



## Case Study - Vodafone UK Measurement

### Measuring for strategic advantage

Vodafone is the world's largest mobile telecommunications company, providing over 14 million customers in the UK with a wide range of services including voice and data communications. Striving to be “world-class”, the organisation encourages innovation and change at an ever-faster pace and is continually looking for ways to improve the way it operates and serves customers.

A significant change in the UK business has been the merger of Technology Operations and Technology Development to create one Technology Group, comprising over 3,000 employees. The main objectives of the merger are to increase customer responsiveness, reduce duplication and administration, and improve management of customer and supplier interfaces.

HarknessKennett were asked to support the merger by conducting research to guide the development of a communication strategy for the new group. The challenge was to conduct and report on the research within only six weeks, involving very busy employees working in a wide variety of field-based roles and beyond the reach of an online survey.

The solution was a combination of qualitative and quantitative approaches targeted to the working patterns of each employee group. One to one interviews and focus groups were combined with quantitative data collection and mobile phone interviews used to reach people who spend most of their working day visiting customers.

Findings were successfully developed and shared with the senior management team within the six weeks, leading to a renewed focus on face to face communications and a commitment to utilise technology to support more participative and engaging communications.

*“Internal communications amongst a highly technically literate audience is no easy task. This research demonstrated that to manage change effectively we need a range of channels to engage our people during change. Senior management were actively involved in the process and as a result were committed to taking action on the results. Importantly, we have been able to establish some real baselines that we will be able to track over time. This project has established some key principles for how we communicate change across Vodafone in the future.”*

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