

Our business model

Creating value from connections

Our key inputs >

People

We want to provide an environment where we attract, retain, develop and enable all our people to demonstrate, grow and apply their capabilities, offering opportunities for everyone to reach their full potential.

Customers and Partners

We understand and anticipate the needs of our customers and align our products, services and solutions to meet those needs, leveraging our ecosystem as market-leading partnerships to create a unique and differentiated brand experience.

Systems and processes

Our organisation and customer experience is underpinned by robust processes and systems. The ability to understand, manage and interpret the data we hold is key to developing compelling propositions and providing clear and transparent information on segmental performance.

Assets

Our offerings to customers are underpinned by our technology platforms. We seek to invest in consolidating and transforming them to deliver new services and reduce operating costs and complexity.

See also

 [Our strategy page 22](#)

How we generate revenue >

Hull & East Yorkshire

We provide communications and internet-based services to homes and businesses in the region.



Enterprise

We provide consulting, design, implementation and managed services related to Contact Centre as a Service and cloud-based business applications.



National Network Services

We provide network connectivity and IT services and applications to businesses nationally.



Opportunity

Stakeholder value creation

Value created

Investment
Focused

Outcome
Income

For shareholders
Our operations in Hull & East Yorkshire deliver strong income and cash generation that allow us to make a clear sustainable dividend commitment.

For customers
We help consumers and businesses in Hull & East Yorkshire live and work in a digital world.

For shareholders

6.00p

Proposed full year dividend (pence per share)

For customers

164,000

Premises passed by our Hull & East Yorkshire fibre deployment

Investment
Light / customer funded

Outcome
Growth

For shareholders
We are well positioned to compete in the Enterprise market. Our strategy in this market represents a strong growth opportunity by creating an asset-light, margin-rich revenue stream.

For customers
We help enterprises improve their business performance, including in particular the experience they offer customers.

Employee engagement

We offer personal growth and development opportunities across a wide range of disciplines. Our reward and recognition packages are closely aligned to business and personal performance.

Investment
Targeted

Outcome
Manage for value

For shareholders
We drive value from our national network platforms.

For customers
The connectivity-based services we provide to national businesses help them operate more efficiently.

For KCOM

Income and capital growth

£34.0m

Profit before tax

See also

 **Sustainability**
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