

ITALTEL CHANGES DIRECTION WITH BUSINESS OBJECTS



“Today we have a multichannel system that provides each employee with real-time access to the information they need. Human Resource department employees have self-service access to the available analyses, including the most fine-grained, via our intranet. Resumés are managed on our website, and with our virtual private network, managers can view data concerning their colleagues at any time and place.”

Silvano Pozzi, IT Director, Italtel

Industry
Telecom

Business Process
Recruiting and staffing, development and training, self-service

Challenge
Optimize management of human resources, one of the company’s key assets, and map the skills available in the firm to better manage the search for, and training of, new talent.

Why Business Objects?
User-friendly presentation of complex analyses, flexible solutions, and seamless integration in SAP enables Italtel to adapt to changing requirements.

Business Objects Products and Services
BusinessObjects

BusinessObjects Data Integrator

BusinessObjects Designer

CHALLENGE

Italtel has been in the telecommunications business for more than 80 years. The core business of this Italian company – with a strong international presence – is the design, development, and integration of integrated multiservice networks (voice/data/video convergence). It is a systems integrator and a partner of telecom operators. One of the company’s main strengths is the high level of skills of its personnel. It employs 2,300 people, with more than half in R&D. The name Italtel is synonymous with innovative telecommunications. Established in Europe, Russia, and Latin America, the company employs close to 2,300 people, 55% of whom work in research and development (R&D).

Changes in the telecommunications market these past few years have caused Italtel to completely review its strategy. Today, the company focuses on the broadband network convergence segment and on business integration services. This change in direction required the company’s functional units to reorganize around key professionals. For example, human resources (HR) must constantly map the skills available in the firm to better manage the search for, and training of, new talent. It’s a complex task, and having technological support has been essential.

The data was formerly managed by proprietary systems based on a mainframe architecture. This solution was too costly and too restrictive in terms of technology and integration. Data extraction and conversion into Excel format were performed manually by the IT department, but a growing number of users began calling for dashboards and reporting tools that they could use on their own.

APPROACH

Given the limitations of its architecture and following its mission-critical repositioning, which required much shorter times to market, Italtel had to radically upgrade its technological and application infrastructure. The company chose SAP® as its enterprise resource planning (ERP) system, overhauling its HR information system. This project was part of a broader approach involving the entire HR department.

In parallel with its technological innovations, part of personnel administration (attendance reports, pay slips, transfer management) was outsourced. The more strategic part, that is, the actual management of resources, remained in the company, but the processes and support systems used are quite innovative. Silvano Pozzi, IT director at Italtel, says, “Italtel adapts to the demands of its business and offers many skills – 40% of our employees have the equivalent of two years of university study, and as many have university degrees. This is a major strength, so you can understand why HR pays so much attention to managing these assets.”

In the former system, skills were tracked in the main functional units using paper forms, and a summary was entered manually. With the new solution, this operation is handled by the SAP application.

Using the business intelligence (BI) platform BusinessObjects™ from Business Objects, an SAP company, Italtel's HR department is able to define indicators and the standard reporting format. Italtel then uses BusinessObjects Web Intelligence® to make this information available to managers on the company intranet. Managers can analyze the data and obtain an up-to-date picture of how the processes are evolving. For Italtel, all these features offer clear-cut added value compared to conventional, static, paper-based reporting systems.

Pozzi says, "With Business Objects tools, users can easily create reports and view complex analyses with a user-friendly interface, choosing from a number of different data presentations (graphs, charts, and so on). The flexibility and the results already achieved make us want to extend these tools to every company process."

RESULTS

HR needed a detailed and constantly updated analysis of the skills available in the company, because skills are constantly evolving. By mapping the various personnel functions, HR can now meet the organization and professionalism criteria established as part of the company's mission, or the objectives of a given operational unit. It can then decide on upgrades, and therefore the required resources, and it can define recruitment plans, internal mobility, and career development possibilities.

"Given the implementation of SAP R/3, we needed a query and reporting solution that allowed complete data integration and ensured consistency across the entire company," says Pozzi. "The Business Objects solutions fit easily into the SAP HR environment. This was a key factor for us. In addition, these solutions are ready-made and extremely flexible, so we can build databases for all our operations and manage them easily,"

Italtel chose Business Objects solutions with a view to later extending them to its other departments. HR is currently working on developing dashboards for general management. This project involves a lot of preparation, especially for defining processes and parameters that are at once standardized and flexible.

For Italtel, better HR insight enables better decisions. "Today we have a multichannel system that provides each employee with real-time access to the information they need," says Pozzi. "Human Resource department employees have self-service access to the available analyses, including the most fine-grained, via our intranet. Resumés are managed on our website, and with our virtual private network, managers can view data concerning their colleagues at any time and place."

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