



CO-OPERATIVE REPORT
INTERNSHIP PROGRAM AT NCELL AXIATA LIMITED

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ABSTRACT

This report presents a comprehensive reflection of a 16-week Co-Operative Education internship undertaken at Ncell Axiata Limited, a leading telecommunications company in Nepal. The internship was completed under the Customer Lifecycle Management & Customer Lifecycle Management & Digital Services and Content (CLM & DSC) unit within the Commercial Division, where I worked across multiple digital platforms and campaign initiatives including PRBT (Personal Ring Back Tone), Lionsgate OTT promotions, insurance services such as Data Sangai Beema, and the integration of Ncell as a micro-payment gateway for third-party digital platforms like Project Delta.

My responsibilities included crafting promotional messages for SMS, OBD, and in-app notifications, curating campaign strategies, segmenting audiences, and collaborating with cross-functional teams such as IT, Branding, and Customer Experience. I was actively involved in User Acceptance Testing (UAT), prepared product documentation, led messaging strategies, and contributed to monthly campaign performance reporting.

This internship provided me with practical exposure to digital product management and customer engagement in the telecom sector. It helped me build both technical and interpersonal skills, apply theoretical knowledge in a real business setting, and develop a deeper interest in branding, digital strategy, and commercial innovation.

Keywords: *Ncell Axiata Limited, Telecommunications, Digital Marketing, Campaign Strategy, Micro-Payment Gateway.*

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Lastly, I am grateful to my family, friends, and academic advisors for their encouragement and unwavering support throughout the duration of this internship. This experience has not only enhanced my professional competencies but has also significantly contributed to my personal growth and clarity in career direction.

Thank you,

Sincerely,

Zenith Shrestha

Student ID: 6408040063

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LIST OF ACRONYMS

CLM: Customer Lifecycle Management
DSC: Digital Services and Content
GSM: Global System for Mobile Communications
GTM: Go-To-Market
IVR: Interactive Voice Response
KPI: Key Performance Indicator
MSISDN: Mobile Station International Subscriber Directory Number
OBD: Outbound Dialer
OTT: Over-The-Top (streaming content)
PRD: Product Requirement Document
PRBT: Personal Ring Back Tone
RBT: Ring Back Tone
SIM: Subscriber Identity Module
SMS: Short Message Service
UAT: User Acceptance Testing
USSD: Unstructured Supplementary Service Data
UX: User Experience
CTR: Click-Through Rate
FDI: Foreign Direct Investment
CSR: Corporate Social Responsibility
NTA: Nepal Telecommunications Authority
NSL: Nepal Super League

CHAPTER 1

INTRODUCTION

In this chapter, I introduce the background of Ncell Axiata Limited, one of Nepal's leading telecommunications providers. It includes the company's mission, vision, values, and company strategies, followed by an overview of the organizational structure and a detailed explanation of my job position within the company. Additionally, this chapter outlines my motivation for selecting Ncell as my Co-Op placement and provides strategic analyses using tools such as SWOT, Porter's Five Forces, and PESTLE. Lastly, the chapter explains the primary objectives of this cooperative education study.

1.1 COMPANY'S PROFILE

Ncell Axiata Limited is the first private sector telecommunications service provider in Nepal, established in 2004 and commencing operations in 2005. Since its inception, Ncell has been dedicated to connecting the people of Nepal through high-quality, modern telecommunications services. With a local touch and world-class standards, the company has continually focused on delivering better value to its customers and business partners while enriching the lives of communities across the country.

A major milestone in Ncell's journey occurred on December 1, 2023, when United Kingdom-based Spectrlite UK Limited acquired 100 percent of Reynolds Holdings Limited from Axiata UK, a part of the Axiata Group Berhad. Reynolds Holdings owns an 80 percent equity stake in Ncell. With this acquisition, Ncell officially became a 100 percent Nepali-origin, Nepali-owned company. This transition marked a new era for Ncell, reinforcing its commitment to contribute to the Digital Nepal vision and empowering it to further diversify its digital services, enhance innovation, and broaden its investments in life-enhancing technologies.

Ncell has also established itself as a responsible corporate citizen and one of the largest taxpayers in Nepal. Since its establishment, the company has contributed over NPR 302 billion in taxes and fees to the Government of Nepal. In addition, it has invested nearly NPR 2 billion in impactful Corporate Social Responsibility (CSR) initiatives. These initiatives are centered around the pillars of Education, Environment, and Health, supporting the national development goals and aligning with the United Nations Sustainable Development Goals (SDGs).

The company's journey has seen several major developments. Ncell was originally incorporated as 'Mero Mobile' in 2004. It was acquired in 2008 by Telia Company (formerly known as TeliaSonera Group of Sweden) and rebranded as 'Ncell' in 2010. In 2016, Ncell became part of the Axiata Group Berhad and was later converted into a public limited company, officially becoming 'Ncell Axiata Limited' on August 3, 2020.

Today, Ncell stands strong as a proud local telecommunications company, committed to driving innovation, enhancing connectivity, and shaping a digitally enabled future for Nepal.

Ncell, Here for You.

Figure 1: Official Logo of Ncell Axiata Limited



Note. This logo represents Ncell Axiata Limited, Nepal's leading private-sector telecommunications provider and the host organization for my Co-Operative Education internship.

1.1.1 Purpose of Ncell Axiata Limited

"We help liberate people by inspiring everyone to grow together."

1.1.2 Vision of Ncell Axiata Limited

"To become the most innovative and valued company of Nepal by 2030."

1.1.3 Values of Ncell Axiata Limited

"Uncompromising Integrity, Exceptional Performance, Customer at our Heart, Breakthrough Innovation, One Company, One Team."

1.1.4 Five Priorities of Ncell Axiata Limited

"Customers, Employee, Brand, Product/ Network, Innovation."

1.1.5 Company Strategies

Some general strategies implemented by telecommunication companies are as follows:

- Network Expansion and Modernization: Ncell has been actively expanding its 4G network across Nepal. In August 2023, the company deployed 338 new mobile towers to

enhance coverage, particularly benefiting rural communities. Additionally, Ncell plans to shut down its 3G services by 2025 to focus on more efficient 4G and future 5G technologies.

Regarding 5G, while Ncell has expressed readiness to roll out services, the deployment has faced regulatory and investment challenges, causing some delays.

□ **Customer-Centric Approaches:** Ncell has implemented various initiatives to enhance customer engagement. The company offers loyalty programs that allow customers to redeem points for discounts at various outlets. Additionally, Ncell has introduced campaigns like ‘Sadhain ON’ to encourage continuous data usage without the fear of unexpected charges, aiming to improve customer satisfaction.

□ **Strategic Alliances:** Ncell has formed partnerships to enhance its service offerings. In February 2024, the company signed a Memorandum of Understanding with e& international to bring advanced digital experiences to Nepal. More recently, in March 2025, Ncell partnered with Khalti, a digital wallet service, to facilitate seamless transactions and promote financial inclusion across Nepal.

□ **Cost Optimization and Efficiency:** While specific details about Ncell’s cost optimization strategies are not publicly disclosed, it’s common in the telecommunications industry to engage in infrastructure-sharing agreements to reduce capital expenditures and expand network coverage more cost-effectively. Such practices are known to significantly reduce costs, especially during network rollouts or expansions.

□ **Market Penetration and Diversification:** Ncell has been proactive in launching targeted marketing campaigns to attract new customers and promote new products. For instance, the ‘Biz Sadhain ON’ initiative, introduced in July 2024, offers tailored services for businesses, including SMEs, to foster innovation and growth. Additionally, Ncell provides free 4G SIM upgrades with bonus data to encourage users to transition to higher-speed networks.

1.2 ORGANIZATIONAL STRUCTURE

Ncell’s complete organizational structure is not publicly disclosed due to its complexity. However, during my four-month internship, I had the opportunity to closely observe and interact with a portion of the company’s commercial division, allowing me to gain valuable insights into its functional hierarchy and workflow.

At the top of the structure is Mr. Jabbar Kayumov, the Chief Executive Officer and Managing Director, who leads the company’s strategic vision and direction. Reporting to him

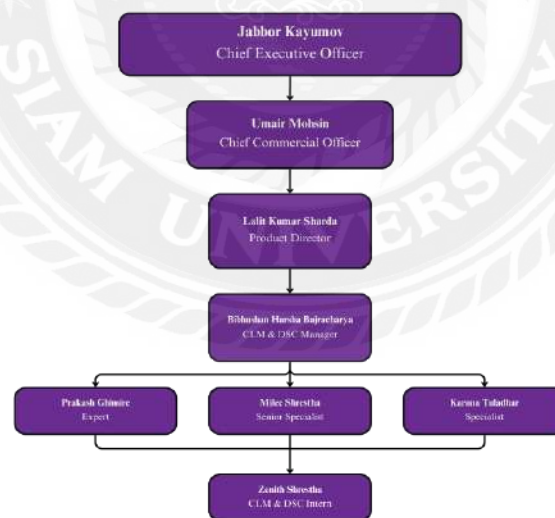
is Mr. Umair Mohsin, the Chief Commercial Officer (CCO), who is known for his global experience and forward-thinking leadership. He is responsible for initiating commercial strategies and overseeing key business functions. Under his leadership is Mr. Lalit Kumar Sharda, the Products Director, who supervises project operations on a day-to-day basis. Each Products Director typically oversees a specific project and ensures its smooth progress. Supporting him is Mr. Bibhushan Harsha Bajracharya, the CLM & DLC Manager, who is responsible for project performance and strategic delegation of tasks, particularly in monitoring project data and initiating corrective actions when anomalies arise.

Overall, the work culture at Ncell is driven by integrity, performance, collaboration, and innovation. I observed that team members at all levels are encouraged to share ideas, and leadership is highly receptive to contributions, even from interns and junior staff. This dynamic and inclusive environment reflects Ncell's commitment to excellence and its customer-first approach.

1.2.1 Diagram of the Organizational Structure

The organizational structure of Ncell Axiata Limited is given below: -

Figure 2: My Line Working Structure at Ncell Axiata Limited



Note. This figure illustrates my reporting line and daily working relationships within the Digital Services and Content team during my internship at Ncell.

1.2.2 My Job Position

Role Title: Intern, Customer Lifecycle Management & Digital Services and Content

Company: Ncell Axiata Limited

Duration: 4 months (16 weeks)

Department: Customer Lifecycle Management & Digital Services and Content (CLM & DSC), Commercial Division

Reporting To: Mr. Bibhushan Bajracharya, CLM & DSC Manager

Objectives of the Role: During my Co-Operative education studies, my position as an intern was within the Customer Lifecycle Management & Digital Services and Content (CLM & DSC) team under the Commercial Division at Ncell Axiata Limited. My role focused on supporting the planning and execution of promotional campaigns for digital products. I supported the team in campaign strategy, messaging development, digital service promotion, and cross-channel communication across a range of products such as PRBT, Lionsgate, Beema, SMS Guru, and Project Delta. I collaborated with experts and specialists in the department to test product flows, launch communications, and evaluate campaign effectiveness.

1.2.3 My Job Position in the Company's Organizational Structure

During my four-month internship at Ncell, I was positioned within the Commercial Department, working under the supervision of Mr. Prakash Ghimire (Expert) and Mrs. Milee Shrestha (Senior Specialist). My role primarily involved supporting promotional campaigns, managing content, and coordinating data-related tasks.

Within the company's hierarchy, I reported directly to my supervisors, Mr. Prakash Ghimire (Expert) and Mrs. Milee Shrestha (Senior Specialist), who assigned me daily tasks and guided me through internal processes. Additionally, I worked closely with professionals from multiple teams to ensure the smooth execution of marketing and promotional activities. This included coordinating with a Data Analyst for customer data lists, an Assistant Specialist in Customer Experience Admin & Security for Outbound Dialer (OBD) campaigns, and a Senior Specialist in the Commercial team for social media content creation and uploads. I also collaborated with an Engineer from the Information Technology department for IVR configurations and a Specialist in Admin & Security for in-app notifications.

Although my role was primarily execution-focused, I gained valuable experience in campaign planning, cross-functional collaboration, and data-driven decision-making. This position within the Commercial Department allowed me to contribute meaningfully to Ncell's marketing strategies while enhancing my skills in corporate communications and digital promotions.

1.3 MY INTENTION AND MOTIVATION TO CHOOSE NCELL AXIATA LIMITED AS MY CO-OP STUDIES WORKPLACE

Ncell Axiata Limited stood out to me as a workplace of choice due to its strong industry reputation, diverse digital product offerings, and its strategic role in shaping Nepal's telecommunications and digital ecosystem. As a student with a background in finance and investment, I was eager to explore how business strategy, customer behaviour, and data-driven decision-making converge in a fast-paced corporate environment. Ncell provided the ideal platform to gain that exposure.

I was particularly drawn to the Customer Lifecycle Management & Digital Services and Content (CLM & DSC) department, where innovative services like PRBT, Lionsgate OTT, and Beema products were conceptualized, launched, and marketed to millions of users. The idea of contributing to campaigns with real market impact deeply motivated me. I also saw this internship as an opportunity to bridge the gap between classroom theory and workplace application—especially in areas like product communication, campaign analytics, and digital engagement.

Moreover, the opportunity to work with experienced professionals, cross-functional teams, and live digital platforms offered an invaluable chance to gain practical skills, build confidence, and develop clarity in my future career direction—particularly within the domains of marketing, branding, and commercial product development.

1.4 STRATEGIC ANALYSIS OF NCELL AXIATA LIMITED

Organizations should always look to improve. To evaluate Ncell Axiata Limited's competitive position and business environment, I have applied three key strategic analysis tools: SWOT Analysis and Porter's Five Forces Framework, and PESTLE Analysis. These tools help assess the internal capabilities and external pressures influencing Ncell's operations and future direction in Nepal's telecommunications sector.

1.4.1 SWOT Analysis

SWOT analysis is a strategic planning tool used to assess the strengths, weaknesses, opportunities, and threats affecting an organization. It provides a comprehensive framework to evaluate internal capabilities and external factors that influence business success.

Table 1: SWOT Analysis of Ncell Axiata Limited

Strengths <ul style="list-style-type: none"> <input type="checkbox"/> Strong Brand Presence <input type="checkbox"/> Extensive Network Coverage <input type="checkbox"/> Sophisticated Organizational Structure <input type="checkbox"/> Skilled and Experienced Workforce <input type="checkbox"/> Customer-Centric Approach <input type="checkbox"/> High Revenue Contribution 	Weaknesses <ul style="list-style-type: none"> <input type="checkbox"/> Regulatory and Compliance Challenges <input type="checkbox"/> High Operational Costs <input type="checkbox"/> Interdependent Department Workflow <input type="checkbox"/> Market Saturation
Opportunity <ul style="list-style-type: none"> <input type="checkbox"/> 5G Technology Expansion <input type="checkbox"/> Foreign Direct Investment (FDI) <input type="checkbox"/> Digital Transformation & Service Diversification <input type="checkbox"/> Rising Internet & Smartphone Penetration <input type="checkbox"/> Strategic Partnerships & Collaborations 	Threats <ul style="list-style-type: none"> <input type="checkbox"/> Regulatory & Legal Risks <input type="checkbox"/> Technological Disruptions <input type="checkbox"/> Intense Market Competition <input type="checkbox"/> Cybersecurity & Data Privacy Risks <input type="checkbox"/> Shifting Consumer Behavior

Strengths

- ☐ **Strong Brand Presence:** Well-renowned and established brand image across Nepal.
- ☐ **Extensive Network Coverage:** One of the most extensive and reliable telecom networks in Nepal, reaching urban and rural areas.
- ☐ **Sophisticated Organizational Structure:** A well-structured management system ensuring efficient operations and decision-making.
- ☐ **Skilled and Experienced Workforce:** A competent team with industry expertise driving operational excellence.
- ☐ **Customer-Centric Approach:** Continuous efforts to enhance user experience through tailored services and technological advancements.
- ☐ **High Revenue Contribution:** One of the largest taxpayers in Nepal, supporting national development through significant financial contributions.

Weaknesses

- ☐ **Regulatory and Compliance Challenges:** Frequent policy changes and government interventions impacting operations.

□ High Operational Costs: Expensive infrastructure development and maintenance, particularly in remote areas.

□ Interdependent Department Workflow: Complex internal processes that may cause inefficiencies and delays in execution.

□ Market Saturation: Limited growth potential due to an already high penetration rate in urban areas.

Opportunities

□ 5G Technology Expansion: Potential to be an industry leader in launching and commercializing 5G services in Nepal.

□ Foreign Direct Investment (FDI): Ability to attract foreign investors and technology partnerships to enhance service quality and market reach.

□ Digital Transformation & Service Diversification: Expansion into fintech, cloud services, and digital solutions beyond traditional telecom services.

□ Rising Internet & Smartphone Penetration: Increased demand for high-speed internet, data services, and digital connectivity presents a lucrative market.

□ Strategic Partnerships & Collaborations: Potential to form alliances with global tech giants, media companies, and local businesses for innovative service offerings.

Threats

□ Regulatory & Legal Risks: Changing government policies, high taxation, and potential government interventions impacting profitability.

□ Technological Disruptions: The rise of OTT (Over-The-Top) services like WhatsApp, Viber, and Zoom reducing reliance on traditional voice and SMS services.

□ Intense Market Competition: Rivalry with NTC, Smart Cell, and emerging digital service providers posing pricing and service innovation challenges.

□ Cybersecurity & Data Privacy Risks: Increasing risks of cyber threats, requiring stronger data protection measures.

□ Shifting Consumer Behavior: Rapid changes in customer expectations demanding constant innovation and adaptation.

1.4.2 Porter's 5 Forces

Porter's Five Forces is a framework developed by Michael E. Porter that analyzes the competitive forces shaping an industry. It helps businesses understand the market structure and level of competition to develop strategic decisions accordingly.

1. Industry Rivalry (Existing Competitors in the Market) – HIGH

Ncell faces stiff competition from Nepal Saar Doorsanchar Company Limited (NTC) and Smart Cell in Nepal's telecom sector. While NTC dominates the industry with government backing and a large subscriber base, Ncell has been aggressively expanding with competitive pricing, better data services, and innovative marketing strategies.

- ☐ The telecom industry is highly competitive, with both NTC and Ncell continuously improving their services to attract and retain customers.

- ☐ Smart Cell, though smaller, is trying to compete by offering lower-cost data and call packages.

- ☐ Ncell is leading in GSM mobile services, but NTC maintains dominance in overall subscribers due to its legacy infrastructure and government preference.

2. Threat of New Entrants – LOW

The barriers to entry in the telecom sector are high due to:

- ☐ Massive capital investment requirements for network infrastructure and spectrum licenses.

- ☐ Government regulations and restrictions on issuing new telecom licenses.

- ☐ Dominance of existing players (NTC & Ncell), making it difficult for new entrants to gain market share.

Despite these barriers, foreign investment (FDI) opportunities could attract potential new players in the long term. However, no new telecom operators have entered the Nepalese market recently, making the threat of new entrants' low.

3. Threat of Substitute Products – VERY HIGH

The biggest challenge for telecom companies today is substitute services that reduce the need for traditional telecom services:

- ☐ OTT (Over-The-Top) platforms like WhatsApp, Viber, Messenger, Zoom, and Telegram allow users to make calls and send messages over the internet, reducing reliance on mobile networks.

- ☐ Social media apps and free Wi-Fi availability have decreased the necessity for traditional voice calls and SMS services.

- ☐ The rise of cloud-based communication tools and VoIP services means many users prefer data-driven communication over traditional telecom networks.

As more people switch to internet-based communication, telecom companies like Ncell must innovate and offer digital solutions to stay relevant.

4. Bargaining Power of Consumers – HIGH

Consumers in Nepal have multiple telecom options and are highly price sensitive.

Key factors influencing their power include:

- ☐ Availability of alternative service providers (NTC, Smart Cell).
- ☐ Frequent price wars between telecom companies offering competitive data and call packages.
- ☐ Dual-SIM mobile usage, which allows customers to switch providers easily.
- ☐ Growing demand for digital services, forcing telecom providers to offer better data packages and service quality.

With increasing consumer expectations and switching flexibility, the bargaining power of consumers remains high.

5. Bargaining Power of Suppliers – MODERATE

Ncell relies on various vendors and suppliers for telecom infrastructure, software, and distribution networks. However, the company has significant bargaining power due to its market position and strong distributor relationships.

- ☐ Suppliers of network equipment (e.g., Huawei, Ericsson) hold moderate power, as Ncell depends on them for maintaining and upgrading its telecom infrastructure.
- ☐ Ncell's reliance on international telecom equipment providers means currency fluctuations and supply chain disruptions can impact costs.

Overall, supplier power remains moderate, with global dependencies and competitive distributor contracts balancing the equation.

1.4.3 PESTLE Analysis

PESTLE analysis (also known as PESTEL) is a strategic tool used to assess the macro-environmental factors that impact an organization. It evaluates Political, Economic, Social, Technological, Legal, and Environmental factors influencing a business.

1. Political Factors

Ncell operates in a highly regulated industry where government policies, telecom regulations, and taxation laws significantly affect its operations. The Nepal Telecommunication Authority (NTA) sets policies related to spectrum allocation, pricing regulations, and service licensing. Additionally, legal disputes related to taxation and ownership changes have affected Ncell's market reputation.

2. Economic Factors

Nepal's economic conditions, exchange rate fluctuations, inflation rates, and interest rates directly influence consumer spending and telecom industry growth. As Nepal's GDP growth fluctuates, consumer purchasing power also shifts, affecting demand for premium mobile services. While Nepal's mobile penetration rate is high, price-sensitive consumers often switch providers based on affordability, influencing Ncell's revenue streams. Additionally, foreign direct investment (FDI) policies impact network expansion and infrastructure investments.

3. Social Factors

With Nepal's growing digital adoption, Ncell plays a crucial role in connecting rural and urban communities through mobile and internet services. The company promotes diversity and inclusivity in the workplace, offering maternity-friendly policies, childcare facilities, and employee engagement programs. Through Corporate Social Responsibility (CSR) initiatives, Ncell invests heavily in health, education, and environmental sustainability. Notably, mobile internet usage, e-commerce, and digital payments are rising, influencing consumer behavior and telecom demand.

4. Technological Factors

The telecom industry is evolving rapidly, requiring constant technological advancements and innovation. Ncell continues to expand its 4G network and prepare for 5G rollout to maintain competitiveness. As digital services such as cloud computing, IoT, and AI-driven customer engagement grow, Ncell must invest in Research & Development (R&D) to stay ahead. Additionally, the rise of Over-the-Top (OTT) platforms like WhatsApp and Viber poses a threat to traditional telecom revenue models, forcing Ncell to diversify its digital offerings.

5. Legal Factors

Legal challenges and compliance with government regulations remain critical for Ncell. The company must adhere to taxation laws, corporate governance policies, and data protection regulations. Additionally, cybersecurity laws and consumer protection regulations are becoming more stringent, requiring greater focus on data privacy and service transparency.

6. Environmental Factors

Sustainability and eco-friendly practices are becoming essential in the telecom industry. Ncell is reducing its carbon footprint by minimizing plastic use, implementing e-

billing, and promoting energy-efficient network infrastructure. The company provides eco-friendly workplace initiatives, such as dishwashing facilities to reduce single-use plastics.

1.5 OBJECTIVES OF THIS COOPERATIVE STUDY

The objective of this cooperative studies report is to document, reflect on, and evaluate the practical knowledge and experience gained during my 16-week internship at Ncell Axiata Limited. This report serves as a bridge between academic learning and real-world application, highlighting how theoretical concepts from finance and marketing were applied in a real corporate environment.

The significance of this report lies in its ability to showcase my professional development and contributions within one of Nepal's leading telecommunications companies. By working across multiple digital services and promotional campaigns, I was able to understand the inner workings of product strategy, user engagement, and market communication in a competitive industry. Writing this report allows me to consolidate those experiences, identify my strengths and areas for growth, and evaluate the value I brought to the organization through specific tasks and responsibilities.

Moreover, I chose this role because of my interest in digital products, campaign strategy, and customer engagement. This internship gave me the opportunity to explore these areas in depth, confirming my enthusiasm for the field and helping me better define my future career direction.

CHAPTER 2

CO-OP STUDY ACTIVITIES

This chapter highlights my work experience at Ncell Axiata Limited, focusing on the activities and tasks undertaken during my 16-week internship. It provides a detailed overview of my job description, daily responsibilities, collaborative activities with co-workers, and the structured workflow I followed. Each key responsibility is also illustrated with a job process diagram. Finally, the chapter discusses my specific contributions as a Co-Op student and how I supported the goals of the Digital Services and Content team under the Commercial Division.

2.1 JOB DESCRIPTION

During my internship at Ncell Axiata Limited, I was placed within the Customer Lifecycle Management & Digital Services and Content (CLM & DSC) department under the Commercial Division. This unit is responsible for the development, testing, and promotion of digital products and services that enhance user engagement and drive revenue generation. My role as an intern was to support digital communication strategy, campaign development, and operational coordination across a variety of digital platforms.

I worked on key products such as PRBT (Personal Ring Back Tone), Lionsgate OTT content, Beema insurance services, Project Delta (micro-payment integration), and platforms like SMS Guru, MOMO App, Limited Sadhain On pack, Event voting service and Ramailo Games. These products span different categories including entertainment, insurance, gaming, and financial services. My work included supporting user segmentation, drafting promotional content, preparing product documentation, coordinating with IT and branding teams, and contributing to monthly campaign performance analysis.

My primary job description was to support the development and promotion of several key digital products and services, including but not limited to:

- **PRBT (Personal Ring Back Tone):** curating music content, planning SMS and OBD campaigns, and conducting engagement analytics.
- **Lionsgate OTT Promotion:** assisting with campaign rollout for the exclusive entertainment partnership provided to Sadhain ON 799+ and corporate users.

□ **Beema Products:** contributing to the marketing strategies for bundled offerings such as *Data Sangai Beema*, *Data Sangai Beema Plus*, *Phone Beema*, and *Roaming Sangai Beema*.

□ **Project Delta:** supporting backend coordination for the integration of a micro-payment gateway that would enable instalment-based data purchases.

□ **SMS Guru & SMS Alerts** – helping with content curation, segment selection, and product testing for SMS-based news services.

□ **Gaming Platforms:** assisting in promotional planning and testing for HTML-based services like *Ramailo Games*, *Droid Games*, *Halocell Games*, *XGames*, and *Premium Games*.

This position gave me firsthand exposure to product lifecycle management in a real business setting—ranging from ideation and messaging to UAT (User Acceptance Testing) and post-launch conversion reporting. It also allowed me to build professional communication skills and understand the internal coordination required to launch and promote scalable digital services.

2.2 JOB RESPONSIBILITIES AND WORK DUTIES

My day-to-day responsibilities at Ncell Axiata Limited covered a diverse range of tasks across digital product communication, campaign execution, and inter-departmental coordination. I was assigned work that contributed to live product promotion, backend content testing, and customer engagement through multiple digital channels.

A core part of my role involved drafting broadcast content for SMS, Out-Bound Dialer (OBD), and in-app notifications. Each communication piece had to align with brand guidelines, product objectives, and user segmentation. After drafting, I submitted the content to the Customer Experience (CX) team for validation and approval before testing and launching the final broadcast via Broadcast Portal.

I was also involved in system testing and user experience validation. This included verifying campaign activation messages, checking for tone playback functionality (in PRBT), and ensuring correct price deductions across test SIM cards. These test cases helped validate that customer-facing campaigns were error-free and functionally sound before full rollout.

Beyond day-to-day campaign support, I assisted in larger projects such as User Acceptance Testing (UAT) for Project Delta, including tracking pack behaviour, subscription flow, and payment logic testing. I contributed to the creation of Product Requirement

Documents (PRD), which outlined features, pricing, and customer journey flows—essential for the internal go-to-market strategy.

Furthermore, I maintained and analysed campaign performance data, particularly for PRBT and Lionsgate promotions. I prepared monthly conversion reports, compared results across different broadcast methods, and suggested improvements for targeting and timing.

While my work was mostly technical and content focused, I also proposed improvements to internal systems. For example, I recommended enhancing targeting input features within the internal portal and contributed to the development of in-app image-based pop-up notifications, which significantly improved user engagement.

Overall, my responsibilities extended beyond routine intern tasks and allowed me to take ownership of live campaigns, test complex workflows, and contribute meaningfully to product performance.

2.3 ACTIVITIES IN COORDINATING WITH CO-WORKERS

Throughout the course of my internship at Ncell Axiata Limited, one of the most rewarding aspects of my role was the opportunity to collaborate closely with a diverse group of professionals across multiple departments. Effective communication and teamwork were vital to the success of the campaigns and products I worked on, especially since each initiative required input and execution from multiple stakeholders.

On a day-to-day basis, I worked under the guidance of Mr. Prakash Ghimire (Expert) and Mrs. Milee Shrestha (Senior Specialist), who provided direction and feedback on tasks ranging from content creation to campaign execution. I also worked closely with Mr. Bibhushan Bajracharya (Manager, CLM & DSC), who oversaw the broader project strategies and reviewed overall product performance. In addition to my core team, I regularly coordinated with other internal departments such as the Customer Experience, IT/Technical, Creative/Design, and Data & Analytics teams.

Coordination involved frequent back-and-forth discussions, often beginning with a campaign brief or task assignment, followed by internal content drafting and multiple rounds of revisions based on feedback. For example, once I create SMS or in-app promotional messages, I would send them to the Customer Experience team for review to ensure clarity, compliance, and user-friendliness. Once approved, I worked with the IT team, to test and schedule broadcast deliveries, especially for IVR configurations for OBDs.

For segmentation-based targeting, I collaborated with the Data Analyst to request and verify customer lists based on predefined criteria. Similarly, I worked with members of the

Customer Experience Admin & Security team to ensure timely in-app notifications and voice broadcasts.

Moreover, I frequently interacted with branding team for the creation and scheduling of social media posts, particularly for campaigns such as Musical Friday, NSL anthem promotions, and Lionsgate movie releases. This required cross-verifying creative assets with messaging content to maintain alignment and branding consistency. In addition, I coordinated with third-party partners like Lionsgate India, PRBT content vendors, and Project Delta platform developers to follow up on promotional approvals, creative materials, and technical integration.

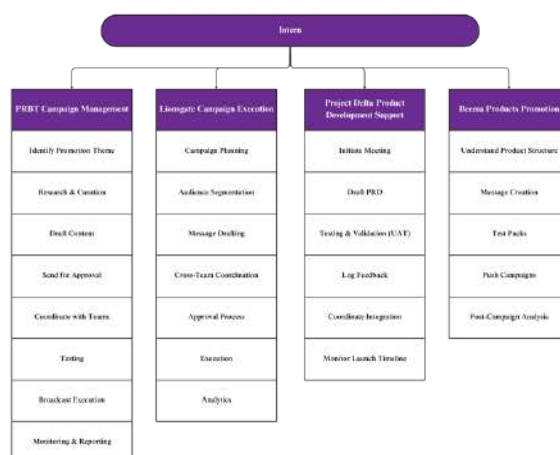
One of the highlights of my coordination efforts was leading meetings and aligning multiple stakeholders for the Project Delta product launch. This involved drafting meeting agendas, recording feedback from developers and marketers, and initiating follow-ups to close technical gaps and ensure compliance with promotional timelines.

Overall, these collaborative experiences allowed me to strengthen my communication skills, manage deadlines across departments, and understand how large-scale corporate projects are executed through collective effort and strategic alignment.

2.4 JOB PROCESS DIAGRAM

During my internship at Ncell, I was actively involved in several structured workflows that supported product promotion, user engagement, and service testing. Below is a detailed explanation of the key processes I handled, which are also visually represented in Figure 3 as Job Process Diagram.

Figure 3: Job Process Workflow During Internship



Note. Illustrates the key steps and activities followed throughout the internship, covering campaign planning, coordination, execution, and reporting.

A. PRBT Campaign Management

Task: Curating, preparing, and executing PRBT (Personal Ring Back Tone) promotional campaigns.

Process:

1. **Identify Promotion Theme** – Weekly or event-based (e.g., Musical Friday, Artist of the Week, Festivals).
2. **Research & Curation** – Select relevant songs based on trends, upcoming events, or seasonal moods.
3. **Draft Content** – Create SMS, OBD, and in-app notification messages with appropriate tone, language, and call-to-action.
4. **Send for Approval** – Share the drafts with the Customer Experience team for feedback and approval.
5. **Coordinate with Teams** – Work with the design team (for creatives), technical team (for OBD/IVR setup), and data team (for segmentation).
6. **Testing** – Test PRBT tone activation, message delivery, and technical flows in the system.
7. **Broadcast Execution** – Schedule and execute messages across platforms (SMS, OBD, USSD, in-app).
8. **Monitoring & Reporting** – Track user activations, analyse conversion data, and prepare performance reports.

B. Lionsgate Campaign Execution

Task: Promote Lionsgate content via digital channels to Sadhain ON 799+ and corporate users.

Process:

1. **Campaign Planning** – Select featured content (e.g., movies or trailers), identify timing and promotional goals.
2. **Audience Segmentation** – Request MSISDN lists of eligible users based on subscription packs.
3. **Message Drafting** – Create engaging SMS and in-app notifications.
4. **Cross-Team Coordination** – Coordinate with Sarita Didi for creatives, with the IT team for configuration, and with Lionsgate for branding alignment.
5. **Approval Process** – Ensure all content passes internal compliance checks.
6. **Execution** – Schedule SMS/OBD/app alerts via the internal portal or assigned platforms.
7. **Analytics** – Review user engagement metrics such as clicks, tone activations, and viewership.

C. Project Delta Product Development Support

Task: Assist in launch planning and integration of a micro-payment gateway system.

Process:

1. **Initiate Meeting** – Schedule and host product meetings with cross-functional stakeholders.
2. **Draft PRD** – Create the Product Requirement Document detailing activation logic, pricing structure, and pack details.
3. **Testing & Validation (UAT)** – Perform end-to-end tests on subscription flow, renewal logic, exclusivity, and expiry triggers.
4. **Log Feedback** – Report bugs and share real-time updates with the IT and developer teams.
5. **Coordinate Integration** – Align backend requirements with frontend promotional goals.
6. **Monitor Launch Timeline** – Track progress and ensure timely rollout.

D. Beema Product Promotion (Data + Insurance Bundles)

Task: Promote products such as Data Sangai Beema, Beema Plus, and Phone Beema.

Process:

1. **Understand Product Structure** – Study plan features like pricing, coverage, validity, and eligibility.
2. **Message Creation** – Craft SMS, OBD, and in-app messages in simple and persuasive language.
3. **Test Packs** – Use internal numbers to test activation flows and correct errors.
4. **Push Campaigns** – Launch messages to selected segments through various platforms.
5. **Post-Campaign Analysis** – Evaluate activations and conversions, compile insights for future improvements.

E. Monthly Conversion Report

Task: Prepare monthly conversion reports comparing digital campaign performance.

Process:

1. **Extract Campaign Data** – Collect statistics from each platform (SMS, OBD, In-App).
2. **Compare with Past Performance** – Benchmark metrics against previous months.
3. **Identify Trends** – Note high-performing content types, regions, or segments.
4. **Create Presentation** – Summarize findings in a structured document.
5. **Share with Team** – Present key learnings during internal meetings.

2.5 CONTRIBUTIONS AS A CO-OP STUDENT IN THE COMPANY

During my internship at Ncell Axiata Limited, I was entrusted with critical responsibilities that went far beyond those typically expected of a student intern. My contributions were not limited to task execution alone; I played a proactive role in campaign ideation, product testing, cross-departmental coordination, and post-campaign analytics. Through this experience, I was able to directly support the Customer Lifecycle Management & Digital Services and Content (CLM & DSC) team's goals while growing my professional skill set.

One of my most notable contributions was the independent handling of the PRBT (Personal Ring Back Tone) portfolio. From curating weekly content such as *Musical Friday* and *Artist of the month*, to drafting SMS and OBD messages, coordinating with technical teams, and executing nationwide broadcasts—this end-to-end management role gave me the opportunity to make strategic decisions and see their real-time impact on user engagement.

Another significant achievement was leading the Lionsgate content partnership promotions. I handled the planning and execution of SMS and in-app campaigns targeting

Sadhain On 799+ and corporate SIM users. This included creating campaign messaging, collaborating with design teams, ensuring branding consistency, and tracking engagement performance—all of which I managed with minimal supervision.

Perhaps my most impactful involvement was in the Project Delta product launch, where I not only initiated and led internal meetings but also authored the Product Requirement Document (PRD) and coordinated User Acceptance Testing (UAT). I communicated with external vendors and internal developers, logged bugs, and recommended feature improvements, especially around user experience and subscription logic. My ability to identify critical issues like plan overlaps and propose solutions added tangible value to the product development lifecycle.

Furthermore, I took the initiative to compile monthly conversion reports that measured the effectiveness of campaigns executed via SMS, in-app notifications, and OBD. By analysing these reports, I was able to identify trends, highlight high-performing segments, and contribute recommendations that supported the team's decision-making processes.

Beyond technical outputs, I brought strategic thinking, ownership, and reliability to every task I was assigned. I consistently met deadlines, followed through on campaign implementation, and ensured that all communication was reviewed, tested, and performance-tracked before going live. My active participation in high-level meetings, suggestions for creative campaigns (e.g., NSL tie-ins, festival promotions), and close collaboration with multiple teams showcased my adaptability and contribution as a true extension of the CLM & DSC team.

In essence, I was able to apply my academic learning in a real-world setting, add measurable value to live commercial campaigns, and walk away with not only skills but also the confidence that my work contributed meaningfully to Ncell's digital engagement strategies.

CHAPTER 3

LITERATURE REVIEW

The purpose of this chapter is to contextualize my internship experience within the theoretical frameworks studied during my undergraduate program. It examines academic literature and strategic models relevant to my work at Ncell, focusing on digital marketing practices in the telecom industry and innovation strategies for digital product deployment. Frameworks such as Kolb's Experiential Learning Theory, SWOT analysis, and the AIDA model are used to bridge classroom learning with professional practice. This chapter supports a deeper understanding of the organizational strategies employed and the relevance of academic knowledge in real-world business operations.

3.1 DIGITAL MARKETING STRATEGIES IN THE TELECOM

The telecommunications industry has experienced a significant transformation through the adoption of digital marketing strategies, which now serve as critical tools for customer acquisition, engagement, and retention. With the increasing use of smartphones and internet access in emerging markets such as Nepal, telecom companies like Ncell have diversified their marketing mix beyond traditional advertising channels to include SMS broadcasts, in-app notifications, outbound dialer (OBD) messages, and USSD push services. These platforms allow real-time communication with segmented customer groups and have become vital to promoting services such as PRBT, OTT subscriptions, and value-added insurance bundles.

Digital marketing in the telecom context is best understood through the lens of the AIDA model—Attention, Interest, Desire, and Action—originally developed by Strong (1925). This model is commonly used to design conversion-oriented communication flows. For example, promotional broadcasts and push notifications aim to capture attention with culturally resonant hooks, generate interest through brief service descriptions, stimulate desire by highlighting benefits (e.g., entertainment, insurance, or discounts), and prompt action using direct activation methods such as USSD codes or app links. In my role, I consistently applied this framework while drafting promotional content and segmenting messages for PRBT, Lionsgate, Beema campaigns, etc.

Moreover, scholars such as Pashkevich and Sundararajan (2018) emphasize that telecom users respond more positively to contextualized, behavior-driven digital marketing, particularly in SMS or mobile environments. Campaigns that are tailored based on language,

regional preferences, or user history tend to outperform generic messages. During my internship, this insight was directly validated through performance tracking—regionally segmented campaigns and festival-based themes showed markedly higher engagement.

In addition to SMS and OBD, USSD push messages play a unique role in the marketing ecosystem. These zero-balance-compatible messages allow telecom operators to reach users even in the absence of data or app usage. I contributed to several USSD-based promotional pushes, such as campaigns for PRBT, ensuring reach across device types and subscriber profiles.

Taken together, these multi-channel strategies represent an integrated approach to digital customer engagement in the telecom industry—one that is especially effective in high-penetration, price-sensitive markets.

3.2 PRODUCT INNOVATION AND GO-TO-MARKET (GTM) STRATEGY

Product innovation in telecommunications often focuses on creating value-added services that are either bundled with core offerings or delivered via digital platforms. The Go-to-Market (GTM) strategy encompasses the structured process by which these products are introduced to the market. This typically includes user need analysis, product positioning, pricing models, channel selection, testing, and post-launch feedback loops (Kandampully, Zhang, & Bilgihan, 2015). My work on Project Delta, a micro-payment integration platform still in its development phase, involved multiple aspects of this GTM process—from drafting the Product Requirement Document to leading User Acceptance Testing (UAT) and preparing internal launch documentation.

Unlike existing products such as the Beema insurance plans—which had already been operational—the Project Delta product required careful planning, system testing, and stakeholder coordination. The development process also required cross-functional collaboration with IT engineers, customer experience specialists, and external vendors to ensure that activation logic, pricing, and renewal workflows were functioning correctly. According to Rogers (2003), the Diffusion of Innovations Theory suggests that user adoption of new technologies depends on factors such as relative advantage, compatibility, and ease of use. My involvement in user journey refinement and push notification design directly supported these adoption criteria.

Additionally, strategic tools such as the SWOT analysis are essential in GTM planning. SWOT—standing for Strengths, Weaknesses, Opportunities, and Threats—is used to evaluate both internal and external factors that influence product rollout success (Gürel &

Tat, 2017). In Ncell's context, strengths such as strong brand reputation, market leadership, and an extensive technical infrastructure provide a solid foundation for product innovation. However, weaknesses including system bottlenecks, limited broadcast capacity, and complex campaign approval workflows sometimes posed constraints during implementation.

Externally, rising smartphone penetration and strategic partnerships (e.g., with Khalti) present significant opportunities, whereas regulatory delays and increasing OTT competition remain threats.

Therefore, a successful GTM approach in telecom must address these multi-dimensional challenges, combining market insight, product testing, and strategic communication. My participation in the Project Delta development cycle and campaign messaging initiatives allowed me to engage with these principles directly, offering a practical extension to the theoretical models learned in the classroom.

3.3 EXPERIENTIAL LEARNING IN A CO-OPERATIVE EDUCATION CONTEXT

The practical experience gained through this internship aligns closely with the Kolb Experiential Learning Cycle, which outlines a four-stage process: Concrete Experience, Reflective Observation, Abstract Conceptualization, and Active Experimentation (Kolb, 1984). Each stage was evident during my placement at Ncell. Tasks such as campaign planning, system testing, and UAT represented concrete experiences. Weekly report writing and performance reviews encouraged reflective observation, while identifying system inefficiencies or messaging improvements required abstract conceptualization. Finally, proposing and executing enhancements—such as introducing image-based push notifications or improving internal portal workflows—reflected active experimentation.

This experiential learning framework emphasizes the integration of knowledge through direct involvement rather than passive instruction. According to Linn, Howard, and Miller (2004), cooperative education enhances students' ability to apply academic theory to real-world problems, thereby improving both technical proficiency and critical thinking. In my case, the transition from academic learning—such as SWOT, customer segmentation, and digital marketing models—to direct application in live corporate campaigns exemplified the value of such integration.

Moreover, the internship cultivated transferable competencies such as stakeholder communication, data interpretation, and project coordination, which are not easily taught in traditional classroom settings. By aligning my activities with both business goals and user-

centric marketing frameworks, I was able to contribute meaningfully while simultaneously enhancing my professional development.



CHAPTER 4

LEARNING PROCESS

This chapter reflects on the key problems and challenges encountered during my internship and the strategies used to address them. It outlines how theoretical knowledge and research-informed practices were applied to real-world situations. Additionally, I offer personal insights into the skills and knowledge gained, as well as how I applied academic coursework in a corporate context. The chapter concludes with practical recommendations for the company to enhance its internal systems and improve future Co-Op engagements.

4.1 PROBLEMS AND ISSUES OF THE COMPANY

During my internship at Ncell Axiata Limited, I encountered several operational and technical challenges that provided valuable insights into the complexities of managing large-scale digital campaigns and product communications in a fast-paced telecommunications environment.

One of the most significant issues I observed was a temporary disruption in the PRBT (Personal Ring Back Tone) system, which affected campaign schedules and customer experience. Although the issue was eventually resolved, the incident underscored the importance of robust system monitoring and rapid response mechanisms to minimize service interruption and maintain user satisfaction.

Another technical challenge involved the configuration of outbound dialer (OBD) messages used for campaign promotion. I recommended optimizing the call flow logic and reducing the wait duration between message segments to enhance engagement and improve the overall customer experience.

The internal campaign management platform, used for submitting broadcast requests, could benefit from additional features to streamline campaign planning and approval. There were occasional misunderstandings related to target group clarity, which created coordination inefficiencies during the request process. I proposed improvements in the interface, including summary fields to help clarify campaign parameters at submission—enhancing transparency and reducing communication loops.

Resource allocation also presented a recurring challenge, especially given the limited capacity for OBD and SMS broadcasts. Since multiple teams operated on shared systems, scheduling occasionally led to campaign delays or the need to split broadcasts over multiple days. Although I planned my communications in advance, this limitation reduced

flexibility—particularly when trying to respond quickly to trending topics or last-minute opportunities.

Additionally, the clarity and structure of customer-facing messages proved to be essential. Minor ambiguities in message wording could lead to user confusion or complaints. Each communication required thorough crafting, internal review, and careful testing. Even with these layers of approval, the fast-paced nature of campaign execution occasionally allowed small miscommunications to pass through. This reinforced the importance of clear, culturally sensitive, and compliance-aligned communication.

Lastly, due to role-based access controls, interns had limited visibility into real-time performance dashboards beyond certain product lines like PRBT. While I was able to request performance data from product owners or external vendors, the lack of immediate access sometimes delayed decision-making or performance evaluations for live campaigns.

Collectively, these challenges highlighted the importance of system optimization, interdepartmental coordination, and agile resource planning in supporting effective campaign execution. At the same time, they offered valuable learning opportunities in troubleshooting, process improvement, and stakeholder communication—skills essential for any professional in the digital marketing and telecom domains.

4.2 SOLVING THE PROBLEM

To address the challenges encountered during my internship, I adopted a solution-oriented approach that combined direct communication with team members, system-based recommendations, and practical application of academic knowledge. Each issue presented a learning opportunity and required cross-functional collaboration, along with an understanding of technical, operational, and strategic considerations.

One of the first areas I focused on was improving clarity in campaign request submissions within the internal portal system. During campaign planning, I noticed that insufficient detail around target group definitions sometimes led to approval delays. I proposed the introduction of a summary field in the internal portal form to clearly outline segmentation logic during campaign submission. To support this initiative, I collaborated with an engineer from the Technology & IT Department and a specialist from the Customer Experience Admin & Security team. Through formal communication and structured follow-ups, I was able to secure preliminary support for the enhancement, demonstrating the value of professional communication and cross-departmental alignment in driving small but meaningful system improvements.

In parallel, I proposed enhancing the company's mobile app notifications by incorporating visual elements—a practice widely adopted by global telecom and OTT brands to boost user engagement. At the time, notifications were predominantly text-based, which limited their visual appeal. Recognizing the opportunity for improvement, I shared the idea with a project lead responsible for digital experience and campaign implementation. The suggestion was well received, and exploratory work began on introducing rich media notifications, contributing to a more engaging and modernized communication strategy.

I also paid special attention to the clarity and impact of customer-facing messages. Since ambiguities in promotional content could lead to user confusion or dissatisfaction, I focused on using clear language, structured formats, and regionally appropriate vocabulary. I engaged in iterative version testing and stakeholder reviews to refine messages before broadcast, ensuring that all communications met both regulatory and experiential standards.

To help address the technical challenge in outbound dialer (OBD) tone playback—I tested timing flows and recommended shortening the audio buffer. Additionally, I suggested the inclusion of pre-roll instructions to guide users during call playback. While full implementation was dependent on future system upgrades, the feedback was passed on to the relevant technical team for consideration in upcoming configurations.

Lastly, in light of restricted access to internal performance dashboards, I took initiative by coordinating with relevant team members and vendor partners to obtain essential campaign metrics. For example, I regularly received performance data related to PRBT campaigns and used it to identify trends and compile insights for my reporting. In cases where automated dashboards were unavailable, I developed Excel-based tracking sheets aligned with coursework techniques in data interpretation—supporting performance evaluation and decision-making on a campaign level.

Through these initiatives, I was able to contribute proactively to process improvements while strengthening my understanding of system architecture, communication design, and performance analytics in a telecommunications context.

4.2.1 Theoretical and Research-Based Approaches to Problem Solving

In addition to practical and collaborative efforts, some of the challenges I encountered during the internship at Ncell were approached with a foundational understanding of academic theories and previous practices, primarily through internal discussions and contextual adaptation of classroom concepts. Although I did not directly cite or apply formal models during problem-solving, my awareness of relevant theoretical frameworks such as the

AIDA model, SWOT analysis, and Kolb's Experiential Learning Cycle provided a mental framework for how to assess issues and communicate solutions clearly and effectively.

For instance, the segmentation issue in the internal portal system required an understanding of how clearly defined targeting criteria can impact the relevance and performance of a campaign—an idea grounded in segmentation theory from marketing. While developing a solution, I observed how key internal stakeholders, such as a specialist from the Customer Experience Admin & Security team and an engineer from the Technology & Information Technology Department, applied structured decision-making based on system usability and campaign efficiency. Through follow-up meetings and formal emails, I engaged in solution-driven communication, which reflected organizational problem-solving practices.

Moreover, informal interviews and routine discussions with supervisors such as Mr. Prakash Ghimire and Mrs. Milee Shrestha were instrumental in shaping my understanding of how campaign bottlenecks were usually handled at Ncell. Their experience helped me contextualize issues related to approval delays, segmentation confusion, and system limitations. Though these were not formal research interviews, they represented an important transfer of professional insight. The collective input of these internal mentors guided me in crafting suggestions like introducing visual push notifications or pre-roll instructions for OBD campaigns.

In this way, while I did not conduct formal academic research or interviews, the resolution of problems during the internship was informed by applied learning, industry mentoring, and reflective adaptation of classroom knowledge to a corporate environment.

4.3 RECOMMENDATIONS TO THE COMPANY

Based on my challenges and observations during my internship experience in the Customer Lifecycle Management & Digital Services and Content (CLM & DSC) department at Ncell Axiata Limited, I would like to propose a set of practical recommendations aimed at improving system efficiency, communication flows, and user experience across platforms.

Improve Internal System Functionality:

The internal portal system could be further enhanced with built-in tools to simplify audience selection and campaign targeting. These improvements would help reduce manual efforts, improve precision, and accelerate the overall setup process for promotional broadcasts. Introducing flexible input fields or automated selection options would also minimize approval delays and streamline campaign configuration.

Additionally, the outbound dialer (OBD) configuration could be optimized to reduce audio playback delays after call pickup. Shortening this lag time would enhance the user experience and lower the risk of call drop before the message is delivered. Potential adjustments may include optimizing audio file handling or improving system queue logic for faster execution.

Enhance Access to Analytics and Performance Dashboards:

Interns working in campaign coordination roles should be provided controlled access to real-time dashboards for key product KPIs—such as activation rates, revenue trends, and engagement data. This would reduce dependency on product owners for basic performance data and empower them to take more ownership of their assigned projects.

In-app performance metrics—like click-through rates (CTR) and view counts for notifications—could also be made available through internal reporting dashboards. Having access to such insights would help campaign teams optimize content style, delivery time, and audience segmentation.

Streamline Broadcast Scheduling Workflow:

To reduce campaign execution delays, a shared cross-departmental broadcast calendar should be introduced. This would help all campaign owners reserve time slots in advance and reduce overlaps or missed broadcast opportunities. A confirmation or auto-approval protocol can also be introduced for repetitive campaigns (e.g., Musical Friday), allowing them to be scheduled with fewer approvals.

Expand Onboarding and Training for Interns:

While I learned extensively on the job, having a formal onboarding or short training period at the beginning of the internship would help future interns become familiar with essential internal systems and workflows more efficiently. Even a one-day orientation session covering platform navigation, campaign processes, and collaboration protocols would provide early clarity and enhance productivity from the outset.

Encourage Intern-Led Innovation Initiatives:

Interns often bring a fresh perspective. My idea of introducing Push App notifications—modeled after global industry practices—was well received and is now being tested. Creating space for interns to present feedback and propose system or UX improvements through bi-weekly idea sessions could lead to low-cost, high-impact innovations.

4.4 LEARNINGS DURING THE CO-OP STUDIES

My 16-week internship at Ncell Axiata Limited as part of the Co-Operative studies program has been an invaluable learning experience that helped me bridge academic theory with real-world practice. Throughout the duration of my placement, I acquired a deep understanding of the inner workings of a leading telecommunications company and developed both professional and personal competencies that I will carry forward into my future career.

Professionally, I learned the importance of cross-functional collaboration, as almost every campaign or project I contributed to involved coordination with multiple teams—ranging from IT and Customer Experience to Branding, Security, and Creative. I gained insight into how interdepartmental workflows align to meet campaign timelines, compliance standards, and user expectations. I also learned to work within structured corporate processes, including formal approval systems, escalation protocols, and performance reviews. This taught me the value of planning ahead, meeting deadlines, and executing campaigns with precision under limited turnaround time.

On the technical side, I became proficient in tools and platforms essential for digital marketing and telecom operations. These included the Internal portal for managing SMS/OBD broadcasts, the PRBT system for content configuration, and internal platforms for campaign tracking and UAT (User Acceptance Testing). In addition, I enhanced my existing skills in widely used software such as Microsoft Excel, Word, PowerPoint, and tools like Notepad++, which I used for formatting content during message development. I also applied advanced Excel functions to track conversions, identify trends, and prepare campaign reports.

Beyond technical expertise, I experienced significant personal growth. Working in a high-pressure, fast-paced environment helped me become more confident, adaptable, and assertive. My ability to present ideas during meetings, communicate with senior-level professionals, and take ownership of end-to-end campaigns helped me refine my public speaking, decision-making, and problem-solving abilities. The process of drafting impactful messages, interacting with vendors, and managing stakeholder expectations also contributed to my growth as a well-rounded communicator and strategic thinker.

Overall, the co-op experience at Ncell provided me with a holistic view of corporate operations, allowed me to apply classroom knowledge in meaningful ways, and gave me the tools and mindset required to thrive in a professional business environment.

4.5 APPLYING KNOWLEDGE FROM COURSEWORK

During my internship at Ncell Axiata Limited, I was exposed to a wide range of technical tools, internal systems, and real-world marketing operations that were entirely new to me prior to joining the company. While I had working knowledge of standard programs like Microsoft Excel, Word, and PowerPoint, most of the platforms I engaged with—such as the Internal portal, the PRBT system, and User Acceptance Testing (UAT) frameworks—were completely unfamiliar at the start of my placement.

One of the most valuable technical skills I developed was the ability to work with telecom-specific systems to plan, configure, and execute SMS, OBD (Outbound Dialer), and in-app notification campaigns. I learned about implementation of segmentation users based on. Additionally, I gained expertise in writing highly structured, concise, and regulatory-compliant communication scripts—a task that required a keen understanding of customer behaviour and internal guidelines.

Beyond tools, I also gained in-depth product knowledge across a wide portfolio of services including PRBT (Personal Ring Back Tone), Lionsgate OTT content, insurance bundles like Data Sangai Beema, and Project Delta's micro-payment model. I now understand how these services are packaged, promoted, tested, and activated within a telecom ecosystem, from both the technical backend and the customer-facing front.

Furthermore, I developed my skills in quality assurance and UAT testing, which involved checking subscription logic, identifying errors in expiry and activation flows, and collaborating with developers and IT engineers to ensure system integrity. These hands-on tasks gave me confidence in handling complex workflows and sharpened my attention to detail.

Prior to this internship, I had never taken ownership of such tasks or worked within a corporate digital product environment. By the end of my co-op term, I was not only contributing independently but also proposing improvements and managing entire campaign cycles from ideation to execution. These experiences have equipped me with a specialized skill set that bridges technical capability with strategic thinking—skills that are directly applicable in the fields of telecom, digital marketing, and business product development.

4.6 SPECIAL SKILLS AND TECHNICAL FUNCTIONS GAINED DURING THE INTERNSHIP

Throughout the internship, I acquired several technical skills and hands-on knowledge that enhanced my understanding of telecom operations and prepared me for future roles in marketing and product management.

One of the core systems I worked with was the Internal portal—a platform used to schedule and submit campaign requests. I became confident in drafting promotional content within the required character and compliance constraints and aligning it with segmentation filters based on different criteria. While internal portal was used primarily for content execution, I also worked with various teams to test message behaviour before live rollout.

Additionally, I participated in User Acceptance Testing (UAT) for the Project Delta product using its dedicated staging website and mobile application. I performed tests related to subscription, exclusive access flags, and pricing logic. I documented errors, identified potential user experience issues, and shared feedback with developers—strengthening my familiarity with structured testing workflows and backend-to-frontend validation.

One of my most technically engaging initiatives was building a “Promotion 3D Model Dashboard” using Microsoft Excel to track and compare the promotional impact of services like NSC Games Guru, NSC Ramailo Games, GoFluential, and PRBT. The dashboard aimed to visualize performance across various promotional channels, including BI dashboards, in-app notifications, SMS, Direct Advertising (D.A.), standees, leaflets (POS materials), social media (S.M.), and digital ads. Though still in a prototype phase, I used pivot tables, lookup functions, slicers, and filters to make the dataset dynamic and insightful. This exercise introduced me to data consolidation techniques and highlighted the importance of unified reporting in performance-driven marketing.

Moreover, I supported the preparation of Product Requirement Documents (PRDs) for new products like Project Delta, where I helped outline plan details, pricing structure, eligibility criteria, and technical flow. This involvement gave me insight into how business logic is translated into executable telecom products.

Together, these experiences helped me develop practical skills in campaign configuration, testing logic, cross-channel performance reporting, and internal documentation—skills that align closely with real-world digital marketing and product operations in the telecom sector.

CHAPTER 5

CONCLUSION

In the final chapter, I summarize the highlights of my internship and provide a critical self-assessment of my work experience. The section discusses how the internship contributed to my career development, personal growth, and understanding of the telecommunications industry. I also identify limitations encountered during the internship and provide actionable recommendations for both the company and future Co-Op programs to enhance intern integration and project effectiveness.

5.1 SUMMARY OF HIGHLIGHTS OF CO-OP STUDY

My Co-Op internship at Ncell Axiata Limited was filled with diverse and rewarding experiences that contributed significantly to my academic, professional, and personal development. One of the most fulfilling aspects of the internship was having the opportunity to independently lead multiple digital campaigns, including those for *Lionsgate*, *Roaming Sangai Beema*, *PRBT*, and the internal pre-launch stages of the *Project Delta* product. These experiences not only sharpened my communication and coordination skills but also allowed me to make tangible contributions to live projects with real customer impact.

A standout moment in my journey was when I created a behind-the-scenes “Day in My Life as an Intern at Ncell” TikTok video, which gained over 155,000 views and was well received both within and outside the organization. It was a proud moment to be recognized internally for showcasing the positive intern experience and the dynamic work culture at Ncell, and it strengthened my belief in the power of creative storytelling.

Of all the products I worked on, I particularly enjoyed being involved in the Lionsgate OTT promotions, the Project Delta micro-payment project, PRBT service enhancements, and the Roaming Sangai Beema campaign. Each product required a different strategy and allowed me to apply distinct sets of skills—from technical testing and user journey mapping to message drafting and stakeholder coordination.

Perhaps the most defining highlight was being entrusted with full responsibility for Project Delta, a product still in its early development phase. From preparing the Product Requirement Document to leading UAT testing and coordinating with vendors, I gained a level of autonomy and trust that affirmed my capabilities and accelerated my growth. This internship gave me not just exposure but ownership—and that is what made the experience deeply impactful.

5.2 EVALUATION OF THE WORK EXPERIENCE

Reflecting on my 16-week Co-Op internship at Ncell Axiata Limited, I can confidently say my experience was highly rewarding in both scope and learning outcomes in terms of both learning value and personal satisfaction. This internship not only gave me the opportunity to apply theoretical knowledge in a real-world corporate setting but also helped me explore and refine my career direction.

Prior to joining Ncell, I had limited exposure to the full scope of marketing and branding functions within a major organization. However, working closely on campaign execution, creative planning, product launches, and messaging strategy allowed me to discover a strong personal interest in marketing, branding, and commercial strategy.

The work environment was dynamic, inclusive, and empowering. I was given the freedom to handle critical responsibilities—from managing PRBT and Lionsgate campaigns to leading development activities for Project Delta. Through these experiences, I significantly improved my technical skills, particularly in campaign execution, UAT testing, and product documentation. In addition, my communication and decision-making abilities evolved greatly through constant cross-team interaction and direct collaboration with senior-level managers and external vendors.

This internship reaffirmed my interest in the commercial side of business, especially in roles that blend marketing, branding, and product development. I also discovered a genuine passion for launching purposeful products that address real consumer needs—an aspect of the job I found deeply fulfilling. Overall, this Co-Op experience has not only accelerated my professional growth but also helped me align my strengths and interests toward a focused and meaningful career path.

5.3 LIMITATIONS OF THE CO-OP STUDY

While my Co-Op internship at Ncell Axiata Limited provided a deeply enriching and professionally transformative experience, there were certain limitations that, if addressed, could have further enhanced the scope of my learning and effectiveness. These constraints primarily stemmed from access restrictions, dependency on external parties, and the structural boundaries inherent to the internship format.

A significant limitation I encountered was the restricted access to real-time product analytics and revenue data. Accessing such information required direct communication with product owners, many of whom were engaged with ongoing projects and not always available for timely follow-ups. While I understand that data security and role-based access are

essential within a telecom organization, having more streamlined access to anonymized or test environment data would have significantly improved my ability to conduct deeper performance analysis and propose more targeted campaign strategies.

Another constraint involved the process of Service X integration, particularly when sourcing trending or event-relevant content. Although I curated and recommended content for campaigns, the internal workflow for reviewing, approving, and uploading content often introduced delays. This limited our ability to capitalize on real-time content trends. Establishing a more streamlined, agile workflow—with closer coordination between the teams—could enable faster onboarding of popular contents, allowing for more timely, engaging, and culturally relevant user experiences.

In the early weeks of my internship, I also faced challenges due to delayed access to key internal tools and platforms required for task execution. While these access protocols are justifiably in place for security purposes, the onboarding process could be improved by provisioning pre-approved intern access to essential systems. Doing so would accelerate the training period and enable interns to contribute more efficiently from the outset.

Lastly, while the 16-week internship was sufficient to provide a comprehensive understanding of the department's workflows and responsibilities, it left limited time for cross-departmental exposure or involvement in longer-term initiatives. For example, I was deeply engaged in the Project Delta product development process, but since the platform was still in the testing phase during my internship, I was unable to see its commercial launch or post-launch performance. An extended internship timeline or a post-internship handover opportunity could allow students to observe the full lifecycle of the projects they contribute to.

Overall, these limitations were manageable and did not hinder my overall progress. However, recognizing and addressing them in future Co-Op placements could enhance both learning outcomes and the value delivered by interns to the organization.

5.4 RECOMMENDATIONS FOR THE COMPANY AND CO-OP STUDIES

Based on my experience and observations during the 16-week Co-Op internship at Ncell Axiata Limited, I would like to offer several recommendations that could help improve both the internship structure and the internal workflows I was part of. These suggestions are intended to enhance future intern engagement, improve efficiency across departments, and support a more seamless knowledge transfer process.

Firstly, I recommend that Ncell implement a structured onboarding system specifically designed for interns, which includes pre-assigned access to essential systems such as internal portal, product dashboards, and test environments for new product development. During my initial weeks, delays in system access limited my ability to contribute independently and required frequent follow-ups with the IT department. A predefined “intern access package” could streamline this process, allowing students to engage meaningfully with their responsibilities from the outset.

Secondly, I observed that many critical performance metrics—such as click-through rates, in-app notification views, and detailed product activation trends—were not readily accessible to interns or even cross-functional teams. These insights had to be requested from specific departments, such as the mobile app team or individual product owners. Providing view-only dashboard access or simplified reporting interfaces to interns and team members involved in campaign planning could improve transparency, reduce operational delays, and allow for more informed decision-making.

I also recommend improving the internal communication flow between different departments. By establishing a more collaborative and streamlined process, teams can identify and integrate trending content more efficiently, enabling campaigns to respond quickly to real-time user interests and cultural moments.

To further enrich the intern experience, Ncell could consider implementing rotational exposure across multiple sub-departments within the Commercial Division. This would allow students to gain broader insights into how strategy, design, analytics, and product teams operate together. Additionally, assigning each intern a small but independent project—with real objectives, deliverables, and feedback—would build confidence, improve accountability, and provide a greater sense of contribution.

Lastly, offering a formal exit review session or post-internship feedback meeting with department heads could help interns understand their performance, receive mentorship, and stay connected for potential future roles.

Overall, Ncell has created a strong framework for Co-Op internships, and with a few adjustments to system access, and structured learning opportunities, the program can evolve into one of the most impactful talent development pipelines in the telecommunications sector.

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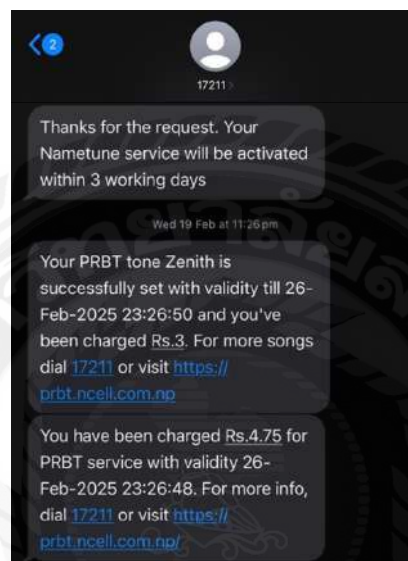
APPENDICES

Appendix A: Promotional Message Samples

SMS Broadcasts:

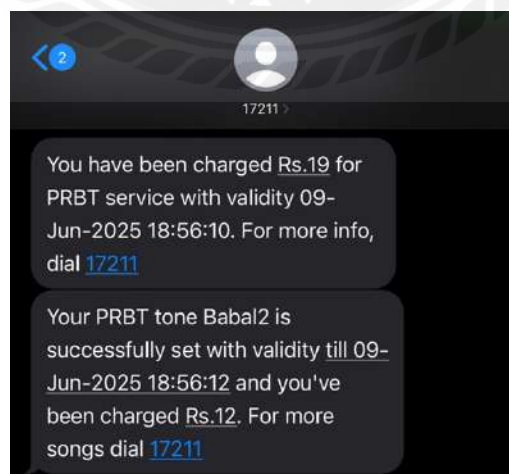
PRBT:

Figure 4: Name Tune Activation Process Message

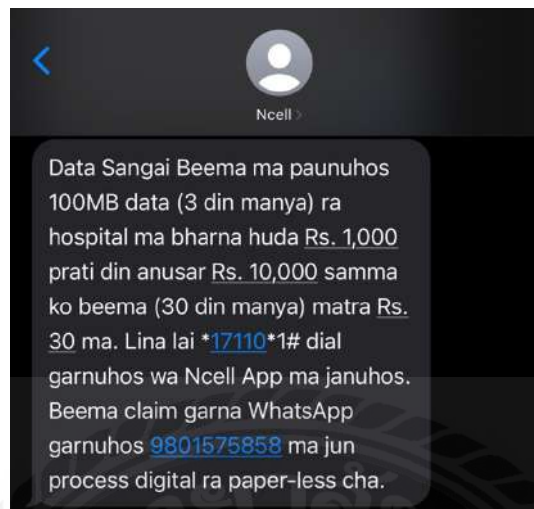


Note. Shows the SMS received after requesting a Name Tune, indicating the service charge and the estimated 3-day period for custom tune preparation.

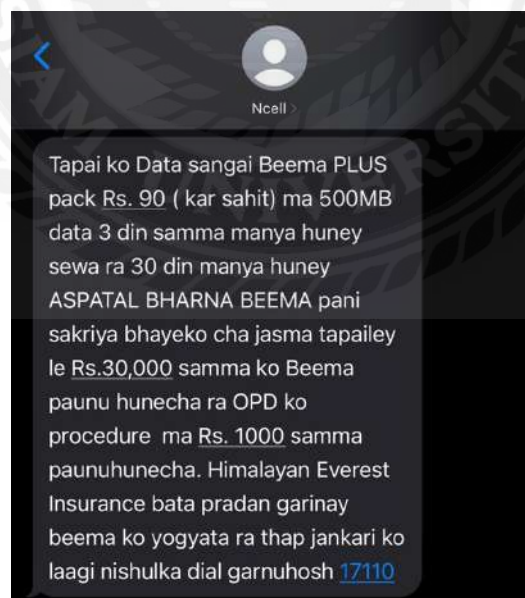
Figure 5: Confirmation SMS After Tune Activation



Note. Shows the SMS received by the user after activating a PRBT tune via interactive OBD, including song name, charges (Rs. 31 total), and validity details.

Data Sangai Beema:**Figure 6:** Data Sangai Beema SMS Broadcast

Note. SMS broadcast message created to promote the Data Sangai Beema service, benefits, direct activation code with exact pricing for customer clarity.

Data Sangai Beema Plus:**Figure 7:** Data Sangai Beema PLUS Activation SMS

Note. SMS sent to users after successful activation of the Data Sangai Beema pack, confirming activation details and service enrollment.

Phone Sangai Beema:

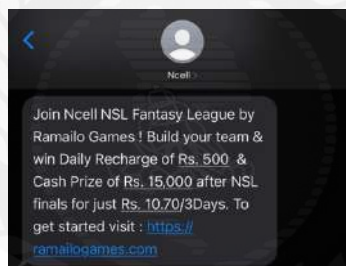
Figure 8: Phone Sangai Beema SMS Broadcast



Note. Promotional SMS broadcast created to highlight the features, benefits, and exact pricing of the Phone Sangai Beema service for customer activation.

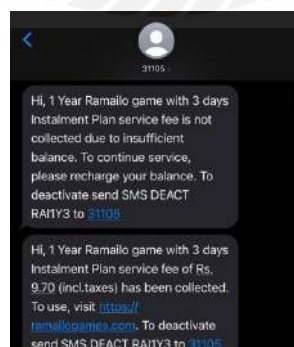
Ramailo Games:

Figure 9: Ramailo Games SMS Broadcast



Note. SMS content created to promote Ramailo Games, highlighting rewards and service charges to encourage user participation.

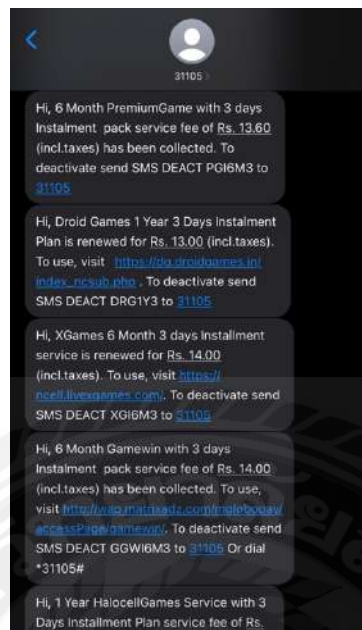
Figure 10: Ramailo Games before expiry of subscription reminder SMS



Note. Reminder SMS sent before subscription expiry to prompt renewal and maintain user engagement.

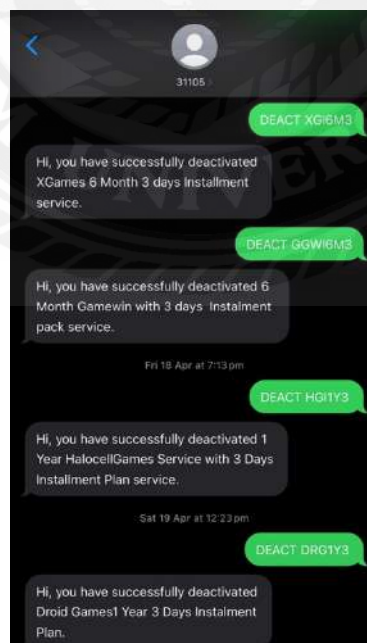
Other Games:

Figure 11: *Successful activation SMS of other games*

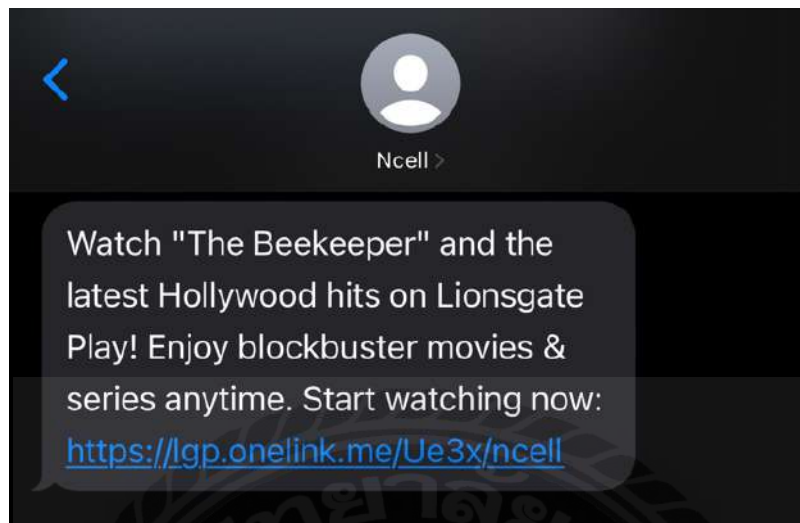


Note. Confirmation SMS sent to users upon successful activation of various gaming subscriptions.

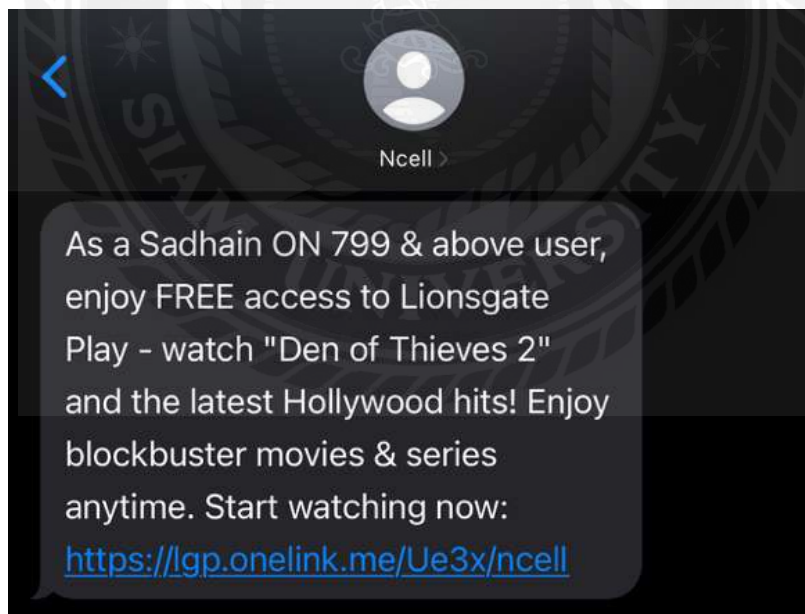
Figure 12: *Successful deactivation SMS of other games*



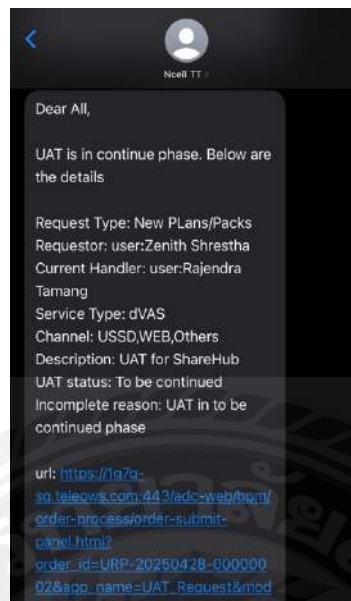
Note. SMS confirming successful deactivation after the user sends the deactivation code to the designated number.

Lions Gate Play:**Figure 13:** *LionsGate Play Promotional SMS*

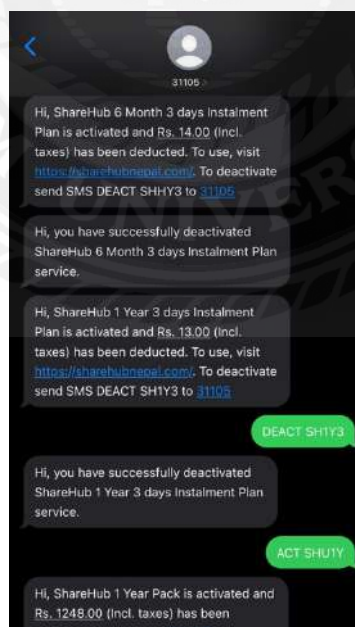
Note. SMS highlighting a featured movie as part of the Lionsgate Play campaign to drive platform engagement.

Figure 14: *LionsGate Play Awareness SMS*

Note. Awareness SMS sent to eligible users highlighting complimentary access to Lionsgate Play with their active pack, featuring a promoted movie.

Share Hub:**Figure 15:** *Initiating Project Delta testing*

Note. Internal confirmation message indicating approval of test ticket (TT) for Project Delta platform testing.

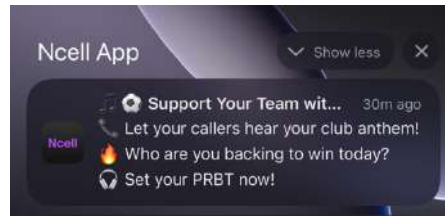
Figure 16: *Project Delta Activations/Deactivations Testing*

Note. Screenshot from internal testing validating successful activation and deactivation flows for the Project Delta service.

In-app Notifications

PRBT:

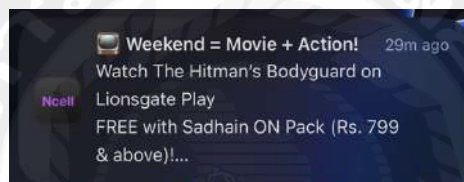
Figure 17: *PRBT In-App Notification*



Note. In-app notification promoting PRBT service to enhance visibility and user engagement.

Lions Gate:

Figure 18: *In-app Notification promoting SadhainOn Pack*

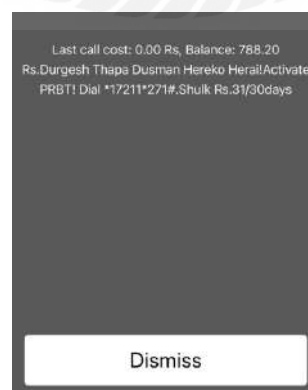


Note. Notification promoting Lionsgate content and highlighting free access with the Sadhain On pack.

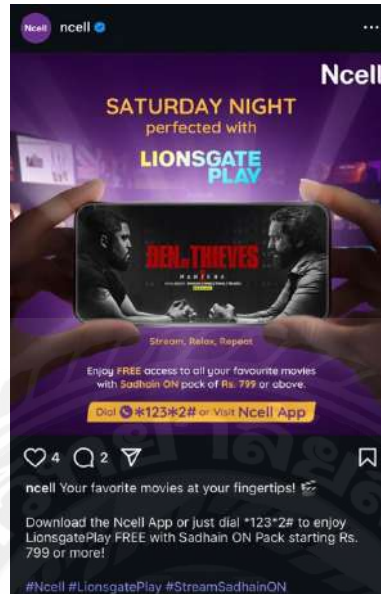
End Call Message:

PRBT:

Figure 19: *End-Call PRBT Promotion*



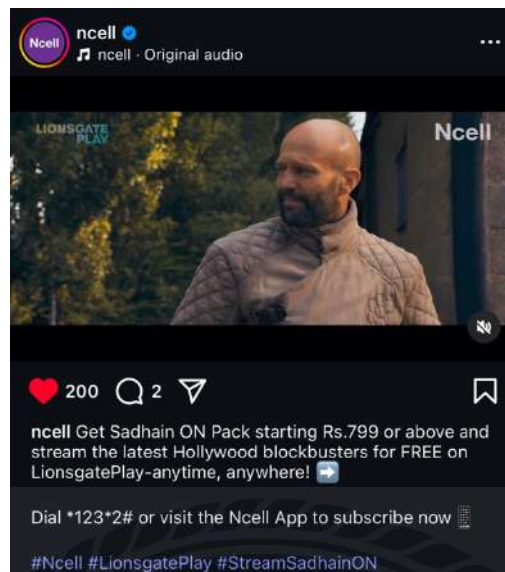
Note. Post-call notification displaying balance deduction followed by a PRBT song promotion message.

Social Media Posts:**LionsGate Play:****Figure 20:** Social Media Post "Den of Thieves 2"

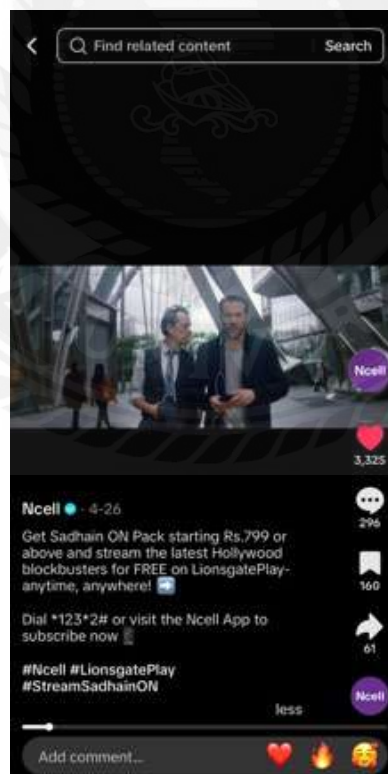
Note. Weekly Lionsgate promotional post with CTA and movie poster, published on Instagram and other social media platforms.

Figure 21: Social Media post "Vivarium"

Note. Social media post featuring the movie *Vivarium*, part of the weekly Lionsgate promotional campaign across platforms.

Figure 22: Trailer Post "*The Beekeeper*"

Note. Weekly Lionsgate post promoting *The Beekeeper* under the Sadhain ON pack to highlight available movie content.

Figure 23: Trailer Post "*The Hitman's Bodyguard*"

Note. Weekly Lionsgate post promoting *The Hitman's Bodyguard* under the Sadhain ON pack to highlight available movie content.

PRBT:

Figure 24: PRBT Campaign – Mother's Day Special Songs

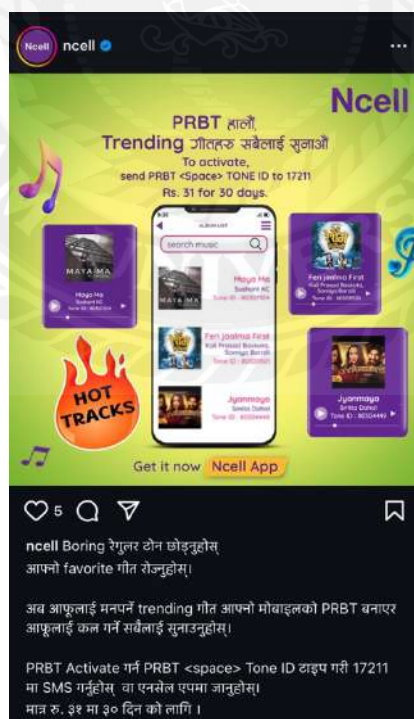
Note. A curated PRBT song list broadcast to celebrate Mother's Day. The post highlighted heartfelt Nepali songs themed around mothers to encourage tune activations.

Figure 25: PRBT Promotion – Movie Songs

Note. Weekly campaign graphic used to promote popular movie songs in PRBT format. Aimed to increase tune activations through emotional and nostalgic appeal.

Figure 26: PRBT Promotion – NSL Team Anthems

Note. Promotional creative to boost team pride and engagement during NSL matches by offering fans the option to set their favorite club's anthem as their PRBT.

Figure 27: PRBT – Musical Friday Social Post

Note. Social media post published under the “Musical Friday” theme, featuring new and trending PRBT songs with direct call-to-action for tune activation.

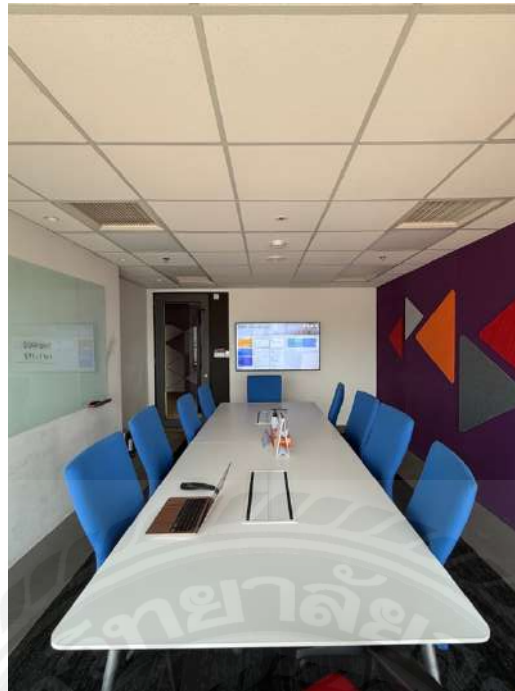
Appendix B: Office and Workdesk Pictures***Figure 28: Intern Workstation at Ncell Axiata Limited***

Note. Designated workspace provided during the internship period within the Commercial Division, equipped for daily campaign tasks, documentation, and cross-functional coordination.

Figure 29: Office Premises – Ncell Headquarters

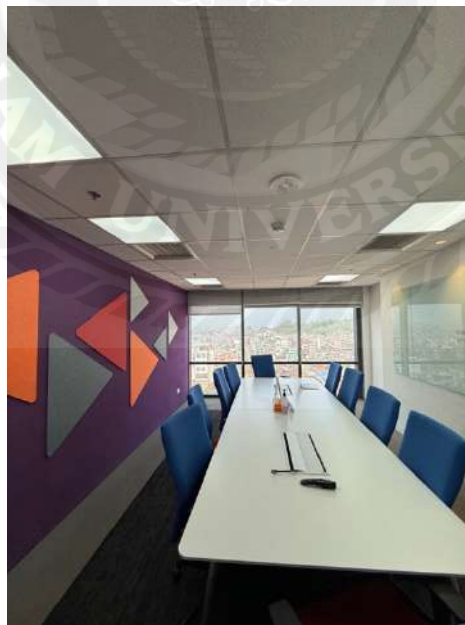
Note. Exterior view of Ncell Axiata Limited's head office, representing the corporate environment where internship activities and professional engagement took place.

Figure 30: Meeting Hall at Ncell Axiata Limited – View 1



Note. One of the meeting halls frequently used for internal discussions, campaign planning, and interdepartmental coordination during the internship period.

Figure 31: Meeting Hall at Ncell Axiata Limited – View 2



Note. A wider view of the same meeting space, showcasing the professional work environment where collaborative sessions and briefings were conducted.