Yota: Making Difference Culture

I. Introduction

In the spring of 2011, Yota Sales & Distribution Director Viktor Sizov and his HR Business Partner Evgeniya Fastova are ensconced in their Moscow office contemplating the future of the company. They faced a daunting challenge: how to succeed and deliver solid business results in the competitive, high-growth business of mobile telecom while adhering to company philosophy and implementing making difference culture. This is especially and acutely true in the largest department of Yota mobile broadband operator – the Sales & Distribution department, which in turn is responsible for key business KPIs: Revenue, COGS, Sales to active base, and Active subscribers base. Yota, a business unit of Skartel and a large Russian 4G telecom company, has been experiencing rapid growth. In the fall of 2008, it was one of the first companies in the world to launch the ultra-fast WiMAX network for commercial data transmission service in Moscow and Saint Petersburg. By October 2010 the total number of Yota registered subscribers had reached 682,000[1].

Yota is currently facing three looming questions:

• What self-management systems, employee behaviors, or combination thereof will allow Yota to rapidly scale up in size in a highly distributed environment without losing control?

• How can Yota inspire employees to make these efforts and ideas--to think outside their individual areas of responsibility and develop not only their own tools but the main tool of the company – its organizational structure?

• Can Yota configure itself so that its employees, by themselves, continuously change and develop the organizational structure in response to external and internal forces while adhering to its core strategy?

Yota's exponential growth rate is demonstrated by the cities it now serves – we grew from 5 cities to 20 (including metroarea) for half a year: in addition to Moscow and Saint Petersburg, it now serves Vladimir, Tula, Novosibirsk, Krasnodar, Moscow, Sochi, Samara, Vladivostok, Ufa, Kazan, Saint-Petersburg and Kostroma. Yota's success to date has been fueled by a tailored approach to team building and goal setting in the turbulent telecommunication industry.

In the beginning of 2013 Yota was divided into two companies: Yota Networks and Yota. Yota Networks specializes in building and management of 4G networks and

[1] http://en.wikipedia.org/wiki/Yota

provides access to such networks based on the mobile virtual network operator (MVNO) model. Yota company uses YN network to provide final customers with LTE connection and sells Yota services through it's own retail and dealers network.

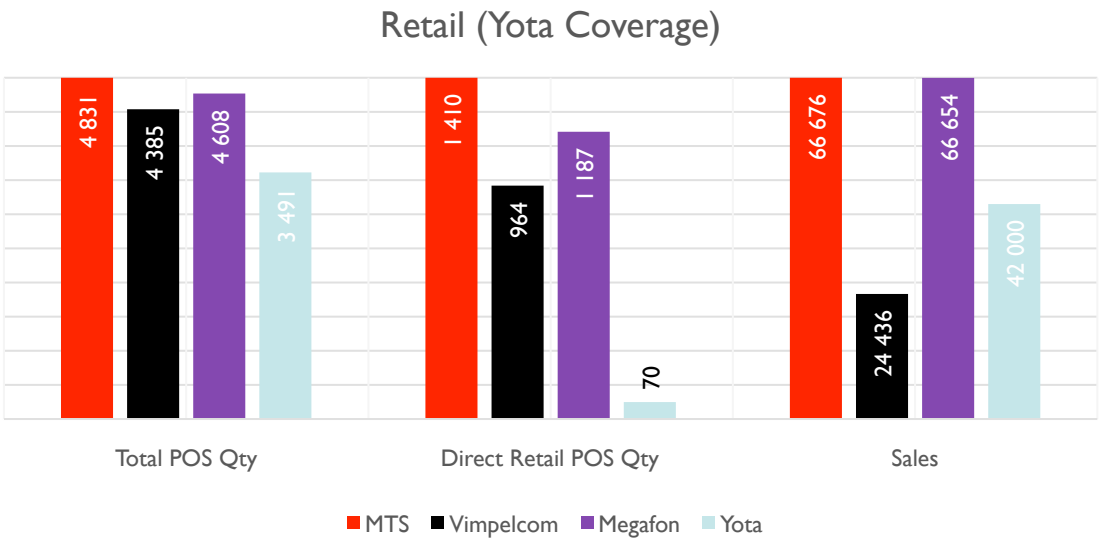
With the introduction of WiMAX mobile telecom technology, the company had achieved a breakeven point just in 3 months and Yota brand had become quite popular. Yota's fast growth encouraged Russia's biggest mobile voice operators to enter the mobile internet market by the end of 2009 - early 2010.

As a result Yota moved from the blue ocean market where it had a unique product based on high-end technology to a very competetive environment with big companies with very strong brands and huge resources (financial, organizational, distributional, goverment, etc).

The entry of Yota into the telecom market in 2008 redefined competition in the burgeoning mobile internet sector, and provided customers with innovative telecom and internet technology. In October 2012, Yota became the first company in the world to launch LTE-advanced mobile telecommunications, driving data transfer rates to 300 mb/second while replacing its original WiMAX network. LTE, or Long Term Evolution technology, is much faster than previous technologies. Yota is also a provider of user devices. In July 2011, it rolled out the Yota One and the Yota Many (a portable WIFI hotspot device), designed by Yota itself. In December 2012, it announced the YotaPhone, a unique double-display smartphone using Google's Android technology. Yota is now the largest LTE provider in Russia and the second largest in Europe. As LTE succeeded 2G and 3G technology, Yota became a potential competitor for "Big 3" (3 major mobile operators in Russia) on the voice service market.

As a leader in the mobile internet market, Yota faced the challenges of retail chain marketing, huge advertisement programs, price discounts, etc., but did not have similar resources as its "Big 3" competitors. Yota understood that if it wanted to continue to be a market leader, it needed to find innovative and unique methods and approaches in advertising, products, distribution, and customer experience.

Especially in retail, Yota did not have enough resources to create as large a retail chain as their competition (see picture).



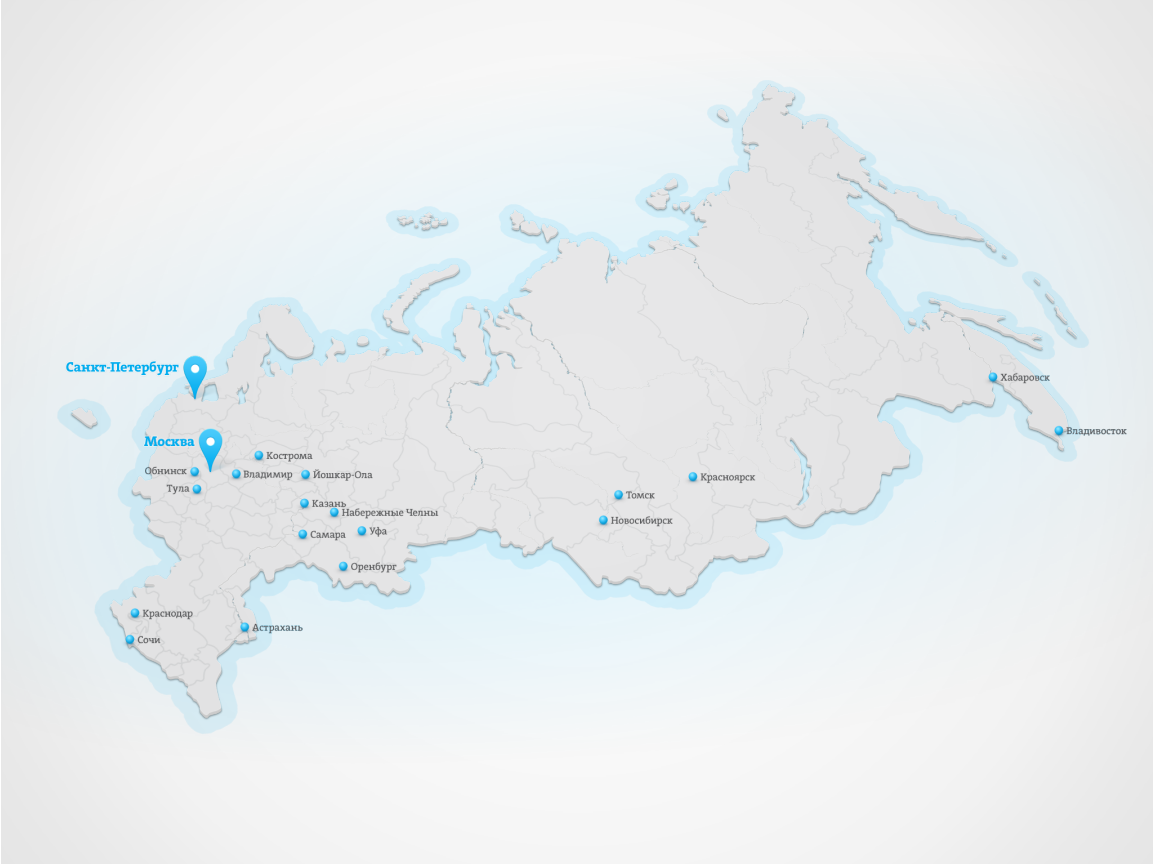
There were 3 choices:

- To find investors and to create retail outlets (like its competitors)
- To increase fees for our retail partners (but competitors could do the same)
- Or, do something smarter

Due to limited resources, Yota needed to be independent from its size, business and geography (geographically, Russia is the largest country in the world). It had to behave as a small company with only one point of sale. The company should know everything about the current situation in each point of sales and base station and must be faster then other companies in reacting to changes in the external environment.

In 2012, Yota launched an investing program for regional expansion (15 new cities including metroarea) and planned to launch 3-4 cities per month within Q3 and Q4.

Yota geography



From the very beginning, Yota was a company with a strong corporate culture and philosophy, which requires consistency during rapid growth. Yota needed to find a way to keep its corporate culture and philosophy in its new business units.

Yota faced 4 main challenges:

1. Yota needed to keep leader position on mobile broadband market, to find a way to save appropriate sales volume without big investments into own or partner's retail.
2. Yota needed to keep the advantages of a small company even when it becomes a bigger company with huge business operations and wide geography.
3. The company needed to launch 3-4 cities per month.
4. Yota needed to keep its corporate culture and philosophy in new business units.

To solve the first challenge, Yota reorganized its own retail function. It's the basis of the subscriber attraction system that influences all of Yota's sales channels and customer's service.

Yota's Retail strategy is as follows:

• We investigate the city and create a retail map which shows where the main stream of potential customers concentrated and open points of sales based on this map.
• In order to support appropriate sales level in other areas where Yota does not have its own POS, it has divided the city into areas and distributed them among its salespeople, so they work with Yota's retail partners' POS and increase sales there.
• The key element of our retail department is a sales specialist, not a point of sales.

Yota's sales specialists are responsible for:

• Personal sales on Yota's or partner's points of sales
• Trainings for partners' sales staff
• Merchandising
• Motivation of partners' sales staff
• Customer service on Yota's own POS

This approach helps to scale Yota's retail and increase sales without any addition investment to its own retail chain. At the same time this approach decreases subscriber acquisition cost in partner's retail, because Yota has direct contact with partner's sales staff, so it can implement all of its marketing programs very fast. Also, Yota avoids competition with partners' retail, because Yota sales specialists key KPI is total sales from all territory he is responsible for, not only from Yota POS. In this approach the key element of our retail department is a sales specialist, not a point of sales.

To support this approach, Yota pays strong attention to its sales staff, invests serious resources into their development and motivation, provides clear career pathways and development and motivation programs.

To solve the remaining three challenges, Yota reformed its regional structure.

Strategy of creating organizational structure:

Purpose – a flexible system, self-changing under the influence of environment.

Principles:

- Fast movement of information, easy delivery of sense.

- Absence of administrative functions – each unit owns an understandable business objective. A task is limited by its essence, not by geographical or administrative borders.

- Unified and managed corporate culture.

- Interchangeability and interdependence.

- Clear rules of scaling structural units and recruiting stuff – minimization of

personnel.

- Transparency of information and work in the unified information space.

According to these principles, Yota created small teams in every business unit/area (team depends on a business size.).

	Area Business Unit manager	Office-manager	HR business partner	Marketing specialsist	Trainer	Area Sales Director	B2C Partner account manager	B2B Partner account manager	Area Sales manager	Sales force
Metropolis	●	●	●	●	●	○	●	●	●	●
Large city A		○			○	○	○		●	●
Small city A									●	●
Small city B									●	●

● compulsory position
○ optional position (depends on the volume of business activities and remoteness from the metropolis)

Small teams allow the company to implement its corporate culture and philosophy faster and to be more flexible because of the minimum of information movement and decision-making levels.

To support the regional strategy, Yota has implemented the following:

- Identified maintenance business processes and centralized them
- Business development functions divided between headquarters and regional business units that leads to their permanent cooperation (ideas generating, projects management, implementation)
- Within regional business units, keeping only the processes which could not be realized without physical presence
- Created one common information space where all data is kept and updated every day, decade, month
- Make the structure of each big city the same as the structure of sales headquarters

All business processes should develop under environment changes, and Yota tries to create a system that will develop itself. To achieve this, the company creates interdependence between all functions. Each business unit influences not only its own results but also other units' results.

For example: Yota's sales force serves partner retail and contributes to the results of the B2C partner account manager. At the same time, results of Yota's sales force depend on the agreements with partners made by the B2C partner account manager.

Another reason for this is limited financial resources. Quite often, Yota needs to choose the best way to invest its current budget (i.e., what sales instrument and channel). Every manager and function have specific KPIs and common KPIs (Revenue, COGS, Total Sales). Common KPIs motivate managers to share their resources (financial or organizational) between each other if they have any risks or unused financial resources. This encourages employees to negotiate with each other. Employees approve and discuss their goals and results with all colleagues involved. All critical decisions and organizational changes could be made only by negotiating with all stakeholders. This approach enables Yota to be flexible and react faster to threats in the external environment.

Yota has achieved a current organizational structure that meets most of the needs described above, except it does not adapt itself to changes in the external environment.

The company would like to build a system that continuously changes and develops itself not by actions and decisions of its leaders/top managers but by overall team and by every employee.

Yota would like to see continuous endeavors, initiatives, questions and ideas on changing the organizational structure to make it the most appropriate to current situation.

Yota's key questions:

• What self-management systems, employee behaviors, or combination thereof will allow Yota to rapidly scale up in size in a highly distributed environment without losing control?

• How can Yota inspire employees to make these efforts and ideas--to think outside their individual areas of responsibility and develop not only their own tools but the main tool of the company – its organizational structure?

• Can Yota configure itself so that its employees, by themselves, continuously change and develop the organizational structure in response to external and internal forces while adhering to its core strategy?

II. Overview of the Russian Mobile Market

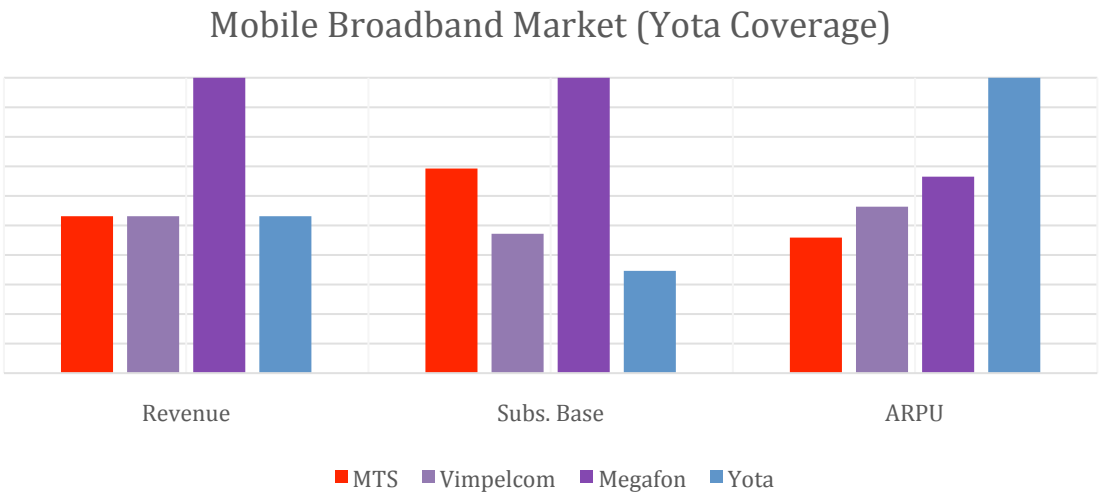
According to a recent study[2], the Russian telecom market appears to have exhausted its growth potential. After a 2009-2010 recovery, the market entered a stagnation phase with year-over-year growth below the rate of inflation. A gap emerged between gross sales relative to net subscriber increases, suggesting high levels of "churn" in the subscriber base. The large mobile operators took measures to improve the "quality" of their new sales, such as eliminating commissions to independent distribution channels such as mobile retail chains.

For these reasons and others, for the first time in the entire Russian cellular market history the overall reported cellular subscriber base decreased in 1Q 2012. Also, minutes of use showed slight increases, largely based on tariffs offering free or very low cost voice-over-internet usage. Unfortunately, the inelasticity of demand for voice usage means that simply because it's largely free (and very cost-effective for telecom operators), people don't use more of it—meaning any incremental increase in usage does not offset the vast streams of less cost-effective traffic (i.e., data), leading to negative ARPU (Average Revenue Per User) for voice. There was, however, a visible ARPU increase in data-related ARPU in 2011 of about 7% RUR. All four of the largest Mobile Network Operators (MNO) showed positive top-line trends in 2011 in a highly competitive market (this group did not include Yota).

Currently, the fastest growing segment of the market is for mobile internet. As the market for voice continues to flatten, the telecom operators will find revenue in value-added services—like mobile internet. The study says that it is unlikely that shareholders will see EBITDA sink below 40% over the long term.

The total Russian mobile internet market came to approximately 75 billion RUR in 2011, almost on a par with residential broadband. Monthly users of mobile internet reached 60 million by the end of 2011 (small and large screens). Yota is a key player on the mobile internet large screen market and ARPU leader in the area of Yota coverage.

[2] Advanced Communications & Media , http://www.acm-consulting.com/
RUSSIAN MOBILE SEGMENT: RECENT DEVELOPMENTS, May 2012, p. 1-5.



Yota differentiates itself from its competition, and defines its value proposition, on the basis of speed, simplicity and fairness. It describes its service in one document as: "Mobile broadband that is truly fast for smooth online experience – online video without buffering, instant browsing and not annoying downloads even good for online gaming."

Simplicity comes from the fact that Yota has "Simple, robust 4G connected devices/Only 3 types of service plans/No service plans for residential monthly regular usage /"slider" pricing concept/Easy payment/with zero commission on banking card."

Fairness is exemplified by giving customers "7 days to 'try before you buy'/No limits on traffic/Internet access (64/128 Kbps) at zero balance/No hidden conditions."

Regarding products, Yota is extending its technology reach as far as possible, making routers, modems, Yota-embedded 4G notebooks, and making other devices "Yota-ready".

In short, Yota sees itself as an innovator and driver of new streams of revenue in the mobile internet world, tightly focused on the customer experience and largely achieved through highly engaged employees.

III. Organizational Dynamics

A. Organization Structure

For organizational purposes, Yota has divided Russia into eight macroregions, closely following the administrative boundaries of the Russian Federal Regions, and each having its own Area Business Unit manager and central city (or metropolis). The regions include:

Yota Moscow
Yota North-West
Yota Sibirea
Yota Volga region North
Yota Volga region South
Yota South
Yota Far East
Yota Center

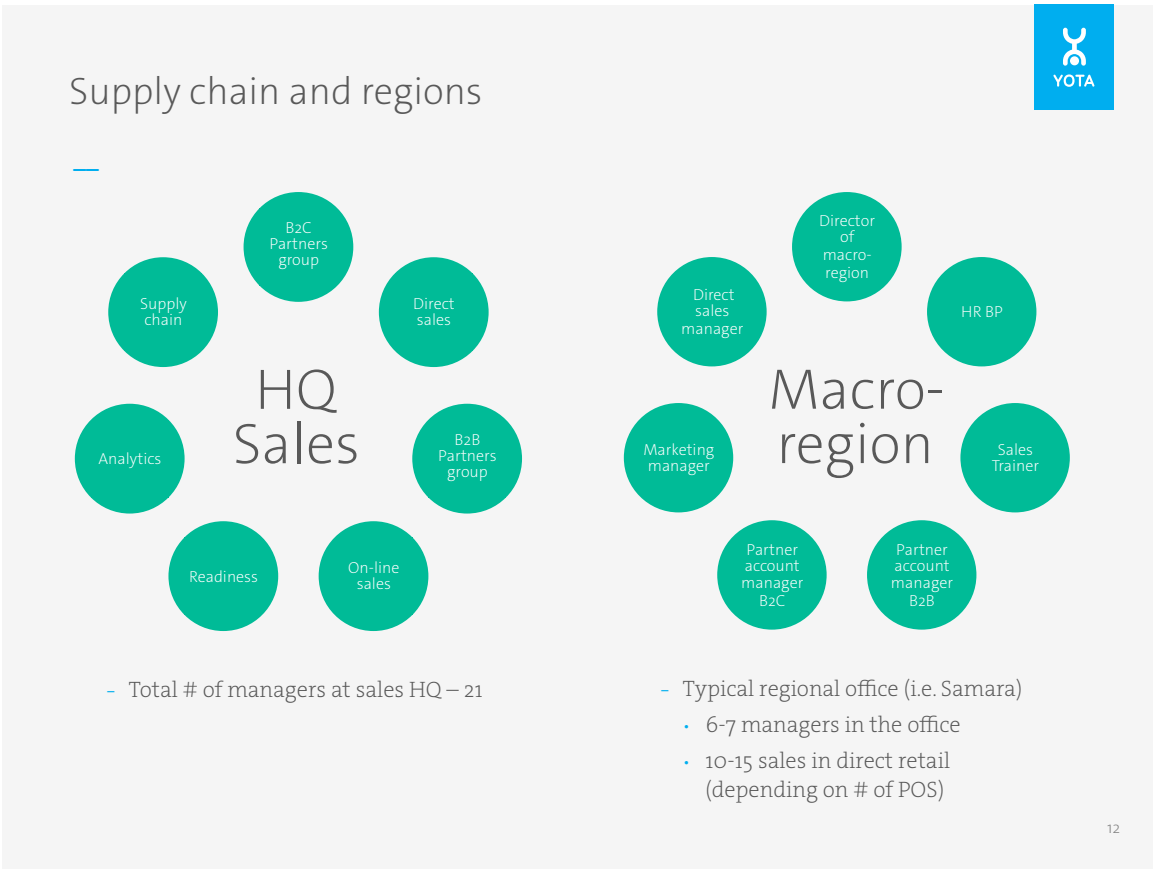
Within each region, there is an Area Business Unit Team composed of the following team members:

Area Business unit manager
Regional marketing manager
Sales Trainer
Area sales managers
B2C Partner account manager
B2B Partner account manager
Sales force
HR Business partner
Office-manager

The Area Business Unit Team operates in the region central city (metropolis) as well as carries general business activities in every city forming the area. Small cities will each have a dedicated Sales Manager and salespeople, but not the other managers serving in the central city. A large city may have a Sales Manager and salespeople, in addition to an Office Manager, Trainer, Area Sales Director and B2C Partner Account Manager.

The functions carried out by Yota Sales and Distribution colleagues, encompassing revenue, profit, and sales in the various cities served include: website and online store sales, B2B and B2C sales, regional market development, analytics, project coordination and devices.

Functions owned by headquarters (encompassing strategy, tools, and services) include: customer experience, marketing communication, products, business support, training department, HR, IT, accounting, finance, legal and security.



B. Method of Expansion

Launching a new city requires Yota to create a complete infrastructure to attract and service customers, including sales through retail and corporate partners, online portal and sales and service capabilities. The processes are developed and performed centrally by a small team of experts from Moscow and Saint Petersburg. Launch can take place two months after a "go" decision is made. A commercial unit project coordinator manages each city launch project.

Basic tasks required for the launch of a new city3:

• Research of Internet services market in the city and product development.

• Determining the format of an opening office.

• Determining the required amount of own points of sale.

• Research of labor market.

[3] Yota internal document entitled "Launch of New Cities", pages 2-3.

• Recruiting and hiring the personnel.

• Sales force training.

• Training of retail partners' salespeople.

• Contracting with federal retail partners.

• Searching and contracting with local retail partners.

• Searching and contracting on delivery of online shop orders.

• Analysis of corporate market and searching for potential clients.

• Integration of IT-software with partners.

• Opening a point of sale: searching for commercial space and signing a lease agreement, manufacturing and installation of POS equipment.

• Opening an office: searching for premises and signing a lease agreement, repair and start-up of finished premises.

• Delivering devices to all distribution channels.

• Implementation of Yota lay-out standards in partners' retail stores.

• Manufacturing and delivery of advertising production, POS materials.

• Organization of marketing communications: advertising, PR, etc.

• Adjustments to the company's website and online shop.

C. Organizational Structure Strategy

Yota has an intentional strategy of creating agility and flexibility in its workforce. It defines the purpose of the strategy as follows: [to have a] flexible system, *self-changing* [italics added] under the influence of environment.

To support the strategy, Yota recognizes several key principles:

• Fast movement of information, easy delivery of sense

• Absence of administrative functions – each unit owns an understandable business objective. A task is limited by its essence, not by geographical or administrative borders.

• Unified and managed corporate culture

• Interchangeability and interdependence

• Clear rules of scaling structural units and recruiting stuff – minimization of personnel

• Transparency of information and work in the unified information space

D. Role of the Area Business Unit Manager

Yota defines the role of its Area Business Unit Managers as follows:

[To be responsible for] business in the region, including regional strategy and tactics, for implementation of business indicators, including revenue and operating efficiency, for development in the region, for regional team and its results, supports and develops company's culture in the region. Performs a representative function in the region at all levels of interaction.

The way in which a Area Business Unit Manager is supposed to operate is:

1. Manages culture of the macro-region through formation of "development environment" – sets for himself and for each employee individual goals of personal and professional growth, timely corrects actions of employees with tools of coaching and feedback. As expected result – 100% efficient staff with a clearly defined range of tasks and continuous development.

2. Uses coaching as a tool for developing employees and gives them experience and skills through tutorship.

3. Manages monetary efficiency of the macro-region through the tool “planning and budgeting” and is responsible for implementing KPI.

4. Holds joint meetings with employees and colleagues on planning, evaluating results, developing plans and initiatives; helps and supports employees in implementing projects and solving workflow issues; gives developing feedback.

5. Analyzes indicators and market situation, interacts with partners.

6. Conducts team building activities.

7. Personally participates in meetings of own retail, in assessments and auditorium trainings of retail; conducts Tone of Voice.

8. Builds and supports horizontal connections in the team to achieve more effective results, determines cross-functional tasks.

9. Manages development of the macro-region by applying best practices from allied fields, industries, always offering fresh initiative decisions for tasks set.

10. Manages creating and strengthening Yota brand in the macro-region through standardization and implementation of initiatives taken, principles of interaction with internal and external clients, government agencies and authorities. Forms positive perception of the brand by target audience and partners through providing the highest level of service at all stages of interaction and service, including the end customer.

11. Takes all decisions concerning work of the region and of business in it; interacts with the head office on the principle: region – customer, head office – filter and development of tools.

12. Negotiates with retail and corporate partners on key issues of interaction and joint projects.

13. Keeps in touch with partners in order to get information about conditions of work with other operators in the market, any changes in the market.

14. Performs a representative function, promotes company’s brand and services.

15. Meets potential big corporate clients in order to build relationships and to promote services.

16. Interacts with local authorities, managers of shopping centers in order to promote the company in the market, to get optimal conditions of cooperation and to increase brand loyalty.

17. Interacts with YN on network development plan, its efficiency, unloading overloaded sectors, accident rate, network optimization by TAC; defines the borders of coverage in the cities of presence; initiates evaluation of service quality in the form of testing; makes suggestions to improve the quality of service provided.

The information to be shared by Area Business Unit Manager is:

To employees – goals and objectives; information about what is happening in the company, what is the main vector of development. To the head office – initiates projects; discusses functions and makes decisions about their implementation; reports on results of work in the region.

The information to be given to Area Business Unit Manager is:

From employees – current execution of tasks; information from the market about competitors, products, new services; information from partners on schemes of work, business processes, rewards; information on federal projects and main directions of development from the head office.

Decisions belonging to Area Business Unit Manager are:

All decisions concerning business, development and operational activity in the region.

E. Corporate Culture Principles

Yota's articulated corporate culture principles are:

• Every person inside the company is fully responsible for a specific business goal and its result, and has its own business mission.

• Strategic priorities and business objectives are timely known to each employee.

• A person fully accepts the responsibility for his functions and results that are a part of company's/team's goals. Understands how his goals are related to company's goals.

• A person negotiates with colleagues about his goals and decisions.

• Credentials/decision-making rights are determined not by status of a person but by his role and area of responsibility. People are united by tasks, not by hierarchy.

• A person is responsible for obtaining information that he needs to achieve his business goals.

• A person should not hide information from those who need it within their responsibility.

• A person takes the responsibility to speak freely about what he thinks (critics, suggestions, disagreements, etc.) and is responsible of making something to happen with it (change, implement, and so on).

• A person understands that if he cannot cope with situation/task himself, he must immediately ask for help (for knowledge, for experience, for influence).

• A person honestly and openly gives and receives feedback. Every employee always knows results of his work through feedback from colleagues.

ª An employee is the main driver of his development, he always tends to grow professionally and enlarge his horizons.

ª A person has the opportunity to choose for himself a role or tasks which allow him to develop and enjoy his job.

F. "Being Yota" – our philosophy

Please see Appendix A: "Being Yota"

G. Recruitment Profile and Competencies

Yota defines the characteristics of the right person as follows:

Is Not Able Not to Do; with the following behaviors:

• Does everything the way it should be, right and useful things

• Sets himself ambitious goals and achieves results

• If he sees that something is going wrong around, he takes actions to improve the situation - the principle "I do care"

• Can work without instructions, in conditions of uncertainty

• Takes full responsibility for his business: searches for resources independently, makes decisions, solves problems - the principle "It's my business"

• Loves and enjoys his/her job

Is Not Able Not to Think; with the following behaviors:

• Speaks essentially, gives concrete answers to questions

• Asks questions, gathers information, grasp the essence

• Understands and considers expediency for business

[Embraces] Teamwork; with the following behaviors:

• Takes into account interests of other people in his decisions and actions

• Knows how to reach agreement with other people

• Shows respect for himself and others

• Integrity

[Embraces] Self-Development; with the following behaviors:

• Develops himself

• Explores best practices and uses them in work

• Receives and gives feedback

• Understands his strengths and weaknesses

• Adapts to changes, is not fixed on past experience

H. Sales Force Career Development Program

Yota is highly intentional about developing its sale colleagues and providing them with a clear career path. The overall goal is to be a market leader by providing unique and great service through engaged and motivated employees. Yota wants to create a talent pool of these people and help them develop in a structured way.

Yota wants to carve out potential career paths for sales colleagues either in sales or in other parts of the company, and to help individuals plan and develop their careers while helping managers develop employees.

Program participants include: the employee who wishes to develop, HR colleagues, training colleagues, and sales managers. Sales position descriptions and roles are well-defined so that employees know exactly what they are seeking when they enter the development program.

While managers are expected to provide a work environment conducive to learning and growth, employees themselves are fully responsible for their own development. A newly-hired sales employee can progress to Area Sales Manager in 15 months with dedicated commitment.

The elements of the Yota development program are as follows:

• Company's culture (internal seminars on corporate culture and principles "Being Yota", "Yota Tone of Voice")

• Recognition system

• Internships and rotation in Sales dept. and other functions (to receive new experience, development for a position)

• Participation in projects

• Self-training (exploring colleagues' experience, specialized literature, web sources)

• Regular performance appraisal (goal setting, results assessment, feedback)

• Assessment centers, tests, exams, check lists

• Classroom and field trainings

• Training at work

• Adaptation program (NEO – New Employee Orientation)

• Mentoring

• Coaching (by manager or more experienced colleague, training specialist, HR business partner)

• Corporate events (meetings, teambuildings, etc.)

• Yota Club – thematic meetings in sales dept. to discuss professional issues

• YotaStudy – web based system for e-learning and consolidation of information on study and development in sales Dept.

• Yammer – corporate social network

• Sales Info - corporate information mailing for Sales department

The Yota principles of development are as follows:

• Any employee of the Company can develop to any position

• Development starts from the first (working) day in the company

• Development in the company is possible:
    -Within department
    -To other functions (internships, rotations)

• Employee is responsible for his own development; Managers are responsible for providing development environment and opportunities

• Principle of mutual development

IV. Conclusion

Mobile telecom in Russia presents a strategic, yet highly competitive market driven by fast growth and rapid technological change.

Yota would like to see continuous endeavors, initiatives, questions and ideas on changing the organizational structure to make it the most appropriate to current situation.

Its key questions remain:

• What self-management systems, employee behaviors, or combination thereof will allow Yota to rapidly scale up in size in a highly distributed environment without losing control?

• How can Yota inspire employees to make these efforts and ideas--to think outside their individual areas of responsibility and develop not only their own tools but the main tool of the company – its organizational structure?

• Can Yota configure itself so that its employees, by themselves, continuously change and develop the organizational structure in response to external and internal forces while adhering to its core strategy?

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YOTA

Appendix A: Being Yota

Being YOTA

Yota isn't like other companies. Yota thinks differently and does things differently.

This way of being different is the most important thing that Yota has. It's important that as Yota grows and develops, we always remember how to be different, in the same way you might remember a recipe for your favourite dish.

So we've created our own recipe, or set of rules for how Yota should be different. It is important, but it's not complicated or difficult to understand.

It's called **Being Yota.**

There are 4 parts to being Yota. These 4 parts are the purpose, the method, the results, and the checkbox, and each part has it's own page over the next four pages.

The purpose

THE WAY IT SHOULD BE

We all know the world we'd like to live in.

It's a world where everyone keeps their promises, work is exciting and things live up to our expectations

Yota is just trying to make this world a reality.

Achieving this isn't easy, but imagining the way things should be in an ideal world is a good place to start.

The method

GRASP THE ESSENCE

To do things right you need to get to the heart of the matter in everything you do, every step of the way.

You must understand every part of the process and the reason it exists. Everything matters, even the smallest part of the littlest detail.

You know that you're paying attention when you ask yourself 'why?'

The results

DISCOVERIES WORTH SHARING

Everything Yota does should be worth telling your friends about.

If something makes an impression on you, it is natural to want to share it.

Yota creates emotions that leave no one indifferent.

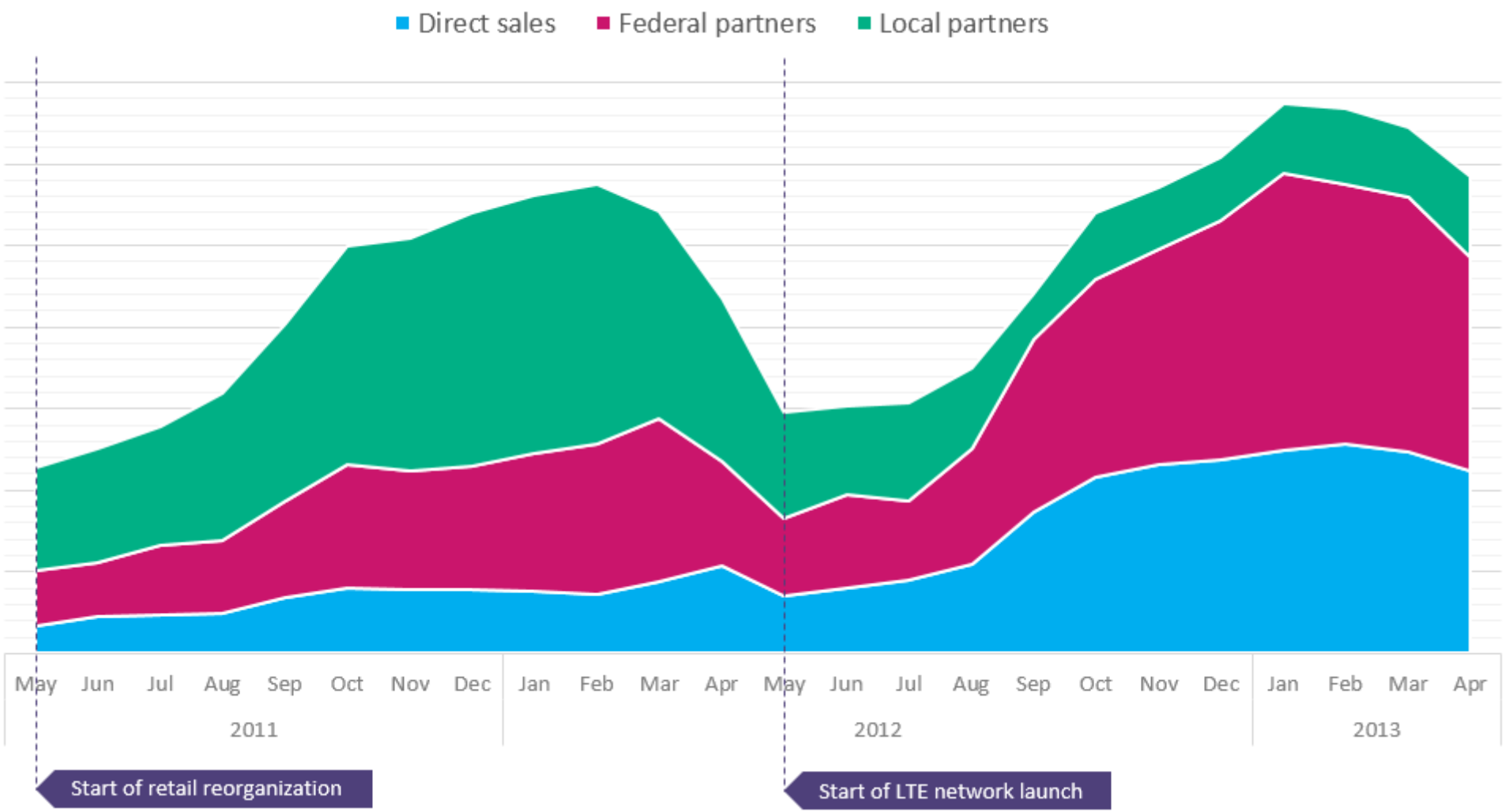
THE CHECKBOX

Here is a simple checkbox of six things that you will be doing if you are ‘being Yota’. Use it whenever you’re in doubt if what you’re doing is right.

- ✓ Unique
- ✓ Brave
- ✓ No bullshit
- ✓ Human
- ✓ Progressive
- ✓ Unannoying

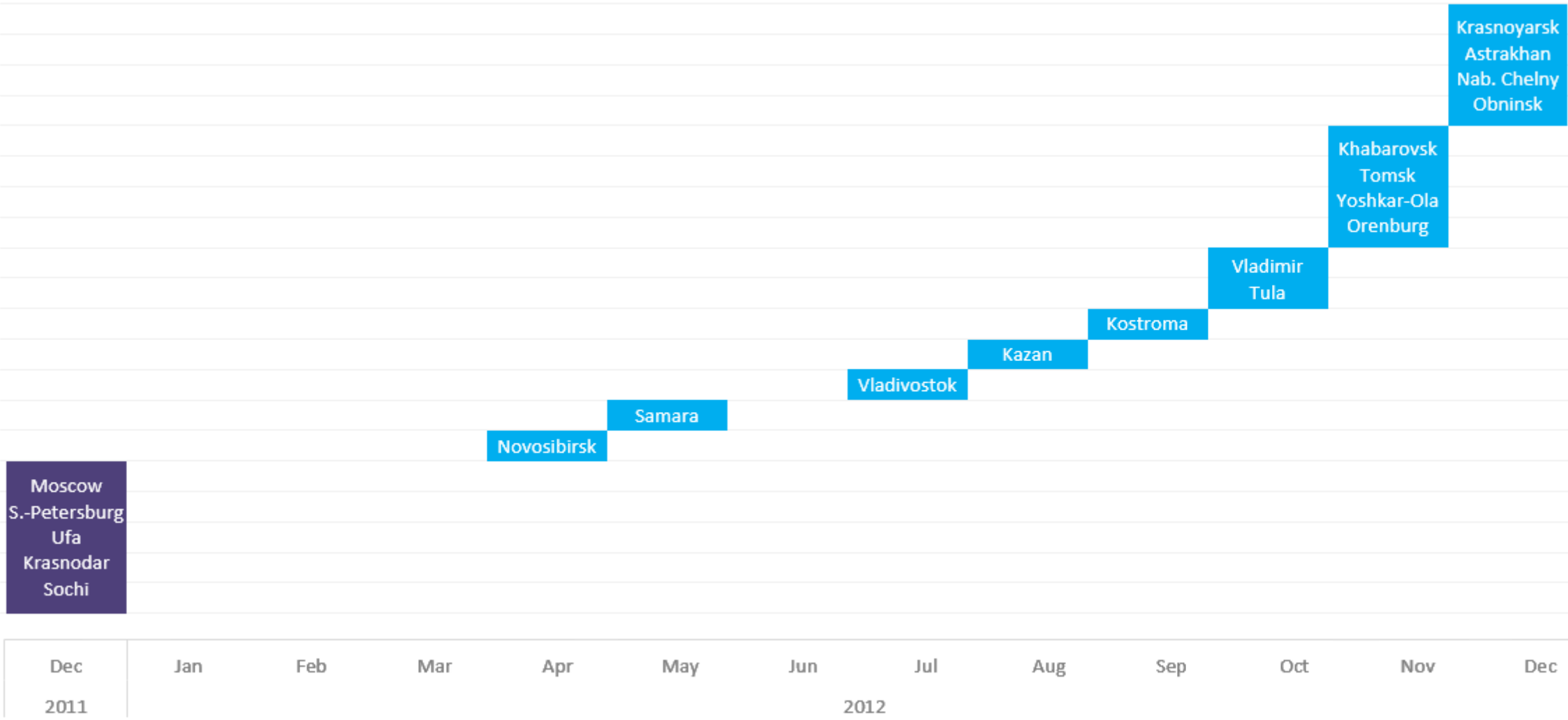
Sales

Appendix B: Sales Information



Yota Regions

Regional Expansion – from 5 to 20 for 1 year

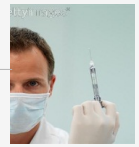


YOTA

Appendix C: People

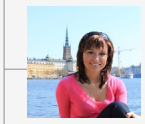
Team and competences

Organizational structure

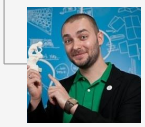


Igor Torgov
838

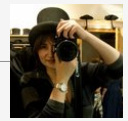
Supply chain and regions
Viktor Sizov
410



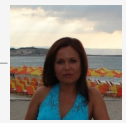
Backoffice
Galina Yurganova
35



IT
Mikhail Sokolov
84

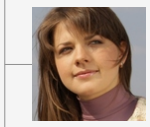


Customer experience
Ekaterina Gelfand
234

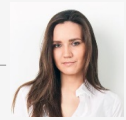


CC and BP efficiency
Elena Lazareva
29

Security
Nickolay Savlukov
11



HR
Darya Solovyeva
22



Marcom
Aliina Kippasto
8

Products
Igor Vaag
4

Organizational structure

Customer Experience
Services

Quality

Customer service

CC and BP efficiency
Partnership transactions

Payment transactions

Support of business processes

Retail chain procurement and development

Technical support and service units

Backoffice
Accounting

Economics and finance

Budget and corporate reports

Treasury

Tax and legal

IT
Internal control and risk management

Development and program control

Help desk

Service and maintenance

HR
HR business partners

HR expertise

Employee services

Marcom
Brand materials

Support of sales

Digital projects

Products
Product management

User experience

Security
Secret and confidential information

Economic security

Technical security

Key areas of competences

Customer experience

–Award-winning customer support (Call center SL 80/20, LCR 5%)

–Yota “Tone of voice”

–Home agents

Products and UX

– Yota Selfcare

– Yota Access

– Sliders

– Service model

– Innovative connected devices

Sales and marketing

– Leader in 4G sales at indirect channel commissions comparable with Big3

– High impact branding and marketing campaigns
  - Impressive results of BHT achieved in 2011 (see back ups)
  - Google Trends Award 2011
  - Forbes 2011 Award

Key areas of competences

Strong “Being Yota” philosophy and culture

High automation of sales and customer experience processes

- Effective BI and decision support tools (super-cube) for sales and regions
- Effective systems for indirect partner management (for both retail/business partners and payment providers)

Effective outsourcing of functions not representing key competitive advantages

- Devices distribution
- Back office functions
  - Payroll and staff accounting
  - Cash operations management for retail
  - Employee advanced reports processing
  - Document management and archive
  - Etc.
- User/offices IT support and help desk
- Etc.