SAP Innovation Awards 2020

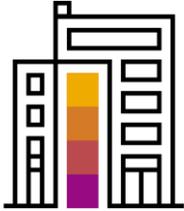# SAP® Innovation Awards 2020 Entry Pitch Deck

Connecting Our People to Boost Their Worlds with SAP SuccessFactors

Telecom Argentina

THE BEST RUN **SAP**

Company Information

Headquarters	Buenos Aires, Argentina
Industry	Telecommunications
Web site	https://institucional.telecom.com.ar/
	https://www.oxotransfer.com/6daBtFEt/player/#/

We are the leading company in converging connectivity solutions. We transform the digital experience of people, companies and governments with a secure, flexible and dynamic service for all devices, in Argentina, Uruguay and Paraguay. We provide 30 million accesses in fixed telephony, mobile, internet and Paid TV by means of 40,000 km of optical fiber. We also provide IoT solutions, datacenters, cloud and public security services.

We have the fastest and strongest 4G+ network in Argentina, which carries 80% of the national data traffic. We are leaders in high speed fixed internet with coaxial cable, ADSL and FTTH technologies (up to 300 Mbps at home). We offer Pay TV services, major co-productions and high quality content for basic, digital and on demand networks.

We leverage the economic development of the country, by cooperating with over 2,200 Town Halls and providing over 15,000 free connections for schools, hospitals and other institutions through the "Puente Digital" Program.

We are one of the largest employers in Argentina. We provide more than 24,000 direct Jobs and more than 29,000 indirect ones. We count on diversity policies and give value to work-life balance. Flexibility and commitment are the basis of our culture.

We are investing in 5G network, house automation, connected cars, telemedicine, artificial intelligence and robotics.

Connecting Our People to Boost Their Worlds

Telecom

TELECOM

"

" SuccessFactors is not only a human capital management platform, it is a platform to build the future of work, the future of our organization."

Sergio Faraudo
Human Capital Director –
SAP SuccessFactors Project Sponsor

Challenge

In January 2018 Telecom began a challenging merger process and became one of the main employers in Argentina in terms of number of employees (+ 24,000). We have the additional complexity that more than 60% of our employees work in the streets visiting customers´ houses. Although, we kept using the two previous independent SAP HCMs to pay salaries, SAP SuccessFactors had to be configured as the unique data source.

Solution

As part of the process of the merger of Cablevisión and Telecom, we initiated a cultural and digital transformation process leveraged by self-managed *cloud* technologies. We decided to implement SAP SuccessFactors to have a single people management system addressing all the employee´s needs during the whole life-cycle.

Outcome

SAP SuccessFactors provided us the best practices that enabled our company to simplify and automate processes, streamline approval workflows and digitalize documents. We gained efficiency by having a single data source integrated to our two payroll systems. Thus, we began to implement a complete self-management system that enabled our employees to play a leading role in their personal and professional development within Telecom.
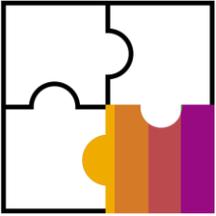
92% **Human Capital Processes** managed in SAP SuccessFactors.

99% **Payroll accuracy** after the first payment using the SAP SuccessFactors Employee Central module.

100% Of employees had access to **the same UX for the first time,** through desktop, mobile and other devices.

Participating Partner Information

PwC Argentina

PwC partnered with Telecom to implement SAP SuccessFactors (Employee Central Time off, Performance & Goals, Compensation Management, Learning Management, Career Developing Plan, Succession Manager, Onboarding, Recruitment Marketing and Recruitment Management.) And SAP HANA CLOUD INTEGRATION to integrate the solution with the legacy systems of Payroll.

PwC helped not only with the technical implementation but with its knowledge in processes and its best practices acquired in previous implementations.

The project that Telecom faced was not only a technical implementation, but also involved the unification and reengineering of all human capital processes, in order to provide a unified experience since the merger of companies to all employees regardless of origin, struggling with the challenge of maintaining two legacy payroll systems.

Juan Manuel Villa, Senior Manager, PwC Argentina
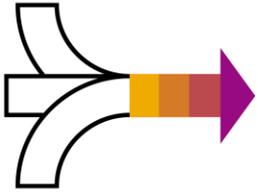
Business Challenges and Objectives

In Telecom we are going through a **merger process** that involves joining two different organizational cultures and business models. We began by reviewing our operating models starting from the incorporation of Intelligent Enterprise Technologies so as to unify and standardize across business processes, gaining in efficiency, agility and digitalization, supporting our business decisions on reliable, consistent and updated data.

The main objective of the project is to establish an integrated Human Capital Model in Telecom. It involved evaluating, reviewing and redesigning processes, redefining roles and functions of Human Capital Managers, based on SAP HCM.

The solution provided by SAP SuccessFactors, was called **"Smart"** in Telecom and it allowed us to improve our Users´ Experience. The system supports the employee´s entire lifecycle, with a focus on self-management, where the employee plays a key role.

There is no company with a larger number of employees than Telecom Argentina (even in the South American Region) with an implementation of a suite of 7 SAP SuccessFactors modules, including two independent payroll systems.

.
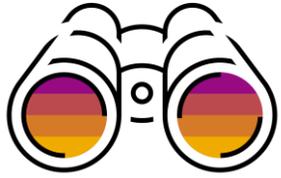
Project or Use Case Details

Currently, we maintain the payroll process divided into two independent SAP HCM systems until both SAP S/4HANA and a unified payroll system are implemented (during 2020). Thus, two active payroll systems are being maintained with the same **SAP SuccessFactors solution as the single data source**. This implied a **big challenge, for it meant designing and building two different integrations** (Web Services for SAP HCM and CSV files for the legacy payroll system), duplicating the tests and monitoring the salary payment process.

As part of the process of the merger of Cablevisión and Telecom, we initiated a cultural and digital transformation process leveraged by self-managed *cloud* technologies. We decided to implement SAP SuccessFactors to have a single people management system addressing all the employee´s needs during the whole lifecycle. SAP SuccessFactors gave us the best employee experience promoting self-management as the basis of our employee-centric new business model. We defined a new, unique data model, reviewing 12 processes (56 sub-processes) and worked on the appropriate data mapping for the two active payroll systems. Once all SAP SuccessFactors modules are rolled out, about 12 different systems will be turned off.

We gained in efficiency by having SAP SuccessFactors as the single payroll data source. Thus, we began to work with a full self-management tool, allowing our employees to play a leading role in their own personal and professional development within Telecom. Today, SAP SuccessFactors Employee Central, Compensation, Recruitment & Onboarding modules are already active. The first salary payment was made in both systems, based on the information provided by SAP SuccessFactors with no impact on the business, even with fewer errors than usual. In the first month, we reached a payroll accuracy of 99%, higher than previous months.
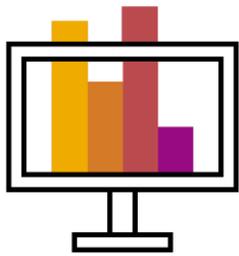
Benefits and Outcomes

Business or Social

Build an **"employee centric"** business model based on Cultural Principles of the new Telecom: "We make it easy", "We are customers" or "We trust and believe in you".

Reduce paperwork by ensuring that over 70 licenses (Time Off) active in Telecom are managed digitally, without sending paper documentation.

IT

Telecom´s SAP Success Factors solution and its Cloud Architecture has been incorporated to accompany the **Digital Transformation,** enabling fast cloud integrations, scalability and reducing costs. Real-time integration in the cloud was possible with efficient low cost connections with rigorous physical, network and application security.

This implementation is the basis to replace in the short term the two on-premise legacy payroll systems currently used by the company, with a new payroll system unified in the SAP Cloud (SAP Payroll Cloud).
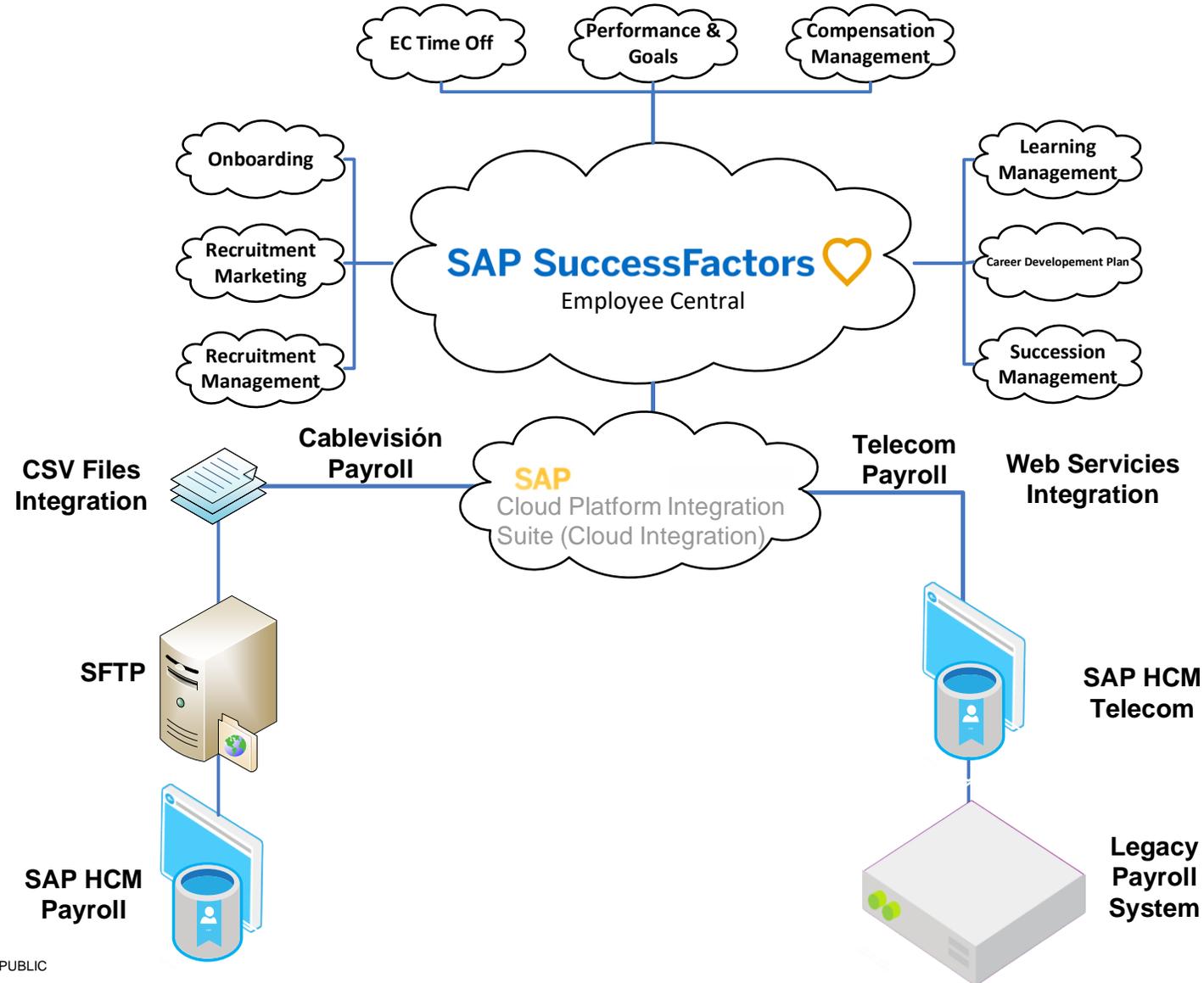
Human Empowerment

Self-management: it allows 60% of the more than 24,000 Telecom employees who do not have desktop computers because most of their time they are visiting customers, self-manage their licenses with SAP SuccessFactors from their mobile devices. Previously, they could only manage them through their bosses.

Self-paced training: there were no face-to-face trainings for users, only virtual guides for self-consultation avoiding costs associated with classroom courses. We registered more than 9,000 visits to virtual guides to solve inquiries after 60 days from SAP SuccessFactors Employee Central´s go live.

Architecture

EC Time Off

Performance & Goals

Compensation Management

Onboarding

Recruitment Marketing

Recruitment Management

SAP SuccessFactors
Employee Central

Learning Management

Career Developement Plan

Succession Management

CSV Files Integration

Cablevisión Payroll

SAP
Cloud Platform Integration Suite (Cloud Integration)

Telecom Payroll

Web Services Integration

SFTP

SAP HCM Telecom

SAP HCM Payroll

Legacy Payroll System

Deployment

Deployment status   Live

Date   November 2019 to
January 2020

Number of users   24.000

SAP technologies used:

	SAP product	Deployment status (live or proof of concept [POC])	Contribution to project
1	SAP SuccessFactors	Live	Employee Central Time off, Performance & Goals, Compensation Management, Learning Management, Career Development Plan, Succession Manager, Onboarding, Recruitment Marketing and Recruitment Management.
2	SAP Cloud Platform Integration Suite (Cloud Integration)	Live	Select the employee information according to the society that belongs to send it to the two Payroll Systems (HCM Payroll and Legacy Payroll)

If you have used one of the services or support offerings from SAP Digital Business Services during the implementation or deployment phase, please select with [X] one or more of the following offerings:

- [x] SAP MaxAttention™
- [ ] SAP ActiveAttention™
- [ ] SAP Advanced Deployment
- [ ] SAP Value Assurance
- [ ] SAP Model Company
- [ ] Others:
- [ ] SAP Innovation Services
- [ ] SAP Innovative Business Solutions

Advanced Technologies

The following **advanced technologies** were part of the project.

	Technology or use case	Yes or No	Contribution to project
1	3D printing	**No**	
2	Blockchain	**No**	
3	Internet of Things (IoT)	**No**	
4	Machine learning or AI	**No**	
5	Conversational AI	**No**	
6	Robotic process automation	**No**	
7	Data anonymization	**No**	
8	Augmented analytics	**No**	
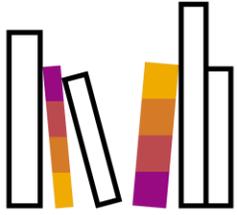
Additional Information

SAP SuccessFactors Roadmap in Telecom:

- In January 2020, the Learning Management System module will be active for end users.
- In February 2020, the SAP SuccessFactors Employee Central module will be implemented in Uruguay for more than 180 employees.
- In April 2020 the Performance & Goals, Succession Management & Career Development Plan modules will be active.

During 2020, SAP S/4HANA, SAP Concur, SAP Ariba and SAP SuccessFactors Employee Central Payroll will be implemented as part of the intelligent enterprises process.

In this way, we will be achieving a full cultural and digital business transformation across the whole company. By introducing intelligent enterprise technologies, we have already made a significant improvement in how we manage and interact with our people and will continue to enhance our financial, supply chain and business results.