



CASE STUDY | VODAFONE

Transforming the Vodafone business through Supplier Collaboration & Innovation

CHALLENGE

Transforming the Vodafone business

Vodafone's ambitious Tech 2025 Strategy will see the organisation transform from a traditional telecommunications company to a new generation connectivity and digital services provider.

With supplier-sourced innovation typically 40% quicker to realise than home-grown innovation, Vodafone Procurement Company knew that to power this transformation they needed to leverage their supply base.

VPC had three clear milestones to hit:

- 1) become customer of choice with key strategic suppliers,
- 2) embed Supplier Collaboration & Innovation principles throughout VPC, and
- 3) build a meaningful and measurable innovation pipeline for the business. This pipeline needed to be aligned to the organisation's technology strategy, subject to a standardised global approvals process, robustly governed, centralised, measurable, and offer the business a single source of truth.

Vodafone's
3 key goals:

**ATTAIN CUSTOMER OF
CHOICE STATUS**

**EMBED SUPPLIER
COLLABORATION &
INNOVATION PRINCIPLES
THROUGHOUT THE
ORGANISATION**

**BUILD A MEASURABLE
INNOVATION PIPELINE**



“Supplier Collaboration and Innovation is key for us at Vodafone, but the complexity of these projects can make them a challenge to manage. Vizibl gives us a centrally managed platform that helps provide the structure and reporting tools needed for key proof of concept and supplier innovation projects to flourish.”

Ninian Wilson
CEO
Vodafone Procurement Co.



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SOLUTION

Powering innovation in partnership with Vizibl

The programme kicked off in 2019, and a cross-functional, collaborative team was formed. Vodafone Procurement Company were joined by wider Vodafone business leaders in IT, and an initial focus group of strategic suppliers was chosen. The world leaders in Supplier Collaboration and Innovation technology, Vizibl, were selected as the platform to underpin and enable the transformation at scale.

Securing the buy-in of selected suppliers was a critical first step to securing customer of choice status. To promote this buy-in, Vodafone Procurement Company hosted a supplier day alongside Vizibl where VPC's CEO, Ninian Wilson, launched the supplier innovation programme. At this event, the VPC leadership team detailed the Vodafone vision for its business transformation to internal and external stakeholders alike, articulating the commercial opportunity this presented for suppliers who joined the journey.

OneView lays the foundations for Customer of Choice

Vodafone knew that supplier innovation at scale would be impossible without trust, accountability, transparency, and good governance. After launching the supplier communication strategy at the supplier day – which also served to establish a mindset shift from negotiation to collaboration within the VPC team itself – the team had a subsequent clear goal: OneView.

Vodafone wanted to have 'a single pane of glass' – a centralised, transparent platform that detailed every aspect of any given supplier relationship to embed accountability and good governance into VPC's collaboration and innovation processes. This would enable the team to drive positive behaviours early, helping to maximise future innovation potential. With OneView, VPC can now leverage data from programmes across Vodafone, accessing a single source of truth repository of information on all supplier relationships.

This single pane of glass includes, but is not limited to: operational and contract performance, QBRs, spend and revenue profiles, supplier actions, and supplier perceptions.



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Supplier Collaboration builds the innovation pipeline

OneView also tracks the innovation performance of suppliers, but to ensure true supplier innovation excellence VPC have supplemented OneView's visibility with a variety of measures to ensure that innovation is successfully captured, triaged, managed, and measured to prove its contribution to business transformation.

VPC understands that anyone can innovate, but to be valuable it must be relevant, fully transparent, underpinned with robust governance, and aligned to the wider corporate strategy.

To support these ends, VPC have:

- Created an 'Innovation Pipeline Policy' which is written into official company policy regarding proofs of concept. Unless this policy is adhered to, the POC 'doesn't exist'.
- As part of this policy, all POCs must be managed on the Vizibl platform, ensuring all collaboration and innovation activities are centralised to provide a single source of truth and avert costly duplication of effort.
- This approvals process has been implemented and standardised across the entire global organisation.

- In partnership with Vizibl, VPC has developed project check in processes and functionality to ensure that no valuable innovation is lost or missed.
- Established the 'Vodafone Fast Track' which serves to reduce the difficulties experienced by small companies in completing a contract to run a Proof of Concept. By providing lighter contracts, Fast Track makes it less onerous and more attractive for small, hyper-innovative businesses such as startups to work with Vodafone.



"We replaced many tools and processes with Vizibl which has streamlined how we collaborate and engage with our key suppliers. It's also scalable, which is important as we have a global supply chain.

Because the platform consolidates all of our data in one place, it takes the team just seconds to learn what previously took hours or days. It gives us a level of visibility which we never had before."

Nadia Benabdallah
Group Network Director
Vodafone



Vizibl

OUTCOMES

The programme has yielded results well beyond those first envisaged in 2019; standardised governance, processes, and policy, enabled by technology, have completely transformed how Vodafone attracts and realises supplier-sourced innovation.

Innovation aligned to business strategy

Vodafone is now benefiting from 100% strategic alignment of POCs to the Tech 2025 business transformation strategy. If a POC is not tied to a business goal, it does not progress, meaning resources are automatically pooled into initiatives that will truly deliver results.

POC Manager reduces costly duplication & drives new service introduction

With their new-found full visibility of all POCs, Vodafone discovered that some were being duplicated across geographies. They were able to quickly reduce duplication by 40%, ensuring further time and spend efficiency in the innovation process.

One particular POC programme success story saw Vodafone's 5G implementation and deployment grow from just 4 proofs of concept with a small group of strategic suppliers.

Quantifying the value of supplier innovation

Overall, the programme allows the VPC team visibility of the resources allocated to individual supplier innovation activities and the ability to quantify these activities in real terms relative to the value generated to the wider Vodafone business – whether that's in terms of new revenue, time back to the business, or improved compliance with regulatory and governmental standards.



“Our supplier innovation programme is providing us with alignment, structure and control so that we are able to focus our attention on the supplier innovations that will best support our technology strategy and hence the wider business. It allows us to grow, learn and innovate in collaboration with our suppliers while at the same time protect our business from potential risks that come from having engagements with multiple entities.”

Alessandro Goia
Mobile Access Systems Manager
Vodafone



Vizibl

OUTCOMES

Elevating Vodafone Procurement Company

In addition to improvements measuring and proving the value of their efforts, the VPC team's supplier innovation programme has driven greater alignment between the needs of the business and the priorities of the procurement team, allowing the function to make a significant contribution to business strategy.

The new time and resource efficiencies discovered within procurement ensure VPC can increase this contribution over time by pursuing continuous improvement of the ways they collaborate and innovate with suppliers.



“Vizibl allows us to simplify our technology stack in a way that is sympathetic to the security and compliance needs of a global enterprise company like ours.”

Johan Wibergh
Group Chief Technology Officer
Vodafone

Vizibl is enabling complex enterprise organisations to achieve their most ambitious goals, through truly valuable supplier relationships.

To find out how your organisation can leverage Supplier Collaboration and Innovation to drive sustainable business growth, get in touch with the Vizibl team:

vizibl.co/contact-us

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