



# PLAY TO YOUR STRENGTHS

## VIDEO TRANSCRIPT

Compressing disruption in the telecommunications industry is no longer news. We all know that the telecom industry is at a critical turning point. The traditional reactions of the operator have been around transforming the legacy and fast commoditising business in search of efficiency to drive return to the shareholders. In short this has been a race to the bottom.

To take a new leadership position in this fast-evolving industry context and ecosystem, telco operators cannot play by the same old rules. They really need to flip this race and make a race to the top and this means starting to invest some of these inefficiency gains in new innovation and experimenting with new business models.

But transforming the core - transforming the business - really is a challenging exercise. It does require in order to embrace this new trajectory of growth, it does require accepting cannibalisation of your own products and services and anchoring your competitive advantage to some new control points that will be relevant and will remain relevant in the industry.

We are talking about things like security, identity management, your home devices, the network investment and -an important element for a telco which is - the Net Promoter Score.

Becoming a multisided platform is one of the most ambitious scenarios. It requires a massive leap in terms of technology, operating model and business model.

At the heart of this multisided platform lies what we call the Telco Brain. A cognitive platform, an intelligent automated platform that turns the key strengths of an operator – things like security and identity management into tradeable assets and enables them to enter into new value chains and form new value chains or enter into altogether new industries.

We are already helping operators across the world identify and shape their vision for growth and we are building components of this brain architecture by leveraging technology such as artificial intelligence and blockchain and data scientists and our own ecosystem of partners and start-ups at “The Dock” in Dublin.

We really think that Telcos are positioned best to win in this game, they have a competitive advantage that money cannot buy and that is their historic advantage.