

## EXECUTIVE SUMMARY

The aim of the MFRP project is to identify reasons behind increased non-billable hours reported by the consulting unit of FRS SL and propose/design corrective actions to increase the billable utilisation to the accepted industry standard. FRS SL is a leading ERP solution provider attached to a Sweden-based global company that targets USD1bn per annum. FRS covers the full breadth of ERP services and operates in all regions except for Africa. The research methodology followed a mixed approach where qualitative unstructured interviews, nominal group discussions, Ishikawa analysis and quantitative structured surveys were utilised in data collection using purposive sampling. There are inherent limitations in the qualitative research approach such as data analysis, interpretation and generalisation. However, another barrier encountered was the availability of published information due to the private ownership nature of the company.

The conducted SWOT analysis emphasised the strong position in resource availability and opportunities to grow with cloud-based technology. Apart from the external threats that arose in Sri Lankan economic conditions, the major focus was towards the weakness in achieving billable hour utilisation levels. On average, billable employee hour utilisation dropped in consulting unit to 75.9% compared to the expected standard of 85.0% over the recent three years. An in-depth analysis of performance figures and qualitative interviews depicted a significant impact on the revenue generation and annual target achievement from the identified issue. The correlated associated issues were non-achievement of KPIs, accounted unproductive resource cost and reduction in customer satisfaction. Root causes were derived using the Ishikawa diagram for each associated issue. In synopsis poor knowledge practices, lack of a holistic training approach, limited quality control applications and SOP usage were identified as root causes for the increased non-billable hours.

An extensive literature review was conducted for the identified main issue and associated issues using ABCD-ranked journals and other empirical research work. Study framework was derived using the definitions, relationships depicted in current literature articles. The literature review was organised in a structured flow from the issue to the root cause and obtained the conclusions or the recommendations stated by these empirical writers in

overcoming the identified issues. Non-billable hours was the outcome, and three drivers were employee performance management, project resource cost management and service delivery management from the study framework. A number of techniques were identified from different empirical studies that have been used in mapping solutions for similar issues.

The main objectives and sub-objectives were set based on the theoretically backed study framework. From the purpose of the study, it was decided to increase the employee billable hour utilisation to 85.0% from the current level (avg. 75.9% over 2019-1H2022) and other objectives were set to achieve the stated performance gaps in each associated issue. After examining the status of each sub-component, detailed solution plans were mapped utilising the techniques mentioned in prior sections. Resource allocation and estimated benefits-cost were compared to each solution. Therefore, it was verified the implementation of these solutions could achieve the relevant objectives and thereby, resolve the performance gaps identified in the problem description.

The next phase of the report included the analysis of the implementation and findings. The success of the project implementation depends on the benefits and costs associated with the project. Therefore, the expected quantitative and qualitative outputs were identified against each project component (main component and sub-components). Similarly, overall qualitative outcomes such as increased company profitability, employee satisfaction, customer satisfaction and improved efficiency levels were identified against each component. Furthermore, the compared tangible and intangible benefits over cost showed a positive 10.6x benefit ratio which indicates the financial viability of the project. All these findings were analysed and articulated properly under each project component.

Finally, the report included a discussion of proposed solutions considering the theoretical background of those issues. Finding and conclusions of the previous literature were explained together with the identified performance gaps and explained how the proposed solutions could achieve set project objectives to reduce performance gaps. The Furthermore explanations included the theory support for the desired outputs. Apart from that responsibility assignment, future maintenance, and possible cultural resistances were mentioned as practical issues and advised under recommendations before the conclusion note.