

EXECUTIVE SUMMARY

Mobitel (Pvt) Ltd, the “National Mobile Service Provider” of the country operates in a highly competitive market with 5 players, out of which 4 are international giants. Mobitel ranks the second position in terms of market share as well as revenue share. However, the sustainability of mobile industry has become questionable and hence, in such a competitive market, the profitability depends on the critical attention of both revenue maximization as well as cost minimization.

The author holds the position of “Project Management Engineer”, directly reports to the Project Manager and is responsible to attain the contractual deliverables timely, within the estimated budgets and according to quality standards. The author identified a huge delay from base station installation to base station acceptance and commissioning, after analyzing the progress of past network expansion data. Afterwards, the author proposed several improvements to reduce the base station cycle time enabling faster customer acquisition. Further, it resulted in a working capital reduction too. The forecasted revenue saving was 0.314% of the total revenue. The author planned to carry out improvements for 5 site implementations out of 200 base stations under Phase II of Stage VII Network Expansion”. The objective of the project was to reduce the existing delay of 24 days up to 5 days in order to facilitate rapid mobile coverage for rural areas.

The author addressed the project covering five project components. First a situational analysis was carried out to identify the problem. Secondly, change requirements were designed capturing four improvement areas. Thus, working structure was changed, project communications were improved, Pre-PAT visits were introduced and milestone quality was checked. Approvals were obtained from relevant working levels to proceed with the proposed changes. Next, the project was executed to achieve the desired outputs and outcomes. Finally a post analysis was carried out in order to find whether the performance gap has been reduced.

Some challenges were confronted throughout the project implementation due to variations from projected cost, delivery and time. Further, few issues were encountered during the project implementation due to environmental conditions and external factors. However, the author successfully managed the project within the stipulated time, achieving the set project objectives to its best.