

Vodafone Enterprise

Repositioning Vodafone in the Enterprise Market



The campaign...
To support
Vodafone's goal
of positioning
itself as
the world's
leading Total
Communications
provider for
business customers.



Key points:

- Vodafone wanted to achieve the goal of becoming the world's leading Total Communications provider for business
- Working with Vodafone's Group Enterprise Marketing team over 12 months, we built a marketing framework and toolkit to support Vodafone's repositioning.
- The Ready Business programme is being rolled out across more than 15 countries during the course of 2014.

1. Summary

To support Vodafone's goal of positioning itself as the world's leading Total Communications provider for business customers, we delivered a broad-ranging programme of insight-led marketing activities.

As part of this programme we worked closely with Vodafone stakeholders to:

Develop a new 'market story' for Vodafone Enterprise, to reflect the business's new focus and positioning

- Establish a comprehensive content framework, incorporating distinctive points of view, compelling needs-based propositions and fully aligned product messaging
- Build an extensive set of tools and content assets to support go-to-market activities across the Vodafone group
- Create campaign blueprints and guidance for how the various tools and assets should be used within Vodafone's marketing activities across the world

These materials are being used to support the roll out Vodafone Enterprise's new brand positioning across 15 local markets during 2014.

2. The client

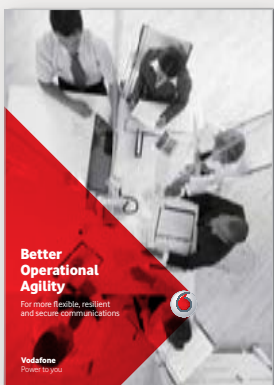
Vodafone plc is one of the world's largest communications companies, operating in more than 40 countries with in excess of 500m customers globally. Vodafone Group Enterprise is responsible for developing and delivering Vodafone's strategy for the business market across the world.

Vodafone's strategy is to position itself as the world's leading Total Communications provider for business customers and in recent years it has significantly expanded the range of services it offers.

3. The challenge

To achieve its goal of becoming the world's leading Total Communications provider for business the company needed to change the way it was perceived by business customers. Instead of being seen primarily as a supplier of mobile services, Vodafone's wanted to position itself as a strategic partner, able to help customers use the full power of communications technology to achieve competitive advantage.

Following the acquisition of Cable&Wireless Worldwide in late-2012, Vodafone was able to offer a much broader portfolio of fixed and cloud services to complement its traditional mobile offerings. Vodafone wanted to ensure that it could clearly



Enterprises Proposition
Brochures



We worked with the global product marketing teams to build a message structure which clearly aligns each of Vodafone's products and services behind the three core propositions.



The New Customer Relationship



The Connected Revolution



The Borderless Enterprise

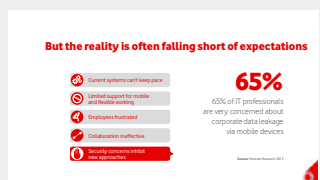
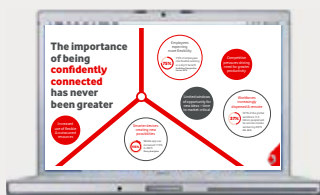


The Mobile Imperative



The Changing Role of I.T.

Viewpoint Concepts



Enterprises Proposition Presentation

communicate how this broad set of capabilities enabled it to deliver more compelling solutions to customer problems. Vodafone also recognised that it needed to engage a much wider range of customer stakeholders than its traditional IT and procurement contacts, which meant being able to talk about broader business issues and not just about technology.

The task of building a consistent story for the Enterprise market was made more challenging because of Vodafone's group structure, with individual operating companies responsible for the relationship with business customers in each local market. Although the "one company, local roots" philosophy is an important strength, ensuring Vodafone stays close to the various markets it serves, it also means that whatever strategies, content and plans are developed centrally have to be relevant across multiple markets and allow for flexibility in the way those plans were executed locally.

4. An end-to-end programme

We worked closely with Vodafone's Group Enterprise Marketing team over a 12 month period to help build a marketing framework and a toolkit to support the re-positioning of Vodafone within the business market. At the heart of this was the creation of a comprehensive and compelling market story, which set out Vodafone's vision about the challenges and opportunities facing businesses in a world of rapid social, technological and economic change, and explained how Vodafone could help customers survive and thrive in that world.

Integrated propositions

Initially we worked with Vodafone following the C&W Worldwide acquisition to develop an integrated set of propositions for the enterprise market, which enabled Vodafone to communicate how its broad portfolio of services could help deliver significant benefits to business customers. These propositions focus on three areas key to any business – better operational agility, better customer engagement and a better connected workforce. To build a consensus around the preferred approach we worked with a broad range of stakeholders from different Vodafone businesses.

Content marketing framework

Alongside developing the propositions and product messaging, we also worked with Vodafone to create a framework for thought leadership and content marketing. This was based on developing a distinctive 'Vodafone point of view' about how technology is impacting the world of business, and what businesses need to do to be ready for those changes. This focuses on themes such as 'the new customer relationship', 'the borderless enterprise', and 'the changing role of IT'. The points of view are designed to reinforce Vodafone's Total Communications positioning as well as establishing the context for Vodafone's core propositions.

The work done to build the propositions and the point of view helped to inform a new brand concept for Vodafone Enterprise, entitled the 'Ready Business'.

Aligned product messaging

To enable Vodafone to convert customer interest into sales opportunities it was important that they could clearly communicate how their individual products and services helped to deliver the higher-level value propositions. We worked with the global product marketing teams to build a message structure which clearly aligns each of Vodafone's products and services behind the three core propositions. This ensures that there are clear linkages between the higher-level marketing messages, and what Vodafone delivers to customers.



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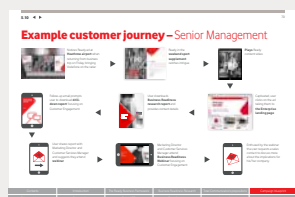
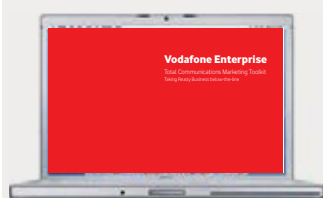


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To support the launch of the Ready Business concept across the local markets we also developed a series of reports and insight papers based on primary research commissioned by Vodafone on the subject of 'Business Readiness'.



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Comprehensive go-to-market toolkit

With the framework and the messaging established we then built a set of content assets and tools to help Vodafone's local markets implement effective go-to-market plans using the Ready Business concept. This included building a comprehensive Go-to-Market Toolkit, incorporating things such as sample messaging, campaign blueprints and sales enablement content. We also created a complete set of assets to help Vodafone salespeople communicate the story to prospective customers, including brochures and customer presentations.

Insightful content

To support the launch of the Ready Business concept across the local markets we also developed a series of reports and insight papers based on primary research commissioned by Vodafone on the subject of 'Business Readiness'. The reports look at what the concept of 'business readiness' means in relation to different areas of Vodafone's business, such as Machine-to-machine (M2M) technology or workforce enablement, and to what extent 'readiness' impacts current business performance. This content is designed to help Vodafone position itself as a thought leader on the subject of business readiness and engage customers around business issues, not just technology.

5. The outcome

The framework and the supporting assets have been very well received within Vodafone, and the Ready Business programme is being rolled out across more than 15 countries during the course of 2014.

Following the successful delivery of the various elements of the programme we've been engaged to support Vodafone on numerous other projects.

Client Testimonial:

"The Channel Partnership have played an important role in helping us develop a comprehensive framework to support the repositioning of Vodafone in the enterprise market, and then roll out that framework across our various local markets.

Their ability to provide end-to-end support, from initially helping to develop the strategies and the frameworks, through to delivering the tools and content assets we need to support those strategies, is a great advantage. It ensures a more effective execution and reduces the time we have to spend managing and educating different agencies.

We've had a great response from the local markets and lots of positive feedback about the quality of the content and the assets provided"

– Simon Farr, Head of Propositions & Content, Vodafone Group Enterprise



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