

FROM SSC TO GBS – ACHIEVING BUSINESS EXCELLENCE USING A GLOBAL BUSINESS SERVICE MODEL

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OUTSOURCING OUTLOOK 2019 25TH APRIL, 2019; DKP AUDITORIUM



LIFE IS FOR SHARING.

DEUTSCHE TELEKOM



Customers & Markets



Customers

- **178.4 mn** mobile customers
27.9 mn fixed-network lines/
20.2 mn broadband lines
- Approx. **8.2 m** TV customers



Markets

- Present in > 50 countries
- **Germany, Europe and the USA:** with own infrastructure
- **T-Systems:** global presence & alliances through partners

Facts & Figures



Telekom in figures, 2018

- Revenue **€ 75.7 bn**
- Adjusted EBITDA **€ 23.3 bn**
- Free Cash-Flow **€ 6.2 bn**







Employees & responsibility

- Employees worldwide: 215,675
- 5,713 trainees and cooperative degree students in Germany
- Pioneer of social issues (climate protection, data privacy, diversity, etc.)


Source: DT 2018 annual report

DEUTSCHE TELEKOM SERVICES EUROPE – THE SERVICE PROVIDER FOR DT

OUR START BEFORE 2015

 PROCUREMENT	 REPORTING
 HR	 ACCOUNTING

OUR PATH 2015 - 2016



HR	Accounting
Reporting	Procurement

€ bn

0.6

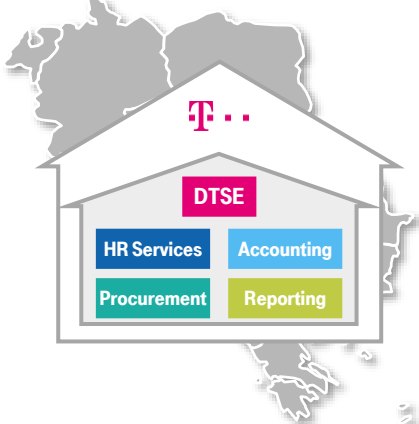
~ -25%

€ -150mn

€ -50mn

2014 2018 2020

OUR GOAL SINCE 2016



DTSE

HR Services

Accounting

Procurement

Reporting

DTSE 2.0 2018 – 2020+

OUR AMBITION: LEADING EUROPEAN TELCO

GROW

LEAD IN CUSTOMER EXPERIENCE

LEAD IN TECHNOLOGY

LEAD IN BUSINESS PRODUCTIVITY

ONE CONNECTIVITY & PERFECT SERVICE

INTEGRATED GIGABIT NETWORKS

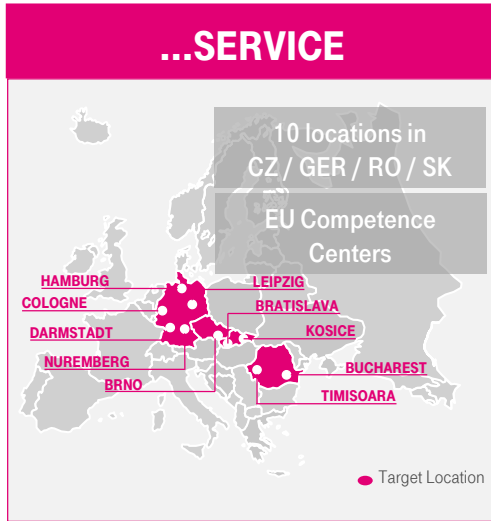
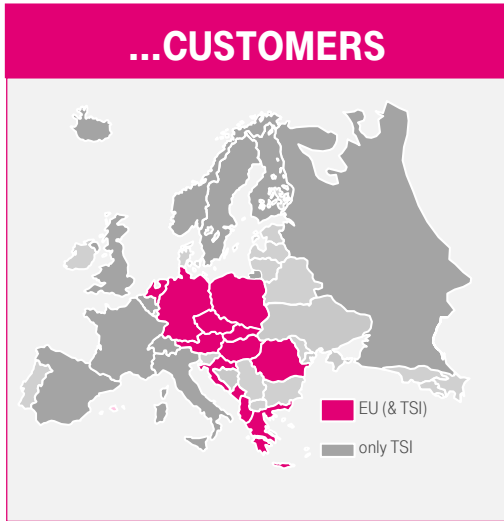
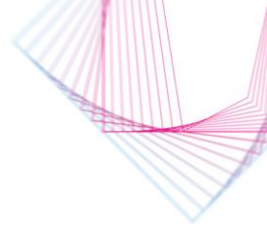
SECURE ICT SOLUTIONS & BIG IOT

SAVE FOR GROWTH INVESTMENTS

SIMPLIFY, DIGITALIZE, ACCELERATE

GROWTH

“DTSE SE” AS A PIONEER FOR A TRULY EUROPEAN COMPANY



...TEAM

WORKFORCE MANAGEMENT PROCESSES

MORE THAN 50% OF EMPLOYEES STAFFED INTERNATIONALLY (2020)
MANAGEMENT FUNCTIONS INTERNATIONALIZED



 **EUROPEAN MINDSET**

 **INTERNATIONAL SUPERVISORY BOARD**

 **EUROPEAN COLLABORATION**

SSC EXAMPLE – HR SERVICES FOR 170K+ CUSTOMERS



50 TARIFF AGREEMENTS

>800 PROCESSES

>70 WORKS COUNCIL AGREEMENTS

250 HR PRODUCTS

30,000

CONTACTS PER MONTH

120,000 NATIONAL CUSTOMERS

230,000 HR TICKETS PER MONTH

400,000

PAGE HITS PER MONTH

900

NATIONAL EMPLOYEES

50,000 INTERNATIONAL CUSTOMERS

350 INTERNATIONAL EMPLOYEES

OUR APPROACH – CUSTOMER CENTRIC PRODUCTS AND PROCESSES, INTEGRATED PLATFORMS, ENABLED HR STAFF

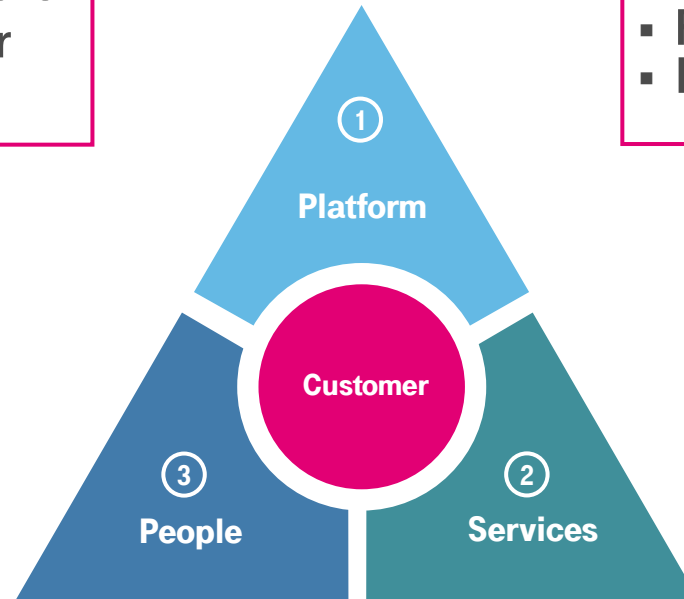


VISION

We eliminate non-value adding tasks by automation to allow employees to focus on core tasks and the organization on their strategic topics

BASIC PRINCIPLES

- Customer centricity
- Think simplicity
- We trust our employees
- Full automation and zero paper
- Re-use (IT) platforms



WE DRIVE A CUSTOMER-CENTRIC APPROACH WITH...



Inform

- One point of contact for all customer requests
- Comprehensible HR language for customer concerns
- Meaningful results of search function in different portals

Contact & Consult

- Customer-oriented service times
- Fast and reliable response on requests
- Always reachable on digital channels
- Best possible selfservice, e.g. chat-bots as long as helpful

Order

- Comprehensible order steps
- Guided order procedure e.g. help texts
- Smart self services, e.g. prefilled forms & plausibility checks

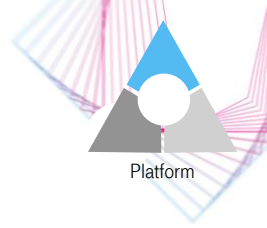
Process

- Easy to use order tracking tools for transparency of processes
- Clear communication on next steps
- Proactive information about changes
- Fast processing time

Complain & Change

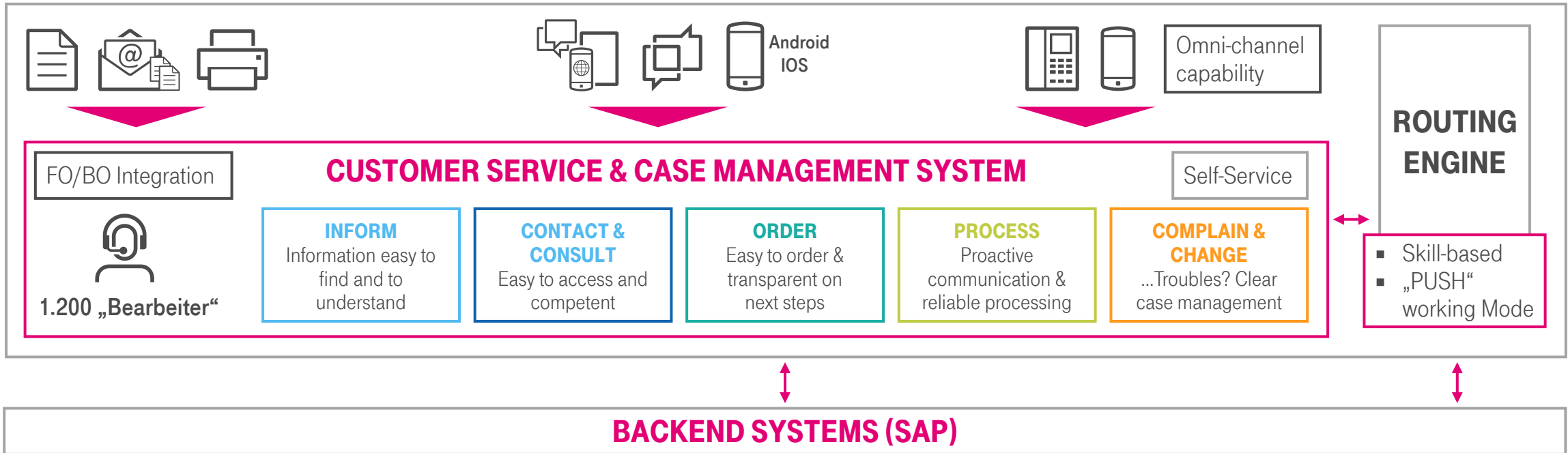
- Fast and reliable response on troubles
- Continuous support with the same contact person for customer request
- In case of severe troubles, dedicated case manager

ONE PLATFORM WILL CREATE THE FOUNDATION OF END-TO-END JOURNEYS OF CUSTOMERS



170,000+
employees (nat./int.)

PEGA PLATFORM



ENLARGEMENT OF SERVICES ARE PROVIDED IN APPS



Come&Go

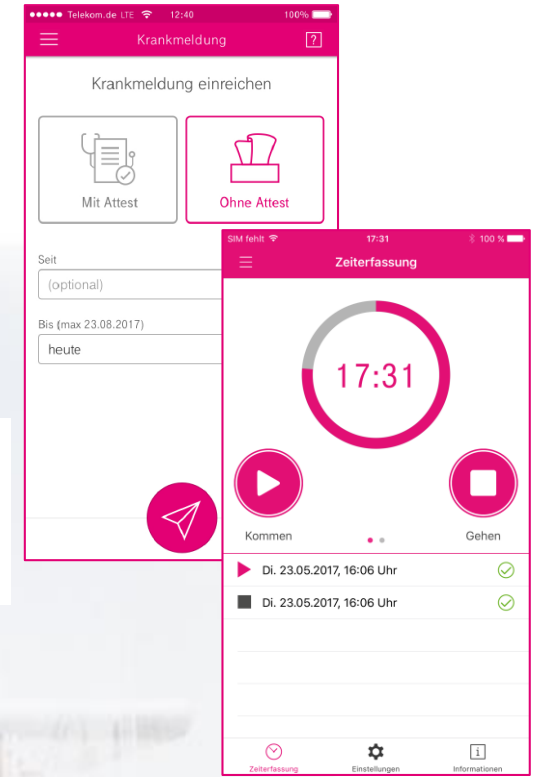
Implementation of a mobile app/service for timekeeping (clock-in/clock-out).

Health insurance documents

Implementation of a service for the employee for submission and automated processing of health insurance documents.

Attestation

Implementation of a mobile service/app for sick leave (from acquiring and recognizing the doctors note, transferring the absence to SAP HR, to archiving the doctors note in the electronic personnel file)



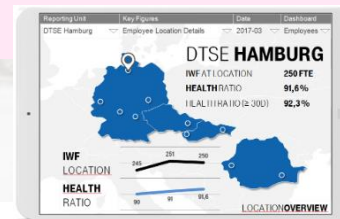
Stand-alone apps:

Closing Cockpit for Financial Directors

Provide management information about closing activity status and KPIs via app
Intense first four days tracking (incl. EBITDA, Revenue Forecast)

Mobile Scorecard APP

Combines all company relevant information and make KPIs available in a mobile interactive "Balanced Score Card".
Realized in 2017: segments for Finance and Employees



Salesforce App (Service Cloud/PASA)

In addition to the standard web-browser access, our agents and managers also have the possibility of using the PTP Service Cloud services on their mobile device via the Salesforce App.

TRAININGS OF METHODS ENABLE EMPLOYEE FOR AGILE WORK



WHAT

- Enable HR multipliers for **agile work**
- Train and explore **methods** and **formats**

HOW

- Get tangible **experience**
- Sell what you use.

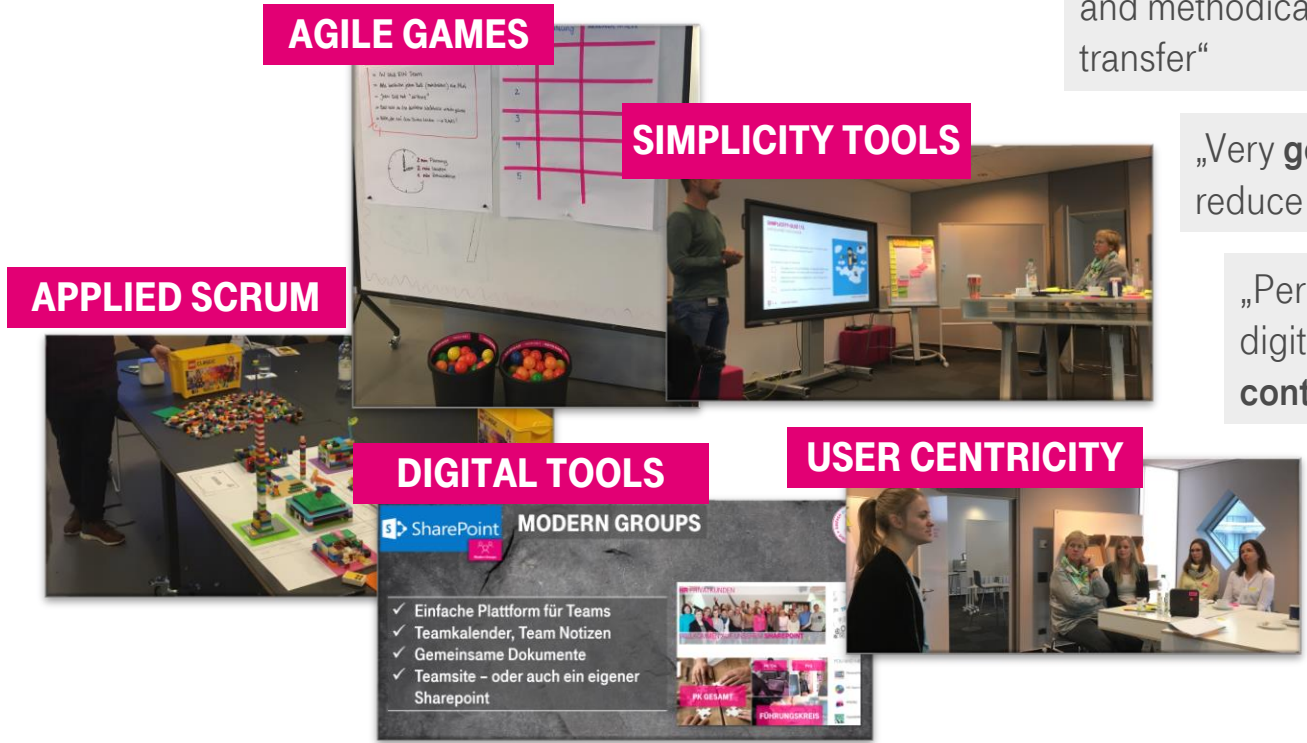
FEEDBACK

„Met **expectations** regarding agile methods and formats. Reduce theoretical content, maximize tool and methodical knowledge transfer“

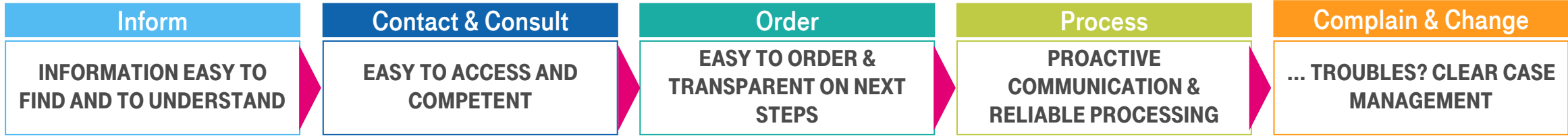
„Very **good practices** – reduce theory“

„Perfect start into the agile and digital world. Format **shall be continued**“

- 1 DIGITAL TOOLBOX
- 2 PRODUCT KPIS
- 3 SDHR CORE BELIEFS
- 4 GROWTH MINDSET
- 5 AGILE DEVELOPMENT
- 6 USER CENTRICITY
- 7 SIMPLICITY PRINCIPLES
- 8 COLLABORATION TOOLS



INITIATIVES ALONG THE CUSTOMER JOURNEY ENSURE THE CUSTOMER EXPERIENCE



HRCules - Customer Service & Case Management System



HR Info Portal Redesign
- HR Shop -



Electronic Signature
DocuSign, inTarsys, Adobe Experience Manager

Speech2Text transcription / 24x7 service accessibility
NUANCE, ITyX

Speech2Text transcription / service accessibility
NUANCE, ITyX

User-guided processes
tts, walk me

Front-end Assistants / RPA
ANOTHER MONDAY, blueprism, UiPath

Order Tracking Tool / Information self-service

Digital Interaction Services



Apps
Krankenkassenbelege
M BETA version: 1.0.3

Process Mining & Data Analytics
celonis, Telekom Innovation Laboratories

Portal for externals
Liferay, TYP03

Smart Forms & electronic signature
DocuSign, inTarsys, Adobe Experience Manager

Employee Central
SAP SuccessFactors