

UNIVERSITY OF WALES TRINITY SAINT DAVID - LONDON

4/6/2018

PROGRAMME - COMMUNITY ENGAGEMENT

UNIT - ORGANIZATIONAL ANALYSIS

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1.0 INTRODUCTION

Dialog Telekom privet limited is the Sri Lanka's no1 fastest network telecommunication company. In 27th of august 1993 it has been founded. Mr. Hans Wijayasooriya is the founded person of the Dialog and after Mr. Datuk Azzat Kamala din has been joined to Mr. Hans as a CEO. Dialog FDI (Foreign Direct Investments) has 2 billion investments and Dialog is the leading FDI in the Sri Lanka.



Dialog won the six GSMA mobile world award reason by voted of Sri Lankan people's choice. Continuously six years they won SLIM-NIELSEN people's choice award successfully. Dialog company won the CSQS SERVICE CENTER OF THE YEAR award in 2006 and they achieved their targets with SERVICE OF THE FUTURE theme. After that Dialog used THE FUTURE TODAY theme to access their achievements since that day to now.

Dialog is a Sri Lankan topped cooperate accountability standing company for the past 6 years and it's an ISO 9001 certified company. Dialog is a leading telecommunication network provider since 1990 in mobile industry in Sri Lanka. It has great telephony infrastructure which is used in higher developed country such as in the United Kingdom, India, the United State America, Russia, etc....Currently 11.8 million of Sri Lankans use Dialog network out of 21 million population in the country. According to this point, over 50% Sri Lankans use Dialog connections lately.

Dialog provides number of Products and services to Sri Lankan community such as telecommunication, Digital pay television, Dialog Broadband network connection and GSM connection (mobile network). Dialog fixed line connection market is the Sri Lanka's second major fixed telecommunication service. DTV (Dialog TV) supply a best television experience via DTH technology and which is one and only market leader in direct pay digital satellite tv connection.

1.1 VISION

To be the certain leader in the provider of multi – sensory connectivity resulting always in the authorization and improvement of Sri Lankan lives & entries. (www.dialog.lk)

1.2 GOALS (information by Dialog regional manager)

- Introduce new telecommunication facilities.
- Be the best and fastest internet provider in the Sri Lanka.
- To provide better television experience to Sri Lankans.
- To be Strong signal level supplier in the Sri Lanka
- To provide better Customer Service

1.3 VALUES (www.dialog.lk / by Dialog regional manager)

- Service from the heart
- Future today
- Winners of alteration
- Excellent presentation
- Responsible management
- Leadership
- Change of attitude
- Respect all

2.0 STRUCTURE OF DIALOG TELEKOM PLC

Dialog Telekom PLC is the hybrid structured company which is combinations of MATRIX structure and MODULAR structure. Every strategic business units are working with their independently. Every strategic business units have communications linkages with other SBU and DIALOG USE worldwide resources and technologies to their improvements.

Structure benefits in DIALOG

- Numbers and types of positions are described
- Departments and divisions are shown
- Can identify the management relationships
- Weakness and strengths can be easily identified
- Opportunities and threats can be easily identified
- Open system
- Rational good emphasis
- Internal process and external process combined
- Easy to control human relationships
- Flexibility

Structure of Dialog Telekom PLC (organization chart)



•This structure shows under Dialog Fixed Line is follows in all SBUs of Dialog Telekom PLC.



Figure 02 Dialog organizational structure

3.0 PRODUCTS OF DIALOG

- Dialog Television (DTV)
- Dialog Mobile Connection (GSM)
- Dialog Broadband
- Dialog Fixed line

DIALOG TELEVISION (DTV)

Dialog television is leading prepaid and postpaid television facility in the Sri Lanka. Dialog Television broadcast international channels (DISCOVERY, CARTOON NETWORK...etc.) and local channel. Dialog use HD and SD technologies to provide high quality television experience to customers. 650,000 DTV customers are experiencing the services that they can purchase monthly or daily.

DIALOG MOBILE CONNECTION

Since early 1990th Dialog mobile connection was the rising mobile connection partner in Sri Lanka. It has a great coverage all over the country that can provide high class local and international calls. Dialog provides 2G, 3G, 3.5G and 4G communication facilities to people to connect with multimedia and mobile internet. Dialog is the only mobile network provider in south Asia who used 4G FD-LTE service that helps to fast and efficient internet connection.

DIALOG HOMEBROADBAND

Dialog home broadband service is the most famous and higher coverage WIFI network connection in the Sri Lanka. Dialog home broadband service covers lots of areas in Sri Lanka that available to buy in different packages such as booster package, mini package, office package, office ultra-package...etc. people can choose most suitable package for their usage. Home broadband (WIFI) service is more cheaper compare to mobile data.

DIALOG FIXED LINE

Sri Lankan second leading fixed telecommunication provider is Dialog. Dialog landline facility includes pre-paid and postpaid services. Dialog Fixed Line is serving voice and broadband facilities. Recently Dialog provides leading radio and optical fiber-based transmission infrastructure facilities to their customers.

SERVICES OF DIALOG

- Easy cash- financial transaction service
- Ringing tone service-greet callers with audio music tracks
- Wow.lk-shopping experience service
- Star points-money sharing service
- Ad hub- online television advertising service
- Prepaid scratch card service
- Load of the reload lottery service
- Online bill payment service
- Mobile app service-Dialog tv go, Dialog my tv

4.0 SWOT ANALYSIS

In this session, internal and external environments of Dialog PLC will be audited. Moreover, SWOT analysis will identify not only internal strengths and weaknesses of the organization, but also its external threats and opportunities. As a major outcome of the SWOT analysis, the business will be prepared to the future.

DIALOG STRENGTHS -strengths supports to achieve company targets and goals

- Strong infrastructures -Finance Infrastructures, Transport, ICT infrastructure
- Best and strong technology -4G/5G internet connection, Fiber-optic technology for speed broad band service technology, HD technology
- International relationships -partnership with Vodafone UK
- Strong public relationships -since 1995
- Largest customer base -50% uses from population
- Good customer service – over 1000 inside customer service officers, over 500 call center officers, over 500 outside customer service officers
- International Parent company brand name -AXIATA company
- Aggressive advertising and promotions -High quality and promotive advertisements
- Competitive services -Dialog easy cash, IDD, Roaming, AD hub, Ideamart
- International services- Roaming coverage 211 countries and connect with over 530 international networks
- LKR 69.2 billion of market capitalization
- Strong and largest network coverage
- Hybrid structure-Combination of Matrix and Modular structure
- Open decision-making system
- 11million customer base
- Dialog Apps-Dialog tv app (online television facility by mobile phone) , Dialog selfcare app(to check mobile balance, credit limit, to change package, ringing tone service provide)
- Online shopping facilities- wow.lk shopping experience

WEAKNESSES-weaknesses detract to company achievements

- High pricing rates than other network providers -IDD rates, Roaming rates, Home Broadband rates...
- Low credit margins for every package than other competitive network providers-Dialog credit margin depends on the deposit, but other network provider's credit margin depends on deposit and company credit limit.
- Expensive call rates – Dialog call rate per min-rs2.00(prepaid) but other networks call rate per min-rs1.00(prepaid)
- Cooperate packages are weak than other providers – Dialog hasn't unlimited talk time mobile cooperate packages but Airtel, Hutch networks provide unlimited talk time mobile cooperate packages
- Dialog CDMA (DBN) has a secondary market in the Sri Lanka- leading fixed line provider is Sri Lanka Telecom
- Roaming packages are high in cost than same other operators
- Some of officers are not good in their service-Customer complaints and inquiries about officers, officers not knowledgeable, not efficient...etc.
- Dialog television is not working when cloudy or rainy time
- Dialog broad band service is working with only 4G

OPPORTUNITIES-occur in the marketplace outside the Dialog

- Increasing fixed line uses in Sri Lanka rapidly- growing consumers of fixed line up to 3,449,000
- business modification-structure modification, requirement modification...etc.
- Can introduce new mobile phones under international authorized dealer (Vodafone UK)
- Lots of franchise partners in Sri Lanka- Abans, Digital GSM, Cell city...etc.
- Lots of branches in the Sri Lanka- Franchise partner branches, five-star partner branches, head office branches (arcades)...
- Sri Lankan government decreased data tax 32% to 19.74%

THREATS-occur from external outside of the Dialog

- Another competitors-Airtel, Mobitel, Etisalat, Hutch
- Constant changes in technology-Software changes, system changes
- Other networks promote low cost roaming packages, IDD packages and internet packages (Mobitel, Etisalat, Airtel)
- Law and regulations change -Sri Lankan telecommunication rules
- Other network providers are developing new technologies and new service
- Sri Lanka Telekom network provides internet packages with more data (GB) than Dialog.
- Sri Lankan government increased mobile tax 21% to 49.7%
- Sri Lanka telecom provide wired television facility (pay tv) that works on any weather

5.0 TEAM DIALOG

Employees in the company have a great responsibility to achieve company targets and goals. As the business runs mainly depend on customers, customer satisfaction is a major task to fulfil by Dialog team. Dialog team is not only always well-dressed but also has good voice, smile, eye contacts, handshakes to provide great service to customers. Moreover, they use their theme as “Service from the heart”. Each team member responsible to protect company confidential details and information. As a team, each member responsible to carry out their tasks within given time frame and report to progress of the task weekly to their management. Each employee cooperated to company rules and regulations that defined by human resource management of the company. The team contains bunch of effective, responsible, punctual and friendly people who respect each other’s. Good communication skills are highly requested for role of the team. Team meetings, planning sales promotions, discuss issues and training programmes are held frequently not only to develop skills of the employees, but also to identify on going situation of the business.

6.0 DIALOG TRAINING AND DEVELOPMENT PROGRAMME

Training programme supports employees to learn specific knowledge and skills to develop their performance in their current roles. Development programme is expansive and that focuses on employee future performance, rather than an immediate role of job.

Dialog is providing lots of training and development programme to their human resources to improve their performance. Every project of training and development are assist to Dialog human resources. Specially training actions are very importance to frontline staff and software (IT) sections in the Dialog company and projects updated every staff members about every process in the Dialog. Development programmes prepared by divisional heads and they guided to individuals to upgrade their skills and competencies. Most training programmes are focused to high skill performing individuals Most development programmes are focused on some of weak skill performing individuals. Every training and development programmes are based on leadership development, respect to everyone, speaking manners, listing manners, behavior manners in the institutions, IT sector development, job knowledge development...etc.

TYPES OF DIALOG TRAINING AND DEVELOPMENT PROGRAMS

- Online exams (every staff members should submit their monthly examinations, that will improve staff knowledge about the upgrade of the organization)
- Frontline officers should train and get knowledge about all positions in the office within their 1st month (cashier, customer service agent, reception, office assistant)
- Members attend the monthly meeting to the DIALOG head office to get knowledge about new rules and regulation, upgrade, new products and service)
- Service camp
- Group works (how to work as a team)
- Annual award ceremony (Best customer service agent, Best branch in the year, Best cashier point agent in the year...etc.) this is motivating staff to do their job from the best
- Health and safety guides programme
- Communication skill development programme (specially to customer service agent)
- Management development programmes
- Leadership programmes

- Lecturing programmes
- Workshops (how to introduce new product to their customers)

6.1 IMPORTANCE OF TRAINING AND DEVELOPMENT PROGRAMME

- Well management programmes
- Policy, rules and regulation knowledge are increased
- Good practice
- Increase job experience
- Good communicational skills improved
- Increase healthy and safety
- Increased job consummation
- Increased staff enthusiasm
- Create efficient staff
- Efficient service
- Update about new technologies and methods.
- Leadership skills are improved

7.0 Customer service officer (Executive officer)

Customer service officer has a responsibility about customer service and they are the front view of the dialog. They handle all the customer issues and resolve them in an efficient way. Dialog customer base mainly depends on the Customer service officers. Because customer service agents handle the customers with a smile and pretty face. Dialog front line officers have a uniform to wear that makes officers look confident and professional. Dialog customer service agents are very young and (18-24) they can work as very speed fully works.

7.1 Responsibilities

They are talking with the customers, understating the reason of the customer who coming to the outlet after that solve their problems. Customer service agents prepare daily reports of daily transaction, documentation, report customer complaints and inquiries to unit managers and regional managers, doing Product sale camping and promotion, some of cashier works, phone call assist ,good communication skills, attend to staff meetings, do online exams monthly to update about new products and services, provide completely true answers to customers, Hours of work from 8.45am to 6.00 pm during week days and from 8.45am to 2.00pm on Saturday. But they will be required to work reasonable hours of scheduled overtime during weekdays as well as weekends depending on business needs.

7.2 Requirements and Qualifications

- Successful completion of the G.C.E. Ordinary Level Examination with at least English CREDIT pass
- spoken English and written English skill
- Sinhala or Tamil spoken skill
- Good knowledge about Microsoft office
- Knowledge of excel

7.0 Conclusion

Dialog Telekom Plc is a proudful private company in the Sri Lanka and AIXATA company joined to the Dialog Telekom. After that Dialog company develop their services and products with helping by Axiata company. Higher technology, strong structure, best employers etc... create Dialog as a best company in the Sri Lanka. Dialog structure is hybrid one which consists of Matrix and Modular structures. Dialog use 4G LTE speed for technology and it was the 1st time to introduced 4G technology to the Sri Lankan people. Dialog have a largest customer base (prepaid – 8509000 / postpaid – 9831000 etc...) Dialog commands 50% of mobile market and it was the 5th largest listed company in the mobile market of Sri Lanka. 4374 (2015) number of employees working at Dialog. DBN, GSM, Dialog Fixed Line and DTV are the main products and services in the Dialog. Finally, Dialog is the no. 1 telecommunication provider in the Sri Lanka.

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10.0 APPENDICES

Training Plan Template

Training Name:	Time: min	Training Type:
Customer service	14 days 7 days	lectures, online exam role play

Training Goals

1. New software uses
2. Dialog products and services knowledge
3. Professional and Smart customer handling

Results

- Getting knowledge about all of Dialog services and products
- Getting knowledge about how to face customers and handle them

Certificate Skills Covered

- G.C.E Ordinary Level

Time / Length	Section Goals/Results	Description	Equipment and Material (Room Lay)	Comments
14 days	Lecturing /Products and services knowledge	A huge information about services and products of the Dialog to a lot of trainees in a short time period. In this period, lots of lectures cover the knowledge and final online exams must be passing to get access to role play session.	Computers, books, pens, desks, handouts,	1 st session is very good, and it helps to the trainees to face customers without problems because after the 1 st lecturing

				session, trainees are fully confidential with their knowledge
7days	Role play	After the 1 st session who passed online exam they join with the role play session. It will make trainees as a qualified customer service officer. Trainees use their services and products knowledge to solve customer problems in this session. Trainees get knowledge about facial expressense, speaking style, behaviour, manners when speaking with customer...etc.	Notes, books, computers	Role play session is the last training to the customer service officers. This Is very important session to trainees to manage their customers. After this session all of trainees become a perfect customer service officer.

