

## ACHIEVING SERVICE MATURITY FOR VODAFONE

**Consolidating disparate IT Services to become Predictable, Optimised and Valued by the Business.****The Issue**

Vodafone had been going through an extended period of growth with an attendant expansion of its IT. This had led to the emergence of a disparate set of standards and processes, with a number of uncoordinated projects.

The result was unsatisfactory levels of service performance and inefficient operations. With its heavy reliance on technology to deliver its business, these issues undermining the relationship between IT and the Business.

In recognition of these issues, Vodafone created a Service Operations function to introduce formal Service Management discipline within IT. This function however needed additional skills and experience to give direction and focus to achieving its objectives.



Vodafone is the world's leading international mobile telecommunications group with equity interests in 27 countries across 5 continents.

Sector: ICT  
Geography: Global

<http://www.vodafone.com/index.GB.html>

**The Solution**

Starting with a small and focussed Service Management implementation for one department, BSMimpact were able to identify the cause of wider service inefficiencies across IT. BSMimpact then presented a remedial plan designed to address the customers' issues.

Employee engagement is fundamental to business success in any service industry and this was a corner stone in our activity with Vodafone. Feedback was collected from employees within Service Operations and from internal customers and stakeholders across Vodafone. We also held workshops with key stakeholders to agree a set of design principles.

High level accountabilities were agreed with the CTO and their leadership team. Then, in conjunction with key stakeholders, a functional organisation design was created and validated against agreed criteria.

This plan was accepted and became a Transformation Project that was implemented by BSMimpact, comprising:-

- **Service Operations Functional Redesign:** This established a Process Framework and Governance Model, based on a combination of Balanced Scorecard and ITIL/ISO/IEC20000/COBIT and ISO9001 standards.
- **Consolidation and Integration:** Of a number of disparate Operations Management projects into a single co-ordinated Service Management programme.
- **Integrated ITIL Training Programme:** To ensure continuing and structure approach to ITIL training

**The Benefits**

In addition to cost savings resulting from the removal of inefficient practices and duplicated projects, Vodafone realised benefit through the increased recognition of the value delivered by IT to the Business. This led to a more mature relationship between IT and the Business which supported future investment and development.