



High performance. Delivered.

Creating the next generation of the systems operations workforce at Telenor

Client Background

Telenor AS is Norway's leading provider of telecommunication, data and media communications services. With more than 22,000 employees in Norway and other countries, the company reported revenues of \$6.5 billion in 2002. Through Telenor Networks, its wholly owned networking subsidiary, Telenor was the first telecommunications company in Scandinavia to offer Asymmetric Digital Subscriber Line (ADSL), or broadband, services. Telenor Networks' domestic network is one of the most advanced fixed-line networks in the world and was one of the first to be fully digitized.

Business Challenge

Telenor Networks has set a goal to become one of the leading service assurance units within the Telecom industry in Europe. To realize the high ambitions, the organization recognized that they had some major challenges related to the high operating costs. Systems operations were handled at multiple locations, the reporting structures were unclear, duplication of efforts occurred and a lack of focus on core activities.

Telenor Networks' 375-member system operations were inefficient and lacked adequate support for such important processes as monitoring and fault correction of the network. The company's complex IT architecture made it difficult to monitor the network for disruptions of operations—it required a large workforce to monitor its many screens and relied on manual processes. Meanwhile, the company's technology-oriented workforce lacked a customer-focus that is critical to understanding—and delivering—the network users needs.

When Telenor Networks decided to cut operating costs and streamline efficiency as part of the major change initiative, it hired Accenture to help transform the company's workforce. Telenor Networks knew they could benefit from an outside organization to be a partner during the change journey. Accenture was chosen because it offered the capabilities necessary to quickly design and implement the massive change effort the company envisioned—everything from helping the company define its vision to training its trainers. Accenture's multi-disciplined approach takes into account all of the strategic, process and technology-related issues that arise during organizational change. With more than 5,000 human performance professionals, Accenture has the deepest and most sophisticated skills and experience in the market. Those human performance professionals focus on the behaviors and skill sets of individual employees within the context of strategic objectives. Accenture has helped hundreds of global companies manage the biggest and most complex changes they ever faced, and without disrupting their ongoing business operations. Also important: in previous projects with Telenor Networks, Accenture demonstrated an ability to deliver measurable results on time and under budget.



How Accenture Helped

In an initiative that is innovative in its holistic approach, Accenture collaborated with Telenor Networks to transform the company's systems operation from a function-based to a process-based organization. Accenture and Telenor merged disparate systems operations into a single location and deployed technology to automate the company's network alarm system—reducing the need for 50,000 alarms to be manually monitored. To help the company save even more time and resources, Accenture then worked with Telenor Networks to reorganize the 560-member field force operation and implement order management.

Accenture began the major transformation by helping Telenor Networks analyze the required organizational, process and cultural changes that would both reduce costs and significantly improve the effectiveness of the company's workforce. To achieve these objectives, Accenture helped the company create a transformed organization built around redesigned business processes. Working jointly, Accenture and Telenor Networks developed the new processes, determined the core competencies that would be required for each process, and then defined the new roles to support each competency. From that, the new, tightly structured organization was designed.

To ensure that employees focused on core activities, Accenture and Telenor created an organization in which each department had its own core competency—employees were relocated to the appropriate departments. The move enabled Telenor Networks to more effectively utilize employees' skills and knowledge. No longer were they focusing on non-core activities, an improvement which has helped eliminate work redundancy. Accenture also helped define the personal qualities necessary for Telenor Networks employees—the company wanted a dynamic workforce that was flexible, results-oriented, full of initiative and focused on satisfying customers' needs.

Accenture helped with the daunting task of managing the cultural change. Change agents were identified in each department—individuals who were involved in decisions and in communicating the importance of the changes to employees. Accenture also delivered the management training and is now developing a measurement and incentive system for workplace performance.

High Performance Delivered

By teaming with Accenture, Telenor Networks has vastly improved the cost-effectiveness of its workforce, and reduced operating costs by as much as 25 percent. With the consolidated system operation, and the redesigned processes and organization, the company now requires 200 employees to achieve what only a year ago called for 375 employees. The innovative, wide-scale initiative to transform Telenor Networks was delivered on-time and under budget.

Today, Telenor Networks is an efficient organization with a strong focus on its core business objectives. The company has boosted its ability to serve customers and is solidly positioned for future growth. Thanks to Accenture's role in guiding the change journey, Telenor Networks has strengthened its role as an industry pioneer—it achieved a vision, which only one year earlier, seemed virtually unobtainable.

About Accenture

Accenture is a global management consulting, technology services and outsourcing company. Committed to delivering innovation, Accenture collaborates with its clients to help them become high-performance businesses and governments. With deep industry and business process expertise, broad global resources and a proven track record, Accenture can mobilize the right people, skills, and technologies to help clients improve their performance. With more than 83,000 people in 47 countries, the company generated net revenues of US\$11.8 billion for the fiscal year ended Aug. 31, 2003. Its home page is www.accenture.com.

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