EMBA Business Project I

Vendor Behaviors Affecting Risk Taking Propensity in Product Management at Telenor

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Registration Number 274746

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BUSINESS PROJECT ACCEPTANCE CERTIFICATE

It is Certified that final copy of EMBA Business Project written by <u>Noor Zaman</u> Registration No. <u>274746</u> of <u>EMBA 2K18</u> has been vetted by undersigned, found complete in all aspects as per NUST Statutes/Regulations/MS Policy, is free of errors, and mistakes and is accepted as fulfillment for award of EMBA degree. It is further certified that necessary amendments as pointed out by GEC members of the scholar have also been incorporated in the said business project.
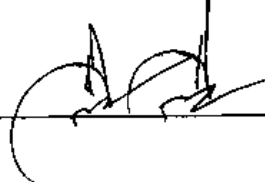
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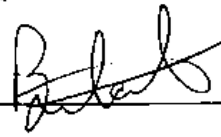*Sector H-12 Islamabad*

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Table of Contents

1. Introduction

This project is meant to highlight a widespread global phenomenon in the context of Telenor Pakistan amidst turbulent political, socioeconomic and competition related factors. The phenomenon in question is Risk Taking Propensity and Behavior, primarily in the scope of Project Management; and triggered in the form of Vendor Selection and Interaction.

The author will examine this phenomenon alongside the catalytic influence of company culture and top-down expectations; attempting to highlight the interplay between these factors and how managers will often knowingly take actions or stances (driven by the impulse to meet norms or expectations; often mistakenly assumed to be "the only way" to garner individual recognition or relevance) that are objectively harmful to the project or the company. Such behaviors are often driven by a narrow-sighted attempt to meet a personal or professional objective that may very well be a conflict of interest with the goals of the project itself; usually to achieve short term gain or glory.

The author will also critically examine how the "need" or "necessity" of such behaviors is shaped by political, socioeconomic, and competitive situations, where otherwise objective or practically driven individuals will pursue excessively risky or excessively risk-averse approaches. Both these approaches can be linked with a desire to be seen as a go-getter or as a careful planner respectively. Conditions significantly deviating from the "norm" or favorable state of the company's performance will cause individuals to fear the repercussions of a mistake or of "low visibility" much more than during times of good performance and stability.

a.   Company Information

Telenor Pakistan is the Pakistani arm of Norway's Telenor ASA. It first came to Pakistan in April of 2004, where it expanded rapidly and soon became the second largest telecom provider in the country. Of more relevance to this project is the fact that it was widely regarded as one of, if not the best place to work in the country.

Telenor employees typically enjoyed lavish benefits and salaries well above the market average until the mid-2010s; in an environment that encouraged employees to fail fast, explore various angles and approaches, and not fret over failures and rather to treat them as learning opportunities.

After a significant change in the leadership layer leading to more local resources at the chief level and gradual withdrawal of foreign management, Telenor Pakistan saw a gradual change in this relaxed culture. This change abruptly became amplified by the increasing rumors surrounding Norway's annoyance at being unable to recoup its initial investment; a rumor that was accompanied by noticeable reductions in allowances and "leisure budgets" (officially attributed to stagnating growth and increasing costs of doing business in a country with a rapidly worsening economic, social, and political landscape). This caused an obvious shift in what was assumed to be the company's operating model and priorities, causing a wave of panic and uncertainty among an employee base that was known to be rather "spoiled" by a culture unheard of in most Pakistani companies.

This unfamiliar shift became the catalyst of a stark increase in unstable risk taking propensity, either overshooting or undershooting decisions to avoid irrelevance or blame respectively. All this makes Telenor an ideal case study for the subject matter of this project; where the visible changes in behavior can be highlighted in the form of irrational decision-making, poor vendor management, and fearful cooperation.

2. Issues in Current Vendor Selecting Process

a. Multiple rounds of RFP

A problem on Telenor's part pertains to the Request for Proposal activity.

More than 4 times during my own involvement as a Project Manager, Telenor has run large scale RFP rounds; incurring significant time and resource costs with each one. After these lengthy activities, the company decides it does not have adequate funding for the project, would prefer to prioritize a different project, or has noticed a last-minute dependency or technical limitation that makes proceeding with project infeasible. This often repeats multiple times for the same project; with the most concerning fact being that the RFP process is run again each time from scratch instead of pursuing the bare minimum of skipping the shortlisting phase and contacting the vendors that made it to the final round the last time the activity was carried out. The gap between these activities is sometime only months, refuting the reason "Market conditions might have changed during the time since the last activity.

b. **Low Cost Suppliers Preferred**

Another tendency that perpetually plagues the selection process is a flawed perspective and prioritization criteria when it comes to cost. Vendors are primarily (and often only) evaluated based on up-front cost. In other words, a vendor could easily make it past multiple rounds of shortlisting by stating a low project delivery cost in big bold letters. This has come back to bite us many times in the past but continues to repeat itself.The most common phenomenon is when vendors offer to start working on the project for pennies but have buried clauses in the contract (the diligence with which contracts are vetted is a separate matter entirely) that entitle them to unconditional periodic payments regardless of whether they have made any progress on the deliverable. A vendor recently demanded payments based on an agreed revenue sharing model; stating that even though their work on the product was not complete, the current version of the product that they were hired to revamp was still making money.

c. Revenue Share Model for Projects

Expanding on the previous point, Telenor has an obvious bias towards revenue sharing models that convince the vendor that the product will be very successful in the future. The intention is to save costs up front by getting the vendor to agree to lower development charges and to motivate them to deliver high quality output in exchange for percentage-based revenue sharing after launch. Either way this has not worked out very well for Telenor recently.In cases where the product is successful and well received, Telenor has agreed to significant margins of revenue sharing which often exceed the costs that would have been incurred with up front charging. Also, since this approach often hits the earnings of the product, profitability numbers are lower. Shortsighted higher management take textbook observations like these at face value and often terminate, deprioritize, or divert successful products with high potential before they have a chance to prove their true worth. Other cases have led to vendors spreading bad word of mouth about Telenor using the Revenue Sharing model to "experiment" in the market by offloading the burden to small vendors. They claim that Telenor "knew" the product would have failed but leveraged a vendor's livelihood to test the waters. While this is not true and failure is usually the result of slow or low-quality output, the public can't be faulted for inferring this considering the overwhelming track record of opting for revenue sharing.

d. Misuse of Resources

Telenor has always possessed a cultural problem with regards to careless decision making and wasteful expenditure. It is often the case that spending skyrockets or hasty decisions are taken close to significant annual events or meetings to pad the numbers and create a picture of success at great cost to the overall health of projects and budgetary reserves. Disguising Capital Expenditure as Operating Expenditure and vice versa, financing enormous perks for beta users to increase

monthly active user numbers at launch, and creating extremely impractical crunch time near the planned delivery date for vendors incapable of delivering under the timelines without cutting corners are just a few examples. The result is an unrealistic portrayal of a project or product that garners short term glory at the cost of department level failures and millions in unnecessary costs identified months later.

e. Outsourcing Core Functional domains

Unnecessarily outsourcing work functions to external vendors is another area where Telenor creates problems for its own departments, employee base, and bottom line. Telenor outsourced a perfectly capable network team to Nokia and provided outsourced ZTE resources office space to manage network configurations instead of learning how to operate the tools and dashboards provided by them for this purpose. In other words, outsourcing became an excuse to avoid training or development efforts.

A catastrophic outcome of this tendency occurred when ZTE was blacklisted across much of the world and Telenor could not do business with it in any capacity due to the issue. The hyper reliance on ZTE for managing network configurations and monitoring without any in-house substitute or backup vendor led to a wave of irreparable outages, errors, mischarges, and abnormal subscriptions and un-subscriptions. This lasted for weeks on end before a rushed solution was implemented with the help of multiple vendors.

On the flipside, the technology department is so used to outsourcing at this point that they were completely ill equipped and unprepared for bringing the "MyTelenor" App in-house. During the transition, it became clear that they had rush hired a development team and no longer had sufficient knowledge about the development process and authorization hierarchy; most notably they neglected to involve the Information Security team until the last week leading up to planned

launch, leading to a delay of multiple months.

3. Case Study: Digital Products Delivery Platform

Background: Telenor, a leading telecommunications company, embarked on a project to develop a Digital Products Delivery Platform (DPDP) in 2018. DPDP was to be one of the core platforms hosting numerous third-party and in-house services that constituted a significant part of the company's revenue. After a detailed Request for Proposal (RFP) process, IMIMOBILE was awarded the contract. However, after approximately 18 months, the project was terminated during the testing phase due to unaddressable issues related to architecture and data privacy. The proposed changes to the system did not get approved by Telenor's regulatory team due to violations of key terms of service.

The Restart: After COVID-19 and the accompanying lockdown hit in 2020, the project was restarted from the RFP phase, with the contract awarded to local vendor "Planet Beyond". The apparent selection criteria this time around were low cost, local presence, and willingness to agree to a revenue-sharing model for costing. Since Planet Beyond lacked the expertise and manpower to handle the project on their own, they subcontracted part of the solution to a Russian vendor that Telenor had not worked with before.

Issues: Issues surfaced almost immediately after the project began. The proposed timelines for the project were delayed by well over a year, after which the project was only technically "delivered" by way of having parts of the original project scope taken out and categorized as post-delivery support. To add to this, the contract stated that the agreed sharing of revenue would begin one year after the project was started, which had technically arrived before delivery due to the huge delays. Despite taking two years to deliver the reduced scope, they demanded revenue sharing at the one-year mark.

Discussions: There were extensive discussions regarding liquidity damages to be imposed on the vendor for violations of contractual timelines, poor quality of deliverables, often complete lack of communication and coordination for days on end (not only the Russian subcontractor but sometimes Planet Beyond as well), and inability to handle or address operational issues post-launch. After eventual delivery, the system had abnormally high downtime, leading to service outages, impacted customer experience, and revenue loss.

4. Financial & Non-Financial Implications:

a) Financial Implications:

The associated financial implications are mentioned below:

1. Opportunity Cost:

Telenor's yearly revenue targets are dependent on timely launching the new services. Due to these issues causing delay and poor quality delivery company not only fails to achieve its target but also misses opportunities of cost saving or improving efficiency.

2. Customer Compliant:

Due to poor quality delivery or vendors not able to resolve issues post launch within the defined SLA's, Customer complaints influx increases. This not only hurts the NPS score but also increases the cost associated with complaint handling.

3. Regulatory & Legal Issues:

All operators have to ensure that PTA laws and regulations are followed. In case of any issue such as the unavailability of service, customer's data breach PTA can impose penalty on Telenor Pakistan. Moreover, as per the regulations PTA demands certain services to be developed on a regular basis e.g device registration and

blocking service, Dam & covid fund service. Any delay from the timeline given by the PTA can result in penalties being imposed on Telenor Pakistan.

b) Non-Financial Implications:

1. Reputation Damage:

Issues in services and products quality results in higher customer complaints affecting the reputation of the company. PTA also conducts a QoS survey every year. Over the years, the report shows that Telenor's QoS is degrading.

2. Customer Churn

Due to these issues a high number of customers have moved to other networks thereby impacting the market share of the company

3. Delayed Projects

Project delivery timelines are badly affected by poor vendor selection. Vendors end up over committing just to win the bid and they usually don't have the expertise to deliver the product.

4. Operational Issues:

Telenor is facing after sales support challenges with its vendors. Most vendors don't have a dedicated team for Telenor Pakistan and their teams are not available during holiday seasons such as Christmas, new year and easter etc. Operational team;s KPI's are badly impacted due as vendors are not able to resolve the issues during the agreed timelines committed in service level agreements.

4. Recommendations:

Below mentioned recommendations will reduce the vendor evaluation time and will help in ensuring that only capable vendors are selected for the project who can deliver on the

communicated timeline. These will also help ensure quality improvement in projects delivery.

4(a). Vendor Evaluation Criteria

1. **Price:** Since cost is a major factor in vendor evaluation at Telenor. It is suggested to have a 1st round of vendor shortlisting based on their price quotations. Vendors who can complete the project in Telenor's budget range should move in second round of evaluation else they should be removed. Compare prices and ensure they are competitive and within budget.

2. **Quality of products/services:** Evaluate the quality of the products or services being offered. This can be done through feedback from references. In most situations the vendors have usually delivered some product or service in other Telenor Business Unit. It is recommended to make this a part of the vendor evaluation process to take feedback from other BU's where vendor is providing services.

3. **Delivery time:** Determine how quickly the vendor can deliver the products or services. Project implementation plan should be discussed in detail during the RFP discussions. There should be questions related to vendor's project delivery capabilities in the questionnaire sent to vendor's references.

4. **Customer service:** Assess the vendor's customer service and responsiveness to inquiries and concerns. After sales support should be discussed in detail as well. Does the vendor have a dedicated team available to resolve issues. Do they comply to Telenor's SLA/KPI's of issue resolution. Will their teams be available 24/7 and during holidays as well. Will they be providing any portal to Telenor's

customer care team as well. While filling out the vendor evaluation form these should be kept in mind.

5. **Due Diligence:** Research the vendor's reputation and track record in the industry. This will help potentially avoiding a vendor that is not a good fit for Telenor Pakistan.

   It is also important to note what type of companies has the vendor worked with. Are they small scale companies or large SMEs? Vendor should provide a list of references and they should be asked to provide feedback as part of the evaluation process. A sample questionnaire is mentioned in 4(b).

6. **Compliance:** Verify that the vendor is compliant with relevant laws and regulations. Currently in Telenor, vendor evaluation is based on the information provided by the vendor's during the session as vendor's usually take a couple of weeks to share written compliance on all documents (Information security, data privacy, Technical requirements, Commercial requirements, Payment terms, Sourcing annexures). It has been observed that although vendors commit of providing certain features verbally during the sessions, they become non-compliant in their official response. Therefore, it is recommended to use their written compliance for vendor scoring purpose since that will become a part of contract document.

7. **Payment terms:** Review the vendor's payment terms, such as credit terms, discounts, and returns policy. Payment terms should clearly state that the payment will be made after the stability period of the project is completed post launch.

8. **Technical support:** Determine the vendor's level of technical support for the products or services being offered. To ensure that the issues are addressed in a timely manner, based on past experiences it is recommended that in case of breach of KPI's Liquidated damages should be imposed on the vendor.

9. **Warranty or guarantee:** Review the vendor's warranty or guarantee on their products or services.

10. **Scalability:** Assess the vendor's ability to scale their products or services as the company grows. Vendor's solution's flexibility for customization needs to assessed as well.

Score Card:

A vendor score card tool is recommended to use during the vendor evaluation process. This helps to evaluates vendors based on criteria such as price, quality, delivery time, and customer service. This will allow Telenor Pakistan to objectively compare vendors and select the one that offers the best value.

A sample score card based on the requirements of Telenor Pakistan's projects is shown in below table. It is suggested to use written compliances of vendors to fill this scoring sheet.

Criteria	Vendor 1	Vendor 2	Vendor 3
Quality of product	9	8	7
Delivery time	8	9	7
Pricing	7	8	9
Customer service	9	7	8
Technical support	8	9	7
Flexibility in customization	7	8	9
Total score	41	41	41

Note:

The score can be in any form of rating such as a number, letter grade, or a percentage. The above sample uses a number rating system, where the maximum score is 10.

4(b). Vendor Reference Form:

Another tool recommended is to request references from potential vendors and review online reviews from other customers to get a sense of the vendor's performance and customer satisfaction. Below is the proposed questionnaire that should be used in acquiring feedback from potential vendors.

1. What were the project implementation timelines quoted by the vendor in the contract vs. actual implementation timelines (please also specify the reason in case of breached timelines)
2. How's your experience of after-sale service e.g. SLAs fulfillment, competency of the resources/team for handling operational issues
3. Was the vendor flexible in terms of incorporating the minor changes in the scope during the project or required a Change Request in every case
4. Did you face any data privacy breach incident from the vendor side and if yes then how it was handled ?
5. Post-deployment eSIM, did you face any impact on your existing architecture
6. What is the frequency of software/system upgrades and is there any downtime associated with this?
7. How's your experience with the User Interface (is it user-friendly and has the complete details) and what type of reports are available
8. The technical resources capacity is shared with other clients or dedicated support is available for you
9. How they are handling Change Requests and roadmap features/capabilities? Is there any per man hour/day cost is defined

a. Amendments in Contractual Documentation:
To further improve the vendor selection process at Telenor Pakistan, below mentioned changes are recommended in the contractual documents.

1. Split of Responsibility Matrix

It is recommended to make this document a part of the contract. This document is usually prepared after contract signing.
This document clearly lists contractor's responsibility during the delivery of the project.
By making it a part of contract, vendor will have to ensure compliance and that it is followed religiously throughout the project lifecycle.

Sample Split of Responsibility Matrix:

Task	Contractor	Customer
Provide hardware specifications and environmental Requirements	Accountable (A), Responsible (R)	Informed (I)
Datacenter preparations (HW, OS, Database, Storage)	R,C (consulted)	I
Design, install and configure the Solution to fulfil Business Requirements according to requirements and compliance agreed in Annex/appendix 16 (all annexes and appendixes).	A, R	I
Execute System test and verify all installations and configurations.	A, R	I
Document the results of the System test on agreed format	A, R	I
Ensure that there are no open defects when the deployment is done in production. Unless and until the open defects are signed off by the Customer with mutually agreed timelines of closing the open defects the release should not be deployed in production environment.	A, R	-
Ensure knowledge transfer (including training as required) from project team to maintenance team (AM). Make sure there is a smooth handover to operations.	A, R	C
Ensure that resources are available for period immediately after deployment to handle business or technical issues related with release (early life support)	A, R	C

Where A-Accountable, R- Responsible, C- Consulted and I -Informed.

2. Acceptance Procedure Document

Acceptance procedure document lists the criteria of acceptance and sign off for each mile stone in the project. It states the criteria for Provisional acceptance certificate and Final

acceptance certificate.

Changes recommended in the standard document are to link Final acceptance certificate issuance with the completion of stability period post launch. Previously it used to be linked with service launch and Telenor would face contractor support challenges in addressing the issues faced during the stability period.

3. Liquidated Damages
Current Liquidated damages state penalty in case of breach in KPI/Service level agreements.
It is recommended to add below liquidated damages in the contractual documents with respect to the delivery timelines

40% of the implementation cost for every month beyond the agreed delivery timeline (FAC)

Reference:

1. https://core.ac.uk/download/pdf/188255518.pdf

2. https://www.frontiersin.org/articles/10.3389/fpsyg.2021.760968/full

3. https://link.springer.com/article/10.1007/s40685-015-0022-3

4. https://www.researchgate.net/profile/Asoke-Saha/publication/343480576_Risk_Taking_Behavior_in_Relation_to_Motivation_and_Job_Satisfaction_of_Professionals/links/5f2c0053458515b729072bfa/Risk-Taking-Behavior-in-Relation-to-Motivation-and-Job-Satisfaction-of-Professionals.pdf?origin=publication_detail

5. https://www.ncbi.nlm.nih.gov/pmc/articles/PMC8910726/

6. https://www.hindawi.com/journals/ddns/2016/3695379/

Appendix

1. Post launch stability issues impact on Ring Back Tune Service (writeup for Legal team)
Background and Problem:

"Smart Tunes – RBT service encountered several episodes of system malfunction post RBT platform swap which resulted in multiple issues in terms of revenue loss and impact on service KPIs"

Issues with timestamp:-

Date	Domain	Issue Faced
24th Nov	Renewals Drop	1st Renewals cycle malfunctioned and could not run on complete base resulting in drastic drop in renewals & revenue loss (**2M PKR** Revenue Loss)
2nd Dec	Extra Renewals	Extra charging on subscribers was made due to renewal malfunction causing extra deduction from subscribers. Which resulted in subscriber dissatisfaction and extra re imbursement activity at Telenor end to pay back the over charged amount to subscribers by Telenor. Telenor does not do back or over charging and the same has been communicated to subscribers as well in our communication this can potentially lead to notice from PTA. (**3.2M PKR** over charged)
10th till 13th Dec	Content	OKP channel malfunctioned due to which subscribers could not purchase content from star copy feature, resulted in content revenue loss **232K PKR**
10th till 13th Dec	New Subscriptions	OKP channel malfunctioned due to which subscribers could not subscribe from star copy feature, resulted in subscribers loss
10th Dec	Renewals Drop	Renewals malfunctioned on 10th Dec resulting in renewals drop (**354K PKR** Rev Loss)
11th Dec		Extra charging was done on 11th December without informing Telenor and taking consent. Which is the amount we will have to pay back to the subscribers and can potentially lead us in trouble with PTA. (**335K PKR** Payback to subscribers)
21st Dec	Renewals drop	Renewals once again malfunctioned on 21st Dec resulting in renewals drop (**3.4M PKR from avg daily revenue**)
22nd Dec	Extra Renewals	Extra charging was done on 11th December without informing Telenor and taking consent. Which is the amount we will have to pay back to the subscribers and can potentially lead us in trouble with PTA. (**3.5M PKR** payback to subscribers)

Impact Summary:-

Description	Values
Revenue loss - Renewals	(5,456,772)
Revenue loss - Content Purchase	(232,430)
Total Revenue Loss - RBT	(5,689,202)

Persistent Challenges:-

Above mentioned issues were timely raised and escalated to Vendor but permananet fix was never provided and the same issues have happened again.

- No alarm were raised to Telenor at the time of system malfuction
- Business consent was not taken before running additional cycle to recover revenue forgone
- System stability is a huge challenge as surprises like this are still expected despite a period of 30+ days post swap
- Renewals cycle bears a question mark in terms of its functioning as business partner needs to deliver upon its commitment to ensure stable system performance.
- Functionalities committed at the time of swap have still not been delivered and we have no clear timeline on those.

- Vendor Operations resources are not present in Telenor premises since day 1 as committed in agreement.

Conclusion:-

In light of above mentioned issue and associated impact on revenue and service KPIs, it is proposed to penalise the vendor for mis commitment, Mismanagement , Revenue and customer experiece loss at Telenor side.

2. **Project Delivery Issues Escalation Email Snapshot to "Planet Beyond" CEO**

I am writing this email with reference to RBT/DPDP project, where PB teams is unable to comply to most of the commitments for below mentioned milestones, deadlines are changed very frequently and commitments are not fulfilled timely. We have been reporting delays but things are still the same and no significant progress has been made. These milestones have direct impact on taking the project live on committed date i.e.19th July.

Your immediate intervention is required as we need urgent resolution to these delays to ensure that project is delivered well within the agreed timelines. Looking forward to get your support. Thank You

Milestone	Details
Deployment	PB was asked to verify access on all accounts before Eid holidays, and start deployment. But they informed us after Eid that they had access issues on all accounts. Deadline 1: 14th May (Deployment was to be completed during Eid holidays to start integration testing from 17th May) Deadline 2: 26th May Deadline 3: 4th June Deadline 4: 11th June Daily Status update awaited from PB on deployment status. As per PB once SSH access issue on VM's is resolved, remaining deployment is completed in 1 day, such commitments have been made is past as well but still the milestone is not achieved
Development	Deadline 1: 7th June Deadline 2: RBT API's -9th June Deadline 3: 11th June Web Modules Deadline – 21st June Details of development was shared with us after several follow ups with the team, still we are awaiting this milestone to be completed. Verbal confirmation was provided, however, API end points are yet to be shared with us
Integration	Integration & testing was initially planned to start from 17th May, but due to delay in deployment this has been delayed to 18th June We are awaiting PB's confirmation on communication Matrix verification of ISB (Shared on 7th June) , and timeline when they can start integrations. • Deadline 1: 4th June • Deadline 2: 18th June
UAT Plan/Use Cases	Deadline 1 : 22nd May Deadline 2: 3rd June Test cases shared were incomplete. PB was asked to share document with complete information with domain wise segregation. This document was to be shared by 7th June, but is still awaited plus the breakdown of UAT streams and who will be conducting those UATs from PB/Protei end was to be shared as per discussion in last steerco and is still awaited. UAT & Training Plan along

	with use cases is awaited
Information Security Update	Information Security consultant onboarding & service verification details and plan is still awaited which is crucial to launch the product
On-Site Resources	We would need the resources to be available onsite for UAT and migration phases

3. Existing Vendor Evaluation Document

Evaluation Heads	Attributes
Design & Solution (Technical Capabilities)	Proposed Solution Architecture, Integrations and Design
	Ensuring deliverables in 16.2B & 16.6.
	Solution flexibility
Delivery Capabilities	Project Plan
	Project delivery timelines
Business & Functional requirements	Data migration & cleansing
	Business requirement understanding in as per Anenx 16.3
	Prior Experience
	Resource profile & Experience
	Compliance on training, documentation, KPI & Annex 04
O&M	SLAs/KPIs
Information Security	Security Requirement Compliance
Total	

Show Stopper List
SLAs / KPIs

O&M support	
Campaigns configuration	
Business features development	

Scale of scoring	
Scale	**Remarks**
Above 90%	Excellent (90% to 100% Evaluation Aspects Covered)
80% to 90%	Very Good (80% to 90% Evaluation Aspects Covered)
70% to 80%	Good (70% to 80% Evaluation Aspects Covered)
60% to 70%	Not Acceptable
50% to 60%	Not Acceptable
Below 50%	Not Acceptable

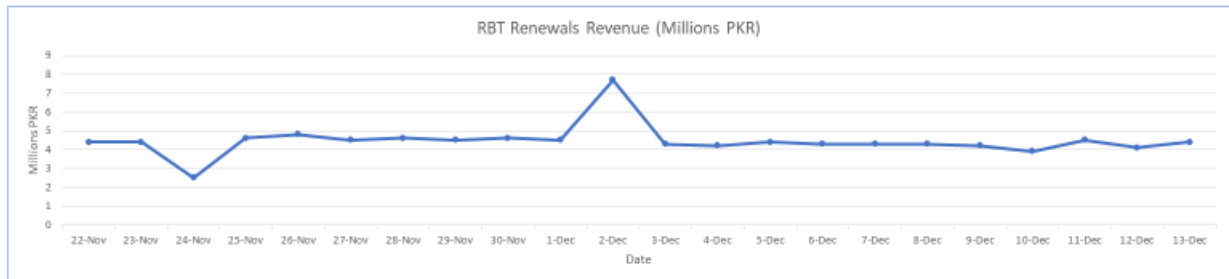4. Financial Impact due to post launch service stability issues

Post-Launch Application Performance:

Direct Revenue Impacting Instances:

1. 2 Mn PKR drop in revenue on 24th Nov
2. 2.5Mn PKR abnormal increase in revenue on 2nd December
3. Content purchases & Subscriptions dropped by half from 10th December to 13th December

Non-revenue Impacting Issues:

1. CSSR degradation observed on 23rd Nov, 25th Nov, 10th Dec, 11th Dec
2. Random issues observed on CCD portal (which were fixed same day)

RBT Renewals Revenue (Millions PKR)

Sensitivity: Internal

5. Project Dashboard Report highlighting challenges and operational Issues

RBT/DPDP DASHBOARD

NEWS FEED 🔊

Major Achievements:

RBT/DPDP
- ❖ Content Mismatch Issue resolved
- ❖ OKP issue fixture
- ❖ FCA Trial Feature availability
- ❖ Apollo API's readiness

3rd Party Services Migration
- ❖ Project Plan finalized
- ❖ VAS migration priority list finalized

Next Week's Target

RBT/DPDP
- ❖ CRO Portal Issues' fixture
- ❖ Plan finalization of Phase 1 critical items
- ❖ Power Load APIs testing
- ❖ SMS IR APIs availability

3rd Party Services Migration
- ❖ Business UAT initiation
- ❖ Readiness of 3rd party services Migration Tool
- ❖ Alignment of partners on service migration

RBT/DPDP

Feature Development

In Progress 🔵 Off Track 🔴 To be initiated ⋯

#	Features	Status	Original Deadline	Comments
1	SMS IR Charging Flow Implementation	🔴	13-Mar-22	Revised timelines awaited
2	Bulk Processing via UI (User creation)	🔴	15-Mar-22	Revised timelines awaited
3	RBT Meta base reporting rectification	🔵	31-Mar-22	-
4	Power APIs readiness	⋯	TBD	No timelines received from supplier, escalated to PB Management
5	IS Audit	⋯	TBD	Timelines awaited from supplier

Operational Issues

	Issues	Business Impact	Status
1	Vendor promotion / content upload	Low Content Purchase	🔵
2	No Approval layer on partner portal for content hide/unhide	CPs might misuse this functionality and make live some content that business might have hidden on purpose	⋯
3	Separate Tabs for RBT login & content on CRO portal	Impact on Call center KPIs, 6% DSAT contribution	⋯
4	System Error Issue faced on CRO Portal	NO FCR given to customers, 4000 complaints in Feb,	🔵
5	Subscriber deletion by partner during purging activity, (paying subscribers have been recreated)	Potential Revenue Loss	🔵

3rd Party VAS Migration

HIGHLIGHTS

- Service creation on staging to be completed today
- DPDP Portal's demo to be reviewed & signed off by business
- PB's services to be migrated first
- Partners integrations to be completed in parallel to B-UAT of PB service
- Migration completion is targeted by 15th Apr

CHALLENGES IN HAND:

- **Impact on 3rd Party migration milestones delay due to shared bandwidth of PB's resource**
  - PB has been requested for dedicated bandwidth
- **Prioritization at BI's end for reporting views creation**
  - Alignment & discussions in progress with BI team