

## EXECUTIVE SUMMARY

Being the “National Mobile Service Provider, Mobitel (Pvt) Ltd. has extended its service deliverables in to Sri Lankan corporate sector while operating in a highly competitive market of 5 players including 4 international giants. Mobitel ranks second by market share as well as revenue share. The sustainability of mobile voice calls industry, however, has become uncertain and slow growing in the past 5 years. In such a competitive market, profitability depends on the perceived criticality of both revenue maximization and cost minimization in every segment of company’s business.

The author holds the position of “Supervisory Engineer – HetNet Planning”, and held project manager position of this particular project. The author identified a huge delay in installing Small Cells at corporate customer locations after analyzing the progress of past deployment data. Afterwards, the author proposed several improvements to reduce the deployment cycle time enabling faster customer acquisition.

The author addressed the project covering five project components. Firstly, a situational analysis was carried out to identify the problem. Secondly, the processes for internal approvals of Small Cells and IP connections were improved using process improvement techniques. Thirdly, an online system was developed to raise and process Small Cell requests under the improved internal approval process until they get approved from the top management. Next, a training program was conducted to develop regional operations staff to conduct Preliminary Acceptance Tests (PAT) of Small Cells. Finally, 10 Small Cells were implemented using the modified process and analyzed to measure the improvements.

Consequently, this process enhancement resulted in a financial benefit of Rs. 0.3 million per month. Further, it introduced automation to approval process, expedited IP connectivity installations via SLT and expanded the knowledge base of regional staff on functionality of Small Cells. Some challenges were confronted throughout the project implementation in facing deviations from projected cost, delivery and time. Further, some issues were encountered during the implementation phase due to technical issues and procurement delays. The author, however, positively managed this project within its specified time and cost constraints and achieved the set project objectives with a considerable success.