

**SAP Customer Success Story**  
**Telecommunications – Cellular Telephone and Wireless**  
**Internet Services**



**“We had an excellent partnership with SAP Consulting. They had an expert knowledge of the relevant processes and really understood our particular needs.”**

Ramaditya Joysula, People and Culture Manager, Aircel Limited

**AT A GLANCE**

**Company**

- Name: Aircel Limited
- Location: Chennai, India
- Industry: Telecommunications
- Products and services: Cellular telephone and wireless Internet services
- Revenue: Over US\$200 million
- Employees: 1,700
- Web site: www.aircel.com
- Partner: SAP® Consulting

**Challenges and Opportunities**

- Replace legacy payroll software
- Reduce manual effort by automating HR activities across all business units
- Eliminate data duplication and discrepancies across multiple locations

**Objectives**

- Introduce a single HR solution for the entire organization
- Standardize and streamline relevant processes
- Implement state-of-the-art software quickly and at an affordable price

**SAP Solutions and Services**

- Packaged SAP software tailored to the needs of the Indian midmarket – incorporating predefined HR functionality plus dedicated services from SAP Consulting
- SAP ASAP Focus methodology
- SAP Project Management service

**Implementation Highlights**

- Process knowledge and technology expertise of SAP consultants
- Excellent collaboration between SAP Consulting and Aircel

**Why SAP**

- Rapid, fixed-price implementation in line with customer's needs
- Good working relationship with SAP Consulting established during earlier implementation

**Benefits**

- Implementation completed 33% more quickly than a standard approach
- Significant savings due to packaged solution, including 60% reduction in development costs, 50% lower project spend, and 70% fewer post-go-live corrections
- Risk mitigation and timely resolution of issues through expert project management services from SAP Consulting
- Ongoing support from SAP consultants following go-live
- Considerable reduction in manual tasks
- Faster payroll processing – cycle time down from 15 days to 5
- Easy monitoring and generation of tax declarations
- More straightforward handling of employee leave entitlement

**Existing Environment**

SAP R/3® Enterprise software (functionality now found in the mySAP™ ERP application)

**Third-Party Integration**

- Database: Oracle
- Hardware: Sun
- Operating system: Sun Solaris

**AIRCEL**

**SAP® Software Helps Midsize Telco Implement New HR Functionality Quickly and Cost-Effectively**

To support its ambitious drive for growth, burgeoning Indian telco Aircel Limited replaced its disparate legacy solutions with SAP® R/3® Enterprise software (functionality now found in the mySAP™ ERP application). A packaged solution comprising SAP software and SAP Consulting services enabled Aircel to introduce selected HR functionality quickly and affordably – significantly reducing manual effort and streamlining key processes.

**A Rapidly Growing Telecoms Player**

Headquartered in Chennai, India, Aircel provides wireless telephone services in many parts of the country. Since its foundation in 1999, the company has gone from strength to strength and by late 2006 served some 4 million subscribers in Chennai, Tamil Nadu, and northern and eastern India. A subsidiary of Malaysia-based Maxis Communications Berhad, Aircel employs a workforce of 1,750 and posted revenues of over US\$200 million in 2005.

In early 2005, following the acquisition of a number of networks, Aircel saw that their heterogeneous legacy solutions and non-standard procedures were ill equipped to support planned expansion. “To consolidate and gear up for further growth, we needed to move to a single IT platform and standardize our processes,” explains Guruvijendran Rao, CFO at Aircel. Taking the lead from other successful Indian companies, the telco opted for SAP R/3 Enterprise software – initially rolling out functionality for tasks including financial accounting, logistics, and sales and distribution.

### **A Single HR Solution for the Entire Organization**

The second implementation phase focused on SAP software for HR. In the past, Aircel deployed a basic payroll application for monthly salary disbursement. However, tasks such as calculation of tax and leave entitlement were performed manually at indi-

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vidual business units. This not only entailed considerable time and effort; it also led to data duplication and redundancies. Moreover, it hampered statutory reporting, since there was no single source of reliable information on staff.

“Our aim was to harmonize HR activities throughout the company,” explains Ramaditya Joysula, people and culture manager at Aircel. “As we were poised for major expansion, we needed software that would automate and streamline our processes across organizational silos.”

As during the initial project phase, Aircel partnered with SAP Consulting. “We had built up a good working relationship with SAP Consulting,” states Guruvijendran. “So it made sense to team up with them again on our HR effort.”

### **Rapid, Low-Cost Implementation Package**

To keep within Aircel’s tight budget, the SAP experts delivered a packaged solution comprising selected functionality plus dedicated services. Tailored to the needs of midsize enterprises in India’s private sector, this offering is designed to introduce software for organization management, personnel administration, time management, and payroll processing quickly and cost-effectively.

The project kicked off in February 2006. The SAP specialists utilized the SAP ASAP Focus methodology – developed to accelerate midmarket engagements. Instead of creating a conventional blueprint, the SAP consultants deployed a standard template based on HR best practices and extensive real-world experience.

**“SAP Consulting gave us detailed reports, including analysis of potential delays – enabling us to pinpoint where action was needed and channel our efforts accordingly.”**

Ramaditya Joysula, People and Culture Manager, Aircel Limited

Working hand in hand with Aircel, they tailored this to the company’s specific requirements. Because some 95% of the necessary functionality was covered by the template, the blueprinting phase was completed in just 14 days – substantially reducing time and costs.

### **Keeping a Tight Rein on Project Timelines**

To keep the initiative on track, the SAP consultants delivered expert project management services – including planning and monitoring of key activities, risk management, and regular status reviews. “We had a clearly defined schedule, allowing us to easily see where we were in terms of deadlines,” states Ramaditya. “What’s more, SAP Consulting gave us detailed reports, including analysis of potential delays – enabling us to pinpoint where action

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was needed and channel our efforts accordingly.” The SAP consultants also provided Aircel with comprehensive documentation, including an end-user manual, configuration settings, and functional specifications.

Thanks to the efforts of everyone involved, the new software was up and running in just two months – two-thirds of the time a standard approach would have required. And an assessment conducted by SAP Consulting shows that the package delivered other savings – including a 60% reduction in development costs, 50% lower project spend, and 70% fewer post-go-live corrections.

### **Easier Reporting, Faster Payroll Processing**

The new HR functionality gives Aircel a single, unified view of the entire organization, making for quick and easy access to vital information such as the latest workforce figures. Moreover, central

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storage of up-to-the-minute employee data makes statutory reporting much easier. And the software has cut down on manual tasks significantly – reducing scope for errors and eliminating data redundancies.

Payroll processing is considerably faster – with cycle times down from 15 days to just 5. “In the past, even creating a pay slip could be a challenge. With the SAP software, this is now very simple,” says Ramaditya. “Monitoring and generating tax declarations is also much easier, as is processing employee leave entitlement.”

Aircel is now looking into additional HR functionality from SAP. And the company can count on more expert advice from SAP Consulting. “Throughout the project, the SAP consultants were always available to answer our queries – and they have continued to provide us with good support beyond go-live,” says Ramaditya.

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