

Cisco Systems' Internet Business Solutions Group helps Turkcell transform its people, systems and business

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Selen Kocabas, Chief Business Support Officer, Turkcell

Executive Summary

CUSTOMER NAME

- Turkcell İletişim Hizmetleri

INDUSTRY

- GSM Service Provider

BUSINESS CHALLENGE

- Demonstrate commitment to e-transformation and show tangible benefits
- Prepare for next generation services

NETWORK SOLUTION

- Cisco converged network
- Cisco web enablement best practice and benchmarking expertise

BUSINESS VALUE

- Turkcell is working smarter — empowering its staff, and making its business processes and systems more efficient
- Turkcell has transformed its mission critical processes
- Company-wide information workflow has shown dramatic improvements

As part of a long-term relationship with Turkcell, Cisco Systems' Internet Business Solutions Group has been using its web enablement best practice and benchmarking expertise to help the company transform its mission critical processes. Turkcell e-transformation initiatives such as e-HR and e-Learning sit alongside process automation software and corporate portal developments. Other applications focus on improving company-wide information workflow and document management services, as well as consolidating intranet and extranet development.

BUSINESS CHALLENGE

Once you have achieved leadership, you've got to maintain it through sustainable growth. That is the continuous challenge facing Turkcell.

Chief Business Support Officer at Turkcell, Selen Kocabas, says: "We are the leading operator in the region with constantly evolving new services and product strategies. But with increasing competition and a changing regulatory environment, we have to satisfy, facilitate and enrich our customers' lives by continuing service and technological leadership."

Since the introduction of its services in 1994 Turkcell has experienced rapid growth, which the company attributes to developing close relations with its customers, business partners, suppliers and the community. Turkcell knows that these efforts – combined with its understanding of customer values and behaviours, and user-friendly delivery of services – have helped it to remain the market leader in Turkey.



Prepared by Cisco Systems, Inc.
Internet Business Solutions Group

The operator has also become a major player in the international telecommunications market with growing international interests through a portfolio of investments in service providers based in Azerbaijan, Georgia, Kazakhstan, Moldova and Northern Cyprus. In July 2000, Turkcell also became the first Turkish company to be listed on the New York Stock Exchange. Selen Kocabas explains: “Over the coming years we’re going to keep ahead by extending our influence in local and regional mobile markets.”

Turkcell constantly strives to operate as effectively as possible in a fast paced and competitive market by working with Cisco Systems’ Internet Business Solutions Group (IBSG) to empower its people and improve business processes and systems. The company’s foray into e-transformation is an extension of its knowledge management initiative – a strategy to improve internal employee communications and staff motivation, stimulate learning within the organisation, create a more efficiently-run company, and prepare for the new market challenges ahead.

“E-HR TASKS WERE ORIGINALLY DONE MANUALLY. A LOT OF MANAGERIAL AND ADMINISTRATIVE TIME HAS BEEN SAVED, AND THE VISIBLE PERFORMANCE SYSTEM HAS INCREASED EMPLOYEE MOTIVATION. THE COMPANY’S EMPLOYEE HELPDESK USED TO TAKE 10,000 CALLS A MONTH. NOW 2,500 OF THESE ARE BEING HANDLED VIA THE WEB.”

Reha Argac, Head of IT Enterprise Division, Turkcell

NETWORK SOLUTION

Since its introduction of cellular GSM services to Turkey in 1994, the country’s leading mobile phone operator, Turkcell, now has 23.4 million domestic subscribers (December 31, 2004). It is expanding its global presence and preparing for next generation services with a Cisco converged network.

Currently, workflow automation and business process management platforms running over the Cisco network are being used to roll out various elements of Turkcell’s knowledge management initiative to the business. Turkcell’s Head of IT Enterprise Division, Reha Argac, says: “Information is one of our most important assets, so we want to be able to reach and manipulate it swiftly and correctly. How well we manage this asset determines how effective we are at maintaining our competitive advantage and corporate agility.”

In that quest, IBSG has been acting as a Trusted Adviser to Turkcell for the last two years, guiding it through an e-transformation programme. By benchmarking Turkcell against similar companies, a number of areas for potential improvement were identified – most notably HR and process automation – showing how these functions could operate over the company’s IP enterprise data network.

“Cisco has been through the e-transformation process itself and knows the pitfalls. Its assessments have been very helpful. IBSG first helped us to identify and then focus on those areas of the business that needed developing. The model Cisco presented has worked exceedingly well,” says Selen Kocabas. “HR is going to benefit from this knowledge management initiative. However, it is also a tool for all management issues, for the whole company.”

Turkcell analyses the way it performs – and manages its mission critical processes – by benchmarking itself against the top 10 mobile operators globally. This has been achieved with the help of Cisco Internet Capability Assessment Tool (ICAT) and Net Readiness assessments. Such tools were used, for example, to establish how Turkcell’s customer relationship management and channel processes could be improved (Turkcell runs 206 TurkcellExtra, 526 Turkcell Activation Centres and 18 ShopinShop around Turkey that sell Turkcell services, mobile phones and accessories).

The Cisco IP network supports e-HR and e-Learning applications for Turkcell as well as process automation software and corporate portals. Other IT applications focus on creating corporate-wide workflow and document management services, and intranet and extranet development. Turkcell has a steering committee to enable its senior management to oversee progress across this broad development landscape. It also has guidelines on how to measure return on investment (ROI).

“IT’S VERY USEFUL FOR TURKCELL EXECUTIVES TO SEE THE VALUE OF INFORMATION TECHNOLOGY THROUGH THE E-PLATFORMS THAT HAVE BEEN CREATED. IT’S OBVIOUSLY GOOD PUBLICITY FOR THE IT DEPARTMENT, BECAUSE WE CAN DEMONSTRATE THE BUSINESS VALUE WE ARE CREATING FOR THE COMPANY.”

Reha Argac, Head of IT Enterprise Division, Turkcell

BUSINESS VALUE

The e-transformation programme has brought extensive ROI and other benefits to Turkcell. Using self-service e-HR applications, Turkcell employees can now view and edit their personal data and monitor their own professional development, as well as contribute to and participate in corporate programmes online. Managers also have employee information at their fingertips, and can monitor performance in real time.

Reha Argac explains: “e-HR tasks were originally done manually. A lot of managerial and administrative time has been saved, and the visible performance system has increased employee motivation. The company’s employee helpdesk used to take 10,000 calls a month. Now 2,500 of these are being handled via the web.”

Turkcell’s workflow system has improved corporate-wide communications. Over 10,000 forms, used for training, travel, personnel, purchasing and IT, among others, were filled in manually every month. These have been replaced by a process automation system – so service and product development and the reporting, budgeting and document management processes associated with it – are now carried out online.

Through e-Learning, Turkcell staff can access English language courses – a total of 100 modules across 13 programmes – as well as 33 web-based development programmes including time management, problem solving skills, stress management, company culture, project management, and basic GSM principles. Around half of all Turkcell’s 2,400 employees received their training in this way during 2004, and learning costs have been slashed dramatically.

“Because we are very decentralised, we can cross-train right across the company using this e-Learning environment. This has also increased learning flexibility and improved monitoring,” says Reha Argac.

All systems are linked into Turkcell’s intranet. Around 7,000 intranet pages have been made available and are being used for knowledge and best practice sharing. The company’s customers, call centre agents, distributors, resellers, and partners can also access Turkcell’s systems via an extranet. Turkcell uses an e-Survey application for designing and submitting web-based polls for customer satisfaction surveys and sales and marketing research. In 2004, 270,000 users voted for almost 5.3 million items in 280 different polls to speed up decision-making.

Reha Argac concludes: “It’s very useful for Turkcell executives to see the value of information technology through the e-platforms that have been created. It’s obviously good publicity for the IT department, because we can demonstrate the business value we are creating for the company.”

MORE INFORMATION

For further information on Internet business solutions, visit <http://www.cisco.com/go/ibsg>

**Corporate Headquarters**

Cisco Systems, Inc.
170 West Tasman Drive
San Jose, CA 95134-1706
USA
www.cisco.com
Tel: 408 526-4000
800 553-NETS (6387)
Fax: 408 526-4100

European Headquarters

Cisco Systems International BV
Haarlerbergpark
Haarlerbergweg 13-19
1101 CH Amsterdam
The Netherlands
www-europe.cisco.com
Tel: 31 0 20 357 1000
Fax: 31 0 20 357 1100

Americas Headquarters

Cisco Systems, Inc.
170 West Tasman Drive
San Jose, CA 95134-1706
USA
www.cisco.com
Tel: 408 526-7660
Fax: 408 527-0883

Asia Pacific Headquarters

Cisco Systems, Inc.
168 Robinson Road
#28-01 Capital Tower
Singapore 068912
www.cisco.com
Tel: +65 6317 7777
Fax: +65 6317 7799

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