

Deloitte.



DEUTSCHE TELEKOM AG THE FUTURE DIRECTION OF HR SHARED SERVICES

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DEUTSCHE TELEKOM – FACTS AND FIGURES



FACTS & FIGURES



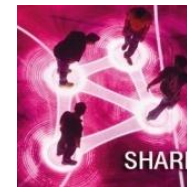
Customer & Geography

- **>142 m** mobile customers and **>31 m** fixed network customers
- present in **50 countries**
- **4 Segments:** Germany, Europe, T-Systems and U.S.

Telekom in figures, 2013

- Revenue **€60.1 bn**
- Adjusted EBITDA **€17.4 bn**
- Employees worldwide: **229,000**

STRATEGY & SHARED SERVICES



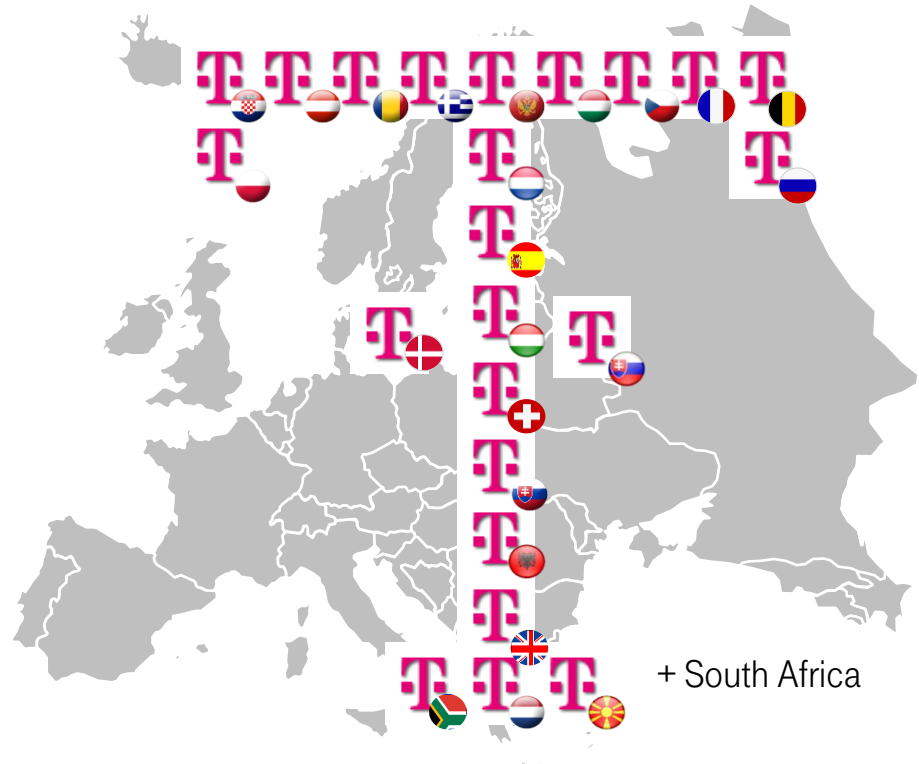
Strategy & Ambition

- **Leading European Telco**
 - Integrated IP Network
 - Best Customer Experience
 - Win with Partners
 - Lead in Business

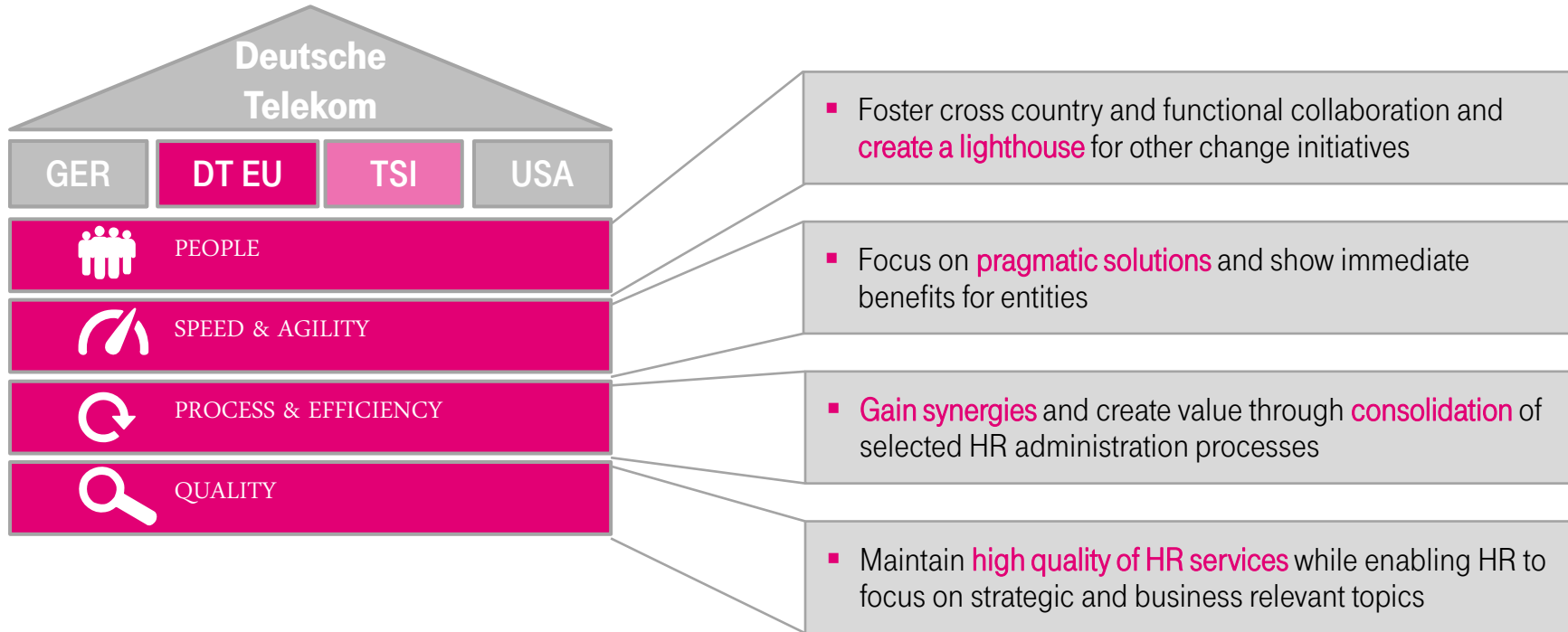
Shared Services Center, e.g.

- Bratislava: Accounting & Procurement
- Germany: HR (German Segment only)
- **Bucharest: HR (Europe)**

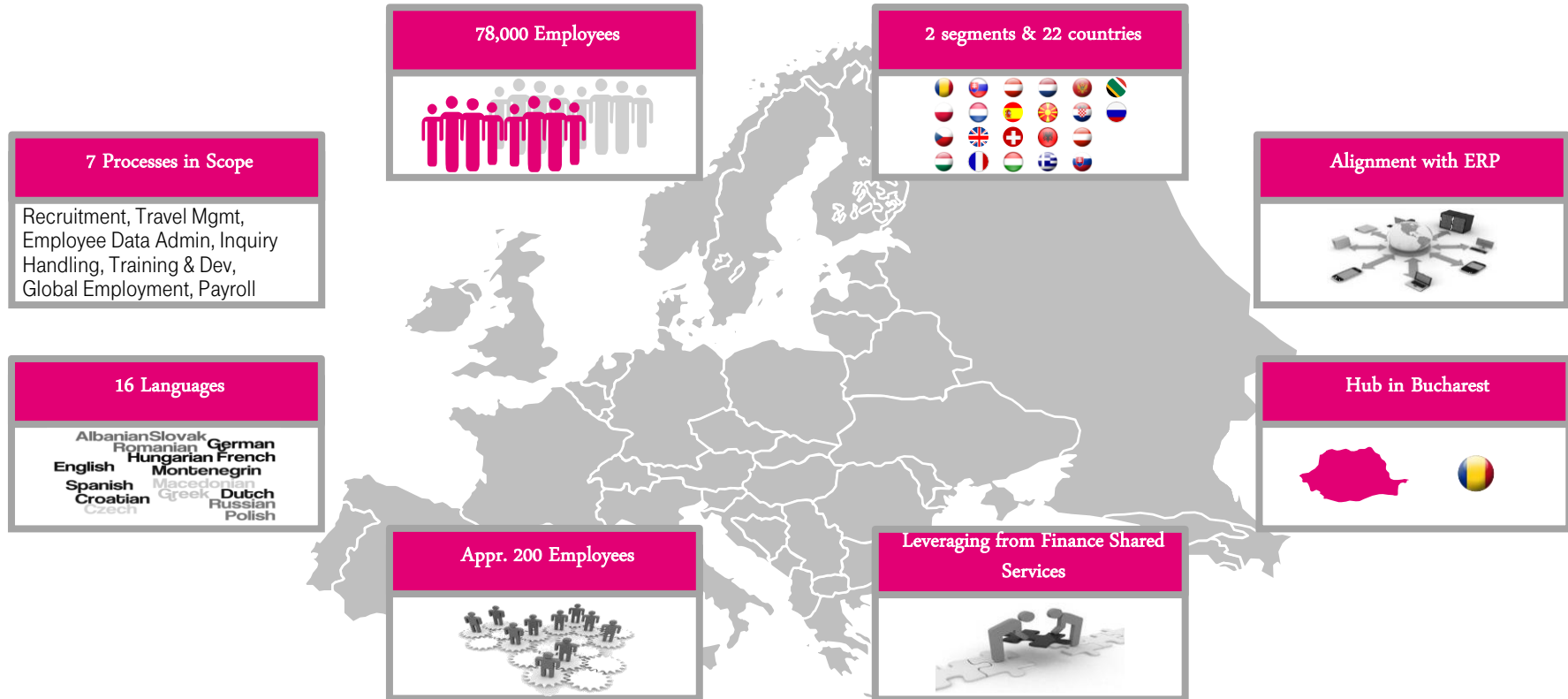
IN 2012 THE ONE DT EU PROGRAM WAS LAUNCHED



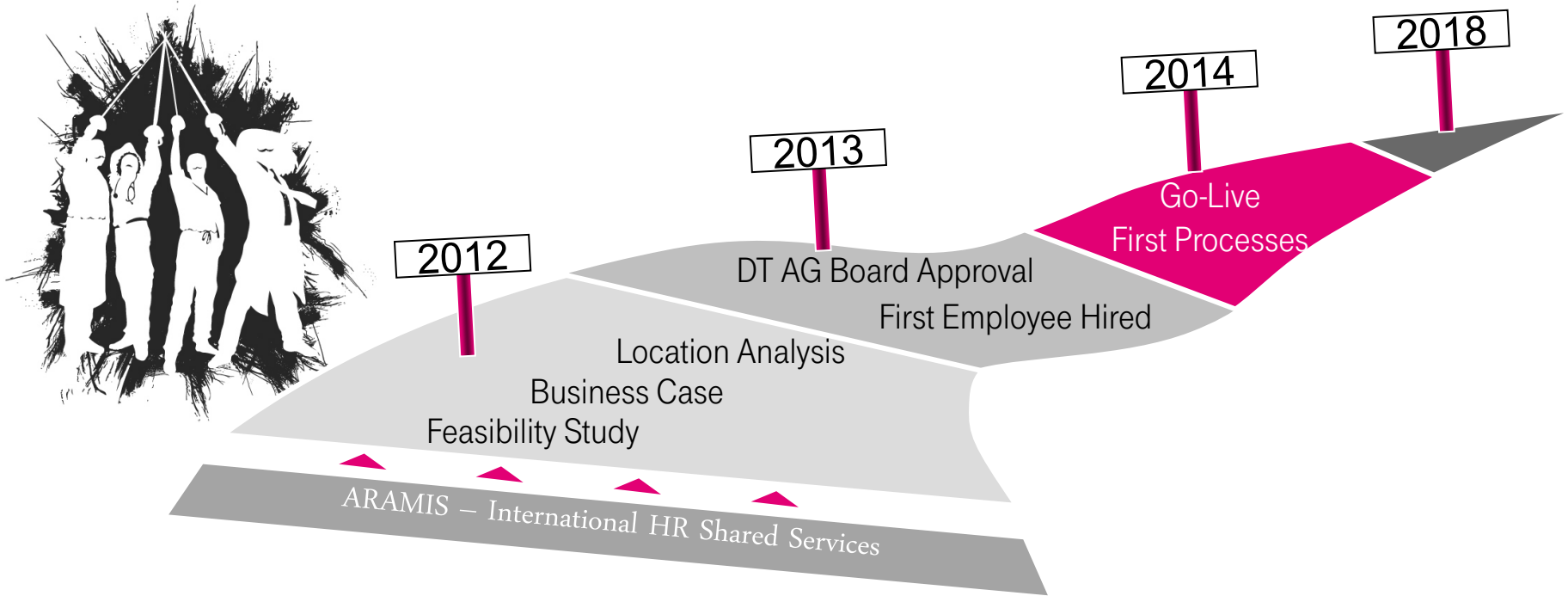
THE ESTABLISHMENT OF AN INTERNATIONAL HR SHARED SERVICES CENTER WAS DEFINED AS A LIGHTHOUSE



COMPLEXITY DURING THE IMPLEMENTATION WAS HIGH



IT TOOK TWO YEARS FROM THE INITIAL IDEA TO THE FIRST GO-LIVE



ARAMIS IS PERCEIVED AS A DRIVER FOR CHANGE



- Implementation driven by the operational segment to create a lighthouse for other initiatives



- Established Shared Services Center in low cost country for low cost countries



- Platform for international collaboration and talent management



- Trigger for global standardization (e.g. Talent Suite, Ticketing, Shared Services Strategy)

OVERALL CHALLENGES AND KEY LEARNINGS



Challenges

Complex governance and IT landscape

Missing overall Shared Services strategy; internal politics

Resource & budget constraints; local business cases

No existing global process design

Provide services in local languages



Learnings

Don't start as IT standardization project

Manage stakeholders but don't "over-align"; keep moving and deliver results

Utilize talents and internal vendors from low cost countries

Involve countries at an early stage and don't take over "waste"

Conduct thorough analysis before implementation