

Vodafone Improves its Customer Management and Operations

Capgemini Consulting executes an Analysis & Design project for Vodafone Netherlands, delivering improved customer service alongside considerable cost benefits

The Situation

Vodafone Netherlands, as with other Customer Care organizations, faces some typical challenges as a result of recent market developments. Customer experience and proper e-care facilities with broad functionality and high usability have become key factors for success, while at the same time operational efficiency has to be improved.

Vodafone selected Capgemini Consulting to identify opportunities to maximize customer experience and improve operational efficiency and to create an action plan to ensure proper implementation.

The Solution

Using its Analysis & Design (A&D) methodology and change management tools, Capgemini Consulting undertook a 12 week project to analyze Vodafone's customer care organization and to identify opportunities for improvement. All improvement opportunities were consecutively integrated in an

overall business case. In parallel, the Fast Track ensured that all quick win projects were defined, accelerated and delivered before the end of the project. A number of deliverables were completed including:

- methodology for best practice Program governance
- first view on target service model and target operating models for Vodafone Customer service organization
- transformation map and business case for improvement opportunities
- change management plan for the next two years.

The Result

During the 12 weeks the project team delivered 27 initiatives improving customer experience and yielding considerable cost savings in parallel. On top of this a validated benefit case identified key future improvements for customer experience alongside

millions of net cost savings until the end of financial year 2011-2012.

Capgemini Consulting provided a clear roadmap with validated improvement opportunities for the next three fiscal years. Project charters for all opportunities were developed that will ease the implementation and planning for all future projects.

How Vodafone and Capgemini Consulting Worked Together

Capgemini Consulting has a long-standing relationship with Vodafone and has a proven experience in applying operational improvement of Customer Care organizations using its A&D methodology.

“The bottom line is that the Program delivered more than planned and substantially delivered on Return on Investment. We therefore recommend the involvement of the Capgemini Consulting team in similar Programs that have to deliver in a short period of time and that, considering the magnitude of the Program, cannot be executed by regular staff.”

Peter Doveren,
Director Customer Management
Vodafone NL



The A&D methodology is a structured approach with proven set of methods and tools that delivers operational excellence in a short period of time. Once the focus and direction has been defined a number of phases are carried out:

- As-Is Analysis – Where is Vodafone NL today?
- To-Be Design – Where should Vodafone NL go in the future?
- Business Case – What is it worth?
- Transformation Design – How does Vodafone NL get there?
- Change Management – Are Vodafone NL employees on board?

Specifically, this project focused on identifying and partially effectuating a series of improvement initiatives with the objective to improve customer experience and employee engagement while reducing costs at the same time. This had to be done by optimizing customer experience in both the tele-channel and e-channel; improving customer self service so that call volume and workload in the call centers could be further reduced; and mobilizing the organization to make sure that improvements were implemented successfully.

Vodafone management ensured full support from all departments and prioritized both Vodafone resources and time to work on all initiatives. A joint Fast Track team of Vodafone project managers and Capgemini Program management met on a weekly basis to ensure timely realization of quick wins.

Using hypothesis frameworks Capgemini Consulting analyzed the current situation together with Vodafone staff and employees and identified key areas of improvement. Each improvement opportunity was then detailed and quantified in joint teams of Vodafone and Capgemini consultants by completing an opportunity charter, and subsequently all top-down benefits calculations were integrated in a single business case model. All of the improvement

initiatives were then plotted onto a transformation map to create a transformation design and implementation plan.

Capgemini Consulting's change management plan then fully mobilized and engaged employees by creating several components to reach out to employees, such as newsletters, department briefings, online forums and training sessions.

Peter Doveren, Director, Customer Management, Vodafone Netherlands, commented on the partnership as follows: *"From April until July 2009 Capgemini Consulting has rolled out a 100 days change Program for the Vodafone NL Customer Management*

Organization. At the same time they executed an analysis and design Program for a new service and operating model, e-opco proof and connecting to the Vodafone wide e-opco workflow."

He goes on to highlight the Collaborative Experience: *"The Analysis and Design Program delivered equal quality and gave us a blueprint for our new service model. Again this part of the Program was executed in excellent co-operation with the Vodafone people involved. The result is therefore not regarded as an external proposal, but it is broadly accepted as the Vodafone design for a future proof Customer Management organization."*



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 2009 global revenues of EUR 8.4 billion and employs 90,000 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.

More information is available at www.capgemini.com/consulting

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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 five continents. Vodafone Group has interests in mobile operators in 25 countries and

partnership agreements with network operators in 39 countries. The Dutch head office is located in Maastricht. Vodafone Netherlands has over 2,800 employees and with over four million customers, is the second largest mobile operator in the country in terms of both revenues and margin.

You can find out more at www.vodafone.nl/english

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