

CASE STUDY

# Vodafone Turkey

Transforming  
to become Customer  
Centric



*"Celfocus deep telecom business knowledge and technological capabilities were critical for the project success. The size and complexity of Vodafone Turkey, required a committed partner which could support us from the analysis to migration stage."*

**Okan Cengaver**  
Head of Information Technologies  
at Vodafone Turkey

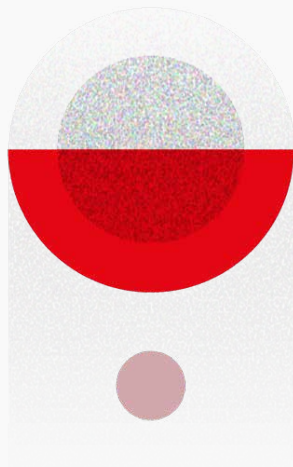
*"There was only one TEAM. Vodafone Turkey and Celfocus worked closely in partnership to deliver the project, with one single goal and objective: Support Vodafone Turkey vision and business objectives to become a customer centric organization."*

**Oana Bontea**  
Head of Transformation at Vodafone Turkey

**CEL**FOCUS







## The Turkish Mobile Market

The Turkish mobile market is one of the most dynamic in the region, with over 75 million subscribers and 100% penetration rate. It is a highly competitive market, driven by innovation and quality of service, in which there are 3 main players:

Vodafone Turkey, Turkcell and Türk Telekom.

Turkey's median population age at 31.4<sup>1</sup> years in 2016, reflects a millennials' market, typically characterized as technologically savvy, open and demanding towards innovation and new digital services.

This digital native group will continue to drive growth for the next decade, contributing to broadband penetration increase and, together with mobile subscribership, a strong and vibrant mobile market.

1 | Turkish Statistical Institute

## About Vodafone Turkey

In 2006, the Vodafone Group completed the acquisition of Telsim, the second largest mobile operator in Turkey.

Leveraging the group's footprint, offer and technology, Vodafone Turkey quickly grew to establish itself as one of the top leaders in the mobile market. Today, it enjoys a strong position with over 23 million subscribers of which 46% are post-paid and 54% prepaid customers.

# The Challenge

Back in 2009, Vodafone Turkey faced a significant challenge. It needed to evolve and transform itself into a modern operator, ready to tackle the future, or continue on the same path and risk becoming irrelevant in a market with strong drive for growth and innovation.

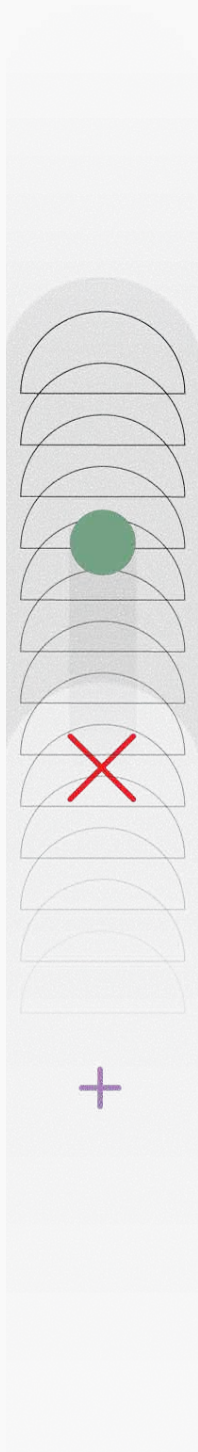
At this point, Vodafone Turkey's IT architecture was billing centric, with many bespoke applications, proving to be difficult and costly to keep up with the business requirements and market dynamics. As a consequence, this situation impacted business efficiency and the need to support the planned growth into Digital TV and fixed operations.

Customer satisfaction has always been the cornerstone of the Vodafone Group and it was also for Vodafone Turkey. To achieve the highest levels of service, the entire operation needed to be leaner, simplified from a process and technology perspective, and refocus on customers and their needs.

**To address this scenario, Vodafone Turkey underwent a profound transformation that included both the EBU (Enterprise Business Unit) and CBU (Consumer Business Unit).**

In 2012, Celfocus' engagement began with an assessment of the ongoing EBU transformation project by reviewing architectural and functional deliverables and ensuring proper alignment between all involved parties.

Celfocus helped Vodafone Turkey improving project governance and business teams support, while actively participating and restructuring development, testing, and both configuration and fast track, and solution architecture teams.



Together with Vodafone Turkey, and following the assessment conclusions, Celfocus was awarded with the CBU transformation project for post-paid customers, focusing on ensuring that the end-result would deliver the best real-time customer experience based on the most efficient and effective business processes, supported by the most flexible IT systems in the Turkish Telco Market.



## The Solution

The then existing CBU stack was a collection of legacy systems, lacking a robust integration layer. Coded point-to-point integrations without a supporting library were hard and costly to maintain.

**Celfocus's approach to the project was plinth on a set of key architecture principles followed closely when designing the overall Convergent IT Architecture for CBU/EBU at Vodafone Turkey:**

### DATA OWNERSHIP/MASTERING

In order to be able to determine which information should be trusted when performing customer and product data inquiries and updates.

### SINGLE UPDATE PATH FOR DATA (SUPD)

Data should only be updatable through the master system.

### COMPONENTIZATION

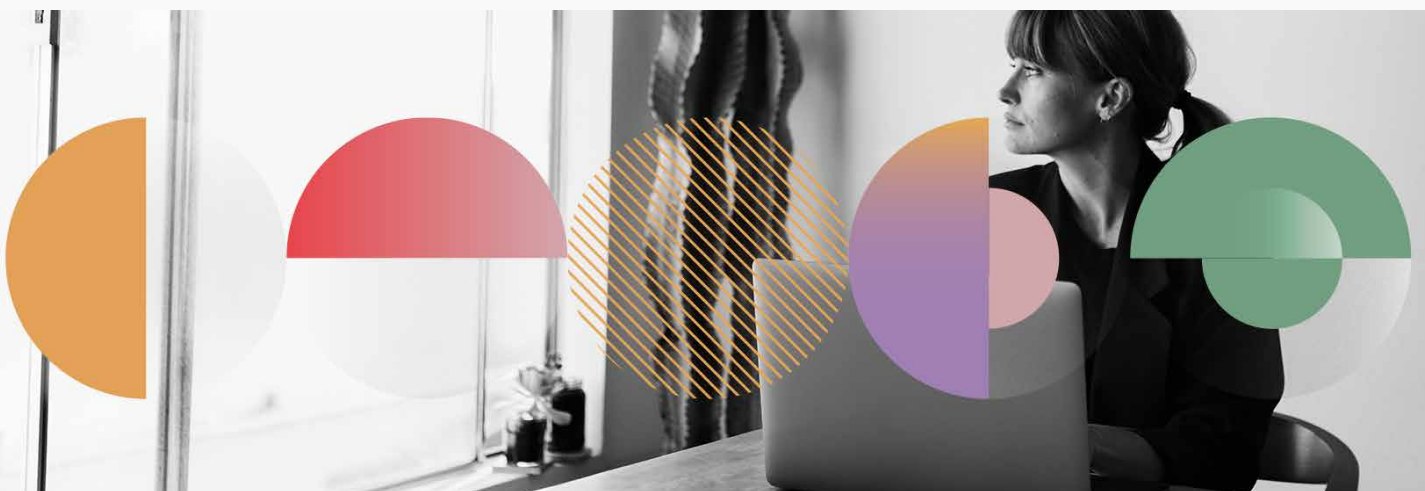
There shouldn't be any functional overlaps among systems.

### SYSTEMS DECOUPLING

Every two systems in the IT Architecture should be as independent as possible from each other.

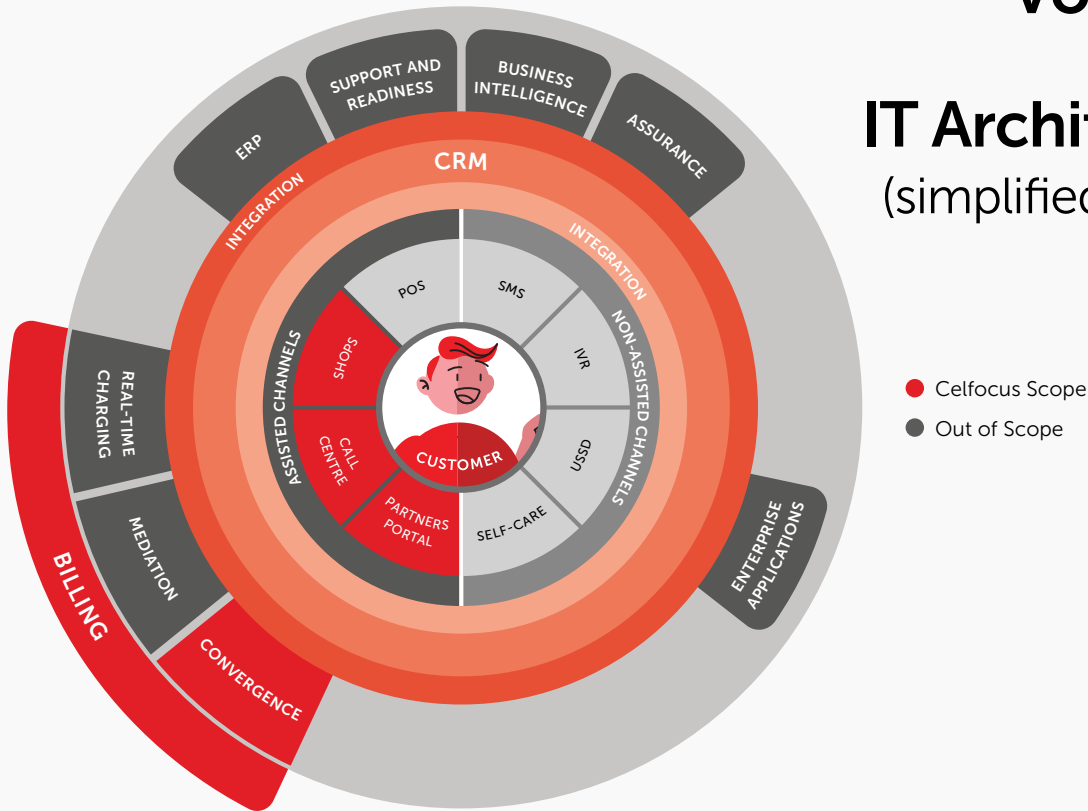
### SINGLE FRONT-END FOR USERS

Reducing most business process requirements (from a user perspective) to a single system.





# Vodafone Turkey IT Architecture (simplified version)



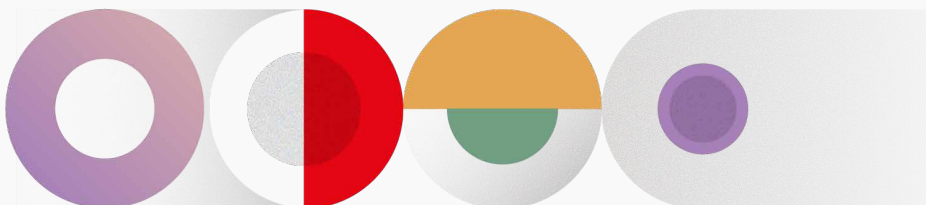
The outlined core architectural principles converge and are bound to each other in what Celfocus has dubbed the “virtualization” model - the creation of a systems independent working model for products and services. This model aims at accomplishing the isolation of the business logic from the underlying systems.

A key technological success factor in this project was the use of a dedicated order management system, compliant with Celfocus’ proven best practices.

The order management system was responsible for decomposing and orchestrating Vodafone Turkey’s commercial orders, ensuring every order is correctly instantiated and processed, regardless of its origin, and thus mitigating costly errors and poor customer experience.

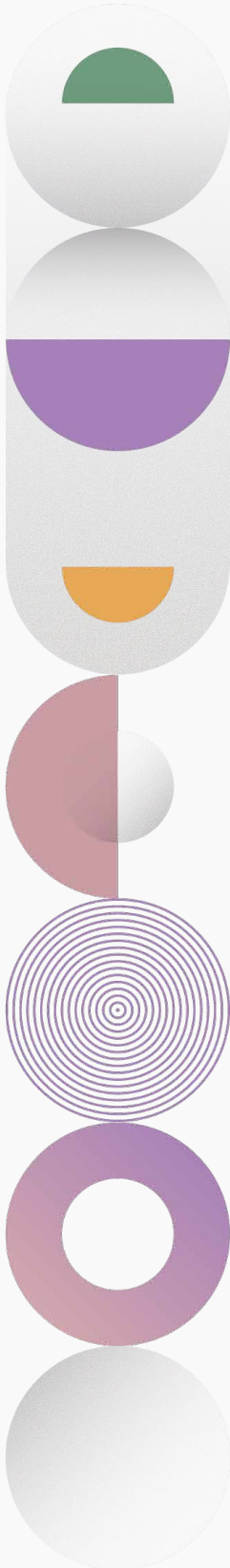
The new IT Architecture, based on Celfocus “virtualization” model, is key for Vodafone Turkey’s goals of reducing time to market for new services, preventing revenue leakage and providing more flexibility in developing targeted offers.

**Systems migration is a critical stage in any major transformation project. To mitigate the associated risk, Vodafone Turkey and Celfocus devised a plan with a phased migration approach, which resulted in the successful migration to the new solution of over 11 million subscribers and more than 3 thousand shops in less than six months.**



## Project in a Nutshell

- **900 people involved**
  - 400 from Vodafone Turkey
  - 500 from partners
  - 275 from Celfocus simultaneously on project peak
- **50 systems impacted, many of them mission critical**
- **500 interfaces affected**



## Benefits

The transformation of both EBU and CBU stacks, including the decommissioning of the legacy systems and customer migration allowed Vodafone Turkey to reposition itself as a customer centric operator, with simplified customer journeys and processes; ready for future growth such as the launch convergent services, including Digital TV and fixed operations.

By moving from a bespoke and billing centric architecture to a customer centric IT architecture, aligned and compliant with industry best practices, frameworks and mapping the redesigned company processes, Vodafone Turkey now has more visibility over critical business processes. From BSS monitoring to decision support, accurate, timely and critical information is now available to both front-line as well as back-office operations.

**The new architecture brought Vodafone Turkey closer to its customers. It enabled the establishment of a relationship where customers are empowered and have more visibility, flexibility and control over consumption and usage, with real-time charging.**

Furthermore, Vodafone Turkey has achieved a 360° customer view resulting in the ability to provide bundle offers, targeting customer specific needs. The significant reduction in time to market of new services means that Vodafone Turkey has an important competitive edge when it comes to launching services quicker.

## Business Benefits



360 degree view  
of the Customer



Cross-channel Customer  
Hero Journeys



Operational  
Efficiency



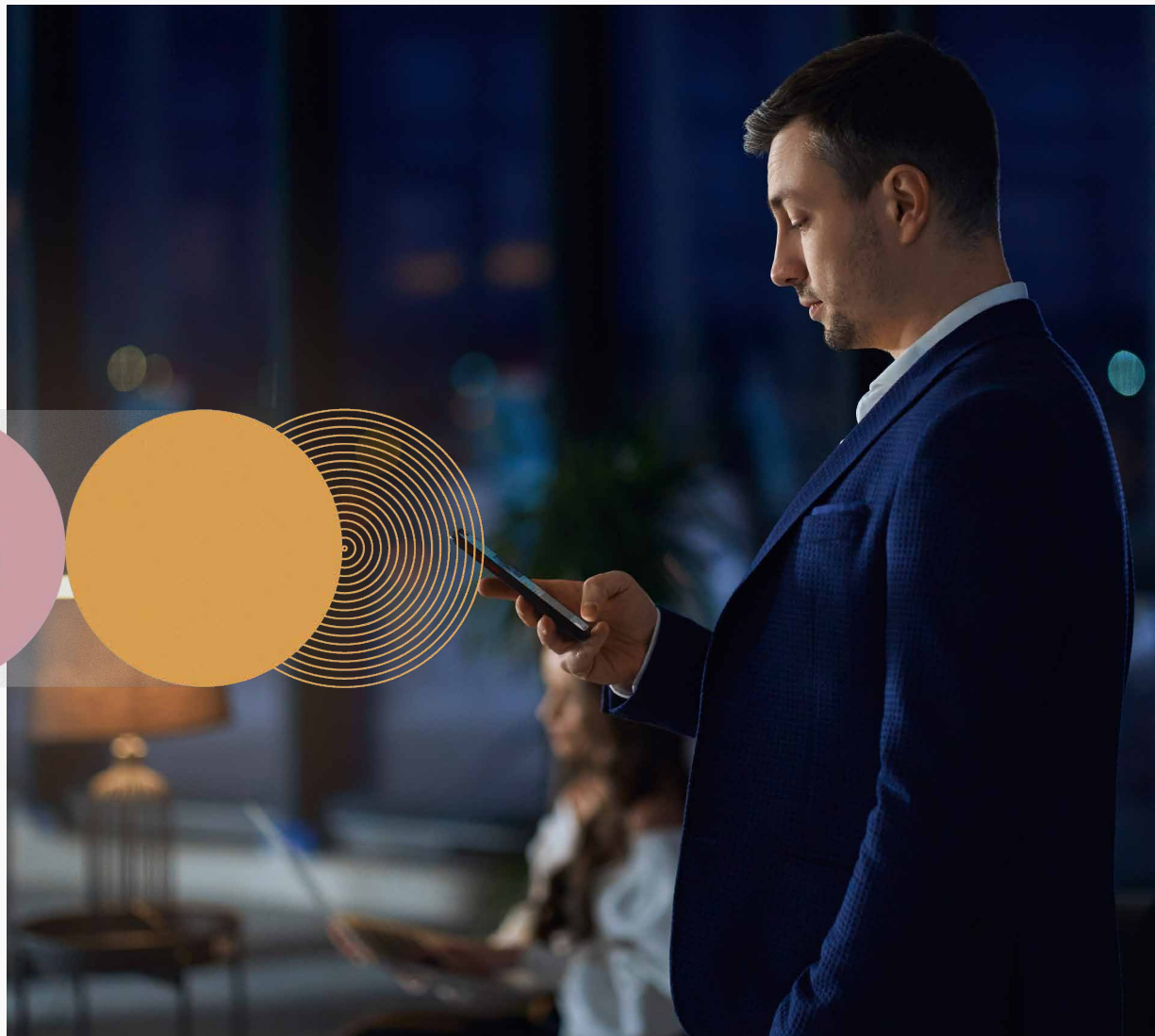
Flexibility and  
Time-to-Market



## Why Celfocus?

Celfocus' experience and expertise in telecommunications were pivotal to the project's successful delivery. By covering, in depth and breadth, different technology domains, Celfocus possesses a profound understanding of all the critical building blocks but also the necessary knowledge and understating of how to build a successful transformation roadmap.


**Celfocus and Vodafone Turkey worked closely as one team, leveraging each other's strengths to commit and deliver a major transformation project, which has revamped Vodafone Turkey, both at a business and technological level.**





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