

# Vodafone: Groundbreaking business transformation using innovative SAP technology delivered

## Video Transcript

A large, thick red chevron graphic pointing to the right, positioned behind the text "High performance. Delivered."

High performance. Delivered.

In 30 years, a small UK mobile operator has grown into one of the most valuable telecoms brands in the world.

Vodafone has mobile operations in 27 countries and partners with mobile networks in 48 more, serving 434 million mobile customers around the world.

Accenture is leveraging SAP technology to support Vodafone's goal of becoming a "ready business" at the leading-edge of innovation in the new digital landscape.

### Opportunity

Speaker: Lillian Corvington,  
Head of Global Systems and Programs,  
Vodafone

Vodafone, not unlike many multinationals, grew from acquisition. What that drove was a company that was not really a truly global company. It had as many ERPs as countries and entities it acquired. It had a lack of standardization around the globe in terms of processes, lack of adherence to global processes, lack of ability to report on an apple to apple basis, lack of transparency and a number of other challenges that a lot of these multinationals face.

### Solution

The EVO Program was anchored on four transformation pillars. The first one was a core business model, which defined standard processes, standard global processes. The second one was the creation of a shared service centers in low cost locations. The third one was the creation of the global procurement company based in Luxemburg. And the fourth one was underpinning all of these was a single instance ERP, SAP system, which today holds over 100,000 users around the globe.

### Why Accenture

At the beginning of the program, one of the key success factors that Vodafone was aware of is to have the best people and the best skills available to deliver this. There was a professional search for the right partner in the market and fortunately the company decided to choose Accenture. I think one of the biggest values of Accenture and something that I think Vodafone is very recognizes a lot is the Accenture machine. You know, the ability to deliver every time consistently right, to be able to bring that consistency and that quality every time and I think that is something that is very valuable in this type of program.

### Results

One of our critical success factors in the EVO Program has been the focus on value. Value is something that we can actually demonstrate very clearly as an outcome of our program. For example, we over-achieved our initial business case delivering or returning to the business over 557 million Euro recurring per year. We have achieved over 90% penetration on our shared services and processes like procurement P-to-P and we actually in a lot of the back office processes have exceeded the world class benchmarks from Hackett, which we're quite proud of. We have over 95 of our expense claims worldwide; they are paid within seven days, which is not something many global companies can say. We have over 15% of all our approvals around the globe are done through our mobile applications that we had developed and we have reduced for one full day, our global month end closing.

We have turned Vodafone around with the EVO Program in areas of mainly starting back office, but beyond the back office. We have been able to show the business that innovation and transformation can really have an impact on how to operate going forward. We believe we have made the

company understand digital, understand real time and understand that big data, that time consuming processes - are no longer a constraint in achieving things that were never achievable before.

## Innovation

Partnering with Accenture, we're able to drive and I would say, be on the leading edge of innovation. We are doing this in the three or four innovation areas of today, such as mobility, high speed, HANA, cloud and networks.

We have developed 8 mobile apps of our own in co-innovation with Accenture and SAP. We use these mainly to enhance use - usability and also to enhance productivity and performance of our processes, mainly in the approvals area, but also in some analytics.

## Global Delivery

For a program like this, for an international transformation program, our global program, it is very key to have a partner that is able to find the right people in every location and to bring that culture understanding that this program requires. We have a seamless team across the globe, around the globe of I would say the best people for the right thing and that helps a lot in being able to deliver to so many cultures. And as one of the key things that these programs have to address as a challenge is people and culture.

### Our thanks to:

Lillian Corvington, Head of Global Systems and Programs, Vodafone

## About Accenture

Accenture is a global management consulting, technology services and outsourcing company, with approximately 323,000 people serving clients in more than 120 countries. Combining unparalleled experience, comprehensive capabilities across all industries and business functions, and extensive research on the world's most successful companies, Accenture collaborates with clients to help them become high-performance businesses and governments. The company generated net revenues of US\$30.0 billion for the fiscal year ended Aug. 31, 2014. Its home page is [www.accenture.com](http://www.accenture.com).