



SAP Fieldglass 

# Swisscom dials up **external workforce efficiency**

SAP Fieldglass Telecoms Case Study

THE BEST RUN 

## On the journey: Switzerland's flagship telco sets sights on spend visibility and saves €3.5+ million

While Swisscom's heritage dates back to the launch of Switzerland's first telegraph network in 1852, today it's a leading telecoms and IT company headquartered near the capital Bern, with around 21,500 employees. Partly owned by the Swiss Confederation, the company delivers mobile, broadband and TV services across Switzerland, and its Fastweb subsidiary is one of Italy's biggest broadband providers.

### Rollout at-a-glance:

As part of its reorganization into one legal entity, Swisscom set out to standardize and streamline its approach to external workforce management, aiming to:

- gain 360-degree visibility of external workers.  
Ensure compliance with HR, accounting and business rules.
- improve risk management, including introduction of more robust health and safety procedures.
- unlock cost savings.

Swisscom decided to deploy the SAP Fieldglass external workforce management solution, starting with the Contingent Workforce module and later adding Statement of Work.

### About SAP Fieldglass

SAP Fieldglass, a longstanding leader in external talent management and services procurement, is used by organizations around the world to find, engage and manage all types of flexible resources. Our cloud-based, open platform has been deployed in more than 180 countries and helps companies transform how work gets done, increase operational agility and accelerate business outcomes in the digital economy. Backed by the resources of SAP, our customers benefit from a roadmap driven by a continuous investment in innovation.

### Key Benefits:

- Delivered €3.5+ million in savings by enabling optimization and standardization of rates.
- Centralized online posting of temporary vacancies and invoicing.
- Provided instant visibility of external workers' performance, locations, activities and rates.
- Enhanced risk management.
- Enabled supply-chain rationalization.
- Improved experience for candidates and suppliers.
- Tightened security by improving clearance processes.
- Simplified compliance.

the external talent that accounts for 30% of the total workforce – of which 26% are engaged on a Statement of Work (SOW) basis and 4% as contingent workers. Historically, the Telecoms division hired workers for its retail operations and call centers using SAP ERP, whereas the IT division used a homegrown system to hire developers and consultants. In each case, the process was manual and time-consuming, and Swisscom was eager to adopt a more efficient way of working.

The reliance on disparate systems made it difficult to verify whether Swisscom was paying the same fees for each role. To avoid discrepancies, the company set out to standardize its rates.

Beat Zurbuchen, Supply Chain Project Manager at Swisscom, recalls: “We decided to implement a single solution for engaging and managing external talent. Our aim was to gain a clear view of total spend across procurement and external talent, and to boost visibility and efficiency. We evaluated solutions strategically, searching for a product that would complement and integrate closely with our existing IT landscape – including a large SAP footprint – while avoiding vendor lock-in.”

## Searching for efficiencies

In preparation for entering the corporate market, Swisscom decided to combine its Telecoms and IT divisions to form a new Enterprise Customers unit, to better address the needs of this market segment. The merger shone a light on differences between how the divisions sourced and managed

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Beat Zurbuchen

Supply Chain Project Manager, Swisscom

## Hitting the **ground running**

Swisscom went live with SAP Fieldglass on schedule – starting with the Contingent Workforce module. The company is currently working to build a total of 14 integrations connecting SAP Fieldglass with other systems, such as its SAP Ariba solution. Some of these integrations were the first of their kind.

During the deployment and integrations, the Swisscom and SAP Fieldglass team worked carefully to avoid disruption of established business processes. A planned eight-month implementation and test period paid off, and the system now successfully manages around €105 million of contingent spend.

Next, Swisscom turned its attention to the SAP Fieldglass SOW module, to which it initially requested multiple enhancements. In response, the SAP Fieldglass team consulted with Swisscom in more detail and found that it could meet the company's requirements by activating and configuring existing functionality – avoiding costly customization. Through this experience, Swisscom and SAP Fieldglass evolved a highly collaborative partnership, culminating in the successful launch of the SOW module. Within two years, Swisscom aims to quadruple SOW spend

managed in the SAP Fieldglass solution from nearly €132 million to over €527 million.

A wide-ranging training program was crucial to help Swisscom staff learn how to source external talent using the SAP Fieldglass solution. Initiatives ranged from face-to-face workshops and online training modules, through to practical videos covering how to post vacancies, write an SOW and request approval.

## **Upping the game with enhanced visibility and security**

For Swisscom, the SAP Fieldglass deployment is paying off fast by delivering eye-opening visibility and impressive cost savings.

Beat Zurbuchen elaborates: “We have achieved fresh insight into our contingent workforce, including a clear view of role rates and how long each person has worked for Swisscom. Building on our success, we are working to integrate SAP Fieldglass with the systems used by two major suppliers of call-center workers to paint a detailed picture of leavers, joiners and more. “In addition, SAP Fieldglass enables us to drill down into each department's external workforce – as well as benchmark rates against similar organizations. Swisscom managers can use these insights to inform their decision-making.”



Swisscom has also tightened control of security. For example, if an individual needs special clearance to work with major banking clients, SAP Fieldglass handles the process automatically. Better governance has helped Swisscom bolster security – for example, by ensuring that the company records security details for external workers.

Deploying SAP Fieldglass has also enabled Swisscom to improve the experience for candidates and suppliers. Rather than relying on phone and email communication, external workers and services providers now have access to a portal through which they can see available roles, upload applications, process timesheets, obtain reports and liaise with the appropriate Swisscom teams.

#### **How the numbers add up: savings and improved compliance**

- €3.5+ million savings  
Swisscom achieved over €3.5 million in savings by using SAP Fieldglass to re-search and optimize rates.
- 4x more spend managed in SAP Fieldglass  
Within two years, Swisscom aims to quadruple SOW spend managed in the SAP Fieldglass solution from nearly €132 million to over €527 million, gaining greater visibility of cost.

## Working towards harmonization

Next on Swisscom's horizon is scaling up use of the SOW module – increasing addressable spend to nearly €132 million. This is just one milestone on the path to achieving its long-term vision: one, all-encompassing view of total spend driven by SAP Ariba, SAP Fieldglass and other component applications.

In addition, the company aims to reap greater value and insight from its analytics solutions and reporting suites. To gain richer insight into individual workers, Swisscom is considering implementing the SAP Fieldglass Worker Profile module, which would enable the company to track each external worker at a granular level.

**“ With the Contingent Workforce module of SAP Fieldglass fully rolled out, we are starting to see real improvements to our visibility and bottom line. Our next focus is engaging with our HR colleagues to build a single talent management system to manage employees and contingent workers. ”**

Beat Zurbuchen  
Supply Chain Project Manager, Swisscom

## Beat Zurbuchen, Supply Chain Project Manager, Swisscom

Beat Zurbuchen feels that the SAP Fieldglass team's willingness to understand his company's culture was instrumental to the project's success:

“At the outset, we had clear ideas about how we wanted certain features of the solution to work. The SAP Fieldglass consultants listened to our needs and weren't afraid to give advice and challenge our assumptions. Through these valuable exchanges, we built a fruitful working relationship with SAP Fieldglass and learned a great deal from each other.”



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