



**/NVEN/CA**

**Transforming business  
with innovation**



## **Vodafone India Strategic Operating Model**

### **Invenica worked with **Vodafone** on a multi-million dollar Group IT transformation program across 18 wholly owned subsidiaries**

The 2007 Vodafone acquisition of Hutchison Essa established Vodafone India, a business with 34 million customer base growing at 50% year on year. The business is complex, consisting of 23 independent operated companies, owned by 7 different legal entities; supported by an organisation of 1,300 finance professionals, and spread across multiple business processes.

Invenica were engaged as an advisory team by Vodafone India to develop the business and technology program that would deliver the business' future state strategic operating model.

#### **/What we did**

Post-acquisition the Vodafone India IT landscape was a mix of incomplete and incompatible Oracle systems supplemented by manual processes. Invoices were hand written from land owners on which cell towers were located; in 22 official languages and with over 200 other dialects.

Invenica worked with the project team to produce the complete change program proposal to the Vodafone EVO Steering Group, securing a €53m budget. The submission covered every aspect of the subsequent project: risk analysis, methodology, organisation, plan, costs, business case and high level designs.

#### **/What we delivered**

Wining the hearts and minds of major stakeholders was critical. The Invenica team undertook multiple visits to India, creating working groups with the Heads of Finance and IT in each of the 23 subsidiaries:

- ///** Walk through of major business processes and principles and sign off of the target state operating model
- ///** Planning and management of cross functional teams from Group, subsidiaries and vendors; phase 1 implementation and data migration commenced in April 2008 with 7 subsidiaries following finalisation of requirements
- ///** Business and IT transformation for 16,000 employees in India with an ROI of 9 months after first go-live

The team also set-up and implemented a 'Shared Services Centre', a model so successful – considered to be a "best-in-class" solution, that it was subsequently used by Vodafone Global when creating their global shared services centre in Hungary.

## /About Invenica

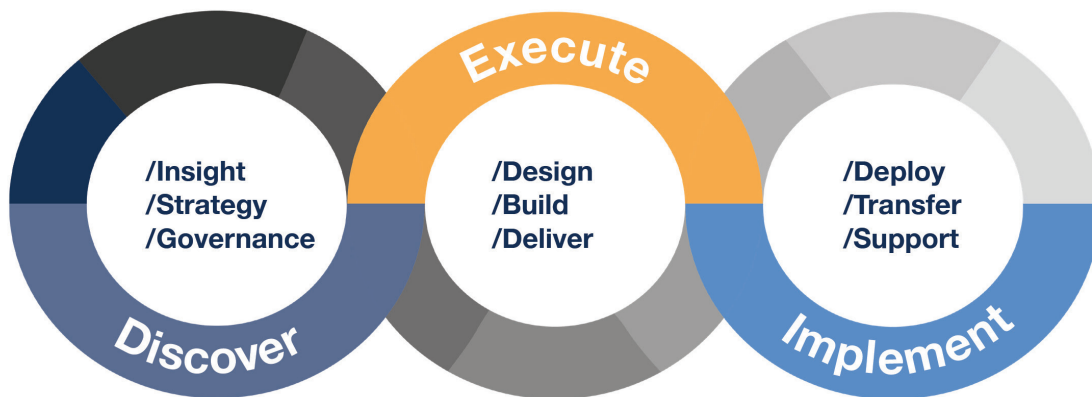
**Invenica is an independent technology development and consultancy company. We use technology innovation to solve difficult problems for our clients.**

We have deep technical and industry knowledge, and a breadth of experience delivering complex enterprise projects. We work for global blue-chip companies, delivering mission critical solutions in the most demanding of environments. We help our clients develop a clear IT strategy – working with them on POCs and Prototypes that deliver a tested and “fast tracked” approach.

## /Discover the Possible

We launched our “**Discover the Possible**” program in January, and over the coming year, we will be exploring the challenges and opportunities of emerging technology. We will be separating the fact from the fiction, translating the buzz words and jargon into simple plain language, and analysing real business use cases. Our team will be collaborating with our clients, partners and subject matter experts across the markets creating whitepapers, webinars and industry articles to spark discussion and debate.

## /Delivery Framework



We build solutions that perform in the most demanding of client environments and have a rigorous testing and quality assurance process. Our clients trust us to deliver a “right first time” deployment and migration path for the solutions being developed.

We have just published our Blockchain whitepaper and Retail industry article, as part of our Discover The Possible program. To download the content, visit [www.invenica.com/discover](http://www.invenica.com/discover)

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