

# **MUBASHIR NAQVI**

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## **PROFILE**

A proven business management executive, with a very successful track record in different business segments with rich experience in telecommunication. A key business enabler, with a strong focus on governance, growth, team play, CSAT, ESAT and increasing shareholder value such that the corporate values are upheld at all functional levels. A Growth centric and focused achiever with a future business vision. Over 26 years experience from a foot soldier to being the CEO of Pakistan's second largest GSM operator and a soon going to be the world largest Wimax operator. A strong telecommunication and management professional with over 15 years of work experience at senior management levels, in one of the most competitive and high growth markets of the world -Pakistan. Work Experience includes, Cable & Wireless, Millicom Int'l, Orasscom Telecomm, Etisalat and Augere Holdings Netherland, on senior management positions e.g GM Customer Care, Commercial Director, Regional General Manager, Chief Commercial Officer and CEO. Setting aggressive targets and achieving is a passion, hands on experience with in-depth understanding of cellular business is strength. Building and retaining highly motivated teams is a result of good interpersonal and management skills.

## **PROFESSIONAL EXPERIENCE**

**Augere Limited Pakistan**  
**CEO**

**April 2009- Till Todate**

- Working as CEO for Augere Holdings Netherland for its first Wimax operation in Pakistan. Augere Limited Pakistan has a share holding of France Telecom and a consortium of business group backed by the former senior management team of Orange UK. Pakistan operation currently is in the soft launch mode and commercial launch is going to be soon.

**Mint Consulting Group  
Managing Partner**

**May 2008 – April 2009**

- Mint Consulting Group is a newly established consultancy firm operating out of Pakistan with a vision to go global in near future. MCG specializes in Telecom sector both technical and commercial but other than telecom, it is also providing consultancy services in Market/Marketing Research, Business Audits, Investments and Training & Development etc.

**Etisalat International, Pakistan  
Senior Advisor**

**Dec 2007 to Feb 2008**

- Worked for a short while as senior advisor Etisalat International Pakistan.

**Ufone- GSM -An Etisalat & Govt of Pakistan Company  
President & CEO**

**Jan 2007 to Nov 2007**

- Reporting directly to the PTML Board of Directors for the management and business operations of the company. Steering the company to meet/exceed the top and bottom line objectives of the Business plan.
- Managed the second largest operator in the country with over 16m subs, in a highly competitive market with five GSM and five CDMA operators in operation.
- Provided leadership and direction in ensuring growth in profitability and market share with an objective to create market leadership in quality and service.
- Focus on smart spending (CAPEX and OPEX) such that operational efficiency is enhanced, the value for dollar spend has increased and brought about a culture of excellence.
- Redefining the ESAT methodology with emphasis on professional growth, personal growth, people's management and empowering the line managers to take business decisions.
- Instrumental in introducing better management techniques/best practices in the company i.e. Brand Repositioning, Customer Focus, Change Management, Operational Efficiencies, Employer of Choice and Exceeding Bottom Line Expectations.
- Strategic initiatives for re-branding and re-positioning of Brands/company.
- Grew the top line and bottom line exceeding the financial targets and objectives of the company.
- Improved the share holder value and dividends.

**Achievements:**

- Managed the company with a 1.2 billion USD worth of network investment with enterprise value of approximately 3.5 billion USD.
- Successfully maintained the 2<sup>nd</sup> position w.r.t. cellular market share in the most competitive market of the world -Pakistan with 5 GSM operators, 5 CDMA operators in operation.

- Highest ever revenue and net profit in a highly competitive environment. The monthly revenue increased by around 300% in 2 years
- A Journey of 800K to around 16 Million subscribers from 2004 -2007.
- Envisioned the needs of the business and replaced legacy systems with an ERP solution to increase business effectively.
- Concluded and executed Pakistan cellular market's single largest network expansion contract worth \$ 525 M.
- Managed the entire network swap both core & access and enhanced the network size by 300% in less than a year.
- Managed the optimum GOS despite the most aggressive & complex network deployment.
- Best Capex & Opex ensuring & maintaining defined SOP's, KPI's and standards.
- Introduced market segmentation and branding to increase market share which grew at the rate of 4% in 11 months.
- Given a complete new corporate out look to Ufone in the market.

**Ufone- GSM -An Etisalat & Govt of Pakistan Company**  
**Chief Commercial Officer**

**June 2004 to Dec 2006**

- **Head of Sales, Marketing & Commercial Operation** for the company, responsible for the sales and revenue targets of the company.
- Reporting directly to the President & CEO, provided strategic level leadership in the development and implementation of Sales, Distribution, Marketing & Brand strategies.
- Over all responsible for providing strategic input to the business plan of the company with strong liaison with business functions to prepare and monitor the budget and overall business strategy.
- Directed market research driven development initiatives and communication of long term marketing encompassing identification of target segments, product lines, and pricing policy to drive customer acquisition and retention which results in increased Revenue Market Share (RMS), Customer Market Share (CMS) and profitable revenue growth
- Launched a "visibility enhancing program" and executed new print and TV ads and increased market share by 5 percentage points i.e. growth rate of 31%
- Responsible for annual sales and marketing budgets and projections
- Building and sustaining brand leadership in a highly competitive environment

**Achievements:**

- Subscriber base increased from 800k to 10 million users.
- Successfully launched a new corporate identity and brand.
- Introduced new brand colors and logos and re-vamped the entire Ufone portfolio.
- Introduced market segmentation concepts for pre paid market for the first time in year 2004.
- Launched the first youth brand "Pre Pay" for the prepaid segment which helped Ufone capture a substantial market share in 2005 and post paid brand "Post Pay" for the corporate in 2006. Achieved market share growth rate of 31%

- To simplify business execution, envisioned and implemented a fully automated Web based franchise management solution (Web based FMS) being used by 350 plus online Ufone franchisees across Pakistan.
- Set up of wide spread distribution channel with over 350 franchise outlets with complete system support, 50,000 registered retail outlets, 25 company owned sales and service centers.
- Turned around the contribution of franchisees in sales resulting in increase from 2% to 98%.

**Mobilink GSM, An Orascom Telecom company**  
**Regional Commercial Director**

**May 02 to June 04**

- Managed the business Operation of Central & South Regions of the largest GSM operator in Pakistan with specific focus on Revenue, Retention, Corporate Sales, Indirect Sales, Regional Marketing, Distribution Channel and Customer Services etc.

**Achievements:**

- Successfully executed new marketing / business strategies at regional level, identifying new areas of franchise development and improved Distribution Channels.
- As Head of Central region, the then top performing region of the company, revenue contribution from the region stood at over 45% with highest subscriber's addition as well.
- Upon assuming the non performing South region, revamped the regional business of South and converted the region into the top performing region of the country.
- In less than a year the contribution of South region rose to 40% from 13%.
- Leading the Corporate Sales in the region, the corporate subscribers from the South region contributed to over 50% of the total corporate subscriber base of the company.

**Ufone GSM Cellular Operator**  
**General Manager Customer Care**

**Dec 2000 to May 2002**

- Part of the team which launched Ufone as the second GSM operator in Pakistan
- Responsible for nationwide management of Customer Care Operations including management of state of the art Call-Center, developing countrywide Service Centers.
- Developing, implementing & monitoring policies and procedures, Training & Development of Customer Care staff etc.
- In addition to Customer Care activities was also responsible of Business Unit (North), successfully managed the whole regional business.

**Paktel Limited, a Cable & Wireless Company**  
**Regional General Manager, South**

**Feb 2000 to Dec 2000**

- Responsible for Management of the South region's over all business.
- Management of direct sales, corporate sales, dealer network/distribution network,

- Management of customer services, Helpline, general administration, finance, credit & collection, management of branches' business etc.
- Managed a team of 100 employees.
- Served as the member of the company's Senior Management Core Team with an objective of over all Business Planning & Monitoring of Business Development.

**Paktel Limited-** a Cable & Wireless Company  
**Area Manager Customer Services, South**

**April 1999 to Jan 2000**

- Successfully managed the overall supervision of customer services activities viz front desk customer handling, help-line, credit & collection, activation etc.
- Responsible to ensure the best possible customer services to all customers in the shortest possible time at the first point of contact till the ultimate customer satisfaction is achieved.

**Instaphone-** a Subsidiary of Millicom International Cellular  
**Manager Customer Operations, North & South**

**July 1997 to April 1999**

- Managed the Customer operations of the North & South regions, including front end and back end customer services, help line management, credit & collection, Activations and I&M.

**Shaukat Khanum Cancer Hospital & Research Centre**  
**Director Marketing**

**Apr 1993 to Jul 1997**

- Responsible for Marketing, Fund Raising & Image Building by planning and executing different fund raising events & campaigns both overseas and within Pakistan for the Shaukat Khanum Memorial Cancer Hospital & Research Centre, the state of the art cancer hospital in the entire South East Asia, founded by legendary cricketer Imran Khan.

**1982 to 1992**

- Worked in various capacities related to sales in organizations like Smith Kline & French (Pvt) Ltd, Johnson & Johnson Pak (Pvt) Ltd, Instaphone (Pakcom Ltd) a cellular mobile operator.

**EDUCATION**

- Graduation from the Punjab University, Lahore, Pakistan.
- Mini Telecoms MBA, London, UK – December 2005 by Informa Telecom.

**CONFERENCES**

- Attended 3GSM annual conferences in Cannes and Barcelona since 2004.
- Participated as a speaker in Mali, Maldives on SAARC telecom summit in 2005.
- Had been the regular participant of SGSM Asia in Singapore and Macau.
- Participated as a speaker on GSM 3G Middle East & Gulf, Dubai in Sept 2007
- Participated as a speaker on 3GSM World Congress, Barcelona in Feb 2007

- Participated as a panelist on 3G -GSMA Summit, India in January 2007
- Speaker on EuroAsia Telecom summit in Istanbul, Turkey Feb 2007
- Attended the GSMA board meeting on the invitation of chairman GSMA in Macua, China Nov 2007.

### **PERSONAL**

- 48 years. Married with four children

### **REFERENCES**

- Would be submitted as and when desired.