

## What we want to Achieve

- ✓ Sustained growth in our customer base
- ✓ Deliver excellent customer experience
- ✓ Improve on the network
- ✓ Build trust with our customers and partner with them to do good

Our customers are vital to our sustainability, especially in a highly competitive industry. Our focus is to deliver an unmatched customer experience as a key driver of our business.

We also recognize that our employees are fundamental in developing excellent customer experiences and we continuously develop them to deliver our values of Speed, Simplicity and Trust.

The network is core to our success and we are working towards wider, deeper, faster and smarter networks.

## ✓ CUSTOMER ENGAGEMENT

We continuously enhance our engagement and relationship building with our customers through creating diverse channels for them to access us. These include Voice, Walk-in, SMS, Email and Social Media platforms, which has resulted into a remarkable improvement in the way our customers have been able to access us.

Our customers provide us with good feedback on our services through direct interaction and periodic research surveys. This has helped us to continuously improve our product and service offering during the financial year.

## Our achievements in the year

During the year we achieved improvements in our customer experience scores based on customer rating of our services. Our customers continuously rate us highly on various parameters that we measure.

### 1. Customer Experience

In the year we revamped our Interactive Voice Response (IVR) and simplified the options while increasing the content available to our customers which is accessible in both English and Kiswahili. Overall customers have rated the IVR well on general satisfaction and clarity of the instructions provided.



There was good uptake in our alternative channels with the highest engagement being experienced on Twitter and Face book. There was also a notable improvement in the customer experience at all touch points which consequently improved the number of customers who would recommend our services to others.

We continue to upgrade the skill set of our customer service team through training, recognition and reward while assuring customers of a first touch point resolution at all points.

We recognize that exceptional customer experience is important and we expect this will result in customers continuing to do business with us.

### 2. Customer Loyalty Support

Customer Intimacy is paramount for us as we endeavour to become more responsive to our customers. To enhance this we introduced a customer loyalty support function which follows through the customer life cycle. We created a platform for bringing on board new customers thus ensuring accessibility to help and provide any required information.

### 3. Business Process Outsourcing (BPO)

We created a function to generate new revenue streams for the Safaricom's Jambo Contact Centre and during the year we managed to grow our partners to 4 with our newest being "Daktari 1525". This is a tele-triage service served by qualified doctors that provides medical services quickly to customers through the phone. Other partners are in the Insurance Industry and In-house customer support services to our various departments.

### 4. Data

Customer Support on Data products is a new trend. We have been adaptive to the new upcoming technologies by ensuring we understand the nature and diversity of supporting these new innovations. We have set up new channels for our data customers and continuously train our



teams to be responsive to these needs. We have created experience centers for ease of information access. We understand the new and discerning customer and have created more 'Do it yourself' platforms to ensure that we bring service at the customers doorstep for convenience.

## 5. Systems and Processes

To serve our customers better we invested in an IP contact centre which is more adaptive to customer needs by increasing more channels, content and customer empowerment to use self – service e.g. PIN –PUK requests, Bar or Unbar your line or receiving Internet settings. We also managed to achieve compliance of all our processes to ISO standards during the quality audit done in the year.

We believe that by providing exceptional service we shall enjoy trusted long term relationships with our customers that will continue to sustain our market leadership.

We are therefore focusing on continuously addressing the customer demand for our services through the various channels including addressing all customer feedback.



Our focus is on improving process and procedures to ensure that we are able to serve our customers efficiently and faster by increasing the choice of alternative channels of contacts and building robust knowledge management systems.

We also expect to invest in the year on customer education through radio and direct contact with customers during customer open day events to ensure demand reduction.

## CELEBRATING THE BRAND

The Strategic Marketing function undertook a number of initiatives as part of its mandate to promote the Safaricom Brand, to further improve how we communicate to internal and external customers and to further enhance the relevance and resonance of the Safaricom Brand.

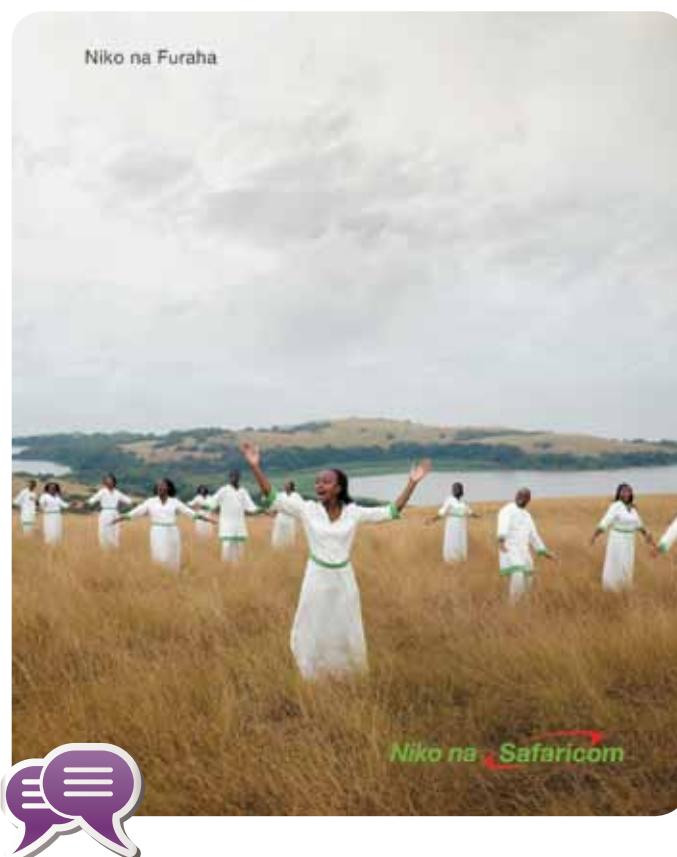
Safaricom occupies a strong position in the market place - a brand equity position that must be fiercely protected and aligned with customer expectations. Several initiatives were launched to enhance the Brand understanding across the organization and external market by way of structuring the brand definition and meaning in a formal and professional way. The results have been more uniformity, consistency and enhanced resonance with our customers of the Safaricom Brand within the market place.

 As a culmination of the efforts employed in cementing the Safaricom brand, the company was voted the most valuable Brand in Kenya. 

### Safaricom Sakata Ball

Safaricom Sakata Ball was launched in 2010 as a national youth engagement platform through soccer. 2011 saw the Safaricom Sakata Ball challenge grows to greater heights. Driven by national public demand, the 2011 leg incorporated girls' teams and also saw the birth of the partnership between Safaricom and UNICEF's sponsored National Youth Talent Academy (NYTA) which has delivered further talent

development and exposure to the best talent. A total of 2,092 teams; 1,526 boys and 566 girls teams, participated in the tournament. We are proud of the fact that the current national U-20 girls squad is dominated by talents identified from the Safaricom Sakata Ball challenge.



Safaricom Sakata Ball has also emerged as a Finalist in the GBCHealth *Business in Action Awards 2012*, in the category of Health & Beyond: Eradicating Root Causes category. The achievement exemplifies best-in-class private sector programs and demonstrates the powerful impact of business engagement on communities at large.

### Safaricom KENYA LIVE

Launched in October 2010, the Safaricom KENYA LIVE is an exciting engagement between Safaricom and the Kenyan music industry whose aim is to promote music excellence and talent among our Kenyan artistes, across all genres and regions as well as provide a platform for musicians to showcase their music talent. The initiative was borne out of Safaricom's long standing engagement with Kenyan music (sponsorships of Chaguo La Teeniez (CHAT) awards & Groove awards; Kenyan Classical Fusion). Safaricom KENYA LIVE in its entirety entails series of live music concerts in various regional towns across Kenya and provision of mobile fresh and homegrown content /downloads. To this end, in keeping with its tradition as a truly Kenyan brand, Safaricom partnered with local artistes across various genres and regions.

Apart from the sizzling concerts and professional training by established resource people, Safaricom KENYA LIVE artistes were also busy in studio producing songs, customized ring tones, SMS alerts and other mobile content.

Safaricom KENYA LIVE was well-received in the market as evidenced by thousands of fans in the Safaricom KENYA LIVE concerts and Safaricom portal downloads.

## ✓ SAFARICOM CHAMPIONS

We continue to develop our staff to not only enhance their current performance but focus more on achieving future business needs. Data and technical skills to support data Product & Services development support and sales were given priority in the year.

An E-learning platform with over 3,000 courses in ICT, management and soft skills was implemented to enhance self learning. Our staff also benefitted from health and safety awareness training to ensure safe working practices, operations and environment.

Going forward, our talent pool will benefit from secondments to other Vodafone companies for sharing of best practices.

Our partnership with academia will continue to support the development of telecommunication talent for the country.

Permanent Staff by Gender and Grade as at 31<sup>st</sup> March 2012

Job grade	Total Permanent Staff	No. of Women	No. of Men	Gender Ratio
1	1	0	1	N/A
2	10	3	7	1:2.3
3	34	14	20	1:1.4
4	126	33	93	1:2.8
5	220	66	154	1:2.3
6	516	181	335	1:1.9
7	545	238	307	1:1.3
8	1247	623	624	1:1
9	2	0	2	N/A
<b>Totals</b>	<b>2,701</b>	<b>1,158</b>	<b>1,543</b>	<b>1:1.3</b>

## Flexible Working

As we continue to ensure that we deliver exceptional service to all our customers, we acknowledge the importance of balancing the 3 pillars of our employees lives - work, family and health. To this end, management introduced Flexible Working Arrangements in January 2012 to help staff achieve this balance. One of the options is Flexi-time, which will provide employees with the option of starting or ending their working day either earlier or later allowing them the much needed flexibility to meet their personal needs.

In addition, Telecommuting has been introduced and it will provide employees with the option of performing full-time job responsibilities at sites other than their primary location, usually their home or a remote office using appropriate technology. For us flexibility is not just a staff benefit, but a business strategy geared towards positioning Safaricom as the employer of choice.

## Employee Environment

The employee environment is a key issue for Safaricom. Several programs have been undertaken to enhance Safaricom's Occupational Safety and Health (OSH) performance, namely:

- The development and implementation of an OSH management system framework and policy;
- The introduction of an OSH induction program for new staff;
- Establishment of the joint management-worker safety and health committees;
- Companywide OSH awareness training, including the production of an OSH awareness video;
- Undertaking of baseline risk assessments for all company facilities;
- Development and implementation of safety standards and work control procedures ;
- Creation of safety posters to increase safety visibility;
- Facilitating safety and health audits of facilities and several BTS; and
- Undertaking statutorily mandated inspections including the inspection of lifting equipment and pressurized vessels, and Inspection of fire fighting equipment, inspection of mail scanners amongst others.



An E-learning platform with over 3,000 courses in ICT, management and soft skills was implemented to enhance self learning. Our staff also benefitted from health and safety awareness training to ensure safe working practices, operations and environment



## ✓ LARGEST & FASTEST NETWORK IN KENYA

Our customer demand superior and uninterrupted network connection. As part of our commitment to offer a best in class service we spent Kshs. 25.74 billion in capital investment. Our focus was on upgrade of our 3G network to the latest available technology that will enable speeds of 21 and 42 Mbps. We continued to invest in the capacity and reach of our 3G network with 1,439 3G enabled sites and 187 Wimax sites.

We also invested to improve the quality and expand the coverage of our voice network. We now have 2,690 sites located all over the country and boast of the widest coverage.

The main factors that affect network availability are transmission and electricity supply. Currently 155 of our base stations run on diesel generators on a 24/7 basis.

This year we invested in modernization of the network to Internet Protocol (IP) and upgrading to the latest technologies. This will improve our network quality and increase network data speeds. It will also bring down costs and reduce our environmental impact. Unfortunately, during the replacement of old equipment, network quality sometimes takes a short-term dip while re-optimisation is in progress.

We also rolled out a single real time billing engine that combines prepaid and postpaid billing seamless under one system. This has greatly improved accuracy in customer billing and thereby promotes customer experience

## ✓ BUILDING CUSTOMER TRUST

Our customers are by far, our most valued assets. Besides constant engagement, growing our Brand, improving on the network and having the right people in place; we strongly believe that protecting our customers we enable us to build an even stronger relationship with them.

Customer information is confidential and it's our responsibility to protect it. Our responsibility extends to protecting our customers and preventing fraudsters from preying on our customers. This is especially so in M-PESA where there has been a rise in fraudulent activity. Through continued customer sensitization and education we are able to help minimise the cases of fraud that affect our M-PESA customers. We have well developed systems and procedures in place to protect our customers on all these fronts. To discourage the theft of mobile phones, we blacklist all Safaricom handsets reported as stolen so they can't be used on other mobile networks.

