

Executive Summary

Etisalat, UAE is one of duo telecom providers who play a very crucial role in the economy of UAE. On the other hand, business and government customer segments in telecom sectors play essential roles in its revenue and sustainability. The main objective of this management skill project was to improve the processing cycle time of multi cash payment collection of Etisalat for business and government customers. The primary step of the project was to collect company information from various sources such as annual reports, marketing reports, company data, payment system, and ERP system, etc. However, there were difficulties and limitation to gather the past non-financial data from relevant departments.

Etisalat is the most valuable brand in the MENA region with a value of USD 7.7 Bn, and the company's vision is to drive the digital future. The company's 19% annual revenue is contributed by the collection from the business and government customers. To understand the longer cycle processing of multi cash payment, the organization's internal and external factors were analysed using SWOT which demonstrated that it has the biggest strength of initiative in terms of automation and digitization whereas there are significant weaknesses like manual driven business processes, etc. Further, critical issues which were contributing to a longer processing cycle were identified. They are; a lag in cycle time in sharing credit advices by the cash and bank team with the business collection team; low productivity of employees in multi cash collection processing; a lag in cycle time in creating multi cash payments; revenue overstating.

The significance of the problems was identified through a gap analysis. These problems were further analyzed using different techniques such as cause and effect analysis and the root causes of the problems were delved. There after the deeper insight of the problem was obtained through theoretical background references. Simultaneously any techniques used in the past to solve such problems were reviewed. Finally, objectives were determined accordingly in the aspect of process improvements, process control and monitoring and process standardization. The business processes improvements involved in the multi cash payment processing can be viewed as an improved or automated business process that guides

to succeed efficient, effective, and flexible business to reach the expectations of customers both in terms of products and services.

The details of the project and the insights about the project implementation were elaborated with the identification of four project components. While setting the primary objective of the project, sub objectives were also identified for each project components. Furthermore, each project component was further broken down into sub components along with a set of activities; then resources were assigned to each activity. As this project is performed as an internal project, the project does not involve any apparent cost to the company except the opportunity cost. Therefore the net benefit cost estimation of the project was determined as of AED 53,077,900 which was based on the opportunity cost for team member's effort and the benefit cost based on the outcome of the project objectives. Finally, the project's outputs and outcomes were identified along with a detailed project plan.

Project implementation is the focal point of this project. Before project implementation, the current situation analysis was carried out using techniques such as cause and effect analysis and the brainstorming. The cause and effect analysis threw out the root causes for a longer processing cycle time of the multi cash payment collection where brainstorming technique helped to collect all the details of MC payment processing from end to end. The implementations of each project components such as process improvements, process control and monitoring and process standardization were clearly presented with evidence. Also, the distinct variances exceeding the original estimation from the starting point of the project in terms of projected benefit cost, expected deliverables, and the timelines were elaborately discussed and presented. Finally, a couple of issues faced while implementing the project were also discussed.

The outputs of the implemented project with the expected medium and long term post implementation outcomes are presented in a detailed manner. Comparison between projected and achieved outcomes of the project objectives are also presented with details analysis and evidence. On the overall, the primary objective of the project has been achieved by 122.8%,

i.e. reduced the cycle time of multi cash payment collection processing to 2.7 days from 7 days where the projected cycle time was to reduce to 3.5 days. Furthermore, the activity benefit cost analysis was also carried out, and the net benefit was determined as of AED 74,943,000. Finally, three skills such as conceptual, interpersonal, and technical skills which were gained through of the project are also detailed.