

Research on the Optimization of Small Contracting Mechanism in the 5g Era of Qingyuan Telecom

Zhikai Liang

South China University of Technology, Guangzhou, Guangdong, China

Keywords: Qingyuan telecom, Era of 5g, Small contracting mechanism, Mechanism optimization

Abstract: With the coming of era of 5G information, the competition in the telecom market is increasingly fierce, and the industry is facing reform and mechanism optimization. To cope with the challenges and opportunities of the industry, telecom companies actively promote the mechanism of small contracting and stimulate the innovation and vitality of enterprises. However, there are many non-adaptability problems in the implementation of the original small contracting mechanism with the coming of 5G. Taking Qingyuan Telecom's 5G era small contracting mechanism as an example, this paper analyzes the current situation of the development of the small contracting mechanism, probes into the problems existing in the mechanism of Qingyuan Telecom's 5G era small contracting mechanism, and puts forward the optimization mechanism to solve these problems, so as to create a development orientation suitable for the development of Qingyuan Telecom's 5G.

1. Introduction

In recent years, with the coming of 5G Era, China Telecom is trying to break through the dilemma and reform and innovation in the market gap since the market of telecom industry tends to be saturated gradually

First, the mechanism of small contracting mechanism needs to be optimized. Overall planning the specialized departments of the small contracting mechanism and working together to promote the front-end contracting. Qingyuan Telecom has improved the supporting facilities such as telecommunication business and employment efficiency, cancelled the business management and government administration management in some marketing posts in the county and district, and implemented flat management; cancelled the Deputy position of the intermediate business management department, reduced the intermediate management level and shortened the management chain. As the basic unit of the daily operation and management of an enterprise, the small contract mechanism means that the smallest business unit of the company is the small unit. The whole company's operation process and reform and reconstruction closely revolve around this mechanism for efficient operation.

The second is to reduce the blind area of network coverage and improve the network coverage. Qingyuan Telecom has accelerated the coverage of the network blind area, especially the network development in the remote areas after implementing the small contracting mechanism. Before the small contracting mechanism is put into operation, the marketing strategies of telecommunication network mostly focus on the publicity of the covered areas, and selectively avoid the undeveloped areas, resulting in the blank area of network coverage. As small contractors are familiar with their own contracting area, they can give full play to the advantages of small contracting mechanism through network coverage of blind area after finding blank area.

Third, increase the network coverage business income. After the operation of small contracting mechanism, it greatly promoted the initiative enthusiasm of all contracting teams and operation management departments, and the company's network business income increased significantly. Compared with October 2018, Qingyuan's revenue of telecommunication business increased by 10.5% year on year under the small contracting mechanism; the customers using telecommunication business also improved, and the overall users increased by 21.4% year on year.

2. Problems in the Small Contracting Mechanism of Qingyuan Telecom in 5g Era

Due to the 5G Era of Qingyuan Telecom, the small contracting mechanism is facing technological innovation, which belongs to the reform of emerging information technology. The implementation of the company is in the early stage, and there is no corresponding reference mode. Although Qingyuan Telecom has grasped the opportunity in 5G Era, there are still some adaptability problems in the process of implementation.

2.1 Insufficient Staffing of Small Contracting Branch

The most basic contractors of small contracting mechanism are generally referred to as branch directors or supervisors, who are screened by the company at all levels and sign relevant agreements with the company. As the core construction leader of the team, branch directors must have a certain strategic vision and market development ability, and be able to formulate marketing plans and team management ability, so as to maximize the business profits in the field in charge.

However, due to the wide scope of business under the charge of the branch director, it is often necessary to deal with some tedious businesses, such as daily operation report analysis, customer complaints, related policy application support, etc., which takes up quite a lot of time, and even less time to organize the team to carry out publicity. Presently, the staff in charge of the branch is very scarce, namely, the director of the branch is a person in the fight, and the time used for propaganda and marketing is greatly reduced, which has been extremely detrimental to the development of the branch for a long time. Secondly, the lack of business ability restricts the healthy development of the branch, such as the lack of marketing means, the lack of their own ability, the lack of training and guidance and other issues. Some department employees who are small contractors are due to the coordination of department work, but they have not contacted with customers for a long time and lack of knowledge.

2.2 Incomplete Inverted Triangle Background Service System of Small Contracting

The essential meaning of planning small contractor service is to change the development concept, from the manager of the enterprise to the server, to provide high-quality service for customers. "Inverted triangle background service" is to let the background service personnel do a good job in micro service, respond to the relevant needs according to the work progress of the front line, and actively help the front line solve the problems. For example, in the early stage of 5G Era operation, the customer feedback package replacement process is cumbersome, the approval time is long, the customer's demand cannot be met and so on. The branch companies in charge of small contractors should actively respond, find out the reasons for the difficulty of package replacement, simplify the approval process, and meet the needs of most groups.

However, in practice, since the operation of the small triangle contractor's inverted triangle service mode in Qingyuan Telecom 5G Era, the service system has not yet formed a unified mode. There is a certain ravine in the communication and coordination between departments. For example, in terms of customer service, business acceptance, business processing, installation and maintenance, the degree of intensification is not enough, and users cannot handle it in one call or one time, which leads to indirect waste of resources and low work efficiency, so the quality of customer service is impossible to talk about. In this way, in the fierce competition environment of 5g era, it will inevitably lag behind.

2.3 Incomplete Operation Control and Performance Assessment

Since the operation of Qingyuan Telecom's 5G small contracting mechanism, the contracted individual carries out daily operation and cost control on the area under its jurisdiction, while the management of the branch in charge mostly relies on the contract agreement. However, this management mode will change with the change of market and information innovation, especially the coming of 5g era will bring impact to this mode. Many places where the contract mechanism is incomplete will appear. The way of "management by contract" appears, which emphasizes profit but neglects management, and indirectly affects the reputation and long-term healthy development

of the company.

Under the 5G Era of small contracting mechanism, the company's smallest component unit has evolved into a contracting branch, and more people have chosen to experience in grassroots positions in order to achieve long-term development. This has brought considerable benefits to the achievement of short-term corporate goals and aroused the enthusiasm of most personnel. However, it is not excluded that in the process of contracting, some contracting branches do not pay attention to business income for the purpose of market development and business development, and use rewards to offset the annual salary, resulting in disorder of business order and loss of different degrees of enterprise market.

3. Optimization Strategies of Qingyuan Telecom 5g Era's Small Contracting Mechanism

3.1 Increase Branch Strength and Improve Branch Skills

As the smallest component of the operation and management of the telecom company, increasing the strength of the branch is to end the situation of "fighting alone" among the directors of the branch. First, according to the division of labor of the branch, reasonably set up professional departments such as customer service, business management, marketing, installation and maintenance, and delegate the authority of each professional department to the person in charge of each professional department. Second, strengthen the secondary distribution assessment of all departments of the branch, improve the enthusiasm and initiative of the personnel of the professional departments, and timely eliminate the unqualified personnel to avoid the waste of human resources.

The personal ability of the branch team is the key factor affecting the branch's business development and marketing ability. Regular training should be carried out for the employees so that they can understand the business knowledge and develop their goal awareness. In addition, in the operation and management of the company, we should apply what we have learned, apply the theoretical knowledge we have learned to our work, and pay attention to the ability to solve practical problems and analyze problems. Constantly improve and summarize, and verify and revise on the basis of practice.

3.2 Improve the Inverted Triangle Background Service System

The completion of the service system is the support of the inverted triangle support system, which should start from the source, including customer service, business management, marketing services and so on. The original inverted triangle services system overemphasizes the separation of business departments, the transformation of hierarchical relationship between upper and lower levels, and the transformation of managers to service providers.

The integrated background service system refers to taking the system as the company's spokesperson. Its workflow is to give feedback to the backstage service system in time when problems are encountered by all levels and departments, and when problems cannot be solved. The background service system is responsible to the head of the superior branch, and classifies the businesses to be handled; tracks the whole process of the subordinate departments, small contractors, customers, etc. to meet the response needs of all levels, and ensures that the problems raised by all levels of departments are solved quickly and effectively.

3.3 Strengthen Operation Control and Performance Assessment

The small contract mechanism in 5G Era is still a new thing to most of people, which requires the daily standardized management of branch management organizations. Through the management and control of branches and operation organizations, strengthen process management and control, and improve efficiency.

First, formulate medium and long-term planning and assessment rules, and control the business management, marketing situation and assessment objectives of subordinate branches. For example, the sales situation of the channel can be reported once a week, including policy scheme, terminal

operation, product display, business publicity, etc., and the sales situation can be summarized, commented and reported once a week. The second is to solve the problem of focusing on profit rather than maintenance, and adopt the two random and one open mode to check the actual service situation of each branch and department, investigate the customer service satisfaction, and evaluate and feedback the inspection results in time. According to the results of performance evaluation, promote and downgrade the branches and departments to effectively avoid the occurrence of the phenomenon of “management by guarantee” and improve the overall efficiency of the company.

4. Conclusion

China Telecom has been trying to break through the dilemma and reform and innovation in the market, and the small contracting mechanism is a systematic project carried out by telecom companies. Since the implementation of the small-scale contracting mechanism in 5G Era, Qingyuan Telecom has made remarkable achievements in the small-scale contracting mechanism through continuous optimization of the company's organizational structure, cost quantitative analysis and revenue recognition criteria, continuous refinement of the contracting assessment mechanism, optimization of resource allocation and good contracting incentive measures.

References

- [1] Lan Liren. On the Application of Small and Medium-sized Innovation Mode in Telecom Marketing Planning [J]. Guangdong science and technology, 2014 (22): 181-182
- [2] Li Changying. Planning Small Contracts to Stimulate Enterprise Vitality - Enlightenment of Heilongjiang Telecom Reform [J]. Communication Management and Technology, 2015 (02): 32-33
- [3] Sai Jing. Innovation and Practice of Small Business Units in Telecommunication Enterprises [J]. Communication and Information Technology, 2013 (5): 78-80