Case Study - Vodacom

Vodacom, a Vodafone plc (LSE, FTSE 100) subsidiary, is a Pan-African cellular communications company providing world class GSM services to more than 25 million customers in South Africa, Tanzania, the Democratic Republic of the Congo, Lesotho and Mozambique. Vodacom has a 3G network with over 6,500 base stations.

Company Profile

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Challenge

"In our industry, which changes every day, we need to manage not only existing risks, but future risks as well," says Wilna Meiring, Vodacom's Executive Head: Risk and Insurance.

Until two years ago, risk management within the company was managed at departmental level predominantly by Internal Audit. By 2003, the managing of risk had become too complicated. Vodacom needed a new strategy that would not only prevent crises, but also enabled the identification of new opportunities.

The company thus introduced an Enterprise Risk Management strategy. Risk champions were appointed, working groups set up and risk management committees organized. The new risk management strategy, however, needed top class software to underpin it. Cura had the answer with its latest release of its Cura Enterprise risk management module.

> *"Enterprise Risk Management is of strategic importance for a company so highly dependent on technology and operating in such a fast-moving industry."*

Solution

Vodacom's existing risk management software, Cura Enterprise, was found to be adaptable enough to be used in support of the organization's new strategy.

Cura Enterprise was installed at Vodacom utilizing Microsoft Server 2003, Microsoft SQL Server and Microsoft IIS Server. Users were deployed throughout the organization.

Solution

"When Cura was developed, the only constant that was considered was that there would be change in people's perception, recording, and reporting of risk. We knew that the software could thus not be prescriptive. Cura is completely flexible and configurable by End Users and Certified Professionals. It can handle any number and types of risk methodologies, fields and terminology. This means Cura can appear completely different in each organization and suited to the specific requirements." David Smith, Vice President Operations, Cura Software Solutions..

> *"Cura is focused on taking its software to the next level, and it shows."*
> *Wilna Meiring, Group Head: Risk Management*

This flexibility enabled Vodacom to rework the way it used Cura – right from its most basic functions to the most complex of calculations and reporting.

Results

Vodacom now manages risk at five levels throughout the organization: project, process, operational, tactical and strategic risk. At the operational risk level alone, the organization deals with 1,500 risks. Risks are rated, filtered, and aggregated.

"Since implementing enterprise-wide risk management using Cura, our strategy has developed even further. This is helped by the fact that Cura can be configured to adapt to any environment. The process is simple and quick, requiring no advanced skills or development resources," says Meiring.

Vodacom views Cura's Web Client, driven throughout the organization, as a major benefit. Risk champions throughout the company manage their own risks as Cura Web Client provides users the information they require, with appropriate levels of security.