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Reflecting on **MTN Cameroon’s Purpose**

1. When we look back as an organization, what have we always been good at? What are the **5 qualities** that our organization has always had?

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| 1. **High Profile Staffs** 2. **Enterprise Culture:** **Performance Focus**, Speed of Execution, Values, Trainings, Anti-Bribery Policy, Zero Tolerance to Non-Compliance Culture, Management openness, etc) 3. **Strong African Brand**, Strong Affinity, etc 4. **Customer Experience, Relationship** 5. **Advance Technology Pioneer & Leader**: 4G launch, Home, MoMo, EVD, etc |

**2.** Looking back into our history of working together as an organization, what is the moment **when you felt truly happy and what did we achieve?**

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| 1. **3G, 4G Launch**: Innovation, being the 1st to launch in a very short period of time 2. **1st NPS Leadership** in 2018 after being no.3 and after cross functional efforts and togetherness 3. **Highest Performance Ever for MTN in 2022** 4. **Tre mendous Bonus**: 2014, 2015, 2020 5. **Big Market Events & Sponsorship**: Sean Paul, PSquare & Passi+Kassav Devarieux Concerts, World Cup 2010: Official Sponsoring + Customer Participation to World Cup |

**3.** When we are collaborating as a leadership team under what circumstances do we have the most **high performing energy?**

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| 1. **Challenging circumstances** 2. **Good Results, Performance,** Praise & Recognition + Bonus & Rewards 3. **Leadership & Motivation:** Participative & Collaborative, Strong but Fair, Performance Focus & Driven, Visionary, Rewarding, Rational and Non-Emotional, 4. **High Synergy between leaders**: When sharing same goal and Silos are broken - Cross Functional Collaboration 5. **Specific Focused Target**s: few & Simple objectives to reach |

4. What was the **most challenging time** in working together as a leadership team? What have we learnt from it?

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| 1. **Leadership Misalignment (few years back)**: When Leaders were fighting each other and were promoting silo work (involving their teams) – We eventually failed as a team: Company turned from high profits to loss. We learned to work collaboratively. 2. **Crisis Moments (2005)**: Mbanga Mpongo Crash – We adopted Continuity measures to minimize risks (separate travels for Executives, etc) 3. **Different & Conflicting Goals & Objectives (before 2019)**: We finally failed together – Shared KPIs has solved this issue 4. **Poor Performance leading to Finger Pointing (few years back)**: Learned to push for achievements and positively contribute together (via Crisis meetings / Marshall Plan, etc) 5. **Leadership Style:** Emotional & Non-Rational, (everyone is accountable and plays its own role) |

5. What is the most important thing we want to accomplish as MTN Cameroon? What would we like **to be known for when people talk about us in 5 years from now?**

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| 1. **Best African Brand** 2. **Best Brand Contribution to Cameroon development** (FNE, Digital Economy, etc) and **giving back to our communities**: ESG, MTN Foundation, 21Days, etc 3. **Best Competent Staff** - High Profile Staff 4. **Best Place to Work**: Salary & Rewards & Well Being 5. **Best Reference for Customer Experience** in Cameroon |

**6.** There are no restrictions or limitations. The future is not known. In this moment we have the power to choose. **What is our common vision going forward?** What is possible when our organization puts together the best version of every individual member?

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| 1. **Be the best reference** at what we do 2. **Develop our Country** and Give back to our communities 3. **Develop Local Competencies and Talents** 4. **Be the preferred Operator** (FinTech, Network, Digital, etc) for the Market (Customers & Partners) 5. **Provide the best CEX in Africa** |

**In summary,**

**MTN Cameroon’s Purpose in life is to**

**“ELEVATE CAMEROON”**

**<repeat> “ELEVATE CAMEROON”**

**is what our life at MTN Cameroon is about.**