



TELUS CONTENT- EVERYWHERE & DIGITAL LIFE PLATFORM VIDEO TRANSCRIPT

Thank you everyone for being here and thank you Tim, for in part of this. I would say, and we were joking yesterday. It's nice to see people back in 3D. So there's a lot of discussions about the next level theory, but coming back from the pandemic and meeting people in person, I think he's the real, the real feeling and emotion I'm having these few hours have been here. So today, we're here to share with you some of the lessons learned and how we did shape this important program together with telus. Tell us, as Andy said, is a great company and they had a big ambition. We just started this program one year ago and telus came to us asking for making a transformation. So moving from a legacy were working set of technologies into a new way of working into a new modern engineering model, into a new set of technology capabilities. Let me start and I think telus embraced fully these four main trends that we are observing as essential in the Telco market. First, their position in as an aggregator. That means to bring together national, linear channels, international, local, many different OTT services. Not just selling them into the weeds with a strong building relationships with customers, but creating a seamless experience to deliver these services to the end-users. Like if they are in a unique environment where they can enjoy everything they had, an aggregation creates data, right?

So were they loved in the teller strategy? Is this approach to think about this, not just to differentiate against others, but also to start collecting the data they can reuse to fight the product. Commoditization. Think about the portfolio of a telco like to group or services, right? There are the traditional broadband, mobile and fiber that are very high. Arpu that can drive a lot the growth in terms of revenues, but they are poor in terms of data. You don't know a lot about what a fiber customers is doing. On the other side, you have the digital products and digital products are data-intensive. You'll be surprised, but we had, and we made some trials with some clients. It's incredible how much you can understand of the family, of the households. When you start analyzing data coming from video, you can understand how many people are in the family if they're achieved parents, if they have the same subscriptions from their telco providers, if what what time they're coming back home, what time the leaving home. So I think telco has many, many level of many, many opportunities to leverage these data. And of course, leveraging the data to use the data to sell more of the traditional products. So I think they have to overcome these siloed models where each product department is thinking about one product and really create an operating model where the customer is at the center.



And you can even jeopardize part of your business to get the data you can use on the other side of your business, right? That's, that's the most challenging part of the transformation. What I love those so intelligent and at the beginning is they came to us saying, we want to be in control of the technology. We want to differentiate with engineering. And I think this is exactly what companies like Amazon, Netflix are doing. So hearing this from a Telco has been really, it's been really great for me as I had a lot of experience in this market, but they really did it. So Tim will explain you how they built this next generation of engineers that can now managing our technology Accenture video solution, the platform we deploy there and completely own and drive their own destiny with the skills. The last point is probably the most complex, again, because it's not a technology problem is a cultural and organizational one. Changing the business models. As I said, you can even decide to give a certain digital service for free. To get the data you need to sell more fiber, right? Or to get the data, monetize the data through advertisement. But the KPIs should change. Telcos, especially shareholders are looking at ARPU churn rate acquisitions. I think team. What really is the challenge here is to start thinking about net promoter score. So how your customers like the products you have. And reach how many people are touching the product and how easy is for the ecosystem of partners to join your platform. Are you making their life easier? To jump into your platform and increase the level of innovation you are delivering to your customers. These are KPIs, that of course traditional telcos, even modern telcos are struggling to observe. And I think he's the next wave of challenge. Tell us and others, but they're less is pretty advanced souls in this journey. Let me jump. Probably two disliked and so at a glance, so as I mentioned, we are working with Tell us to transform. Really, I like to think of this as a transformation program, not just taking our software and deploying in production. It's not dead. It's also dead, but it's not like they're normally there is first, we bundled three things together. The software and when Accenture have essentially products and platforms as a portfolio of 90 platforms, AVS is just one, is one of the probably most

successful IPTV, NOT TV platform in the world were several customers and top of tailors, but this has just been one element of the transformation. The second was we, we embed that our digital hub capabilities, creating a set of squads where engineers tell us engineers and Accenture engineers are working together. I can let you imagine the complexity of doing this during the pandemic. That this created a unified environment where engineers are from Taylor's had the chance to grow together with ours and create a unique frame or that when we step out, tell us can keep an evolve as their own operating model. And the third element was a strong enablement program. Tell us what's coming out from previous experience with another platform. They had to learn about Accenture video solution. We created an enablement program. We teach them about not only how to configure the platform, but also how to evolve the platform. So they have the right to use this as an accelerator and start creating additional microservices with the same standards so that these can just accelerate the next level of innovation their side. So very happy to be here, demand over to you. I think you want to share some details about the program. Yeah, you bet. Thanks, Gino and really excited to be here. And this actually, I think Gino and I've been working together almost every day for 18 months and this is the first time we've actually seen each other that face-to-face in three-dimensions. So very neat to actually connect personally. But yeah, as Geno said, the core of our project to begin with is replacing our TV platforms. But it's really much more than that. And it's a software driven transformation for our services, services development, and our accompany. So if you look down the left-hand side, that's more or less what we did. And the right hand side of this chart is why we did it. So on the left-hand side, we had a lot of agile development happening within the company, but we didn't have a lot of coordination, focus on any particular overall customer journey or service. And what we did with this is really



implemented I scaled Agile framework that focused on the customer's needs, on the service, which was starting with video. To do that, we knew we had to leverage open integration standards. And you've got another chart, talk a little bit about that. We wanted to architect it for the clouds so we can take advantage of all the benefits of speed and convenience for their Cloud, especially with the supply chain conditions that we're all seeing these days. Designed for any device anywhere that that's kind of almost goes without saying these days. But we also wanted to reuse components of our TV platform and evolve to make sure that we took advantage of capital efficiency as well. So why did we want to do that? Geno talk a little bit about content, ubiquity, a bit about democratization, product leadership and differentiation, operational efficiency. But really all of those are tied to owning our future and controlling it. So we want it to be able to work on features and capabilities that differentiated us on our own time and on our own priority level and not be dependent on others to do that. All of that was designed to maximize the outcomes for our customers and for us as a result of that. So maybe I can talk a little bit more on the next slide about what are the blueprint. So we spent quite a bit of time preparing for this project. And if you look at all the purple portions of this, though, those are all the pieces we had in place prior to starting this project. And the white part in the center is what we're doing with Accenture. We spent a lot of time thinking about how do we begin this journey? How do we set ourselves up so that we can reuse the components that we have and how do we open them up so that we can make it work with any, any middleware, any TV platform. So we designed a av pipeline that followed open standards, that could be. So e.g. we add one. We have one video on-demand library and we do just in time encryption and packaging to multiple different devices on multiple different platforms. Out of that, the OSS, BSS, which for a telco, frankly usually is the limiting factor. Usually you can add two years onto any project just for that. But we spent a lot of time thinking about how do we, how do we open that part of the business and how do we put in universal adapters?

So when we replace the white part in the middle, we can do it quickly and seamlessly. And then on the right side, we were already doing device applications. So we did our, all of our own client development for mobile devices, streaming devices, and Android set-top boxes. But we wanted to launch a new Android set-top box with this with this platform, along with migrate our customer experience over to that portion in the center. So that's where we decided, okay, what do we do about that white part in the center? And we realized that we should take that on ourselves. Not only should we, we can take it on ourselves, we had all the pieces available. We had really good experience in TV over the last 15 or 20 years. And IPTG, we had access to our own offshore development with our own team. And we wanted to do it quickly and as genocide, we also wanted to build up that engineering team ourselves. So that's when we started partnering with Accenture. We started a project that to replace our middleware. And within ten or 12 months we launched the first product on the platform. So a lot of preparation ahead of time, but a lot of collaboration to be able to implement the Scaled Agile processes, implement this wide structures, and implement the software. Leveraging tell us and Accenture resources for that. So that's kind of what we did and we're not completely done. This is more, I think, what I would describe the starting point, but it's really exciting where we've been at and we've already seen the benefits of being able to focus on the priorities we want and the differentiating features that we want over the last 12 to 18 months that we've been working together. If I can common theme and I fully agree with what you said. If you look at these architectures can be just seen as this is simple. But think about the multiple squads of people walking into all end-to-end on it. And think about integrating the platform into the legacy BSS systems with the audio video, without any, with another platform in parallel with limited possibility to work together. So we have people in Canada, we have people in Europe, people in India.



So we really created a very, I would say, unprecedented successful collaboration. I think he was very, very important because just the technology per se is not solving for it. So you need to work together, you need to, because we've been really working in parallel on the old these ASP and that's allowed us to deliver these inner, such aggressive timeframe. So yeah, it's a great, great point. We onboarded a lot of team members incorporated from Accenture, from tell us, from offshore development. And we integrated those across into this entire squad structure and started having the PI planning process. And all of that was done virtually. We haven't had one face-to-face meeting yet other than today with all of the teams. So lots of other challenges on how do you build teams. Virtually during a pandemic. How do you hire people? How do you create a sense of common spirit on the project? So many things we could talk about on there, but we'd better keep moving, I guess. So. A few words on Accenture video solution for the z, you are not familiar with the platform. This is a Cloud agnostic platform. In the case of tell us we deployed it on GCP. The platform comes off the shelf with more than 50 Microsoft. This is completely isolated in the sense that you can upgrade one microservice without touching the others. The microservices are containerized. You can get the software straight out. Our software repository and deploying production. Tell us has the right to evolve these microservice as they want. That's why we deliver to them these important enablement program. Platform is mainly very flexible in the sense you can manage the content in a different, in a decoupled way from the presentation and a couple of wave from the content monetization and service management. It comes with a very industrialized API Gateway where we expose a lot of APIs to the device. Tell us to care of developing all these device. And that'd been able, I think, to develop the first application in a matter of a couple of weeks. As far APIs are extremely documented that we provide sample code source code. And this because we want our clients to accelerate rights. And I think in that case, I had personally the demonstration what would be if there was really working maybe weekly on this team?

Again, it's been really a tight collaboration. This was the secret sauce for this success. Yeah. So again, we started out the first, first step was working on TV platform replacement. But to deliver that, we built this software delivery factory. So we built all of the teams. The teams were a combination of Accenture resources, tell us resources, tell us International, which is our offshore development capability. Incorporated hiring new team members and as well as existing team members. To the point now that we're, we've got a cohesive team that's delivering on a bi-weekly sprint basis. So very exciting to see the project. See the progress in just over a year. And we humbly think it's now a best-in-class solution and a foundation that we can use for integrating whatever services we want in any way we want across the company. So that all leads to stronger customer relationships and ability to get better content provider relationships because we're in control of that data we collect and monitoring we do. And the way we can provide that information to our content providers, plus the way we can, we can customize services for customers. So finally, once we're on the verge of being able to use that to integrate across our wider tell us ecosystem. So e.g. we're the largest home security company in Canada. We're also the largest consumer virtual care company in Canada. We provide, we think, unparalleled, high-speed Internet service as well. And so we now have the ability to integrate all that customer data and all of those features and capabilities together across those services. So it's a really exciting foundation to get started on. What I can say on our side. I just mentioned your abs. We also provided fellas, another platform for enablement, future talent platform where they can get any kind of learning boards about our software and modern engineering. The architecture of AVS would pretty well as this was our first deployment on GCP. We had all other deployments on Amazon and it was quite straightforward as our containers being deployed very fast on that new infrastructure.



Now tell us is also experimenting the Google native containers. And I think this is also for them quite important as they have a big partnership with Google. Some, some words about the continuous investments the platform counts with the roadmap. And of course every quarter we release a new release. And tell us now is free to on-board these innovation and Joe and bundle these innovation together with their own investments into the road bump their roadmap. They are very aggressive and ambitious about evolving. These two become a multiproduct platforms that, as I mentioned at the beginning, is important and working as an aggregator. Tv, I think, and I like to think of it as the first product we deployed. But there are many others can come now, as many of these microservices are really in common. So we can entitle the customer not just to get a TV package, but to get a certain set of device in the home Sunday, they can bundle with the fiber e.g. and increase the level of engagement, the reduce, churn and grow acquisition of new customers. So I like to think of this as a foundational platform for a multi-product environment. Of course, we've take time it will take, but we set now in place the right framework and the right skills on their side. They can now continuous and leveraging experience with previous implementation means also all our clients are connected and we try as much as possible to share a common lessons learned. And because we like to also managing risks and avoid doing the same mistakes two times and leveraging lessons learned from another one. So that's another advantage of being part of such a global areas program. So what we achieved so far in a nutshell, tell us as a modern software delivery factory, hundreds of people working with the same framework. Frictional esteem, that creates toolings, methodologies continuously and deploy to the squad so that the sports can work in parallel, right? That's important because these kind of market requires speed. And to get speed that you should work in parallel, you should have the squad working on the applications that should not wait for the APIs guys to deliver the new API, right? That's, that's, can be easy to think about, but it's complex to achieve. And I think now tell us as this kind of model, a multiproduct ready far from just the

board I mentioned this. There are some micro service can be completely to use and tell us now can plug-in additional components to deliver other digital consumer services into the digital home in what they call digital life. The first product has been launched. I think the commercial, the larger scale will happen in a few weeks. And well, this is Cloud-native, so there isn't anything on the data center anymore. You can imagine how the speed increase compared with the previous experience. Um, I think afterwards we're going to talk about KPN. Another example where we did a data center to cloud migration of our platform. But in this case has been on Google's been pretty, pretty fast. So that in a nutshell, what tell us can do now? I think Give me if you want to comment about the next steps are yeah, yeah, you bet. So as Geno said, we were able to launch an Android TV set-top box within around ten months from the start of the project. And to migrate our first set of services over to it within 11 months maybe. So it happened very quickly while in parallel doing this building of the Engineering Team and implementing all these new processes. So we, we want to continue to scale that, tweak the delivery model, but we're in a fully delivery and capability right now. We want to look at expansion. How do we serve different markets and market niches with this product and others? And use this capability to unlock new business opportunities that go beyond just TV and allow us to really bundle new services and connect with our customers and provide services that give them benefit as well. Alright, Thank you. Do we have a couple of minutes for any questions? Let's let's open up. Any any questions you have about the program, about everything you heard. We have a question. Thanks for the presentation. On that slide. It mentions unlocking new business opportunities. Obviously, we're not looking for any confidential information, but is there anything you have in mind that you could share with us? Yeah. There's there's a number of things that we're looking at strategically. Obviously. I think that



the first thing is integration with other services. So in the past, a lot of this service where services were a little bit stove pipe, you might have a different identity systems where customers are different views of customers. So one of the first steps, and I kind of skipped over it on that chart was the customer data hub and integrating data. So and so one of the first things is how do you how do you establish a profile of customers that encompasses what they're doing on a wireless side, because we're, we're very large wireless company in Canada. But I think some of the other things is that we want to look at are I mentioned we're through, through acquisition, we've become the largest one security company in Canada. So having integration of the customer view there and integration of services across there, I think is one of the things we'll look at pretty quickly. And I think that will be one that can benefit our customers quite significantly. Health is another one, that one's maybe a little bit further away, but we're the largest emergency medical records company in Canada. And I mentioned we're the largest virtual care company for doctor-patient consultations. And so I think there's a lot of those use cases I think that are interesting there that we can, that we can bring together and new services. Alright, I think we don't have any, maybe just lost everything. So congratulations for the opus project. My question is, does he didn't come pass any advertising technology stack as well? Not in the initial implementation, but that's something that we're looking at right now for deployment in an upcoming release. It's something in, in Canada that there's, there's maybe a bit tighter regulation on and a few less opportunities, but it's an area that we want to expand and look at quite aggressively, probably in 2023 timeframe. Thank you, everyone. Thanks for your attention and please enjoy your show next day. Thank you.

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