

**STRATEGIC ACTIVATION MANAGEMENT
REQUIREMENTS FOR THE EFFECTIVE FULFILMENT
OF TELECOMMUNICATION SERVICES IN TELKOM
SA LTD.**

BY

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**Dissertation submitted in partial fulfilment for the Degree of
Masters of Science in Management of Technology and
Innovation**

**Da Vinci Institute for the Management of Technology and
Innovation**

31 May 2007



Abstract

This dissertation examines what the Activation Management requirements are, from a strategic perspective, which is important for Telkom's future success. Telkom is the leading fixed line telecommunications company in South Africa. Activation Management is required to activate Telkom's services for its customers. Currently Activation Management within Telkom is achieved in a myriad of ways. Not many of these processes are automated. A number of systems and temporary tools are used to perform and manage the tasking associated with Activation Management. The purpose of this dissertation is to highlight the issues currently being faced in the Activation Management domain, to look at the strategic requirements and to propose a path forward for achieving this. Benefits for automated Activation Management, based on business and strategic drivers, are also discussed.

This dissertation was conducted from the *positivism* position. The research done followed a *deductive* approach where a hypothesis was developed and tested. The research strategy was that of a *survey* whereby *qualitative* primary data was collected by means of a *multi-method* approach. Structured and in-depth (unstructured) *interviews* were used. Interviews were held with relevant role-players and Subject Matter Experts (SME). Secondary research was also conducted. This study was cross-sectional.

The research discovered that two automated Activation Applications exist in Telkom, and that these are not cross-domain Activation Applications but each used for specific technologies. Most of the activations for the many other technologies are still done on a manual basis. The research found that there is an urgent need for an automated cross-domain Activation Manager and for higher level activation process management within a Business Process Manager application.

In conclusion this dissertation recommends that the following projects be initiated:

- A project to implement an Activation Manager that will act as a mediation layer between the Network layer and the higher Fulfilment layers by translating,

routing and confirming activation instructions to the correct underlying resources (i.e. network infrastructure and existing Activation Applications).

- A project to implement the Fulfilment Business Process Manager (BPM). This BPM can be the enterprise BPM, to be used for Fulfilment, Assurance and Billing (FAB), or a dedicated BPM to be used for Fulfilment only.
- A project to implement the Activation Process management within the BPM to manage the end-to-end activation process.
- Projects to manage the migration of the various underlying technologies and Activation Applications from their existing to the proposed Activation Management methodology (whether it is initially manual or automated).