

Embracing the shift

Proximus Group is positioning itself for a successful future by focusing on three key aspects: culture, innovation, and growth.

IMAGES PROXIMUS GROUP

When Dominique Leroy was first appointed as the CEO of international telecommunications company Proximus Group, she says she was a somewhat unusual choice for the role. While she had ample skills and expertise to take the business forward, her professional background was in a completely different industry: fast-moving consumables. However, this turned out to be a positive thing because it meant she could come into the top job with a fresh perspective. She wasn't bogged down by the traditional views of how a telco should be run and could take a new approach for the long-term benefits of the business.

"I'm not a technology specialist by any means," she says. "I am much more concentrated on what is important for the customer. How can we be more customer-centric and make sure that our technology helps our customers to work smarter and live better? When I think about our purpose, that's probably the most important thing."

"I am proud that we are not driving technology for the sake of it. We are driving technology to see how we can better serve our customers; be it in their private lives, by giving them easier access to their content, data and friends, or in the >>

proximus

Name Dominique Leroy
Company Proximus Group
Position CEO
HQ Brussels, Belgium
Employees 14,090 FTE
(end 2015)



As featured in
The CEO Magazine
For more info visit
theceomagazine.com





enterprise business, by making sure we offer not only connectivity, but also value-added services. Our whole philosophy is really about enhancing the value for our customers. That's one of the biggest changes I have brought into the company and what I am most proud of."

This change in focus had to start internally with the culture of the workplace, she says. "Most telco companies have similar building blocks in their strategy, but it is how you are able to implement that strategy and engage your people that really makes the difference. You need to make it a priority to invest in your people, develop your people and give them the freedom to test new products and take some risks. That's what I am trying to do."

The telco sector has been in a period of decline for the past decade due to regulation, price, and competition. Tools such as Skype, Facebook Messenger, and WhatsApp are soaring in popularity and

"We have invested a lot in our servicing platform whereby customers can reach us 24 hours a day, seven days a week." - Dominique Leroy

becoming the new competition for the more traditional telco providers. Proximus is dealing with this by embracing the shift towards more innovative technology while also staying at the forefront of contemporary trends.

Cyber security is one such area that Proximus is investing heavily in. Another key segment is the Internet of Things (IoT). The group was the first of its kind in Europe to deploy an end-to-end LoRa (long range, low power) network which is designed to provide objects such as buildings and household appliances with sensors to connect to the internet. Proximus predicts that by 2020 there will be more than 50 billion objects connected with the IoT. "We want to make sure we constantly keep people in touch with the world so they can live better and

work smarter," says Dominique. "That is our overarching theme."

Proximus offers its clients the whole package in terms of products and service. Devices are ubiquitous and the concept of 'anytime, anyplace, any content' is clear. Customers can watch television on their phones, laptops, or tablets interchangeably, and they can rewind back 36 hours to watch shows they might have missed. Proximus makes it easy for its customers to consume their media on any device, at any time, and any place—that's the proposition.

Following on from that, Proximus has made it a priority to provide added content. It was the first to have Netflix fully integrated into its television platform, and the first to strike a deal with Eleven Sports Network, allowing

customers to watch high-level sporting matches on a non-exclusive basis at a low cost.

Finally, the last pillar of Proximus' value-adding portfolio stems from its omni-channel presence. "We often say that we are one step, one call, one click away from customers," Dominique explains. "We have invested a lot in our servicing platform whereby customers can reach us 24 hours a day, seven days a week and even through our YouTube video films to get self-care and self-service. The same is true on our My Proximus app; there is a lot of self-service and also the opportunity to control data and mobile consumption."

For the enterprise market, Proximus has a similar offering; however, it focuses more so on combining connectivity with software as a service. "We are now launching more and more propositions

which are cloud based. Not so much for big corporate customers, but for small-to medium-sized customers. If you want to start a new company you can go to Regus or a company like that to hire an office, and then we provide the same easy solutions for connectivity. We have an agreement with Office 365 and with One Drive, so there are all these things we can provide to new businesses as part of our service offering."

With the right cultural mindset in place, and a focus on innovation, Dominique believes growth is inevitable, even despite the struggling marketplace. "When I first arrived I said to the whole team: 'I am not coming here to continue to run a company which is declining. My purpose is very much to bring this company back to growth.' When I said it in the beginning I was probably the only one to believe in it. However, I can tell you that today everybody believes in it



because it is happening before our eyes. We have been able to deliver growth to our top and bottom line a year ahead of the plan. Our objective for 2015 was a two per cent top line growth and a four-to-five per cent EBITDA growth." ■

"At Devoteam we are digital transformers. We are entrepreneurs in disruptive technology delivering innovative technology for businesses such as Proximus, to win their digital battles and empower their Digital Cloud." - Benny Moonen, Operational Director, Devoteam Belgium



At Devoteam we are **Digital Transformers**, entrepreneurs in disruptive technology. We deliver innovative technology consulting for business to ensure our clients win their digital battles.

Who are the talents who make digital transformation happen?

Internet of things, digital, big data, user experience... People who need to translate the new vision for their business into a daily reality have much to do. For companies such as Devoteam, talents who set the music to this transformation must make all the difference.

They are adaptable to rapid market changes, enterprise constraints and new usages. **They are rooted in reality** as they constantly access to experience feedback.

Security, smart data, cloud, open source infrastructure, digital platforms, application development, IT service excellence, telecom... **They detect the sources of value creation because they constantly learn.** They renew themselves through their involvement in collaborative communities and research and innovation projects.



Benny Moonen
Operational Director
Devoteam Belgium

- About Devoteam
- 🌐 20 countries
- 👥 3600 pros
- 💰 €443M turnover



Innovative technology consulting for business