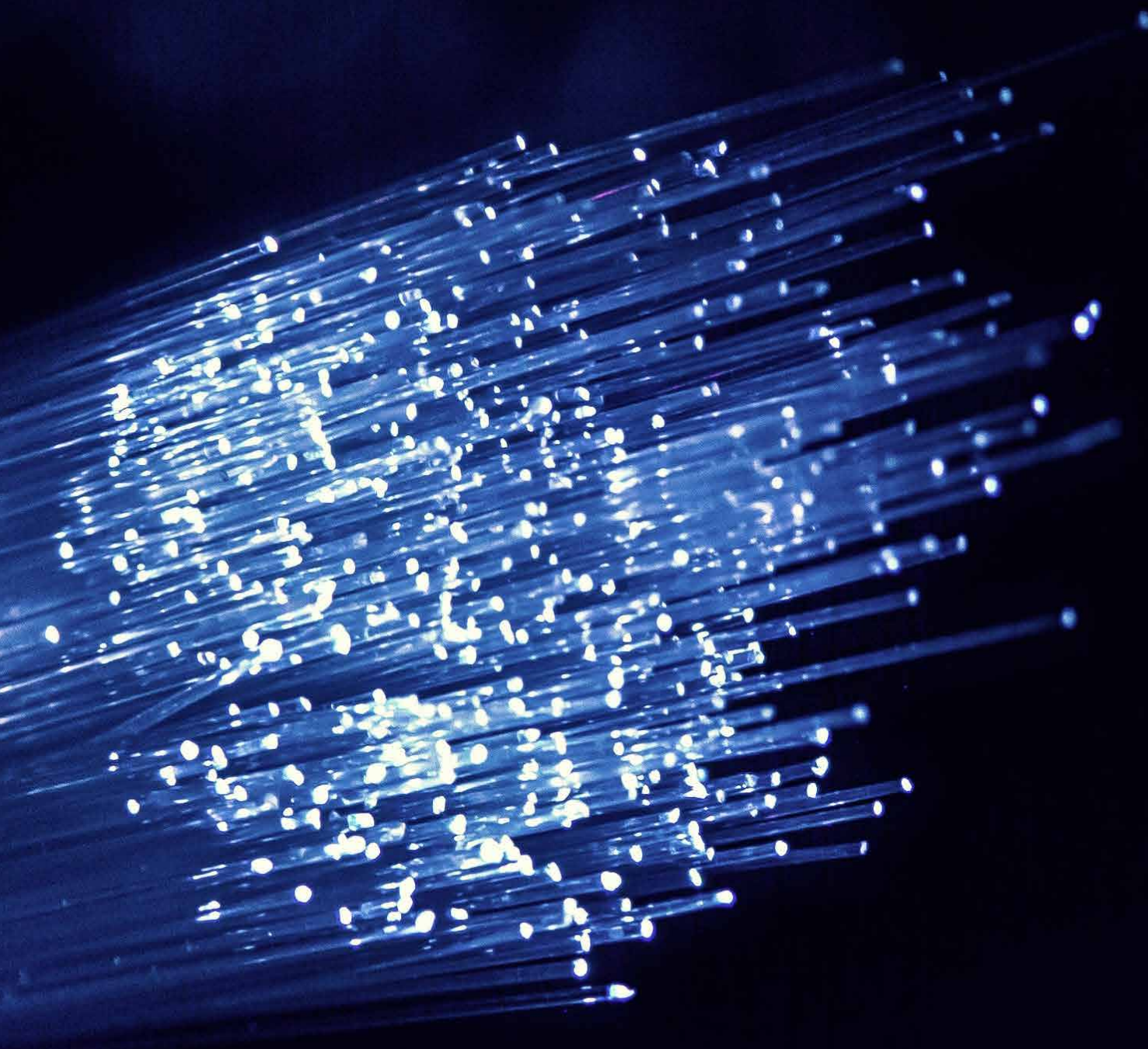


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TELECOM



Integrated Experiences and
Digital Accelerators: The drivers of
Telecom Argentina's digital transformation

Introduction

With over 23,000 employees, 29 million fixed connections, high-speed mobile connections and an on-demand and live content platform, Telecom Argentina is the leading information and communication technology solutions company in Argentina. Telecom decided to undertake a technological and cultural

transformation to position themselves as an ecosystem of platforms based on connectivity. They wanted to continue improving and create even more valuable digital experiences for their clients across all segments - furthering the evolution of their integrated products and services.



Working in **synergy**

Telecom wanted to develop a new digital channels strategy (for web, apps and social media) in order to provide a truly integrated experience to their corporate and individual clients, with a focus on self-service.

Telecom chose Globant as a strategic partner, a digitally native company with experience in supporting businesses throughout their technological and cultural transformations. As stated by Maximiliano Valiente, Core Business Projects Director at Telecom, Globant was chosen because we are “a disruptor in the field of professional services, providing the perfect combination of design and innovation, and have been key in enabling us to provide these services at scale.”

Globant and Telecom first started working together in March 2019. Globant contributed

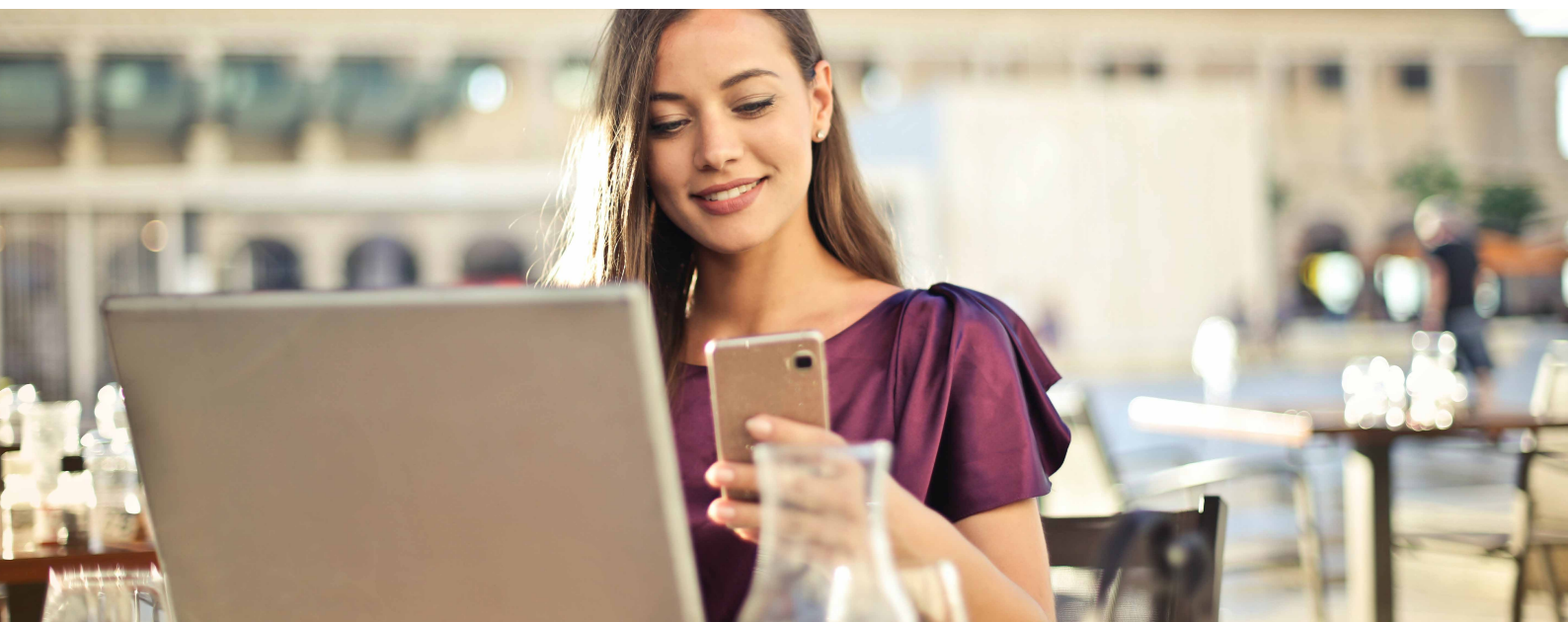
its know-how and experience to the digital transformation process that Telecom was going through, both in the change of its mindset and organization, as well as in the conversion of core systems. Telecom had set out to create a truly integrated experience for its customers across its digital channels, with a focus on self-management.

As a key partner, Globant’s goal was to help Telecom develop this new strategy across all its digital channels. Today, the company has a more intuitive and easy-to-navigate interface, which adapts to the profile of each user, unifying different offers and discounts in just one place, as well as the catalog of products and services. The alliance has also involved supporting Telecom in training and developing the digital capabilities of its people.



“As a strategic partner, Globant aimed to help Telecom co-create integrated digital services and systems and, in turn, accelerate the development of its digital capabilities to further enhance its talent.”

Diego Schargorodsky, Managing Director, South LATAM Globant



Why did Telecom **want to transform?**

As a leading company in the Argentine ICT ecosystem, Telecom provides connectivity and entertainment solutions that include high-speed fixed and mobile connections, home telephone service, data transmission and a live and on-demand content platform that covers everything from series, movies, gaming and music, to TV shows. It offers a portfolio of services for customers ranging from individuals, entrepreneurs, and households, to small, medium and large companies, and government agencies.

To make a real leap in the connection with its 29 million customers, Telecom decided to develop a new digital channel strategy, creating a self-managed system so that people could

have a similar experience whenever they got in touch with the company regarding any of its services. Telecom also wanted to have greater visibility of customer behavior in order to offer more personalized experiences.

At the technology level, Telecom sought to accelerate innovation through the development of certain technological capabilities that allow for a flexible and scalable structure to build digital products. Those capabilities, mainly supported by cloud-oriented architectures, included the adoption of a DevSecOps culture by the different teams, with a mindset targeted at the continuous improvement of the product, thanks to the monitoring of business and technical performance KPIs.



The challenge: An integrated experience

To meet this challenge, a **digital channel transformation program called #Switch** was designed and built on the basis of three strategic pillars: customer experience, technology and culture. #Switch was created and executed from a customer-centric perspective, with

technologies that promote fast development and scalability, the use of data to improve the user experience and, most importantly, the development of an agile culture and methodology in line with the different areas and business units of the company.



"The digital transformation that we are going through at Telecom seeks to make life easier for our customers. Our new solutions were designed with a customer-centric approach and serve as the starting point for the adaptation of our commercial, customer service and self-management processes, with a unique and integrated vision, taking into consideration the NPS (net promoter score) and time to market, the two most important vectors of this challenge. Considering we are making this transformation in record time and while maintaining day-to-day operations, it is essential to put together a multidisciplinary team, where the business is part of the project management triad."

Hernán Lopez Figueroa, B2C Sales Manager, Telecom Argentina

#Switch brings together several digital channel services, such as customer identification, product/service selection and purchase, product self-management and commercial queries, among others. In addition to the customer-facing experience, the team implemented a Digital Experience Platform (DXP), which makes microservices and APIs available to improve the time to market of new products and to enable easier third-party integration. This allowed Telecom to offer an integrated experience with more efficient,

comprehensive and profitable contact channels.

This is what Luciano Parola, Director of IT development and implementation at Telecom Argentina, **said** about the DXP: "It is a different microservices structure that allows for a more agile integration to legacy systems and enables customers to have the same satisfactory experience in terms of time and resolution, regardless of whether they log into the platform from web or mobile devices, and independently of legacy systems."

How we **did it**

Telecom's Switch project was developed by a triad made up of representatives from Telecom's IT and

business areas and members of Globant, in our role as partner. Three work pillars were established.

1

Customer centricity

The main idea was to place the customer at the center of the project development. Their needs and goals, as well as their behavior and expectations, were the keys to the decision-making process to create a customer journey that would allow them to transition to a great experience across digital channels.

2

Digital capabilities

Globant worked as a digital enabler for Telecom, that is, we supported Telecom throughout the development and implementation of new digital and technological capabilities. We implemented continuous testing cycles with users, a DevSecOps culture, a microservices-oriented architecture (DXP), quality and performance strategies throughout the project cycle, and data generation for monitoring and generating insights for decision-making.

3

Agile culture

Transforming the company's traditional silo structure into an agile work model, and modifying the organizational, operational and management model, was another one of the project pillars. This was all based on Agile methodologies such as SAFe (Scaled Agile Framework) and LeSS (Large-Scale Scrum), among others.

Organizational model: As part of the organizational change goals, we created multidisciplinary and autonomous teams, which were aligned with the project's business strategy and impact.

This alignment allowed the teams to create a product that was easy to deploy, with fast and efficient execution. This model was made up of 15 **Studios** and 8 **Agile PODs** from Globant.

Operational model: The operational model sought to create an agile ecosystem that would reduce the complexity of the work environment, increasing the rate of product delivery to the

market. The key performance indicators of this model were the alignment of the digital transformation PODs with other areas of the organization and the time to market achieved.

Management model: The management model adopted by Telecom was Objectives and Key Results (OKR), seeking to ensure that the teams were working

in alignment with the strategic objectives of the B2C business unit, facilitating prioritization and time management by the teams with clear goals to be achieved.

Digital enablers that boosted the business

The Switch Program, which reached relevant milestones during 2020 while the team was fully remote, due to the pandemic, was the first one developed by Telecom with 100% agile methodologies. The collaborative and iterative work of the team managed to improve the digital experience of Telecom's customers. In its customer self-

service digital channel, the launch of a new application and continuous improvements with regards to the experience and functionality, resulted in sustained growth. Therefore, the goal of creating an integrated experience for Telecom's customers was achieved, and the company maintained its leading position in the market.



About **Globant**

We are a digitally native company that helps organizations reinvent themselves to create a way forward and unleash their potential. We are the place where innovation, design and engineering meet scale.

- We have more than 17,250 employees and we are present in 18 countries working for companies like Google, Rockwell Automation, Electronic Arts and Santander, among others.
- We were named a Worldwide Leader in CX Improvement Services by IDC MarketScope report.
- We were also featured as a business case study at Harvard, MIT, and Stanford.
- We are a member of the Cybersecurity Tech Accord.

For more information, visit

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