

Oulu Telephone Company Ltd supplies and develops fixed, mobile and cable network services for over 83000 subscribers. Oulu Telephone Company Ltd is based in Oulu, Finland and has a strong role in supporting the region's constant development effort to build the information society. Its turnover 2002 was 64.5 million Euros. Oulu Telephone Company Ltd is a member of the FINNET Association, a group of Finnish telecommunications enterprises that provides national voice, data and digital TV solutions.

Q.P.R



QPR ScoreCard and QPR ProcessGuide boosted the strategic transformation at Oulu Telephone Company Ltd

Faced with the challenges of deregulation of the telecommunication sector in Finland and the overhanging threat of increased competition Oulu Telephone Company Ltd decided to attack the new situation by rethinking its business beginning from the vision of the company all the way to the actual business processes. To realize the transformation from a monopolistic utility to a market driven high technology company, Oulu Telephone Company chose to implement their strategy with QPR ScoreCard and deploy new processes with QPR ProcessGuide.

Each process is measured with individual Scorecard

As a result of the transformation process Oulu Telephone Company Ltd has now defined, documented and deployed seven core processes and four support processes, all having a unique scorecard measuring the process performance. One of the support processes is for continuous process improvement. Each process scorecard consists of common measures measuring continuous process improvement as well as specific measures measuring the performance of the actual process from four perspectives: finance, customers, processes and personnel. Approximately a quarter of the measurement data is obtained automatically from operative IT systems. To create strategy awareness and commitment Oulu Telephone Company has published the process documentation and scorecards to the entire personnel using the QPR Web Application Server. They have also linked their incentive system to the performance of the individual processes.



New management processes key to success

One of the keys to the successful implementation of Balanced Scorecard at Oulu Telephone Company is the fact that they have integrated the use of scorecards tightly to their management process. Their management process is built up as a yearly management cycle which defines all the strategy and process improvement actions and events. E.g. the Continuous Process Improvement Team holds regular performance and process review meetings, every second week.

"We have noticed that merely public monitoring of the performance, when personnel understands the importance of measurables, will result in improved performance" concludes Anne Tornberg, Development Manager at Oulu Telephone Company and continues: "for example the lead times of our service delivery process improved remarkably by just by publishing the lead time."

"Our objective was to create an efficient, profitable, customer-oriented and learning organization that is willing and able to take up the competitive challenge" defines Mr. Jari Tuovinen, Director, Network Operator, at Oulu Telephone Company Ltd.

Even though Oulu Telephone Company was at the time the first customer to implement QPR ScoreCard the choice was easy. Mrs. Anne Tornberg, Development Manager at Oulu Telephone Company says: "We especially like the way QPR ScoreCard helps us communicate and accentuate what is important to all levels of our organization. It clarifies the link between the strategy and the day to day tasks to each of our people."

Increased competitiveness and continuous growth

Mr. Jari Tuovinen has been involved in the project from the beginning. He points out that "QPR ScoreCard not only shows us the current status of our operations but also the trend. This enables us to proactively react to poor performance before it even occurs.

Oulu Telephone Company has systematically evaluated the quality of their operations using EFQM. "In light of the EFQM assessments it is a fact that our competitiveness has increased. We have also continuously outperformed our competition in growth" says Mr. Tuovinen.

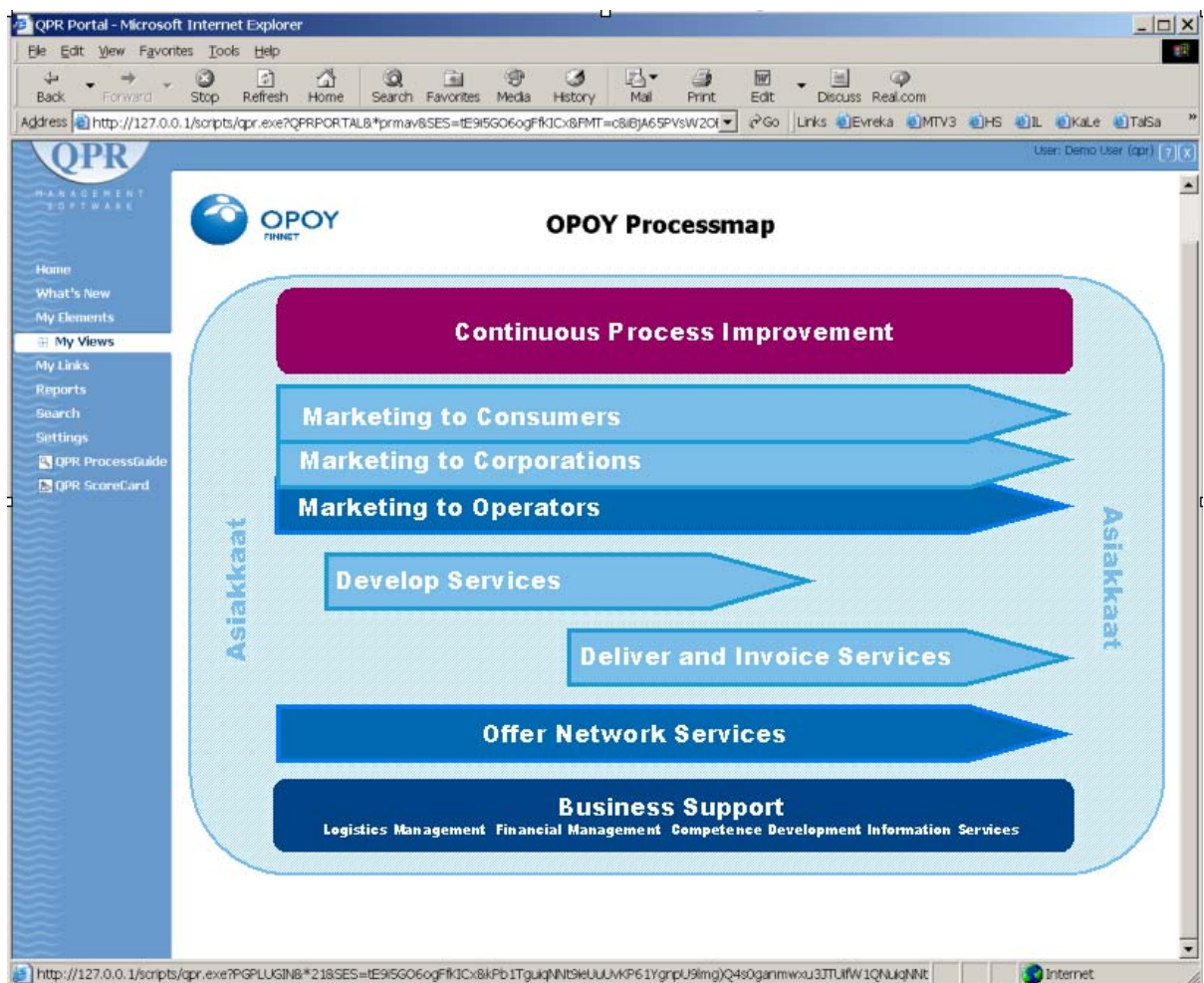


Fig.1. The 11 Processes of Oulu Telephone Company Ltd