



## Vodafone – Case study

Vodafone Group (Vodafone) provides a range of communications services across the globe. The group provides mobile voice, messaging, data, and fixed broadband services. It has a significant presence in Europe, the Middle East, Africa, Asia Pacific and the US through its subsidiaries, joint ventures, associates and related investments.

After conducting a SWOT and PESTLE analysis at their annual board meeting, the executives at Vodafone have decided to introduce cable television to their Europe market. The executives feel that this change is necessary in order to maintain their competitive positioning as most of their competitors are already offering cable television. They are hoping to start this change initiative in the next fiscal year.

The HR director for Vodafone, Ronald Schellekens would like to start a company-wide initiative in order for this change to be as seamless as possible. As part of the HR team at Vodafone in Europe, this change affects you as you will be one of the key people supporting this change. It is vital that this initiative is successful as the cable television market is lucrative and executives are keen to break into this market. As a change management expert, the HR director has asked your team to outline how this change could be perceived, and how to proactively design a programme in order to successfully implement this new programme.

In your teams, prepare a short presentation (no more than 5 minutes) for Ronald Schellekens outlining how this change is likely to be perceived and ways in how you would ensure that this change programme is successful. Answer the following questions as it will help you in formulating your presentation.

1. Is the change at Vodafone strategic, operational, or transformational? Why?
2. Using a change model (Lewin or Beckhard), outline what this change would look like for Vodafone. *in the presentation paper*
3. Anticipate what the reactions to this change would be on an individual, team and organisational level. What do you anticipate the reactions to change would be?
4. Looking at Elizabeth Kübler-Ross' Change Curve, identify how you think each stage will affect employees at Vodafone.
- ← 5. Referring to the 7C's of change handout, outline how you would manage this change programme.
6. How would you handle resistances to change?
7. What support could you offer employees and why?



## Managing Change – 7C's of Change

### 1. Choosing a team

It is very important to ensure that those involved in leading, managing and implementing the change have the required knowledge and skills to give the best chance of success. This may involve different people at different times and/or the use of external consultants to provide particular expertise or facilitation skills.

### 2. Crafting the vision and path

In any change, a clear vision of what you are trying to achieve is needed along with an understanding of the things you have to do to get there – the 'what' and the 'how'. A popular tool to use for doing this is a 'roadmap' for change – which generally includes three stages: initial vision, ongoing project management and detailed implementation. Such a roadmap helps you to consider the actions you must take and what outcomes you are aiming for at each of the different stages.

### 3. Connecting organisation – wide change

It will improve the chances of success if the different aspects of the change are considered together. This will allow you to identify the connections between these different aspects – such as changes in ways of working, changes in any systems and processes, and changes needed in equipment and facilities.

### 4. Consulting stakeholders

In any change there are likely to be a range of different stakeholders – for example those with a stake in the outcome of the change and those affected by the change. The different stakeholders are likely to have different views and responses to change. It is important to try to anticipate these different views and respond appropriately.

### 5. Communication

The different stakeholders will also have different needs when it comes to communication, so thinking about using existing and new channels of communication can help. At a minimum, communication needs to be honest, consistent and up to date.

### 6. Coping with change

Both organisations and individuals need to cope with the change. For an organisation the challenge is managing the change while keeping the day-to-day business running effectively. For individuals change can be very difficult and stressful and most will go through a cycle of emotions. This cycle of emotions has been looked at by many people and is often described as a change curve (or rollercoaster).

### 7. Capturing learning

With the pace and frequency of change seen in most organisations today, it can increase the chances of success if organisations built their capability to manage change successfully. In part this will depend on capturing and sharing learning from previous change processes, an area in which HR practitioners can have a big impact through the development of processes to capture and share.