

# Azwin Abdul Ghani

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## Project & Program Management | Business Management | People Management

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I'm a senior management professional with more than 23 years of experience in the technology industry. My key strength is in my ability to align organization's strategy into actions with measurable objectives and key results, and building teams. My passion is in helping people achieve their full potential and systematically making ideas become reality. My experience includes working in countries in South East Asia, South Asia and the Middle East. Additional expertise that I have includes:

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|------------------------|-----------------------|------------------------|
| • General Management   | • Program Development | • Feasibility Studies  |
| • Business Planning    | • Product Development | • Resource Planning    |
| • Financial Management | • Innovation          | • Lean Startup & Agile |

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## WORK EXPERIENCE

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**Ericsson - Petaling Jaya, Selangor**

04/2007 – 07/2023

**Head of Project Management Office - Malaysia, Bangladesh & Sri Lanka**      08/2017 – 07/2023

Reported to VP Network Operations Malaysia, Bangladesh and Sri Lanka. Led a team of direct report Line Managers and dotted line Service Delivery Managers in a matrix organization in combination within network operations, finance and people function (HR). Develop and drive network operations programs focusing project excellence, resource and competence strategy & dimensioning, financial performance, and organization efficiencies. Key member of Executive Steering Board and Project Steering function.

- Secured > RM 200 million in net sales with double digit margins by implementing new service delivery model resulting in improved operation's financial KPIs
- Reduced 80% stakeholder escalations through improving existing governance framework resulting in increased project delivery satisfaction
- Reduced 30% project milestone lead times by implementing tools automation resulting in 50% unbilled working capital reduction

- Established people strategy for operations with clear objectives, expectations, deliverables, competence build execution and recognition for all resources resulting in 30% Employee Satisfaction improvement in employee survey
- Point of Contact with Market Area PMO Center of Excellence Team to integrate tools and best practices locally.
- Special assignment to develop and implement customer warehouse improvement program to Digi Network Warehouse. Program resulted in improved material data accuracy, faster material usage throughput, and 20% cost savings via efficient foot print utilization during rollout.

***Pre-Sales Contract Fulfillment Responsible - Malaysia 5G RFP***

03/2021 – 12/2021

Special assignment to prepare 5G network deployment and services proposal for Malaysia's Single 5G Wholesale Network.

- Led a team of 10 subject matter experts and pre-sales services leads to submit the proposal
- Hired 20 project management leads within 30 days from program start resulting in accelerated startup of Phase 1a delivery team (contributing to the fastest Ericsson 5G rollout worldwide)

***Network Program Director – Digi ODS Ericsson Managed Services***

03/2019 – 02/2020

Special assignment to recover project delivery stability and financials

- Led a delivery team of 80 people
- Secured > RM 100 million net sales, up by 50% vs FY2018
- Program completed 2 months ahead of time through execution of new delivery model resulting in increased customer satisfaction
- Reduced 50% working capital unbilled through strict cost management and governance
- Groomed 2 senior resources as candidates to succeed me on completion of my assignment

***Head of Business Operations – Malaysia, Bangladesh and Sri Lanka***

07/2016 – 08/2017

Reported to VP, Network Operations Malaysia, Bangladesh and Sri Lanka. Responsible for governance, financial performance, resource strategy, dimensioning, tracking and control for network operations.

- Led a team of direct report line managers from network and finance
- Implemented weekly governance review with all account operations managers to track business and operational challenges resulting in quick reaction and resolution
- Refreshed the organization through tough headcount control, exiting low performing people and cross training of existing people to diversify their competence base

**Head of Project Office – Malaysia and Sri Lanka**

05/2011 – 06/2016

Reported to VP Network Operations Malaysia and Sri Lanka. Accountable for project management process, methods and tools including managing project people such as Project Managers and Project Support professionals.

- Led a team of 20 delivery resources
- Certified 10 project managers as Ericsson Certified Experienced & Senior Project Managers
- Drive the implementation of standardized Ericsson project ways of working for all contracts resulting in unified understanding of project definitions, financial milestones and simplified reporting

***Network Program Director – Celcom MOAT Project***

06/2012 – 10/2012

Special assignment to recover project delivery stability.

- Led a team of 50 people
- Restructured key project resources to simplify project delivery organization and reporting structure
- Reduced deployment lead times by 50% resulting in increased customer satisfaction
- Increased project profitability by 20% by restructuring project costs and controlling scope creep

**Head of Business Support System (Digital Services)**

07/2010 – 04/2011

Reported to VP Business Support System, GSDC Malaysia. Responsible for managing LHS Billing System consultants and Multi-Mediation Service Engineers.

- Led a team of 20 delivery resources
- Consolidated newly acquired resources from LHS to Ericsson which includes software developers, system architects, and training consultants
- Maintained > 80% resource utilization through overseas assignment
- Assessed and certified > 10 Service Engineers from across the region as SI Certified Service Engineer
- Secured breakeven cost center budget

**Head of Customer Project Manager (Global Services Multimedia & SI)**

01/2009 – 06/2010

Reported to the Head of Multimedia & SI, GSDC Malaysia. Led a team of 15 System Integration Customer Project Managers and Managed Services Consultants for Global Service Delivery Center Malaysia covering APAC and Middle East

- Certified 5 new SI CPM to Ericsson Certified SI CPM
- Developed CPM handbook to fast-track onboarding of new project managers
- Maintained > 80% resource utilization through overseas assignment
- Secured breakeven cost center budget

**Customer Project Manager (Global Services Multimedia & SI)**

04/2007 – 12/2008

Reported to the Head of Project Office, GSDC Malaysia. Responsible to deliver system integration projects within APAC and Middle East on short term assignments (6 – 12 months)

- Delivered over RM 50 million system integration projects on time in Bangladesh, Philippines and Qatar including new Operations Support System, Prepaid Charging System, & IP Television Head End
- Led Prepaid Charging System deployment which includes customized feature development
- Achieved Ericsson Experienced Customer Project Manager SI certification within 1 year

**Alcatel Network Systems – Kuala Lumpur, WP**

05/2006 – 04/2007

**Program Manager**

Reported to Director, Mobile Communications Group, Alcatel Malaysia. Responsible for delivery and financial performance of all projects and customer support for Alcatel Mobile Communications Group Digi contract.

- Led a team of 20 people onsite in Malaysia and 30 people offsite in Australia
- Delivered prepaid system capacity upgrade from 5 to 12 million subscribers on schedule and budget
- Upgrade scope includes customized feature development
- Minimized prepaid system degradation impact during peak festive period by executing contingency plans in advance

**TM Cellular Sdn Bhd (TMTOUCH) & Celcom Bhd - Kuala Lumpur, WP**

07/2000 – 05/2006

**Senior Engineer – Product and Services Innovation & Network Operations**

Reported to General Manager, Switching Sub-Systems, Network Operations. And subsequently to Head of Data Products. Develop technical and business case proposal for data & messaging products

- Developed, presented and secured approval from CEO, location-based product business case, technical feasibility, value argumentations and go to market plan
- Deployed successful bidder solution resulting in reduced traffic congestion by 50% and saved RM 200 million per annum on transmission cost
- Ensured VAS nodes availability at 99.999%

## PROFESSIONAL DEVELOPMENT & CERTIFICATIONS

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- Ericsson MOAI Digital Academy Level 1 Certification (2022)
- Ericsson Leadership Level 3 Certification (2019)
- Lean Startup Machine (2014) – Winner
- Ericsson Certified Experienced Systems Integration Project Manager (2008)
- Project Management Institute – Project Management Professional Certification (2005-2012)

## EDUCATION

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**Putra Business School (GSM-UPM)** – *Selangor, Malaysia*

Master of Business Administration – General Management, 2012

**Vanderbilt University** – *Nashville, TN USA*

Bachelor of Engineering (Magna cum Laude) – Electrical Engineering, 2000

**Royal Military College** – *Selangor, Malaysia*, 1989-1993