



CONNECTACLUB



BUSINESS CREDENTIALS

- **Business Partner at Sponsorb**, a boutique business performance consultancy
- **20+ Years of Executive Experience** in big corporations from different business sectors, acting in Brazil and abroad:
 - ✓ Telefônica/Vivo, Cyrela, Nokia, Pão de Açúcar, GE, Claro, Citibank, LS.com, Ultragaz
- **Brazilian Pioneer in both Digital Marketing & CRM segments**
- **Designed and implemented Vivo Digital Labs and its agile squads**, an important symbol of the Brazilian digital/agile transformation process
- Chemical Engineer **graduated at University of Campinas (UNICAMP)**
- **Internacional Executive MBA** → FIA-University of Sao Paulo
- **Marketing/Business Specializations at:**
 - ✓ Kellogg/NorthWestern (USA), Cambridge (UK), INSEAD (France, Singapore)
 - ✓ Lingnan University (China), Vanderbilt (USA), FGV-SP (Brazil)
- **Professor of the Master in Customer Experience at ESPM (Brazil)**
- **Speaker and judge** of several important market awards
- **Professor & Deliberative Advisor at IBRAMERC at Live University**



Fernando Moulin



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START UP

PRODUCT

GOALS

STRATEGY

COMMUNICATIONS

MARKETING

50%

NEW MARKETS

Business Plan

\$
\$
\$

1'000
800
3'000
4'800.-

Business Plan



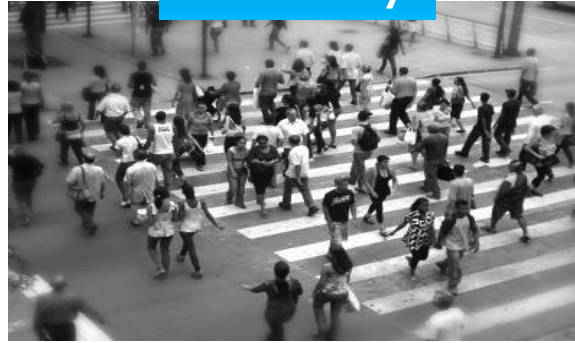


THE WORLD IS CHANGING IN MULTIPLE DIMENSIONS

Technology



Society



Individual



Smart Cities



Artificial Intelligence



Technological Convergence



Decentralized Production



Hiper Connectivity



Cloud & 5G



Activism & Social Representation



New Legal Frontiers



Reinvention of Health



New Models of Social Investment



Diversity & Inclusion



Economy of Low Environmental Impact



Consciousness & Well-Being



Shared Economy & Consumption



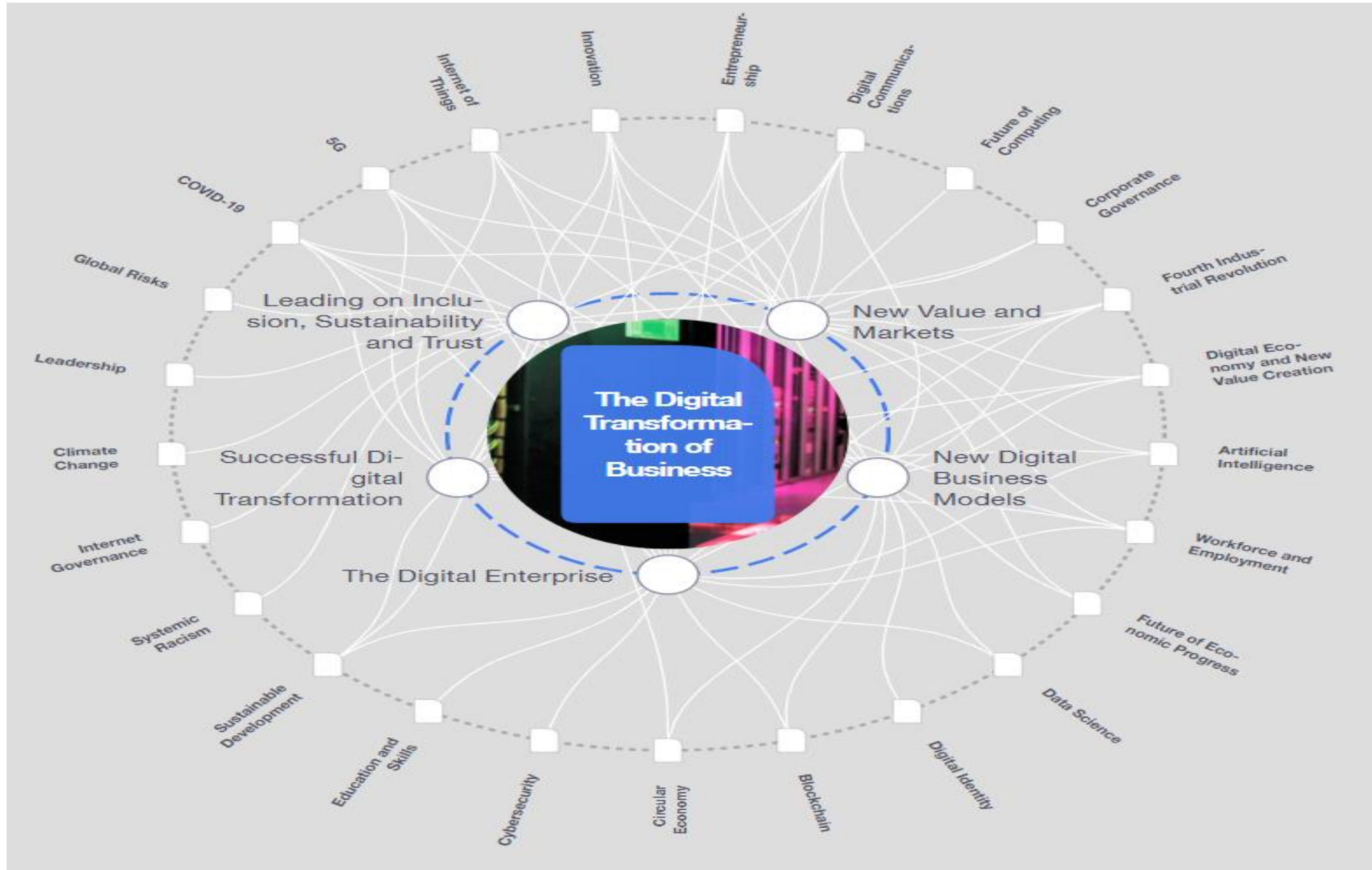
New Work Models and Careers



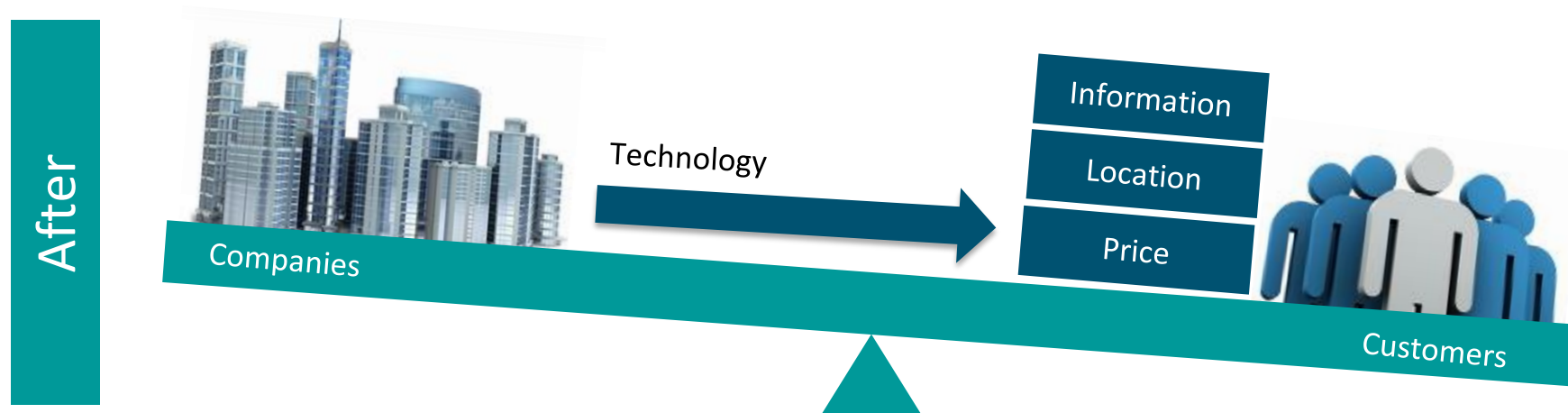
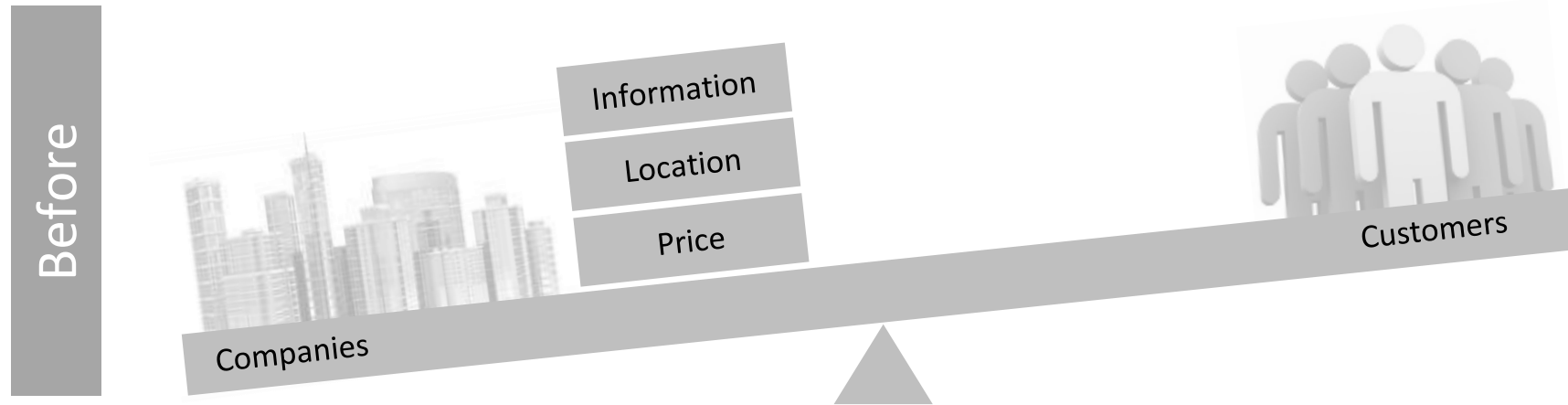
Lifelong Learning & Self-Education Skills



DIGITAL TRANSFORMATION OF BUSINESSES BY THE WEF



NOW... WE CAN REALLY SAY CUSTOMER IS KING/QUEEN



* Source: Forrester (The CIOs and CMOs Blueprint for Strategy in the Age of the Customer)



An illustration of a person in profile, looking down at a smartphone. Red lines extend from the phone and the person's head towards a large, fiery, orange and red cloud in the upper left corner. The person's head is partially obscured by the flames.

/the social dilemma

“the technology
that **CONNECTS US**
also **CONTROLS US**”

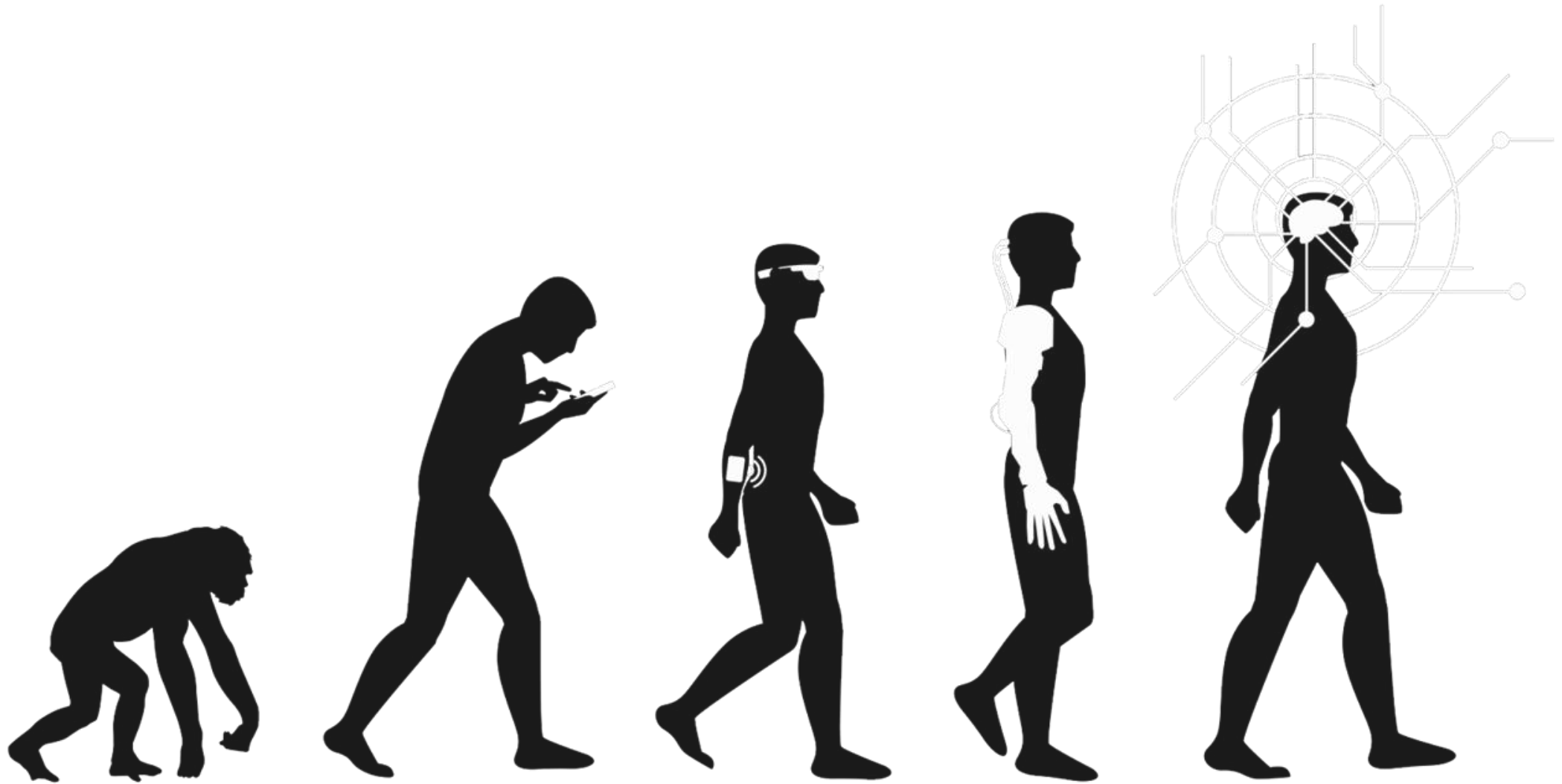
DIGITALIZATION “MADE IN CHINA”



WHO IS RULING WHO...?



“HOMO DIGITALIS”



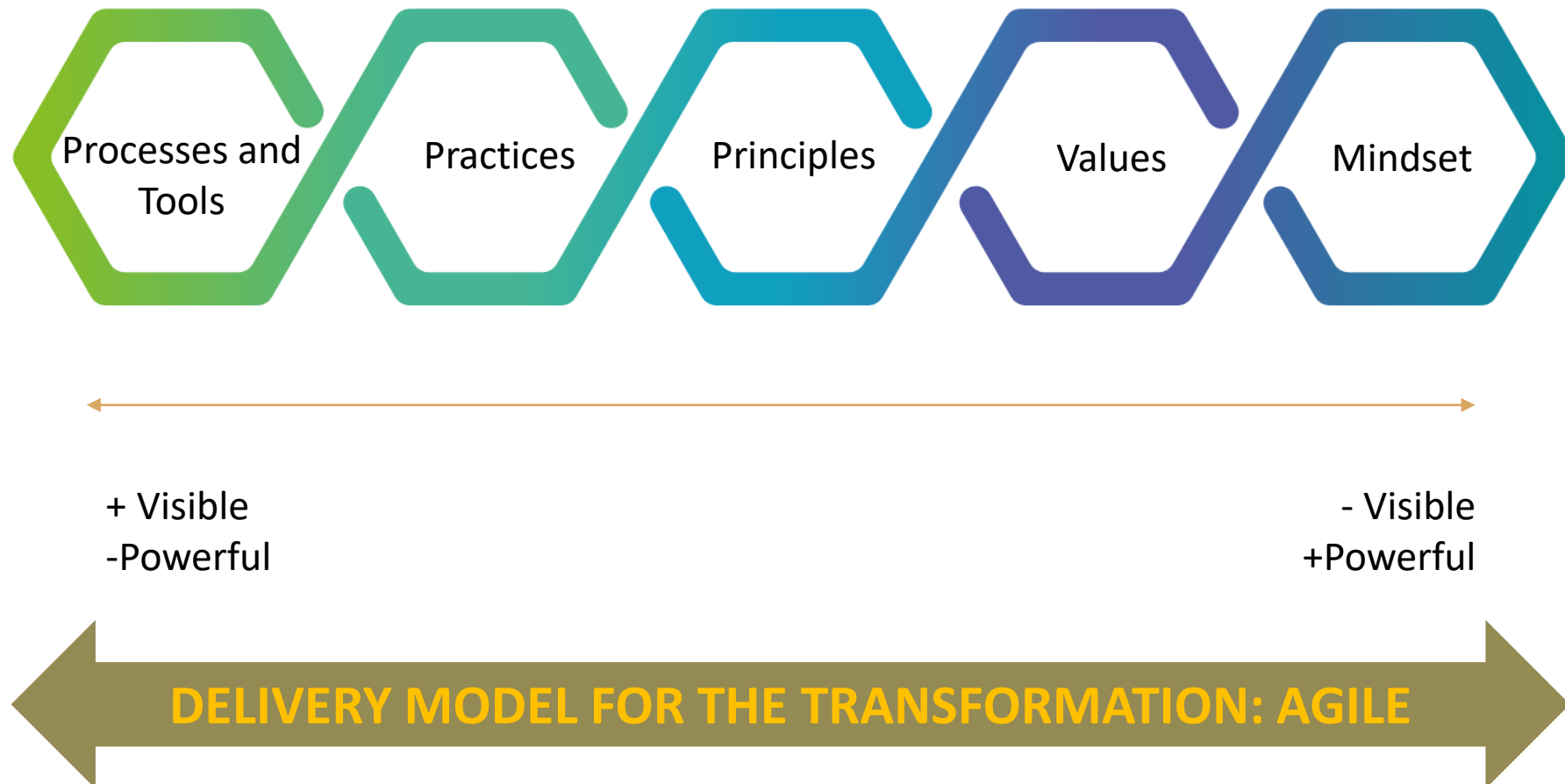


Digital Society



RADICAL CHANGE IN BUSINESS!!!

THE TRANSFORMATION NEEDS A HOLISTIC APPROACH



PERSONAL CASE: BUILDING “VIVO DIGITAL LABS”



^{ISTOÉ}
Dinheiro

Inovação pura

Como o Vivo Digital Labs, uma ideia brasileira, vem transformando o negócio do grupo Telefonica a partir da aceleração de melhorias contínuas



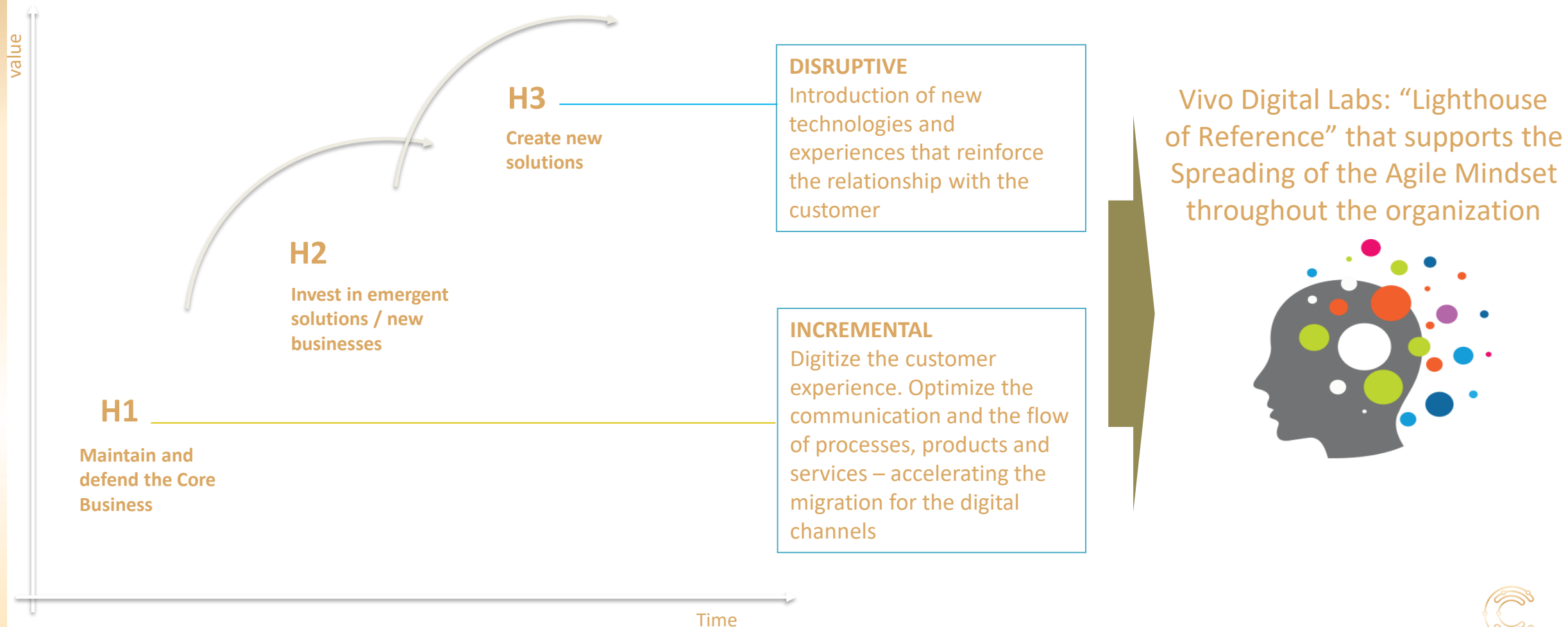
Eficiência e resultado: Fernando Moulin, diretor de experiência digital da Telefonica: 400 melhorias entregues em um ano



* For more details, please refer to articles such as this one at IstoÉ Dinheiro Magazine, “Inovação Pura” <https://www.istoedinheiro.com.br/inovacao-pura/>

INNOVATION TO SPEED THE TRANSFORMATION UP

Integrated actions in 2 fronts to incorporate the three innovation horizons with a holistic perspective



An Organizational Model that is Efficient and Fun

Isn't it a better way to build solutions of real aggregated value for both the customer and the shareholder?

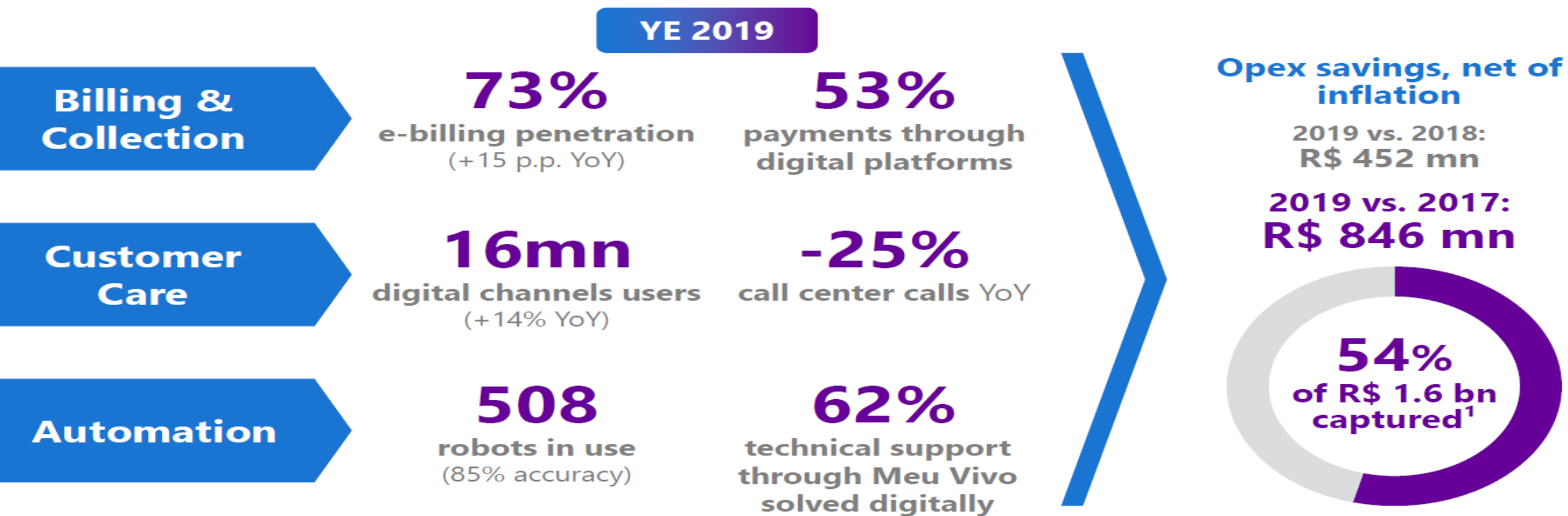


- Multifunctional Teams
- Rituals and Structured Methods
- Less Hierarchies
- Breaking Silos
- Data Driven
- Empowerment with Responsibility
- Fail Fast
- Digital Culture



SOME RESULTS...

➤ **R\$ 846 MILLION IN SAVINGS FROM DIGITALIZATION AND AUTOMATION ALREADY CAPTURED**, IMPROVING OUR COST STRUCTURE AND CUSTOMER EXPERIENCE



... AND SOME MORE RESULTS

Digitalization and simplification initiatives continue to advance while maximizing savings and improving customer experience

Billing



84%

e-billing
penetration
(+12 p.p. YoY)

Collection



64%

Payments
using digital
platforms

Customer
care



25%

Digital tech
support

Call
Center



-24%

Call center
calls

Digital
Top-Ups



37%

of recharges
made
digitally

Digital
Sales



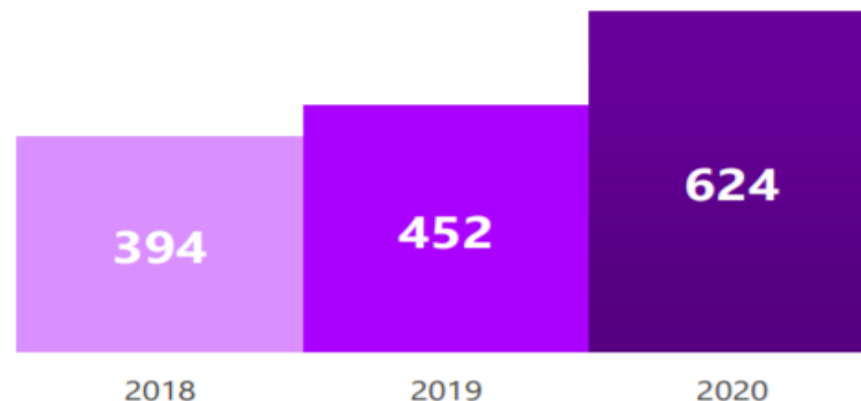
+61%

Growth in
digital sales
YoY

R\$ 1.5 bn
in opex saved
vs. 2017

94%
of the R\$ 1.6
bn target for
18-21 period

Digitalization
Opex Savings
vs previous
year
R\$ million





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