BEDC ELECTRICITY PLC

BEDC PRODUCT-BASED MODEL

RULE BOOK

BEDC's product-based model was developed to increase revenue potential by driving growth strategies and performance initiatives across identifiable and distinct products in a way that promotes accountability, specialization, and result orientation. The model answers fundamental questions about the problem it will solve, how it will solve it, and the growth opportunity within the three product lines (prepaid, postpaid, and MD). It is designed to be customer-centric with the intention of strategically increasing revenue by satiating customers.

1. PRODUCT HEADS-*Innovation and strategy drivers*

Product heads at the head office must create clearly defined innovative strategies to drive product performance. All innovations and strategies emanating from this office must be approved and communicated effectively, with results tracked and measured on a continuous basis. This should be centered on the long-term perspective of how, where, and to what extent BEDC provides value to the three customer segments (Postpaid, Prepaid, and MD), as well as what improvements are required to retain these customers.

2. REGIONAL MANAGERS, PRODUCT MANAGERS-*Managed value streams*

BEDC's product-based operating model identifies, maps, and manages the entire value stream from ideation through to post-sale services and support, providing feedback into the innovation and improvement process. To achieve this, respective **regional managers** shall own and manage value streams, working closely with the respective **product managers**, who facilitate the interconnection, interfaces, and coordination of **commercial officers** to achieve the following:

a. monthly increase in the region's customer population
b. ensure that agreed-upon monthly cash collection targets are met by actively engaging and persuading customers to pay their electricity bills.
c. Reduce non-technical (commercial/collection) loss by monitoring and eliminating illegal connections/energy theft, account duplication, billing on a defective meter, incorrect meter reading, and bill payment diversion.
d. ensure debt recovery by enforcing non-paying customers' disconnections and initiating commitments with the customers to settle accumulated arrears in line with the company's arrears and disconnection management process.
e. take 100% ownership of bill distribution and resolution of bill complaints in collaboration with the product manager, customer care manager, and billing department.

f. account maintenance (code, name, address, tariff, account deactivation/reactivation) and customer account adjustment (overbilling, underbilling) in accordance with the company's established processes and policies.

g. build customer relationships by effectively managing information and collaborating with customers to resolve all complaints in accordance with the company's and NERC guidelines.

3. COMMERCIAL OFFICERS-*Customer Centricity*

The BEDC culture should recognize and continuously seek to understand and respect its customers. In collaboration with customer care officers, each product head, regional manager, and respective product managers must identify and target customer needs and problems directly, as well as continuously measure and improve customer satisfaction and performance.

a. All DSSOs must be familiar with their assigned DSS names and locations.

b. All DSSOs must be aware of the total number of customers per assigned DSS and keep a record of all customers within those DSSs. This record must contain the customer's address and phone number (s). Because these records contain personally identifiable information (PII), they must be kept secure from disclosure and theft.

c. DSSOs shall identify the status of customer meters as well as the billing status.

d. DSSOs shall conduct monthly meter readings on all assigned metered customers in accordance with the company's meter reading procedure.

e. All exceptional cases: meter defective, bypass, and removal, observed during the meter reading cycle, must be reported to the metering team for meter testing via the product manager.

f. DSSOs are responsible for scouting for tariff reclassification, realignment, and reactivation of postpaid inactive accounts that are using electricity without payment, as well as ensuring subsequent bill delivery to the customer.

g. All customer service representatives must log all customer complaints for escalation and resolution within the applicable timeframes.

h. Respective regional heads shall follow-up with the product managers to ensure that all escalated issues are resolved within applicable timelines.

i. All unresolved customer complaints after 10 working days will be escalated to the respective product head at the head office for resolution within 48 hours.

j. The head of customer care shall keep a dashboard that displays all reported issues, resolved complaints, and pending cases. Monthly, details of unresolved complaints will be forwarded to the IAD for investigation.

4. TRANSFORMATION-*Data insights and technology enablement*

To truly perform with an understanding of customer behaviours, product performance, and interconnected value streams, as well as identify innovation opportunities, real-time data and enablement platforms are required. As a result, regional managers should

drive the integration of product line strategies with technology in order to make significant advancements and expand each product line's customer base.

a. The respective product managers must ensure that all DSSOs use the bill distribution application to distribute electricity bills.
b. The respective product managers shall ensure that all disconnection of electricity supply is captured on the power app.
c. Working in collaboration with the GIS Department, all validated new customers shall be on-boarded appropriately.
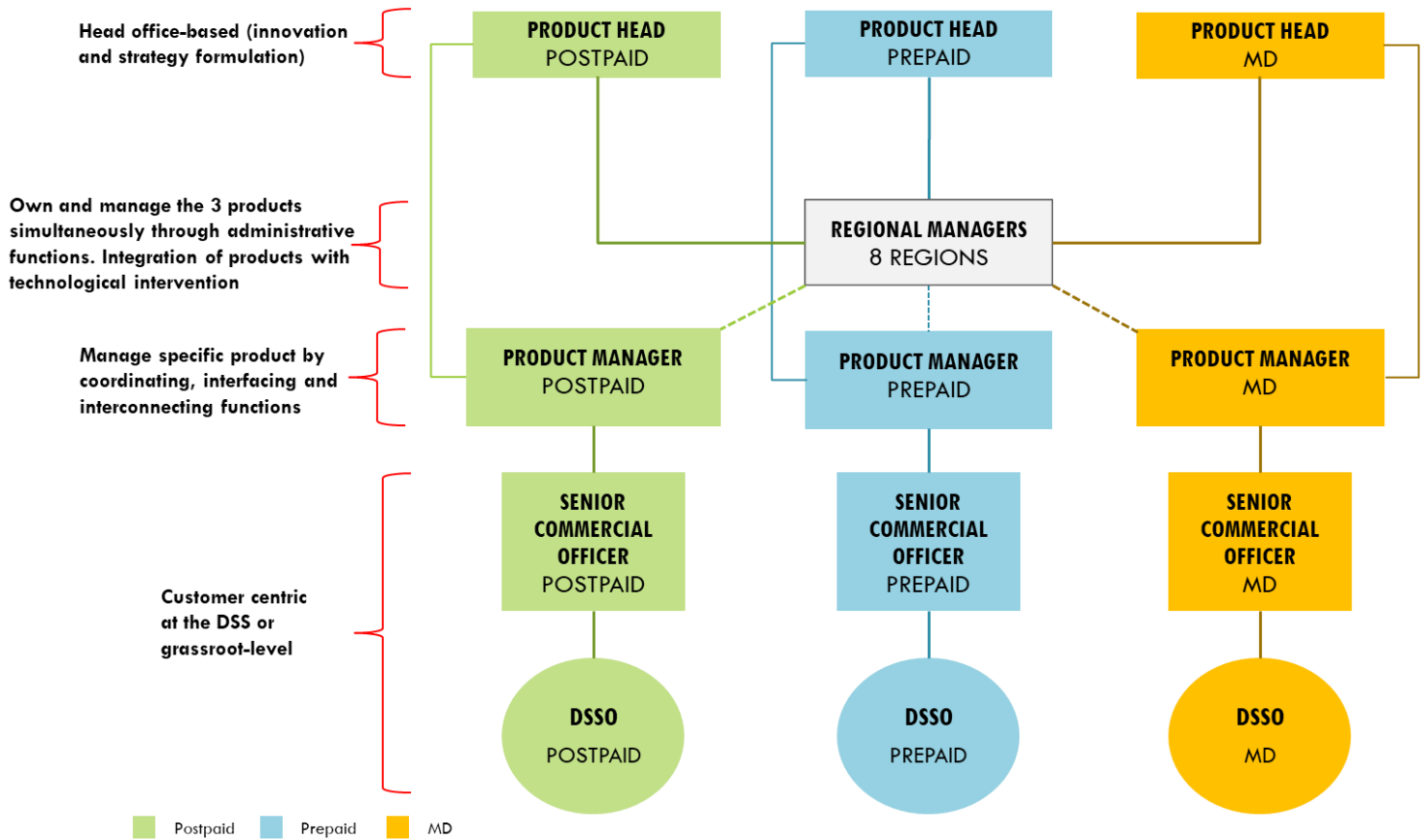
PRODUCT-BASED MODEL FOR BEDC

Signed

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