



Case Study - Vodafone Group

Providing a senior Interim Internal and Change Communications Manager

Vodafone Group Plc is the world's leading mobile telecommunications company, with a significant presence in Europe, the Middle East, Africa, Asia Pacific and the United States through the Company's subsidiary undertakings, joint ventures, associated undertakings and investments.

With a proposal to make significant changes to the Global Technology function HarknessKennett were asked to provide a senior Interim Internal and Change Communications Manager.

The focus for the interim was to provide communications support for all people aspects of change across 12 countries and with 2 external business partners. The candidate needed to have intercultural experience and the skills to encourage cross cultural knowledge sharing so as to enable efficiency and effectiveness for the business. Equally it was important that the candidate understood and was involved in the consultation and legal aspects of the change as union/ works council negotiations and support were crucial to the success of the deal. The success of the project was demonstrated in the positive transfer of people resources to the partners with no disruption to the business or service to customers.

"Vodafone Group is a dynamic business. This creates a need for experienced communication managers who can adapt to rapidly changing business circumstances. This role required an experienced internal communication professional who could quickly establish credibility with the project team. Importantly, we needed someone who could not only develop a communication strategy but provide hands-on support during implementation.

Laura, our Interim Communications Manager has really delivered; she has quickly become a key member of the team and helped us to deliver some real business results."

Sue Warman
Organisation and Change Manager
Vodafone Group