## Guidelines

for the Elaboration of a

## Business-Oriented Development Plan





## **About the Authors:**



**Johan Ernberg** started to work for the ITU as an Expert in 1968 and has been based in Headquarters since 1971. As project manager of the CODEVTEL (Course Development in Telecommunication) project he was instrumental in the development of the ITU International Sharing System and worked as a process consultant in management and organization development. Presently he is the focal point for the Buenos Aires Action Plan programmes for Integrated Rural Development and Development of Telematics and Computer Networks. He wrote Chapters 3, 11 and 12.

Tel: +41 22 7305090 fax: +41 22 7305484 Internet: ernberg @ ITU.int



**Thomas Fried** has worked for the ITU since 1979, specialises in computerised network planning, and is the author of PLANITU, a software package for planning of telecom networks. At present he is the focal point for the Buenos Aires Action Plan programmes for the "Guidelines for the Elaboration of a Business-Oriented Development Plan" (this handbook) and "Computerised Network Planning".

Tel: +41 22 7305061 fax: +41 22 7305484 Internet: fried @ ITU.int



**Pieter Hogendijk** worked with the Netherlands PTT in the field of telephone switching before joining the Group of Engineers of ITU in 1968 for switching and signalling. In particular, he has been dealing with specifications and technical plans for telephone and telex networks. He is co-author of Chapters 8 and 9.

Tel: +41 22 3664343 fax: +41 22 3664343



**Tim Kelly** works in the Strategic Planning Unit of the ITU where he is in charge of Operations Analysis. He previously worked as a telecommunications policy analyst with OECD in Paris. He is an expert in the field of telecommunication economics, particularly in the area of tariff policy. He is the author of several works including "Performance Indicators for Public Telecommunications Operators" (OECD, 1991) and the "World Telecommunication Development Report" (ITU, 1994). He contributed chapters 13 and 14 of the Guidelines.

Tel: +41 22 730 5202 fax: +41 22 730 5881 Internet: kelly@ITU.int



**Herbert Leijon** has worked for Ericsson from 1995 to 1992 as a manager and expert in the fields of system design, teletraffic engineering, network planning, network development strategies, forecasting and competence development, and for ITU since 1978 as an expert in the fields of teletraffic engineering, network planning and forecasting. He is author or co-author of chapters 3, 4, 5, 6, 7, 8 and 9 of the Guidelines, and of the entire Training Package.

tel: +46 8 6406213 fax: +46 8 7430543 Internet: leijon@ITU.int



**Vincent Young** graduated in Electrical Engineering, worked for Marconi, ITT and GTE before joining ITU in 1976 as Expert. He then worked as regional transmission expert on the PANAFTEL project until retirement in 1986. He continues as an ITU consultant to assist developing countries to establish Master Plans. He is author or co-author of chapters 1, 2, 8 and 9 and editor of all chapters.

tel: +44 245 222749 fax: +44 245 226759