Executive Summary

This report describes the project of improving service assurance in the Nugegoda Outside Plant Maintenance Centre (OPMC) of Sri Lanka Telecom (SLT) from October 2018 to March 2019. SLT is the leading fixed communication service provider in Sri Lanka but is facing a challenge in growing its revenue in a highly competitive market while managing increasing costs. Improving service assurance is a key factor to improve the competitiveness of SLT, as it increases customer usage and loyalty leading to increased usage revenue, decrease in new customer acquisition costs and increase in customer satisfaction.

The objective of the project was to improve the fault clearance rate (FCR) for the three main retail access products offered by SLT: copper access, fibre access and LTE wireless access. Improving the customer satisfaction score in the Nugegoda OPMC area was also a key objective.

The project consisted of four components: current situation analysis, process improvement, organization design and employee training. Derivation of these project components was based on developing a deep understanding of the problem and building a sound theoretical background. Tools and techniques which can be used for resolving the problem was also identified from quality management tool options.

The project implementation started with an organizational analysis included an in-depth analysis of the organizational capabilities, external environment and prevailing market conditions. Porter's Five Forces model, SWOT analysis, IFE and EFE and the strategy canvas were utilized to analyse the status of SLT. The current situation of fault clearance performance was analysed further using quality tools and techniques histograms, Pareto Charts, fishbone diagrams and brainstorming. Process improvements were introduced by modifying the LTE service assurance process carried out at the Nugegoda OPMC and by introducing a contingency plan to manage service variations due to external disturbances in the copper and fibre service assurance processes. Organization design changes were done by transforming the OPMC organizational structure from a functional organization structure to a divisional organization structure, with clear ownership assigned to each local exchange area and each access gateway. The FCR performance improvements were rewarded by tying it to the performance-based incentive scheme introduced by the Operations Support Division of the SLT Head Office. Employee training programmes were

arranged to improve then technical skills of the employees to meet the demand of the multi-skilled environment of the new organizational structure, and two training programmes were conducted on ensuring fair treatment of customers and avoiding repeated service failures.

The project implementation was reviewed using performance against the project objectives and benefit-cost analysis based on the outcomes of the project. The project achieved the objectives set to a satisfactory level. The variations from the project plan as well as the skills and experience gained from the project was also detailed to conclude the discussion of the outputs and outcomes of the project.