

Repositioning in the enterprise market:

Vodafone

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The requirement

Repositioning vodafone in the enterprise market

We needed to:

- Change the way Vodafone was perceived by business customers, to help them achieve their goal of becoming the world's leading total communications provider for business
- Reposition Vodafone from being seen primarily as a supplier of mobile services, to being in itself a strategic partner, able to help customers use the full power of communications technology to achieve competitive advantage
- Ensure the story we were telling was consistent, relevant and flexible enough to be executed locally, in line with Vodafone's group structure and 'one company, local roots' philosophy

Some background on Vodafone

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.



Our solution

A new 'market story' for a new position

To reflect Vodafone Group Enterprise's new focus and positioning, we developed a new 'market story', as well as a comprehensive content framework, incorporating distinctive points of view, compelling needs-based propositions and fully aligned product messaging. This end-to-end solution worked with the compelling market story to 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.

Flexible, comprehensive and consistent marketing activities

We built an extensive set of tools and content assets to support go-to-market activities across the Vodafone group. In Vodafone's structure, individual operating companies are responsible for the relationship with business customers in each local market. To ensure Vodafone Group Enterprise maintained their important 'one company, local roots' philosophy, our strategy, content and plans all had to be developed centrally but simultaneously be relevant across multiple markets and be flexible enough to be executed locally. We created campaign blueprints and guidance for how the various tools and assets should be used within Vodafone's marketing activities across the world – and these materials are being used to support the roll out of Vodafone Group Enterprise's new brand positioning across 15 local markets during 2014.

What we did

Framework and messaging

Initially, we worked with Vodafone following their acquisition of Cable&Wireless in 2012 to develop an integrated set of propositions for the enterprise market, focused on three key areas: better operational agility, better customer engagement and a better connected workforce.

We also developed a content marketing framework, channelling 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. 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'.



What we did

Finally, to enable Vodafone to convert customer interest into sales opportunities, we worked with their global product marketing teams to build a message structure which clearly aligned each of Vodafone's products and services behind the three core propositions, ensuring clear linkages between the higher-level marketing messages, and what Vodafone delivered to its customers.



More of what we did

Comprehensive go-to-market toolkit

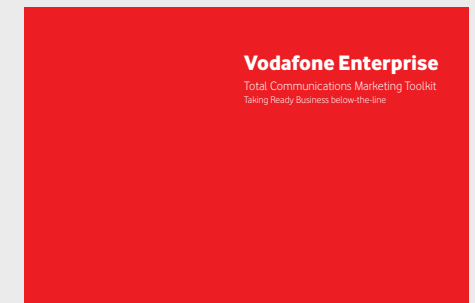
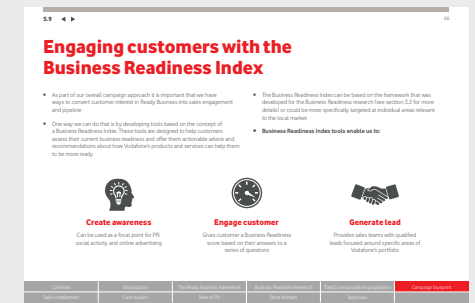
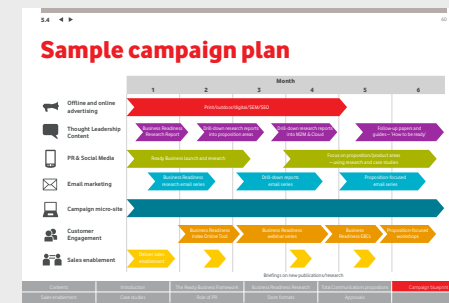
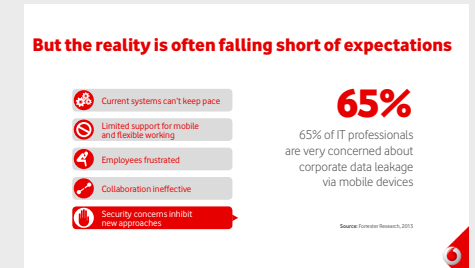
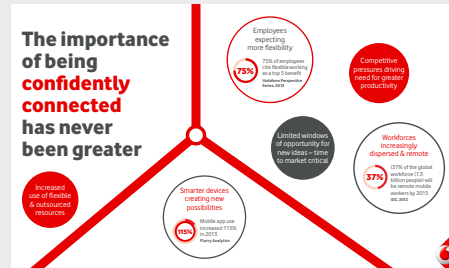
With the framework and messaging established, we built a set of content assets and the tools to help Vodafone's local markets implement effective go-to-market plans using the Ready Business concept. This toolkit comprised:

- Sample messaging
- Campaign blueprints
- Sales enablement content
- Brochures and customer presentations to help Vodafone salespeople communicate the story to prospective customers



More of what we did

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 explored the concept of 'business readiness' in relation to different areas of Vodafone's business, such as machine-to-machine (M2M) technology or workforce enablement. This insightful content enabled Vodafone to position itself as a thought leader on the subject of business readiness and engage customers are business issues, not just technology.



Our results

A successful outcome

- 27% improvement inbrand metrics such as perceptions of Vodafone as an integrated communications provider
- Increased audience engagement with 500k hits on the Ready Business site, 50% of which were accounted for new website visitors
- Improved lead generation, with 8,200 MQLs generated in one market alone
- Incremental pipeline, with more than 30 customer workshops delivered at the Ready Business Experience Centre in the first 6 months, providing an average of 1.5 new pipeline opportunities per visit

What our client said...



OneGTM 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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