

# Gaining **Success** from **crisis**

Juris Gulbis, CEO, *Lattelecom*  
12<sup>th</sup> Annual BMDA Conference  
„A Successfull 21st Century Organization”  
09.05.2014., Riga

lattelecom



## **Juris Gulbis**

CEO, Chairman of the Board of Lattelecom since May 2008

### **Previous experience:**

*Coopers&Lybrand*

Latvijas Balzams

S.P.I. Group SA

### **Member of:**

Council of Employers' Confederation of Latvia

Member of the Board, Latvian Information and  
Communications Technology Association

Advisory panel of Riga Technical University and  
Riga banking School

Has received the award of King Karl XVI Gustaf of Sweden-  
the Order of the Polar Star

**lattelecom**



# crisis









# Pre-crisis situation





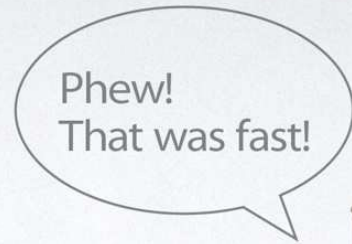
voice services

la<sup>iii</sup>telecom





voice services



internet / up to 10 mbit/sec







# Strategy

Within 3 years  
**to become  
the best**  
customer service company in Latvia  
**by understanding**  
needs of the customers



# How?

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happy  
customers

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happy  
customers

excellent  
employees

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happy  
customers

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happy  
customers

# NPS introduction and improvement



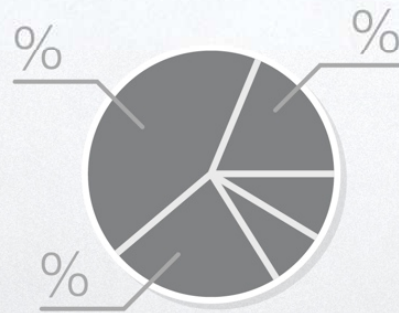
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happy  
customers

# from scattered data to real customer knowledge



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happy  
customers

## unified experience in each channel



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happy  
customers

# improvement of sales efficiency



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employees

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employees

# introduction of corporate values



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# organizational structure supporting strategy



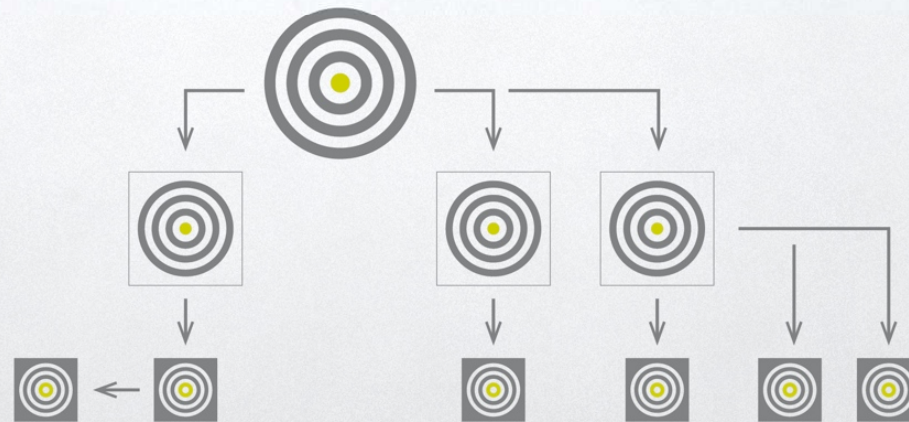
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excellent  
employees

# improvement of performance management system



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efficient  
processes

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efficient  
processes

# delivery process optimisation



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efficient  
processes

# electronic agreements and invoices + automatisation



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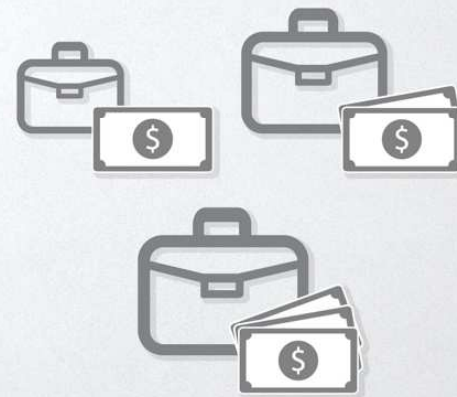


efficient  
processes

# cost optimisation



fixed costs



variable costs



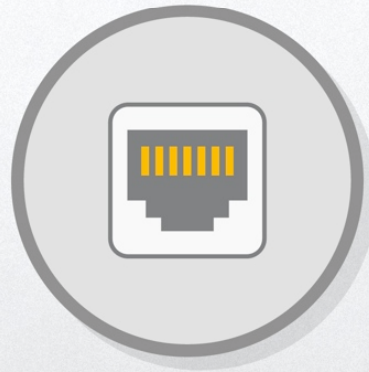






great  
products

# optical fibre and broadband connection



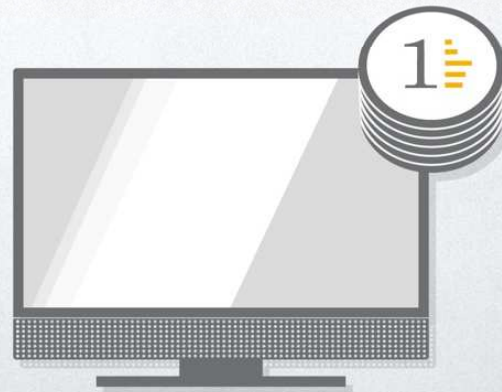
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great  
products

## conquering of pay-TV market

- Lattelecom market share in TV business is more than 40%
- Lattelecom is the largest TV services provider in Baltic States



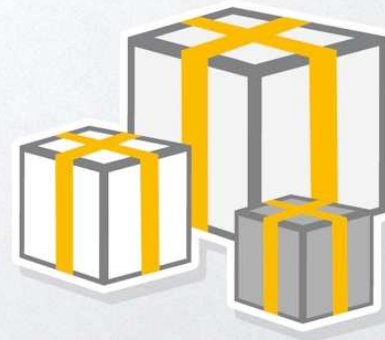
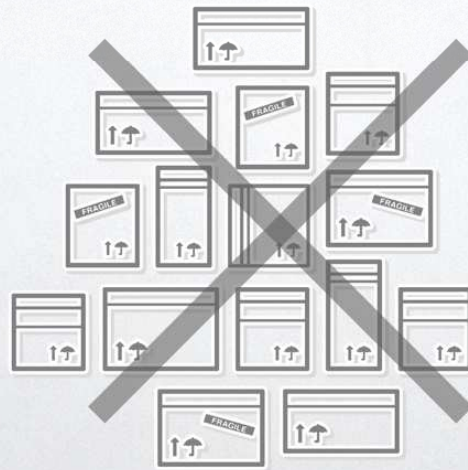
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great  
products

# product portfolio optimisation



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# Results



## happy customers

The most loved  
brand in telco  
sector

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## **excellent employees**

Top of the best  
employers: from 5th  
place in 2008 to 2nd  
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## **efficient processes**

Customer service  
costs decreased  
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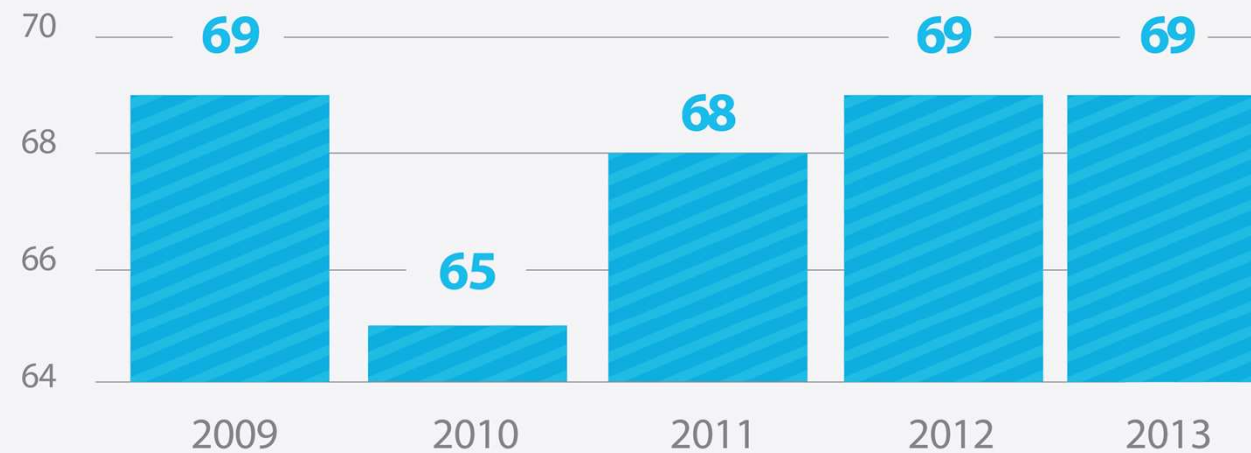
TV market share  
increase from 3% in  
2009 to 40% today

## **efficient processes**

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**results:**  
efficient  
processes

## EBITDA as a measure of profitability, TEUR







# Define.

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**Define.  
Design.**

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**Define.  
Design.  
Go for it!**