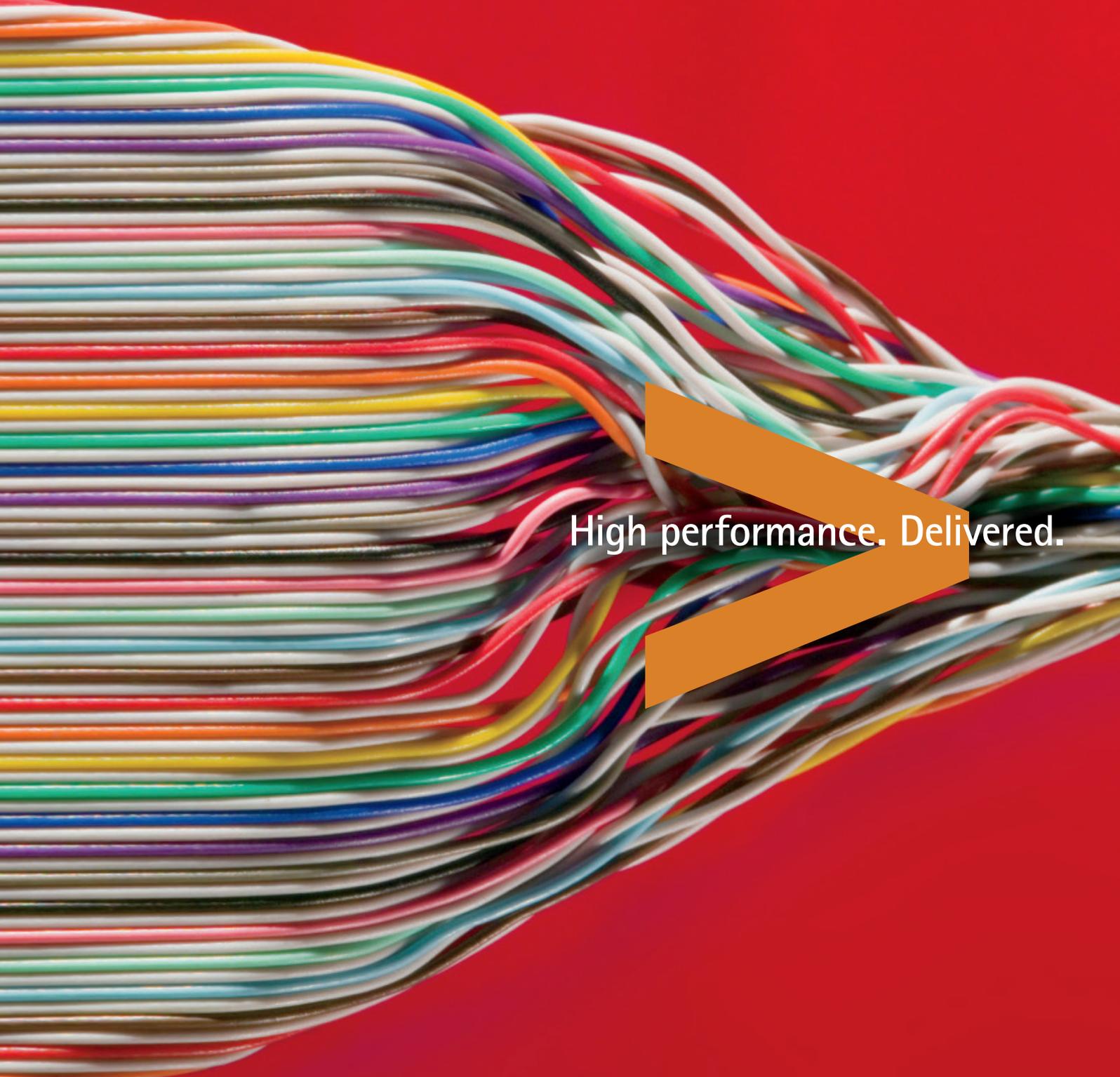


EVO

Vodafone Business Transformation Program



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EVO is a Vodafone Business Transformation Programme in the Finance/Supply Chain Management/Human Resources space, underpinned by a single SAP platform.

- Single largest IT transformation in Vodafone history, eight releases, over six years, to 20 operating companies
- Enabling Group Shared Service Centres for Finance and the Vodafone Procurement Company
- 85,000+ users live across Vodafone
- Cutting edge technology for Enterprise Mobility (SAP SUP) and Analytics (SAP HANA)
- A single SAP platform across Vodafone Finance, HR & Supply Chain
- 25 systems, 150+ applications, over 600,000 SAP Systems Production hardware capacity, across 20 operating companies.

The EVO programme is a radical, far-reaching and ground-breaking business transformation, empowering Vodafone to operate as a truly global business, maximising the benefits of a core business model and the use of shared services for finance, HR and supply chain.

EVO's new operating model is underpinned by a single ERP solution based on SAP. The solution, deployed by Accenture, has enabled Vodafone to take a significant stride towards becoming a high performing business and capitalise on the scale benefits of operating as a global organisation. EVO is delivering major cost savings at the same time as improving quality and productivity and driving innovation across the Vodafone business.

Vodafone has achieved its current global scale, reach and market-leading position through a focused acquisition strategy, combined with its strength in integrating new businesses into the global organisation. However, as each acquisition has brought its own processes and technology solutions, the challenge for Vodafone was how to achieve significant cost efficiencies by moving forward with a more integrated approach to a business technology platform and business processes.

Vodafone's answer was to create a new global model based on a single, integrated ERP solution delivering a common suite of applications (see figure 1). Delivering that vision meant

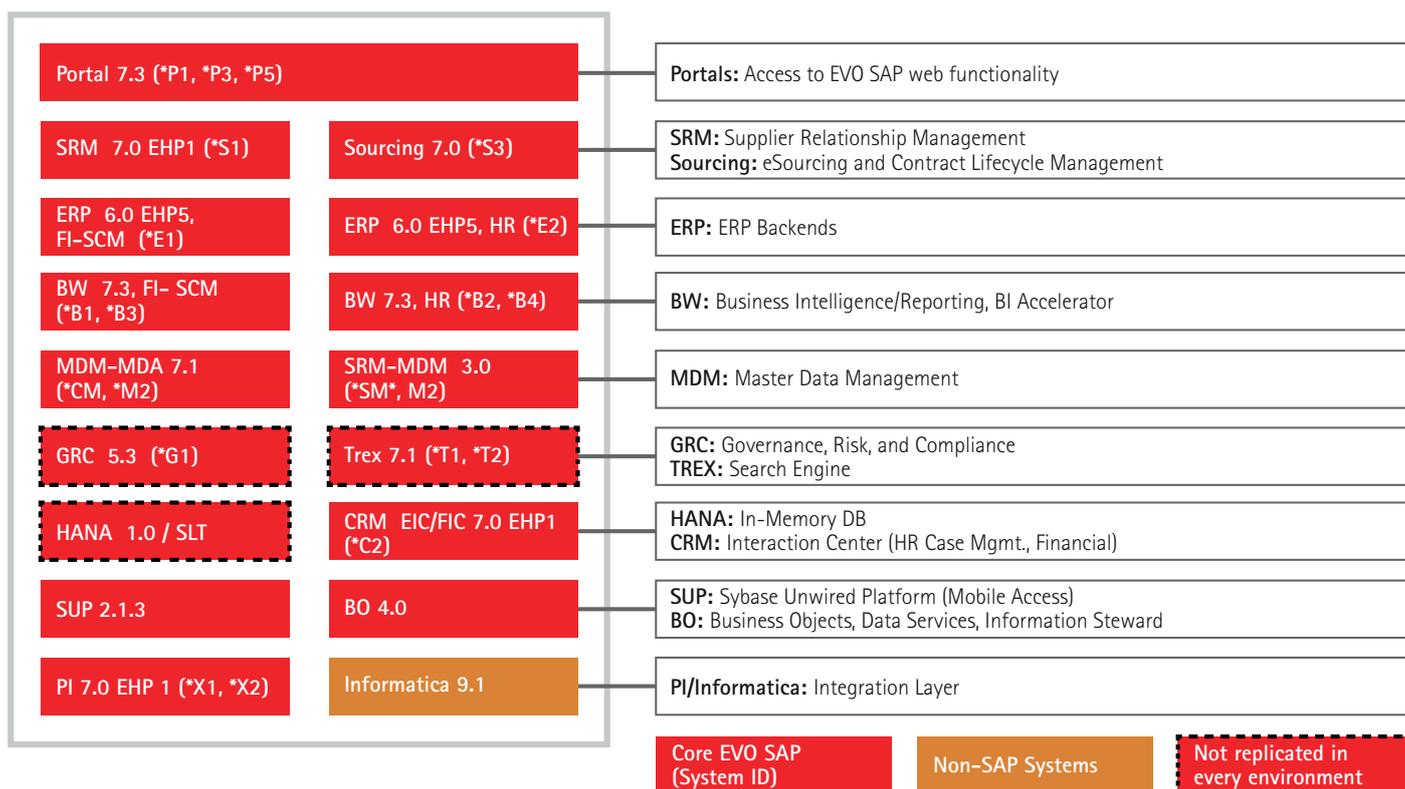
transforming back-office and support operations to improve, streamline and standardise business processes. The end result would be high-quality information, lower costs, greater value creation and better service across finance, human resources and supply chain functions.

The journey

With those goals in mind, the EVO Programme was launched in 2006, representing Vodafone's largest global business transformation programme to date.

A transformation of this scale and complexity requires a team with the experience and expertise to not only deliver the change, but also do so cost effectively and with a clear, shared vision and commitment to success. Accordingly, Vodafone chose SAP and Accenture to support the long-term delivery of EVO: SAP as software vendor and Accenture managing the solution design and technology delivery. Vodafone took the lead in managing the business change and introduction of shared services capabilities to bring the EVO journey to life across its operating companies.

Fig 1: EVO Applications in scope



One team – multiple locations

One of the key challenges that the delivery of the EVO programme had to address was the heterogeneous nature of the operating companies. As each business was different, and at diverse points of maturity with existing solutions, Vodafone and Accenture worked closely to ensure that the delivery model was sufficiently flexible to accommodate those differences. By carefully assessing the needs of each company from the start, the team was able to ensure each local implementation responded directly to local market requirements.

Throughout the programme, a multi-location EVO team has worked closely together, sharing lessons and experience in order to constantly improve performance. The success of that approach is demonstrated by a track-record spanning six years and eight major releases of the solution, with all achieved on time to meet Vodafone's critical business milestones.

Delivery: industrialised, innovative, collaborative

Effective programme delivery has been underpinned by a number of key themes. One of the hallmarks of EVO has been the extent to which an industrialised approach has been key to achieving Vodafone's results and major cost savings. In particular, this has focused on: maximising the reuse of assets; making best use of offshore and specialist resources and using a comprehensive suite of tools to achieve high levels of automation.

- **Reusing assets:** The Accenture team developed the 'EVO reusability' framework, leveraging Accenture Reusable Technical Library for SAP. The framework predicts the reusability of an asset leading to a continuous improvement.
- **Ensuring specialist availability:** Using Accenture Centres of Excellence in Madrid and Milan, and subject matter experts in the Delivery Centres in India, has ensured consistent access for Vodafone to deep technical skills as and when required.
- **The right location mix for cost effective delivery:** Using Accenture India Delivery Centre (IDC) located in Pune, Accenture have been able to offer a flexible, scalable and cost effective delivery model.
- **Automation Tools:** The team aligned with the SAP automation blueprint and leveraged four major tools: Accenture Code Review Tool for SAP; enhancement finder; security workbench and the translation tool to achieve higher automation.

Innovation, as well as cost savings, has been a hallmark of the EVO programme. Innovation is central to Accenture's delivery of high performance. For EVO, Accenture was able to take an innovative delivery approach that featured continuous improvement to help speed up implementation dramatically in smaller operating companies. In addition, Vodafone asked Accenture to enable EVO for enterprise mobility, a significant technological achievement that is delivering measurable productivity gains and an enhanced user experience for many Vodafone employees.

Successful delivery hinges on the ability of all parties to work closely together, with a single vision of success. Over the course of the programme Accenture has operated in tight collaboration with Vodafone and SAP resources. Accenture teams have been co-located on Vodafone sites in each country of EVO deployment, ensuring that the right mix of people are always available for each operating company.

Impressive results

The results of the EVO programme to date are already impressive, achieving the goals that Vodafone set from the outset. The programme's innovative approach has also achieved operational savings that have enabled additional investment in innovative technologies and business models to drive further savings.

By April 2013, 85,000+ Vodafone people were using EVO processes and systems and benefiting from the new ways of working that the new operating model and technology solution deliver. One of the most significant benefits is that employees are now able to access information and carry out vital business services on the move. In one of the first and largest projects worldwide using SAP Sybase Unwired Platform (SUP), Accenture implemented SAP standard mobile apps for use by Vodafone employees on the go with the first go-live achieved at the end of May 2012, and now covering Vodafone employees worldwide.

Vodafone's people can now work with greater certainty using well-established processes that deliver on time and to budget. The finance, supply chain and HR functions operate from an integrated platform which is delivering savings as well as supporting better decision-making with greater transparency and consistency of information across the group.

Each function has also seen considerable improvements from EVO. Finance operates with more accurate data and improved reporting, and is able to manage risk more effectively. Supply chain has been able to improve its performance with a clear global strategy and optimise buying power by moving from local to global procurement.

Standardisation and simpler processes have helped to achieve more efficient and effective global HR processes, along with self-service capabilities for personal information and global access to vacancy, training and performance management functions for HR.

About Accenture

Accenture is a global management consulting, technology services and outsourcing company, with approximately 261,000 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\$27.9 billion for the fiscal year ended Aug. 31, 2012. Its home page is www.accenture.com.



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