



Vincent Dempsey & Tiff Overton
Waterfall guy & White water guide

vodafone

ThoughtWorks®

**Navigating
Currents -
A Waterfall Guy
Heads
Upstream,
*White water
guide required***

**Digital
Transformation**

12junetiff/vinniepm



Employee engagement scores have increased by over 20% in the past 6 months

Our customers are happier

We can release 5x a week vs.
5 times a year

Deployments take 5 minutes vs.
6 hours

Digital hasn't failed a
deployment in 12 months

The RED BUTTON, how to get
tech guys excited











Who are we?



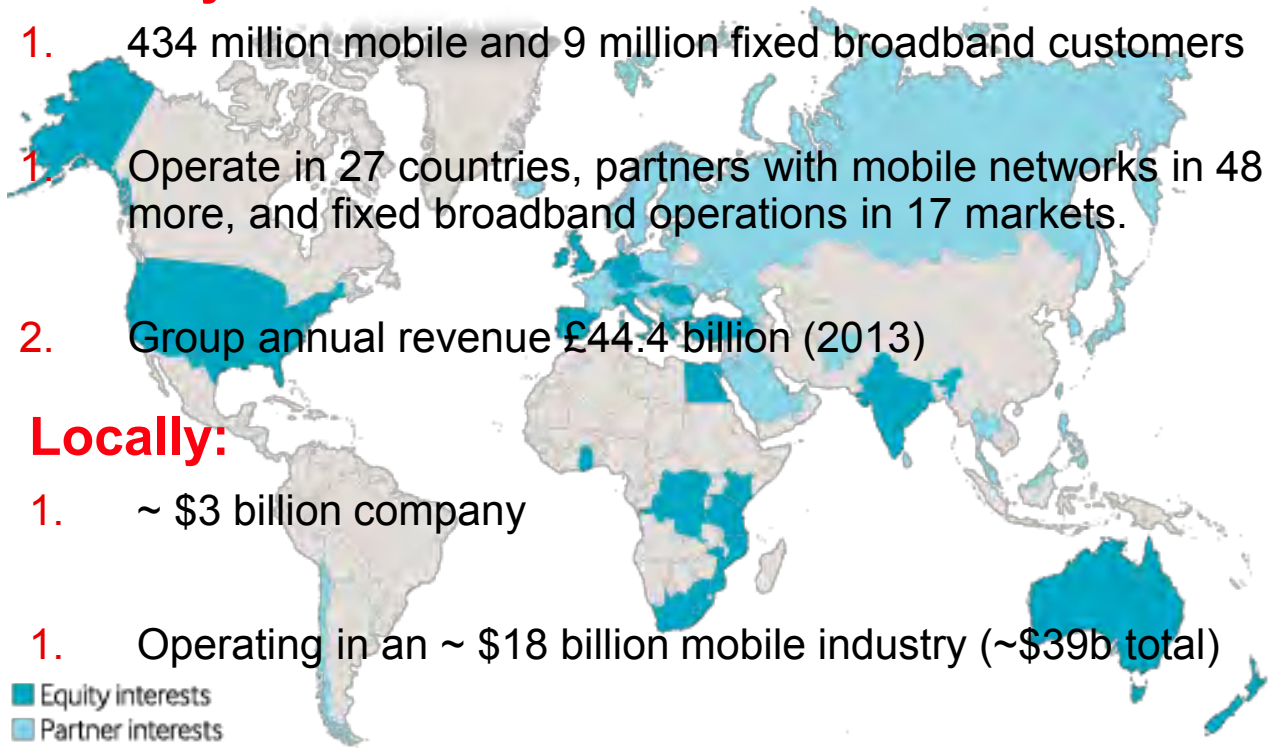
Globally:

1. 434 million mobile and 9 million fixed broadband customers
1. Operate in 27 countries, partners with mobile networks in 48 more, and fixed broadband operations in 17 markets.
2. Group annual revenue £44.4 billion (2013)

Locally:

1. ~ \$3 billion company
1. Operating in an ~ \$18 billion mobile industry (~\$39b total)

■ Equity interests
■ Partner interests



Why change was required?



Industry snapshot:

1. Saturated market
2. Highly competitive
3. Forefront of Digital Revolution
4. Less than ideal customer satisfaction across the industry

Vodafone:

1. Weathered some brand challenges
2. Needed to refocus on the basics
3. Needed to rebuild trust with our customers
4. Customers are demanding to interact with us Digitally

How we work
is as
important as
what we
deliver



Needed to define what transformation means, what do we believe:

1. Digital will be a primary differentiator
2. Digital is no longer niche
3. We need to change the way we work to deliver this transformation

Goal

We needed a methodology that put collaboration and customer experience first.





Goal

Additionally, we needed new tools to manage this different way of working:

- Allow isolated Agile teams share status and reach out for help
- Highlight interdependencies in real time
- Clearly illustrate to the business the current condition of features in flight
- Permit delivery teams and business to proactively respond to risks and issues that could impact WIP and the roadmap of work quarterly and annually





HELP!

I need somebody.

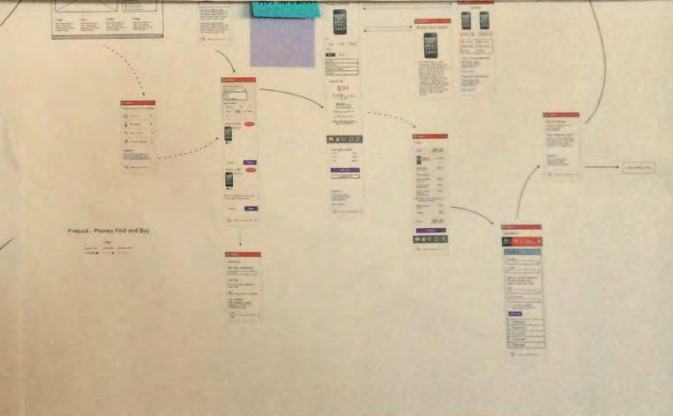
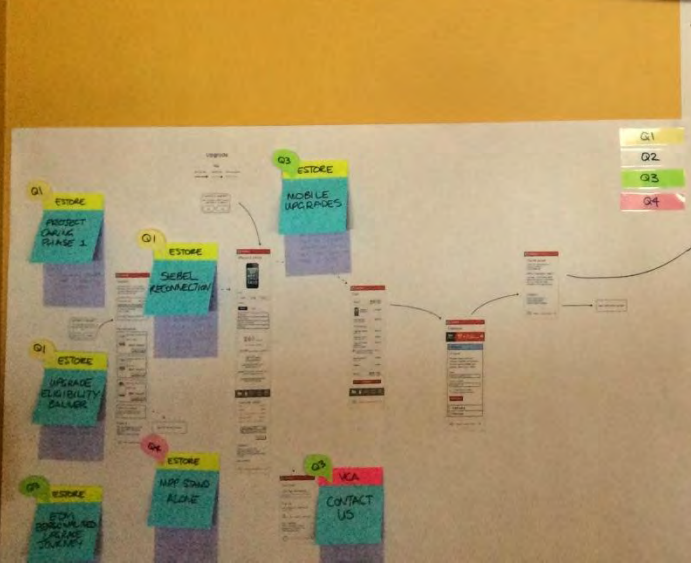
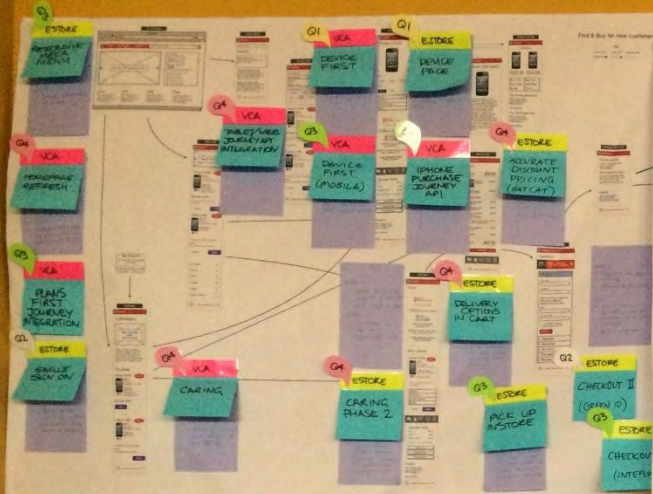
HELP!

Not just anybody.

ThoughtWorks®

- Portfolio Alignment
- Agile Coaching
- Mapping digital customer journeys





END TO END JOURNEY MAPS

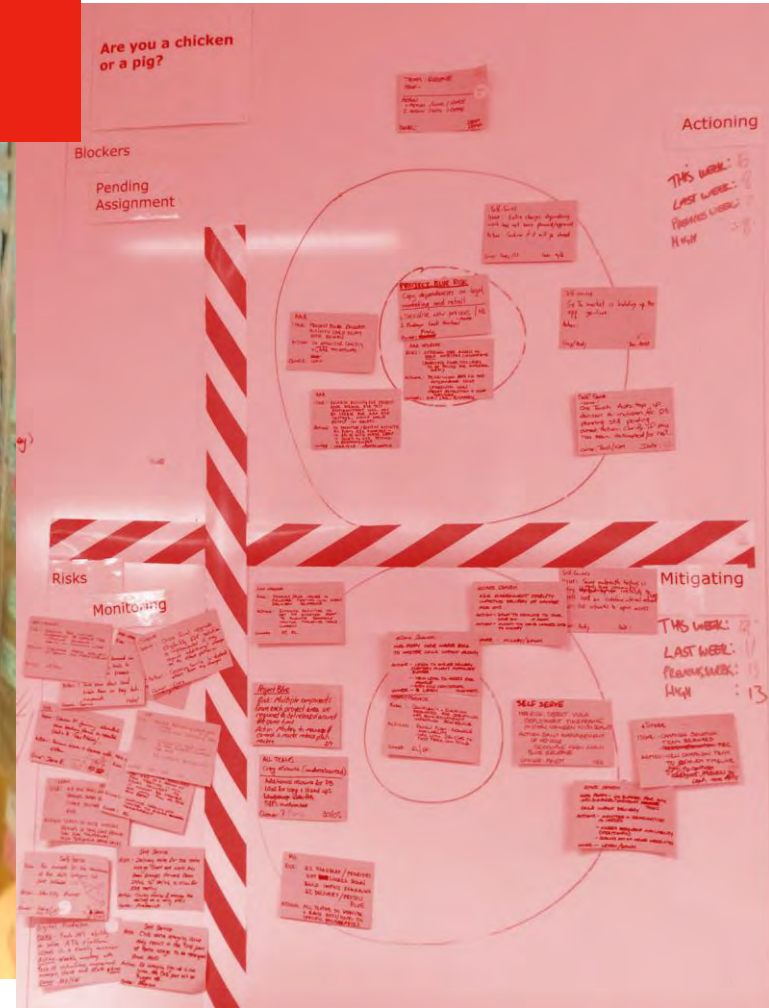
The Portfolio Wall

manage deliverables

coordinate across
teams

communicate to
wider business

encourage open and
honest sharing of
information in real
time...





Team and
project
walls to
bring
together
people.



OLA
MOSCHINO
J
ITERATION
MIND-GER

Digital Portfolio
Stand Up
Tues & Thurs
11-11:30

Join us!!

Team Health

Team Name

**Reason For
Concern !? * \$ %**

Evil Geniuses

31 MAR -
11 APR

14 APR -
25 APR

The Marvels

**Search-
eCare**

Campaigns

Blue Squad

Green Squad

eCare/Search
Manage Add Ons Dev L
Soasta Dev S

eCare/Search

Endeca Release per L

BAU

~~-YAM 4/5~~

- Sony Xperia Z2
- Red Roaming Business
- GSS Gear launch
- GSS, HTC one M8 price increase
- Project Blue Andriod ^{admission}

APRIL BRAND CAMPAIGN
- HP TAKEOVER part 2
- SUPPORTING ASSETS
VF EXTRA BOLD FONT

PROTECT BLUE
PREPAID CUSTOMER CO
W/3 PHASE 3
MEGA MEMORIAL UPGRADE
GALAXY TAB 3 (2019)

A group of people are gathered in a hallway, looking at a wall display. A woman in a black and white floral shirt is pointing at the display. A man in a checkered shirt is looking at the display. A woman in a dark blue dress is holding a white card. A man in a striped shirt is also looking at the display. The wall display consists of several papers and a small map. The hallway has orange walls and a grey carpet.



But let's be clear ...

It is NOT a walk in the park. Much more than this was needed to ensure success.



Challenges



Get finance on board:
Budgeting, Cycle Time,
Requirements to draw down,
Business Case

Don't mention it = (*agile*),
find early wins with lots of visibility,
tie current KPI to the business case &
keep delivering.

Solution

Challenges



Build a coalition of the willing

Find a champion, identify common goals & collaborate

Solution

Challenges



The unknown ... WHERE IS MY BRS??

The Portfolio and Planning Walls

Solution



People



Learnings




Culture



Engagement



Trust



Building Engagement, Ownership and Transparency

New meetings, new thinking

Digital Council; Leadership Solutioning

What, WHY???



The
WHY
NOT JUST THE
HOW



Up skill delivery teams





Up skill delivery teams



Engagement

The WHY NOT JUST THE HOW

“...I found that the more control I gave up, the more command I got... Show me an organization in which employees take ownership, and I will show you one that beats its competitors. Captains need to see the ship from the crew’s perspective. They need to make it easy and rewarding for crew members to express themselves and their ideas, and they need to figure out how and when to delegate responsibility.” Captain D. Michael Abrashoff



The WHY NOT JUST THE HOW



Up skill delivery teams



Engagement



Learning for Leadership,
mid-levels and
the deliver teams



The To Do List

- Better product development
- KPIs that are Quality focused and Outcome based
- Iterative partnering with IT and Marketing
- Expanding our spheres of influence
- Expanding our base of knowledge

Just a few more wins ...

- We are now Customer focused not silo driven
- Have an idea to deployment cycle time of 2 weeks
- Cost associated with release reduced by an order of magnitude
- We respond quickly to needs of business and customer
- We have the ability to validate ideas via several methods of testing
- We have transparency
- Employees are engaged
- We have built trust with the wider business and our employees in Digital

Lessons learned...

THE
FEAR

THE
JOURNEY

THE TIME
AND EFFORT IT
REALLY
TAKES

Our mission

A full-page background image of a sunset over the ocean. The sun is a bright, glowing orb on the horizon, casting a shimmering reflection on the dark, choppy water. The sky is a mix of orange, yellow, and light blue, with a few wispy clouds. In the distance, a dark silhouette of a coastline or mountains is visible on the left side.

We are Curious and Collaborative Digital team that
Anticipates Customer's Needs, Exceeds their Expectations
and Delivers Innovative Results

Thank You

Questions?

ThoughtWorks®
Tiff Overton

vodafone
Vinnie Dempsey

