

Executive Summary

Axiata Digital Labs is an innovative software developer and service provider delivering telco focused digital and IT services. The company employs over 1000 professionals across South Asia with its head office in Union Place, Colombo, Sri Lanka. The business is a wholly owned subsidiary of Axiata group, Malaysia. The business largely services the Axiata subsidiaries across Asia (Dialog, XL, Ncell, Robi, Axiata Digital Services, Smart and Celcom) and has plans of entering the external market. With the expansion and growth of the business, it continuously needs to re-engineer the business operations to compete in the global market.

One of the recurring operational problems observed by the author was the continuous delays in its budget control reporting process. The finance team had been spending an average of 8 working days for the process while the requirement was to complete within 6 working days. This resulted in the wastage of valuable time and delays in completing other operational work by the finance team. The author observed a set of non-value adding activities coupled with extensive manual efforts causing the delay.

With the phase of business growth, the requirement to solve the causes resulting in delays was an urgent requirement. It was noted that the business needs practical solutions to be implemented on that behalf. In solving the problem, the author obtained further understanding about the organisation through performing organisational analysis. This project formed a team of internal staff and external business partners to identify the sub problem areas which lead to the main problem and brainstorm the root causes behind. A cause-and-effect diagram was made after the brainstorming sessions which assisted the project team to implement project solutions subsequently.

Existing literature was referred to in gathering references to similar cases found in former studies. The findings were documented together with a study framework formed from the study. The suggestions and techniques identified during the literature review were modified and developed as solutions to be implemented in solving the project problem. The project team decided the main project objective as to reduce the reporting delay from 8 working days to 6 working days. Also, 6 sub objectives were formed in achieving the main project objective. Next, 11 project solutions were developed to achieve the sub objectives while addressing the problem root causes identified. The resource requirements were assessed

with the cost benefit analysis to the organisation. With the ability to make use of existing resources in the organisation, the cost was minimum while the benefit cost ratio was reasonably higher.

These suggested solutions were discussed, agreed, planned, and implemented. The project team observed several deviations within the actual project implementation compared to the projected cost, timeline, and delivery. Nevertheless, the overall project was successfully completed by December 2021 in which the author together with the project team could meet the objective of completing the reporting within six working days. This was supported by continuous commitment and contribution of the project team over several months despite the tight work schedules every team member was undergoing. With the realisation of the main project objective and sub objectives, the project resulted a set of outputs and outcomes to be enjoyed over an unforeseeable future, (which can be further improved and enhanced).

The project team expects to further optimise the internal reporting processes through attempting to increase the accuracy and relevance of information which was not covered through the scope under this project. Moreover, the foundation laid by this project can be extended to create real time information sharing dashboards in the future through further improvements.