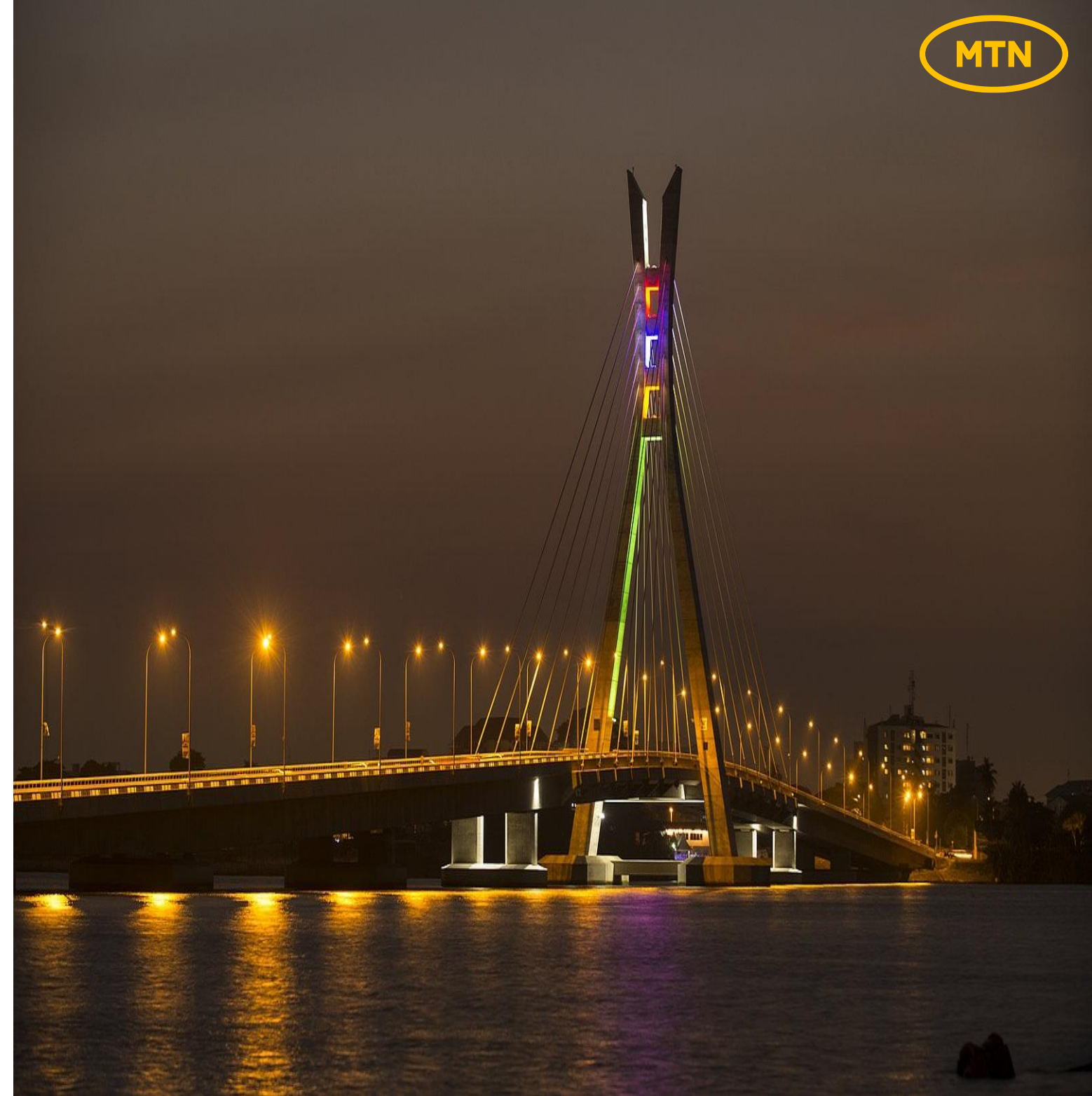


Leading Through Layers: The MTN Nigeria Story of Scaling **AI-CX** Ambition Amid Real-World Constraints



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**Leading Through Layers: The MTN Nigeria
Story of Scaling AI-CX Ambition Amid Real-
World Constraints**



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CX Leaders Advance
April 27 - 29, 2026 Toronto, CA

Ugonwa Nwoye

Chief Customer Relations & Experience Officer · Member, CXPA

Ugonwa leads customer experience strategy and transformation at MTN Nigeria — one of Africa's largest telecom operators serving tens of millions of customers. With deep expertise in digital CX and AI-powered service innovation, she has been the driving force behind Zigi's evolution from a simple chatbot into a sophisticated AI-CX engine.

"Leading Through Layers: The MTN Nigeria Story of Scaling AI-CX Ambition Amid Real-World Constraints."

Introducing Our Presenters

Three accomplished CX leaders bringing strategic vision, hands on execution, and deep customer experience expertise to this session.



Ugonwa Nwoye

CXPA

Chief Customer Relations & Experience Officer, MTN Nigeria



Andrew Esemzie

CCXP

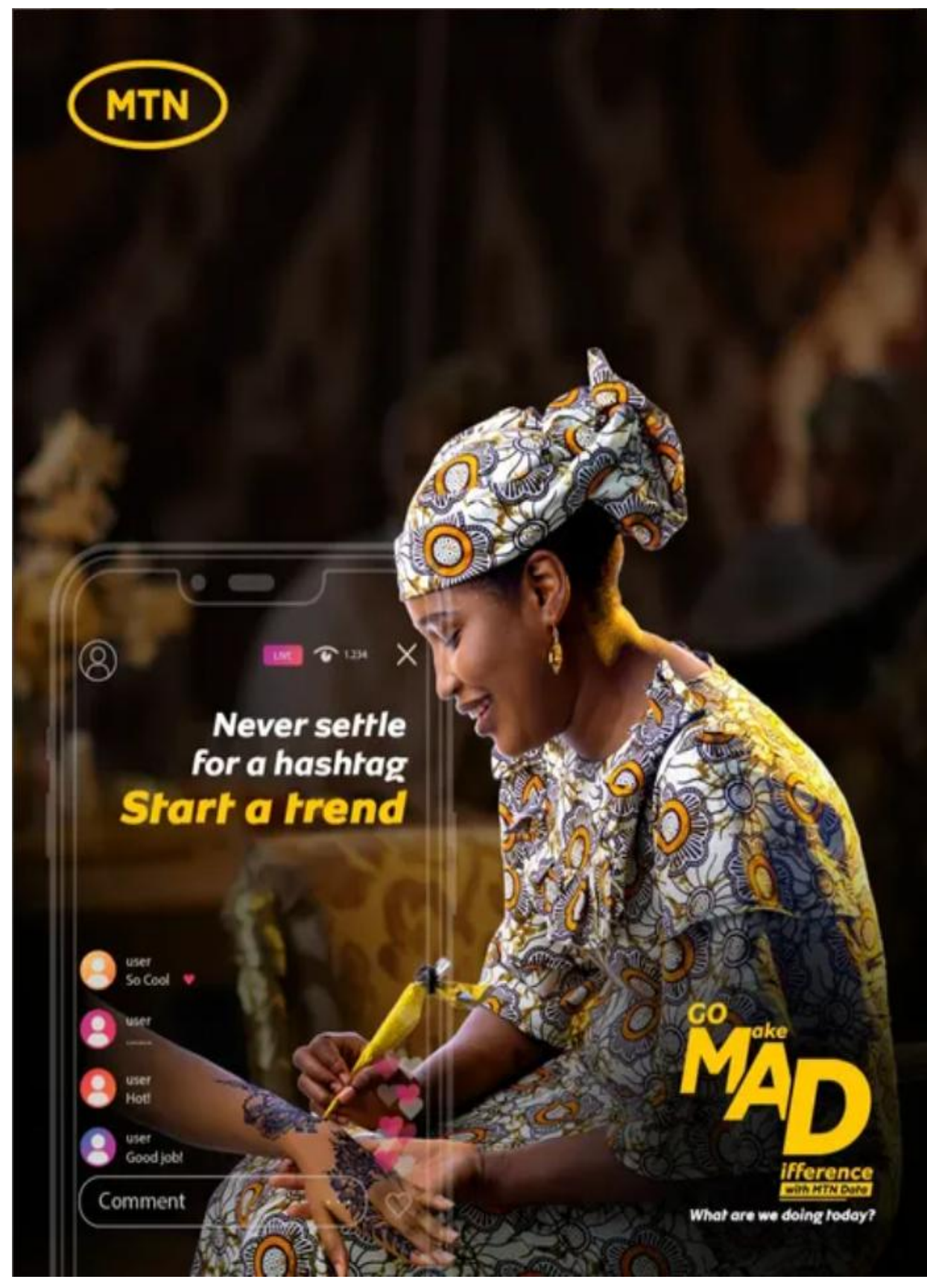
Lead Consultant, Fairground Consulting



Abimbola Wole-Oyedepo

CXPA

Senior Manager, Customer Experience, MTN Nigeria



MTN Nigeria AI-CX Transformation: Transformation: Our Story

Nigeria

Nigeria mirrors the reality of most fast-growth markets: infrastructure gaps, affordability pressures, regulatory intensity, and soaring customer expectations.

MTN Nigeria Context

MTN Nigeria operates at large scale with 52% market share (95M+ customers) and high service demand — challenges comparable to major global operators.

AI-Driven Automation Impact

Our AI-CX transformation is not being built in ideal conditions — it was shaped through real-world constraints.

Universal Lessons

The lessons from our journey are universally applicable to any enterprise seeking to scale AI in layered, complex environments.

Why AI-Driven CX Is a Strategic Imperative

Nigeria exemplifies the complexity that large enterprises face as they pursue transformation amid infrastructure gaps, regulatory pressure, and rapidly rising customer expectations. MTN Nigeria's journey offers universally relevant lessons for any organization navigating this terrain.

Global Relevance

Nigeria's scale and constraints mirror challenges faced by large enterprises worldwide, making this story broadly applicable.

Alignment of Key Elements

Successful transformation requires aligning people, processes, technology, and data within layered, complex organizations.

Evolution of AI Capabilities

Zigi evolved from a simple chatbot into a sophisticated AI engine powered by real-time intelligence and continuous learning.

Strategic Differentiation

In a competitive telecom market with rising digital adoption, customer experience has become a critical differentiator.

Leadership and Execution Insights

This session delivers actionable lessons for senior leaders seeking to scale AI-driven CX transformation within enterprise constraints.

The Leadership Challenge — Scaling AI Across Multiple Layers

For MTN Nigeria, our challenge is not ambition. It is our ambition meeting reality, every single day. Scaling AI-CX requires leading through four simultaneous layers:

1. Technology Layer

Fragmented legacy systems, data silos, integration debt, channel inconsistencies.

2. People Layer

Uneven digital literacy, evolving frontline capability, need for cultural rewiring.

3. Process Layer

Manual dependencies, inconsistent journeys, limited automated controls.

4. Market Layer

Regulatory unpredictability, macro volatility, affordability and trust pressures.



Before AI: Our Systems Under Strain

The Core Problem

Incremental improvements could not fix our volume and complexity challenges. We didn't just have a channel problem. We had a **systemic** problem.

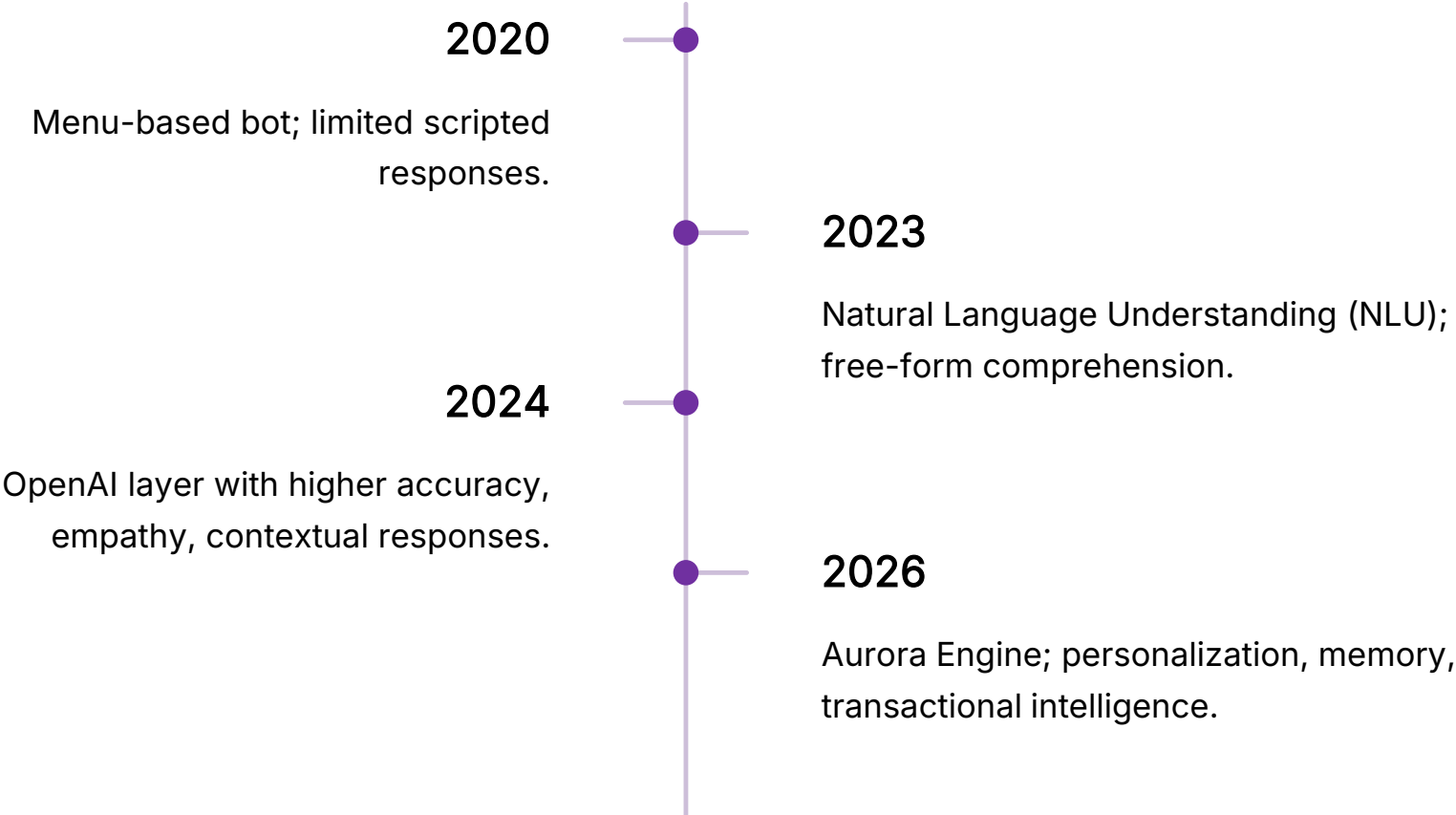
Pain Points in Customer Support Operations

- Contact centres overwhelmed with repetitive, low-complexity queries (balance, data, activation issues).
- Digital channels inconsistent, leading to low containment and customer reversion to voice or USSD.
- Fragmented journeys created inconsistent answers across channels.
- Transaction failures and data transparency complaints eroded trust.
- Backend strain reduced FCR, increased resolution times, and amplified customer frustration.

Introducing Zigi — Our Intelligent Customer Engine

Zigi began as MTN Nigeria's menu-driven chatbot and has since evolved into a sophisticated AI-CX engine.

Zigi has scaled through deliberate capability upgrades and channel expansion



✓ Today: With **Annual interactions in millions**, 85–90% containment, multi-channel (App, WhatsApp, Web, IVR). Zigi is now MTN Nigeria's always-on, high-scale AI assistant and core service channel.

Introducing Zigi — Our Intelligent Customer Engine

Experience, Scale & Demand Absorption



Customer Experience Impact

- Fast, predictable, and consistent resolution.
- 85-90% containment, reliable instant answers 24/7, improving perception of ease and speed.
- Improved digital adoption and self-service confidence, reducing reliance on assisted channels like our contact centres and stores.
- Reduced effort and friction across journeys, particularly for high volume queries about subscription statuses and balances in a 99% prepaid market.

Operational & Cost Impact

- Annual cost avoidance from digital deflection.
- 85-90% containment drives scalable CX operations.
- Lower dependency on agent-assisted channels reduces queue pressure.

Revenue Impact

- 15% growth in key transactional activations (data bundle purchase).
- 85-90% interaction containment, also impacting revenue efficiency.
- incremental contribution to total business revenue, driven by Zigi-enabled transactions across digital channels. (App, WhatsApp, Web, IVR).
- AI makes digital channels both cost-efficient and revenue-positive.

Heaven — MTNN's Customer Obsession Framework

Heaven: The North Star

Heaven mandates an MTN that is **Effortless, Human, Reliable, and Predictable** — a framework that sets the strategic direction for all experience transformation at MTN Nigeria.

Key Heaven Pillars

- Culture shift and sustained leadership behaviors across the enterprise.
- Zero complaints ambition: eliminating structural root causes of friction.
- Data-driven journey simplification and customer effort reduction.
- Measuring what matters most to customers across digital channels.

With Zigi, We Make Heaven Tangible

Zigi is one of MTN Nigeria's signature platforms that operationalizes the Heaven framework at scale — making its principles real in every customer interaction.

- **Cross-functional squad model:** Zigi requires IT, Network, Digital, and CRX collaboration with shared KPIs and accountability.
- **Effort reduction at scale:** 24/7 natural language help drives digital containment and directly improves Customer Effort Score (CES) — a core Heaven KPI.
- **Real-time intelligence:** Zigi surfaces customer behavior, product, and network insights — a primary source for CES, NPS, and journey-friction analytics.
- **Behavioral shift:** Zigi reorients customer behavior toward digital-first, low-effort, personalized experiences — advancing the Zero Complaint ambition.

The Aurora Leap: Zigi's Next Chapter



- Local languages
- Multi-channel intelligence
- Hyper-personalized journeys
- Voice automation

Seamless Multi-Channel Integration

- Zigi will support multiple local Nigerian languages with advanced voice automation for better accessibility.
- Zigi synchronizes intelligence across digital, contact center, and retail channels to ensure smooth customer journeys.

End-to-End Automation

Deeper enterprise integration will reduce manual tasks, enabling fully autonomous customer and internal processes.

Proactive and Personalized Service

Zigi aims to anticipate and resolve customer needs proactively, enhancing personalized engagement and reducing friction.

AI-First Conversational Architecture

- Aurora Leap upgrades Zigi to an AI-first platform improving intent recognition and multichannel consistency.
- Aurora Leap reduces fallback rates and enables natural, personalized responses increasing customer satisfaction.

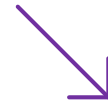
Predictive Intelligence Layer

The platform proactively addresses customer needs, enhancing service automation and competitive edge.



The Road Ahead: Hyper-personalized, Predictive CX

Zigi has transformed MTN Nigeria's CX landscape.



Transformation to Predictive Service

Zigi enabled a shift from reactive to predictive and intelligent customer service models, boosting efficiency and experience.



Addressing Systemic Challenges

Zigi tackled call center overload, inconsistent self-service, and fragmented journeys to improve satisfaction and operations.



AI-Driven Automation Impact

AI-powered automation modernizes service delivery, providing faster, transparent, and consistent customer support at scale.



Future-Proof Customer Engagement

Zigi evolves into a proactive intelligence engine, enabling hyper-personalized and autonomous customer engagement innovations.

Group Discussion

"The Layer We Ignore" – Constraint Mapping

"MTN Nigeria faced four simultaneous layers of constraints: Technology, People, Process, and Market. Which of these four layers is most underestimated in your own organization? Why?"

1 Choose a Layer

Each group chooses one layer.

2 List Real-World Examples

Groups list 2–3 specific, real-world examples of that layer causing AI-CX project delays or failures.

3 Share Out

Share out: one insight per group.

Thank you



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