

## CONSULTANTS PROFILE

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### Karl Erik Olofsson

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### CONSULTANT

**Karl Erik Olofsson, born 1943 in Karlskrona, Sweden.**

***A Self-employed Development Consultant under firm name Manconsult Development, specialized on policies and strategies, capacity building, restructures, process development, and project management for institutional and infrastructure development projects.***

### KEY QUALIFICATIONS

A solid experience from the telecommunication and IT industries. More than 25 years of experience from assignments as Telecom Engineer, Development Manager, and Project Manager with Televerket/Telia, and from numerous international consultancy assignments within the telecom and IT sector:

- Project management, project manager support, training, and coaching.
- Especially experienced and focused on implementation projects, realisation of development and change management in real operations. A specialty is to 'take control and land' projects that are in trouble.
- Analysis of strategies and business operations, plan and lead development and adaptation of work processes, organisation changes, and competence changes with respect to market and customer demands, customer oriented (pragmatic) quality management.
- Project studies, appraisals and evaluations (all types of projects).

### EDUCATION

M. Sc. Electrical Engineering and Telecommunications, Chalmers University of Technology, Gothenburg.  
Post-graduate training in: Business Economy, Management and Leadership, Project Management and Project Administration, Information Technology/Telematics, and Digital Telecom Networks.

### EXPERIENCE

Consultant in IT and Telecom related business and management development since 1997.

Various positions as Line Manager and Project Manager, including organisation and management development 1977 - 1997.

Technical planning, technical and administrative development 1969 - 1977.

### Work Experience from the Following Countries:

**Africa:** Angola, Mozambique, Guinea-Bissau, Liberia, Libya, Namibia, Nigeria, Tanzania, Uganda.

**Other regions:** Sweden, Belarus, Yugoslavia, Saudi Arabia, Kuwait, Pakistan, Kashmir, Sri Lanka, Thailand, Lao P.D.R., Vietnam, Ecuador, Costa Rica.

### A Selection of Reference Assignments

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|-----------|---|
| 2007      | <b>Training Programme for the incumbent telecom operator Costa Rica, ICE</b> , Change Management for an incumbent telco to meet a liberalised market and adapt the enterprise to changing market and competition.   |
| 2007-2008 | Implementation of <b>Capacity Building Project and Development Programme for the Telecom Sector</b> in Angola. Sub-project responsible for: Review of the policy White Paper and Action Plans, legal framework for the telecommunications sector; Develop and draft structure and implementation plan for a universal service fund; Develop the regulatory and legal framework for the regulator Inacom |
| 2006      | Planning and design <b>Capacity Building Project and Development Programme for the Telecom Sector</b> in Angola for the Ministry of Posts and Telecommunications, a comprehensive proposal for Reform of the Regulatory Regime  |
| 2006      | <b>Organisational Design &amp; Development Plan</b> for Start-up Mobile Services Operator, Belarus  |
| 2005-06   | Design of <b>Capacity Building Programme</b> and Training Centre Facilities for a Ministry of Electricity, Middle East  |
| 2004-05   | <b>Strategy and Development Plan</b> for the Telecommunications and Navigation Institute of Kuwait  |

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- 2002-03 **Capacity building** for the Planning and Engineering functions of Telecomunicações de Moçambique (TDM): working procedures (incl project control model), organisation, staffing, and competences.
- 2002 Facilitate the elaboration and implementation of a **National ICT Policy** and Government Action Plan for Sri Lanka.
- 2001 **Capacity building** of Tanzania Communications Commission: Study and propose a development plan for the regulatory authority and concerned ministerial functions.
- 2001-03 **Follow-up and monitoring of development project** (Software and electronics products). Adviser in **international tendering** procedures for Cardo Group, Sweden.
- 2001 **Project Managers training** for Hanoi Power Company, Vietnam.
- 1999-2000 **Project Manager** for development and implementation of new EI-CAD system in Volvo Group and Volvo Car (Ford Corp.). Propose and establish consensus on a CAD strategy in Volvo Group.
- 1998-99 **Pre-study** for development of IT support systems of the telecom transmission network in Telia, Sweden.
- 1998 **Operations plan** for diversification into telecommunications business of PowerGrid of India.
- 1998 Elaborate an operational plan, organisation, staffing and time schedule for a **comprehensive technical audit** for Pakistan Telecom Company Ltd.
- 1997-2000 **Project Manager** for implementation of CAD systems in Volvo Truck, within the Electrical Engineering and Systems Development Department, including adaptation of work processes.
- 1997 Elaborate an operational plan for **planning and supervision** of SDH expansion projects for TOT nation-wide network, for Telephone Organisation of Thailand (TOT).
- 1997 Participate in **Sector study**: Evaluation of the institutional development achieved from Swedish support to the telecom sector in Southern Africa.
- 1995-2000 Various assignments for Sida and Nordic Development Fund/World Bank: **Feasibility studies and appraisals** of telecom network projects in Kosovo, Lesotho, Laos, Uganda, Bangladesh, Ecuador, Pakistan, and Kashmir.
- 1994 **Leader of a multi-discipline task team** for the investigation of the services to the customers, for Pakistan Telecommunication Corporation.
- 1996-97 **Project Manager** for development and implementation of **Quality Management System** and certification according to the ISO 9001 standard in Telia Network Department, Transport Network Division, encompassing 1100 employees nation-wide.
- 1995-96 **Dep. Project Manager** of the implementation project for the **nation-wide corporate reorganisation** of Telia, reporting to Telia Group Steering Committee for the project. The project encompassed a switch-over from a regional structure to a number of nation-wide subsidiaries, encompassing 22 000 employees.
- 1992-95 **Division Head for Network Planning, Engineering and Programming. Project Leader responsible for establishing the new Division from 1991-10.** From January 1992 responsible as Division Head for the continuous development of organisation, processes, and staff competence.
- 1990-93 **Project Manager for network modernisation programme**, coordinating the programme for modernisation of all existing telephone exchanges and network within Gothenburg Region: project management and control, programming, investment control,
- 1989-90 **Senior Consultant at the Marketing Department, SWEDTEL AB, Stockholm.** Area responsible for marketing and planning of development projects in the telecom sector in Africa (Angola, Botswana, Lesotho, Namibia, Nigeria and new projects in the region).
- 1988-89 **Project Director and Planning Expert with the Telecommunications Directorate of Guinea-Bissau**, co-ordinating all Sida activities in the sector. Planning, programming expert, and Team Leader
- 1986-88 **Project Manager for nation-wide implementation** of the technical system and operations of the Videotex Services (the Swedish version of the French Minitel), including responsibility for organising technical headquarters in Gothenburg, encompassing network and system expansion. The project task covered the complete system planning, installation and commissioning of the new Videotex System, including supplier contacts and control, delivery and installation monitoring and acceptance testing, as well as operations and customer services (project staff 50).

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### A selection of assignments as Teacher and Lecturer

- 1981-1993 Course developer, teacher and lecturer in telecommunication management at the annual international training programmes for top and mid level managers for Swedtel Academy/Teleskolan, Kalmar:
- International Programme on Telecommunication Management (IPTM)
  - Operational Management (OPMAN)
  - Digital Network Management (DNM).
- 1992-1995 Assessor in Telia Assessment Center for selection of managers and project managers.
- 1993-1995 Mentor for young candidates for management positions.

### Employment History

- 1997- **Self-employed Consultant under firm name Manconsult Development**
- 1995-1997 **Project Manager for major development projects Telia AB**, Business development, organisation change, quality management
- 1990-1994 **Manager and Head of Network Planning Department, Telia AB**, Department Manager for Network Planning and Engineering. 140 employees. Annual investments of 100 Mill SEK
- 1988-1990 **Project Manager and Senior Consultant, Swedtel AB, Stockholm**, Market director for development projects in Africa, Project Director
- 1986-1988 **Technical Project Manager for the Videotex services, Televerket**, National Project Manager for the launch of Videotex Services in Sweden ('the Swedish version of Minitel').
- 1981-1985 **Head of Development Department, Televerket**, Manager for administrative and technical development; methods and tools development; organisation development and introduction of MIS; managers and leader development; methods and processes for leader selection; strategies and planning for implementation of information systems; planning and management of work environment and premises related issues, staff numbered 45.
- 1969-1981 **Various positions at Televerket, Head of Planning Section** within Telecom Operations Department; **Responsible for development plan and leader development**  
**Staff Engineer**, Studies, network planning, technical/economical investigations, performance monitoring, analysis, development projects.

### PERSONAL SKILLS AND EXPERTISE

- Application of project management models and tools: Well experienced in the practical application of PROPS<sup>®</sup>, PCM, and LFA for project planning and implementation.
- Business planning and re-engineering based on the application of the LOTS<sup>®</sup> model, SWOT analysis, and FMEA.
- Process re-engineering for Telecom and ICT business operations based on eTOM<sup>®</sup> (enhanced Telecom Operations Map) adapted to the case at hand.
- Financing and investment programme analysis and decision-making, using various models as NPV, IRR, Pay-off, and the Lichtenberg model (The Successive Principle).
- Tender specifications, analysis and evaluation of tenders, supplier monitoring and control according to international and Swedish national standards (LOU, NLM, AB, etc.).
- IT skills: Managing system development and implementation based on the Use Case model and general project management tools. Computer literacy: Proficient in Microsoft Office Suite, Adobe Acrobat 6 Professional document production software, and Filemaker Pro 5.0.

### Language proficiency:

Working languages are: Swedish (mother tongue), English and Portuguese.

Basic command of Spanish, German and French.

### PERSONAL QUALITIES

- Analytical skills, positive and result oriented approach.
- First-rate leader skills and capabilities working with and through others, ability to take care of the development potentials of other people.
- First-rate capacity in leading cross-boarder situations and managing cultural differences, internal as well as external. First-rate capacity in managing conflicts and difficult situations.