



NEW WAYS OF WORKING

GUEST SPEAKER: ÁTINA ALVES DA CUNHA

03 MARCH 2023

**“I’ve learned that people will forget
what you said, people will forget what
you did, but people will never forget
how you made them feel.”**

Maya Angelou, Poet and Civil Rights Activist



ÁTINA ALVES DA CUNHA

Portuguese with a greek name | Living in Lisbon | Curious and enthusiastic by nature |
Passionate about my work | Mother of Naruto's the Cat | Next Trip: Visit Japan



atina.alvesdacunha@gmail.com



linkedin.com/in/atina-alvesdacunha



ACADEMIC BACKGROUND

 CATOLICA LISBON BUSINESS & ECONOMICS		
Bachelor Business Administration	International MSc Marketing Major	Executive Program Digital Transformation & Innovation

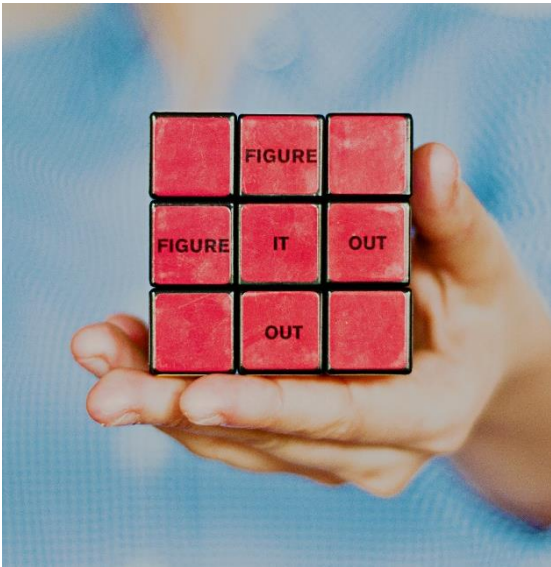
HOBBIES AND INTERESTS



WORK EXPERIENCE

- 1** HEAD OF CUSTOMER SERVICE | Universo Sonae [2022 - Onwards]
- 2** GUEST LECTURER | Católica-Lisbon Business School [2010 - Onwards]
- 3** HEAD OF TRANSFORMATION | Bank Santander Consumer Portugal [2019]
- 4** DIGITAL & CUSTOMER EXPERIENCE MANAGER | EDP Digital HUB [2017]
- 5** CROSS-FUNCTIONAL MARKETING MANAGER | EDP [2015]
- 6** CUSTOMER EXPERIENCE MANAGER | Portugal Telecom [2012]

AGENDA



A CHANGING WORLD

5 MIN



CUSTOMER CENTRICITY

15 MIN



NEW WAYS OF WORKING

45 MIN



Q&A

10 MIN

1

**THE WORLD IS CHANGING
AND SO ARE WE**



2005

Profound changes rocked our world

Vatican Square, new Pope
announcement



2013



Digital Transformation has been the cover of **10 editions** in the last **12 months**

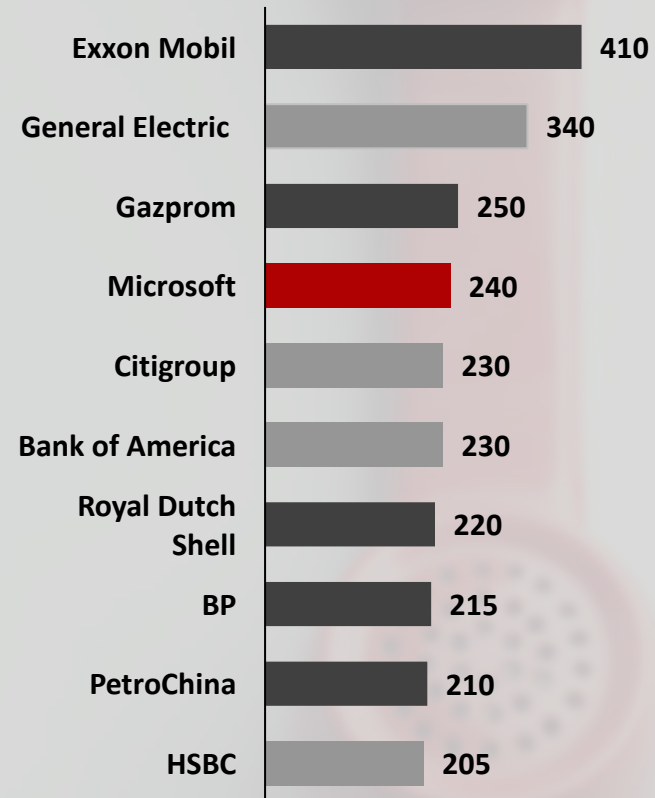


A virtually new world

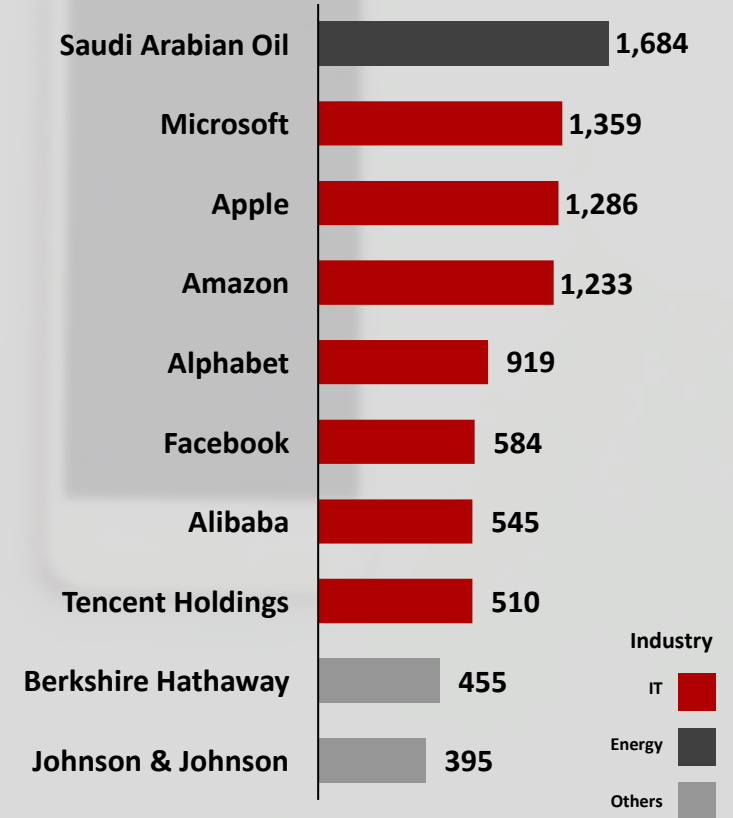
The largest companies in the world are digital native companies

World largest listed companies by market capitalization (Billion USD)

2006



2020



Source: Statista, March 2021

New opportunities

Many companies see the digital revolution as a threat to their business model, but massive opportunities await those able to transform themselves ahead of the curve

**IoT &
Sensorization**

**Robotics &
Automation**

Social Media

Digital Platforms

Mobile

Drones

**Advanced Analytics
& Big Data**

Blockchain

AR / VR

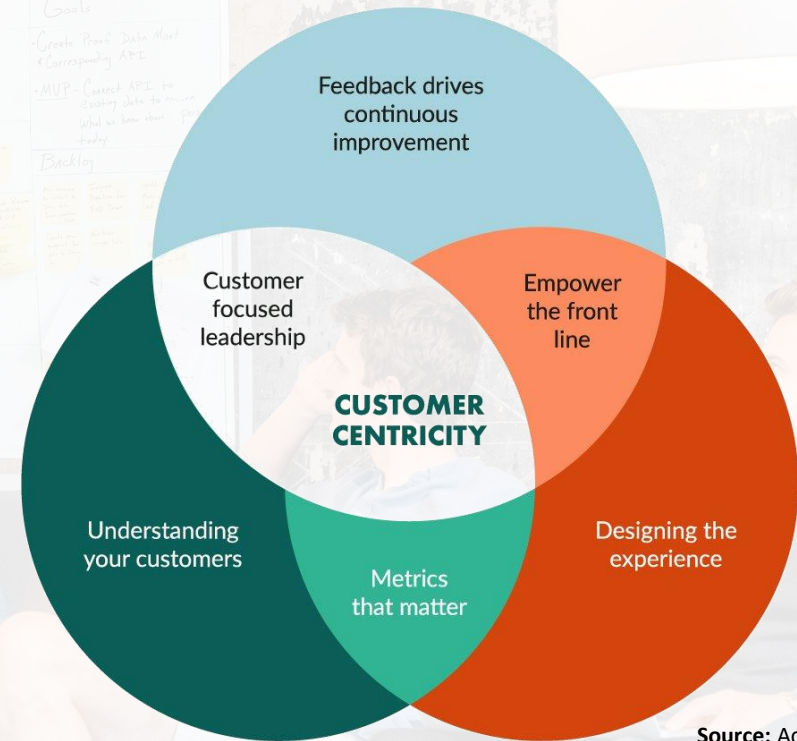
Design Thinking

2

THE IMPORTANCE OF A CUSTOMER CENTRIC STRATEGY

A Customer Centric Strategy

Customer centricity is a journey, an iterative one, that may have significant impacts on the entire organization, including its culture and DNA



Source: Accenture, 2019

Habits of a Customer Centric Organization



A person in a pink shirt and black pants stands on a narrow, dark rock ledge that juts out from a steep, green mountain. The person has their arms raised in a celebratory gesture. The background shows a vast, hazy mountain range under a bright sky, with a body of water visible in the distance.

How do we succeed?



84%

of companies fail at **transforming** their business to the new digital paradigm

Source: Forbes, 2016



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NEW WAYS OF WORKING

WHY AND WHAT DO WE NEED TO IMPLEMENT NEW WAYS OF WORKING?





Top management commitment

Drive transformation from the board level on down, by putting customer experience and digital in the top priorities of the strategic agenda

Collaborative environment

Encourage people to bring their personal experiences to their jobs so that organizations can **think outside the box**





Cultural shift

Infuse a digital and Client focused DNA among all employees and digitally enable executives for success



Break silos

Share experiences across boundaries to create synergies and diffuse knowledge

Agile approach

Reduce bureaucracy in order to
minimize the time between
ideation and project kick-off



Data Driven

Every organization is different, and the way and type of data collected on Customers will vary.

Whether is engagement patterns, transactional details or customer feedback, **data will help organizations be more Customer Centric**



A NEW 'PRODUCT' JOURNEY | What is the journey like?

Define a new way of working with a clear view of the methodology and 'product' life cycle

SELECTION

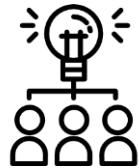
Business Units work together with Board Team to identify, define and select **the challenges/initiatives**



*BU Initiatives
Challenges*

IDEATION

Design Thinking sessions driven by desired user experience (UX), gathering insights from multiple sides



*Design Thinking
User Stories*

PROTOTYPE

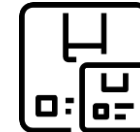
Shape ideas into demos/visual designs, assess, iterate and refine early ideas into ready to develop requirements



*Design Thinking
Demos/ Blueprint*

mVP

Develop a **fully operating 'product' with just-enough pieces of functionality** to satisfy early-users, test and develop further



*mVP (Website/
App, Algorithm,...)*

SCALE

Further **develop mVP features to complete products** (2nd/3rd/... dev. wave), fully integrate with IT systems architecture



*Product (mVP scaled,
integrated)*

Agile project management
(~3 month execution)

IDEATION & PROTOTYPE | Design thinking sessions to accelerate development and improve UX

Design thinking sessions (1/3 days) helps BUs define MVPs brief/scope, putting future user/s at the heart of the solution, pre-defining what the product should 'look like' & priority features

Design thinking is an iterative and collaborative process in which you seek to understand the users, challenge assumptions, redefine challenges and create innovative solutions which you can prototype and test

PERSONA / JOURNEY



Users are given typical life stories, making them easier to design for. Journeys **follow a user path step by step**. Each **step illustrates a touchpoint** of the service, its highs and lows

CONCEPT POSTER



Help to **quickly envision opportunities and evaluate a service**. As a poster, they provide an overview and just enough detail to make decisions about the value of moving forward with a concept

BLUEPRINT



Diagrams for visually understanding services building blocks. **Expose processes that are part of delivering a service** and connect the various components of a service

PROTOTYPE



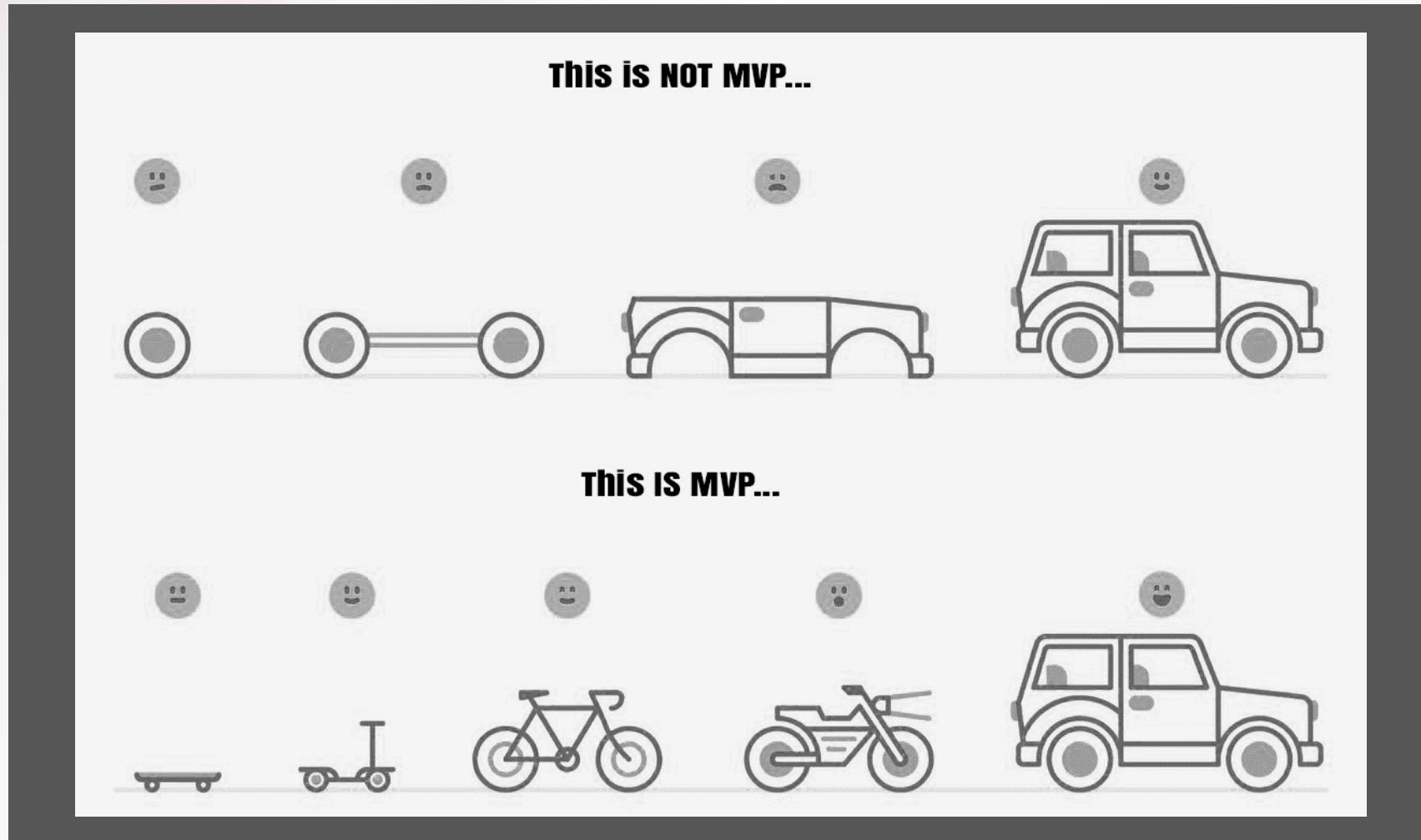
Visual representation of the service. Help move a concept from demo to MVP, with an example as close to "real" as possible. Allows to understand responses users may have

In a nutshell, Design Thinking...

- Revolves around a deep interest to understand the people for whom we design products and services;
- Helps us observe and develop empathy with the target users;
- Enhances our ability to question: in design thinking you question the problem, the assumptions and the implications;
- Proves extremely useful when you tackle problems that are ill-defined or unknown;
- Involves ongoing experimentation through sketches, prototypes, testing and trials of new concepts and ideas.

mVP | But, What is an mVP?

A **Minimum Viable Product** is that version of a new product which allows a team to collect the maximum amount of validated learning about customers with the least effort



SELECTION

IDEATION

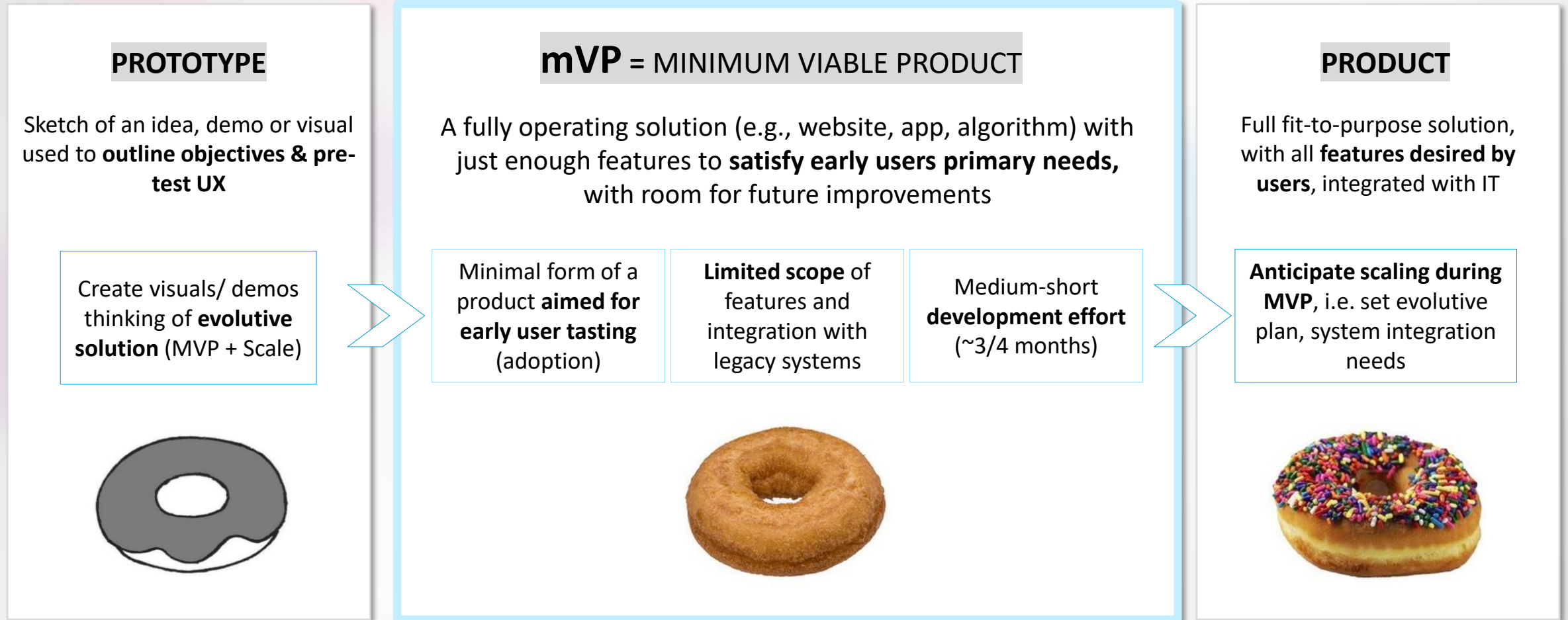
PROTOTYPE

mVP

SCALE

mVP | But, What is an mVP?

Minimal form of a real product that can be tested in the market quickly. It is not a full product. Allows to learn how the customers or users will react to the product (satisfaction and pain points) in order to adapt it to the scale stage



The agile movement

“a set of values based on **trust and respect** for each other and promoting organizational models based on **people, collaboration,** and building the types of organizational communities in which we **would want to work.**”

NEW PROJECT METHODOLOGIES

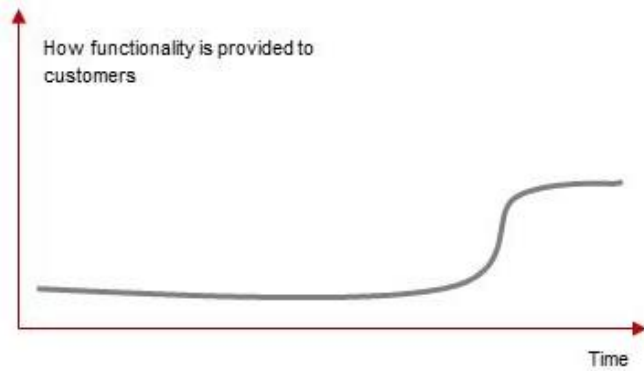
Start running initiatives in 'Agile' as a new way of working. With Agile, product development is performed iteratively, releasing working products and collecting feedback

SEQUENCE OF DEVELOPMENT

BUSINESS BENEFITS

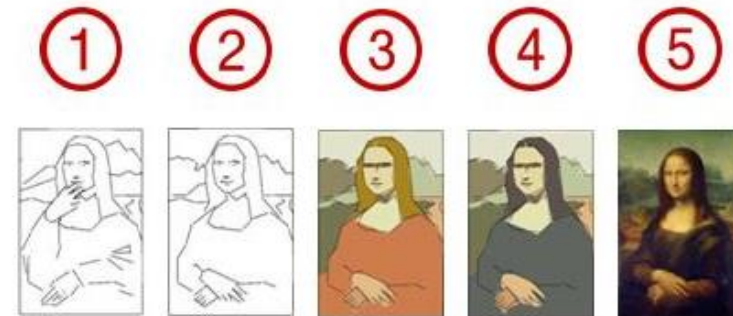
WATERFALL MODEL

Non-iterative and Non-Incremental development



AGILE MODEL

Iterative and Incremental development



SELECTION

IDEATION

PROTOTYPE

mVP

SCALE

Manifesto for Agile Software Development: *We are uncovering better ways of developing software by doing it and helping others do it*

Individuals and interactions over *processes and tools*

Working software over *comprehensive documentation*

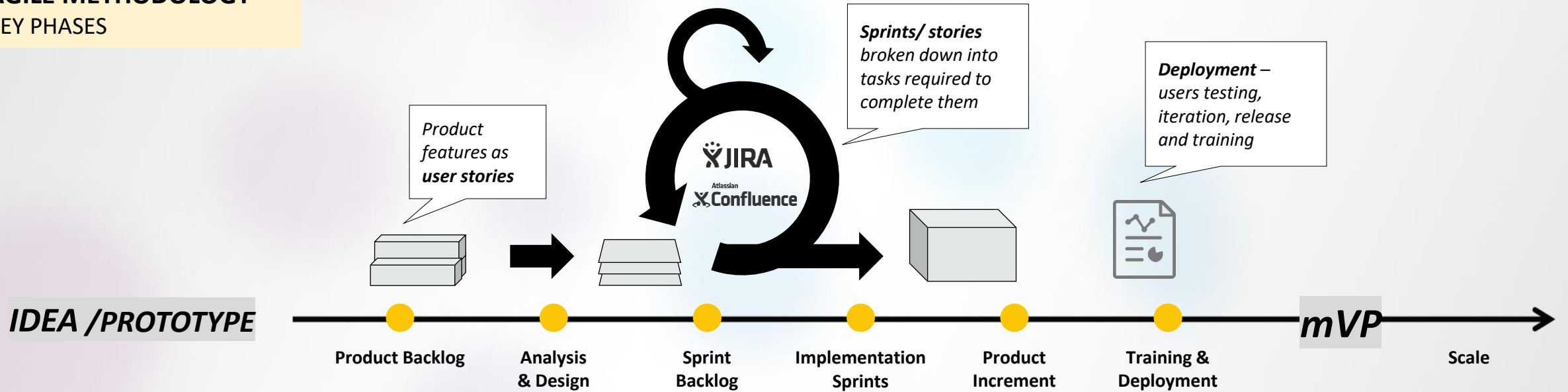
Customer collaboration over *contract negotiation*

Responding to change over *following a plan*

NEW PROJECT METHODOLOGIES

According to McKinsey, companies that are deploying agile at scale have accelerated their innovation by up to 80%

AGILE METHODOLOGY KEY PHASES



KEY ADVANTAGES

EARLY FEEDBACK with demos after each iteration

TIME-TO-MARKET, each iteration delivers a “part-of-product”

CHANGE ENABLED, with alterations in-between releases

QUALITY 24/7 working product, user-tests start early in the project

REDUCED RISK, regular releases & tests reduce technical risks

SCALABILITY self-organization & no micro-management needed

SELECTION

IDEATION

PROTOTYPE

mVP

SCALE

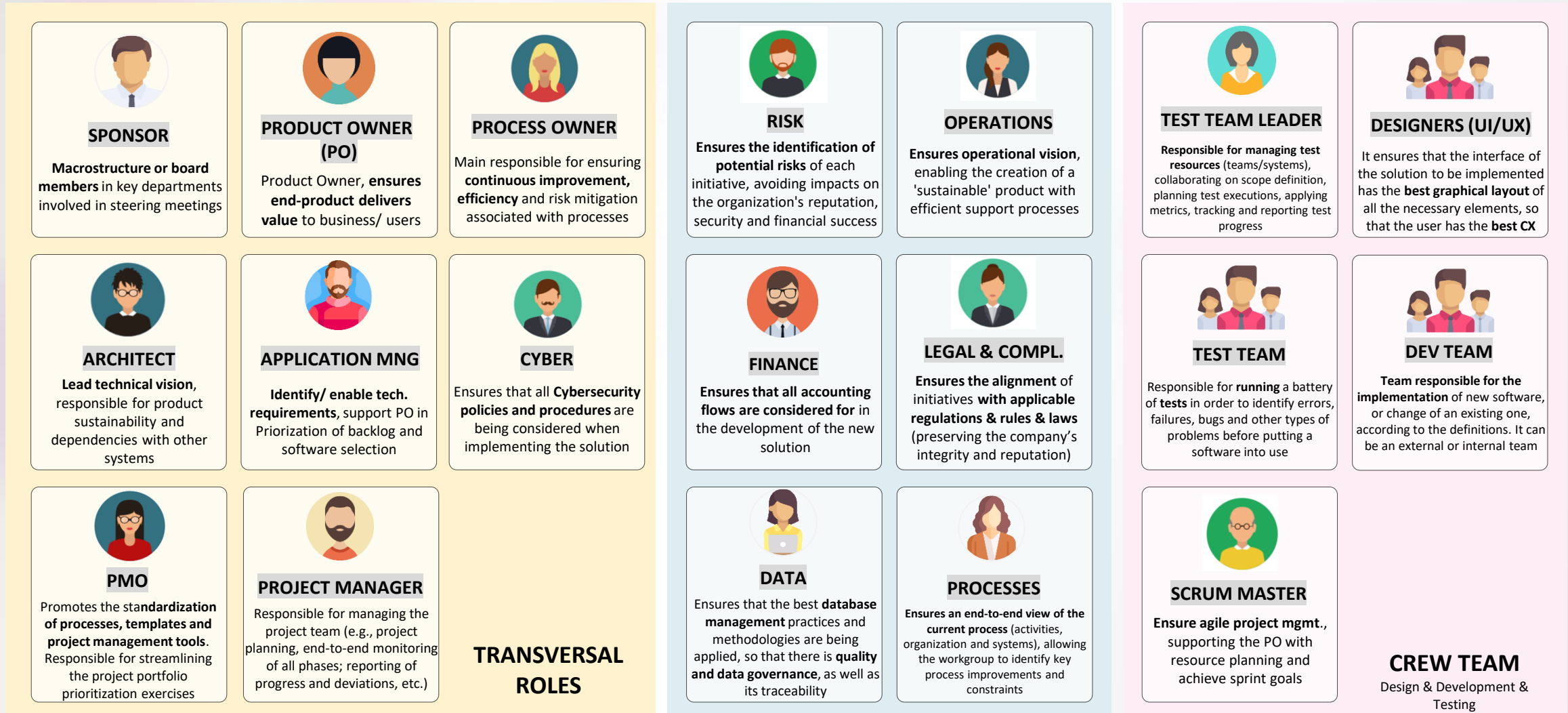
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A NEW SET OF ROLES & SKILLS

ECOSYSTEM | ROLES & FUNCTIONS

NOT EXHAUSTIVE

A project's success will depend directly on the team identified, ensuring guidance and support along the journey



5

PRACTICAL EXERCISE

Exercício | De todos os conceitos apreendidos nesta sessão, quais os que identificam que podem incorporar no vosso negócio e setor de atividade?

BRAINSTORMING

Regra do Exercício | Individualmente, cada um deve escrever 5 a 6 ideias e depois partilharmos em grupo e selecionamos o Top



“If you want something you've never had, you must be willing to do something you've never done.”

Thomas Jefferson





THANK YOU!