

**Company**

Vodafone Netherlands

**Sector**

Telecommunications

**Geography**

Netherlands

**Phases**

- Organisational Change
- Vision & Business Case
- Implementation
- Interim Management

**Duration**

15 Months

**Key Metrics**

The new organisation

- Generates incremental revenue of €90m
- Supports over three million customers
- Provides insights and reporting to the whole organisation

**Technologies**

- Analytics: SPSS, KXEN, R
- Marketing Out: Unica
- Marketing In: Chordiant
- Reporting: Business Objects
- Data: Teradata

**PCA Team**

- James Wilkinson
- Allan Engelhardt
- Amanda Harper
- Tina Staal Williams

## PCA Group Implements Base Management Capability for Vodafone Netherlands

PCA Group, the leading marketing and CRM consultancy for the mobile telecoms industry, designed and implemented full Base Management capabilities for Vodafone Netherlands. This organisation 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.

The PCA Group were retained to fulfil five main roles;

- Set-up, staff and run the Base Management organisation on an interim basis until the permanent Base Management Director was hired
- Programme Manage the implementation of the capabilities and the smooth transitioning of the business
- Design "best practice" Base Management capabilities (Reporting, Analytics, Outbound Marketing, Inbound Marketing)
- Run the Insights and Reporting part of the organisation on an interim basis recruiting staff and establishing the processes and commercial deliverables.
- Deliver key complex elements of the capabilities which would rapidly make a material difference to Vodafone's performance

PCA Group's proven methodology for marketing capabilities clearly defines the work required across strategic, organisational, 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, local and international Vodafone resources.

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

A foundation task in PCA’s methodology 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 Base Management Profit and Loss reporting. Vodafone Netherlands is meeting or exceeding performance targets across its Base Management 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 PCA Group’s vision, design and implementation skills we have deployed a very significant revenue generating programme with the minimum of pain”*

### Timing

The Base Management organisation and supporting capabilities were implemented over 15 months.

### Key Metrics

The organisation

- Supports over three million customers
- Provides insights and reporting to the whole organisation
- Generates incremental revenue of €90m

### Business Benefits

The benefits from the new organization include:

**Fact Based Decisioning:** throughout the organisation based on advanced analysis and reporting.

**Increased Revenues:** through improved retention performance and enhanced usage stimulation campaigns.

**Reduced Costs:** by better allocation of the retention budgets

Visit The PCA Group on the web at [www.pcagroup.co.uk](http://www.pcagroup.co.uk) or call them on +44 8701 614 195.