



Customer Value Management for Vodafone Netherlands

Company

Vodafone Netherlands

Industry

Telecommunications

Geography

Netherlands

Phases

1. Vision & Business Case.
2. Organizational Change.
3. Change Management & Implementation.
4. Interim Management.

Duration

15 months

Key Metrics

€90m incremental revenues in first year.

Over 3m customers.

Insights and reporting for the whole organization.

Technologies

Analytics: SPSS, KXEN, R.

Marketing Out: Unica.

Marketing In: Chordiant.

Reporting: Business Objects.

Data: Teradata.

Team

James Wilkinson

Allan Engelhardt

Amanda Harper

Tina Staal Williams

CYBAEA, at the time trading as The PCA Group, the leading Marketing and Customer Relationship Management consultancy for the mobile telecoms industry, designed and implemented full Customer Value Management (CVM) capabilities for Vodafone Netherlands. This organization has responsibility for customer retention and usage stimulation within the company and has been recognised as central to the operator's market success in recent years.

Vodafone Netherlands, the Dutch mobile phone operator, was suffering from a fragmented approach to understanding and managing its customer base. As the Dutch market moved from an acquisition to retention focus they identified that significant incremental revenue opportunities could be realised by adopting a customer management approach centred around fact based decisioning and focused direct customer contact. Vodafone rapidly recognised that for the delivery of the required marketing, analytic and reporting capabilities it would need external expertise.

CYBAEA was retained to fulfil five main roles;

1. **Organization design** to set-up, staff, and run the Customer Value Management organization on an interim basis until the permanent CVM Director was hired.
2. **Change management** of the entire implementation of the capabilities and the smooth transitioning of the business.
3. **Design CVM capabilities** to industry best practice, including Reporting, Analytics, Outbound Marketing, and Inbound Marketing.
4. **Interim management** to run the Insights and Reporting part of the organization while recruiting staff and establishing the processes and commercial deliverables.
5. **Deliver key complex elements** of the capabilities which would rapidly make a material difference to Vodafone's performance, including new KPIs across the company and advanced analytical models for rapid commercial success.

The proven methodology for marketing capabilities from CYBAEA clearly defines the work required across strategic, organizational, process, technical and data domains to develop a cohesive project plan and produce a predictable high quality result. The methodology, also known as the "Box Model", was used as the cornerstone of the programme's design and delivery – facilitating the co-ordination of the multiple parties required; vendors, solutions integrators, outsourcers, and local and international Vodafone resources.

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The overall programme, with a multimillion euro budget and a timescale of 15 months was delivered to time and budget.

A foundation task in the proprietary delivery methodology from CYBAEA is the development of a business case for each capability element to ensure true value for money. These business cases are tracked against actuals during both implementation and operating phases through Customer Value Management Profit and Loss reporting. Vodafone Netherlands is meeting or exceeding performance targets across its CVM function and has been recognised as best practice by Vodafone Group, being used as a model for other operators and a pilot for new techniques.

“Base Management is now making a significant contribution to the business performance of Vodafone Netherlands”, says Martin Dixon-Tyrer, Director of Consumer Base Management at Vodafone Netherlands. *“Thanks to the team’s vision, design and implementation skills we have deployed a very significant revenue generating programme with the minimum of pain.”*

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The organization generated €90 million incremental revenues in the first year alone while supporting over 3 million customers, and it provides insights and for fact-based decisioning across the entire company.

About us

At CYBAEA, we are passionate about value creation and delivering commercial results. We help organizations identify and act upon opportunities in the areas of Customer Value Management (CVM), Customer Experience and Advocacy, and Innovation and Growth. We are commercially-driven scientists, data scientists, customer experience experts, strategic thinkers, and practical hands-on doers. We can help you discover your opportunities, paint your vision, align your organization, and deliver the bottom-line results.

CYBAEA is based in London with an international network of associates and partners.

Visit us at www.cybaea.net or email info@cybaea.net and discover how data can work for you.

Editors' note: From 2002 to 2012 CYBAEA traded through The PCA Group to deliver Customer Value Management programmes primarily for the telco industry.