



**ITU TELECOM
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ITU TELECOM WORLD 2009 In Review

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- * **Mr Matthew Kirk**, Group External Affairs Director, Vodafone Group Services Ltd, United Kingdom
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CEO.2 : ADAPTING TO CIRCUMSTANCES

Disruptive changes come from economic, social and technological sources, and by definition are difficult to predict. Simultaneously, we have customers adopting fixed broadband and abandoning fixed line subscriptions. Some innovations disappear, while others become ubiquitous. Manufacturers are increasingly relying on revenues from operators for services rather than equipment. For operators, voice revenues are diminishing in importance as they rely more on value-added services.

Key questions:

- How did companies respond to the global financial crisis, given that it was not foreseen?
- How do companies plan ahead given the very rapid pace of technological change?
- How do you respond when customers quickly flock to something or reject something else?
- How do you move your company into a new business, such as IPTV?

Summary of moderator's statement

The impact of the economic downturn on the telecommunications sector was relatively minimal. More important is that there have been significant changes 'of the wind', sometimes to our benefit, sometimes to our detriment. Every organization's ability to adapt, react, respond and ultimately be successful in this rapidly changing environment has been questioned.