



## Vodafone

### The issue

Vodafone were having difficulties in ensuring that knowledge was effectively managed. This was particularly evident in terms of the Learning and Development group. The key issues were summarised as:

1. Our level of attrition (call centres) is too high
2. Customers don't know where to go for everything (because we are in silos) so it ends up expensive (e.g. we push solutions, create websites to support them and create a cottage industry of e-learning solutions)
3. Changing business environment (we are losing many high value clients and building debt) means it is critical to develop the skills and knowledge of our people to improve their performance
4. The way the budget is structured, built and reported leads to inefficiencies in decision making

### Previous attempted solutions

Significant internal time in meetings to try to align priorities. However internal power politics and lack of cost transparency and lack of clear customer centric view impeded progress

### Pentacle solution

A workshop process was used to establish the key barriers and levers to effective Knowledge Management. Following this the Pentacle concept of the Customer learning journey was applied to highlight how knowledge should best be organised to ensure that customers and staff could access and use available knowledge

### Results

This process was supported via coaching and web support As a result of alignment along the customer's learning journey Vodafone managed to:

- evaluate what we do (spend, behavioural change etc.)
  - focus our resources clearly to stop doing low value activities
  - develop learning plans linked to project plans or process needs (by project and process) and with budget alignment
  - select the most appropriate and effective learning delivery method based on single source data
  - Managers role model self-directed learning
- We have a clear/common front end 'market stall.' Our goals are clearly integrated and aligned with MarComs for delivering customer education