

Vision	The number one mobile communications supplier of choice in the United Kingdom		
Mission	We provide the best value for money mobile phone services in the United Kingdom with the greatest reach		
Strategic Themes	<i>Business growth</i>	<i>Customer Intimacy</i>	<i>Operational Effectiveness</i>
Strategic Results	Value prices that keep existing and attract new customers, in all of the UK regions	Clarity in offering that surpasses anything in the market today, best user interface	Productivity gains through use of new technology driving lower operational cost

Strategic Objectives and Strategy Map	Measures	Targets	Initiatives
Financial <pre> graph TD subgraph Financial IR((Increase Revenue)) IP((Increase Profitability)) DOC((Decrease Operating Costs)) IR --> IP IP <--> DOC end subgraph Customer ICO((Improve Clarity of Offering)) IMP((Improve Market Perception)) IEUE((Improve End User Experience)) end subgraph InternalProcesses IOS((Improve Offering Selection)) IIS((Improve Integrated Service)) IEU((Improve Ease of Use for End Users)) end subgraph OrganizationalCapacity IK((Improve Knowledge and Skills)) ITN((Improve Telecoms Network)) IT((Improve Technology)) end IK --> IIS ITN --> IIS IT --> IIS IOS --> ICO IIS --> IMP IEU --> IEUE IEUE --> IP IEUE --> DOC </pre>	<ul style="list-style-type: none"> • Net Profit • Operating Costs • Revenue in target markets 	<ul style="list-style-type: none"> • ↑ 5% per year • ↓ 3% per year • ↑ 12% per year 	<ul style="list-style-type: none"> • Implement new financial accounting system • Simplify billing operations
Customer	<ul style="list-style-type: none"> • % Market Share Index • % Customer Satisfaction Index 	<ul style="list-style-type: none"> • ↑ 3% per year • ↑ 5% increase in index next period then stabilize 	<ul style="list-style-type: none"> • Competitive end user requirements market studies for new UK regions • “Improve the Offering” two year programme
Internal Processes	<ul style="list-style-type: none"> • New products as % of sales • Brand awareness score • End User experience score 	<ul style="list-style-type: none"> • 12% this year • ↑ 5% per year • > 90% every reporting period 	<ul style="list-style-type: none"> • Create improved offering selection process • Hook into ‘Improve the Offering’ programme • Training programme for new offerings and user interface
Organizational Capacity	<ul style="list-style-type: none"> • Employee development plans • Technology training index • Network Efficiency Index 	<ul style="list-style-type: none"> • 95% in place • 90% efficient • 99.99% Uptime 	<ul style="list-style-type: none"> • Product and marketing training programme • 2 year ‘Renew the Network’ staged plan and roll-out • Technology improvement programme
Customer Focus - Integrity - Quality - Helpful - Community - Efficient			