

## SAP Customer Success Story Telecom



belgacom

The **Belgacom Group** is Belgium's foremost telecom company and a market leader in many fields, notably in wholesale and retail fixed line services, mobile communications, Internet and broadband data transmission services. At the end of the 2005 fiscal year, the Group reported a total revenue of EUR 5,696 million. Having been on the e-HR road for several years now, Belgacom places great emphasis on incorporating powerful and versatile HR components to optimally manage its 14,000 strong workforce. The SAP Employee Interaction Center is one such component.

## **Innovative HR at Belgacom Group:**

### **SAP EMPLOYEE INTERACTION CENTER**

Belgacom and SAP are two market leaders whose collaboration goes back to the nineties. Belgium's premier telecoms company runs mySAP ERP and other components like e-procurement. Most recently, core HR applications, such as Payroll and Time Management, have or are being complemented by more strategic and innovative HR solutions so as to optimize staff-related services and drive the efficiency of HR staff. Belgacom Group is considered to be a pioneer in the field of e-HRM.

### **SERVING STAFF TO THE MAX**

"Belgacom wants to be the best-in-class in everything it does, also in people management", explained Dimitri Hovine, HR Director. "With over 14,000 people on the payroll, our HR department plays a key role. We do all we can to serve our staff to the max. There are, for example, HR people available in six offices, dotted throughout the Belgian provinces, who are trained to give appropriate answers to any HR-related question. This organizational structure, however, is no guarantee that questions will be answered consistently, which has caused misunderstandings, on occasion, in the past. In addition, our HR people are buried under a steady stream of questions and transactional tasks."

## SAP EIC TO REGISTER SICK LEAVE

SAP's Employee Interaction Center (EIC) based on mySAP ERP Human Capital Management (HCM) and Customer Relationship Management (CRM) seemed like a perfect solution to streamline HR service delivery through a centralized, single point-of-contact. "We decided to implement the EIC component step-by-step," continued Dimitri Hovine, "starting with the master data and the registration and management of sick leave. In the past, sick employees called their supervisor to inform they were ill. This way of working implied an administrative hassle and was neither uniform nor efficient. We wanted a less complex and, at the same time, more uniform system whereby a sick Belgacom employee could ring to the 0800/ALL HR and his/her supervisor would be informed automatically by mail."

## IMPLEMENTATION, INCLUDING CHANGE MANAGEMENT

Belgacom was the first Belgian company to take up the challenge of implementing SAP EIC. The Group found an enthusiastic and most willing partner in SAP Consultants, which guided and assisted them, every step of the way. They successfully overcame a few technical hurdles, before delivering a well-oiled EIC system in December 2004, after ten months of implementation. Belgacom was one of the first companies to implement the EIC in web-GUI.

"We adhered closely to the SAP standard, which entailed adapting several internal procedures", said Hovine. "That did, admittedly, have an impact on our personnel. Many were afraid the new way of working would be much more impersonal. To make sure they would embrace and fully support the

new system, we invested heavily in internal communication, stressed the advantages of EIC and provided training and change management, when necessary."

## CENTRALLY MANAGED

Belgacom soon noticed that its approach was paying off: after initial scepticism acceptance towards the new system soon increased.

The advantages it offers are manifold. When an employee now rings in to say (s)he's ill, his call center colleague enters the details into the EIC. Both the supervisor and the sick Belgacom employee are instantly notified of that absence. Sick leave is now managed centrally which means the system is

less prone to errors, which is a good thing for both HR and the employee himself. In addition, the new system is more efficient and HR people can free up time to focus on more strategic tasks. The EIC makes analysis and interpretation possible: our management team can now spot trends in employee absence, be it per employee, per department, per time of the year, etc.

## HR: A STRATEGIC, SERVICE-ORIENTED DEPARTMENT

After the first step, Belgacom proceeded with other aspects of the EIC component, such as travel and pension and introduced structured mail and a universal inbox. Over the next few years, the company plans to roll out the EIC system to the entire Belgacom Group and to include other aspects of HR services. "Once the EIC is fully operational, it will enable us to respond promptly,

accurately and consistently, in keeping with our corporate policies, to all employee enquiries. Employees will be able to track the status of their questions. The management will be able to analyze the questions, monitor trends and get a clearer view on HR in general. Our plan is to distil up to 50 FAQs per region so that our

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HR people, both in the provinces and at the headquarters, are no longer buried under a heap of paperwork and phone calls, but win precious time for team coaching, HR with added value, etc. Finally, as our department works more and more efficiently, we'll be able to reduce service costs and increase margins. I expect a very quick payback on this EIC investment", concluded Dimitri Hovine.

## AT A GLANCE

SAP solution components	SAP Employee Interaction Center
Hardware platform	SUN
Operating system	Solaris
Database	Oracle
Number of users	140
Implementation time	± 1 year
Implementation partner	SAP Consulting

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