# ITIL®

## vodafone

**CASE STUDY**

## Vodafone

› **ESTABLISHING A GLOBAL SERVICE MANAGEMENT (GSM) FUNCTION**

## PeopleCert

# INTRODUCTION

Vodafone is a leading global telecommunications company providing a wide range of services in the sector. Operating in 15 countries, and partnering with mobile networks in 45 more, Vodafone offers mobile, fixed-line, broadband and television services, alongside a range of digital solutions for consumer and business markets.

As a key player in the telecommunications industry, Vodafone focuses on connecting people, businesses and devices through advanced networks, including 4G, 5G, satellite, fibre-optic and cable technologies.

Across Vodafone's multiple country operations, IT service management needed to reflect the company's increased focus on improving the customer experience. In some cases the ITIL framework was being used inconsistently and alignment was required to deliver greater value.

# CHALLENGES AND OBJECTIVES

In each of its markets, Vodafone is standardizing its technological architectures following the introduction of greater automation and digital modernization. In addition, Vodafone is leveraging its geographical scale to offer customers – whether consumer or business – compatible products across multiple markets, as well as taking advantage of its established cross-border platforms such as Internet of Things (IoT).

Consequently, Vodafone is modernizing and simplifying its IT stacks used to serve customers.

Therefore, **key objectives for the company were:**

| Improve operational stability | Ensure greater availability of key services | Deliver a better customer experience |
|---|---|---|

In addition, Vodafone needed to **unify its service management across different business units** rather than treat it in isolation. Standardized practices, processes, service level agreements (SLAs) and prioritization, makes it easier and more cost effective to fix issues and problems at scale.

The company therefore established a service management approach that would work across different modern and legacy technologies, ranging from data centres to fully cloud-enabled IT services.

> " For companies like Vodafone – spread across geographies – ITIL is important to create a more professional environment and help to develop people. "
>
> **Andreia Martins –** Head of Global Digital & IT Service Management, Vodafone

**THE COMPANY IDENTIFIED AND FOCUSSED ON A NUMBER OF AREAS, INCLUDING THE FOLLOWING SERVICE MANAGEMENT OBJECTIVES:**

Create a global service management initiative and capture the requirements of each business area.

Create clear standards and definitions, simplify processes and deliver efficient services to the business.

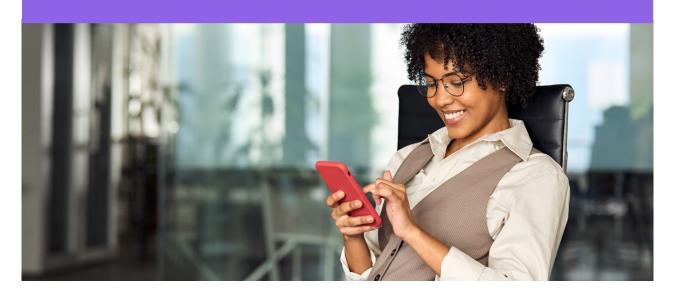Deliver a consistent ITIL-based service management approach throughout the organization.

Implement a centralized service management platform and migrate service management data and activities for Vodafone country businesses.

Unify the different country business unit requirements, datasets, conventions and ways of working.

Map service management issues to the various business lines (e.g., retail, digital) to share experiences, reduce incidents and provide a better customer experience.

Expand service managers' mindset to think "end-to-end".

Enable teams to do more value-added work; embrace best practices and new technology and become a global service management function.

" ITIL gives you the foundation to build upon; like building blocks to form offerings to the business. "

**Jason Hamer –** Senior Manager, Service Management Architecture & Governance, Vodafone

# SOLUTIONS

> ## Establishing a global service management function

Vodafone chose to move to a more centralized service management approach with a global team effectively viewing service management through a wider lens.

This meant removing any reoccurring, isolated service management practices from IT operations, as well as allowing them to focus more on engineering, such as delivering automation, technology modernization and technical operations.

The central team also established four categories for services – Platinum, Gold, Silver and Bronze – based on their relative impact and importance to the business.  This then allowed them to reduce the number of existing SLAs from 880 to just 12. Overall, this created one classification of services and the ability to drive improvements, alongside a compliance framework for application, infrastructure, service management and security requirements.

To help visualize operational stability data in real time – and provide senior leadership with instant information about the status of IT operations, service management, service improvements and the associated benefits – the global service management team began using Microsoft Power BI to deliver dashboards for a snapshot of current and/or historic performance.

> ## Deploying the ITIL framework

Using the ITIL service management framework, Vodafone has successfully **facilitated simplification, prioritization, and the standardization of processes and practices.**

ITIL has become the basis for collaboration across Vodafone's country businesses and the creation of a service management approach that works for European markets, Global Technology Functions and its customers. This has resulted in co-creating value and establishing shared goals with the business units, IT and other stakeholders – and with an eye on continual improvement.

The concept of value streams in ITIL has ensured integration between service management practices such as incident management, problem management and change enablement.

In terms of training and knowledge, the majority of Vodafone global service management team members have earned their ITIL 4 Foundation certificate and many also possess or are actively pursuing higher level designations, including Practice Manager, Managing Professional, Strategic Leader and ITIL 4 Master.

" The ITIL 4 value stream concept of correcting an issue, launching a product or managing configuration items shows how these things interconnect and helps us explain why it's about everything working together, not in isolation. "

**Andreia Martins –** Head of Global Digital & IT Service Management, Vodafone

# RESULTS

Vodafone's country operations benefit from an end-to-end service management approach with integration and feedback between the practices. For example, Vodafone can quickly resolve issues around digitalization and ensure enhanced lifecycle management common to each location.

## SERVICE IMPROVEMENTS (2023-24)

### 364
**improvement hours**

**delivered to the business on services that impact customers.**
The volume of improvement hours – a **60% YOY increase** – now supports global operations, which means increased trading and fewer issues for customers.

### 46%
**reduction in P1 major incident volumes**

**(versus 22% in previous year)**

### 43%
**increase in change volumes**

**due to simplification and digitalization –** delivering additional speed and agility to the business

## GLOBAL SERVICE MANAGEMENT FUNCTION

Having a global service management function and community of practice – and developing the Platinum, Gold, Silver and Bronze approach to service classification – has created **clear standards and understanding** about the priority of an issue and the impact to the business.

It created **clarity across the business and the IT organization,** reducing escalations as issues relating to each service were treated according to the level of service importance. In turn, the compliance framework enabled the service management team to **fix gaps and make services more stable.**

The global service management function has also elevated discussion across Vodafone's markets at a business impact level. This means that all senior leadership are aware of the investment needed in particular services to maintain the highest level of service availability.

The function has created standards, frameworks and practices and simplified the approaches with consistent measurement along with the ability to drive continual improvement and fix issues collaboratively. And with fewer incidents that cause disruption, this frees up time across all Technology Teams to develop additional resilience or focus on innovation.

Vodafone's global service management function won the Professional Service Management Award (PSMA) for innovation in 2023.

## THE IMPACT OF ITIL

Having a common framework like ITIL – which is known by people in the industry and accredited through an exam structure – gives Vodafone a commonality of language, goals and the concept of delivering value and services to the business. ITIL knowledge has enabled consistency in the service management support provided across Vodafone's markets, with subject matter experts offering both theoretical and practice experience in how ITIL service management practices link together.

In addition, Jason Hamer – senior manager, service management architecture and governance at Vodafone, has now been accepted at level 5 of Vodafone's Technical Career Path – previously focused solely on software and network engineers. This has helped senior leaders in the organisation understand the value of ITIL and helped open doors for expanded career opportunities for service management experts through Vodafone's Technical Career Path, as well as formally recognising service management as a required discipline to manage Technology Services.

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