

# **Working as Customer Delivery Officer at Multinational tele-operator**

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<p>This diary thesis' aim is to follow authors' progression during the time at the job.</p> <p>In the beginning of the thesis company where author is working during this diary is introduced. The actual job is introduced by describing and modelling key processes, analysing current job situation, describing work assignments and needed skills. Interest groups and interaction skills are also introduced.</p> <p>Thesis is written in a diary. Reporting is done by describing daily work assignments and after every week analysing the work assignments and their solutions. Diary is started 16.10.2018 and the last entry is made 22.12.2018. The scope of this thesis is limited to things related to the job of Customer Delivery Officer.</p> <p>Finally in discussion and conclusions the progression of the author is evaluated and previously written analysis of current work is compared to the situation at the end of the diary. Also a look in future is written.</p>	
<b>Keywords</b> Order, Delivery, Customer, Connection, Process	

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# 1 Introduction

This thesis is written in a diary. Reporting is done by describing daily work assignments and after every week analysing the work assignments and their solutions. Diary is started 16.10.2018 and the last entry is made 22.12.2018. Other parts of the thesis are introduction, analysis of the current job situation and at the end discussion and conclusions. The aim of the thesis is to follow authors' progression during the time at the job.

During this thesis I am working at Telia Company.

## 1.1 Telia Company in short

Telia Company is a multinational teleoperator which offers communication services to businesses and private customers. Telia Company in short:

- Originally founded in 1853
- The share is listed at Nasdaq Stockholm and Helsinki
- 496,000 shareholders
- Head office in Stockholm.
- Ca. 20,000 employees
- 23,1 million subscriptions
- 2017 net sales SEK 79,867 million (ca. 7,75 million EUR)
- In 2017 footprint in 21 countries

(Telia Company 2017a.)

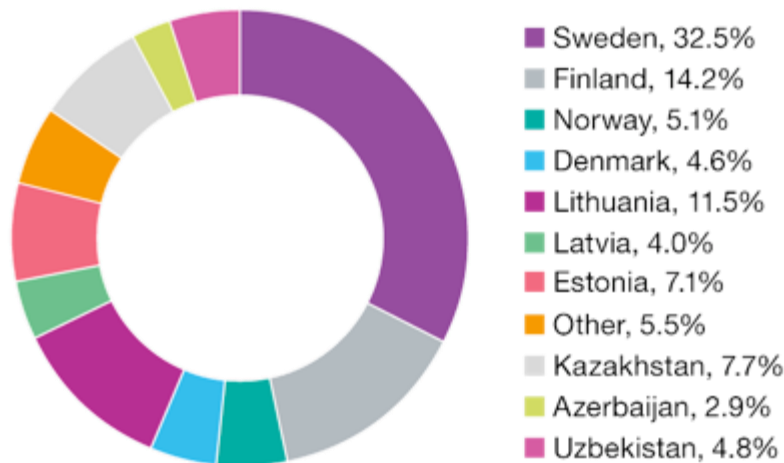


Figure 1. Telia Company's Employees by country (Telia Company 2017a.)

Telia Finland organization:

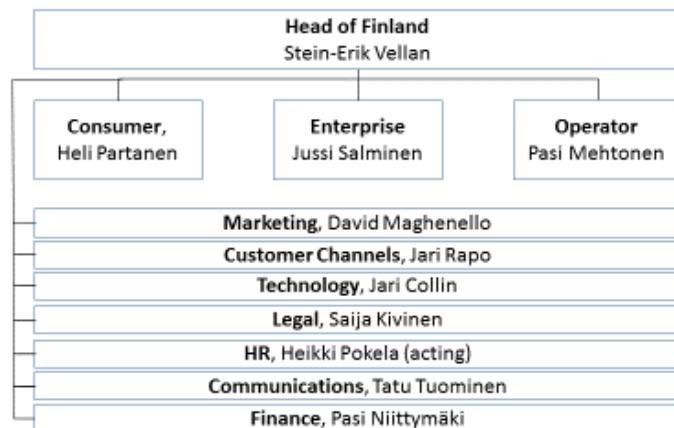


Figure 2. Telia Finland organization.

On the next page core professional concepts associated with this job are introduced.

## **1.2 Core professional concepts**

### **Availability enquiry**

An enquiry how the connection can be delivered. Answer includes most importantly delivery time and implementation method. (For example 10 weeks and availability no but requires construction)

### **Capacity product**

A service which can be used to establish connections between two locations. Capacity product is implemented by MEC-customer subscriptions in both ends and by the network connecting them. (Telia Company 2017 b.)

### **Cross border order**

Order between two or more countries. For example HUB in Sweden and delivery address in Finland.

### **CPE (customer premises equipment)**

A network device which can be ordered with the connection. Located in customers' / end-customers' premises.

### **End-customer**

Our customers' customer, connection is usually delivered to end customers' property

### **ME**

Metro Ethernet. In this thesis Telias network.

### **Meet me room**

A place in end-customer/customer premises where the connection is ended usually.

### **MEC**

Metro Ethernet point-to-point capacity connection. (Telia Company 2017 b.)

### **MEL (metro ethernet liittymä)**

Metro Ethernet connection, end-customers connection to ME-network. (Telia Company 2017 b.)

### **MEOD (HUB)**

Metro Ethernet operator connection, service providers' connection to ME-network. (Telia Company 2017 b.)

**Operator product**

A service which can be used to connect networks using ethernet based connections. Networks can be connected to one whole by creating virtual connections between networks. Operator product is formed from MEOD and the connecting ethernet connection. (Telia Company 2017 b.)

**Salesportal**

A web based program from which orders and availability enquiries are made. Works as a Job queue.

**SAP**

Enterprise resource planning system, used for processing orders, billing and storing customer contracts.

**Sproject**

Project management tool, used for processing orders.

**Sub-contractor**

A business who does part(s) of the delivery. For example installations and constructions.

**Termination order**

Terminating a connection and stopping of billing

**TSEN**

TeliaSonera Ethernet Nordic. Basically a MEL but for cross-border orders. (Telia Company 2017 b.)

## 2 The start situation

### 2.1 Analysis of current job situation

I started working at Telia as a summer trainee in the beginning of May 2017 and at the time of publishing this thesis I am still working in a same team.

The title of my job at the time of the diary is Customer Delivery Officer and the team where I work is Operator Deliveries under Telia Finland-Customer Channels-Enterprise Services-Operator Services. Our team is responsible of B2O deliveries and the team has all in all 13 employees at the time of the diary and a supervisor. In Helsinki office where I am working we have 7 members. There are other 6 members in Turku office.

The delivery of an operator product can be divided into 4 key processes: offer, order, delivery and maintenance + billing.



Figure 3. 4 key processes of a delivery of an operator product. Translated from (Järvinen, 2015, p. 32). Knowledge for interpreting the diagram comes from (Margaria and Steffen, 2009p. 6; Object Management Group, 2010 pp. 22-30; Software AG and Charles Stuart University, 2014, pp. 20-22, 26-27).

My job is to work as a part of the Operator Deliveries – team whose responsibility is mainly the delivery process. Our team delivers operator products to our customers. Our customers are mainly different operators, cities and big corporations.

Operator business is quite tricky because you always work as a middleman with these orders. We have our customer who we do business with and our customer has their customer (end-customer). For example if we need to know a new contact person for the installation site, our contractor tells us, we ask our customer, our customer asks end-customer, end-customer tells our customer who tells us and we forward the information to our contractor.



In this thesis I will be focusing at the delivery process, because that is the centre of my job as a Customer Delivery Officer.

The delivery process is complicated and as I will learn during this diary more often than not, orders don't go according to this process or parts of the process aren't done properly which makes things complicated. Delivery process involves many factors: internal interest groups within Telia (delivery, construction-team and routing-team) and external interest groups such as contractors (for example: constructions and installations are done by our contractors) and customers. And of course the things done before and after the delivery process affect my job. Below I describe the general delivery process for an operator product. This process is applicable to all of deliveries of operator products.

## 2.2 Delivery process

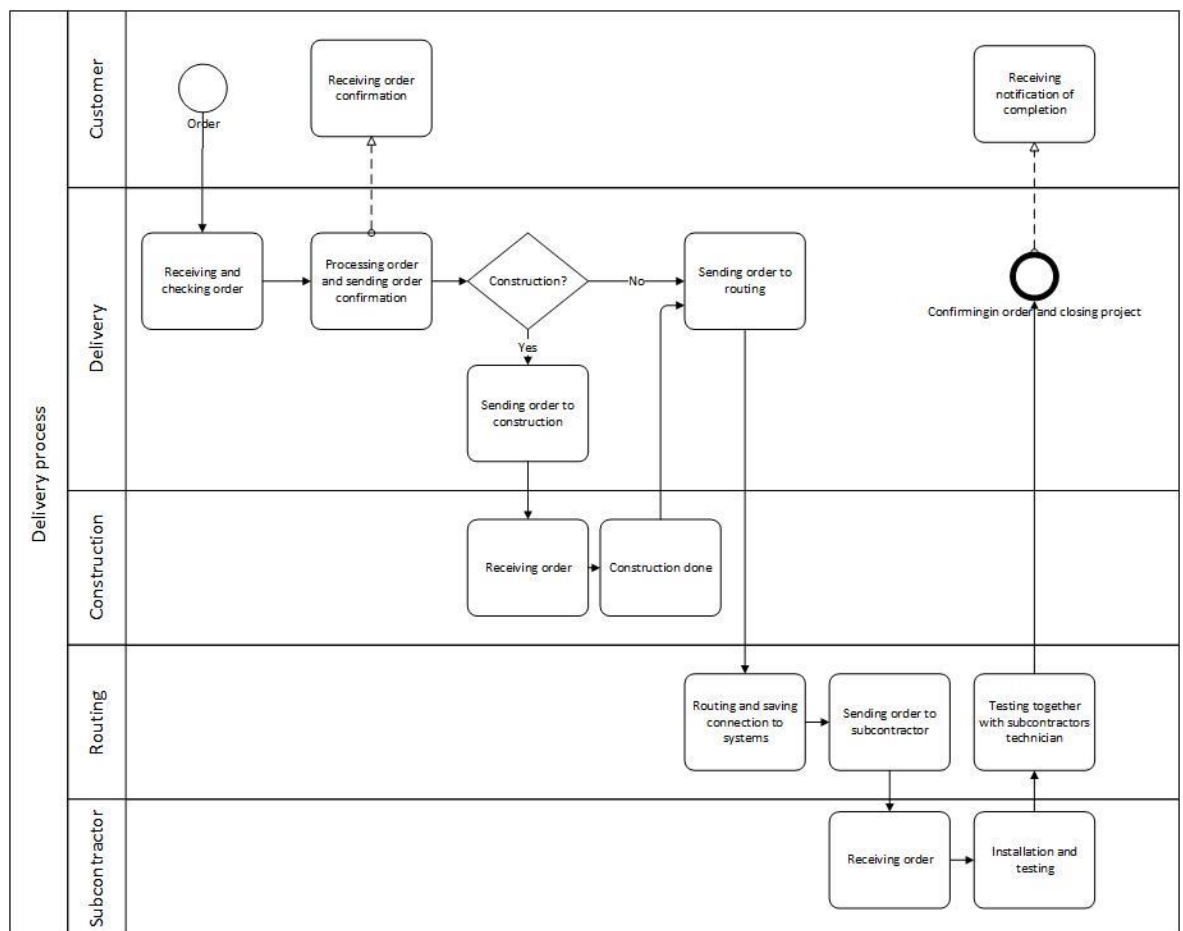


Figure 4. Delivery process. Knowledge for interpreting the diagram comes from. (ARIS Community, 2017; Margaria and Steffen, 2009, pp. 19-24; Object Management Group, 2010, pp. 3-7, 19-28; Reichert and Weber, 2012, pp. 12-24; Software AG and Charles Stuart University, 2014, pp. 26-33; Weber, 2012, pp. 10-17)

The process starts when order is placed in Salesportal. Processor marks order for his/her name, reviews it (checks that there is availability enquiry made and that the order can be delivered). From Salesportal the processor sends the order through SAP to Sproject where the order is processed (vital information are added to the order in Sproject). If the connection requires construction: processor creates rows to construction team where they plan and execute needed constructions using our subcontractors, after that processor gets a notice that construction is ready and order is sent to routing team by creating rows in Sproject. If order doesn't require construction, order is sent straight to routing team by creating rows in Sproject.

The routing receives the sent rows and routes and saves new connection to our systems, after this routing team creates rows for our contractor who do the installation and testing of the connection. After testing processor gets a notification that connection is complete, billing is started in SAP and notification of completion is sent to customer by closing project in Sproject.

### **2.3 Assignments**

- Supervising the delivery process in all stages of delivery process
  - Checking delivery statuses and being aware of all deliveries under your name
- Taking orders from Salesportal and processing them until connection is complete
  - Processing orders and distributing works for needed interest groups in different stages of delivery process
- Communicating with different interest groups during delivery process
  - Informing subcontractors if there is something special required for the installation
  - Informing customers if delivery is late or if there are some changes in schedule
  - Informing sales if connection can't be delivered
- Solving problems during delivery process
  - Any problems that can occur during delivery process are solved by the delivery officer/manager, usually with the help of internal interest groups and colleagues

The work of Customer Deliver Officer requires things such as:

- IT-knowledge
- Technical skills (excel, SAP, different programs)
- Accuracy
- Communication skills (Finnish and English)
- Customer service skills
- Patience
- Ability to keep many things in mind at the same time
- Understanding and knowing products what we are delivering
- Understanding the delivery process
- Understanding teams place in organization
- Understanding your own input and the effects to the team and organization

## 2.4 Evaluation and development

Since I don't have experience working in Operator business and actually this is my first IT-related job I definitely would evaluate myself as a novice actor. In the beginning of the diary I still require guidance and help of my fellow workers in my daily tasks. However I can see that every day I learn something new and get valuable experience about different kinds of cases. I also make my own notes every day to support my learning.

The more I work and get experience the more independent and professional I will be in this job. My technical skills needed in this job are already on a good level, but I need to get more experience of how to act in different situations. Every delivery in this job can be different and the way to be better at this is to take all kinds of complex cases and get experience of solving different problems. During this job my aim is to be able to take any kind of order and be able to solve any problems during the delivery process with help of my co-workers, and to master basic deliveries independently.

## 2.5 Interest groups in the work place

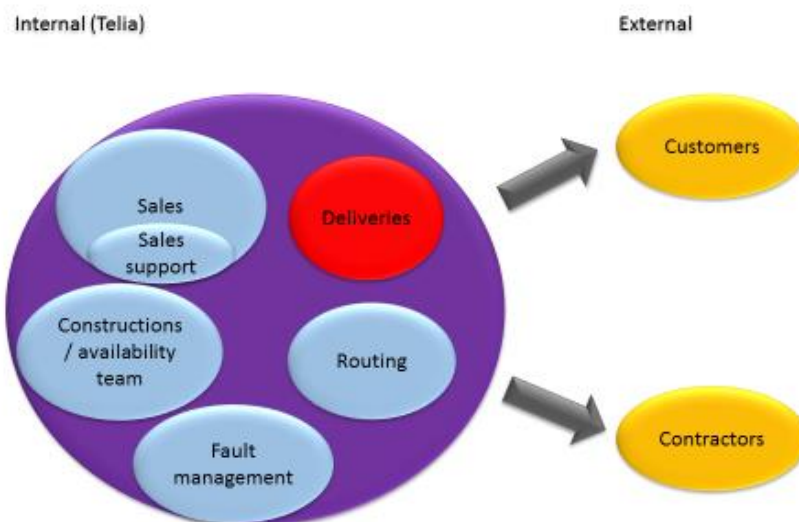


Figure 5. Interest groups from deliveries point of view. Theory for understanding the diagram comes loosely from (Freeman et al., 2010, pp. 24-26 and pp. 89-90).

Internal interest groups include: sales-team and sales support team. Sales-team sells connections to our customers and sales support helps deliveries and sales-team in day to day tasks such as checking prices for orders, saving orders to Salesportal etc.

Constructions / availability-team does availability enquiries and is in charge of works which require construction.

Routing team routes connections and documents connections to systems. Routing – and delivery team also sit in a same place and communicate daily about issues with connections, testing etc.

Fault management takes care of maintenance of delivered connections.

Delivery-team is responsible of delivering ordered connections, and supervising and executing the delivery process.

External interest groups include customers and subcontractors. Connections are ordered by customers and delivered to customers. Subcontractors are responsible of installations and testing of connections and executing constructions.

## **2.6 Interaction skills in the workplace**

The job of a customer delivery officer is in the end customer service. A big part of the interaction in this job is with our customers via email. Usually interaction with customers happens when there are problems with the order or with the delivery. If everything goes according to the delivery process, the only interaction with customer is order, order confirmation and notification of completion. Another part of communication is with our contractor about installations and problems on the installation site. This communication is done usually by phone, since the problems require a quick solution.

Most of the interaction in a workplace is still within our team. If there are problems with orders, connections or whatever, I can always ask from more experienced co-worker who is sitting in the same space and problems are solved usually within our team by teamwork. For a new employee such as me in the team this is extremely helpful.

Interaction with routing team happens for example when testing is done and connection is ready, or when there are issues with testing or something related to their part of the delivery process. This communication is done with email or face-to-face since the routing team sits in the same space as delivery-team.

When there are problems with the order or the offer, interaction happens with sales or sales support. This is done by email or Skype since the sales-team sits in the beginning of the diary one floor below us.

Most of the interaction in workplace happens in Finnish. Only if the customer is in different country or we have to contact our colleagues in different country (cross border order), the conversation happens in English.

### **3 Diary entries**

#### **3.1 Week 1**

##### **Monday 16.10.**

I returned to work on Monday 16.10. after a months' sick leave due to knee surgery. So this was going to be an extraordinary day. I spent the whole day reading almost 300 emails, getting back on track with my deliveries and chatting with team members.

To sum up the state of my deliveries: about 40% were delivered while I was away and the rest were still under construction or waiting for installation.

I also ordered SFP-optics to an already installed connection by creating an internal work with Sproject and assigned work rows to data team and installation to our contractor. After that I contacted customer who had asked for those via email. I had forgot to order those in the first place, because of this it costs nothing extra to our customer.

My aim for this day was to get back on track with my deliveries and emails and in that I succeeded.

##### **Tuesday 17.10.**

I started Tuesday by checking work statuses from excel which has all the unfinished jobs listed.

Customer asked regarding orders to Embassy what constructions are needed and asked to postpone installation to mid-December.

I asked construction team for plans of the construction, and answered to customer "status: waiting for Embassys permission to start digging and we will install as requested in mid-December".

Customer asked via email what connectors did I order yesterday more specifically what kind of connectors do they have. Answered LC-connectors.

Team meeting: We went through team members' workloads what is going on now etc. (for me I have all kinds of different orders TSEN, MEL and a couple of projects, most of the connections are under construction and don't seem to be progressing as fast as needed but can't do anything about that. Workload is manageable right now), I also agreed to be our teams' part time workers back-up man (includes answering emails and keeping eye on his orders when his not at work etc.)

I took a new order under processing from Salesportal, started processing it (checked that availability inquiry and prices are ok and sent it from Salesportal to Sproject through SAP). In Sproject I added vital information for our contractor (technician) and then I distributed work rows for our routing and data team (for CPE order because this order had CPE) and finally confirmed prices in SAP and confirmed the order to customer.

Customer wanted in this order us to install their own CPE so I added to order confirmation the address where to send their CPE. Now order is confirmed and we'll wait for the installation date and finally the installation.

Order which was on hold because of water damage on site is now canceled, however salesman is now investigating how do we get paid for this, do they pay monthly or with one junk, still on hold. I delivered total costs of the constructions to salesman.

Telia Sweden sent an email regarding a project with many connections: apparently the address of one order is wrong and there is no end-customers office there, at this moment I googled the address and yes there was end-customers' office there.

Still I decided to confirm the address from our customer and when I'll get the answer, I'll forward it to Telia Sweden.

### **Wednesday 18.10.**

Work statuses checked: 1 installation in Sweden today, nothing more urgent.

Customer asked me to put the embassy delivery on hold for now. I forwarded email to construction team and salesman and marked Sproject job "HOLD". After response I'll confirm this to customer.

Telia Sweden reminded about above address email. I answered under investigation by our customer.

Telia Sweden rejected the installation that was supposed to be today, unfortunately the connection data was wrong and the network planner needs to develop new routes. So I had to inform customer that installation will not be today as planned and I will provide new installation date as soon as I know it.

### **Thursday 19.10.**

I started my day by checking work statuses from excel file which has all deliveries under my name: one installation today and one routing had been done and installation day added to work. I marked that installation day to my excel file.

I took a speed upgrade order into processing and asked prices from sales support. After that I realized that prices were already in our team mailbox, so I could process that order immediately:

1. Sent order from Salesportal to Sproject through SAP
2. Distributed work rows to routing team
3. Changed contract dates and prices in SAP
4. And finally sent an order confirmation from Sproject to customer

Then I took a new order into processing, I checked that availability and prices were okay and sent order from Salesportal to Sproject.

Because this is a cross-border-order: HUB in Sweden and installation in Finland, the delivery process is a little bit more complicated. Configuration order has to be sent to Sweden by email and by using platform called NDR.

1. I sent the HUB configuration order and updated NDR (copied information from Salesportal to NDR from where Sweden can see the order)
2. I put information to technician in Sproject, for example: name and phone number of contact person on site and testing instructions etc.

3. I created needed rows in Sproject and sent them to routing team for configuration in our end.
4. I updated prices in SAP.
5. Finally order waits for order confirmation from Sweden and after order confirmation can be sent to customer in Sproject.

I answered customer regarding order to Embassy that delivery is on hold, still waiting answer from construction team regarding the construction plans.

The order which was late because of property renovation is now installed and ready, I marked the job ready in systems (final report sent) and started billing in SAP.

Customer asked regarding the case where customer is doing its' own in-house cabling if a spare fiber can be used? I really don't know what to answer to this. → After talking with colleagues I forwarded the question to Sweden since the installation is done there.

#### **Friday 20.10.**

Today: Installation of the SFP-optics which were ordered on Monday.

After no real answer from Sweden I decided to answer customer regarding inhouse cabling issue "At this point the in-house cabling isn't our responsibility and I really can't say nothing sure about this. But if the fiber is single-mode and the route is working okay I don't see why that fiber couldn't be used."

I received order confirmation from Sweden regarding cross-border order processed yesterday. Sweden's HUB configuration date was ok so I sent order confirmation to customer in Sproject.

Sweden asked for a new contact person for an order which I had processed. In that email they mentioned the guy they were trying to contact and that guy wasn't the same who was on the order. So I replied have you already tried contact person on order "name and number?"

I called technician who was supposed to install SFPs today. He hadn't been able to reach contact person on site. I sent an email to our customer if he knows some other guy who could help out.



Customer answered that contact person was on vacation, and provided me with new contact person, also asked me to inform if installation could be done today → I called technician again and gave him number of the new contact person. He tries to do the installation today if not then Monday. By 4 pm I will inform whether it was successful or not. I called technician third time and he had agreed with new contact person that installation will be on Monday 9 am. Finally I sent an email to customer that installation was agreed for Monday.

Customer informed about a job where we had asked which meet me room should it be on one end. Doesn't matter which, both are Telias. I informed this to Sweden.

### **Analysis**

Difficulties in cross border orders, their processes and configurations are late which affects us and our customers. Also communication with Sweden is hard because of their workload.

## **3.2 Week 2**

### **Monday 23.10.**

I started this week by checking statuses of my orders:

Two installations scheduled for today and one connections constructions ready. I distributed rows to routing team and informed customer that this installation will be delayed due to constructions taking so long.

Construction team sent an email asking how long embassy orders are going to be on hold, if we are going to build in winter it's going to cost more and that has to be settled. Answered that tomorrow I'll talk with account manager and inform after it how are we going to continue this case.

I took a change order into processing from Salesportal: customer had ordered an installation address change, I decided to send an email to customer suggesting a new order for a new address and dismantling order for old connection. By executing order like this it would be according to process and most likely without problems. Customer agreed to do this, so I rejected change order and started waiting for new order from customer.

Customer did a new request for quotation regarding rejected change order, I forwarded it to availability-team and asked them to process it fast. They processed it, and when the actual order comes it can be processed.

After this I took a new MEL order into processing, checked availability and order, all okay. Sent to Sproject, processed and confirmed.

Finally I took a new wavelength order into processing, marked it to my name in Salesportal and will continue tomorrow.

### **Tuesday 24.10.**

SFP-case done, I started billing in SAP and sent an email to customer saying this is ready.

Received a call from technician regarding a case where customers CPE installation was ordered: customer hadn't sent their CPE to requested address. After this I sent an email to customer which said please confirm that you have sent your CPE to provided address, if not then please do and that installation has to be postponed. Finally I postponed installation by week.

I processed yesterdays' wavelength order: updated SAP and sent rows to construction team in Sproject.

Regarding the case where customer hadn't sent their CPE, customer replied that they will send the CPE today. I forwarded this news to the technician.

### **Wednesday 25.10.**

Got an email from our billing that acceptance date is missing from SAP from contract which got ready 16.10. I added acceptance date to contract and sent email to billing that this now ok.

I received an email from Telia Sweden saying that an address is wrong in order which I have. I confirmed the address from customer and they said that the address is correct on order.

I consulted my team about this case, and we agreed to add this case to an excel file which is looked at daily in meeting with Telia Sweden about connections to Sweden. I added comment to the excel file that the address should be ok, could you check this again.

I participated to the meeting with Telia Sweden. In this meeting Telia Sweden said that they need a new contact person for this order, so I asked this from customer.

Before lunch we still had a weekly team meeting in which we talk about timely issues within our team. In this meeting it was decided that I am part of a team of three which is responsible for making a team introduction video for the department days in 16.-17.11. In this team we agreed to start planning for this next week.

In the afternoon I took new order into processing which had HUB in Sweden and address in Sweden. On the order there was some unclear information regarding the interface required, is it supposed to be LX or TX interface.

I will confirm this on Friday from the account manager when he gets back from vacation, for now I only marked this order into processing in Salesportal.

Customer asked about Lapland project status. Construction team was supposed to send detailed information on this by the start of this week. Reminded construction team about this.

Customer asked about the case where there was obscurity with meet me rooms with Sweden. Answered to customer that Telia Sweden knows that both meet me rooms are okay, and we are still waiting for installation date from Sweden.

#### **Thursday 26.10.**

I started this day by taking a new MEL express delivery order into processing. Checked availability which was ok 2 weeks. I sent this order from Salesportal to Sproject and asked for prices for this connection from sales support.

In Sproject I distributed rows for routing for tomorrow since its express delivery. This was a simple order, no CPE and availability ok. So this should be ready easily before requested date 3.11.

Received information about the address change order that the availability is now checked and order can be made based on availability check.

I took Primary and secondary MEL orders into processing, availabilities were ok.

On the order customer had asked that primary connection would be existing connection and that we would deliver only secondary connection. I asked customer if it would be ok if we would deliver primary + secondary now and then customer would do dismantling order to the old connection, according to our process this would be easiest way.

Customer asked us to check the speed of already delivered connection, should be 200M but they only get 100M. I asked routing team to check the speed and it is 200M. I sent an email to customer that from our end it's 200M. Customer answered ok thanks for confirming.

I took 6 wavelength orders all to same address into processing, I sent all from Salesportal to Sproject. I sent rows from these to construction team. I'll have to update prices and send order confirmation still.

Finally I updated prices and sent order confirmation of the express delivery order which I started in the morning.

### **Friday 27.10.**

I received information on Lapland project: construction team informed about delay, constructions will be ready in week 45. I sent an email to customer saying that estimated delivery time is week 46.

Received an installation date and cross connection data from Sweden regarding the case where there was obscurity with the meet me rooms. I informed customer by email: "Here's the latest regarding this delivery: Our contractor in Sweden had to move demarcation point and that will be done next week, more detailed delivery date will be given next week."

Also I gave cross connection data (from where to where the cross connection needs to be ordered) to customer because they need to order cross connection from the data center to which this is delivered in order to get it in use.

I spoke with account manager about embassy orders which are on hold and we decided to email customer: "Please note that if delivery is on hold for a long time or will be canceled there will be additional costs. And please notify us as soon as you know how to proceed with this."

I also confirmed from account manager the interfaces of order which I took into processing on 25.10. Account manager said that LX-interface is most likely the correct one however it would be good to confirm this from customer. I sent an email to customer in order to confirm this.

I updated prices and sent order confirmation for 6 wavelength orders which I took yesterday.

Customer called regarding the case where there were problems with meet me rooms and asked for a delivery date. I had to say to customer that I can't give a firm delivery date, and that I will give it as soon as I receive it from Telia Sweden. A little while after this I received installation date from Sweden and forwarded it to customer.

## **Analysis**

This week there were lots of new orders but not much progress in terms of finished orders. At the start of the week there were weird questions from Telia Sweden for example the address case. This address is wrong, no its right etc.

The communication between Telia Finland and Telia Sweden is too slow for our customers' needs and pressure is starting to pile up when customers start calling.

I learned this week the importance of knowing your case statuses at all times and also that sometimes you must take it easy and not take too many orders for yourself.

## **3.3 Week 3**

### **Monday 30.10.**

This Monday my goal was to get existing orders forward or at least get information of delivery dates which I can forward to customers. In the afternoon if there is time I could process one or two orders.

I started my day by checking email and answering them: customer had sent an email asking about internal cabling task in which I gave them last week. Customer was confused about the inside cabling task since they have a POP (=HUB) in the same address where the other end of this point to point connection is.

I explained customer that this is a point to point connection so POP is not used in this and that this connection requires two installations (1 at each end, one ready the other where they need to order cross connection is not ready). They also asked me to send some kind of map what part of the connection they need to order from the Telehouse.

I sent them the map below which we luckily had in our teams wiki-page after consulting my team members. And told them that our installation in meet me room 1 is scheduled for 3.11.

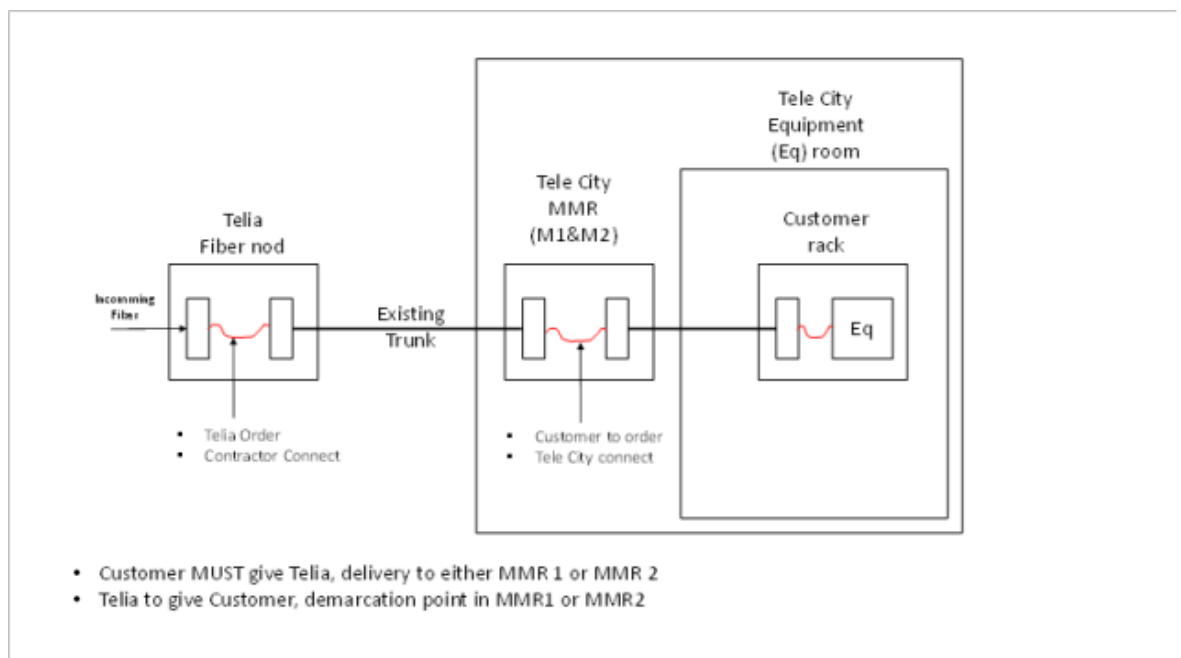


Figure 5. Cross connection at tele city.

After this technician called about express delivery and said that installation has to be postponed by 2 days because of Lapland weather and big distances, no problem since customer had asked delivery 3.11., installation is now 1.11.

Customer answered to secondary/primary order that the suggested way (they will do dismantling order after a new one is delivered) is ok, however HUB and VLAN will change

in this case. I changed hub and VLAN on order to which customer had requested in Sales-portal and sent primary order to Sproject. After this I processed both orders according to process.

I received email from construction team that constructions and documentation is ready in one connection, so I sent work rows in Sproject to routing team.

In the afternoon I still had time to process one order. Luckily this was ordered correctly so it was easy to process.

Customer confirmed to email I sent that the connection base should be LX as ordered, I processed this order as well.

Just when I was about to leave customer asked if there's any development in a delivery which is late because of construction permissions. I asked from construction team, what is the situation. Still no progress, problems with permissions and in worst case delivery has to be done next year. I replied to customer: still problems with permissions, no progress unfortunately.

## **Tuesday 31.10.**

Today we have a weekly team meeting and I'm secretary. I updated the memo so it's ready to write into.

Speed upgrade order came ready, I started billing in SAP.

Mel connection became ready as planned. So I started billing in SAP and marked job ready in Sproject.

Technician called about an installation which he had scheduled for today, there are renovations going on at the site and installation can't be made, new installation date will be 8.11. once renovations are done. I informed this to the customer.

I received an email from customer about embassy orders which were on hold. They now want to cancel these orders. After talking with account manager and construction team. We agreed that customer has to pay construction costs since this connection was offered to customer as a connection which requires constructions. Telia builds these connections with our own cost when customer commits to the agreement for an agreed period. This

means that construction costs are covered by Telia when connection is delivered and taken into use.

Now when customer is canceling this order, we have to charge construction costs from customer. Alternatively customer can choose to take this connection into use which will be cheaper.

I sent an email to customer explaining this situation and they were ok with it. I created a new cancelation row to SAP and charged construction fees from them. I also canceled the order from our systems.

We had a team meeting where we discussed issues regarding our daily work. Big topic this week was that there are lots of orders to Sweden and they are starting to pile up, communication with swedes is still challenging and slow. There was also talk about possible work restrictions with technicians because electricity union is going to a strike starting today.

Finally I sent couple of order confirmations to customer because after receiveing delivery dates from Sweden.

### **Wednesday 1.11.**

On Wednesday morning I checked my emails and replied to a couple of them. I had received an email from Telia Finland management team that electricity union is on strike and all changes which might effect to Telias network are now frozen. So basically I couldn't do anything the whole day except inform customers about this situation.

Finnish Electrical Workers' Unions industrial action 1.11.-8.11.

- All deliveries and changes to the network are forbidden during the freeze (1.11. - 8.11.)
- Installation and testing of connections are forbidden because if faults occur we couldn't send anyone to fix them.
- Telia Finland management team has made this decision.
- Everyone will move their deliveries to an excel file in Sharepoint which are going to be late due to this strike.
- Customers need to be notified about this. Instructions can be found in intranet.



I noticed that one installation had been done by technician yesterday but routing hadn't checked their rows done. This means only one thing: technician hadn't tested the circuit with our routing. Connections need to be tested before we can handover them to the customers, so I called technician and asked him to do the testing after the strike.

After this I spent the rest of the day sending emails to customers whose deliveries are going to be affected by this strike and also copied my late deliveries to excel in Sharepoint.

### **Thursday 2.11.**

Due to the strike not much we can do right now, other than put orders which require construction forward to construction team.

Checked works, nothing urgent now. Most of the jobs waiting for constructions to finish or start, the ones which were going to routing or installation are now postponed after the strike.

We had a couple of Skype meetings about working on this strike.

First one was about prioritizing jobs during this strike:

- Connections can be delivered to few of the biggest clients by special permissions
- Our supervisor has asked from management if we could do all the B2O deliveries, because these are more critical than B2B deliveries, to be informed, no special permission, all frozen.
- If there are faults, we can't get technician outside business hours to fix problem, must get confirmation from customer if get permission to do installations
- Disconnections can't be done for now
- Deliveries to Sweden can be made
- Another meeting when more information have been received

Another one was collaboration meeting with routing and delivery-team:

- OCC operator contact center (fault management) emergency cases are fixed during this strike but nothing else.
- Information of the strike was awful, departments have different instructions and it's unclear what are we able to do and what not.

- Information came down from step to step, broken phone effect
- For example deliveries in Sweden (HUB + address in Sweden) can be done normally
- Telia changes subcontractor 1.4.2018. There have been some slipping up and results poorer. Current contractor has fewer men working now.

### **Friday 3.11.**

Again during this strike there is very little we can do. So to this day I had nothing special planned.

I took two orders which had HUB and installation in Sweden into processing and processed these.

This was a good time to plan the video for our department days:

We planned to make a video with every team member answering a totally random question.

We have to include Turku members in the video. We decided to send an email to Turku that if they could film their members in next week and send the footage to us.

In the afternoon I answered couple of customers emails.

### **Analysis:**

Big thing this week was the start of the Finnish Electrical Workers' Unions industrial action 1.11.-8.11. There were lots of obscurities at first what can and can't we do during this time. The answer to these questions at least regarding my job was that nothing can be done during this time with deliveries in Finland. This strike will definitely affect our team negatively because installation can't be done in time. After the strike there will be huge workload with our technicians, so the situation will remain bad for some time after the strike as well.

### **3.4 Week 4**

#### **Monday 6.11.**

In the morning we had our daily skype meeting with Telia Sweden. We went through all urgent cross-border deliveries and updated newest information to excel file. To sum this meeting up: there wasn't much progress and it's clear that Telia Sweden has different organization than us so they don't follow deliveries as much as we do.

After the meeting I received email from Telia Sweden that contact person can't be reached and alternative contact person isn't aware of this order. So I asked for a new contact person from customer.

I emailed customer regarding problematic E-line EPL (point-to-point) order to Sweden: installation couldn't be done on Friday, Telia Sweden is investigating this, and I'll get back as soon as I have some news.

Asked for update from customer about the case that they might cancel.

Received email about old speed upgrade orders which were rejected but affected our billing in SAP. I changed speeds to correct speeds and contract statuses to accepted from rejected.

Once my email was cleared I took a new order (HUB and installation in Sweden so can be done during strike) into processing and processed it according the process.

Account manager called and asked if a delivered connection is in billing, I checked the status from SAP and yes the billing is started 23.10. Because billing was started late in October, it didn't show on monthly report.

In the afternoon I answered couple of emails asking for statuses of orders.

## **Tuesday 7.11.**

In the morning I checked all statuses of my jobs and added one installation day. Not much that can be done due to the strike.

Routing team asked for IC-ID (customer ID for the connection) for wavelength order, I checked it from Salesportal and answered to routing.

Account manager sent an email about the order which was on hold due to water damage on site: this has to be installed, end customer will take the connection into use and we'll

bill our customer even though our customer has already moved from site. I sent message to routing team to put the connection into installation as soon as possible. Routing team answered that installation is scheduled straight after strike 9.11.

After this I received good news from Sweden about the problematic order. Installation will happen today. I informed customer about this.

After this customer asked about delivery where there was problems with the digging permissions:

What is the providers' expectation by when the permission will be granted?

What steps have they taken to get this escalated?

What exactly does: 'build new capacity' means'? Digging work?

How long will it take to hand over the circuit to AT&T after permission is granted?

I forwarded these questions to construction team and after their response I'll get back to customer.

Customer sent updated list of contact persons for a project that has multiple connections to Sweden. I added contact persons to NDR and sent an email to Telia Sweden.

Then we had our weekly team meeting:

- Somehow I was secretary again
- More news on strike tomorrow
- We'll continue daily meetings with Sweden for now
- Sweden is looking into their processes in order to be more efficient
- Visit to Sweden maybe incoming
- During winter we must confirm that customer is ready to pay 3 times construction fees and agree on 3 times the delivery time if connection requires construction (this should be checked on availability inquiry)
- Tomorrow meeting with construction team, availability team, routing and sales: we went through some things we'd like to speak of in the meeting
  - Communication and reporting towards delivery team must become better (what is happening at what stage etc.)
  - Answers should be more clear
  - Construction team must close rows when their done and add routing information to Sproject so we can proceed without asking

- Our supervisor went through new process when order won't go according to the process
  - RAVA (= ratkaisun varmistus = confirmation of delivery)
  - Will start with email that we have to do confirmation of delivery
  - Delivery team will check if it's possible and answer to the mail
  - More detailed instructions and training coming in next weeks

### **Wednesday 8.11.**

In the morning I checked my emails: I had received two order confirmations from Sweden. So I confirmed delivery dates to customer.

Customer had asked connection points for the problematic case in Sweden. I answered customer the connection points of both ends, but we are still waiting for the final report from Sweden.

After checking my email we had a meeting with routing, construction team and delivery team about timely issues with our work:

Topics discussed in meeting:

- Winter: 3 times cost and time during winter constructions, basically starts now.
- Availability inquiries: Delivery time (installation and configuration, processing) must be included in delivery time.
- Construction team will start using a new work management system instead of current one starting from next year, so there will be limited information for delivery team about the statuses from now on until the end of year when we get permissions to use the new system.
- We agreed to have this meeting once a month in future.

Customer called about the case where there are problems with the construction permit. They need some answer for their customer. I promised to answer them today.

In the afternoon I received news regarding the problematic case that installation was postponed for today and it's not done as I've informed customer. I forwarded these news to customer who wasn't happy about this but understood the mix up. We agreed that I will update customer as soon as I would receive any information about it.

In the afternoon I received positive news that strike is over and changes to network can be made normally from now on.

One of my jobs was completed as soon as the strike ended so I started billing of that connection in SAP.

Finally I took a new TSEN order into processing and processed it as far as I could.

#### **Thursday 9.11.**

On Thursday I had a thing in the morning so I got to work at 11 am.

Before lunch I sent couple of order confirmations and received news that the connection where there was water damage is ready, I started billing in this one.

In the afternoon I contacted Sweden via Skype and asked them to call the technician in order to find out if the installation went okay regarding the problematic case. Telia Sweden told that yesterday the technician couldn't get into the site due to problem with permission for access, so he had agreed installation with the site for today. So unfortunately the handover will be sent tomorrow. I forwarded these news yet again for the already upset customer who replied that these kind of problems should be arranged before the visit (which is very true) and asked me to make sure that installation will happen today and inform customer when it is done. I told that I'll try my best to make that happen.

Soon after this conversation with customer I started to put pressure on Telia Sweden. I asked them to notify me when the installation is done. Unfortunately I couldn't get an answer for this today and once again I sent an email to customer that hopefully everything is ok but I haven't received any news today.

Finally I added to cross-border excel file which is looked daily in meeting to please notify Finland as soon as installation is done.

#### **Friday 10.11.**

In the morning when I got to work on Friday I had high hopes that the problematic case could be finished today. However I had received an email from Telia Sweden saying that installation was moved to Monday 13.11.

I had to email customer "I received news from Sweden that installation will be finished on Monday 13<sup>th</sup> of November. There were problems with the installation on Thursday 9 November and it couldn't be completed. The same technician wants to finish the work, as he knows this complicated delivery the best. Unfortunately he's off today on Friday.

At this time unfortunately I can't say anything more than sorry again for this delay and let's hope installation will be finished on Monday (final report on Tuesday)."

At this moment the customer escalated this case to my supervisor but unfortunately at this moment there is nothing even she can do to help this.

In the afternoon I took an optical line order into processing and asked help from a teammate what information to write for technician etc. since this a new product for me. The only difference to this from for example a MEL order is that I have to add short text about measuring the connection for the technician. I processed the order once I knew what to do.

Construction team asked about the embassy orders "still on hold or canceled?" answered: we are waiting response from a customer how to proceed.

Couple of connections were completed and I closed the projects and started billing.

Finally we had a workshop regarding the vision of the new segment which we are going to have:

We talked about what kind of vision we should have for this new segment. The results were that the segment should be flexible, trustworthy, dependable, fast, easy to work with etc.

Area manager of customer was added to the mail chain regarding the problematic order I answered customer that we'll try everything to get it done on Monday.

## **Analysis**

The problematic connection was delayed three times this week by a day which didn't please the customer. The problem for our team with these connections to Sweden is that the responsibility of installations when installation is in Sweden is on Telia Sweden. So we have no power over what happens there with installations. If they say that it is postponed

then we have to trust that it will be done the next day and inform customer what they tell us. Telia Sweden has a different kind of organization than us, they don't have one person who is responsible for order and their processes are more automated. When there are problems they can't react like we in Finland can. This issue has been raised in our organization and there are plans to improve our collaboration but for now this is the situation and we'll have to try to make best of it.

One positive thing this week was that the strike ended. The strike will still affect us since now our contractors have too much installations to do and almost everything will be completed late. Fortunately we have prepared our customers for this and because they are operators as well they understand the problems.

### **3.5 Week 5**

#### **Monday 13.11.**

This Monday I worked at home and had nothing special planned for the day other than following my jobs and hopefully getting the problematic case to Sweden completed.

In the morning I answered few emails and processed couple of new orders according to the process.

In the afternoon couple of jobs were completed so I started billing of those and closed projects.

I asked for a status update about the problematic case in Sweden but unfortunately got no answer. This wasn't a surprise since Telia Sweden gets the information a day later if installations was successful or not. So I informed customer that hopefully tomorrow we have some good news.

#### **Tuesday 14.11.**

For Tuesday the only meeting today was our weekly work meeting. Other than that there was nothing special in the agenda.

In the morning one job got ready, I started billing on that and closed project. I also sent couple of order confirmations.



After this I checked all statuses of my jobs: one job was forgotten by routing team, I sent a message to them and it will be put to installation for tomorrow. One jobs constructions were late and without any information, so I asked the status from construction team.

Then we had our weekly team meeting. We talked about upcoming department days (this Thursday and Friday), problematic situation with Sweden, frost and how it affects us and new instructions to technicians which are done by one of my teammates.

In the afternoon I sent an email to boss of Telia Swedens delivery team about problematic order saying that we really need an update of the progress.

Sweden replied that technician is at the moment doing the installations and they are waiting update from the technician.

Right after this customer called about this problematic case from and asked what's going on. I explained to customer that this location is very complex and technician is at the site at the moment, so hopefully we'll get it done latest tomorrow. I also promised to keep them updated via email.

Finally I received one order confirmation from Telia Sweden so I distributed rows to routing and sent order confirmation to customer.

Unfortunately I didn't get an update for the problematic case from Sweden today.

### **Wednesday 15.11.**

On Wednesday I didn't have anything special planned.

I checked the statuses of my jobs and there were no changes from yesterday and nothing urgent except the one problematic case to Sweden.

Construction team sent an email about a case which had problems with construction permit. It can soon be constructed. I am still waiting for schedule from the construction team. I informed customer that this will be built now as soon as possible and that we can offer a mobile connection which will be faster. Customer replied that they don't want mobile access solution, they want to wait for constructed connection.

Customer informed that the embassy orders can be canceled and asked for costs. After talking with account manager I replied that we will charge half of installation price and we'll cancel the order. I sent email to contractor that they will cancel their rows, after that I can start canceling our rows and send a row to routing that they will delete documentation etc.

I asked a teammate to send me a memo of wavelength meeting which I couldn't participate due to vision workshop. I updated new statuses of my wavelength orders to my excel file.

In the afternoon cancelation was completed by routing so I canceled our work rows and finally I created row for cancelation bill in SAP and started billing of that.

Customer asked for update on problematic case in Sweden. I answered that unfortunately there are no news right now and I will contact when we know something.

#### **Thursday & Friday 16.-17.11.**

On Thursday and Friday we had our department days, so there was no work. I still went to update customer about the problematic case in Sweden if there is new information. Unfortunately there wasn't, so no changes in that case during department days.

The biggest thing that happened was launching our new departments' "operator services" vision: "We are beloved partner of our customers and we bring them seamless service according to our promise."

#### **Analysis**

This week I received a lot of pressure from customer regarding the problematic installation in Sweden. Now the case is escalated here to my boss and in customer-end to their area manager. Situation is difficult for me because getting information from Sweden is really hard and customer is asking me to update them every day. The situation is now that the technician has definitely been at the site and hopefully knows what he has to do to get connection installed.

And then we had our long waited department days. We had many presentations about different projects for example Telia Datacenter which will open in May and open fiber project where Telia delivers fiber network to multiple household areas and about the partnership

of Telia and Finnish hockey league. Although I am not directly part of these projects in my work, it was interesting to hear where Telia is going and what to expect in future.

### **3.6 Week 6**

#### **Monday 20.11.**

This Monday I had a clear calendar so my aim was to focus only to deliveries.

I started the day by checking statuses of my jobs and email:

Technician had sent an email saying that customers CPE is nowhere to be found. I contacted customer and asked them to confirm when it will arrive and told technician that I will inform when CPE gets there. I also changed dates of this installation job by a week so it doesn't show late for technician.

Statuses checked:

- Email to customer that due to construction delivery date will be late
- Asked from Sweden about order for which I haven't received order confirmation yet
- Lapland project constructions done, rows to routing later today

I also cleaned our team-email from already reacted messages and sent feedback from installation where connection wasn't tested.

I canceled two Lapland project works which were replaced by new orders because the routes had to be changed due to contract with Telehouse will end in May.

In the afternoon I distributed work rows to routing in Lapland project orders and finally processed a couple of new MEL orders and answered few emails.

#### **Tuesday 21.11.**

In the morning I checked my email:

Routing team told that express orders availability is not ok, routing couldn't be done so I sent email to availability team to investigate if it's even possible to deliver there fast. Availability team replied that this can be executed by using SFP optics, I forwarded these news

to routing team and they will route the connection and order needed optics, installation scheduled for 23.11.

I had received news about the problematic case in Sweden finally: according to Swedish technician there is no place for Telia to install the CPE device at the site, it is needed to put into customers rack. They also informed that if CPE isn't needed (like usually it's not at this site) the connection is ready. I forwarded these news to customer.

One order installed and tested, I started billing and closed project.

After this we had a meeting with team in Sweden: apparently they have troubles following their works. If we update the excel file they need to be notified because otherwise nothing happens. So basically we have to notify them to read excel which was done in the first place so it would be easy for them to follow jobs and update the newest information. After the meeting Sweden asked for a place where to install one connection at the site. After consulting team mates I advised them to contact person on site and ask him.

Customer asked about to change installation time of one connection, to inform exact times for the installation which require customers CPE installation → I asked Sweden to do these things and replied that installation times are changed. Exact installation times will be informed later.

Problematic case in Sweden: customer suggested that CPE would be installed in to end-customer space at the site, I consulted sales and replied that it is possible if there is that space. Shortly after it turned out that the end-customer doesn't have a space at the site. Customer is now investigating if this could be done without CPE.

### **Wednesday 22.11.**

In the morning I checked my email. I had received an email from customer about the case where the CPE was missing. Customer answered that they don't need coordinated install after all and this can be done without CPE. I informed this to technician.

After my email was sorted out I checked statuses of my jobs. I asked about two orders from construction team that should have been constructed already but weren't in order to update customer with the progress.

Then I took a new MEL order into processing from Salesportal and processed it.

Customer asked for a status update about the problematic order in Sweden and why this delivery isn't going forward. I asked for a confirmation on two things from Sweden:

1. If it is okay for customer to deliver B-end (problematic end) without CPE can it be done and how fast?
2. Is the A-end already installed with CPE?

Shortly after this I received confirmation that this is the case in both ends.

After talking with account manager I answered customer: "To finish this delivery according to your order we need to install CPE in B-end because CPE is the only way to get the ordered TX-interface from fiber.

As a default it is always customer responsibility to provide the premises for the CPE at the installation address. Because we can't install the CPE in customer room and there is no Telia room at the site for B-end this delivery is frozen at the moment.

So it is not an additional step which we are talking about, it's a standard step which is proving difficult to execute.

However I have been talking with your escalation manager yesterday on phone and the situation of the delivery is currently:

B-end: you are now investigating the possibility to deliver B-end without CPE.

A-end: Connection is ready in A-end with CPE.

If it is okay for you to execute this delivery without CPE (only fibers) at B-end, we can finish this delivery."

The new MEL availability is constructions and 10 weeks, so I asked sales what to do because now is winter.

Finally I received a phone call from technician about the order which I asked status for in the morning. Technician asked for a new contact person since he hadn't been able to reach the contact person. I checked the order and luckily there was secondary contact person. I gave technician new contact person information.

## **Thursday 23.11.**

On Thursday I worked at home and had a clear calendar so I started my day by checking email.

Sweden informed that internal cabling is not done regarding order where customer just confirmed that internal cabling is done. Replied that it is done and sent pictures of where to connect. Sweden replied that delivery date 29.11. I forwarded these news to customer.

Wavelength order where there were problems with contact person. It turned out for this site the technician needs an access permit. So I arranged access for the technician for the site for tomorrow 9 am. This took several phone calls with the technician and Telias contact with the site.

I received an email saying connection in Sweden is ready. Billing started and final report sent to customer by closing project.

Customer asked for a status update from us about delivery which has confirmed date in the end of January. I confirmed from Sweden that all is good and replied to customer that this is on track to be delivered by the confirmed date and to make sure that internal cabling is ok at the site. Otherwise the delivery might be delayed. Customer replied thanks, and will double check internal cabling.

In the afternoon we received information that apparently there might be another strike coming, now with Ammattiliitto pro. Starting tomorrow 24.11. More information tomorrow.

## **Friday 24.11.**

On Friday morning we had a scheduled skype-meeting with the account manager about the project in Lapland and more specifically about the documentation of these connections which are needed to handover to customer when the project is ready. I started my day by checking all statuses of Lapland-project: all connections should be ready 1.12. So I asked account manager to move meeting to that date. I informed customer that billing will start and documentation will be sent 1.12.

After this we received good news that strike is not going to happen, they reached an agreement in yesterday evening.

I called technician about installation that should've been done yesterday, due to heavy workload he hasn't been able to do it yesterday, but will finish it today. I updated customer with this information.

The problematic case in Sweden: Account manager had been in talks with customer about this case and informed me that there is no need for CPE in the B-end which is causing problems. I suggested that since connection is installed like this we continue with my notification of this to Sweden and when I get handover the connection is done.

I informed customer that all should be fine when we execute like this, and asked for a handover from Sweden, since it should be done already without CPE.

I received answer from sales about the connection which needed constructions. We can execute it now with three times the cost and time or wait for the spring and then execute it with agreed costs and 10 weeks delivery time when ground is not in frost anymore. I informed customer about this.

Finally few installations were completed from which I sent final reports by closing projects.

### **Analysis:**

This week was pretty normal for a delivery officer: lots of emails, lots of confusions what is happening and where and by who and some phone calls.

The best news this week was that the planned strike by Ammattiliitto pro didn't happen. That would've been devastating for us since we would've been short of staff in Telia and jobs would have definitely been piling up.

There happened progress finally in two of my longest cases the problematic order in Sweden and the Lapland-project.

The problematic case: It seems now that all obstacles have been overcome and it should be ready however I still haven't received a confirmation of this from Sweden who are the part that really knows what has been going on there. We'll see if there will be any more problems.

Lapland project: the constructions were finally completed and we were able to send technician to the sites to do installation and testing.

### **3.7 Week 7**

#### **Monday 27.11.**

On Monday morning at first I called a technician about an installation that needs to be done by tomorrow. I told him that for the site you will need an escort and confirmed that CPE was found. Fortunately this technician was on top of things and said that this is already scheduled for tomorrow and all is clear.

Then I received again an update enquiry from customer about problematic delivery to Sweden. I asked from Sweden when could we get the final report, after that we (Finland) can close project in our end and send final report to customer. Unfortunately I couldn't get an answer from Sweden the whole day. So I answered customer that everything should be ok and I will get back to them as soon as I receive information about that. I decided that I will ask tomorrow from Sweden about the handover at meeting.

I still was unhappy with this situation so I escalated this to Telia Swedens delivery teams manager and ask from her what is the hold up. Her answer was that these kind of issues are discussed in meetings and I should ask this tomorrow in meeting.

Wavelength order where I had to arrange access for the technician is ready, however construction team has one row undone, I asked them to mark it done and after that I'll send customer connection points and start billing. Shortly after this construction team marked their job ready and I could close project.

Finally couple of installations were completed so I started billing of those and closed projects.

#### **Tuesday 28.11.**

On Tuesday we had a team meeting scheduled for 10 to 11 and cross-border delivery meeting in the afternoon. I started my day by checking jobs and answering emails.

In the morning I reminded our contractor about couple of installations that were late, closed couple of jobs because they were completed and updated few situations to customers.



Then we had our weekly team meeting: there were lots of discussion about billing for use-less technician visits but nothing sure yet. We will start putting installation date with order confirmation when there is no construction needed.

In the afternoon I received a phone call from technician about a MEL connection: The connection didn't work when tested today. According to technician the fibers are probably cut. I asked routing if there is an alternative route possible but unfortunately there isn't. So I forwarded this case to construction team who will get back to me once they know about fixing schedule.

Finally I updated customer: "Installation was scheduled for today but during testing of the circuit we found out that apparently there is something wrong with the route (fibers broken at some point).

Our contractor will check this problem out and after that I will have more information to share with you (how are we going to finish this connection and in what schedule.)

But for now unfortunately this connection is on hold, I will get back to you as soon as I receive information how are we going to continue."

Then before the Nordic meeting I received final report from Sweden about the problematic case. Next configuration by our routing team here and final report to customer.

Finally final report sent to customer.

### **Wednesday 29.11.**

On Wednesday morning I answered to few emails and updated customers about late orders.

Customer asked regarding the problematic case: how to find the CPE at A-end. I answered the CPE model and told that it is marked with connection code.

Account manager had decided to arrange a meeting with customer regarding this case (what went wrong and why etc.) I started doing a clarification of the case which can be used in the meeting.

One express order which was installed on Tuesday has a problem: routing team told that connection is installed to a wrong port but apparently is in use at the moment. I sent an email to customer that we need to install this connection again and add CPE to the installation, when could we do this. I asked the timing because we had already marked this connection ready and it is in use. CPE installation will cause a break to the connection and customer needs to prepare for that.

In the afternoon one installation was completed so I closed project and started billing. I also tried reaching contractor about the Lapland project since there were no progress with the scheduled installations. Unfortunately I couldn't reach anyone by phone so I sent an email.

One of my team members asked me to check her work statuses while she's sick for the rest of the week, I answered no problem. She will make some kind of sum up about her jobs what to follow by tomorrow.

#### **Thursday 30.11.**

On Thursday my team member had sent a list of her jobs to my email, I checked statuses of those, there was nothing urgent to be done so I checked my own jobs.

During morning I did the following tasks:

- Final report received from Sweden, marked ready in sproject and NDR, started billing.
- Sent email to contractor about a job which is ready but one row was not checked done.
- Speed increase order which was meant to be done today is postponed to Monday, a rental fiber had to be ordered by routing team, I informed customer.
- One installation done but rows not checked yet by contractor, I sent email to them.
- One MEC ready for service, contractors rows still unchecked, will wait them and start billing when they are checked.

In the afternoon I received a phone call: technician asked me to change installation dates in Sproject, he had re-scheduled installation with customer for 5.12. I changed dates in Sproject.

Finally I managed to reach contractor by phone about Lapland case. I asked why these connections haven't been installed yet. They will get back to me tomorrow.

### **Friday 1.12.**

The Friday morning I spent looking at my teammates jobs and did the following actions:

- MEC ready, billing not started yet according to teammates instructions
- HUB delivery ready, billing started
- Sent notifications of completions from Salesportal to customer about 2 change orders
- Marked one job ready in Sproject, there were some rows stuck
- Optical line connections: called to technician asking the situation, technician told that routes have been wrong but they are now fixed and installation is scheduled for Monday.

We had a skype meeting scheduled again about the Lapland project with account manager. I told that installations were scheduled for his week but nothing happened so I contacted our contractor and apparently they have had some problems and these are not installed. I am waiting for clarification why haven't these been done. Account manager told that when you get the explanation forward it to me and I will escalate this further. We scheduled another meeting for next Friday.

In the afternoon I received an email about the problematic delivery: the customer can't locate the CPE at a-end. I forwarded this to Telia Sweden and asked them to send technician to show where the CPE is located. Finally I informed customer that we will proceed like this and promised to get back with a schedule when I receive more information.

Finally couple of connections were completed so I closed projects of those.

### **Analysis**

This week there were multiple jobs late in our team and all by the same contractor. My Lapland project unfortunately fits into this category as well. Telia is going to change contractor next year so maybe the effects are already now starting to show. This was discussed in our team and our manager urged us to pay attention if these kind of problems occur more often than usual.

The problematic case is still going on. Now that the problem end is fine, the customer can't locate the CPE in the other end. There is also a problem that the CPE can't be reached by our routing team so that indicates that CPE isn't installed at all. We'll see how this progresses.

My longest order became ready this week. It took 6 months all in all. There was a long time that customer was building internal cabling themselves and due to that it was on hold and could be completed this week. This is a great example of how long cases these deliveries can be.

There weren't so many new orders this week which was great for me since I had the covering of colleague for a few days. It is great to notice that my team members are trusting me with their jobs and it gives me a great boost of confidence for this job.

### **3.8 Week 8**

#### **Monday 4.12.**

On Monday we had couple of scheduled meetings: in the morning our weekly team meeting and in afternoon meeting about our departments new web platform.

I started the week by checking my email. I updated few situations of late orders to customers and sent message to account manager about Lapland project: installations start 4.12.

Then I prepared transcript of our team meeting today because it was my turn to be secretary.

Biggest topics:

- Collaboration with Sweden (every week the same topic): daily meetings will continue and configuration team member from Sweden will be added to the meeting.
- One big customer had sent feedback for us: we went through it, all positive.
- Wiki: the place where we have all our instructions is too old and it's hard to find anything from there. One of our team members will look into changing it to different platform.
- RAVA trainings are coming, invitations have been sent.

In the afternoon I sent a reminder to customer about the winter construction costs, since there were no answer to previous email sent 24.11.

Then I processed couple of new orders, one TSEN and one optical line.

Meeting at 13 about our new platform, two people of every 3 team in our department:

- New platform will be taken to use by the end of year
- Old places will be shut down and vital things will be moved to new platform.
- Every team will move their stuff to the new platform by the end of year.
- New meetings to come about this

Finally customer asked when is the technician going to the site regarding the problematic case in Sweden. Luckily at the same time Sweden sent an email saying that visit will be tomorrow. I replied to customer that technician will visit tomorrow and I'll let them know as soon as I know how the visit went, most likely on Thursday.

## **Tuesday 5.12.**

On Tuesday we had our Christmas party starting at 3pm and people were in a good mood the whole day.

I started my day by processing one new order where HUB was in Denmark and installation in Sweden, so it had few more work stages than normal.

- Availability and prices checked, ok
- NDR done: attached order as pdf and filled required fields
- Sent email about order to Denmark and Sweden
- Updated prices in sap
- Waiting for confirmations form Denmark and Sweden

After this I answered to few emails and processed the orders further which I could.

Partly because of the Christmas party not much happened today.

Christmas party started 3pm.

## **Wednesday 6.12.**

Finnish Independence Day.

## **Thursday 7.12.**

On Thursday I started my day by checking email.

Sweden had informed that contact person on order I had sent can't be reached, so I asked for a new contact person from customer by email. Shortly after this I received the new contact person and I informed this to Sweden delivery team.

After my email was sorted I started looking into my team members cases which I was covering for:

- Technician called that access to the site is unclear now because my teammate is away and the response is probably in her mailbox, he will try to investigate it. I wasn't totally sure what case was the technician talking about but I told him to call if he has any problems with the access.
- I sent one case to construction after speaking with availability team, this couldn't be routed and needs some constructions
- There was one case to Sweden where installation was moved for tomorrow due to some network issues. I informed this to the customer and asked Sweden to notify me as soon as technician finishes installation tomorrow.

In the afternoon I received an email from Sweden saying that the problematic case is finally complete apparently there was a misunderstanding on Tuesday when the installation was originally scheduled. Immediately after this I closed Sproject and by this sent handover to customer. I also sent an email that delivery is finally complete.

After this was done account manager asked why couple of handovers were not sent, I checked from Salesportal that they were sent normally and answered the account manager that they were sent to this address and pasted the handovers to the email. Apparently there was a wrong email address on the order.

## Friday 8.12.

On Friday morning I had meeting with Telia Swedens delivery team and on afternoon meeting about wavelength orders.

Before the meeting with swedes I checked email for possible problems with problematic case in Sweden, there weren't any emails about that so I started billing in SAP.

Meeting with swedes:

- Coordinated installations to Sweden are so hard for Sweden to execute that we will contact customer and suggest that if it could be possible for them to do this by themselves. They would need specific instructions how to do the installations and some kind of agreement with Telia Sweden and customer so we decided that it would be easier and faster for everyone if customer would handle the coordinated installations themselves.
- Another thing about the coordinated install case in Sweden. Sweden said that they would need a new contact person for this. I said that I'll ask customer but customer had sent an updated list of contact persons for this project just a couple of days ago and they should be correct.
- Then there was one my case where internal cabling was not done so delivery will be postponed. I will inform customer.

After the meeting I called customer about the coordinated install project. I asked them to check the contact persons, customer told that they all are checked this week and they should know about this. I also suggested customer that they would handle the coordinated installs themselves which customer took well fortunately.

I sent an email to Sweden that coordinated installs will be handled by customer when we are done and the contact persons are correct on orders, please check again.

Then I received a call from technician about my team members' case which I was covering for. Technician said that secondary connection needs construction work, I called my team member about this and asked about the situation. She said that we don't build anything to that site and this is customers' responsibility, because this is a big complicated case. We decided that my team member will start investigating this on Monday.

In the afternoon we had a monthly status meeting about wavelength orders. My wavelength orders are delayed 4-6 weeks because the site is problematic. The customer

knows this already and construction team are in contact with customer so I don't have to do anything about this.

Finally I took two identical orders to Sweden into processing. I asked customer if they want two same kind of connections or just to proceed with one of them.

## **Analysis**

This week was quite busy for me, partly because of the lazy Christmas party day on Tuesday and free day on Wednesday. I also had the covering of my team member which took quite a lot time.

After all confusions we managed to complete the problematic connection to Sweden. This was a great example how everything possible can go wrong.

To sum this order up: first of all the order was wrong. This point-to-point connection should have been ordered without CPE devices (like it was delivered in the end). The second problem was with the B-site. Sweden had lots of problems with access to B-site, and when the technician could get an access he didn't have a place for the CPE which shouldn't have been ordered in the first place. The biggest problem all in all with this connection was Telias communication between Finland and Sweden. It always took couple of days to get an answer when there were problems, and the information which I got from Sweden was most of the time really confusing and misleading.

Because of many these kind of cases there have been talks about different contact channels to Sweden and maybe even Finland taking care of the whole delivery process when the site is in Sweden. We will see how this progresses.

### **3.9 Week 9**

#### **Monday 11.12.**

On Monday I took a time to make a list of most crucial tasks to be done this week:

- Couple of express orders to Sweden (waiting for availability and prices from sales support)
- Lapland installations: installations have to be done this week.



- Wrongly installed connection, waiting for customer's answer when it can be fixed. There is a need to confirm this from the customer since this connection is already in use and its port needs to be changed and CPE added which will cause a break to the connection.

After making the list started doing the tasks one by one.

At first I called the contractor regarding the Lapland case: no answer, installations not done and no information what is going on. I sent an email asking what the situation is.

I received prices and availability enquiries for both express orders. I sent them from Salesportal to sproject, did NDR, updated SAP and emailed orders to Sweden.

In the afternoon the account manager asked me to order a cross connection from the telehouse regarding wavelength connection which is already delivered, I confirmed that the connection details are right and emailed to the guy who works with this site in Telia Finland.

## **Tuesday 12.12.**

On Tuesday morning I received prices for the cross connection and confirmation that it was ordered. Forwarded this information to the account manager.

The customer sent an email about the problematic case in Sweden: apparently an interface change is needed at the A-end. I asked the customer to make a change order in Salesportal and we'll process it as soon as possible. Even the interface was ordered wrongly in this case.

After this I took a new optical line order into processing, availability OK, already in sproject (this product goes there automatically), added information for routing and technician and confirmed the order and sent it to routing.

Then the customer called about the problematic case and asked if we could handle this without a change order since making an order is a complicated process for them. I answered that I'll look into this in our team and will send an email today how we are going to proceed. After talking with colleagues we came to a solution that we can handle this internally, by sending a change order to Sweden.

I replied to customer that please confirm that the problem is wrong interface at A-end and we will handle this internally. Customer confirmed this so I sent an email order to Sweden for this interface change.

In the afternoon customer told regarding the case where connection was installed to a wrong port adding CPE and changing connection point is ok, if we let them know installation time 2 days before visit. I ordered CPE and said to routing team that if they could put technician back in the field today and also route the connection again. Then I answered customer that we'll do great, thanks. Routing informed that installation will be 20.12.

### **Wednesday 13.12.**

In the morning Telia Sweden informed that one connection need construction, it was apparently ordered to a wrong place and connection to the right place needs construction. I asked Sweden to confirm that the correct point is the point where the end-customer wants the connection now. Sweden confirmed that this is the case.

The address of this order was to a large area so the point where customer wants us to take the connection is a bit of a mystery always and the easiest way to figure this out is to reach the contact person on order. However because this installation is in Sweden, contractor in Sweden should take care of this and there is not much we can do here in Finland since we only communicate with our customer, not the end-customer who knows this.

Then I took a new MEL-order into processing, asked availability and prices from sales support and marked two completed connections ready.

In the afternoon I sent hurry up message to Sweden about the interface change case regarding the problematic order.

Finally customer sent an email saying that someone is trying to install copper connection and copper isn't allowed in that datacenter, only fiber. I checked the order and offer of this connection and answered that this connection has been offered and ordered as copper and that this installation is now happening.

### **Thursday 14.11.**

On Thursday morning I contacted account manager about the yesterdays' copper case. We decided that we will cancel the copper order and customer will place a new order with

fiber. I informed new prices to customer and informed how to proceed. Will do cancellation later.

Then I processed few orders further which I could. I had received few availability enquiries and prices from sales support. I processed the according to process and confirmed delivery dates to customers.

In the afternoon I finally received order confirmation about the interface change order. It will be done 19.12. I informed this to customer.

Finally we had a meeting about the new platform which needs to be taken into use by the end of this year. We made a couple of folders to the new platform and moved essential files there.

### **Friday 15.12.**

On Friday I decided to work at home since it had been a quite hectic week and I felt the need the work completely in peace of all distractions in order to check the situation of all my orders, there were quite many at this point and I didn't want to forget any of them.

First I went through all my orders and checked the situations. What is the next step and is customer aware if order was late etc. I marked the latest statuses of my jobs to excel. After this I could focus on new tasks.

I received email regarding ordered cross connection from the guy who ordered the cross connection for the already delivered wavelength-connection. The customer demark has a typo most likely, asked customer to confirm if the demark is correct, and to send us an updated letter of authorization so we can proceed with this.

I sent email to customer regarding wrongly installed connection that installation is scheduled for 20.12., I'll send more detailed installation time on Monday.

In the afternoon I marked couple of connections ready which were completed and answered a few emails.

Finally I contacted account manager about the Lapland installation which I still haven't heard anything from. Account manager will escalate this case further. Contractors work

with these orders isn't good enough. Then I informed customer that we are having problems with our contractor with these orders and these are still not done.

## **Analysis**

This week was very hectic. For the first time in this job I started to feel overwhelmed with amount of orders I have. I talked about this with team mates and they said that there's a line where you can't take any more orders for yourself. So I decided to not take any more orders for a while and try to get some of my orders done before I take more orders.

Making a list of jobs to do on Monday definitely helped me a lot. Then by just working step by step I managed to progress my orders quite well this week.

### **3.10 Week 10**

#### **Monday 18.12.**

On Monday morning I agreed to cover for teammate whose dog is sick. We will have a short meeting about the jobs I need to cover in afternoon.

After this I started looking at my own jobs.

One job was completed so I closed the project and started billing.

Then customer sent an email about the already delivered wavelength-connection which need a cross connection saying that they don't think we need another LOA (letter of authorization) for the cross connection case. I replied that yes we do because the site asked for it and the connection points were wrong in the first LOA. Shortly after this customer sent the LOA with correct demarks. I forwarded this to the guy who orders the cross connection.

Sales support called: 2 wavelength orders are coming to salesportal and one which has other end in Sweden which is needed to manually add to SAP (will have to check with a colleague). These are urgent orders and they would need someone to take these. I promised to take these cases.

In the afternoon my teammate called and we went through the jobs which I need to cover for.

Finally I noticed whilst checking my jobs that the connection which was installed to a wrong port didn't have a technician yet, and the installation is scheduled for Wednesday. I called contractor and said that there is still no technician on this job and installation is on Wednesday. Contractor said that this will be handled.

### **Tuesday 19.12.**

On Tuesday morning I checked if there is now a technician for the CPE installation job. Unfortunately there still wasn't so I sent an urgent email to contractor.

One connection was completed after this. Billing was started.

Finally I got a technician for the CPE installation job. I called technician and asked when it would be possible to do for him, he couldn't say but will call the contact person in the morning the latest. Then I sent an email to customer that technician will do this tomorrow and will contact the contact person prior the visit tomorrow.

In the afternoon I took new TSEN-order into processing (HUB SWE installation SWE) and asked for prices and availability from Sales Support.

### **Wednesday 20.12.**

On Wednesday morning customer sent an email about the CPE installation job saying that the break can't occur between 12 to 2:30 pm. I called technician to let him know this and fortunately he was already going to the site and was aware of this.

Then customer asked about the schedule of cross connection that the site has to make for already installed WLOP order. I had to answer that there are no news yet.

CPE installation was unsuccessful: technician didn't know how to install Telias CPE and he was missing a cable with which the connection could've been done. In the end technician and our routing couldn't get it working and the technician was out of the site when we tried to get him to test that the connection works.

I Informed customer that we need to organize another technician visit, please let me know the date when is this possible. Then I sent an email to contractor that this installation was unsuccessful, and now we need to organize another visit, and when we do technician has

to have needed cables with him and a better attitude. Shortly after this customer managed to organize another break for 3.1.

After this I received prices and availability for the TSEN connection which I took under processing yesterday and processed it.

Finally I took the wavelength orders into processing and processed them which sales support informed me on Monday.

#### **Thursday 21.12.**

On Thursday I started my day by checking email and statuses of my jobs. I had received final report from Sweden about complete connection. There were no connection points however, so I asked them from Sweden since we need to inform them with the handover to customer.

One connection was completed, routing team hadn't put connection points to the field in Sproject from where it goes into handover. I checked the connection points from the route and added them to Sproject. Finally I checked Sproject complete and by this handover was sent.

After this I processed two new TSEN-orders.

Finally Sweden informed that they are ready with the interface change regarding the problematic case. However they sent a cancellation confirmation instead of final report, so I asked what does it mean this should be ready?

#### **Friday 22.12.**

On Friday morning Sweden answered that disregard this cancelation confirmation, the interface change is done. Then I informed customer that this connection is ready with the correct interface at last.

Customer sent an email about the cross-connection case asking if there are any news, I responded that after escalation I got a confirmation that they will check this urgently but no news yet and that I would push them again to get this done. Then I sent an email to the site asking what the situation is.

After this I had a meeting with account manager about the Lapland project: installations done, now waiting for the testing document from technician. We decided that I will update customer with the progress, and billing will start 1.1. We scheduled another meeting for Tuesday in order to check if the testing documents are okay and we can handover this to the customer.

After the meeting I updated customer the situation and asked from technician about the testing documents and to check couple of works rows done.

In the afternoon I received connection points from Sweden which I had asked for. With these I could send notification of completion and start billing.

Finally customer sent an email that they can't get access their CPE regarding already delivered connection. I asked help from operator contact center (fault management). OCC told that customer is connected to a wrong port, I sent email to customer to connect to port eth2 not eth1-2.

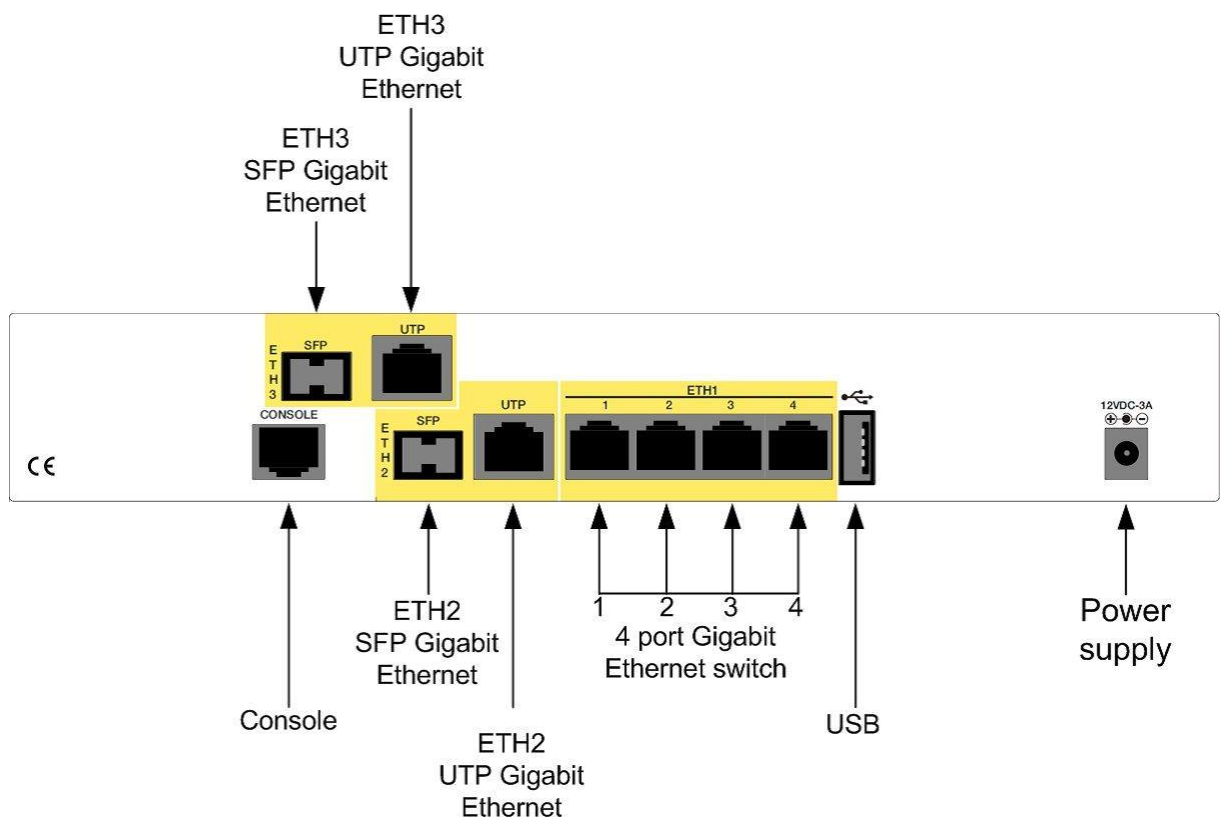


Figure 6. One Access 1645 ports.

## **Analysis**

There were lots of new orders this week. It seems that customers want to put orders in before Christmas vacations. In this job if anything the Christmas time seems to be more busy than usual.

The problematic case is now finally ready from our part, if there are any more problems it will be handled by our fault management.

There was big progress with Lapland project also, finally we could get technician to install connections. Our contractor has very few technicians working in Lapland and because of this it took quite a while. Also distances are huge in Lapland so driving to these different locations takes a lot of time.

Again I was covering for teammates since people from our team were on vacation.



## 4 Discussion and conclusions

In the beginning of this thesis I said: During this job my aim is to be able to take any kind of order and be able to solve any problems during the delivery process with help of my co-workers, and to master basic deliveries independently.

During the diary I processed multiple orders which were not familiar to me before. I also managed to solve all problems with the help of my co-workers. At the end of the diary I can say that I can handle basic deliveries independently with no problems. During this diary I have managed to complete goals and even more which I set for myself at the beginning of the thesis.

As I said earlier: "The more I work and get experience the more independent and professional I will be in this job. My technical skills needed in this job are already on a good level, but I need to get more experience of how to act in different situations."

This statement was proved right during the diary. I faced many different kind of problems during the time of the diary. In the beginning of the diary I felt the need to ask just to confirm, but at the end of the diary I am more confident on myself and my know-how.

The biggest development I recognise on myself is that in the beginning of the diary I knew how to act in certain problem scenarios but now I know when to expect problems and maybe even solve them before they occur and delay the delivery. This is caused by me drifting in situations where I had to solve many different problems and by doing this getting experience.

Writing the thesis supported my learning. I often reflected after the day and week how I solved problems and thought how I can solve similar cases in future. I also had to think a lot more what am I specifically doing and why when writing the diary. This definitely supported my learning also.

I see my future in this job as an employee who is a valuable part of the team and also as an employee who will develop processes and actions in the team. In even further future I can see myself being an employee who maybe develops processes and actions even more widely.

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