



## SFR

# PHONE COMPANY MOBILIZES CUSTOMER ACCOUNT MANAGERS WITH COMMON BI PLATFORM

### QUICK FACTS

“With SAP BusinessObjects XI, we’ve implemented a true common business intelligence platform to serve all departments and business divisions. . . . We’ve seen improvement in the productivity of our BI projects and in application performance.”

**Jean Nembo**, Business Intelligence Competency Center Manager, Société Française de Radiotéléphone

#### Company

- Name: Société Française de Radiotéléphone (SFR)
- Headquarters: Paris
- Industry: Telecommunications
- Products and services: Mobile telephone service
- Revenue: €8.6 billion
- Employees: 8,000
- Web site: [www.sfr.com](http://www.sfr.com)
- Implementation partner: Consultants from Business Objects, which was subsequently acquired by SAP

#### Challenges and Opportunities

- Speed up access to data
- Cut costs of deploying and maintaining IT applications
- Integrate data from 50 sources
- Allow collaboration between users

#### Objectives

Implement a fully Web-based business intelligence platform that incorporates best practices and standards for development and integration

#### SAP® Solutions and Services

- SAP® BusinessObjects™ XI solutions
- SAP BusinessObjects Dashboard Builder software
- SAP BusinessObjects Data Integrator software
- SAP BusinessObjects Web Intelligence® software
- Crystal Reports® family of offerings

#### Implementation Highlights

- 12-month project included 50 applications, 80 semantic layers, and 800 reports for 5,000 users
- SFR’s BITOOL platform included best practices and standards for development and integration
- Internal BI competency center formed to provide support, BI usage standards and best practices, presentation standards for reports, and object-naming rules

#### Why SAP

Availability of a common business intelligence platform for all of SFR’s departments and business divisions, including data integration, operational reporting, advanced analysis, and performance management

#### Benefits

- Faster entry to corporate portal for customer account managers
- Faster report formatting
- Opening of BI platform to partners and vendors
- Lower cost for implementing new functionality and maintaining applications

With 18 million customers, 8,000 employees, and €8.6 billion in turnover, Société Française de Radiotéléphone (SFR), based in Paris, is the second largest mobile telephone operator in France.

SFR is structured into the main business divisions of marketing, sales, customers, network, and information systems, which are supported by the central departments of human resources (HR), finance, and IT. Prior to 2003 each business division had its own business intelligence (BI) system. In 2005 the company deployed its first common BI platform using the SAP® BusinessObjects™ portfolio of solutions.

### **Moving to a Web-Based Environment**

SFR wanted to move to a fully Web-based environment to facilitate deployment and maintenance across its user base. When the SAP BusinessObjects XI solutions were launched, SFR was eager to implement the new platform. The new BI project commenced at the end of 2005; 12 months later, SFR's common platform BITOOL was operational – along with associated best practices and standards for development and integration. The new platform includes about 50 applications, 80 semantic layers, and 800 reports for approximately 5,000 users.

“An innovative product with a number of remarkable functions, I consider SAP BusinessObjects XI to be a radically new platform,” says Jean Nembo, BI competency center manager at SFR. “With SAP BusinessObjects XI,

we can cover everything our departments and business divisions need. It's a very great improvement as many users work at the same time on operational reports using Crystal Reports® offerings and charts from SAP BusinessObjects Dashboard Builder software for analysis. All of this is performed in a fully Web-based environment.”

### **Handling Multiple Data Sources**

Another function that is essential in the SFR environment is multisource synchronization and online analytical processing (OLAP) access. “We have 50 or more data sources,” says Nembo. “SAP BusinessObjects XI offers us a single access point to these sources, which are relational and multidimensional.” SFR has especially welcomed the new functions of SAP BusinessObjects XI R2, such as widespread distribution and broadcasting for field sales executives, and integration of the Microsoft Office Live tool, for example.

### **A Better User Interface**

Also worthy of note is the optimized export to Microsoft Excel with enriched formatting; the encyclopedia component for better understanding of relationships between BI documents and ease of finding information; and the

concept of collaborative BI for interactive communication between users. For example, without leaving their environment, users can alert colleagues when they think an indicator is abnormal.

### **A Two-Phase Implementation**

As a beta site for SAP BusinessObjects XI R2, SFR had the opportunity to gain in-depth knowledge of the new version and to be in a strong position to develop the functions tested. The migration of SFR's platform was a two-phase operation. The first phase was to implement BITOOL, the common platform, along with the development, security, and integration standards. In the second phase, SFR transferred existing applications in parallel with some new project developments.

Consultants from Business Objects, which was subsequently acquired by SAP, were on hand throughout the project. Nembo says, “The involvement of the software vendor is essential in a migration project of this scale. Without the consulting team's support, we would not have been able to keep to our project timetable.”

### **Switching Over**

The switchover was made on an application-by-application basis, after a period of running both versions in parallel. Users and the BI team worked together on acceptance testing and then agreed on the final date for switchover. To date, SFR has migrated 40% of its applications. SFR migrated the applica-



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tions on a like-for-like basis, relying on usage statistics to identify which reports are used and which have become redundant.

The first major project to be developed was a reporting system for the 5,000 users of the customer services department. This is both a mass and customized reporting system with hierarchies of regional users and national (head-office) users. The function of this system is to provide improved management of the activities of the 5,000 customer account managers: management of their schedules, call flows, setting up a segmented structure for their working days, resource planning, and so on.

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This project also relates to customer satisfaction, giving SFR the capability to measure the quality of responses, waiting times, and problem resolution rates.

With a large number of confidentiality and security requirements, HR reporting is the next application to be migrated. HR is being provided with a system allowing SFR to track and optimize the overall workforce in terms of training, career plans, and salary costs.

SFR now has a common reporting platform that is shared by all the business and support divisions of the company. The BI competency center, created shortly before migration, provides support across the company for the implementation of projects. The center’s role is also to define BI usage standards and best practice for incorporating new functionality, presentation standards for reports, and object-naming rules.

### **Faster Access, Faster Reports, and Distributed Functionality**

“With SAP BusinessObjects XI, business intelligence has gone public across the company,” relates Nembo.

“We’ve got the answer to all our needs by integrating data with SAP BusinessObjects Data Integrator software, operational reporting with Crystal Reports offerings, advanced analysis with BusinessObjects Web Intelligence® software, and performance management with BusinessObjects Dashboard Builder software. In terms of reliability of operation, administration, and security, we have all that we need to guarantee maximum service to our users.”

Implementing a shared platform on SAP BusinessObjects XI, along with defining standards for development and integration, has enabled the BI team to improve its productivity. For some applications, SFR measures performance improvement in double figures. Nembo says, “Prior to the migration, access to the portal, user identification, and entry to the portal used to take approximately one minute; with SAP BusinessObjects XI, the process now takes 15 seconds. The time taken to format some reports has been reduced by two-thirds.”

SFR has opened its new BI platform outside the company, mainly to its partners and vendors. Nembo says, “Some of our call centers are outside the SFR network. Their reports are accessible on our portal with no additional development work. They can access indicators that relate to business activity, outgoing and incoming call flows, and audit of call responses.”

SFR now has a true BI portal, and each business division has an expert user who is responsible for the reporting facilities provided on the platform. Longer term, 10,000 users will be able to view and see updated reports directly on the SFR BI portal. Nembo concludes, “With SAP BusinessObjects XI, we’ve implemented a true common business intelligence platform to serve all departments and business divisions, potentially up to 10,000 users. We’ve seen improvement in the productivity of our BI projects and in application performance.”

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