

Vodafone Netherlands Launches Managed Service for BlackBerry

Capgemini Consulting helps to build a new product and facilitates selection of strategic partner in just five months

The Situation

Vodafone Netherlands decided to launch a Managed Service for BlackBerry, the first of an end-to-end portfolio of offerings for hand-held business devices.

The Solution

Vodafone Netherlands looked to its long-standing partner, Capgemini Consulting, to help launch the service. A joint team finalized a proposition and business model; prepared and executed a process to assess potential strategic partners; selected a partner; and planned and prepared to launch the new product.

The Result

Together with a new strategic partner, Vodafone Netherlands has commercially launched the Managed Service for BlackBerry to the market. Companies can now outsource the complete end-to-end management of their BlackBerry service environment to Vodafone for a fixed fee per end user. Vodafone business customers are enabled to work “anywhere, any time” using the latest BlackBerry software and have access to help desk support.

The necessary BlackBerry IT systems are installed by Vodafone experts and continually monitored to ensure a high availability of the BlackBerry service.

Customers get a single point-of-contact and a single bill, and benefit from predictable costs.

How Vodafone Netherlands and Capgemini Worked Together

Several challenges had to be overcome before the new service could be launched. Vodafone Netherlands had to:

- obtain a clear view of its proposition and pricing
- define target segments
- create a business model
- determine if it could build the service in-house or adopt a partner strategy.

A joint team of consultants and Vodafone professionals adopted Capgemini’s specific way of working to deliver the objectives.

“By maintaining a continuous heartbeat, Capgemini ensured that this complex project with many stakeholders delivered its results in time. The quality and commitment of Capgemini consultants have pushed us over the line; a complex project, where the existing expertise of many Vodafone employees had to be bundled, was accelerated and taken to the desired level of execution.”

Rien Mustert,
Marketing Manager Corporate,
Vodafone Netherlands



The methodology involved a planned approach and pro-active stakeholder management to ensure progress by maximizing organizational commitment.

At the start of the project, Capgemini's consultants conducted a thorough assessment of the competitive environment, customer requirements, BlackBerry sales and delivery processes, and possible strategic partners for Vodafone Netherlands to evaluate.

The market opportunity was estimated using both top-down and bottom-up revenue estimations. Data from sources ranging from expert interviews to independent market analysts and current market figures were used in the assessment. Employing market analysis and S-curve modeling (which forecasts sales over time), the team was able to demonstrate a significant market opportunity for Vodafone Netherlands' Managed Services for BlackBerry which would grow rapidly in the next few years.

A workshop was organized where the different stakeholders jointly determined which capabilities were needed to build the new service, and exactly which of these capabilities were present within Vodafone Netherlands. It was then decided that building the service with a strategic partner would be the best way forward.

The team designed a four-part business model as the basis for selecting a strategic partner and launching the service. The model consisted of:

- **Target Model** containing customer segments and proposition
- **Interaction Model** with customer journey, ecosystem players and roles, and operational model
- **Capability Model** including capability assessment, capability map, and weighted selection criteria
- **Financial Model** with revenue model, cost model and involved parties.

The Managed Service for BlackBerry was then defined in detail including the customer experience, service description and business processes. The team focused on the customer journey and used this as a blueprint to launch the product. The relevancy of Human Universal Triggers was also assessed to determine how to influence customers. In addition, specific customer cases were trialed in order to test all new business processes.

Vodafone's key stakeholders were engaged throughout the project. Workshops were held to ensure all stakeholders were aligned and participated in the selection of the strategic partner. This was vital because they would play an important role during go-to-market and the "in-life" phase of the Managed Service for BlackBerry.

Potential strategic partners were approached and assessed across 71 criteria set by Vodafone Netherlands to meet requirements. These criteria were weighted and as a result the most suitable partner for delivering the Managed Service for BlackBerry was selected and invited to enter into commercial negotiations. In parallel, the final customer pricing strategy was defined.

Finally, the joint team signed the contract with the strategic partner, finalized commercial and operational processes and service level agreements, and set a customer pricing strategy ready for go-to-market.

The project has enabled the launch of the first service in a range of Vodafone Managed Services for the business market, safeguarding overall margins on core business in a market that is heavily commoditizing. Next on the agenda are more managed services for key communication products, leveraging Vodafone's position as Total Communications Provider and offering added value to Vodafone business customers.



About Capgemini

Capgemini, one of the world's foremost providers of consulting, technology and outsourcing services, enables its clients to transform and perform through technologies. Capgemini provides its clients with insights and capabilities that boost their freedom to achieve superior results through a unique way of working, the Collaborative Business Experience™. The Group relies on its global delivery model called Rightshore®, which aims to get the right balance of the best talent from multiple locations, working as one team to create and deliver the optimum solution for clients. Present in more than 30 countries, Capgemini reported 2008 global revenues of EUR 8.7 billion and employs over 92,000 people worldwide.

Capgemini Consulting is the strategy and transformation consulting division of the Capgemini Group, with a team of over 4,000 consultants worldwide. Leveraging its deep sector and business expertise, Capgemini Consulting advises and supports organizations in transforming their business, from strategy through to execution. Working side by side with its clients, Capgemini Consulting crafts innovative strategies and transformation roadmaps to deliver sustainable performance improvement.

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In collaboration with



Vodafone Netherlands is one of the biggest mobile communication companies in the Netherlands and is part of Vodafone Group, the world's leading telecommunications company with 260 million customers spread over 5 continents. Vodafone Group has interests in mobile operators in 25 countries.

In addition, Vodafone Group has partnership agreements with network operators in 39 countries. The Dutch head office is located in Maastricht. Just recently, a second head office was opened in Amsterdam. Vodafone NL has over 2800 employees. With over 4 million customers, Vodafone NL is the second largest mobile operator in the Netherlands in terms of both revenues and margin.

For more information, please visit:
<http://www.vodafone.nl/english>