

# Project 21 – Delivering a Better Experience for Customers and Employees Alike

**Capgemini helps Vodafone to achieve greatly improved customer experience and operational excellence with potential savings in millions**

## The Situation

The Enterprise Business Unit (EBU) at Vodafone UK is a leading provider of mobile telephony services to the Business Sector in the UK. The unit was formed in 2004 by merging the corporate, business and indirect businesses.

Operating in a highly competitive marketplace, EBU recognized the importance of delivering world class customer experience, and the central role that satisfied employees play in this respect.

To maintain its success, EBU understood that it could not afford to stick with the status quo or simply take disjointed actions that would only marginally improve customer satisfaction. The management team seized upon the challenge to

eliminate, in one determined effort, both customer impacting and internal "points of pain".

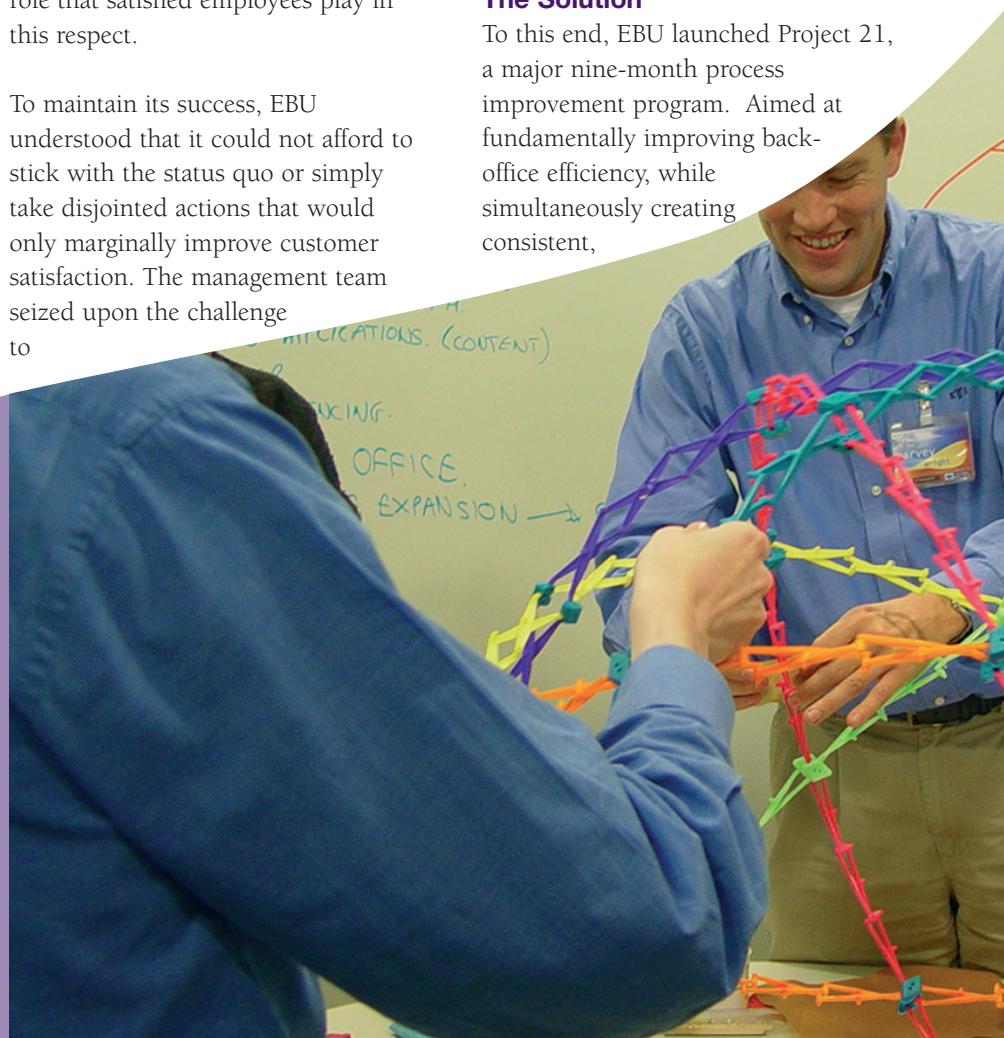
These points of pain had developed over time. As with many mobile operators, EBU's fast growth had created processes and practices that were not optimal. Furthermore, EBU was faced with the task of standardizing processes across the Unit as a result of the internal merger.

## The Solution

To this end, EBU launched Project 21, a major nine-month process improvement program. Aimed at fundamentally improving back-office efficiency, while simultaneously creating consistent,

**"We're probably going to deliver about £15 million worth of benefits, but more importantly, our customer and employee satisfaction scores have improved and that's absolutely fantastic."**

Kyle Whitehill  
Director, Enterprise Business Unit  
Vodafone Limited



high-quality customer-to-employee interactions, the approach was designed to remove variability from operations and to ensure a positive and consistent employee and customer experience.

As EBU's core strategic initiative, the program received Senior Executive sponsorship and resources to match its priority status.

Keen to own the project, the solution and its implementation, but recognizing the need for project and change management support, Vodafone partnered with Capgemini and a joint team was established. The remit for the team—to improve and standardize processes across EBU and embed a culture of continuous improvement.

The promise of a successful project was clear: improved employee and customer experience would lead to enhanced customer satisfaction, more customer facing selling opportunities, boosted customer retention and improved profit performance.

## The Result

Vodafone is delighted with early results that have generated quantified financial benefits in the order of £15 million over three years. This alone is a tremendous return on their investment.

More importantly, however, Project 21 delivered increases in both EBU's employee and customer satisfaction scores. This in turn is expected to translate into stronger, more profitable customer relationships.

Furthermore, the project instilled a culture of continuous process improvement, with quality of service a watchword going forward.

***"I have worked with Capgemini before and they take a really collaborative approach, so I just knew from the start that we were going to work really well together"***

**Liz Kendall-Jones**  
**Head of Enterprise Operations**  
**Vodafone Limited**



## **How Vodafone UK and Capgemini Worked Together**

Vodafone, the world's largest mobile telecommunications company delivering an extensive range of services to almost 155 million customers, enjoys a reputation for innovation and operational excellence.

Faced with inconsistent and inefficient processes as a legacy of sustained growth, Capgemini was invited to partner with EBU to deliver Project 21, the central pillar of EBU's strategic plan.

With its unique approach and a strong track record of successful delivery in similar projects, Capgemini's role was to provide project management and consulting support, central to which were a number of founding principles:

- Collaboration
- Data driven approach
- Tangible benefits realization
- Sustainable change.

### **Collaboration**

Three elements set the tone for collaboration.

Firstly, Capgemini established a joint team with clear roles and responsibilities, comprising Implementation Managers and Six-Sigma Black Belts from Vodafone supported by experienced Project and Change Managers from Capgemini.

Acting as sources of knowledge and champions for change, Implementation Managers and Black Belts were seconded from various parts of the business on the basis of their experience and networks as well as their ability to analyze problems and implement solutions. Strong connections with various parts of the organization helped them to engage support and encourage vital buy-in to proposed changes.

Capgemini consultants worked closely with Implementation Managers and Black Belts, taking on full project management responsibility and managing the change initiative, ensuring that the business was ready for changes to be implemented. In addition, Capgemini consultants provided training, coaching, facilitation and support along the way..

The second element that was core to the collaborative approach was to secure strong executive sponsorship. Key executives from Vodafone were engaged as "Process Owners", both to demonstrate commitment to the project and to ensure quick and effective resolution of issues. Process Owners were responsible for ensuring consistency across the end-to-end process, signing off all implementation plans and resolving policy issues.

Lastly, the wider organization was involved in process design and implementation. Close collaboration with stakeholders across EBU helped to establish a shared understanding of issues, achieve consensus and create buy-in and ownership of the changes.

As a consequence, Vodafone enjoyed dedication, professionalism and strong commitment to change from EBU employees.

### **Data Driven Approach**

Capgemini aligned their methodology to the Six Sigma approach adopted by Vodafone, allowing the project team to work with familiar approaches.

Key to success was the focus on capturing the voice of the customer as well as that of the employee, and adopting a data driven approach to collect, measure, analyze and act on data to understand the root causes of issues rather than to deal simply with the symptoms.



The project team actively sought the views of customers and employees alike, encouraging their participation in various forums, surveys, workshops and new process trials. Some major themes emerged in areas like communication, billing, delivery and query resolution, with over 40 "points of pain" identified.

The team drew up a framework to prioritize these points of pain in order to focus on those offering best value. Initiatives were classified as either "Gold", "Silver" or "Bronze" to reflect their relative importance.

Some of the key initiatives centred on improving customer facing processes such as the:

- Handset Replacement process
- Account Set-Up process (in particular, reducing the number of errors on customer first invoices).

Capgemini introduced new tools and templates to facilitate data collection and analysis, and delivered training on team problem-solving to help people use the data to generate ideas for process improvements.

### Tangible Benefits Realization

Between 30-40 per cent of business change projects fail to return investment from targeted benefits.

With tangible evidence already of improved employee and customer satisfaction scores, and with the potential to deliver about £15 million worth of benefits, Kyle Whitehill, Director of EBU, was delighted with what he felt was a "tremendous return on investment".

Benefits realization is core to Capgemini's approach. A system to track benefits was introduced to ensure that all initiatives had a compelling case for investment and were progressed and tracked.

Clear performance indicators to measure the success of the initiatives were established, and any identified savings were signed off by stakeholders and embedded into budgets.

The benefits tracking system also ensured that any tangible results and quick wins along the way were communicated internally. The key initiatives already mentioned announced the following excellent results, helping to build credibility, enhance motivation and instill a results-oriented culture:

- The Handset Replacement improvement program reduced repeat call volumes by between 15 – 20 per cent, and delivered 100 per cent quality checking on all devices.
- The Account Set-Up initiative reduced the processing time per connection by 40 minutes and significantly reduced errors when setting up Accounts.

Quantifying and tracking expected financial and non-financial results acted as a tool to help realize the benefits themselves, by focusing attention on discrepancies and closing any gaps.

### Sustainable Change

Beyond improving processes, the goal of Project 21 was to develop and embed new capabilities and improve ways of working within the EBU.

Measurement, analysis and control systems were put in place to monitor ongoing performance after projects had been implemented. These helped to control and reduce error rates.

Projects were only concluded after successful transition to Business As Usual according to a clear transfer

plan. Project 21 addressed capability gaps with relevant support and training.

In just nine months, Capgemini assisted Vodafone not only to deliver strong financial benefits, but also to bring long lasting improvements to the employee and customer experience.

Capgemini developed its own knowledge transfer plan, handing responsibility to a permanent team that it helped establish. Tasked with pushing the service envelope further still, the new team continues to improve processes, embed new capabilities, and drive a culture of continuous improvement within the EBU.



### About Capgemini and the Collaborative Business Experience

Capgemini, one of the world's foremost providers of Consulting, Technology and Outsourcing services, has a unique way of working with its clients, called the Collaborative Business Experience.

Backed by over three decades of industry and service experience, the Collaborative Business Experience is designed to help our clients achieve better, faster, more sustainable results through seamless access to our network of world-leading technology partners and

collaboration-focused methods and tools. Through commitment to mutual success and the achievement of tangible value, we help businesses implement growth strategies, leverage technology, and thrive through the power of collaboration.

Capgemini employs approximately 61,000 people worldwide and reported 2005 global revenues of 6.954 billion euros.

More information about our services, offices and research is available at [www.capgemini.com](http://www.capgemini.com)

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Transformation Consulting

### In collaboration with



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