



LIBERTY GLOBAL

MOBILE TRANSFORMATION AT VIRGIN MEDIA

Virgin Media is the UK & Eire arm of Liberty Global, the world's largest international TV and broadband company, which connects over 21 million customers through operations in 10 countries across Europe, subscribing to more than 45 million TV, broadband internet and telephony services. It also serves 6 million mobile subscribers and offers WiFi service through 12 million access points across its footprint.

Virgin Media was formed in 2006, by the merger of NTL & Telewest, with the agreement to the use of the Virgin brand. The company created the UK's first quadruple-play media company, providing TV, broadband, fixed line home phones and mobile services. Virgin Media was acquired by Liberty Global in 2013, and in 2015 started to focus on a digital transformation agenda designed to connect homes and businesses, and their customers and communities to the things that matter, through the provision of their four multi award-winning services. Virgin Media's agenda continues to be ambitious and aims to make things happen.

Since 2007 Project One have worked with Virgin Media and from 2015 have supported with their transformation journey.

With specific reference to their mobile service, Virgin Media realised that to remain competitive and relevant in the digital world and to continue providing their customers with even more innovation and fast, flexible products and services, they needed a transformation programme that would empower them to fully manage customers by moving from a light Mobile Virtual Network Operator (MVNO) to a full MVNO.

Full MVNOs have greater ownership over their customer base by supplying their own SIM cards with their own number allocations from Ofcom. They also control the call, sms and data exchange interfaces which would otherwise be handled by the Mobile Network Operator partner.

The Mobile Transformation Programme saw the combination of vendors coming together to jointly work on designing and building a first-class solution. Project One provided the programme management and leadership across business (process & organisation) and technology (Network & IT), alongside Huawei as the Prime System Integrator. This transformation journey required change to all parts of the business to enable connectivity for over 3 million customers.



A 3-year+ transformation programme in which we established a change network across the business, ready to support and own strategic change. Leading, shaping and coordinating all the business and technology change activities required to 'implement' the change successfully into the business teams and technical support functions. Owning and leading on the resolution of key and cross-functional issues that could otherwise have hindered the deployment. As a result, the change was successfully implemented with quick stabilisation, minimal disruption to Customer Services

and delivery of a platform that provides a final end-state which will enable the successful migration of their 3 million+ subscribers.

The way in which the new service has been imbedded into the organisation is testament to the skills and experience of the team who designed and built the solution. Whilst there were many challenges along the journey, the leadership style and management approach ensured that all stakeholders were aware of the impact and the continuation towards the end outcome.



JO BATTAM CONSULTANT, PROJECT ONE



PETER LEWIS CONSULTANT, PROJECT ONE

Sian Stapley, VP Mobile and UK Voice Delivery, said "The Project One team members were integral to the successful delivery of the Mobile Transformation Programme. They worked collaboratively with our teams and delivery partners, took on accountability, demonstrated excellent stakeholder engagement and management skills and had an ability to get down and in on the issues and actions when needed."