VODAFONE ANSWERS CALL TO TRANSFORMATION

Vodafone’s ongoing business transformation project “Evolution Vodafone” has given the global communications company a future-proof business model that saves money and invests in innovation.

by Michaela Kresak, Lilian Corvington, Frits Wiegel, Guido Wokurka, Stephanie Teufel and Peter Williamson

Achieving large-scale change within any global company is extraordinarily challenging. This is particularly the case for Vodafone. The journey from a merger-and-acquisition-grown company to a shareholder- and value-driven consumer business was one of the main drivers behind the transformation project. Another was to help Vodafone become one global firm under a single brand instead of a multitude of independent companies. That is why Vodafone, one of the world’s largest communications companies, set out on an ambitious program in 2006. It is radically transforming the company’s back office and support operations by creating a new Future State Operating model. Dubbed “Evolution Vodafone” (EVO), the Business Transformation Programme is helping Vodafone become a more competitive global player. This mission-critical program supports back office, value chain processes: the setup of a shared service organization, a globally centralized supply chain community, and the Vodafone Procurement Centre VPC. The resulting operational savings are enabling further investment in innovative technologies and new business models. This, in turn, is defending and expanding the company’s market position. Finally, these combined efforts are helping Vodafone achieve a competitive advantage through greater buying power, new business models, and effective acquisition integration. The project is due for completion by 2012. For an overview of relevant abbreviations, see the information box on page 60.

Abstract

The “Evolution Vodafone” (EVO) Business Transformation Programme, started in 2006, transforms value chain back office processes. This, in turn, has enabled Vodafone’s local operating companies to focus on value creation. EVO is introducing one ‘Future State Operating Model’ (FSOM) that works across supply chain, human resources (HR) and finance functions to deliver a globally unified set of standardized business processes. Fundamental aspects of this program were the creation of a new Core Business Model, Vodafone Procurement Center, and Shared Service Organization, underpinned by a global SAP platform. EVO is due for completion by 2012.
CASE STUDY

Vodafone – Uniting Local Talent for Global Strength
Since it launched its first cellular network 25 years ago, Vodafone Group Plc. has grown through strategic acquisitions to become one of the world’s leading mobile telecommunications companies. In 2010, it had 85,000 employees with total revenues of £44.5 billion. As of 2010, the combined Vodafone companies had 341 million customers. The company has equity interests in more than 30 countries and partner networks in over 40 countries.

Most of the Vodafone Group’s mobile subsidiaries operated under the single flagship brand ‘Vodafone’. Yet because of the company’s acquisition strategy, many of these companies operated as stand-alone businesses with their own business processes. As a result, inconsistencies emerged that made it difficult to operate efficiently as a single company. This lack of economies of scale was one of the major drivers behind the Vodafone EVO Programme.

Radical Evolution for a Changing Market Place
In the past, Vodafone had successfully completed a major global customer growth phase. Now it sought to realize the many benefits of its larger scale by becoming a truly global company. At the same time, senior managers wanted to send a strong signal to the market that Vodafone was far greater than the sum of its individual assets. They also wanted to maximize shareholder revenue and establish a ‘new way of working’. To achieve these goals, they defined a set of strategies:
- Drive operational performance.
- Pursue growth opportunities in total communications.
- Execute in emerging markets.
- Strengthen financial discipline.

Transforming Vodafone’s back office operations became fundamental to achieving these objectives. This move will improve and streamline business decision-making processes with high-quality information, reduce costs, deliver greater value creation opportunities, and offer enhanced service delivery capabilities.

An example of this is Vodafone’s strategic goal of building in-house expertise. At the start of the EVO Programme, Vodafone did not have the business transformation management experience on the scale of the EVO implementation. Management saw the deployment as an opportunity to acquire know-how for future scope extensions and the implementation of similar programs. These might include customer-facing areas like retail store logistics, back office extensions in real estate management, or mobile

Future State Operating Model (FSOM)

The ‘Future State Operating Model’ (FSOM) is designed to:
- Get a “single version of the truth” – a single, global, centralized database that stores all of Vodafone’s business data consistently and non-redundantly.
- Simplify business operations, thus freeing up time and talents to focus on increasing shareholder value.
- Standardize global processes that impact the value chain.
- Leverage economies of scale to gain a competitive advantage.
- Identify the best commercial solutions to utilize buying power.
- Maximize technology to support the new global business model.
- Provide a consistent employee experience in a streamlined organization.
- Develop sustainable capability for change and future global strategies.

“When we change, we change together.”
Mission Statement for EVO

Fig. 1: Future State Operating Model
platform innovations. Yet the EVO Programme will also allow the Vodafone Group to act as a truly global company. From the outset, the decision was made to exclude customer-facing, front-end processes during the first steps of the rollout. Given the size and complexity of existing billing and Customer Relationship Management (CRM) systems, for example, management teams wanted to limit risks to non-customer-facing, core value chain processes. Another consideration was to build a foundation for future change.

**The EVO Business Transformation Programme**

The EVO Programme is a large-scale organization. Like a medium-sized, aggressive-growth company, it had the necessary scale and staff size to pursue fast-paced timescales and achieve immediate results. Housed in a completely separate building, team members worked in a company-within-a-company atmosphere. This allowed the programme to move forward as quickly as possible with separate, fast-track decision-making.

EVO was supported by SAP in a Value Partnership (VPS) between SAP and Vodafone. Accenture and IBM were selected as implementation partners. Niall O’Sullivan and Lilian Corvington led the EVO central team at Vodafone headquarters in Newbury, UK. Michaela Kresak led a joint roadmap from the SAP side to help Vodafone meet business objectives. After a tragic accident in Switzerland in 2011, Neill Crump assumed her role.

Created as an integral part of EVO, the Core Business Model (CBM, see figure 2) translates Vodafone’s Future State Operating Model (FSOM, see fig. 1) into a set of standardized global business processes, underpinned by a single-instance SAP system. As the CBM (fig. 2) demonstrates, Vodafone will introduce 19 new end-to-end business processes for supply chain management (SCM), human resources (HR), and finance functions. In addition, EVO included the selection of an Enterprise Resource Planning (ERP) platform and an implementation partner.

Vodafone also implemented centralized key business functions to ensure that it gets the right people with the right skills doing the right business activities. To enable SCM benefits, the company created one global community reporting to a single lead. This allowed the Vodafone Pro-
Vodafone’s Approach in Relation to BTM^2

Vodafone planned and designed the principles of the EVO Business Transformation Programme in April 2006 at “Accelerated Solution Design” (ASD) events, a series of seven workshops held at Pinewood Studios near London. The workshop participants met in a special, closed-room setting that encouraged open thinking and that was conductive to the “we are one” consensus objective. One outcome – a drawing that shows the transformation drivers and programme deliverables of the EVO Programme – is presented in figure 4.

The Vodafone business transformation approach that emerged from these ASD meetings bears a remarkably strong correlation to the eight disciplines of BTM^2. This correlation is one of the reasons Vodafone participated in this case study. For an overview of the BTM^2 approach, see page 25 in issue 1 of the 360° Journal. Readers will find a detailed description of EVO alongside the 8 disciplines of the BTM^2 below.

Strategy Management Applied in EVO

The strategic management discipline is designed to help managers plan transformation projects in a way that benefits the business. Vodafone’s primary interest in transformation was to make the move from a merger-and-acquisition-grown technology company to a shareholder-driven, consumer company. It also sought to join its multiple subsidiaries into one global company. The effort has made Vodafone a more competitive, global player. The resulting operational savings can be invested in other innovative technologies. The newfound flexibility also supports new business models that strengthen its market position with greater buying power, lower transaction costs, and economies of scale. These

Divided into three phases, the EVO Programme has achieved several critical milestones over the past four years:

Phase 1 (2006 – 2007):
The first step in Vodafone’s business transformation begins with the setup of the Transformation project. The design of the Core Business Model, as well as creation of the supporting SAP platform, has its start.

EVO delivers its first tangible results. The Vodafone Procurement Company and the Vodafone Operations Center are established, followed by the first country rollouts in Hungary, Germany, and India.

EVO enlarges its footprint to enable Vodafone to become a global player. International rollouts are scaled up, with multiple concurrent releases going live every six months. The Third-party Logistics Terminals Model (3TM) program is created to focus on handset logistics and the EVO Fast Track for emerging countries. The EVO program will be completed in 2012.

Fig. 3: EVO’s Three Phases
Value Management in EVO
Value management organizes and manages business transformation projects like EVO to realize maximum potential value. This discipline offers tools and techniques to help organizations better identify business value, build the business case, and manage necessary changes. By consistently applying these concepts, techniques, and frameworks, the EVO Programme is achieving annual cash savings of over €550 million. Vodafone has, for example, realized savings through Shared Service Center standardized transaction processing and lower total cost of ownership from IT. By the end of 2011, over 60,000 employees will be using EVO processes, systems, and new ways of working.

Risk Management in EVO
The risk management discipline within BTM\(^2\) gives organizations a comprehensive and enterprise-wide view of strategic risks. These risks are defined as external risk drivers that could impact – either negatively or positively – the company’s ability to achieve its strategic objectives on a two- to five-year horizon. Vodafone continues to use this discipline to identify risks at both the local and global level. By avoiding potential pitfalls with a predefined risk clarification framework, EVO is able to document the probability and impact of potential threats. It can then take mitigating actions. Instead of exploring risks during the different project phases, the EVO team initiates risk workshops at the very beginning of every rollout. Based on project scope and lessons learned from previous rollouts, as many risks are identified as possible. Mitigating actions are then assigned to each of them. The most common EVO risks involve legacy IT system integration. Another area deals with competition due to critical parallel projects. Other risks include top resource availability, external partnership dependencies, executive sponsorship, and key stakeholder buy-in over a five-year program. Among the most efficient risk mitigation actions were commercial and legal safeguarding. This included changing the original Accenture contract into a multi-vendor contract. They proved to be especially valuable in times of crisis for the program. Thanks to risk management, Vodafone has been able to realize business case benefits better and to move to an operational business-as-usual model while managing rollouts.
**Process Management in EVO**

CBM process standardization and simplification are the key EVO Programme drivers. As a fundamental part of CBM, they make shared services possible. As a result, they lower transaction costs. Prior to EVO, process management at Vodafone was done on a market-by-market basis with different process modeling methods and tools. EVO developed one global process standard in the Architecture of Integrated Information Systems (ARIS) toolset. Based on this standard, new processes are created for supply chain management, human resources, and finance. They provide a consistent employee experience and simplify the way the CBM is operated. More recently, Vodafone has also made a strategic move toward working with a multi-vendor EVO approach in the future. CBM technical documentation is now stored in the SAP Solution Manager, a centralized support and system management suite. SAP Solution Manager provides an extensive set of features in the IT Support area for enhancing, automating, and improving the management of SAP systems. ARIS and SAP Solution Manager are now fully integrated and published on the Vodafone intranet. In doing so, the team has created a leading-edge portal for the CBM. This investment now provides a consolidated platform for Vodafone. It enables continuous improvement, effectiveness, and an efficient business-as-usual mode across the model’s entire lifecycle.

**Program and Project Management in EVO**

Program and project management is a comprehensive discipline. It makes it possible to manage various program elements centrally to achieve specific business objectives. It also supports project leaders in making informed decisions on a number of related elements to achieve specific outcomes. Vodafone used this valuable discipline to define its rollout strategy, track the business case, achieve good governance, handle scope, manage risks, and plan resources. To ensure this, Vodafone used a standard program management method. As a result, project leaders continue to provide governance and a common set of tools and processes to support EVO implementation teams’ IT projects. EVO Programme management has also paid specific attention to a key challenge that any complex program faces: ensuring information flow visibility among the program’s various groups. The team is also responsible for making certain that explicit approval mechanisms are in place at each program stage. The program also produced another very tangible result: Vodafone won the SAP EMEA Quality Award as a GOLD Winner. Every large-scale program faces a tipping point where the business support organization outgrows the program organization. The business owners’ agenda is driven by operational objectives that are not equal to roll-out completion. At the time of this writing, the issue has been identified. The resolution, however, is still in progress.

**IT Transformation Management in EVO**

IT transformation management helps change an organization’s technology systems to reduce costs, achieve lower total cost of ownership, and enhance quality and performance. In terms of this discipline, Vodafone hired a group of people in the Vodafone

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**EVO Abbreviations**

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<th>Abbreviation</th>
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<tr>
<td>3TM</td>
<td>Third-party Logistics Terminals Model</td>
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<td>ASD</td>
<td>Accelerated Solution Design</td>
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<td>CBM</td>
<td>Core Business Model</td>
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<td>EVO</td>
<td>Evolution Vodafone</td>
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<td>FSOM</td>
<td>Future State Operating Model</td>
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<td>OpCo</td>
<td>Operating Company</td>
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<td>VPC</td>
<td>Vodafone Procurement Company</td>
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organization with extensive experience in global transformation programs and extensive technical expertise. After a detailed selection process, SAP was chosen as the ERP value partner for its standard, out-of-the-box, best-practice processes. Additional business software products were chosen from Informatica, Opentext, Readsoft, Sabrix, Redwood, HP, and Remedy for their ability to integrate within an SAP-based IT landscape.

One of the key challenges for Vodafone was the consolidation of all local legacy ERP packages. Project managers were confronted with large numbers of interfaces, users, and legal requirements. To add to the task’s complexity, the IT organization had to shift from a mostly independent, local IT department working structure into a more collaborative global model. Finally, the EVO Programme had to accommodate sheer scale. For instance, by 2012, more than 80,000 people will be using EVO in multiple locations around the world. Each year, Vodafone processes more than 50 million SAP IDOC (Intermediate Document) “messages”, a standard SAP document format used for data in purchase orders, for example, or the supplier profile information in a supplier master record. 1,000 interfaces will connect legacy systems. Two data centers in Germany and India will also host more than 280 dedicated servers.

**Change and Training Management in EVO**

Change management defines and addresses the things that cause change. Large companies like Vodafone use it to make radical, complex, and necessary change for future success. It also defines why change is necessary in the first place. In doing so, it enables people, teams, and organizations to adopt change. It also supports managers in successfully leading change processes. Recognizing that enduring, meaningful change requires organizational buy-in at all levels, Vodafone used the change management discipline to lead by example. Yet change management and training have proven to be quite a challenge for the EVO Business Transformation Programme. This was because Vodafone operating companies (OpCos) began the EVO Programme from very heterogeneous starting points. As a result, it was difficult to design and build a “one-size-fits-all” training library that addressed the adoption needs of all end-users.

In terms of systems, the OpCos began EVO with very different legacy IT landscapes and user experiences. For OpCos who were already using SAP, for example, the new user experience was an extension of the existing one. For OpCos transitioning from Oracle, however, the profound technical and end-user changes represented a complete break with the past. From a process perspective, EVO forced all employees to work and think differently than they had before. A prime example was the introduction of a new three-way matching system (purchase order, receipt, and invoice) within a purchase-to-pay process to approve invoices automatically for payment.

There are several major challenges in driving a global change programme, among them the “not invented here” syndrome, cultural differences, and lack of ramp-up time. To overcome these, Lilian Corvington was convinced that an accelerated, intensive preparation programme was necessary before any rollout.

“In this culture of acknowledging and learning from our mistakes is critically important and must be constantly nurtured and developed.”

Niall O’Sullivan, EVO’s Global Programme Director
started in local markets. She introduced the ‘Fit for EVO’ approach, which proved very successful. The sessions brought together local teams, local senior management, global teams, system integrators, and local IT vendors in a conducive, one-team environment. This not only facilitated knowledge transfer, but it also created positive momentum and convinced “change-agents”.

Additionally, ‘EVO ambassadors’ have been appointed. These are key project members who have already gained deep EVO knowledge in one country. They are then re-appointed to support another country with their business transformation know-how. As a result, lessons learned are employed at every new release.

To cater to all training needs, a “Core Training Library” was set up. It consists of over 1,000 training assets and covers all business processes and functionalities provided by EVO. To accommodate local EVO language requirements, materials are provided in English, German, Spanish, and Italian. Finally, each of these efforts has been managed to be as cost effective as possible.

**A Tale of an Implementation Journey**

Hungary and Germany were the two countries selected for the pilot. Because of the delays described earlier in this study, the go-live dates for both countries were staggered. Hungary was the first to deploy because of its size. Germany went second.

The experiences provided by the initial setup of the procurement center and the first shared service center in Hungary proved to be extremely valuable. The subsequent rollouts in Hungary and Germany also provided a study in contrasts for the kinds of challenges faced by the EVO Team. Due to their different IT landscapes, corporate cultures, requirements, and expectations, the countries approached pre-, during-, and post-launch experiences in very different ways. This required the EVO Programme to develop adaptive response mechanisms that anticipate future rollout challenges and that avoid one-size-fits-all strategies.

The implementation started with the creation of the Vodafone Procurement Company (VPC) and the Vodafone Operations Centre in Hungary (VOCH) shared service center based in Hungary. Within a matter of weeks, complex structures were created in record time to help OpCos operate globally. Hundreds of top-skilled internal and external Vodafone professionals began working together in new facilities using the CBM processes for the first time.

In spite of the significant investments in both time and money, the first rollout was ultimately delayed. Teams engaged in lengthy strategic design discussions. Yet their plans failed to reach the execution stage. Senior management ultimately decided to force the issue by setting down a hard deadline for deployment. This prompted EVO teams to change the style and substance of their deliberations and planning. Discussions became more focused and solution oriented. The ground rules had clearly changed.

**Rollout Hungary**

Headquartered in Budapest, Vodafone Hungary is a mid-size company that employs 2,000 people. Before EVO, it had a legacy Oracle environment with basic functionality. This made the EVO launch in Hungary less complex than...
at many of its larger counterparts in Western Europe. It also made it an ideal counterweight to its more mature trial partner, Germany. Due to the above – and the fact that Hungary had a relatively small IT platform and a strong need to strengthen process and controls – it offered little resistance in changing its IT systems and business processes. During the actual go-live, senior management had high expectations for the EVO team and employees. Not only would the program ultimately force the organization to adapt to new business processes and to a new shared services organization, it would also change the very way colleagues worked together. Although the Hungary EVO team was well prepared for the actual launch, it did not foresee the amount of hands-on support that end-users would require. During the early days, weeks, and months following deployment, the high volume of support requests greatly exceeded initial estimates. This had a significant impact on resource availability for both Vodafone core teams and Accenture teams. As a result, personnel, assets, and materials that could have been devoted to the next EVO release were held back. This experience and key learning went on to have a profound impact on the large-scale deployment scheduled that launched in Germany just weeks later.

**Rollout Germany**

In contrast to Vodafone Hungary, Vodafone Germany is a very mature company. From 2009 to 2010, it earned €9.04 billion p.a., which represents more than 20 percent of Vodafone’s total revenue. Headquartered in Dusseldorf, Germany, it has 13,000 employees. Germany was also an attractive choice for the pilot. It was Europe’s largest market, and it had a mature SAP platform. Project managers reasoned that if they could achieve a successful go-live in Germany, they would be able to bring the remaining entities on board. Teams within the German organization were also motivated to participate. As experienced SAP users, they wanted to influence the implementation’s final design. The EVO deployment posed a greater challenge to Vodafone Germany. The organization had over 130 legacy systems and had been an experienced SAP user for over a decade. Over time, it had adapted its systems to local requirements and working styles. This included many customized business processes. The pending deployment meant that much of this dearly-held functionality would be standardized and eliminated. As a result, there was significant skepticism among many internal stakeholders. The deployment also took on a socio-political dimension – a factor that was absent from the rollouts in Hungary and later in emerging market countries. The work split with the newly established procurement and shared service centers conflicted with employees’ strongly held values of social fairness and job security. The deployment was perceived by some employees as a potential “job killer”. As a result, the rollout was sometimes met with significant resistance. To minimize risk and give Vodafone Germany ample time to adjust to change, a phased, incremental approach was chosen over a “big bang”. Thanks to the early experiences in Hungary, the EVO team also moved quickly to provide hypercare – one-on-one, on-location support – to all employees affected by the transition. Support teams dressed in red T-shirts were dispatched throughout the Vodafone Germany campus to answer questions, solve problems, and liaise with project leaders. This direct support effort provided the EVO team with a critical set of quick-wins to overcome resistance and drive adoption. Support was complemented by comprehensive education sessions and training events. Senior corporate executives also personally assisted in adoption efforts. OpCo Board-level managers participated in a large-scale communications drive, making themselves visible to employees throughout the deployment and expressing their explicit support for
EVO. Finally, the EVO team offered important compromises. Some solutions were adapted to better meet local requirements, most notably the decision not to implement the order-to-cash process. At the same time, not all workers were moved to the shared services center during the first phase. This helped to minimize the degree of sudden change in such a large organization.

Vodafone and Accenture also faced major challenges and risks to their commercial obligations. Because of the program’s enormous size, scope, and complexity, commercial issues emerged with Accenture and an escalation ensued. This forced the global leadership teams from both parties to agree to new terms and conditions to be able to continue the EVO Programme.

Unlocking Unexpected Opportunities

Over the course of the project, EVO teams also had the opportunity to apply the lessons learned in Hungary and Germany. This added value to two unexpected opportunities, leading to a successful extension of scope of the EVO Programme. For a related discussion of the project’s working culture, see figure 5. The first opportunity emerged from the Third-party Logistics Terminals Model (3TM). As a mobile operator, Vodafone provides connectivity to its cellular and data networks.

The original scope of the EVO Programme was designed to address this aspect of its business. Yet Vodafone is also a large-scale retailer. It sells handsets, devices, and accessories, and pairs them with services in its own retail stores and through other sales channels. Recognizing the need to harmonize processes across the Vodafone business, the EVO team created a new common terminals operating model, 3TM. This model was quickly handed to EVO as the delivery vehicle of choice for implementing global large-scale transformation programs. A 3TM pilot program was successfully implemented in July 2010 for Vodafone Netherlands, and it received overwhelmingly positive feedback from internal and external stakeholders.

The second opportunity emerged during an unexpected pan-Indian EVO rollout called “Project Tiger”. India’s Hutchison Essar was acquired by Vodafone to become Vodafone Essar in May 2007. Because India was not part of the Vodafone family when the EVO Programme was launched in 2007, integration of the new business was an unexpected additional task. Through its “Project Tiger”, Vodafone set out to help Vodafone Essar consolidate and standardize processes in order to sustain planned growth. The pan-Indian rollout was completed by July 7, 2010 – with zero disruption to the business during the entire implementation phase.

Empowering Transformation Success

In overcoming all of these challenges, finance, supply chain, and HR have successfully converted their business operations to the ‘new Vodafone way of working’.

In SCM, the ‘One Supply Chain Management’ element of the EVO Programme has
succeeded in streamlining operations. Now they are more consistent, and they foster collaboration as a community. The project has also introduced a newly appointed global head of supply chain, a consistent way of getting things done, and a unified organizational structure. Vodafone now qualifies its suppliers. This allows the company to take advantage of volume purchasing through eProcurement tools. Instead of managing 19 separate local markets, Vodafone now deals with one location and with one contract.

In HR, teams are focused on delivering great employee experiences. This is helping the company achieve its strategic objectives through its people. EVO does this in several ways. Line managers, for example, are empowered to strengthen relationships with their employees. They achieve this by promoting operational excellence through self-service learning, events, and personal data management.

Today, finance is also evolving to become a high-performing global team. EVO enables this transformation with a single finance platform and shared service centers that use consistent business principles and processes. In the future, Vodafone also hopes that these services will shift administrative and volume transaction processing responsibilities from the OpCos to let them focus on value creation aligned to strategic objectives.

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The EVO case study provides an overview of how global companies are challenged to drive large-scale transformation programs for new business models and further growth. The EVO vision and strategic roadmap to increase shareholder value follow well-known patterns that we have seen in many other international companies before. This case study nonetheless shows why multinational transformations could not be executed within a simple copy-and-paste approach.

The EVO case also underscores how different languages, cultures, and corporate DNAs, like management, processes and systems, can be significant drivers in any whole-scale transformation process. This is particularly true for Vodafone – a company forged by a series of international mergers and acquisitions. Acting independently, each of these regional companies had established its own powerful financial, human resources, and procurement departments. This fueled resistance to change during country-by-country rollout phases. That is why the EVO project team’s decision to conduct small-scale rollouts was the right way to go, particularly in Hungary – home of Vodafone’s new HR and financial back office. Hungary provided a critical first lesson in business transformation management. And it would prove to be an important lesson learned for subsequent roll-outs in bigger and more powerful Vodafone countries.

During the rollout in Germany, the EVO team also made several crucial key learnings:
- Manage expectations up front.
- Involve top management early, often, and extensively.
- Give people time to learn and adopt new ways of working within a different process and system environment.

Only when these prerequisites are fulfilled can true change happen. That is why the EVO case study is an example of the challenges that companies face during global business transformation processes. At the same time, it also demonstrates how other organizations can benefit from experiences like this 3TM project to drive future change.

The EVO project followed a well-known, logical business model pattern. Yet a business transformation blueprint for a smooth international transition – one that fits all industries, countries, and cultures – remains elusive. That is why Vodafone’s decision to invest in building up its own institutional knowledge for transformation competence was a wise one. As a result, the global company has succeeded in creating a framework that designs future business models globally – and adapts them locally.