

THE HUMAN ELEMENT: THE MOST COMPETITIVE POWER IN THE NEW DIGITAL WORLD

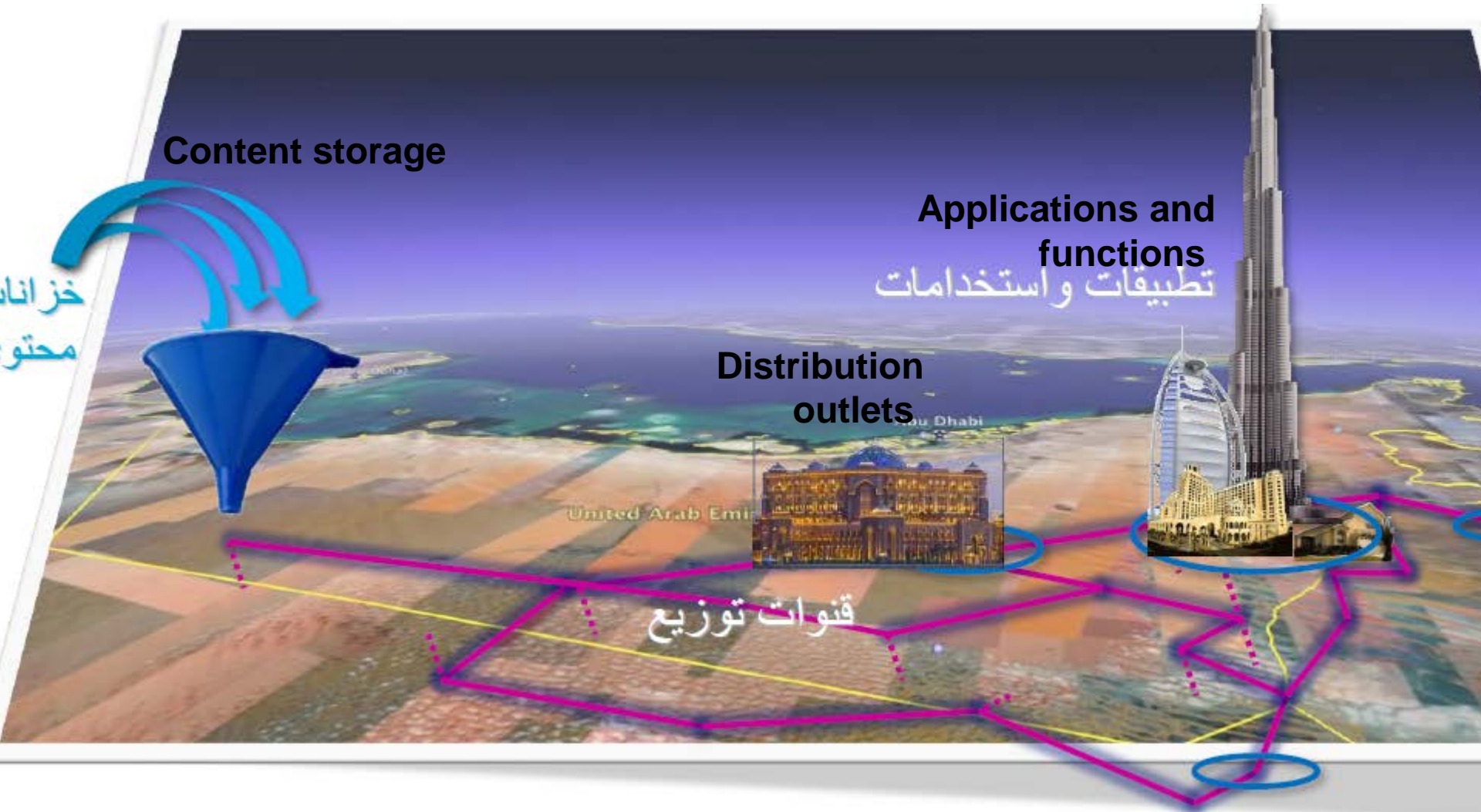
Othman Sultan

Human Resources Club

24th March 2011



**ONCE UPON A TIME:
A VERY SIMPLE TALE ... FROM TIMES IMMEMORIAL**



THE WORLD HAS WITNESSED ACCELERATED CHANGE OVER THE LAST FEW DECADES



The world of Industrial Revolution:

- Earth
- Human workforce
- Capital
- Manufacturing

The world of Knowledge Revolution

- Intellectual accumulation
- Creativity
- Digital world
- Globalization

THE WORLD HAS WITNESSED ACCELERATED CHANGE OVER THE LAST FEW DECADES:

From The world of the industrial revolution

- Earth
- Human workforce
- Capital
- Manufacturing

To : The world of Knowledge Revolution

- Intellectual accumulation
- Creativity
- Digital world
- Globalization •

OUR KNOWLEDGE WORLD IS EVER CHANGING:

- ❑ The communication world is quickly changing
- ❑ Content of the media world is expanding in a super-fast manner
- ❑ Fast transforming of data
- ❑ Huge storage capacities
- ❑ New applications transcending technology to embrace behavioral patterns and impacting cultures



What is the most significant competition element in the new digital world?

Technologies?

Infrastructures?

Services and products ?

Mechanisms and expertise?

Operational capacity ?

Human Capital ?

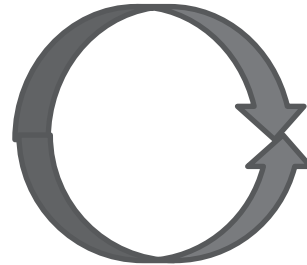


AN INTEGRATED METHODOLOGY IN KEEPING OF THE LIFE CYCLE OF THE COMPANY EMPLOYEE

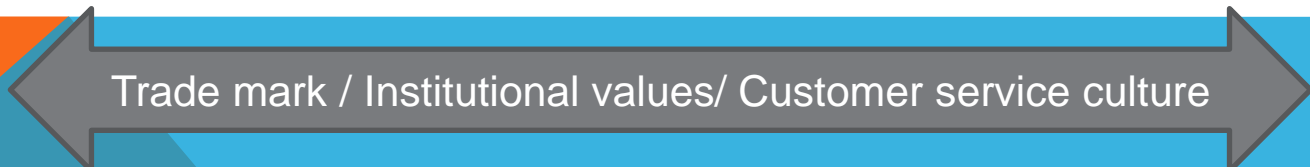
Recruitment and employment mechanism	Job description	Remuneration and salaries system	Performance management and appraisal	Professional development	Internal communication
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People = Excellence

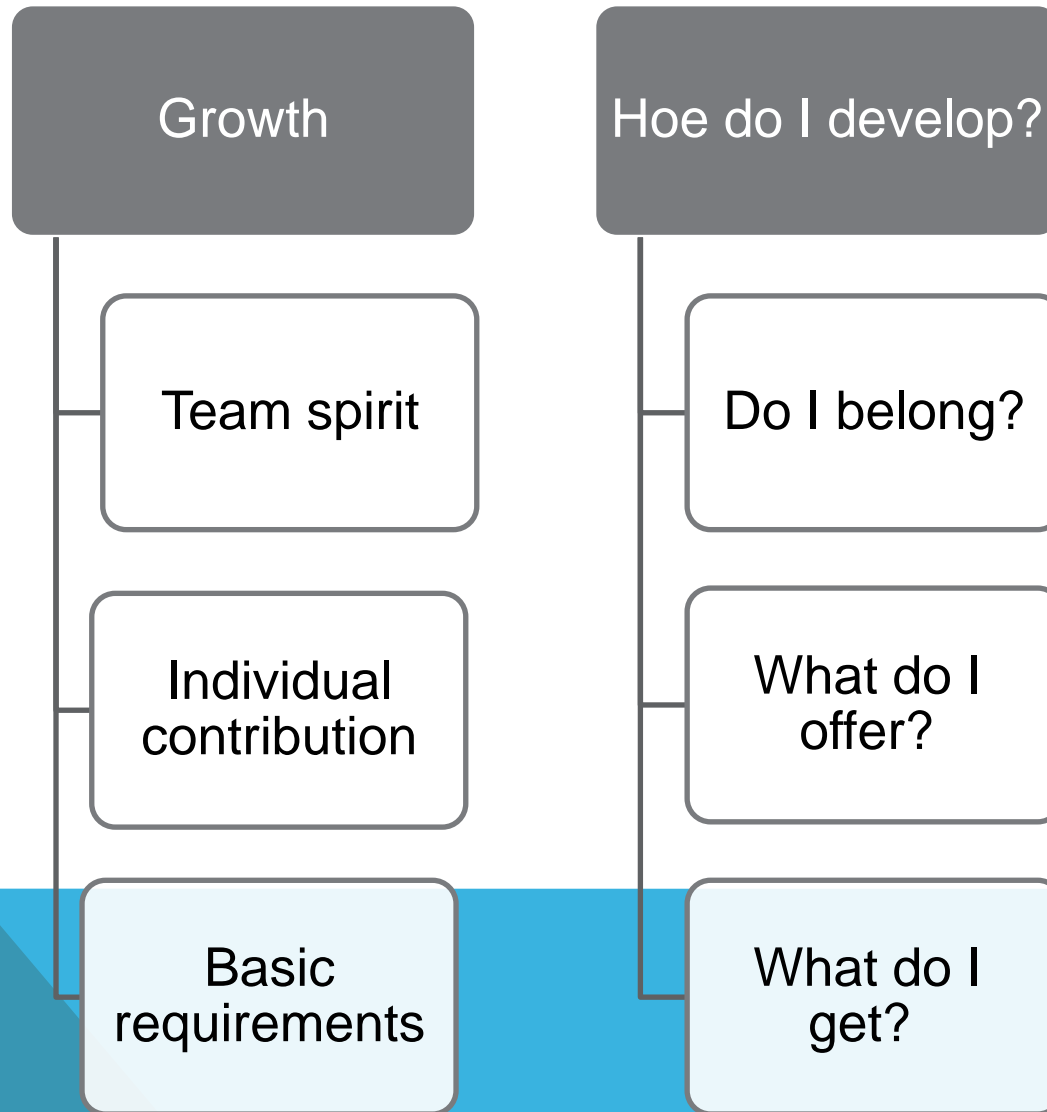


Excellent=Revenue



Trade Mark fingerprint	Purchase the product	Activate the product	Use the product	Customer service	Billing system
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OCCUPATION (HUMAN RESOURCES) AMALGAMATION: A COMPETITIVE INSTRUMENT (CORPORATES AND COMMUNITIES)



2010 DU SURVEY RESULTS WITH GALLOP INTERNATIONAL

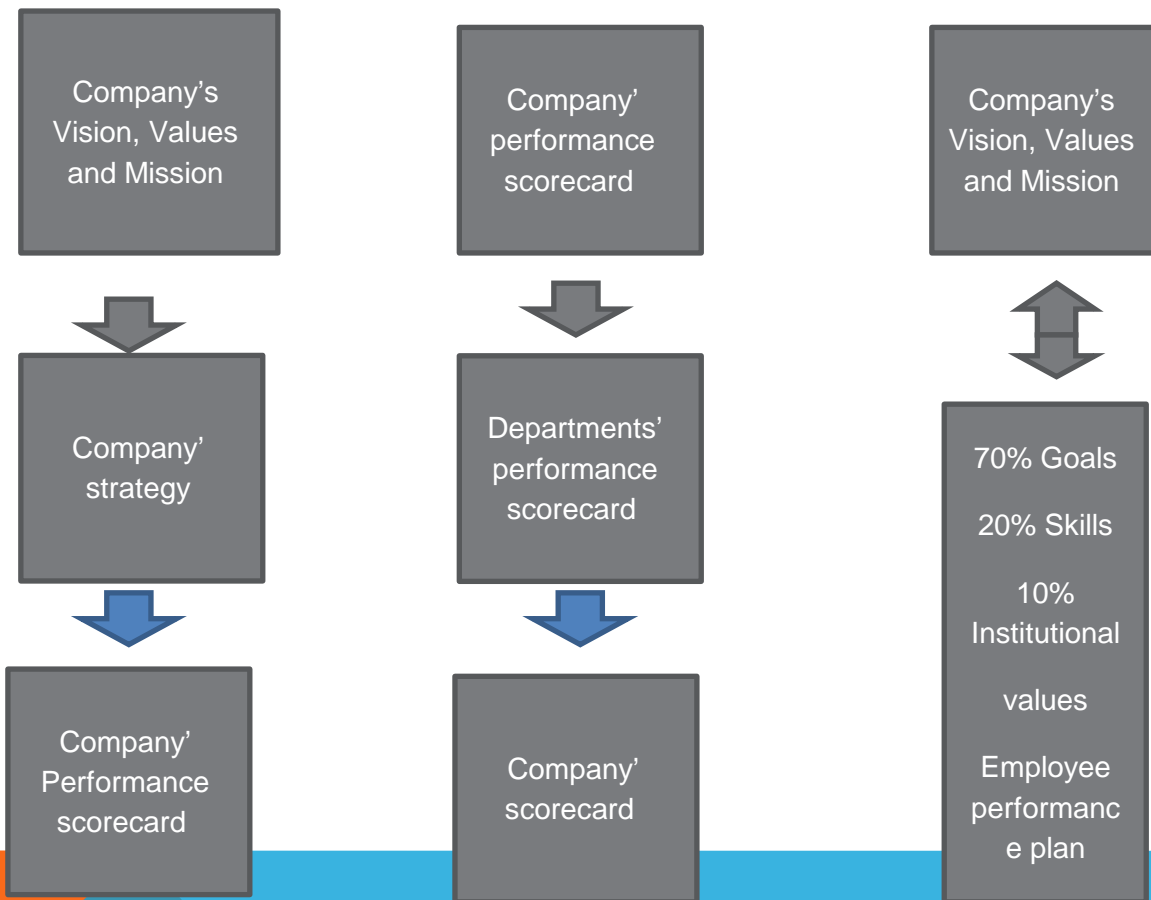
Space for Professional belongingness



WE ARE DU



DU PERFORMANCE APPRAISAL MECHANISM



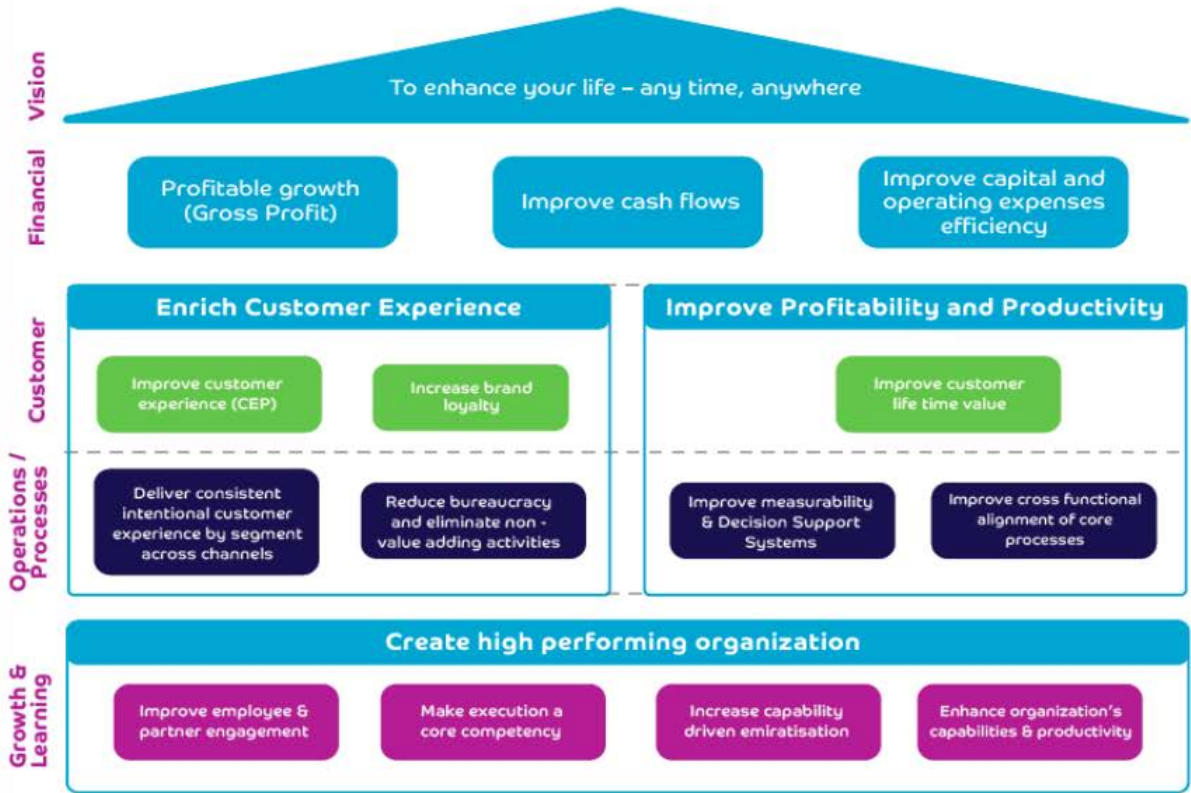
1. Setting the Plan 2. Setting the Plan 3. Coordination between plan and goals

INTERNAL COMMUNICATION: PRINCIPLES OF TRANSPARENCY AND COORDINATION THROUGH BALANCED PERFORMANCE SCORECARD



Strategic Themes and Objectives 2011

Balanced Scorecard 2011



Financial
Gross Profit
EBITDA
Free Cash Flow
Customer
Customer Satisfaction - Mobile and Fixed
Customer Lifetime Value
Operations / Processes
Customer Experience Index
Growth & Learning
Emiratization
Employee engagement



Strategic Themes and Objectives 2011



Dear Team,

I would like to thank all of you for a successful 2010 that would not have been possible without your hard work and dedication.

In order to achieve our goals for 2011, we need to have a shared understanding of our aspirations.

The key strategic themes we will be focusing on this year are:

1. Enrich Customer Experience
2. Improve Profitability & Productivity
3. Create a High Performance Organization

Our performance as a company will be measured against the framework of the key performance indicators (KPI's) outlined on the Balance Scorecard.

I encourage you to align your objectives, projects & priorities accordingly.

Regards,

Osman Sultan

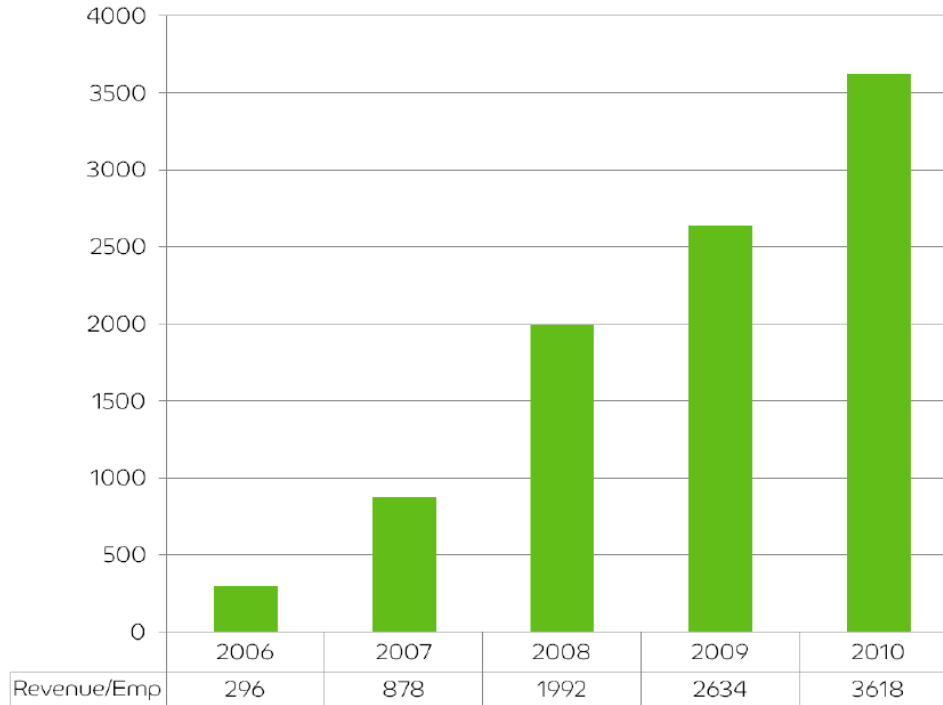
Key Performance Indicators (KPI) in Balanced Scorecard (BSC) of du For 2011

KPI's	What is it?
Financial Gross Profit EBITDA Free Cash Flows	Revenue minus cost of sales Earnings before interest, taxes, depreciation and amortization Cash generated by du for its shareholders
Customer Customer Satisfaction - Mobile and Fixed Customer Lifetime Value	Measures customer satisfaction Measures quality / profitability of customers
Operations / Processes Customer experience index	Measures the efficiency and effectiveness of fulfillment, assurance and billing processes
Learning & Growth Emiratisation Employee Engagement	Percentage of UAE national employees at du Tracks the engagement of du employee

For more detailed information, please visit the Organisational Development page on our intranet. For further clarification, please email bsc@du.ae

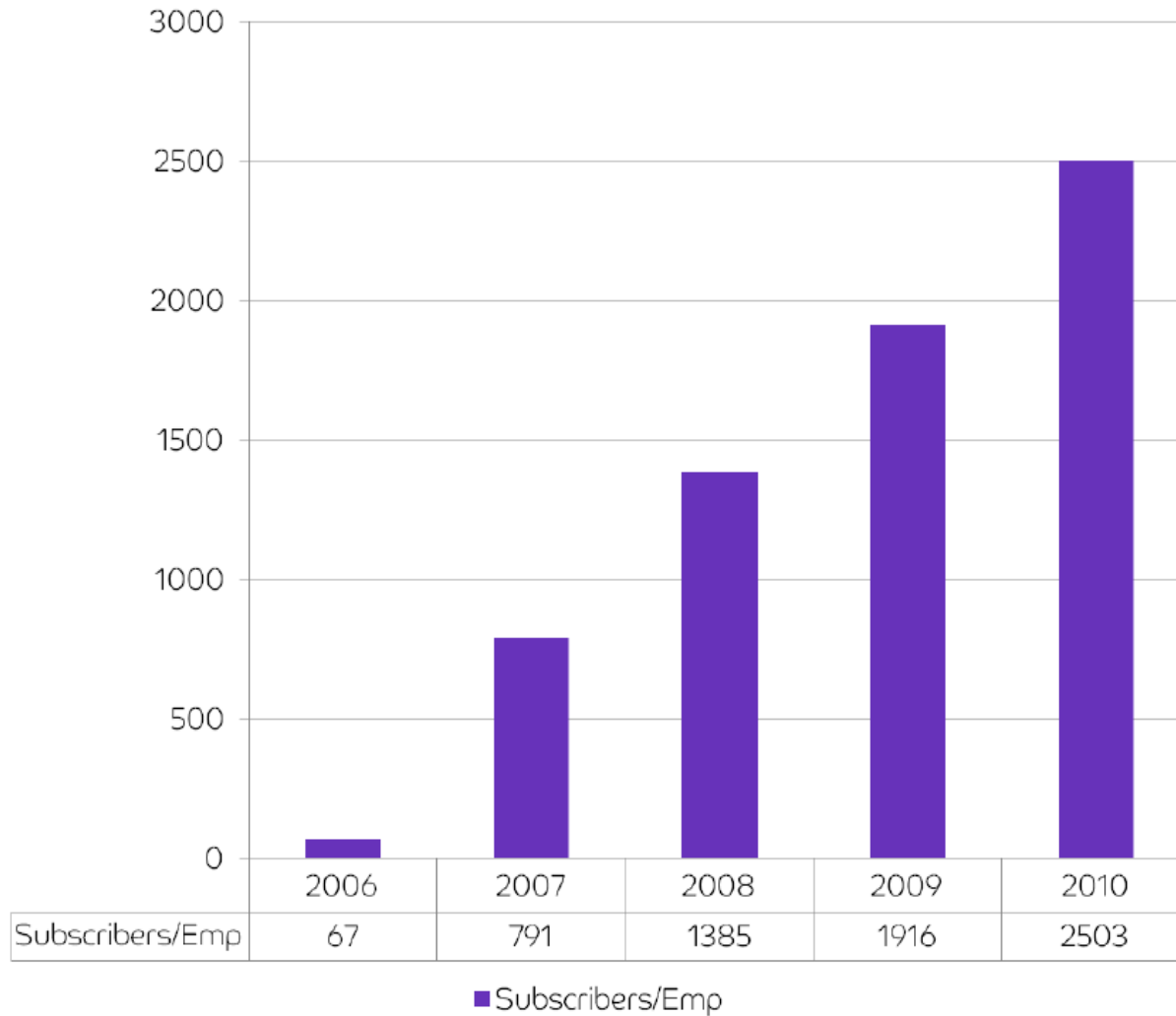
WHAT IS NON-MEASURABLE IS UNDEVELOPABLE

Revenue per employee (1 to 1000)

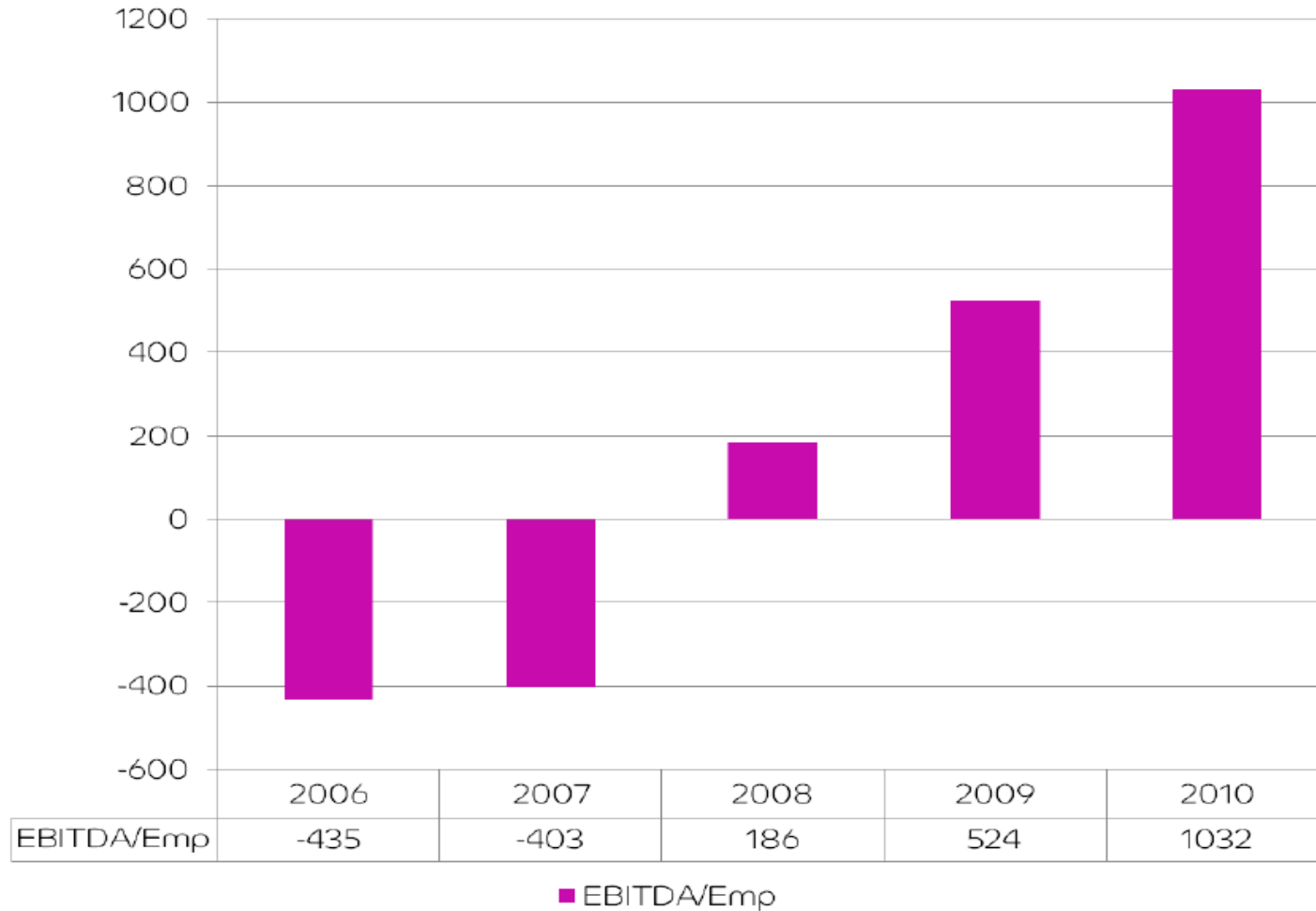


■ Revenue/Emp
15

CUSTOMERS PER EMPLOYEE (1-1000)



OPERATIONAL PROFIT PER EMPLOYEE (1-1000)



PERFORMANCE APPRAISAL – SALARY AND INCENTIVES SYSTEM

- 1. The higher the job position , the more responsibility to shoulder;
promotion within the professional hierarchy entails a bigger influence
of corporate success on employees' incentives**
- 2. Incentives depend on results achieved by the employee- appreciation of
efforts exerted:**
 - 70% of appraisal depends on set objectives**
 - Values and skills comprise 30% of the appraisal**

Distinguished Managers
Turn business into an easy ride;
Turn it into a personal concern!



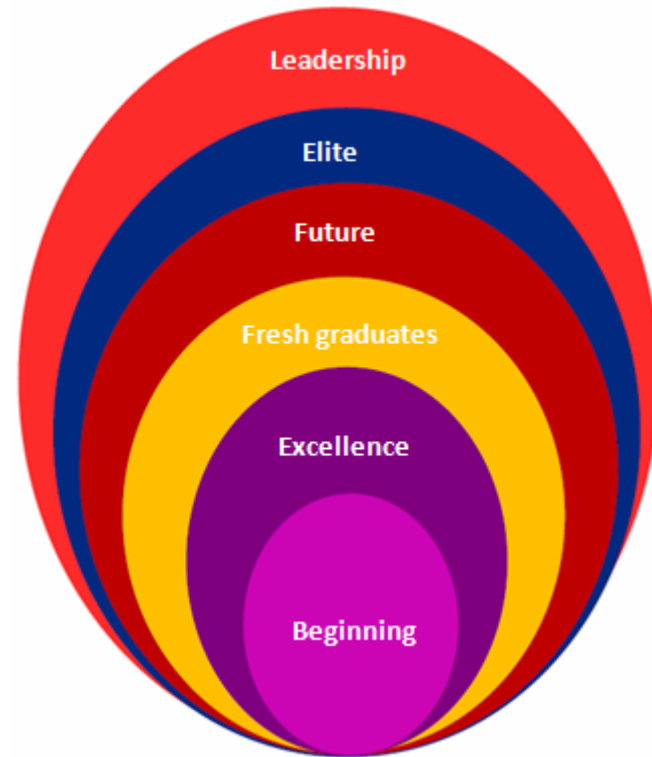
Distinguished Managers



وتحيا بها الحياة
add life to life

OBJECTIVES OF MANAGING PROFICIENCY

- 1. Determining proficient employees within the company, maintaining competent employees and developing the distinguished ones to the purpose of creating work environment which is rich in competent employees at all levels.**
- 2. Finding means for qualifying competent employees to assume significant positions and accelerate the process of professional development to prepare future corporate leaders.**
- 3. Capitalize on the capacities and skills of the work team to realize work objectives and strategies.**



FRESH GRADUATES' PROGRAM



Fresh Graduates' program lasts for 18 months

Theoretical Training for 40 days

Practical In-service Training


Meetings for appraisal and guidance

Masar meeting

Community service tasks



GOVERNANCE IS THE CORNERSTONE OF INSTITUTIONAL CULTURE

- ❑ Principles of good governance
 - ❑ Principles of internal and external monitoring
 - ❑ Principles of disclosure and reporting
 - ❑ Principles of transparency
 - ❑ Principles of equity
 - ❑ Principles of accountability and responsibility
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CORPORATE MISSION DEPENDS ON KEY THEMES FROM STAKEHOLDERS

The real meaning of our trade mark and our institutional culture is the impression we affect upon our customers, our employees, our shareholders and the society at large

Osman Sultan



Thank You