

**NATIONAL UNIVERSITY OF SCIENCES & TECHNOLOGY
(NUST)
NUST BUSINESS SCHOOL**



**FINAL PROJECT REPORT:
“AIT CASE WRITING WORKSHOP”**

By:

FAWAD FARUKH

EMBA 2K14

NUST REGISTRATION NO: NUST201464178MNBS75114F

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Chapter 1

Task 1: A brief macro-description of the Telecom Sector in Pakistan

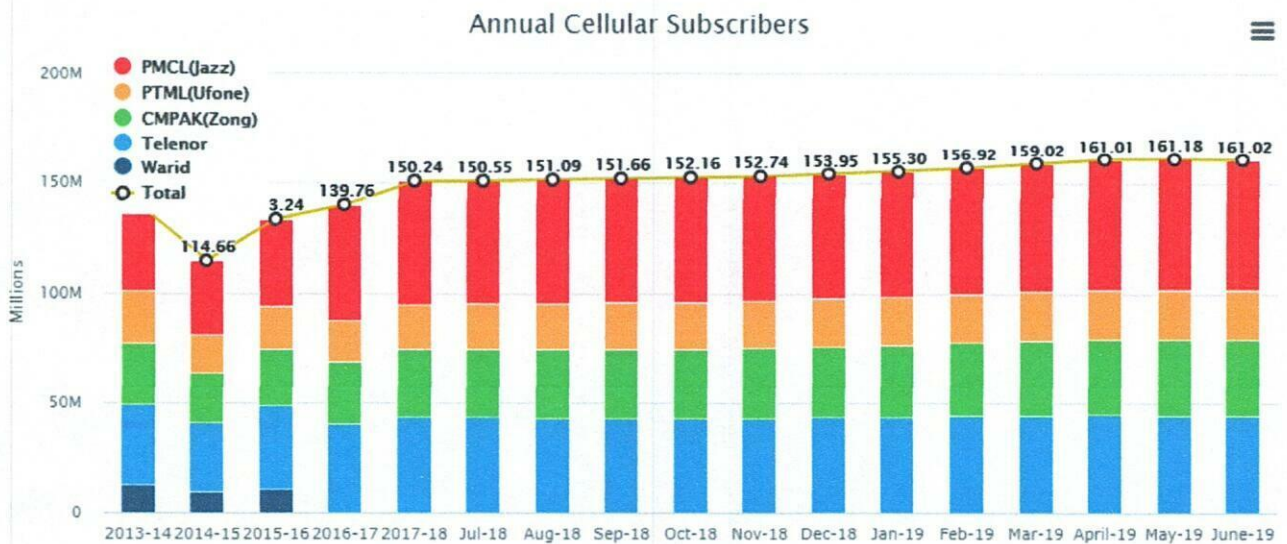
Pakistan Telecommunication Authority is the regulator body in Pakistan for Telcom sector. In Pakistan there are 4 operators Jazz, Telenor, Zong and Ufone. To understand Telcom sector in Pakistan lets go through the facts and figures as per PTA in Pakistan.

Overview:

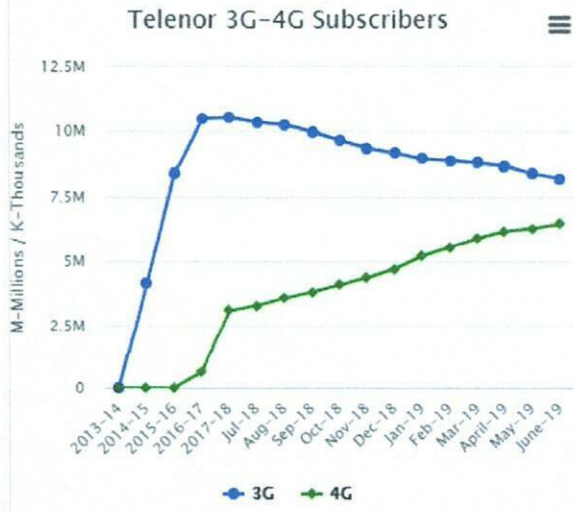


* Figures are updated as on June 2019

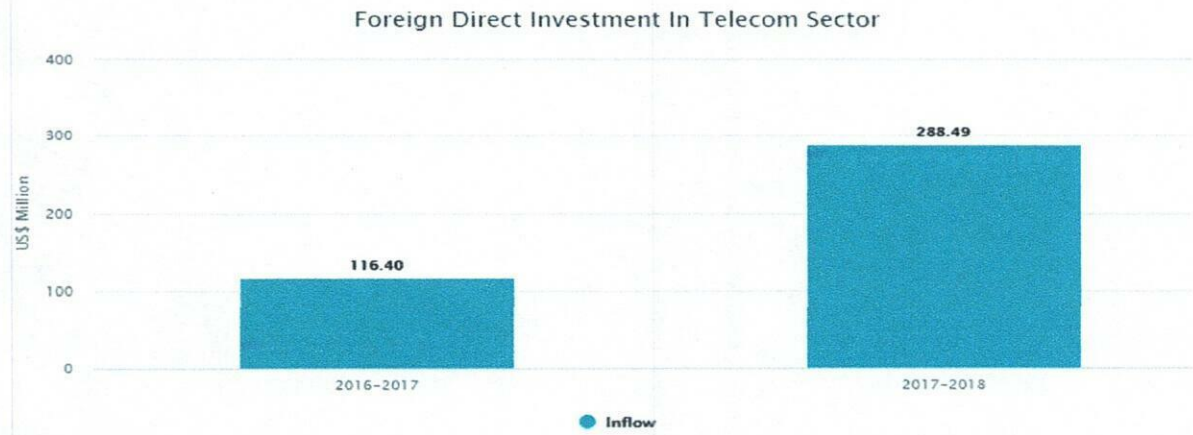
Subscribers



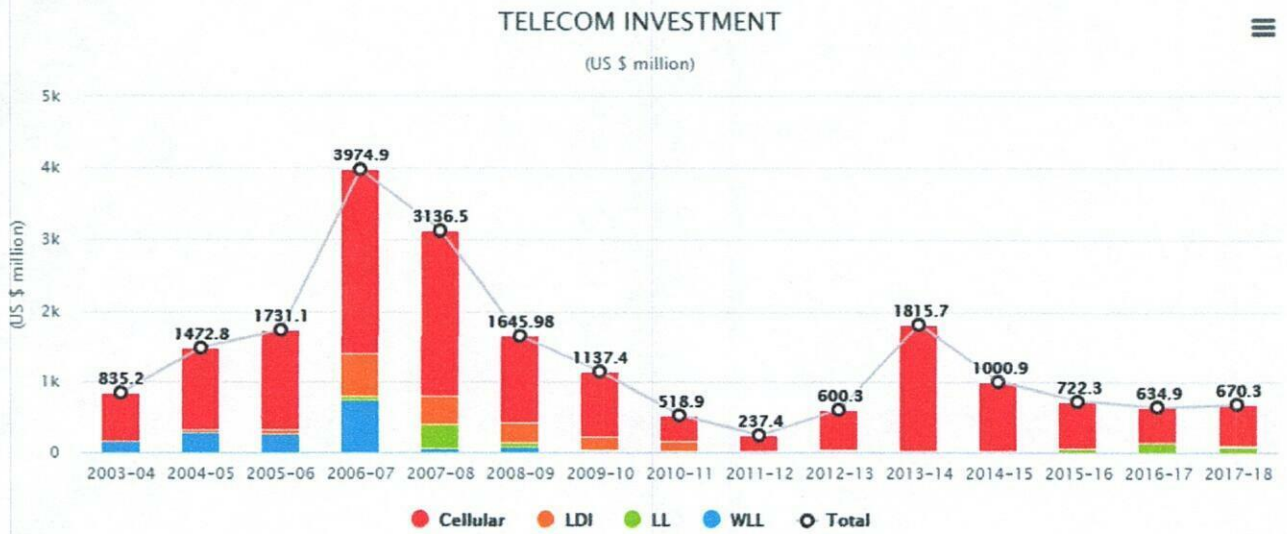
Competition wise Subscribers



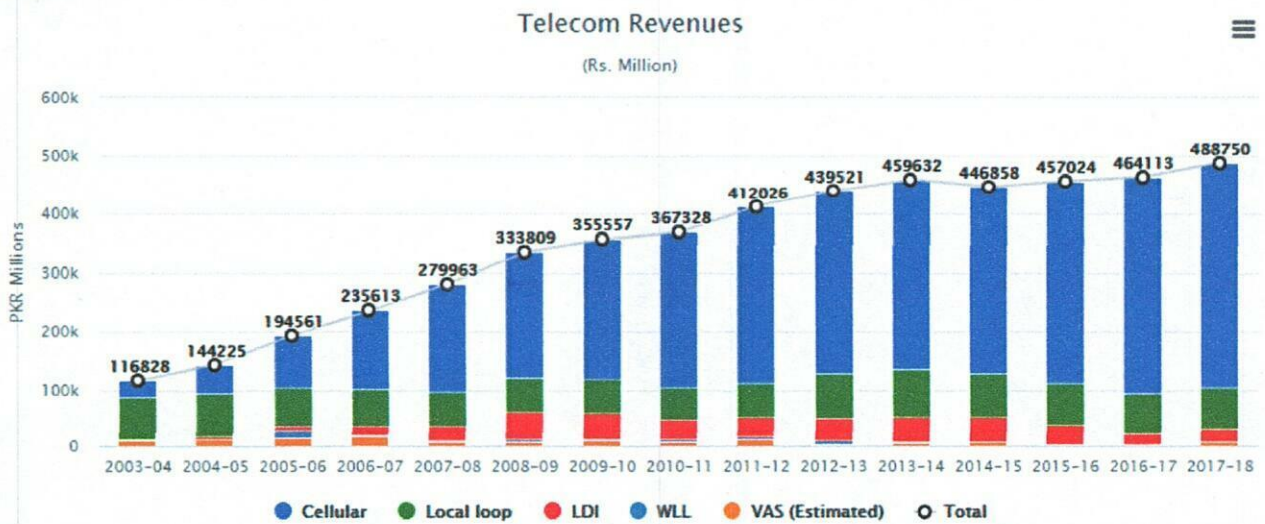
FDI (Foreign Direct Investment)



Investment

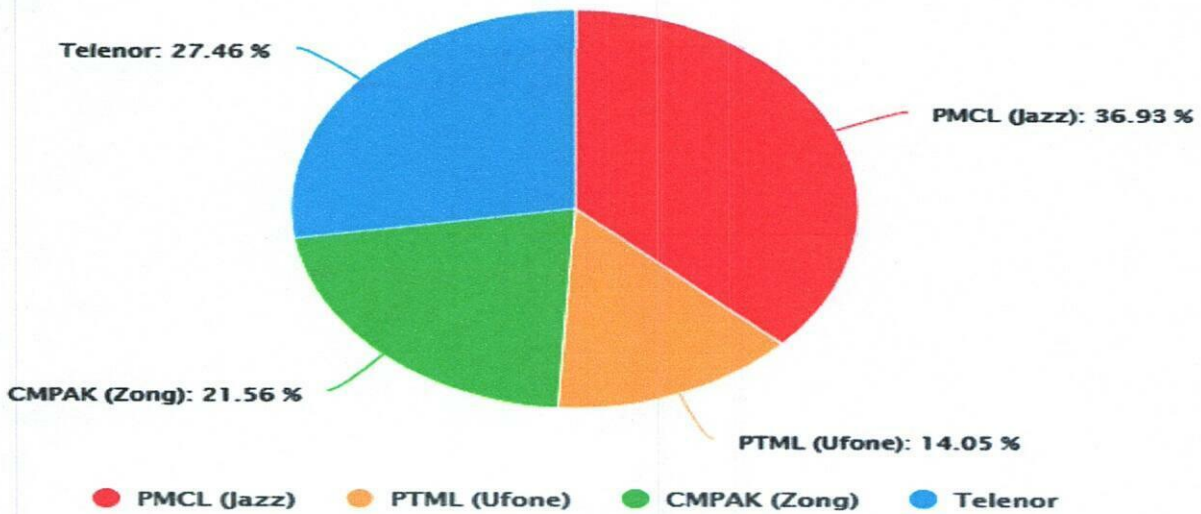


Revenues



Market Share

Cellular Market Share



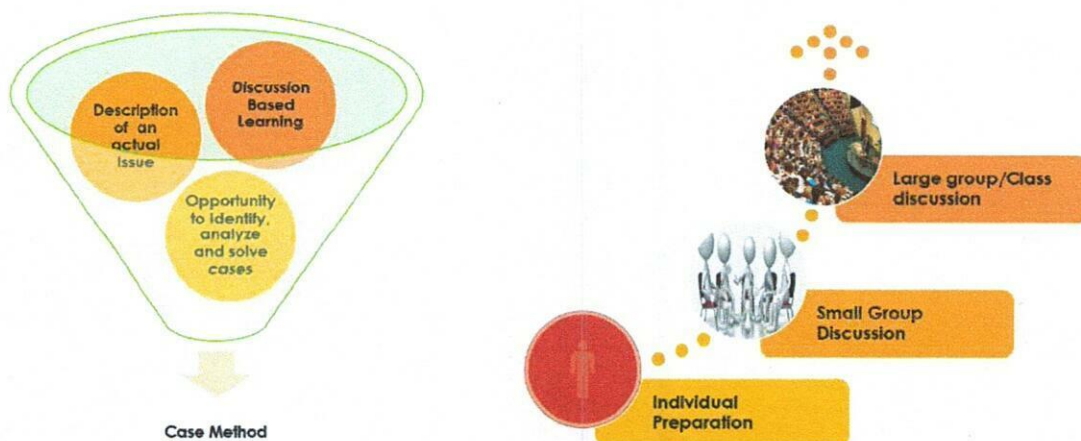
Overview of Telecom Sector in Pakistan.

In earlier times, telecommunications involved the use of visual signals, such as, smoke signals, semaphore telegraphs, signal flags, and optical heliographs, or audio messages via coded drumbeats includes the use of electrical devices such as telegraphs, telephones, and tele printers, the use of radio and microwave communications, as well as fiber optics and their associated electronics, plus the use of the orbiting satellites and the Internet. The telecommunications system has three different things in order to transmit what is presented. Some major examples of today's telecommunications are cell phones, computers, and e-mail. Before the internet was available communications have been broadcasted.

To provide and maintain the highest quality of Telecommunications service, Pakistan has remained as the fastest growing mobile telecom market in Asia. The two main aspects of telecom role in any country is Economy and Determining factor and The level of Telecommunication development is a determining factor for economy, social and cultural development of a country .Telecommunication Services play a key role in the growth of economy, facilitating efficiency and growth across the wide range of user's industry in any country.

Case Writing Methodology

A case is a narration of real-world situation which involves a decision, a challenge or a business problem faced by any organization or individuals in business world. It enables the students to be involved in the actual situation and wear the shoes of decision maker in case. Decision making and overcoming challenges effectively is a skill required by every organization. Most of the time the information is limited or unavailable. It also enables to coup up with these complex situations. It encourages students for personal growth and think independently also analyze decision by other fellows. Cases give insights of business process to students in class an exposure to real world. It creates value to professional learning in three stage process .Each stage is crucial and contributes in different ways to the quality and quantity of learning in a progressive and cumulative fashion



Business Consulting Firms

They simulate the real-world problems and propose best solutions to clients

Medicine

Doctors examine wide range of complex medical issues and take it as a reference

Legal Professionals

Lawyers and judges compare legal complexities and situations. Propose references accordingly

Military

Tactical and strategic decisions are made in context to previous encounters and assaults

Sports

This is somehow new but emerging dynamic of sports especially soccer where strategy of formation is made in lieu of historic formations and tactics.

Case Study Research

Research cases do not have to centre a specific decision maker. It involves description and might include proposed solution for a specific problem. It can also have analysis of researcher and his opinion. Mostly the process of writing a case is similar to that of teaching cases.

Teaching Cases

It does not provide analysis nor any conclusion. Mostly its open ended evolving critical thinking and decision making. There can be many solutions nothing is right or wrong.

It develops following skills

- Problem identification (helps in identifying real world issues)
- Data Collection (evidence based decision making)
- Time Management (run time problem solving)
- Presentation skills (Communicate in most effective manner)

Chronological order applies to case study research in several ways and refers to the sequencing of events as they successively occur or have occurred. Simple ordering by such measures as date and time of day allows events to be presented and considered in a sequential, systematic, and organized manner.

Exhibit 2-3
THE THREE PHASE CASE WRITING PROCESS

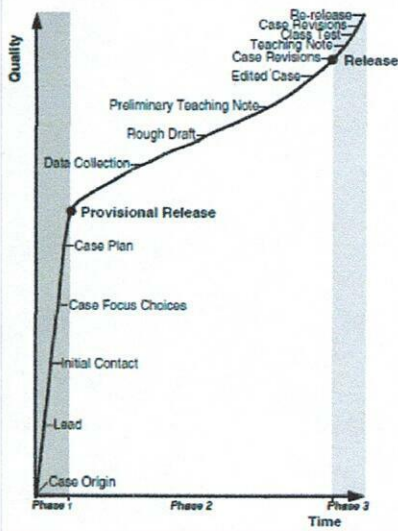


Exhibit 1-2
INVENTORY OF SKILLS
DEVELOPED BY THE CASE METHOD

1. Qualitative and quantitative analytical skills, including problem identification skills, data handling skills and critical thinking skills
2. Decision making skills, including generating different alternatives, selecting decision criteria, evaluating alternatives, choosing the best one, and formulating congruent action and implementation plans
3. Application skills, using various tools, techniques and theories
4. Oral communication skills, including speaking, listening and debating skills
5. Time management skills, dealing with individual preparation, small group discussion and class discussion
6. Interpersonal or social skills, dealing with peers, solving conflicts and practicing the art of compromise, in small or large groups
7. Creative skills, looking for and finding solutions geared to the unique circumstances of each case
8. Written communication skills, involving regular and effective note-taking, case reports and case exams

Chapter 2

Opening Paragraph

Title: Innovative way of work leverages to accelerate employees' efficiencies

Paragraph:

Our people are our assets, Irfan Wahab (CEO of Telenor Pakistan) took a sip of coffee and continued, Go beyond is very unique initiative and I appreciate you and your team efforts to launch it on this New Year, 2017. Lene (CHRO) smiled and thanks Irfan on his appreciation. Go beyond is an initiative launched by HR in a bid to give flexibility and empowerment to employees of Telenor Pakistan. Irfan said, considering Pakistani culture where still large numbers of employees are not guaranteed basic employment rights it will not be easy for you to make this model success. Leaning on his chair, Irfan further said, I have full confidence that you will ensure its implementation in true spirit otherwise it may result into big loss for all of us. Lene raised her eyebrows and replied confidently, don't worry Irfan we will make it success together. Looking forward, Irfan replied and both stand up and left from meeting room. Lene while walking to her work zone constantly thinking how to make this model successful because she knows there is very thin line between leveraging from this model and taking undesirable benefits. Also, she has no doubts that incase of failure it will impact whole company performance. In parallel, Irfan has doubts in mind will Lene be available to deliver as per expectations?

11 Points

1. Is the decision maker identified by name and position?

Yes , CEO of Telenor Pakistan Irfan Wahab is in doubts of implementing flexi hour nationwide by CHRO Lene

2. Is the time of the case clear?

Yes it was happened in Year 2017 .

3. Is the location of the company identified?

Yes it was situated in Telenor Pakistan Islamabad head office

4. Is the decision/problem clear?

Yes, Mr. Irfan Wahab CEO Of Telenor Pakistan has doubts in mind will Lene be available to deliver as per expectations

5. Is the decision/problem appropriate and sufficiently interesting for use in class?

Yes , It's related to HR , Change management ,People acceptance and reaction also the decision problems as already discussed in class contains a clear dilemma, the impact of performance in terms of cost and revenue target , is it easy to implement the flexi hour in tough competition where competitor is still following old school concept .

6. Is the story line cut appropriate with respect to the actual situation?

Yes this narration of an actual situation happened at Telenor office at Islamabad. The names of the characters have been disguised keeping in view the confidentiality.

7. Would moving it forward or backward result in a better case?

The dilemma remains the same but it is all about the timing. This is the essence of the case so the more early and quickly audience understand the situation it would be helpful. Also as it's a true representation of scenario. The exact situation and dilemma is revealed to audience which leaves open ended questions. That is what makes a case worth analysis.

8. Is the decision frame cut appropriate? Would moving it forward or backward result in a better case?

The decision frame cut appropriately as Mr Irfan Wahab wanted to implement flexi hour work according to him his people are assets and he wanted to empowered them by giving relaxation in their working hours even though it's a High time with competition where the concept is old school orthodox (AMS , Breaks etc) .

9. What is the action trigger?

Timeline given for implementation

10. What is the position of the case on the case difficulty cube?

The case difficulty level comprises of three factors

- A. Analytical Dimension
- B. Conceptual Dimension
- C. Presentation Dimension

Analytical	Conceptual	Presentation
1	2	1

11. Is the title chosen appropriate?

Yes, it is appropriate as no other company in same industry has implemented such Innovative way of work leverages to accelerate employees' efficiencies.

Chapter 3

Industrial Visits

Advanced Info Services (AIS)

AIS is the biggest telecom operator of Thailand. The visit for very much relevant to and served as a benchmark for our local industry. We were given a warm welcome followed by a presentation by Ms Khwanchanok Srikirin Head of customer experience management at AIS. We got insights on the importance to user experience given at AIS. It was worthy to know that they have implemented chat bots in their call centres. This reduces the man power as well as inculcates better user experience. AIS also has devised strategy to deal with young and impatient customers. The question answer session was in detail and they replied to all the queries raised by the students. This was over all a great learning experience.

AJinoMoto

The place which was visited, a production plant for tea. They have recently moved into iced tea as well due to the increasing demand. It was a good experience to visit manufacturing facility.

Ichitan

Ichitan Company is a Thai beverage company that manufactures green tea drinks, herbal drinks, fruit drinks, and energy drinks.. This was also a production facility of their beverages. They plant itself was very much a learning place. The space is designed in a thematic was that it encompasses and transforms a learning experience. Ichitan factory has green manufacturing psychology and they reuse the material so that minimum disruptions to the environment is

made. They have formulated audio series of every unit of plant which explains in the detail the functionality. One of the most advanced and organized industry I visited ever.

Chapter 4

Key Takeaways from Exercise

The workshop at AIT has been extensive and thorough about writing the case studies. It gave the students another aspect of contributing in the industry/ academia by writing cases. Cases represent an actual scenario or business problem (dilemma) being faced. There is nothing like one size fits all. Rather it is way of analyzing issues and complexities from different perspectives. It is also worth mentioning that there is no perfect solution as well.

The key take away was the understanding of significance of case learning method and chronological sequence of putting things in perspective for presenting a case. Everyone has a story, but how it is put into order so that it grabs the attention of the user matters a lot. It's a perception building if the suspense is in the first para then it should be able to secure attention throughout the case. The case difficulty cube is a matrix that categorizes the case with three parameters. Conceptual, Analytical and Presentation. This defines how much a case is difficult to interpret from user's perspective on a scale of 1-3 respectively. The chronological sequence is another thing which is a key learning take away from the course. The case is a narrative of actual scenario so the series of event should be in an order that is most effective. This is a set pattern which enables the audience to remain on the focal point and get the essence of the case.

Technology innovation from AIS Visit is another key takeaway. AIS has integrated many advance technologies like CHATBOT and artificial intelligence that enables AIS to provide better user experience. This is yet to be implemented in our country. They have also built experiential centers where customers go and avail the services. They also have advanced call centers where they prioritize the customers with respect to demographics.

The urge to protect the environment could be seen at every forum in Thailand. This is envisaging the safe future of future generations. Go Green initiative like recycling, bio fuels, safe raw material help to protect the environment as well as reduce cost.

Final Report

The case writing workshop at AIT was indeed a valuable experience in terms of learning and exposure. The business cases tend to serve a purpose, the dilemma and effectively that can be narrated and overall presented to wide variety of audience. It must be appreciated the level of knowledge of instructors and how effectively it was communicated in short span of time. The planning and execution by immaculate and time lines were followed in an immaculate manner. The mode adopted for communication along with the help of Ipads also helped the students to get quick learning. The field trips proved that Thai flavor of working along with showcased a high standard of industrial production. AIS was one of the most valuable experience as it was very much relevant to the number of students as well as related.