



Nova Incepta's Independent Capability Audit helps restore relationship between Telecoms Operator and its main Broadband Installation Contractor

Nova Incepta's independent capability audit of a major Broadband Installation contractor helped restore confidence and repair the relationship between the contractor and its main global telecoms operator customer. Ultimately this led to the contractor successfully winning back the contract.

Background

A Broadband Installation contractor had experienced a breakdown in its relationship with its main customer – a global telecoms operator. The operator had ceased deploying the contractor after having lost confidence in the organisation's ability to deliver an effective service. Meanwhile, the backlog of installation work was increasing every day. Nova Incepta was called in jointly by the operator and contractor in order to conduct an objective, independent capability audit of the contractor's Telecoms Field Operations business.

The Challenge

Nova Incepta's role was to produce a clear, comprehensive and objective appraisal of the capabilities of the contractor's Field Operations business and an assessment as to how it measures up to the standards required to be a successful contractor in a global telecoms environment.

The appraisal needed to produce a clear listing of all areas where the contractor did not meet the standards expected by the operator - together with a recommended action plan for each sub-standard area.

Nova Incepta had just three working weeks to conduct the appraisal and produce the report, which would form the basis for a number of outcomes:

- Repair of the broken business relationship
- Improvement in terms of productivity and quality of delivery
- Improvement in terms of far end customer satisfaction
- Delivery of financial benefit to both parties.

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We had a big job to do - the report had to be ready in just three weeks and it had to bring some critical outcomes: helping to repair a broken business relationship, suggesting ways to improve productivity and quality of delivery and indicate a financial benefit for both parties
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The Solution

Nova Incepta's methodology was to take a comprehensive 360° view of the organisation, involving the following activities:

- an initial two day workshop with the Executive
- an investigation of all functions and processes within the organisation (managerial, operational and support)
- conducting 40 in-depth people interviews covering aspects including capability, personal, professional, managerial and attitude)
- analysing key management and productivity reports
- analysis of interfaces and handover points
- analysis of existing organisation charts, operating model and work-flow processes.

A 32- page report was produced and presented to the Executive of the contractor organisation. The report highlighted a number of deficiencies in the existing operation (with measurable evidence) :

- the operating model
- the organisational structure
- a lack of external Service Level Agreements (SLA's)
- poor forecasting and demand procedures
- the fact that there was little or no control and support of job flows
- a lack of technical expertise in some key areas
- the lack of any sense of measurement and continuous improvement
- an outdated approach to the motivation and management of people.

The second part of the report was dedicated to improvement and alignment of the contractor organisation with the standards expected by the global operator. A comprehensive set of recommendations which addressed every one of the deficiencies identified were laid out in the report with an explanation of the business benefits to be expected with the introduction of each recommendation.

Nova Incepta Associates Ian Peacock and Ged Turley conducted the audit. They found the project "challenging yet rewarding." The advantage of 'standing outside' the organisation under review allowed a more objective approach and, with combined industry experience of some 80 years, they were able to deliver a clear, concise and workable solution for the customer.

The Results

Dramatic results were achieved with the implementation of Nova Incepta's recommendations, not least the successful winning of a new contract between the contractor and the telecom operator. All the desired objectives (see 'Challenge') were fully met and the contractor was able to improve productivity and apply more stringent internal quality measures and controls, leading to financial savings as well as a better customer relationship.

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