

## Company Information

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<b>Headquarter</b>	Philippines
<b>Industry</b>	Telecommunications
<b>Website</b>	<a href="http://www.linkedin.com/company/globe-telecom">www.linkedin.com/company/globe-telecom</a>

Globe Telecom is a leading telecommunications company and one of the top companies to work for in Asia. It is a dynamic organization that continues to work on delivering the best and personalized products and services to customers and at the same time, bringing happiness to its employees and shareholders. The company's products and services endlessly thrive and remain to enrich the lives of its millions of subscribers.

Creating a wonderful world is what the company pursues to achieve. A wonderful world brings about enhancement of what Globe has to offer its subscribers. The employees make this possible by providing excellent services, allowing them to receive wonderful employee benefits in return. This builds a service culture that will differentiate them in the market and enable them to become a more trusted brand, ensuring customer loyalty and retention. In the end, shareholders feel wonderful about the organizational performance as their new mission, vision and values are greatly fulfilled.

# Our Purpose-Led Digital Transformation Journey

## Globe Telecom Leads From Purpose in Its People, Business, and the Environment



**It's easy to use. It's automated. It's digital. And all the controls are built in the system.**

- Rizza Maniego-Eala, Chief Finance Officer

**It took away a lot of bureaucratic processes. It took away a lot of paper, but most importantly, it saved me a lot of money.**

- Ato Jiao, Chief Human Resources Officer

**S/4HANA migration paved the way for the Globe Finance Transformation Journey. Along with implementing quick wins and standard solutions such as Investment Management, the business process reviews conducted during the implementation helped us identify other opportunities where we can do further automation to achieve Touchless Finance Operations. Globe Telecom's implementation of S/4HANA was very timely because we were able to sustain our operations even during a 100% work-from-home set-up without any major hiccups.**

- Menchit Briones, Finance and Control Division Head

### Challenges

There was **no real-time visibility** of financial reports and important resources, such as inventory, assets, and external services. There were **disparate** legacy systems and technical challenges causing **downtime**. Additionally, the manual processes led to **longer SLA in various areas** like procurement, budget monitoring, and invoice payment. There was need for several **customizations** in SAP to support apps.

### Solutions

Migrated to SAP HANA DB and SAP S/4HANA.

Implemented various SAP Cloud solutions to replace several legacy systems and automate manual processes: SAP Ariba, SAP Concur, SAP IBP, SAP Fieldglass, and SAP Jam.

Implemented additional modules in SAP S/4HANA and Fiori.

### Outcomes

- Real-time or near real-time visibility of important information for **better decision-making**
- Stable and reliable systems with **no major downtime reported**
- **Business continuity** even during nationwide community quarantine
- **Significant man-hour savings** and reduction of FTE **Efficiency** in operations support
- **Better user experience** and inherent system controls

From

**4 days to instant**

conversion of PR to PO for catalog items

**~14,200**

hours in streamlining the budget monitoring process and manual payment classification for accurate cash flow planning

**Hours to Seconds**

Faster processing of long-running programs

**99.99% uptime**

for the SAP S/4HANA system



# Business Challenges and Objectives

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Globe Telecom's growth in the past can be attributed to the business transformation of products, services, and customer experience.

Business growth speeds posed some challenges on how the internal systems and processes can keep up with growing transactions and complex business requirements, such as:

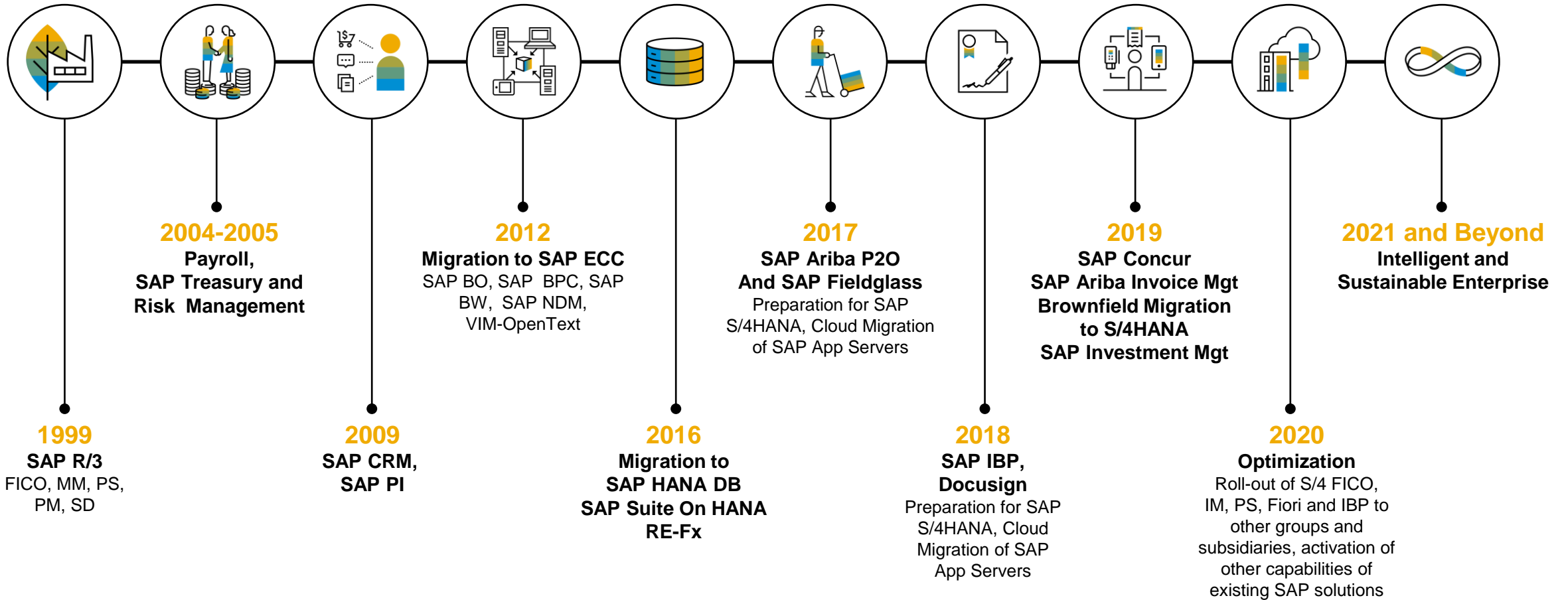
- Challenges in the availability of accurate and timely data/information when making **critical business decisions**
  - Inefficient and non-value-adding repetitive processes causing delays in the **execution of important projects** (sourcing, procurement, and invoice payment processing)
  - Manual processes creating **unfavorable employee experiences** in reimbursement, liquidation, and revolving fund operational expenses
  - **Business opportunity loss** from stock shortages due to non-system assisted forecasting and planning
  - **Increased office supply expenses** and sustainability issues due to paper-based application forms
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To cope with business growth, fast-changing demands, disruption, and innovation, Globe Telecom had to adapt the SDA principle (Simple, Digital, Agile). This principle is embedded in the projects that were implemented, and expressed as:

- Reduced turnaround time through process streamlining and **paperless** transactions, without sacrificing employee experiences
- Enabled **self-service** transactions for procurement, external service acquisition, invoice processing, and employee expense management
- **Improved customer experience** by minimizing stock shortages through standardized planning and system-assisted inventory forecasting
- **Minimized manual audit validations** through system-enabled company policy-based controls and complete audit trail of transactions
- Migrated seven legacy systems into **integrated platforms** that can be managed less and are extensible to third parties like vendors and distributors

# Project / Use Case Details

## The Globe-SAP Journey



# Project / Use Case Details

## The Globe-SAP Journey



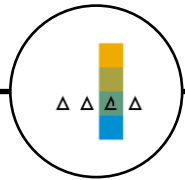
2016

### Processes

Streamlined delivery (centralized engagement of vendors), established the change request process to address the pain points

### Technology/Systems

Migrated to SAP HANA DB to address performance issues and downtime. Implemented SAP RE-FX for lease contract management



2017

### Processes

Business Process Review conducted by SAP in preparation for S4 HANA, data assessment, and clean up.

### Technology/Systems

Implemented SAP Ariba (P2P), SAP Fieldglass, SAP RE-FX for fleet management. Switched to single-metric licensing for SAP, Anaplan.



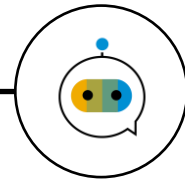
2018

### Processes

Lean Six Sigma (LSS) in Digital Transformation projects, digitized 29% of logged manual forms and processes, NWOW process

### Technology/Systems

Implemented SAP IBP (Sales and Operations Planning, Supply and Response), SAP RE-FX for IFRS 16, Migration of SAP Application Servers to the Cloud, SAP Ariba DocuSign, SAP Plant Maintenance, SAP Concur (pilot), Blackline, Swift, Outsystems for EVA, and other forms.



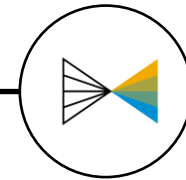
2019

### Processes

Plan-Build-Operate, Agile Processes, UX Designers

### Technology/Systems

Implemented SAP S/4HANA, SAP Fiori, Embedded Analytics, SAP Ariba Invoice Management, SAP Investment Management, new asset accounting, and other supporting applications.



2020

### Processes

Plan-Build-Operate, Agile Processes, Touchless transactions, UX Designers

### Technology/Systems

Rolled out SAP S/4HANA to subsidiaries, SAP IBP and SAP Jam to other business use cases, enhanced SAP Ariba Invoice Management for straight-through processing, integrated SAP Ariba to major vendor partner, SAP Fiori for inventory visibility, SAP Fieldglass SOW rollout, RPA, and other auxiliary systems.



2021



**Intelligent and Sustainable Enterprise**



# Benefits and Outcomes

The transformation journey of internal processes in the area of finance, supply chain and employee experience through process streamlining and re-architected scalable system landscape, enabled Globe Telecom's continuous business growth, innovation, and social responsibility.

## Business / Social

1. Ariba P2O - **~65% of purchase line items** are converted to catalogs resulting from **4 days to 0 day PO processing**
2. Ariba Invoice Management - **57% reduced processing time**
3. Fieldglass - **250% increase of auto invoice** utilization with **30-60 days SLA improvement**
4. Concur (Pre-Quarantine Period) – **~33k hours/year saved** across different groups with an average of 48,000/year expense reports.
5. IBP Phase 1 - **29% to 300% reduced processing** in supply planning
6. IBP Phase 2 - **Targeted 75% to 90% forecast accuracy**
7. Inventory Visibility (Fiori) - **Targeted 70% improved processing time**
8. Streamlined WBS creation reducing manual work by **5,500 hours annually**
9. **Simplified** asset acquisition, valuation and reporting through new asset accounting in S/4HANA having **smooth year end closing**
10. **Streamlined and standardized** the Controlling and Profitability dimensions (COPA) which **improved Globe Telecom's Management Reporting by 2 days**
11. **87% reduced processing time** in generating the **cash flow statement report** providing accurate information and reducing risk in cash planning

## IT

1. **Decommissioned 7 legacy systems into SAP as the digital core:** 5 on-premise procurement systems, a travel request web application and an inventory system.
2. **Minimized management of infrastructure** due to implementation of cloud-based Software-as-a-Service platforms.

## Human Empowerment

Concur Travel and Expense  
- **88% satisfied employees.**

## Social / Environmental

eSignature Management's environmental savings - **78 trees, 270k litres of water, 26k kg of carbon** and **1.8k kg of waste.**

# Additional Reference Material

## C/SERIES LEADING FROM PURPOSE



**Scott Russell**

*PRESIDENT, SAP ASIA PACIFIC JAPAN*

**Ernest Cu**

*PRESIDENT & CEO, GLOBE TELECOM*

### C/Series

17 August 2020

Globe Telecom's President and CEO Ernest Cu shared his experiences leading with Purpose.

“Uncovering our ‘purpose’ allows us to focus on what truly matters and enables us to lead others with clarity and passion. In this episode, we uncover the fundamentals of why we should first lead from purpose before we can lead with purpose. Join us for a conversation with Ernest Cu, a purpose-driven leader and CEO of Globe Telecom where he shares his perspectives on leading from purpose, building the nation, and impacting Philippines’ lives.

We ask, what’s your purpose equation?”

Listen on Spotify

here: [open.spotify.com/episode/6rt3JDR4eWHc3gSs6cXG9p](https://open.spotify.com/episode/6rt3JDR4eWHc3gSs6cXG9p)

Watch the full interview

here: <https://www.youtube.com/watch?v=AFQx9oMO4CE>



If you have any enquiries, please email [sapbestrunawardssea@in2ideas.com](mailto:sapbestrunawardssea@in2ideas.com)

