

Telecom Argentina: Argentina's Largest Employer Successfully Grows with Integrated, Intelligent ERP

Telecom Argentina S.A. recently embarked on a **digital transformation project to unify processes** and integrate systems across its ERP and satellite applications in Argentina, the United States, Uruguay, and Paraguay. The project is impacting the entire company by making back-office tasks more efficient and agile in administration and finance, collections, HR, logistics, real estate management, purchasing, facilities management, investment projects, and supplier relationship management.



Digitally Transforming, Unifying, and Integrating Processes and IT Systems with SAP® Software

Before: Challenges and Opportunities

- Unify processes following a merger
- Integrate operations on one technology platform
- Standardize processes and centralize data groupwide

Why SAP

- Expert digital transformation support, including best practices and process optimization
- SAP S/4HANA® Cloud to unify the company and enable operational excellence
- Ability to unify finance with the SAP S/4HANA solution for central finance
- Commitment from SAP MaxAttention® services to complete the SAP S/4HANA deployment in six months
- HR process standardization with SAP® SuccessFactors® solutions and integration with legacy payroll using SAP Integration Suite
- Complete integration with suppliers using SAP Ariba® solutions
- Agility in management of internal expenses with SAP Concur® solutions
- Digitalization of occupational health and risk management using the SAP Environment, Health, and Safety Management (SAP EHS Management) application

After: Value-Driven Results

- One platform to meet business demands
- Streamlined back-office processes – from start to finish
- Digitalized bidding and faster analytics to personalize customer offers

50%

Month-end closing period
(from 10 days down to 5 days)

99%

Payroll accuracy after the
first month

87%

Faster IFRS and inflation
adjustments

Telecom Argentina S.A.
Buenos Aires, Argentina
institucional.telecom.com.ar
(Spanish)

Industry
Telecommunications

Products and Services
Connectivity and
entertainment experiences
and technology solutions

Employees
23,415

Revenue
US\$4.1 billion
(2021)

Featured Solutions
SAP S/4HANA Cloud, SAP S/4HANA for
central finance, SAP Integration Suite,
SAP EHS Management, SAP MaxAttention,
and SAP SuccessFactors, SAP Concur, and
SAP Ariba solutions

THE BEST RUN



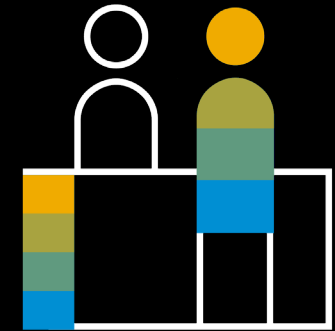
Finding a **Unified Platform** to Bring Two Companies Together and Meet Market Demands

Offering telephone, mobile, Internet, and on-demand entertainment, Telecom Argentina S.A. keeps tens of millions of retail and business customers connected and tuned in. The company also offers IoT solutions, data centers, cloud, and public security services – carrying **80% of national data traffic on its 4G network**. Also active in Paraguay and Uruguay, Telecom Argentina recently secured its position as the leading telecommunications company in Argentina through a merger with the entertainment solutions company, Cablevisión.

Needing to unify company processes following the merger and also support the market's digital transformation demands, Telecom Argentina decided to reimagine its back-office processes using a world-class, intelligent ERP system design.

To make this possible, it adopted SAP S/4HANA® Cloud to support business processes enterprise-wide. With the software, the company can integrate its back office, provide greater agility, efficiency, and standardization, and build the foundation to more easily scale and evolve the business. With SAP S/4HANA Cloud, Telecom Argentina would have the capabilities for upgrade, automation, and user experience as well as intelligent technologies such as AI, machine learning, the Internet of Things, and more to support future growth.

In addition to a **world-class, intelligent ERP**, Telecom Argentina also needed an expert team to help quickly put it in place.



30 million

Retail and business customers

Standardizing and Streamlining Processes Across Lines of Business

Telecom Argentina was the first company in the world to implement the SAP S/4HANA solution for central finance. It also migrated its digital foundation to SAP S/4HANA Cloud, unifying processes and applying SAP S/4HANA across back-office areas. New work roles emerged, helping channel and optimize knowledge to **create a new internal working model** that supports continuous growth by giving users access to best-practice processes

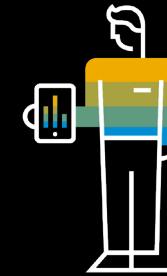
SAP® SuccessFactors® Human Experience Management Suite was deployed to manage HR, introducing a collaborative, flexible, and mobile model. The SAP SuccessFactors Employee Central solution has also unified payroll settlement for 22,500 employees.

SAP Concur® solutions are being used to bring agility and speed to internal expense management, including minor expenses, travel, and on-the-go expenses – integrating, digitalizing, and eliminating paper for the entire expense management process.

SAP Ariba® solutions are unifying supplier processes from registration through tendering, bidding, contracting, invoicing, and payments. Integration with SAP S/4HANA and vendor invoice management have digitalized the payment process, including incorporating electronic credit invoicing using add-ons and SAP Extension Suite services.

The SAP Environment, Health, and Safety Management application is being used with SAP Fiori® apps to **digitalize the management of occupational and environmental health**. The application is also integrated with SAP SuccessFactors solutions to manage licenses.

The system's analytic layer is built on SAP Business Warehouse powered by SAP HANA®, with SAP Fiori apps and SAP Fiori launchpad providing a single, role-based access point for business applications. Finally, the whole system is managed using SAP Solution Manager.



>500

People involved in the migration to SAP S/4HANA Cloud

Collaborating to Reimagine Processes and Transition to a New Way of Work

As it embarked on its SAP S/4HANA implementation, Telecom Argentina engaged SAP MaxAttention® services to guide and safeguard the deployment. Teams from Germany, Romania, and Argentina helped bring business and IT stakeholders from across the enterprise to the table so that everyone was **collaborating efficiently and effectively**.

Several SAP partners also worked on the project to help implement the various line-of-business solutions. The SAP Activate methodology was used to support collaboration, enabling an iterative, staged approach that increased project agility and improved the final outcome.

The project began with an enterprise-wide implementation of a brand-new system in Argentina, which maintains the company's core operations. Rollout to the rest of the countries was based on the success of that project.

Critical testing was performed across every stage of the project, including testing of key business processes, cutover execution, data migration, and output from production through postimplementation.

The team used standard tools with minimal customization in line with industry best practices – making it possible to reduce maintenance costs, **lower the risk of failure**, and increase the ability to adopt new, intelligent technologies.

The teamwork and collaboration across Telecom Argentina, SAP, and partner teams were a key factor in the project's overall success.



4 countries

Involved in the integration, including Argentina, the United States, Uruguay, and Paraguay

Streamlining Operations and **Improving Services** for Employees and Customers

With SAP solutions, Telecom Argentina has consolidated its platforms – leading to more-efficient operations and the ability support the business evolution in an agile way.

Intelligent technologies are **enhancing processes groupwide**. For example, procurement is using robotic process automation to load requisition data, making purchasing faster and more efficient. And digital bidding allows customers to receive offers and choose service plans from their smartphones.

Full back-office integration together with newfound process agility, standardization, and automation are allowing Telecom Argentina to scale and grow based on the future needs of the company.

It now has the flexibility to manage credit and the sale of devices like a retail business, taking into account economic fluctuation and volatile interest rates. And advanced analytics on Big Data is helping it provide **better services and faster responses to customers**.

Employee interactions have also improved with the ability to address staff needs across the employment lifecycle. Self-service HR not only saves time on processes, approvals, and documentation, it also allows employees to play a leading role in their personal and professional development. Plus, with user-friendly mobile access on any device, employees can now get basic HR tasks done on the go.



>22,500

Employees using SAP SuccessFactors solutions

>11,000

Users of other SAP solutions (>5,000 internal and >6,000 external)

Moving More Lines of Business to the Cloud and Digitalizing the Customer Experience

Telecom Argentina has big plans for the future of the business and its customers.

Having evolved from a traditional telecommunications company to one that offers an ecosystem of apps and platforms, the basis of connectivity is now a differential quality value. With a future vision that goes beyond connectivity, Telecom is **developing new fully digital businesses** that are based on IoT, 5G, finance services technology (fintech), entertainment, and smart-home solutions, among others.

Now that the main SAP S/4HANA digitalization project has been finalized, the company is looking ahead to implementations that can bring new ways of working across lines of business.

As a company, Telecom Argentina is looking to **connect and respond to customers instantly**. The goal is for its people to be able to choose exactly the services that work for them and have them all channeled through their smartphones. To be able to process all that data and build that system in a timely way without mistakes requires a powerful platform.

With SAP as its partner and SAP S/4HANA at its core, Telecom Argentina is confident it can gain the flexibility and the digital tools it needs to get the job done.

