



supported by the strong leadership of their management team. They pride themselves on having an entrepreneurial atmosphere, where everyone is constantly seeking to drive improvement in performance. The most widely acknowledged success in 2010 is the continued growth of their market share. By the third quarter of 2010, according to figures from the Telecommunications Regulatory

### PRODUCT

du have increased the number of their partner outlets from 3,880 in 2009 to more than 5,000 in 2010 and increased the number of their own shops from 33 to 37 during the same period. They also established a franchising model and commenced operations through the opening of a number of new franchised outlets to enable du to expand their footprint and open more shops, faster and across a wider area, which will be an important element of growth once the fixed line infrastructure sharing agreement comes into effect.

In seeking to improve customer service they also opened two flagship shops in Abu Dhabi and Dubai, providing people with a unique brand experience throughout the stores. They also introduced many new initiatives across the core business areas of the company, including new training programmes and working processes.

In 2010 du delivered more than one new proposition or innovation every week, each one aimed at directly addressing the core needs of their customers.

In order to enable their broadband customers to better enjoy online content on both fixed line and mobile, they launched Real Home Broadband and Real Mobile Broadband services, significant milestones for du in their quest to cater to customers who increasingly consume media through the Internet. The launch also transformed the pricing model of broadband in the UAE, providing rates that are comparable to other international markets. The 42.2 Mbps broadband service, launched through their mobile networks, represents the fastest mobile data network in the region and one of the fastest services in the world.

They also sought to address the small and medium sized enterprises (SME) market by launching a new 'Business Super Plan' which, along with a new smartphone package, provides an office-on-the-move solution that enables customers to budget and plan expenditure.

Throughout 2010 du developed propositions that target high-use customers. As part of this they launched a new product called Elite Super 100, which offers bundled services that meet customers' voice, text and data needs. iPhone, Blackberry and other smartphone packages were also introduced, including the eagerly anticipated iPhone4, which has so far performed well. They also simplified their tariff structure in 2010, introducing such offers as the One World Plan, aimed at driving international call traffic and their One World One Rate service for mobile Internet while roaming, to make data consumption better value whilst travelling overseas.

As a result of all of these initiatives du have sustained strong average revenue per user ending the year at AED 125 for 2010. They have done this with an underlying drive for efficiency and have received significant external recognition, including being the first telecom operator in the MENA region to be awarded the CIPS certificate by the Chartered Institute of Procurement and Supply.

These new launches have served to reaffirm the affinity of the brand with their key customers. The importance of a brand centric experience has played a prominent role in the growth of the company to date and has driven them to become one of the most respected brands in the marketplace.

### RECENT DEVELOPMENTS

As part of du's continual drive to improve performance, in 2010 they focused the efforts of their Programme Management Office on optimising operations. Their objective has always been to identify areas for potential improvement and promote cross-functional strategies to drive solutions and improve results across the business, from basic operational elements to advanced network developments.

As part of these efforts du launched their Customer Excellence Programme, to improve the overall customer experience so that customers receive more timely, friendly and effective services, whether that is in their stores, through their call centres or through their online Selfcare® service. Customers remain extremely important to du and while they have rapidly acquired market share, du are committed to minimising attrition rates.

du have increased the efficiency of their new order management systems for their fixed line customers. As a result they have added the capability to deliver more than 100,000 additional lines with no increase in resource commitment. du have also driven further efficiencies and improvements in issue resolution times, delivering faster resolution of customer complaints.

Following the successful migration of all their consumer customers from legacy systems in 2009, du focused efforts in 2010 on migrating those enterprise customers that

remained on legacy systems onto their central platform. More than 70% of these enterprise customers have now been migrated across and the remainder will be moved over in early 2011. This will enable du to offer a greater range of services to all their enterprise customers and realise significant operational efficiencies. As a consequence of all these service-related efforts and strong advertising initiatives, du's brand health scores are better than ever, showing sustained development since launch and strong competitive dynamics.

### PROMOTION

In addition to their ongoing community involvement efforts through blood donation drives, sports events such as the Ramadan Cup Football Tournament, and their ongoing work to help provide for those less fortunate, such as providing 70,000 meals during Ramadan, du launched a number of other community initiatives.

My People, a ground-breaking programme - was launched during the year, to provide an online community for UAE Youth, where they can cultivate their interests among a group of peers. du also sought to support expatriates in the UAE by extending reduced calling rates to Pakistan during the flooding in the summer of 2010 to help maintain contact between family and friends. In addition their employees raised more than AED 140,000 for disadvantaged orphans and victims of the flooding in 2010.

A key du corporate citizenship focus in 2010 was the 'Pink Ribbon Initiative', which was launched to support breast cancer awareness. This was created to build solidarity for the cause, raise awareness and to mobilise funds. The entire pink ribbon concept was reflected across all of du's digital channels and employees participated in a Pink Walkathon to promote awareness for the disease.

### BRAND VALUES

du believe in the power of their people. From their Chairman to their graduate trainees, they genuinely believe that people are their greatest asset, and pride themselves on having built a company that has created a people and development focused culture in just four



years. This achievement has been recognised by Gallup, who conducted a study in 2010, showing strong improvements in employee engagement. In 2010 they continue to run their brand culture programme, 'we are du', which embeds their values across the organisation and translates them into on-brand behaviour. They are extending this programme to new and existing partner employees as they grow and develop through 2011.

Their internal hiring policy has played a significant role in creating career development opportunities for their employees, with approximately 60% of vacant positions in 2010 being filled internally. Such results clearly demonstrate the loyalty and affinity employees feel towards the company. They also launched 'Masar' (meaning 'path' in Arabic), their enhanced graduate training programme, which gives nationals a clear future and development path that will take them from university graduation through to being a fully trained management level member of the organisation.

In addition to recognising brand value champions and encouraging the spirit of peer recognition and being brand ambassadors, du launched an internal training and awards programme - 'Great Managers' - for employees that have delivered strong results, strengthened employee engagement and imparted strong brand values to their teams.

[www.du.ae](http://www.du.ae)



### Things you didn't know about du

du's origins lie in the world's largest campus deployment of IP telephony in Dubai Media City and Dubai Internet City.

du was one of the world's fastest companies from launch to being EBITDA-positive.

du's staff come from over 60 countries.

du is known for providing career development opportunities to UAE nationals.

@dutweets is widely acknowledged as a case study for successful corporate presence in social media.

### MARKET

du entered the United Arab Emirates' telecoms market as an integrated telecommunications service provider in 2006 after being awarded a Universal Telecom Licence. As of February 2011 they serve over 4.3 million active mobile subscribers and 566,000 fixed line subscribers and host over 100,000 home services fixed lines.

Their strategy of keeping innovation and customer satisfaction at the core of their business has enabled them to achieve a remarkable number of milestones within a very short period



of time. The courage to keep spending when others had cut back, to keep innovating when others continued along traditional business lines, has allowed them to be in the advantageous market position they find themselves in today.

Over time du is evolving from a young and innovative newcomer in the telecommunications space, into a maturing company with a sustained record of growth and profitability. As they move from high to sustainable growth, they remain focused on delivering quality and an ever improving customer experience to their existing and potential subscribers.

### ACHIEVEMENTS

2010 represented another year of solid growth and considerable achievement for du, continuing the successful trends of the last four years. They have done this by remaining true to their guiding principles of innovation, value for money, customer service and operational excellence,

Authority, du held 37% of the mobile market in the UAE. This is a remarkable achievement in just four years of operation.

du's financial results for 2010 beat most expectations. Net revenues grew by 33% compared with 2009 to reach AED 7.1 billion, driven by strong mobile subscriber growth. In 2010 more people chose du as their provider of choice than any other carrier, with over 856,000 mobile subscribers added during the year, reaching a total of 4.3 million. Their fixed line subscribers also grew by 28% to reach 566,000, with broadband reaching over 100,000 homes, representing a 40% increase year on year.

### HISTORY

Du are a young but fast-maturing business, with lots of room to grow. In their short history they have demonstrated a track record of sustained business performance, based on the brand values they have embedded in the business, creating a foundation of operational excellence, quality talent management and external partner engagement strategy. With a brand centric culture putting the consumer at the heart of all they do, from new product investment and development to their continual improvement in service, they continue to build a consumer relevant and compelling brand.