

Telefónica's vision:

Spirit of progress

"We want to enhance people's lives and the performance of businesses as well as the progress of the communities where we operate, by delivering innovative services based on information and communication technologies".

Defining a company's vision is no easy task. Firstly, conceptually, there is no academic or business consensus in terms of what a vision represents. Secondly, in practice, it is not always possible to gain a full understanding of the scope and potential provided by having a vision.

At Telefónica, following the acquisition of O2, we began a complex internal process to re-define the Company's vision. This process aimed to find an important value that Telefónica would be able to use as a focal point for people's conception of the company based on the following initial requirements:

- that it reflects a proposal that offers the company a real differential value;
- that it "speaks" to, or represent, and offer specific meanings for all the stakeholders;
- that it creates a value proposal for all types of Telefónica customers: individuals, homes, the self-employed, small and medium-sized enterprises, big businesses and institutions;
- that it makes sense in all the markets in which the Company operates: Spain, Europe and Latin America;
- that it makes the Telefónica brand a Master Brand for the group; ie, a brand to reflect its position as the world's third largest telecommunications group;
- that it offers support to Telefónica's commercial brands (especially Movistar and O2), standing for attributes of solidity, globalisation and innovation;
- that it acknowledges the diversity of a group; a multi-domestic, multi-product, multi-market, multi-brand and multilingual group;
- that all this ensures a vision that provides goals, whilst being credible, realistic and uniquely applicable to Telefónica.

What does the vision mean for...?



Our Values:

Telefónica is a company that is...

Innovative

We make technology easy to use and understand. Innovation is a constant source of inspiration for everything we do; this allows us to anticipate the changes in the market and the expectations of our customers.

Competitive

Innovation helps us to be more competitive. We are not content with what we have achieved. Our obligation is to take everything further, without ever giving anything up.

Open

We are competitive, but we operate openly and transparently and are accessible to everyone. We are a company that gets involved and learns from the cultural and social realities of the communities in which we are present.

Committed

We demonstrate our commitment by keeping our word and by knowing that the way we achieve things is just as important as things we achieve. Our goal is to gain everyone's trust.

Trustworthy

Being trustworthy requires reliability and trust. Reliability aids differentiation, competitiveness, leadership and relationships with our audiences in the long term. Trust is earned, or not, through our reliability and our ability to keep to our commitments, or not.

These requirements led to the vision that is presented here.

- What does it mean to enhance people's lives?
Taking into consideration the progress of all the people and homes, satisfying all their communication needs, offering a wide range of products and services to improve their quality of life.
- What does it mean to enhance the performance of businesses? Taking into consideration the progress of all the companies: offering complete communication solutions.
- What does it mean to contribute to the progress of communities?
Contributing to the development of a country by investing in communication infrastructure and networks, thus becoming a partner and ally for communities in consolidating the telecommunications sector.
- What does it mean to offer innovative services based on information and communication technology?
Investing in R&D+i and creating future. It means exploring every possibility offered by information and communication technology and those offered by fixed and mobile communications... so as to be able to bring voice, data, systems, entertainment, complete solutions, tele-education, tele-medicine, tele-security, domotics, etc., to every corner of the country.

In these terms, the vision becomes a touchstone of enormous potential for integrating and guiding all activities at a group which, like Telefónica, already has a worldwide scale; above all, it now becomes the backbone for the whole of the organisation, bringing together the different areas, units and businesses at Telefónica.

Spirit of progress:

the balance between body (magnitudes) and soul (how we are)

According to this vision, progress for Telefónica represents an balance between its results and the way it manages itself. Progress for us is an balance between our capacities (financial power, leadership, experience, innovation, international leadership...) and the way we do things (culture, values, principles, motivations...).

Telefónica's progress is its customer's progress, of our shareholders, of our employees and of the societies in the countries in which we operate. And that is what makes us progress. What makes everyone progress.

That is why we say that Telefónica's progress is a balance between our body (our magnitudes) and our soul (how we are).