

Alignment of our five key areas of focus to H2 Objectives

Everyone pulling in the same direction

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Introduction

Hello everyone,

At this point, you would have received a video which was filmed during one of the recent town halls delivered by our Group CEO, Alex Matuschka. There are a number of subjects covered during the presentation including a detailed outline of the key areas of focus for our business moving forward.

There are five key areas of focus, which are:-

- People and talent management
- Network Quality
- Revenue Growth
- Monetize Assets
- Cost Discipline

For H2 we want to ensure that all Digicel employees are pulling in the same direction and we can do that by ensuring that we link our staff H2 objectives to these five key areas of focus.

It is important to ensure that we use the SMART principle when setting our objectives. To support this activity, you will find examples below demonstrating how to align SMART objectives to the key areas of focus for Digicel.

Everyone in Digicel should understand what their goals are, and how their contribution aligns with the goals of their function and the overall organization. Once we have goal alignment, we can be sure that everyone in Digicel is collaborating on the right projects at the right time.

Please do not hesitate to contact the HR function should you have any questions in relation to below.

Warm regards,

Emer

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Example only

CUSTOMER CARE			
Company Goal	Description	Example Category	SMART Objectives Examples
People and talent management	Self-Development, Supportive Leadership, Employee Engagement	Creating individual development plans for employees to improve work performance Setting development goals for employees Equipping line managers to lead Ensuring employee one on ones – Performance feedback Ensure staff are trained Manager – their responsibility Agents – open to learning –attend courses, application of knowledge from courses	Improve Customer Experience (measured through score card) by attending scheduled classroom, online training sessions, learning teams, coaching and feedback sessions to achieve minimum score of 85% on contacts observed for the period October 2018 to March 2019
Network Quality	Tracking, documenting and escalating reported issues on our network.	Escalating on behalf of the customer o different business areas - score card Agent CSAT and NPS	Collaborate with Technical to reduce incidence of dropped calls and network latency by 5% through trouble shooting, accurately logging and escalating customer complaints within 5 minutes of closing the call for the period October 2018 to March 2019
Revenue Growth	Products and services upselling	Learning teams and upskilling agents; First Contact resolution	Implement one outbound Telesales upselling programme for inbound agents by March 2018.
Monetize Assets	Utilizing our current product portfolio and other assets to increase the company's bottom line.	Agent upselling on calls	Create an agent upselling and cross selling implementation plan and submit to Group senior management for feasibility review and approval by December 31, 2018.

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HR			
Company Objective	Description	Example Category	SMART Goal Examples
People and talent management	Self-Development, Supportive Leadership, Employee Engagement	Implement HR world, Digicel Academy Implementing one Staff engagement activity per quarter Train all staff across the region on Digital transformation – clarify Digital transformation Implement quarterly line manager training Improve performance management process Improve recruitment processes to attract the best talent	Implement Digicel HRworld in all large markets in the CALA region by December 2018 with 95% data accuracy, 98% of staff biographical data updated, all HR staff trained, management reports available and staff awareness campaign completed pre and post launch.
Network Quality	Tracking, documenting and escalating reported issues on our network.	Hire the best talent for the role, directly matches the role Identify critical competences for each job family(6 key things) Implement an apprenticeship programme	Hire 20% of all external IT/Tech candidates from University per quarter Hire at least 10 IT/Tech interns per quarter Develop/offer at least 2 learning courses per year dedicated to those IT/Tech areas that historically are most difficult to fill (i.e. security, IP/MPLS etc.)
Revenue Growth	Drive revenue growth through different initiatives	Implement one staff incentive programme to drive product use or subscriber additions	Implement a staff awareness campaign on Digicel products and services by January 2019, to motivate staff towards earning monthly incremental revenues through a family and friends sales programmes. Success is measured by each employee selling at least 5 plans per month.
Monetize Assets	Utilizing our current product portfolio and other assets to increase the company's bottom line.		
Cost Discipline	Thoughtfulness on how we adhere to the companies principles on cost. Mindfulness of our contribution to the overall departments' cost objectives.	Centralizing, streamlining HR processes such as digitize onboarding Adhere to cost control policies Sourcing the right employees Compensation planning Manpower planning Partner with sponsors to run engagement programmes Recruitment cost management	Review and create a plan for recruitment process to be approved by HRSLT to reduce recruitment cost by 20% by March 2019.

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SALES

Company Objective	Description	Example Category	SMART Goal Examples
People and talent management	Self-Development, Supportive Leadership, Employee Engagement	<ul style="list-style-type: none"> - Building a department strategy - Training on selling Digital products - Self-Development training – etiquette, networking, - Implement sales leadership development planning - Implement monthly sales tracking meeting - Implement sales incentive programmes 	Complete the five levels of Business Sales training by March 2019, by attending all training and development sessions scheduled, achieving a pass mark of 90% on all course assessments.
Network Quality	Tracking, documenting and escalating reported issues on our network.	Implement SLAs for customer downtime Implement SLAs for escalations	Collaborate with Technical to reduce incidence of dropped calls by 5% and network latency by 5% for the review period October to March 2019, through trouble shooting, accurately logging and escalating customer complaints within 5 minutes of closing the call.
Revenue Growth	Drive revenue growth through different initiatives	<ul style="list-style-type: none"> - Increase monthly sales pipelines - Increase Win ratio - Customer retention management - Sales Quality Management 	For the review period October to March 2019, increase monthly incremental data sales from assigned accounts by 10%, through ICT sales and digital product portfolio management.
Monetize Assets	Utilizing our current product portfolio and other assets to increase the company's bottom line.		
Cost Discipline	Thoughtfulness on how we adhere to the companies principles on cost. Mindfulness of our contribution to the overall departments' cost objectives.	<ul style="list-style-type: none"> - Manage SAC - Implement virtual meetings as the first contact step - Project management 	Reduce SAC budget by 10% in Q4.

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FINANCE			
Company Objective	Description	Example Category	SMART Goal Examples
People and talent management	Self-Development, Supportive Leadership, Employee Engagement	<ul style="list-style-type: none"> - Manager Training - Employee development training - Implement Employee Engagement activities - Manage performance feedback - Training on Cost Management 	Complete the Finance transformation course by March 2019 by attending all training and development sessions scheduled, achieving a pass mark of 90% on all course assessments.
Network Quality	Tracking, documenting and escalating reported issues on our network.		
Revenue Growth	Drive revenue growth through different initiatives	<ul style="list-style-type: none"> - Improve accounts receivables turnover - Net profit margin 	Develop policies and procedures to drive efficiency Look at our ways of working to determine how we can work more efficiently and more cost efficiently. For example eliminating hard copy salary slips, reducing energy consumption on our building, especially after hours.
Monetize Assets	Utilizing our current product portfolio and other assets to increase the company's bottom line.	<ul style="list-style-type: none"> - Implement asset resale policy - Review fleet management policy 	Implement an asset resale policy by March 2019.
Cost Discipline	Thoughtfulness on how we adhere to the companies principles on cost. Mindfulness of our contribution to the overall departments' cost objectives.	<ul style="list-style-type: none"> - Travel policy management revision, enforce monetary amount for expense - Enforce expense claim management and payback time - Budget variance KPI - Roll out Cost discipline campaign - Department Opex Management 	Collaborate with Human Resource to implement a cost awareness campaign and savings competition by January 2019. Through the campaign, each department must realize a cost reduction output of 10% against budget for the quarter.

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TECHNICAL & IT			
Company Goal	Description	Example	SMART Examples
People and talent management	Self-Development, Supportive Leadership, Employee Engagement	<ul style="list-style-type: none"> - Employee training - Implement Staff engagement activities - Implement line manager development 	<p>Collaborate with Human resource and external vendors to train and certify 10 engineers in Digital network management for the review period October to March 2019.</p> <p>Collaborate with Human resource and external vendors to develop and upskill X CTOs for the review period H2</p>
Network Quality	Building, Tracking, assessing documenting and escalating reported issues on our network.	<ul style="list-style-type: none"> - Monitor Drop Call rate - Measure and monitor Network latency - Improve site penetration - Implement interdepartmental SLAs 	Implement a Service level agreement with internal and external stakeholders to secure rapid response and efficient resolution, reduce incidence of dropped calls and network latency by 15% by December 2018
Revenue Growth	Drive revenue growth through different initiatives	<ul style="list-style-type: none"> - Support Commercial in the activation of products and services - SLAs within departments 	Implement a SLA between Technical, Customer experience and Commercial for product development by January 2019.
Monetize Assets	Utilizing our current product portfolio and other assets to increase the company's bottom line.	<ul style="list-style-type: none"> - Review end of life equipment 	
Cost Discipline	Thoughtfulness on how we adhere to the companies principles on cost. Mindfulness of our contribution to the overall departments' cost objectives.	<ul style="list-style-type: none"> - Adhere to cost control policies - Percentage unplanned downtime - Percentage operational equipment effectiveness - Customer operations management 	<p>Reduce CAPEX cost by 20% through negotiations and vendor management by January 2019.</p> <p>Collaborate with customer care management and other key stakeholders to improve the current level of Contact Centre Performance from 55% today to 65% by end of Q3 and 75% by end of Q4</p>

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COMMERCIAL			
Company Goal	Description	Example	SMART Examples
People and talent management	Self-Development, Supportive Leadership, Employee Engagement	<ul style="list-style-type: none"> - Employee training - Implement Staff engagement activities - Implement line manager development - Digital Training 	Train all Commercial staff on digital transformation and product development by February 2018.
Network Quality	Tracking, documenting and escalating reported issues on our network.	<ul style="list-style-type: none"> - Participation in network surveys and escalation channel 	
Revenue Growth	Drive revenue growth through different initiatives	<ul style="list-style-type: none"> - Products and promotions launch - Increase repeat purchases - Improve Digital experience to increase usage - Develop Digital product strategy 	Grow data topline revenue by 20% for the period October to March 2018.
Monetize Assets	Utilizing our current product portfolio and other assets to increase the company's bottom line.	<ul style="list-style-type: none"> - optimizing current products 	Develop product Optimization plan to support data strategy and submit to senior management for approval and implementation by April 2019.
Cost Discipline	Thoughtfulness on how we adhere to the companies principles on cost. Mindfulness of our contribution to the overall departments' cost objectives.	<ul style="list-style-type: none"> - Operate within cost guidelines - Project Management 	Review the commercial function for cost saving initiatives by creating and implementing commercial cost savings\avoidance plan by December 2018.

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PROCUREMENT			
Company Goal	Description	Example	SMART Examples
People and talent management	Self-Development, Supportive Leadership, Employee Engagement	<ul style="list-style-type: none"> - Employee training - Implement Staff engagement activities - Implement line manager development 	Train all staff on procurement and cost monitoring guidelines by March 31, 2018.
Network Quality	Tracking, documenting and escalating reported issues on our network.	<ul style="list-style-type: none"> - Creating SLAs 	Implement a service standard SLA by January 2019, in collaboration with site maintenance & repair contractors to be able to proactively identify and resolve issues prior to outages.
Revenue Growth	Drive revenue growth through different initiatives		
Monetize Assets	Utilizing our current product portfolio and other assets to increase the company's bottom line.		
Cost Discipline	Thoughtfulness on how we adhere to the companies principles on cost. Mindfulness of our contribution to the overall departments' cost objectives.	<ul style="list-style-type: none"> - Review all contracts to manage licensing cost - Create vendor Partnerships - Implement process for current contract revision - Cost Avoidance 	For the review period, October to March 2019, coordinate and lead negotiations between suppliers and assigned departments to ensure that activities are done according to set guidelines and within CAPEX and OPEX budget, to achieve 10% savings on each budget.

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FACILITIES			
Company Goal	Description	Example	SMART Examples
People and talent management	Self-Development, Supportive Leadership, Employee Engagement	<ul style="list-style-type: none"> - Employee training - Implement Staff engagement activities - Implement line manager development 	Complete the Asset Management training by March 2019 by attending all training and development sessions scheduled, achieving a pass mark of 90% on all course assessments.
Network Quality	Tracking, documenting and escalating reported issues on our network.		
Revenue Growth	Drive revenue growth through different initiatives		
Monetize Assets	Utilizing our current product portfolio and other assets to increase the company's bottom line.	<ul style="list-style-type: none"> - Retired asset sale - Employee benefits programme 	Conduct at least one yard sale for the review period to dispose of depreciated motor vehicles, outdated technical equipment and other inventory items.
Cost Discipline	Thoughtfulness on how we adhere to the companies principles on cost. Mindfulness of our contribution to the overall departments' cost objectives.	<ul style="list-style-type: none"> - Review Fleet assignment policies - Review housing allowances 	Review the fleet management portfolio and processes to identify at least three opportunities to save 20% on fleet management cost by March 31, 2019.

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LEGAL			
Company Goal	Description	Example	SMART Examples
People and talent management	Self-Development, Supportive Leadership, Employee Engagement	<ul style="list-style-type: none"> - Employee training - Implement Staff engagement activities - Implement line manager development 	Design and launch a legal and regulatory knowledge management and collaboration system by March 2019.
Network Quality	Tracking, documenting and escalating reported issues on our network.		
Revenue Growth	Drive revenue growth through different initiatives	<ul style="list-style-type: none"> - Implement SLAs 	Collaborate with Technology and Commercial to implement a SLA by January 2019 to provide enhanced support in the definition and design of service propositions.
Monetize Assets	Utilizing our current product portfolio and other assets to increase the company's bottom line.		
Cost Discipline	Thoughtfulness on how we adhere to the companies principles on cost. Mindfulness of our contribution to the overall departments' cost objectives.	<ul style="list-style-type: none"> - Communicate legal and regulatory guidelines to the organization to avoid mishaps that cost litigation fees - Provide guidelines for Functions to avoid legal cost 	Implement a legal approval process for contracts greater than US \$60,000 by January 2018; to reduce avoidable legal fees by 5% on contracts negotiated with external vendors.

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