

## Telenor streamlines HR Management with the help of TCS

Over the last decade, Telenor has acquired telecommunication companies in Denmark and this had resulted in multiple HR systems operating within the company. Consequently, the company faced many challenges in HR administration, such as increased maintenance effort and data reporting issues. To overcome these challenges, and as part of its global HR strategy, Telenor decided to implement a single HR solution based on the Oracle HRMS platform. TCS was selected as the implementation partner in this engagement.

**Customer**  
Telenor

**Industry**  
Telecom

**Offering**  
IT Services

### About the Client

Telenor in Denmark is a part of the Telenor Group based in Norway, and is one of the leading providers of mobile fixed and broadband services in Denmark, with a customer base of more than 2 million and a mobile market share of approx. 27 percent. Telenor Group also owns Canal Digital which is a provider of TV services for the Danish market. Telenor in Denmark consists of four operating companies Telenor, Telenor Butikkerne A/S, CBB Mobil A/S and BiBoB A/S.

### Business Context

The Telenor Group aims to be one of the fastest growing mobile operators in the world, with a strong broadband position in all markets, successfully developing new services and adopting new and responsible business models. In order to pursue this vision, Telenor had embarked on an inorganic growth strategy and acquired several telecommunication companies in Denmark.

These mergers and acquisitions had resulted in multiple HR systems throughout the company, with employee data maintained separately in the respective local systems. This led to numerous problems and difficulties for the company, such as:

- Lack of standardized HR Processes,
- Data redundancy and duplication due to multiple databases,
- Difficulty in obtaining even simple reports such as FTE (Full Time equivalent) and supervisor- employee reports,
- Yearly processes such as salary review and performance appraisal were cumbersome and lengthy,
- Several payroll processing issues, resulting in employee dissatisfaction,
- Data control and integrity issues,
- Challenges in introduction of new policies or changes to existing HR policies, and

- Financial leakages due to excess payments for sickness etc.

To resolve these issues, Telenor decided to consolidate its HR systems into a unified HR system, that would not only address the above problems, but would also afford sufficient scalability to meet the aggressive growth plans of the future. The company decided to implement the Oracle Human Resource Management System (HRMS), as part of the global HR rollout strategy of the parent company. TCS was selected as the implementation partner for this engagement, based on its track record and proven experience in Oracle HRMS rollouts across the globe and its successful implementations of HR solutions for the Group's companies in Hungary and Norway.

### TCS Solution

To overcome the challenges faced by Telenor within a shorter time frame, the solution was implemented in phased manner. Critical HR processes such as Employee Data Management, Absence, Termination and Expense were included in first phase of implementation and the remaining processes such as Compensation & Benefit, Learning and payroll interface were planned for the second phase.

Emulating the earlier successful implementations in the group companies, TCS adopted a set of best practices in this rollout as well. Workshops were conducted during the project kick-off to discuss the best practices and risk mitigations from earlier rollouts. The TCS team

completed a data cleansing and organization mapping exercise before gathering requirements. It also conducted training sessions before local requirement gathering began, to familiarize local process owners with the solution. Last, pre-UAT was conducted with users during the system integration testing, to help identify process gaps and issues well in advance.

Key features of the implemented solution include:

- Implementation of globally acknowledged HR best practices for the four group companies in Denmark (Work-structure & Employee Data Management, Deputations & Transfers, Absence Management, Learning Management System, Compensation Benefits, Termination & Expense Management)
- Implementation of Global HR Self-service & Core HR System for approximately 3000 employees and 1000 contingent workers
- Strengthening of checks and controls and implementing local legislative policies
- Data migration from legacy HR systems
- Interface development with external systems
- Integration of Oracle HRMS with external payroll system and workforce management system

TCS successfully leveraged its experience and competence from the earlier Oracle HRMS rollouts in Telenor, to deliver the solution on time and with zero defects of high/medium severity. TCS leveraged its Global Network Delivery Model™ (GNDM™), with the teams delivering from Denmark and India to address the client's need for consistent, seamless service across the globe.

### Benefits

The smooth execution of the engagement by TCS benefited the company in:

- Standardization of the HR Processes throughout the company, as part of its parent company's global HR strategy of 'One HR Solution'

- Creation of a unified customer experience with a single-system/ multi- business model framework
- Increased cross leverage of resources between subsidiaries
- Rationalization of multiple local systems into one application, leading to IT cost savings
- Increased automation leading to operational HR efficiencies for inter unit/ business processes
- Cost savings in implementation through TCS's onsite-offshore model
- Empowering line organization and managers by making subordinates' data available in a user-friendly self-service solution
- Improved organizational planning efficiency in implementing company policies due to correct and readily available organization structure data
- Faster expense payment and absence processing, resulting in greater employee satisfaction
- Eliminating losses due to extra salary and sickness payments because of inefficient processes prior to implementation

TCS was selected as our partner in helping Telenor Denmark achieve its vision of standardizing HR processes and systems in Telenor Denmark group of companies. TCS was our choice for this Oracle HRMS implementation primarily due to its technical/functional competence in Oracle HR, its track record of successful implementations in the past and its flexible and cost-effective onsite-offshore model. TCS has been engaged with the project well-before start of the execution and highlighted the risks and mitigations at the early stages of the program. TCS dedication to the project has ensured that the implementation project was completed as specified, on schedule and within budget. Our experience with TCS has been extremely good and the implementation of our new HR system is a success.

- **Karin Hindkjær**,  
HR & Communication Head, Telenor Denmark

### **About TCS Telecom Industry Service Unit**

TCS' Telecom Industry Service Unit is the largest vertical contributing higher percentage to the overall TCS revenues. With a dedicated pool of professionals and an accumulated experience and ongoing associations with world-class Telecom service providers and equipment manufacturers, TCS has acquired unique and holistic understanding of the telecom domain to offer services suited to every stage of the business life cycle of our customers.

TCS helps wireline, wireless, broadband and cable, redefine their markets with innovative solutions that help them become more agile, reduce fixed operations costs, improve profit margins, and introduce next generation services. TCS sets customers apart from their competitors with instant access to industry solutions, best-in-breed technology, assets and frameworks.

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### **About Tata Consultancy Services (TCS)**

Tata Consultancy Services is an IT services, consulting and business solutions organization that delivers real results to global business, ensuring a level of certainty no other firm can match. TCS offers a consulting-led, integrated portfolio of IT and IT-enabled infrastructure, engineering and assurance services. This is delivered through its unique Global Network Delivery Model™, recognized as the benchmark of excellence in software development. A part of the Tata Group, India's largest industrial conglomerate, TCS has a global footprint and is listed on the National Stock Exchange and Bombay Stock Exchange in India.

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