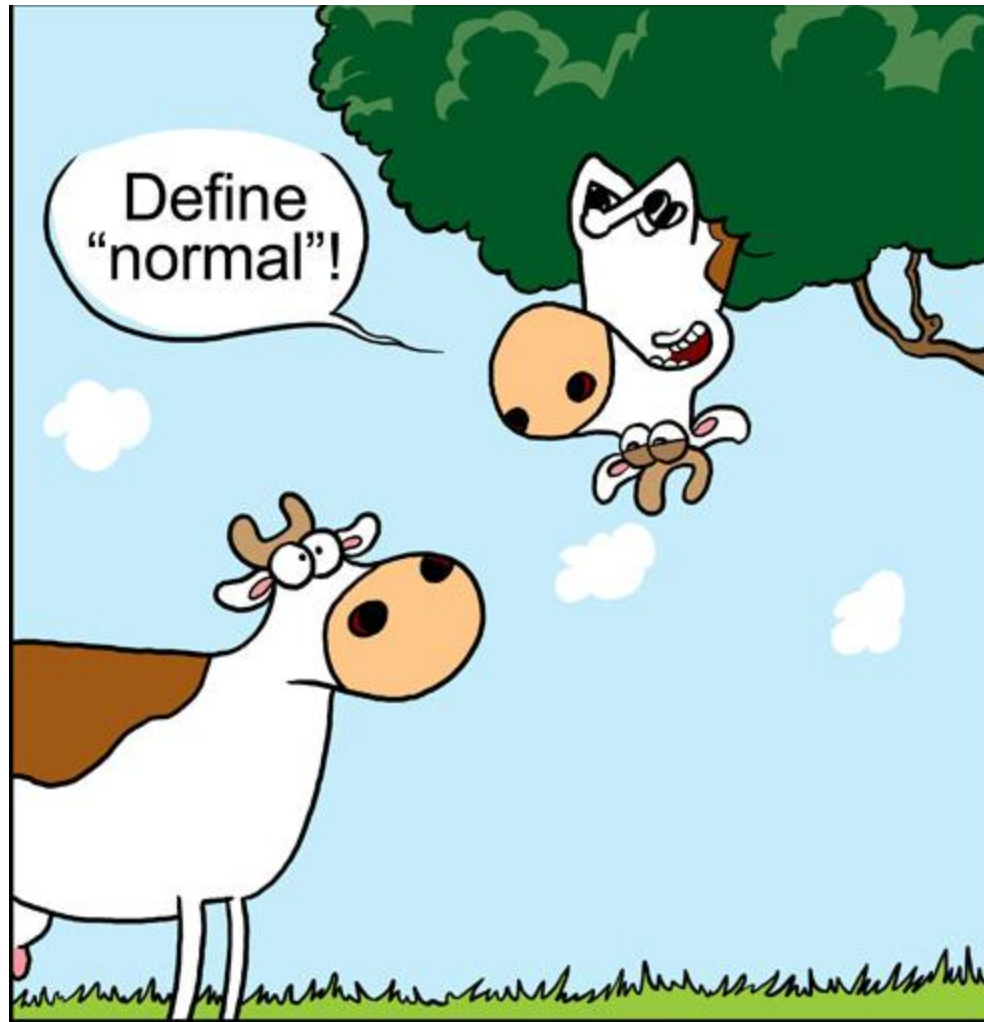
- **EXECUTION** by taking actionable decisions and deliver with speed
- **TEAMWORK** by transparent communication, active collaboration and knowledge sharing
- **OUR OPERATIONS** by efficient processes and clear ownership

Demand-driven flow

- “Demand-driven flow” is based on customer needs
- We do not pile up work
- We send each item to the next in line when it is ready, based on the “Right from me” principle
- To identify the requirements in every part of the workflow in order to have a clear allocation of responsibilities and give feedback in real time
- To make sure that the receiver of our delivery is prepared and that what we deliver is of the right quality and delivered at the right time

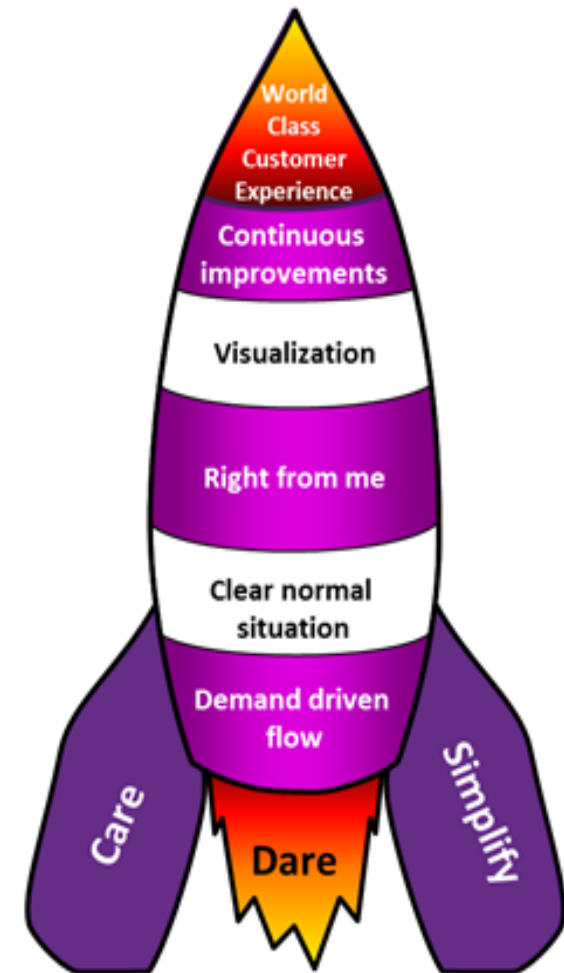


Normal situation?



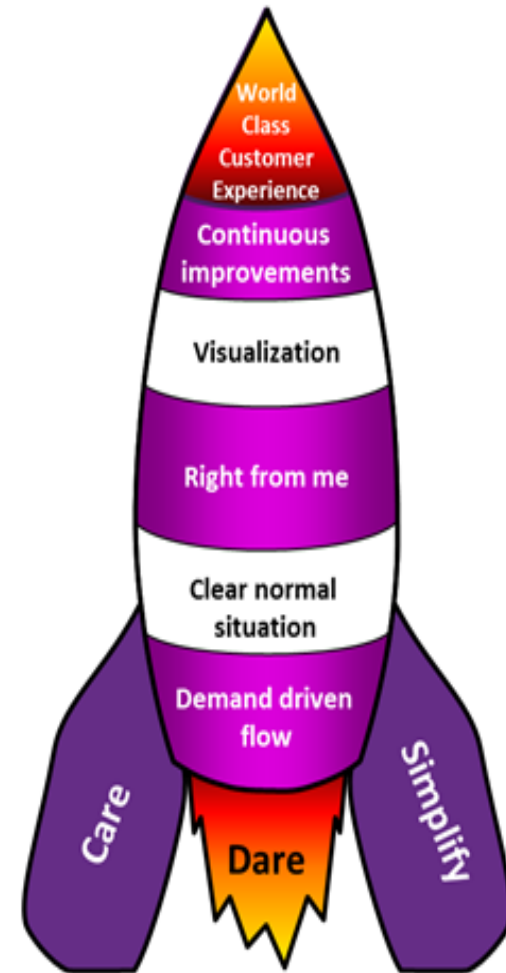
Clear normal situation

- The purpose of “clear normal situation” is being able to evaluate in every situation if the working situation is normal or not
- Deviations should be corrected so that no errors are passed through the workflow
- The root cause of each deviation should be identified and corrected so that similar deviations do not recur
- The normal situation should be described, clear, agreed and influenceable for the team members



Love deviations!

- One of the core aspects of TeliaSonera Lean is deviation management
- Describe your clear normal situation
 - how you work, what you deliver and to whom
 - what deviates from what is normal
- A deviation is an opportunity to improve. The starting point of actions that make it possible to increase customer satisfaction and improve our way of working
 - Seize the opportunity when it arises.
 - Make it happen!
 - That is how we continually improve.

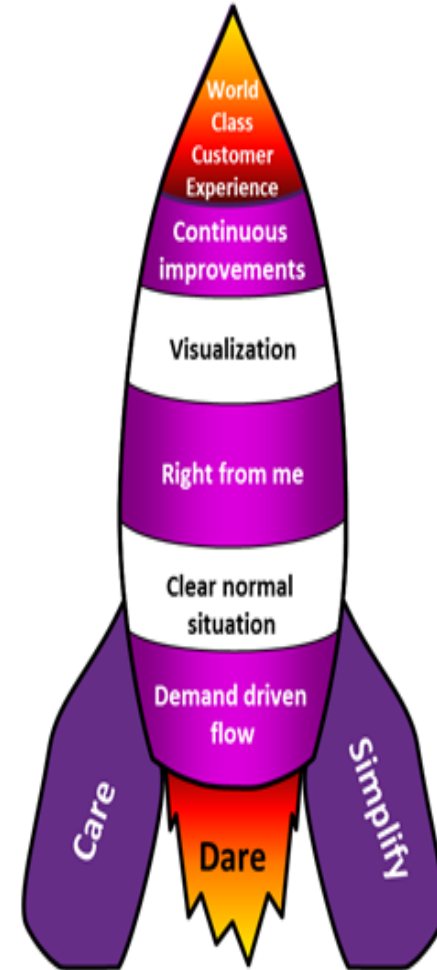


<https://www.youtube.com/watch?v=NkQ58I53mjk>



Right from me

- Is about never (!) passing an error through the workflow
- Before passing something to the next in line we make sure it is correct and of good quality
- Deviations are managed and problems solved
- We do not blame someone else but help one another so that everyone's conditions make it possible to do "Right from me"
- One very important aspect of "Right from me" is to create a culture where we want to discover deviations
- This principle is important for managers
 - It is about cultivating and preserving such a culture. Correcting deviations is a way to get better.



Visualization

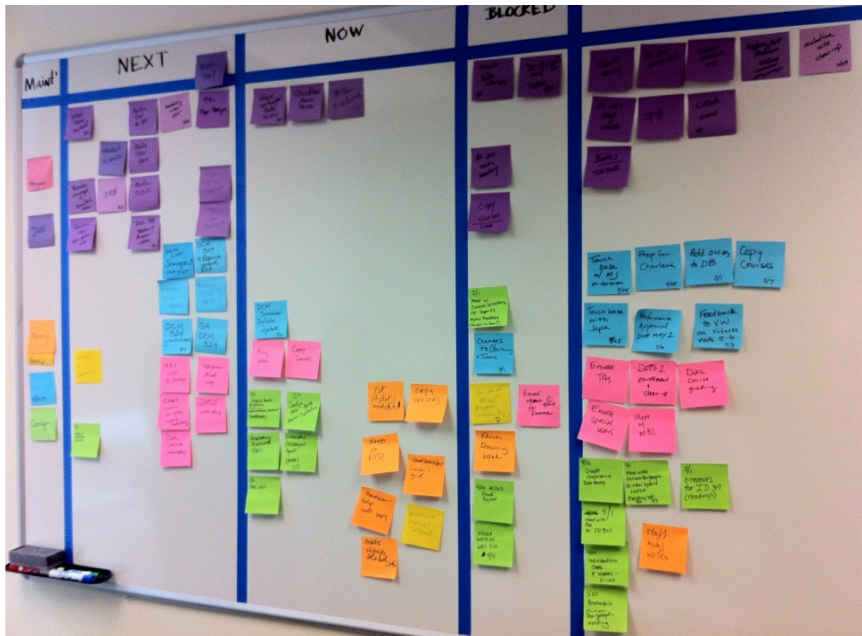
- The whole group views the same picture at the same time
- The information you need is where you need it
- Supports interaction
- Focus on deviations!
- Efficient information sharing, decision-making and understanding



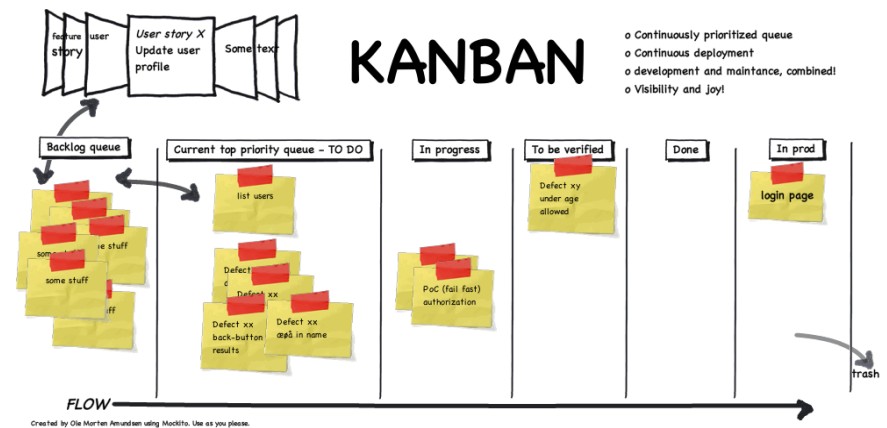
Source: <http://www.xqa.com.ar/visualmanagement/tag/lean/>

Visualization - kanban

Any work planning or improvements

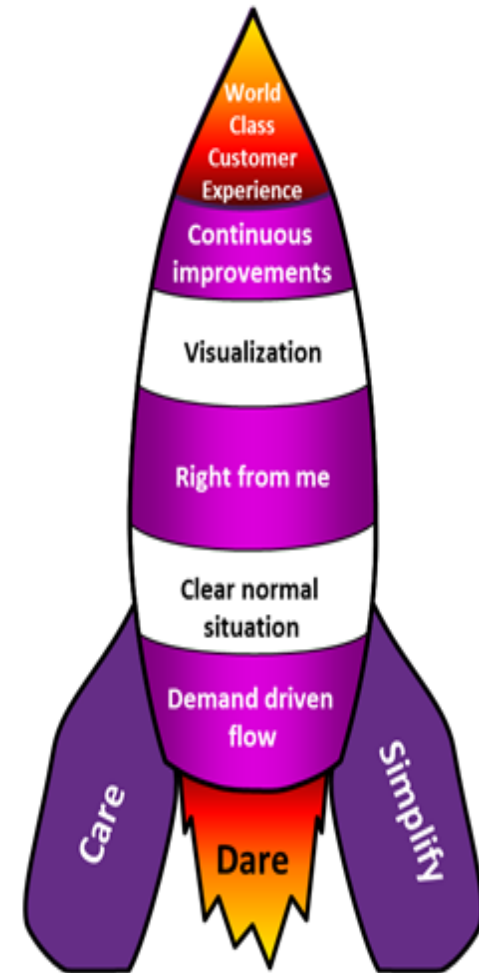


Agile software development



Visualization

- A way to present information and develop a common understanding of
 - the "normal situation"
 - current deviations and problems
 - the improvements
 - goals, targets and the teams result in real time
- Visible for everyone
- It is the basis for working with continuous improvements
- Visualization is about understanding the workflows I work in, what my role and contribution is and how it affects others in the workflow

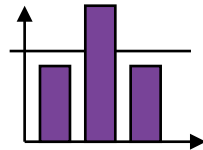


Continuous improvements

- Uneven flow



- Overload



- Waste
 - Non value added activities

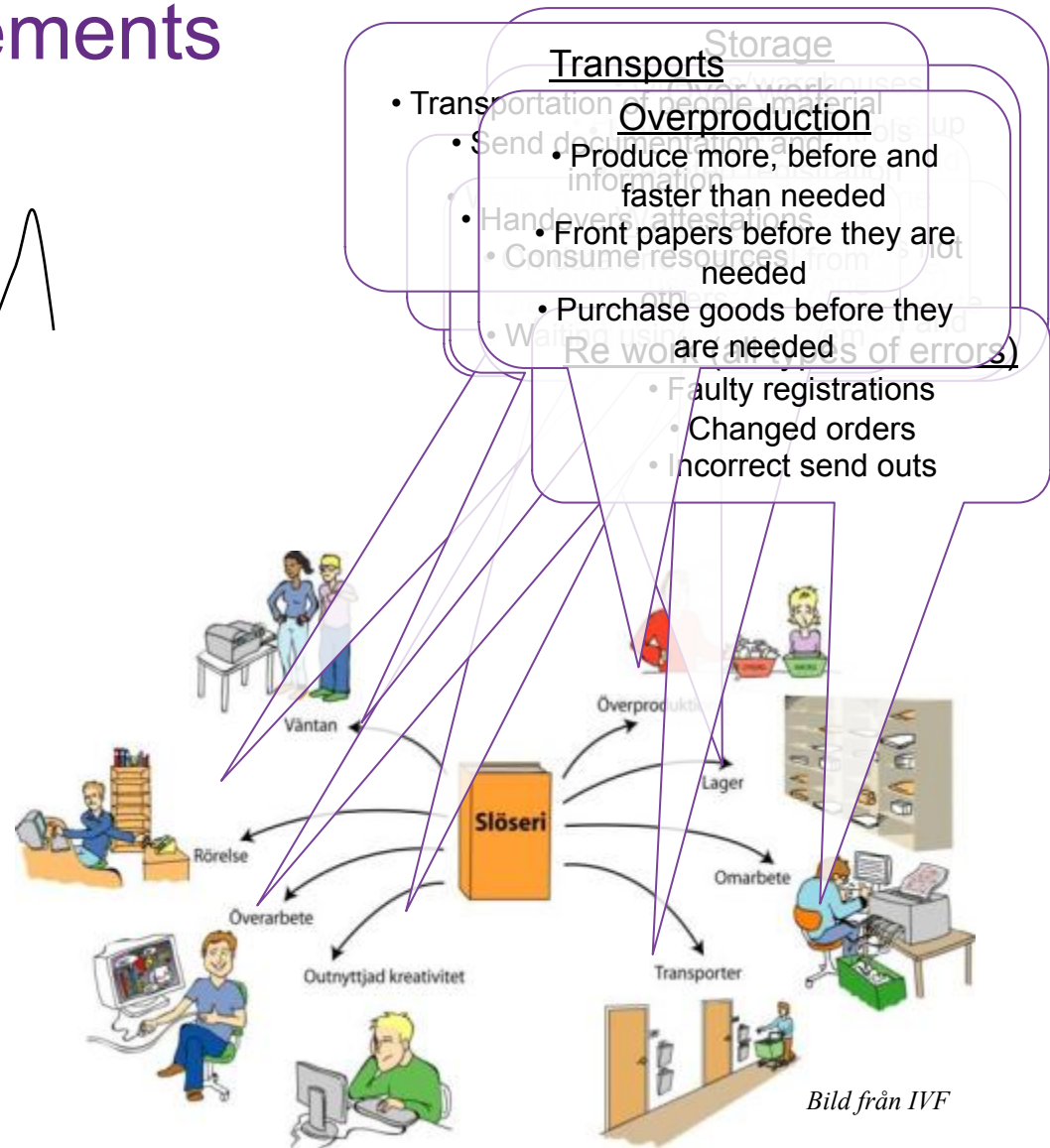
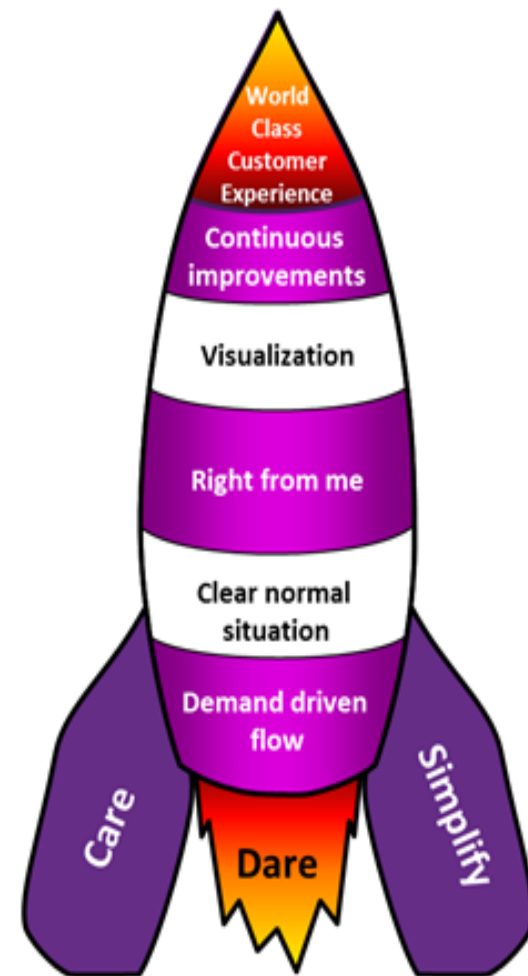


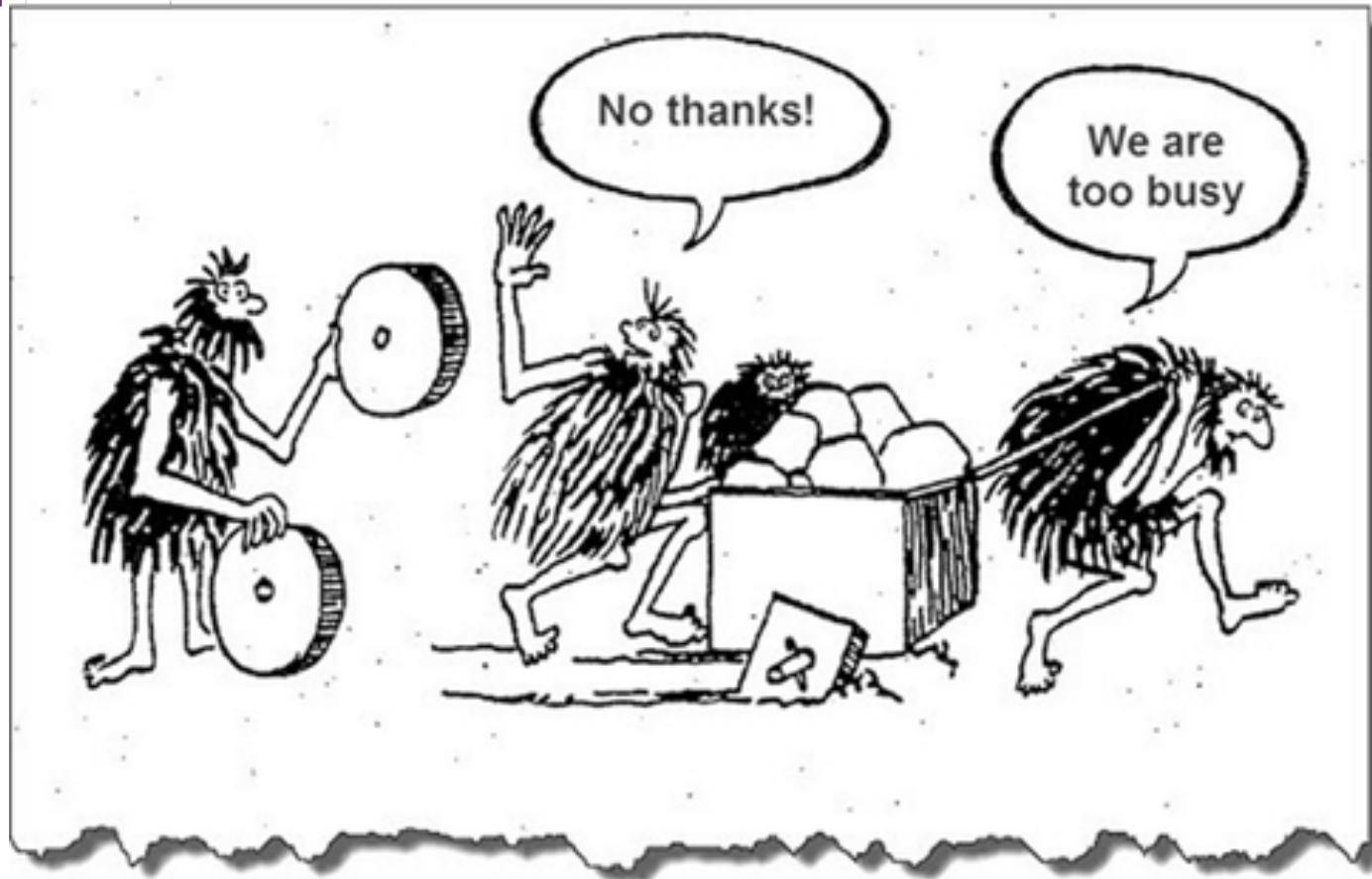
Bild från IVF

Continuous improvements

- Part of every corrected deviation and in every idea for improvement regarding our production process or our customer's experience of us
- We test new ideas in a minor scale and ensure it gives the effect we expect
- We continuously improve our normal situation with several minor changes, rather than a few major ones
- We correct our weaknesses and cultivate our strengths - no improvement is too small to implement



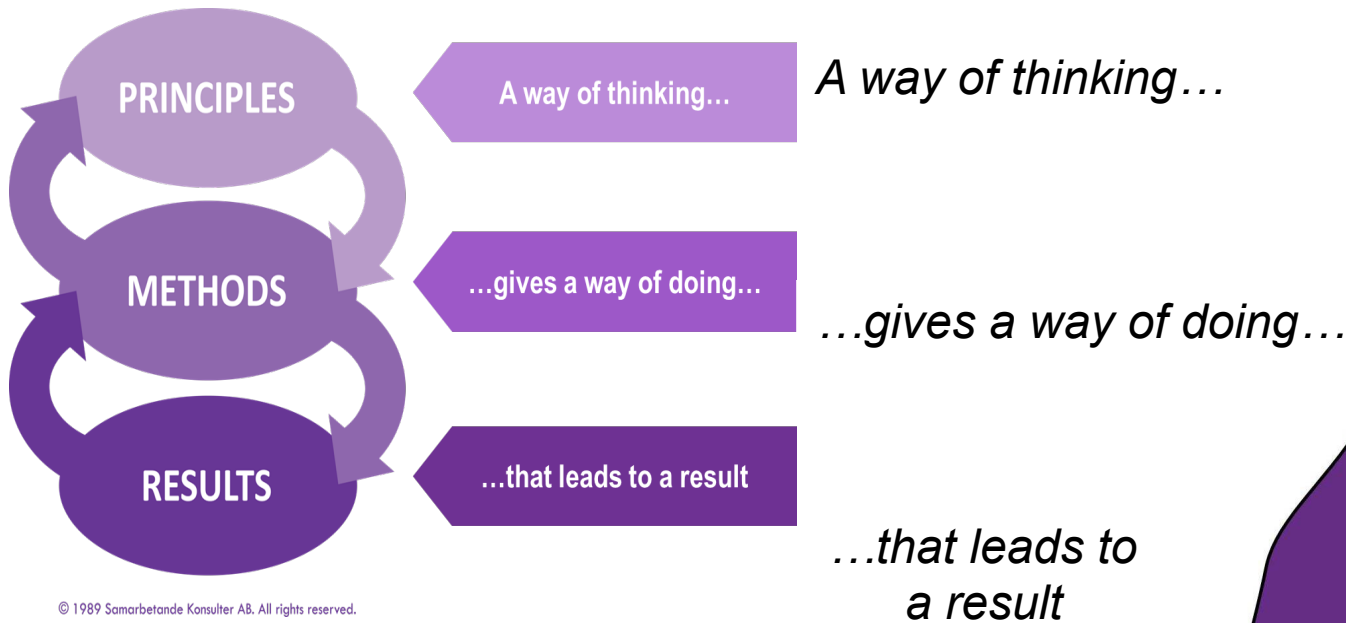
We invest time in improvement...in order to achieve and provide a world class customer experience.



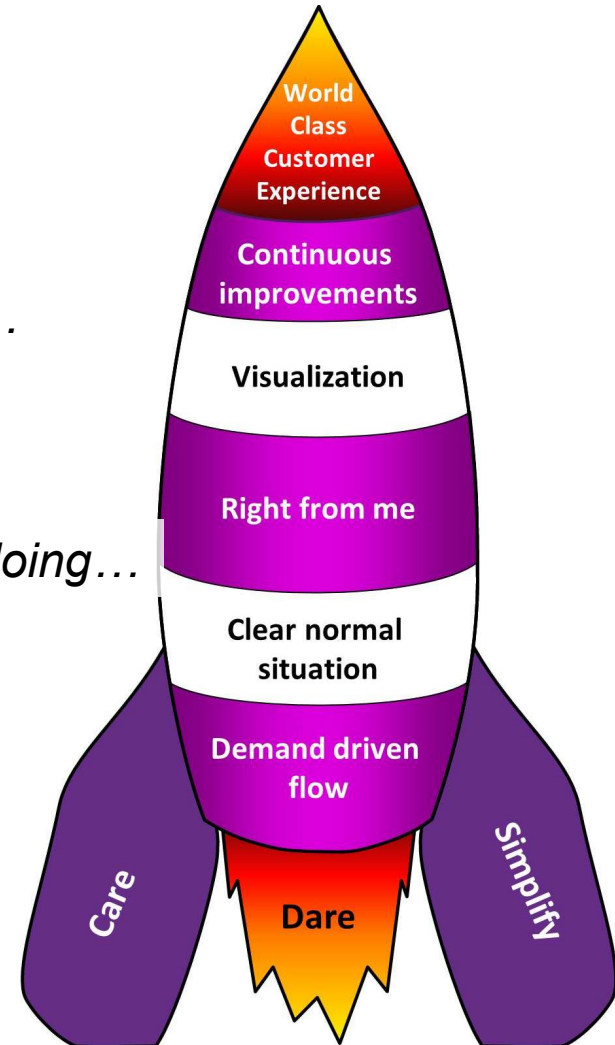
Source: <https://trimaps.com/custom-map-users/interactive-map-made-easy-for-developers>

"Teliasonera Lean is an attitude, a way of thinking, based on principles of how the business will be developed and operated."

Mindset model



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Model overview – implementation of TeliaSonera Lean



TeliaSonera LEAN

Case examples



Small improvements make a big difference!



Customers



Team



Team

Case 1, Voice support team (fixed voice)

- The team supports the Incident Management Center (IMC) in cases of network problems and also support all Customer Care units in dealing with customer problems
- TS Lean mindset principles in use
 - Visualization (local implementation)
 - Flow
 - Go and see (GEMBA)



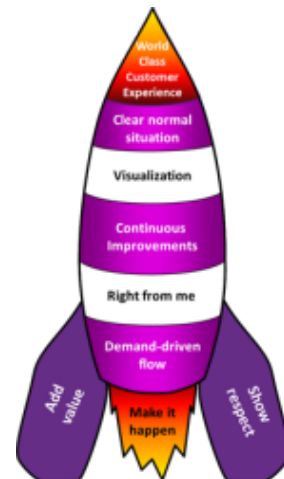
Ongoing LEAN activities, Visualization

- We started using LEAN with the help of a whiteboard

Avvikelse	LÖSNINGSFÖRSLAG	ANSVARIG	STATUS	KLARDATUM
Fungerande process med Mobile !! ^{Sambruk} _{Reaming}	1. Tala med Samtrafik (Osmaks) 2. Tala med Mobile? Vem?	Magnus.		30.8
Rubriker / innehåll i Loggboken	TAFROM RUBRIKER PER OMRÅDE (TEIC SITE)	PALLE/SVEN		15/8 ?!
Datab kring gamla Loggboken	Kontakta Rhåholt	Magnus		30.6.

NYA AVVIKELSER

SKRIV MED Tjuvögds

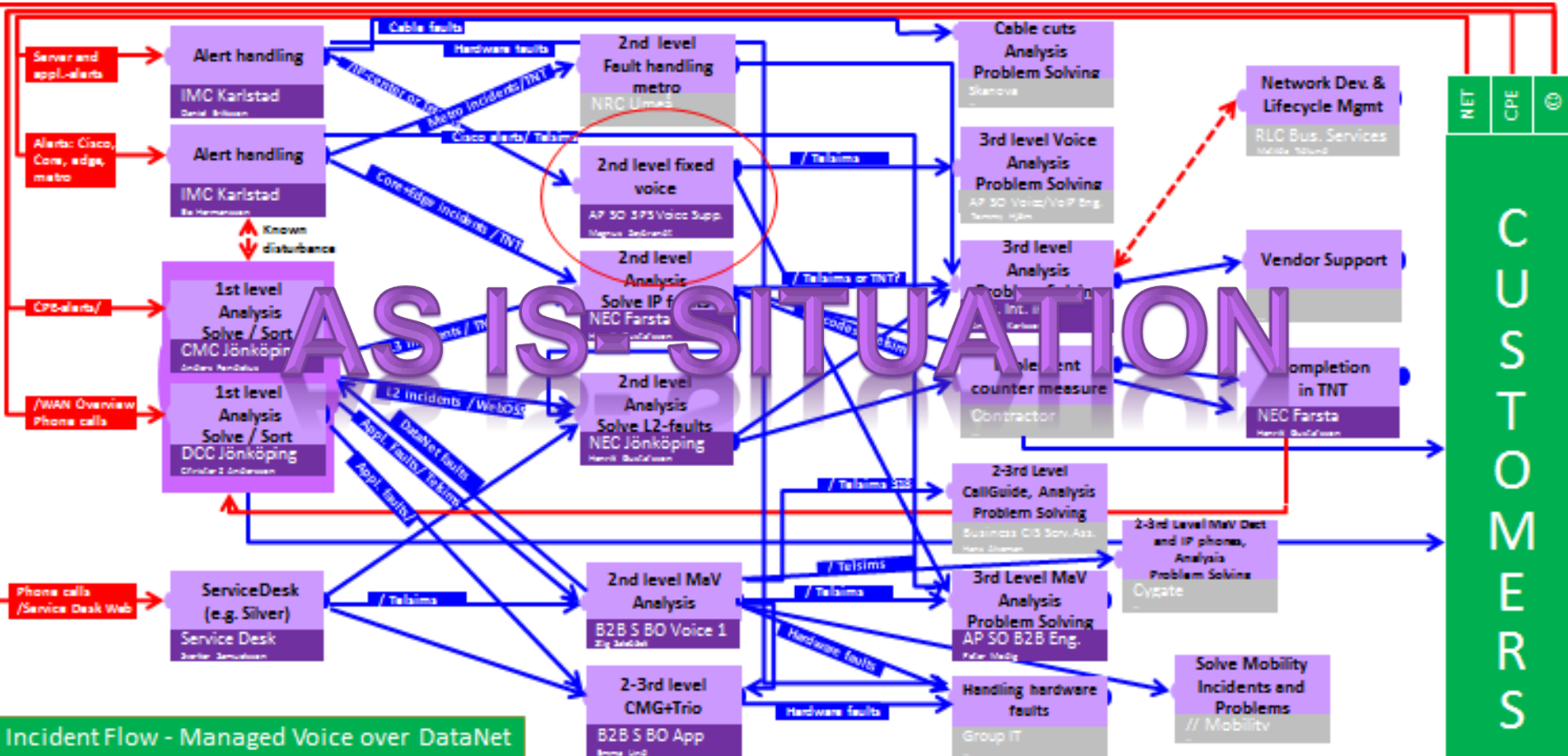




WÄRNHEM

TAPETSERARV

Case 2: Problem Management (Managed Voice over DataNet, Sweden)



Case 2: Problem Management (Managed Voice over Datanet)

Finished

1. Flow mapped and visualized
2. Custom-developed Principiplay® simulation
3. List of improvement needs developed and prioritized
4. Lean training for managers and team members in flow performed



"Truly superb two-day Lean training. Totally right philosophy. It feels incredibly inspiring to dive into the next "problem"... Everyone in the organization should participate as soon as possible!"

Ongoing

1. Establish cross-functional improvement teams – focus on Problem Management
2. Establish local improvement activities



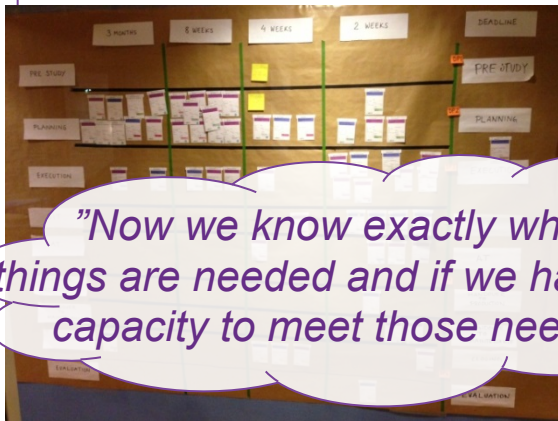
Case 3: Visualization in IT development flow

Finished

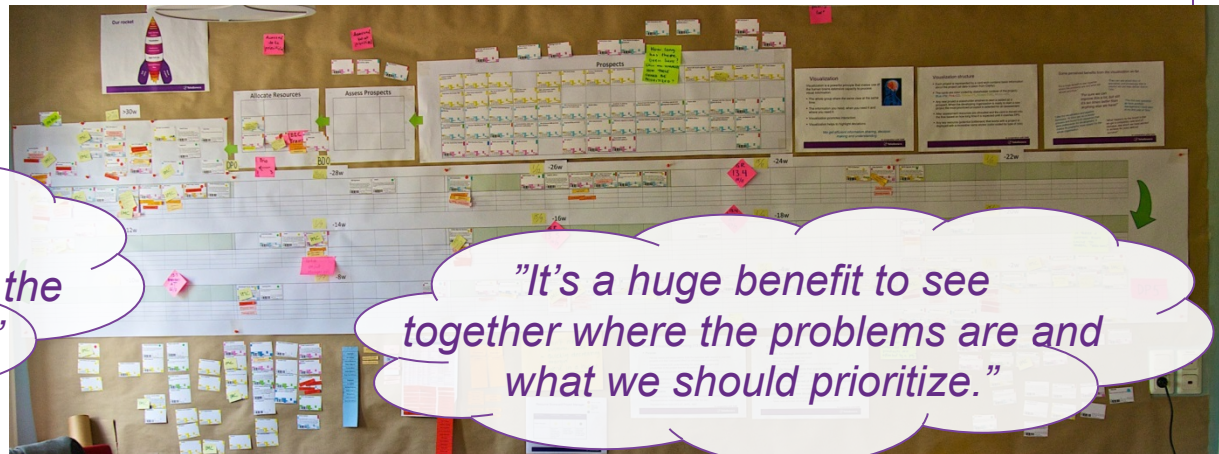
1. Manager and team members trained (Billing)
2. Visualization developed and up and running

Ongoing

3. Planning ongoing: expand to all IT areas - first focus on visualization of capacity
4. Involvement of all IT managers
5. Continuous development



"Now we know exactly when things are needed and if we have the capacity to meet those needs!"

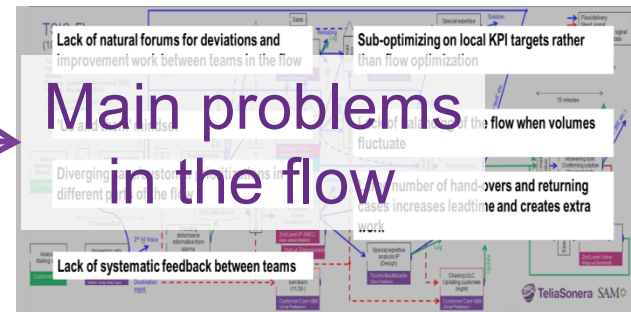
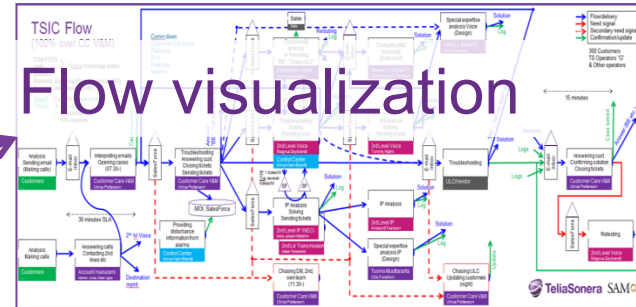


"It's a huge benefit to see together where the problems are and what we should prioritize."

Case 4: International Carrier

Interviews, dialogue, go & see

Finished



- Improved customer experience by shorter lead times for incident resolution
- Smoother process for everyone in the flow
- More efficient incident handling
- More efficient information in the flow between teams and to customers
- Get time for proactive work



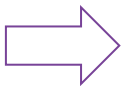
TS Lean coaches train the managers who together with coaches train the team members



team members trained



Principlay Simulation (adapted to flow)



2014
Dec 8
Start of deviation meetings

TeliaSonera LEAN Track record





Förbättringstävla

Upplysning	Ämnesområde	Partiperson	Utdatum	Status
Öppna förslag
...
...
...
...
...
...
...
...
...

Ämnesområde	Ansvarig	Hur	Utdatum	Status	Utläring
Kommunikations- och informationsstrategi		...		Wade	
...	Domell	...		Dagur	
...	ALLA	...		Págar	...
...	Patrik Christian	...	25 oktober	Págar	
...	25 oktober

BESÖK 10/10 15:20
Hanna Fernell, Stefan Gjöryd

NÄSTA VECKA 46					DENNA VECKA 45				
Fre	Tors	Ons	Tu	Må	Fr	Tors	Ons	Tu	Må
...

Kontaktdag
Klara

Se 980

Störst på arbetsmarknaden

När vi säger "goda" ...

...

VAR RAKET

FAX: 536780 / 020-642211 / CC 11279265 / M 201611

FÖRSLAG

PRÖRJAD

SLUTFORD

WS-översikt

Estimeringar

Benefits from visualization so far....

*It is a huge benefit
to see together where
The problems are and
what we should prioritize*

*For sure we can
improve this a lot,
but still it is ten times better
than anything else we
have had*

*I like visualization and pipeline.
At Eesti Telcom we ran a similar
process and found 5 to 20 resources
that were bottlenecks
for development.*

*What happens by the board
is that we get a completely
new kind of dialogue,
which we have wanted
to achieve for years
without success*

“Top Ten” barriers to implementing Lean *)

1. Using lean to cut costs
2. Leaders “delegating Lean” to others
3. Not identifying the proper roles of *everyone* in the organization
4. Too much focus on lean tools
5. Not involving HR properly
6. Processes and improvements not connected
7. Using the wrong measures for success
8. Not being proactive in preparing for a financial crisis
9. Not linking Lean to daily work
10. Not objectively assessing current progress

*) *Source: Lean Enterprise Institute*

Eight steps to successful change by John P. Kotter

Unfreeze

- Create a sense of urgency
- Pull together the guiding team
- Develop the change vision and strategy
- Communicate for understanding and buy-in

Make Change

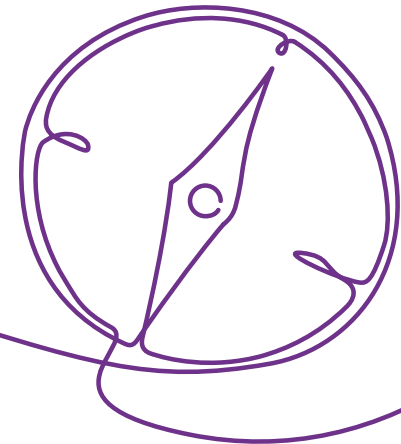
- Empower others to act
- Produce short-term wins
- Consolidate improvements, produce more change

Refreeze

- Create a new culture

*“Management is about coping with complexity....
Leadership is about coping with change” (J.P. Kotter)*

QUESTIONS?



Pakka për syriri

Takk

thanks

Kiitos

More information

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