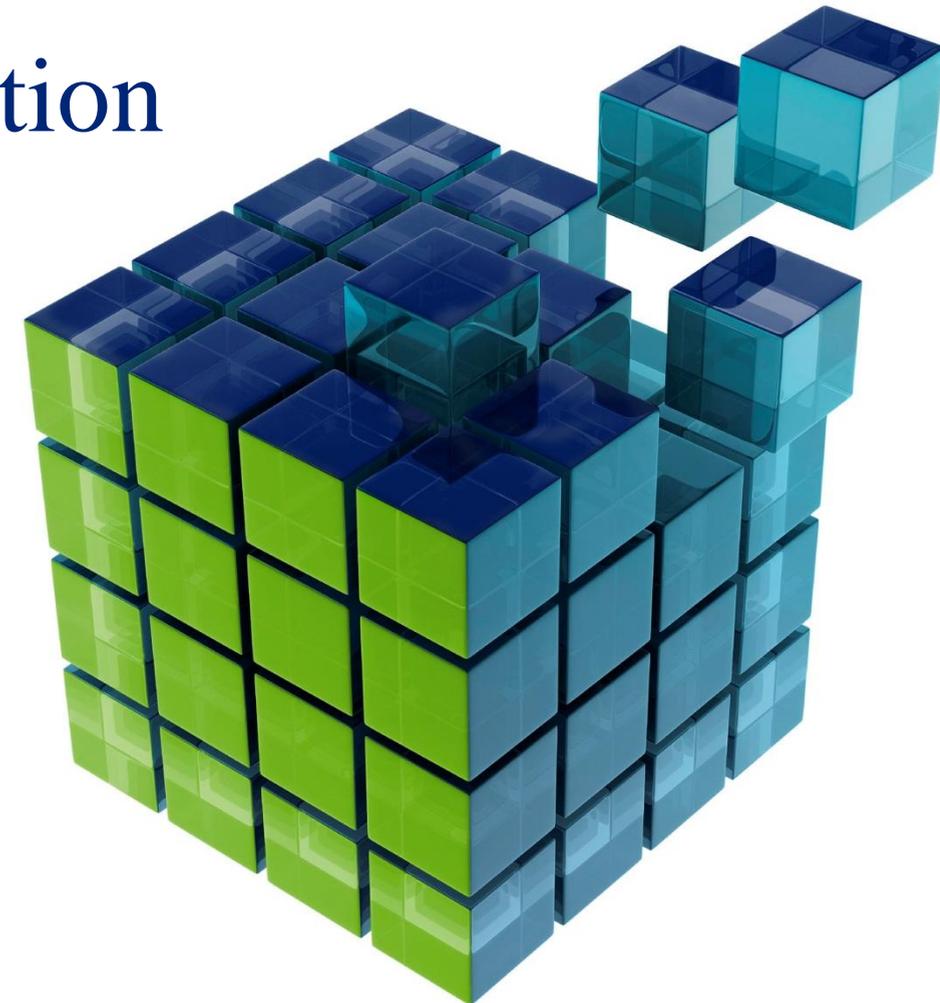


Lessons learned from global ERP implementation
Including how to launch an effective
mobility strategy

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Deloitte Annual Shared Services and BPO Conference



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What I will cover today:

Vodafone Background

The Vodafone Journey

- The EVO Programme

- Our SAP Landscape

- Shared Services

- Real Business Benefits

Global Process Ownership

Innovation

- HANA

- Mobility Demo

Lessons Learnt

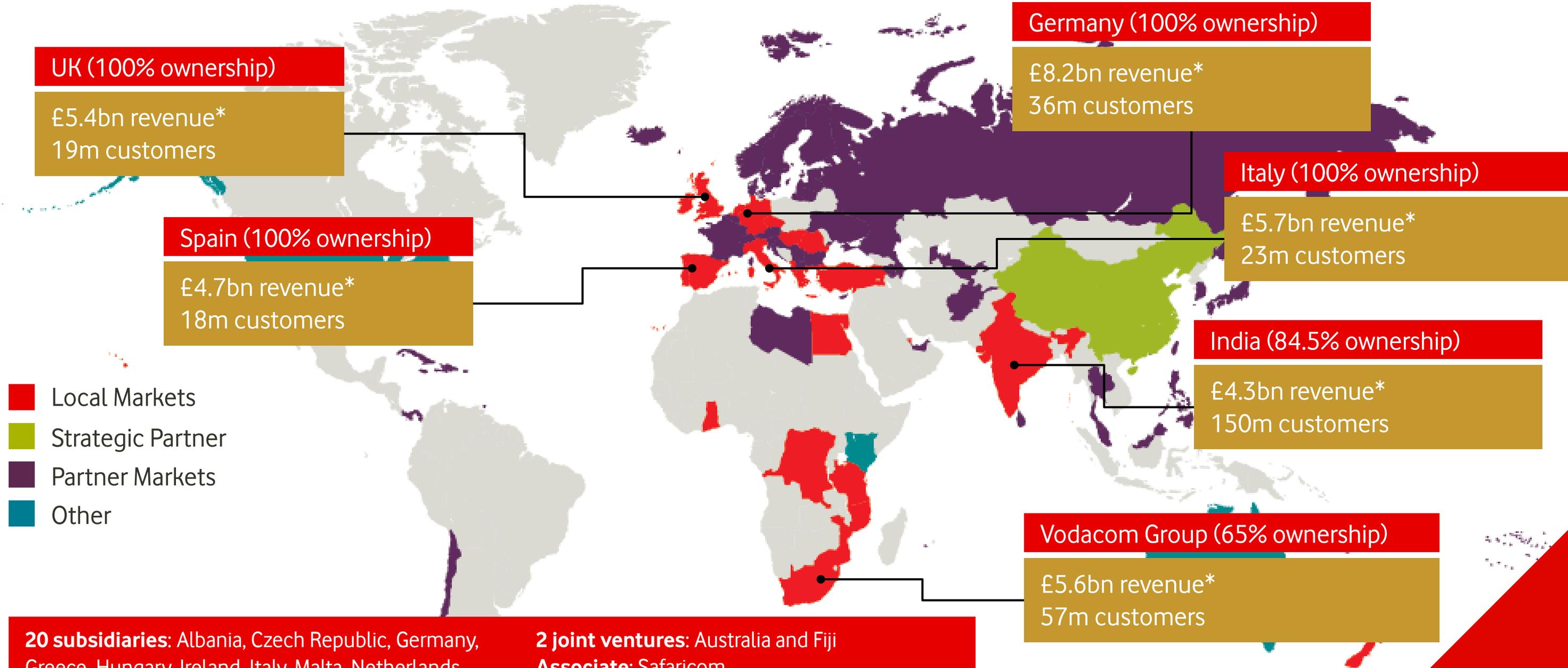


Vodafone today – a few facts and figures

- Vodafone has over **407 million customers** in its controlled and jointly controlled markets
- Vodafone's networks are available to **over 1 billion people**
- India – largest market by customer numbers - more than **150 million** as at end of March 2012
- **6 million fixed** broadband customers
- Evolution from pure mobile play to **total communications** provider
- Vodafone is a **Fortune 30 Company** and **Number 3 by market capital on the FTSE 100**



Vodafone Equity and Brand footprint September 2013



- Local Markets
- Strategic Partner
- Partner Markets
- Other

20 subsidiaries: Albania, Czech Republic, Germany, Greece, Hungary, Ireland, Italy, Malta, Netherlands, Portugal, Romania, Spain, Turkey, UK, Egypt, Ghana, India, New Zealand, Qatar, and Vodacom Group

2 joint ventures: Australia and Fiji
Associate: Safaricom
Over 40 partner markets extending our reach beyond equity investments

*Revenue as of 2012 Financial Statements





The EVO Journey

Where we came from...

An International Business with a consultative approach

Multiple ERP solutions

Inconsistent processes

Lack of adherence to global policies for the processes

Local Market with different objectives

An inability to report on a global scale

People with varying levels of skills and knowledge



The EVO programme

Core Business
Model (CBM)



A Single Enterprise
Resource Planning
(ERP) system –
EVO SAP



Shared Service
Centres –
Hungary and India



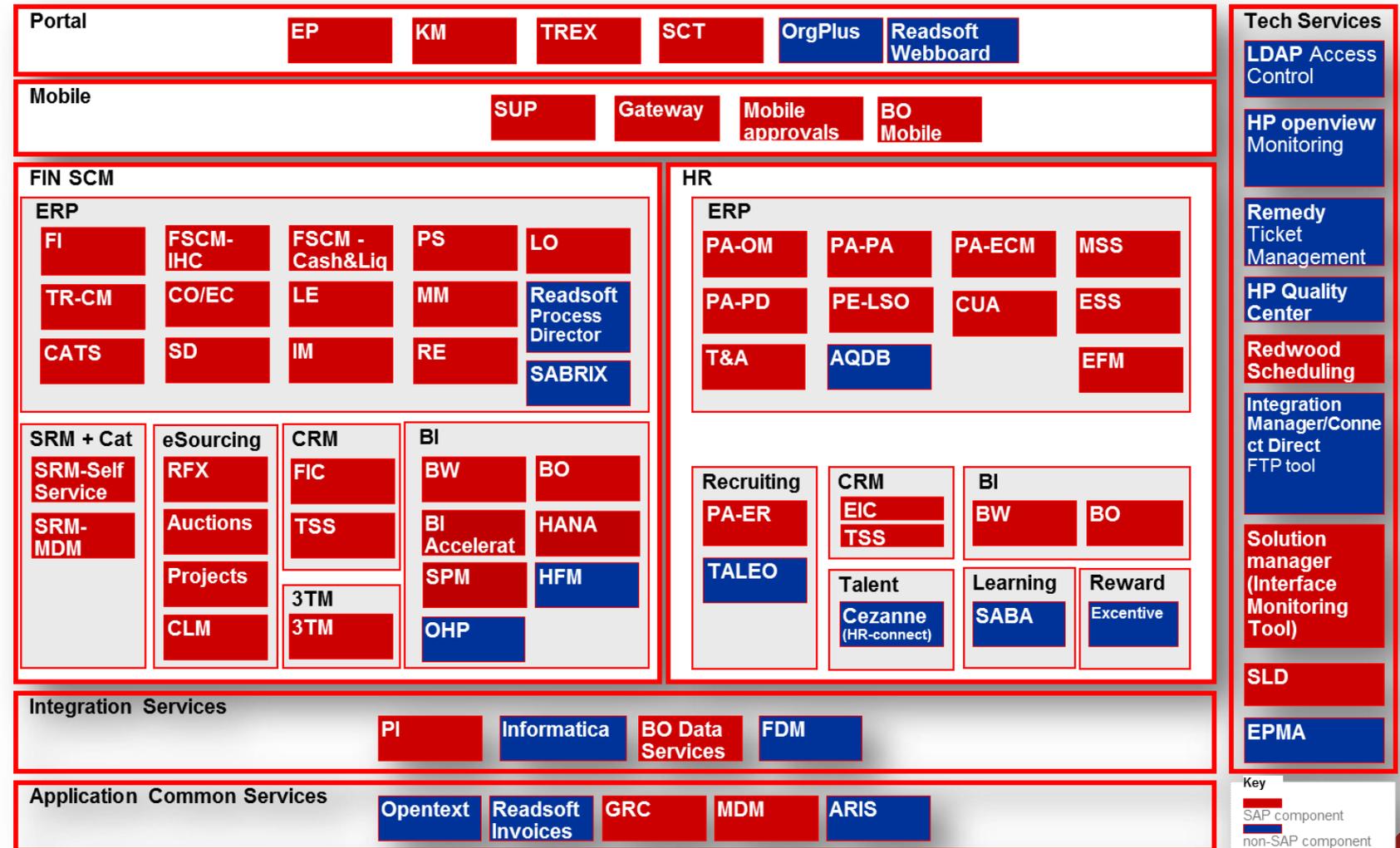
Vodafone
Procurement
Company (VPC)



EVO SAP landscape

Globally we have moved to a landscape to incorporate a majority of the HR, Supply Chain and Finance requirements for Vodafone, resulting in:

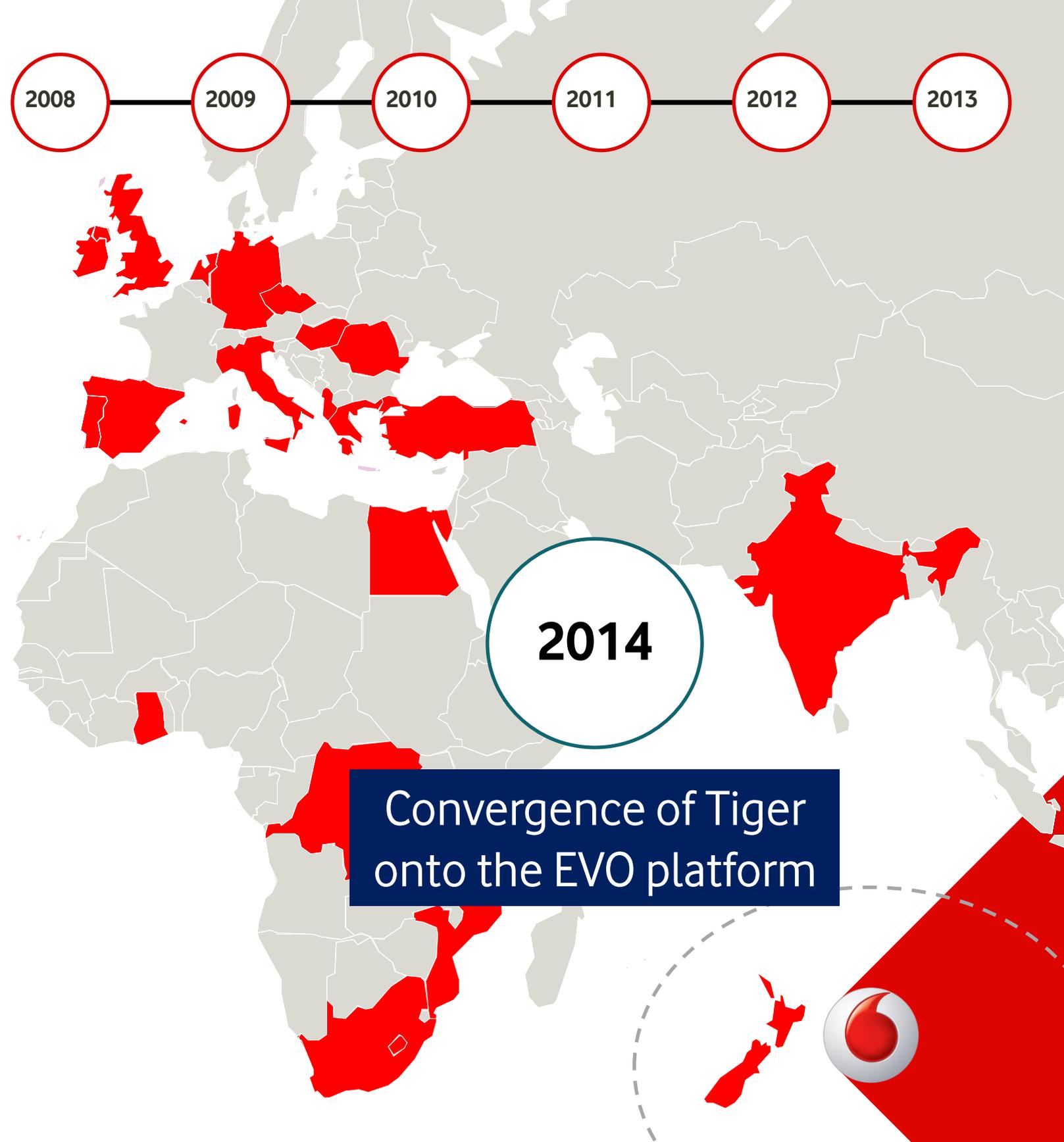
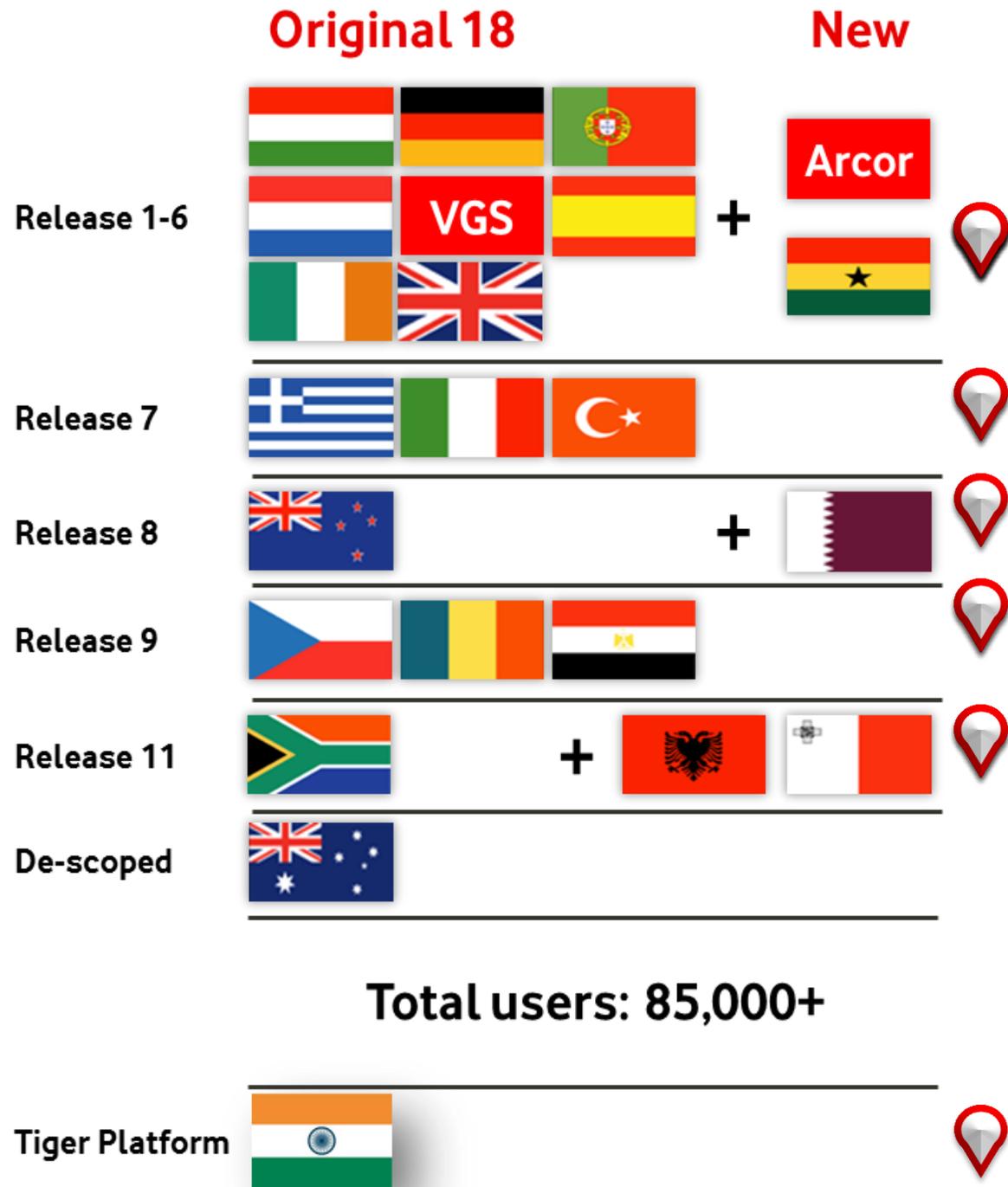
- 25 Systems (ERP, BI, Portal, PI, SRM, SUP, MDM, CRM...)
- 150+ Applications (across the non production landscape)
- ~ 550 Interfaces



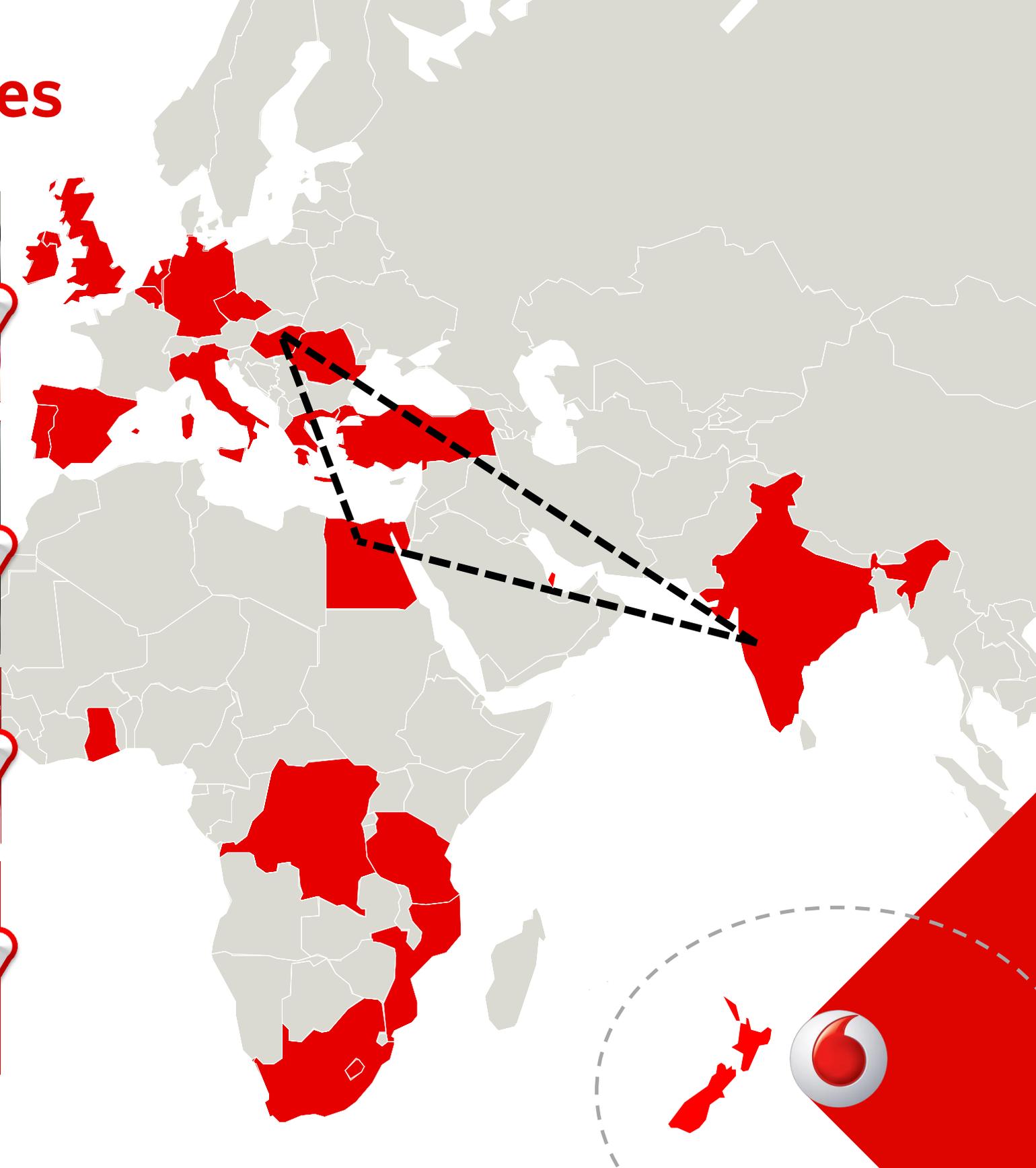
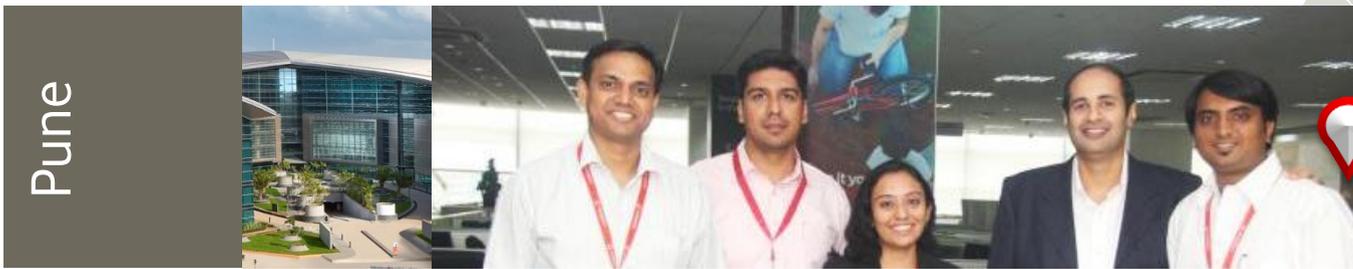
140+ Legacy Systems that need to be reviewed and where possible decommissioned



EVO implementation



Vodafone Shared Service Centres



The EVO Benefits

Savings to date of:

- €2,125m



Future Savings of:

- €557m per financial year



We will increase the Shared Service Centre Penetration:

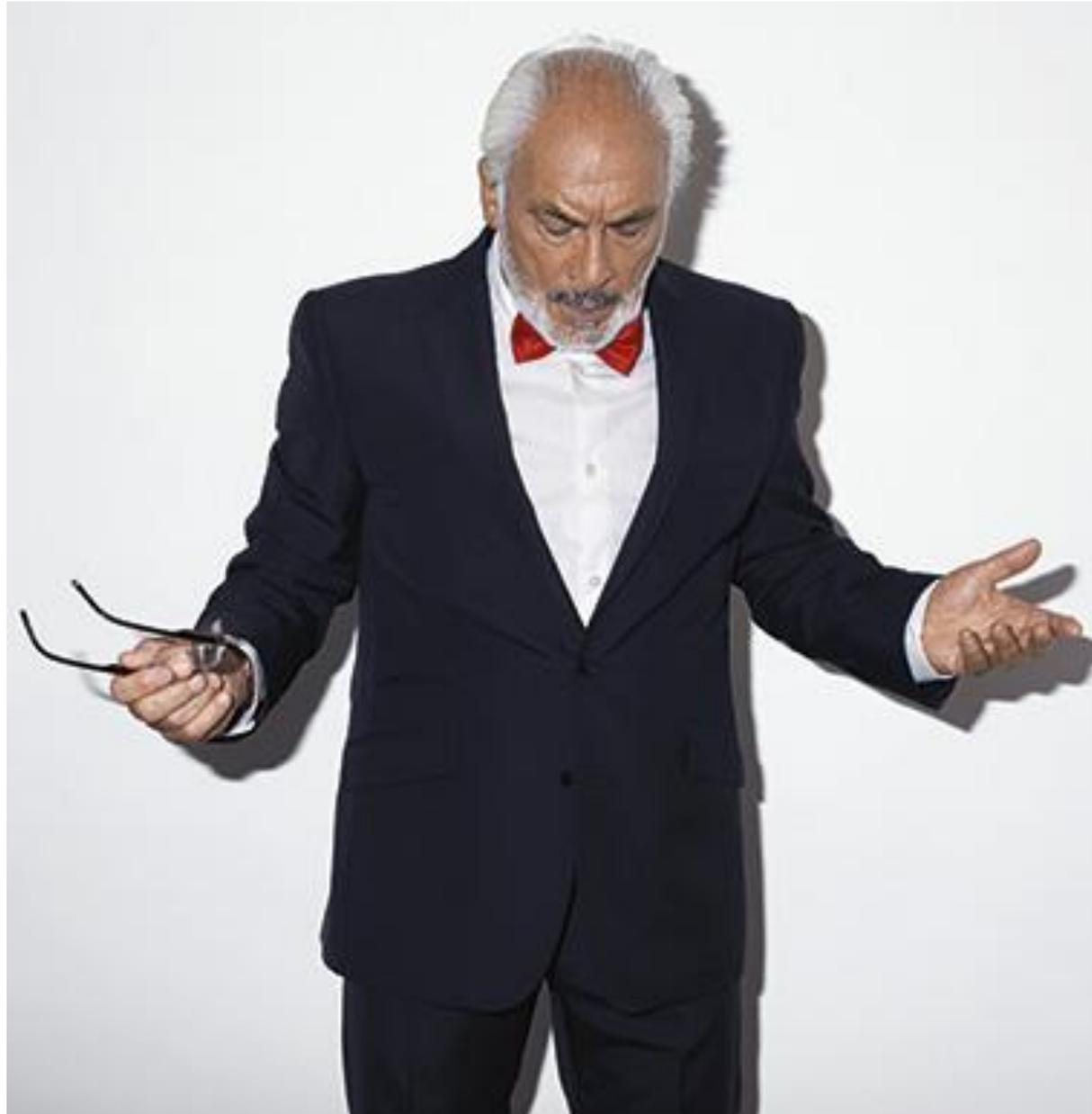
- > 60% in Finance



Moving from
market focused to
global process
focused



Key accountabilities of the Global Process Owners



Vision &
Strategy

Performance
Management

Process
Standardisation

Process Level
Master Data

Compliance

Continuous
Improvement

Right Location



How we are moving towards 'world class'

There are many benefits derived from what we at Vodafone are doing, here are the top six:



Moving from labour
arbitrage to skills
arbitrage

Building resilience into
the Shared Service
Centre

Platform for deeper
penetration

Reduction of costs

Finance function
showing leadership

Move from
Geographical support
model to **Process**
support model



Our
continued
innovative
approach



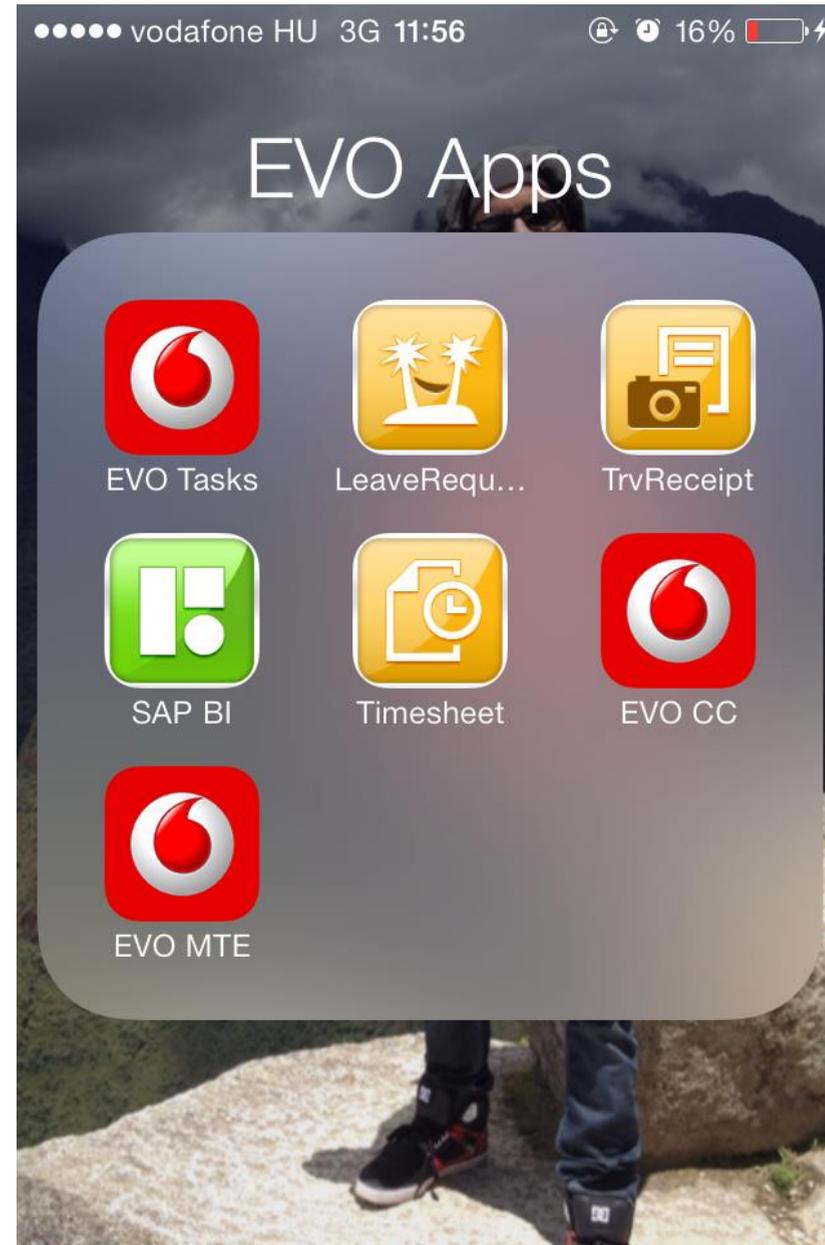
Delivering Innovations to the Business

Usability:

- Getting the casual user away from the PC

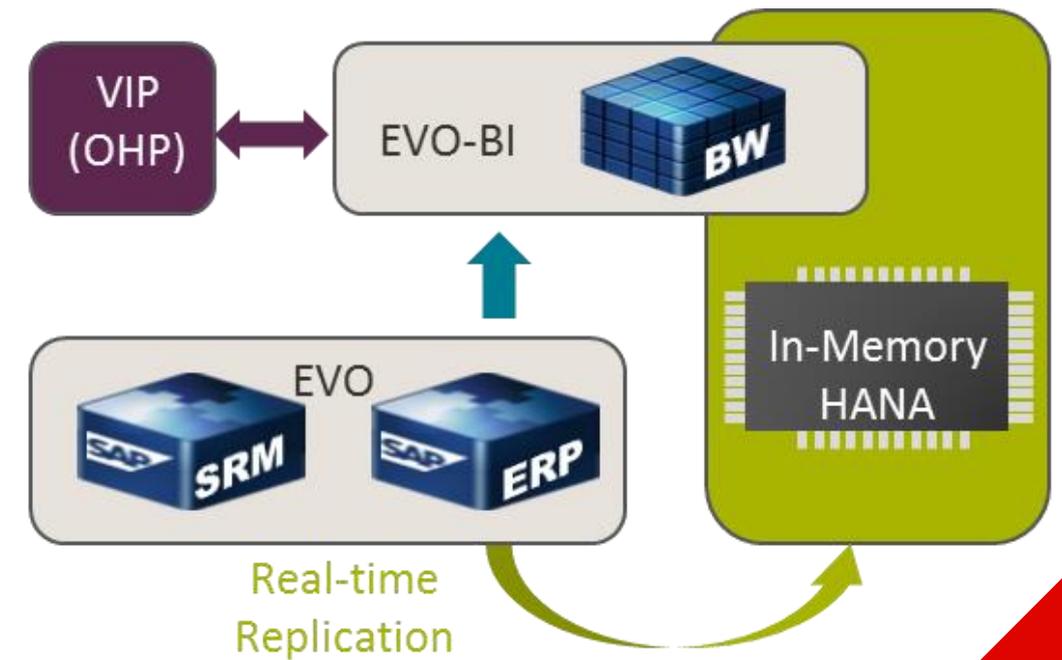
Mobility:

- Drink our own champagne
- Leaders in the technology



Squeeze the asset:

- Reporting
- Speed



Demonstrating
mobile
innovations



Lessons learned



What have we learned?

Have a **strong internal team**

- Respected from within the business
- Experience of managing large scale projects



What have we learned?

Maintain a **good user experience** (make it look good)

Usability and simplicity is key...



What have we learned?

Run it **like a business**
(finance, HR and legal
team)



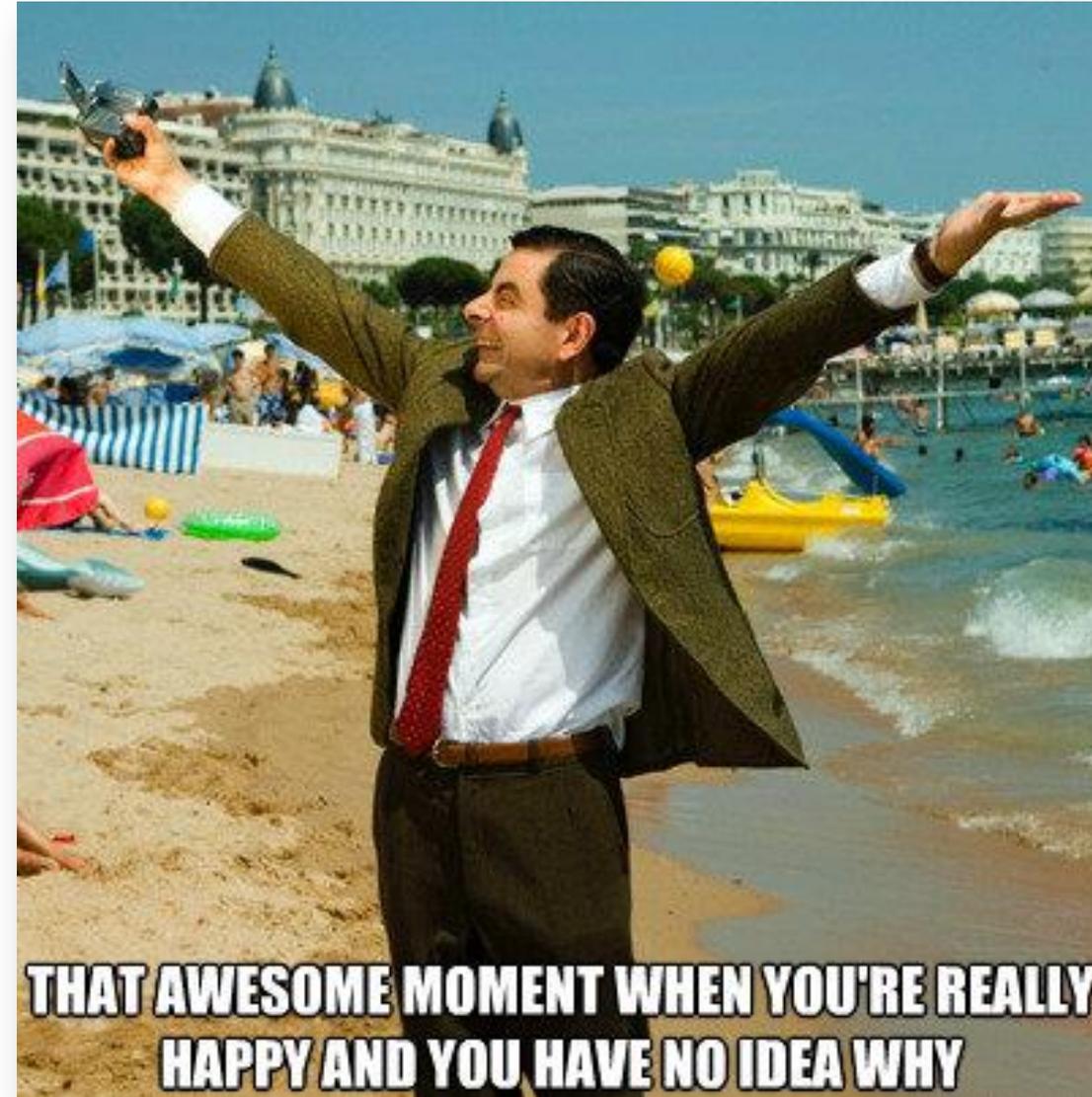
What have we learned?

Have a **structured** approach
to **learn** from **mistakes**



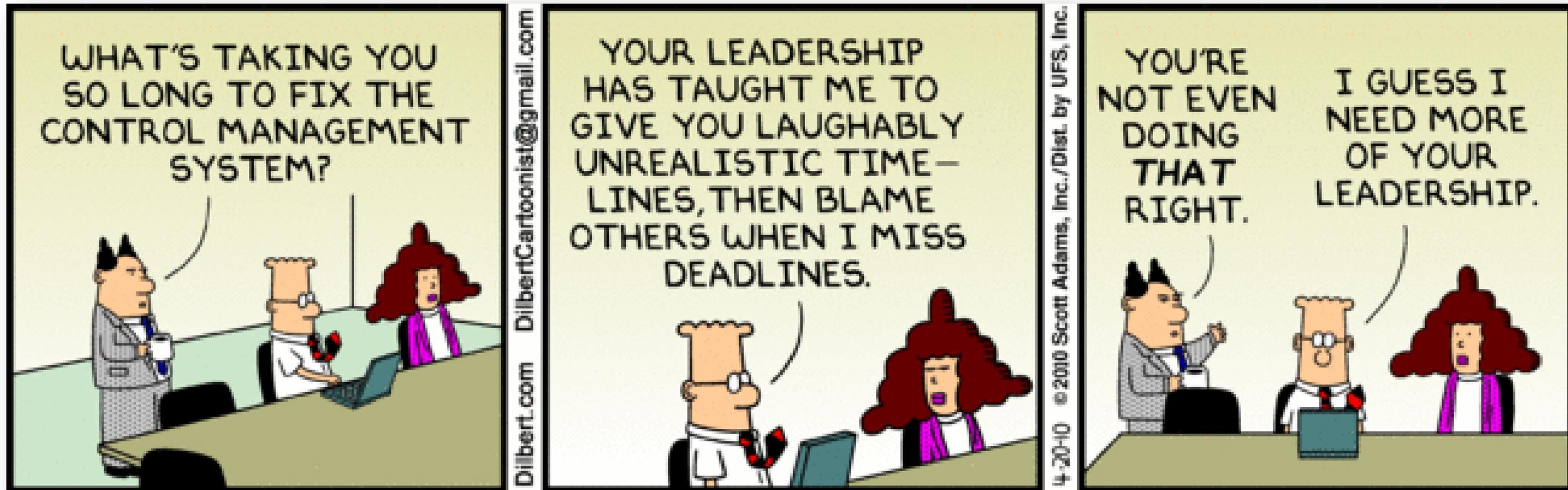
What have we learned?

Celebrate victories along the way



What have we learned?

Strong support from the **top**



What have we learned?

Communicate the
benefits clearly



What have we learned?

Understand that your **suppliers** are not a **charity**



What have we learned?

Be **brutally aware** of the facts



For any questions...

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