

#### SPARKATA GLANCE

THE LEADING DIGITAL SERVICES PROVIDER IN NEW ZEALAND

#### #1 share

of mobile market by revenue

**40%** of total NZ mobile connections

40% retail broadband market share

5,200 employees across the business

NZ \$3.5b revenue generated annually

>50% stock price growth in the last 5 years



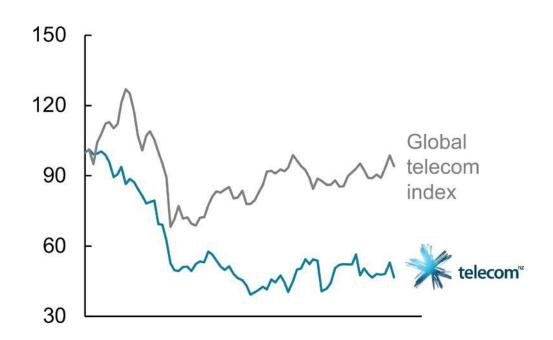


### SPARK'S JOURNEY STARTED WITH THE

**TELECOM NEW ZEALAND** OF 2013

TELECOM UNDERPERFORMING VS. GLOBAL TELCOS

AND INVESTOR SENTIMENT WAS BEARISH.



"One of the poorest performers in the buoyant telecoms sector, with underwhelming earnings growth and capex rising"

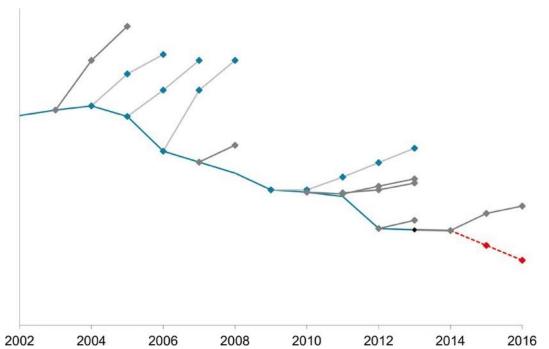
**AUSTRALIAN FINANCIAL REVIEW** 

(JULY 2013)



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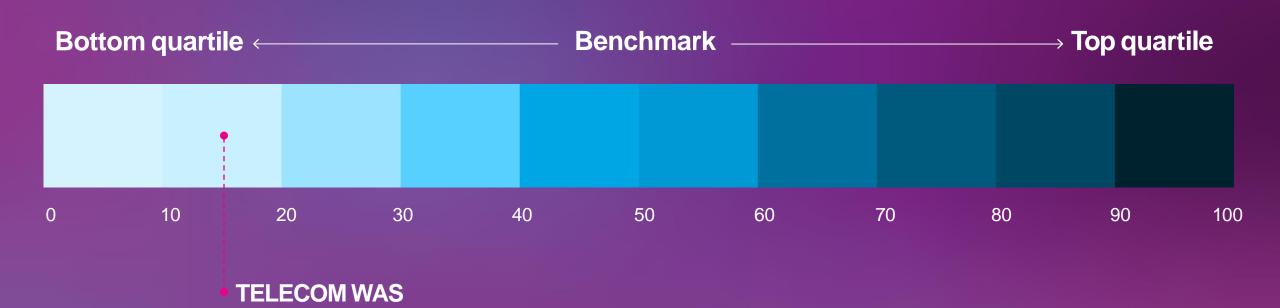




# 2013 BROKEN ORGANISATIONAL HEALTH

AT THE 14<sup>TH</sup>

**PERCENTILE** 







#### **Strategy**

- Micro-market refocus
- Portfolio clean-up
- Regulatory reset

2012

### Performance and health

- Full potential ambition
- Relentless execution

Mindsets and behaviours

2013-2015

## SPARK'S TRANSFORMATION JOURNEY

### Systems and capabilities

#### **Management intrinsic**

- New business units ('Ventures')
- Systems overhaul

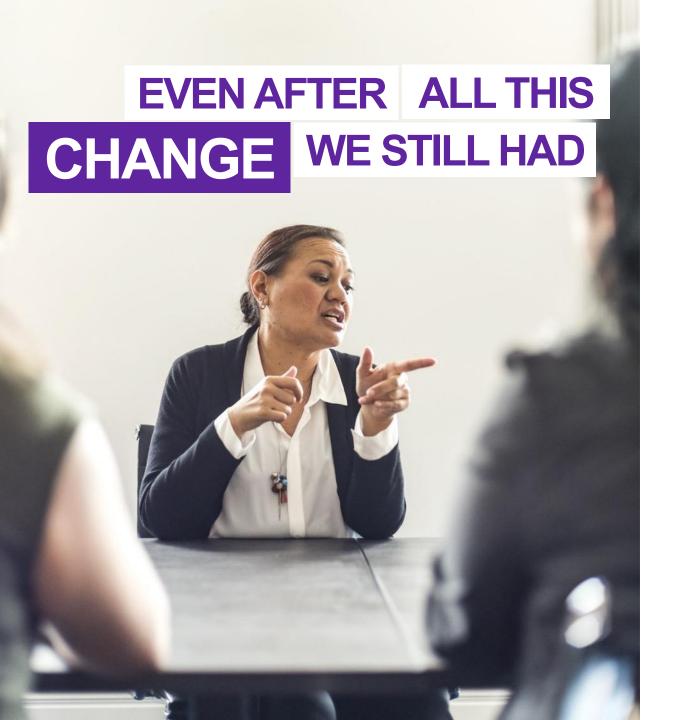
#### **Agile migration**

#### Purpose led culture change

- Business-IT integration
- Autonomous squads
- 90-day cycle

2016–2017 2017–2019







Command and control



Too many handovers



Perpetually adding incremental resources to get things done



Too many meetings



Too many emails



# AT ITS CORE, WHY DOES AGILE WORK?







- 10 people each working on six things trying to complete for attention
- Using hard-to-organise meetings to make progress with poor timeline management
- Held to account monthly in arrears

- 10 people 100% focused on one thing
- Required to deliver tangible outcomes every two weeks
- Held to account daily in flight



# WE VISITED A NUMBER OF AGILE COMPANIES AND DISTILLED 4 CLEAR THEMES

**1**Be clear on the 'Why'?

How changeable is your organisation?

Burn the boats

Don't 'lift and shift'

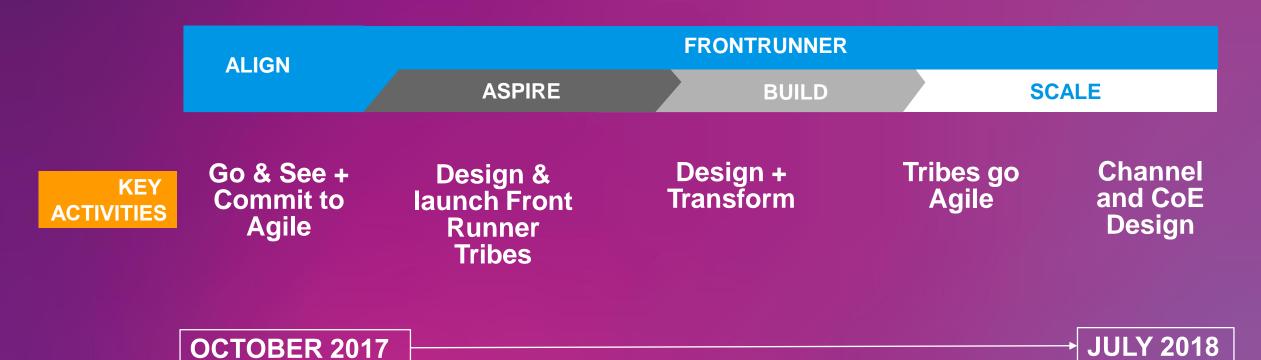








# TRANSFORMATION AT PACE, MAKING DECISIONS QUICKLY













Cautious

**Owning it** 

Loudest voice wins

> Value every voice

Manage and direct

**Empower and coach** 

My tasks

> Team success



Spark will be a better place because







2-week delivery cycles



90-day overall company prioritisation cycles



~70% less middle management



Crossfunctional teams



No rigid roles or titles



Agile Coaches





- 1 Hold the mirror up
- 2 Set bold ambitions
- Take a 'no Plan B' approach
- 4 Be clear on the 'why'
- 5 Move at pace and make decisions quickly
- 6 Manage the governance closely
- 7 Communicate more than you've ever done before
- 8 Don't start if you're not genuinely ready



### THANKS

