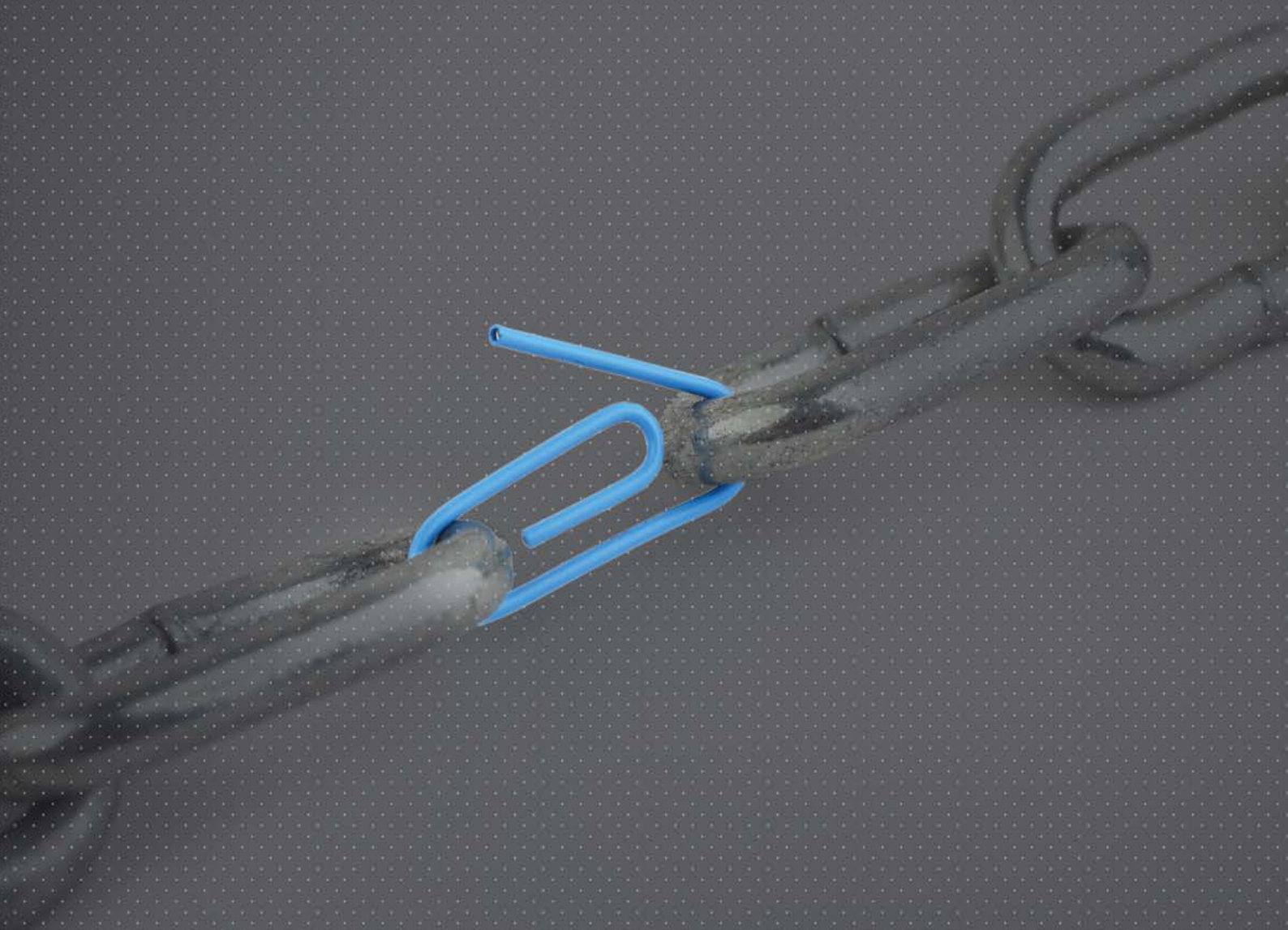


Q&A | With David Hilliard

Strategic programs fail for one reason - failure is designed in





In the last 30 years, Mentor Europe founder and CEO David Hilliard, has been involved in successfully executing 128 business transformation programs in different parts of the globe. 117 of these were “rescues” - getting wayward programs back on track.

In this Q&A with Mark Ward, former CEO of Netcompany (UK), David reflects on why this is the case and what can be done to avoid “inevitable” failures. This experience triggered the creation of the MentorBlueprint, a brand new execution framework that drives program success.



“Strategic programs fail for one reason - failure is designed in”
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www.totaltele.com/connectedbritain

An expensive education

Is it really the case that so many business-critical programs fail?

“Unfortunately it’s true. They do fail. Over and over again.

If you haven’t had one of these frustrating setbacks yourself, let me mention a few well-publicised examples: Trustee Savings Bank (TSB)¹, Smart Meters² and the Emergency Services Network (ESN)³. There are lots of others, of course.

Different elements of these programs worked well – which is normal. But, taken as a whole, they were well off the mark.

McKinsey⁴ put the failure rate at 70%. But I think they’re being generous. Over 90% of the programs I’ve worked on involved rescuing programs which had already gone off the rails.

Many had several “resets” beforehand too. All predicting long delays, massive overspends, outright cancellation and, in some cases, legal action.

Yet, on every occasion, the delinquent program had been on the go for anywhere between 6 and 12 months, before someone at C-level blew the whistle.

If people were frank, I’m sure they’d be willing to add their own bad experiences to the list.

I know I can. This is why I’m so passionate about this today.”

What effect did failure have for you personally?

“I’ve had my share of disappointments in the past. And, if my program had already experienced a costly “reset”, the feelings of personal embarrassment and frustration were always more severe.

Each “reset” brought fresh hope complex problems had been cracked. And this time, we’d finally found a way to move the needle again. Not gradually, but noticeably.

Yet, time and again, just as it felt safe to go back in the water, momentum stuttered, and confidence melted.

Simply put. This was because the root causes of failure had not been vaporised and put to rights.

But if the program was to continue – and invariably they did - one more “reset” was inescapable.

¹ <https://www.tsb.co.uk/news-releases/slaughter-and-may/>

² <https://www.nao.org.uk/wp-content/uploads/2018/11/Rolling-out-smart-meters.pdf>

³ <https://www.nao.org.uk/report/progress-delivering-the-emergency-services-network/>

⁴ <https://www.mckinsey.com/industries/retail/our-insights/the-how-of-transformation>

My work colleagues used to mutter and grumble with discontent. Even questioning my competence and judgement.

Then, I really did start to doubt myself - and wondered what I could have done differently to avoid such severe personal discomfort. Who wouldn't?

Was the program too ambitious? Did I bite off more than I could chew?

Was my plan naïve?

What tell-tale "distress" signals did I play down or ignore?

Did I choose the right program director - the right team? Did I put far too much trust in a few people who had done a good job for me before?

Did reputable suppliers not deliver?

Should I abandon the program - or try to recover it again?

It was really hard for me to confront these questions.

One thing was certain: I wanted to make sure I would never have these experiences again.

These horrible incidents set me off on a path to discover what the root causes of flatlining programs were.

But I wanted to do much more than this.

I wanted to find a failproof way to completely avoid execution hazards. Outwitting them permanently."

Tragic design

So why does this happen so often? And when it does - why are senior executives blindsided by the size of these eye-watering delays and overspends?

"Working with my partners, Mike and Ian, at Mentor, we took a long hard look at all the programs we'd seen over the past 30 years, learning from our own experiences and other people's too.

And we made some intriguing discoveries.

Significantly, there was always a clear and consistent theme. A cluster of "age-old" failure patterns repeating over-and-over again - causing these programs to pinball all over the place.

We noticed, in every case, five "bone-crushing" factors were at play:

- 1. Misalignment:** Executive teams are not as aligned as they like to think they are
- 2. Ineffective organisations:** Many program "organisation structures" are typically misleading and unworkable
- 3. Naïve plans:** Most program "plans" are targets, based on someone else's view of what "ought to be possible"
- 4. Poor supplier management:** Reputable industry suppliers are just as prone to program misadventure as their clients, possibly more so

5. Weak dependencies: Fragile dependency management can hobble any program.

And that wasn't all.

We saw in every situation, program failure was "designed-in" from the start. Not just on a few programs – but on all of them.

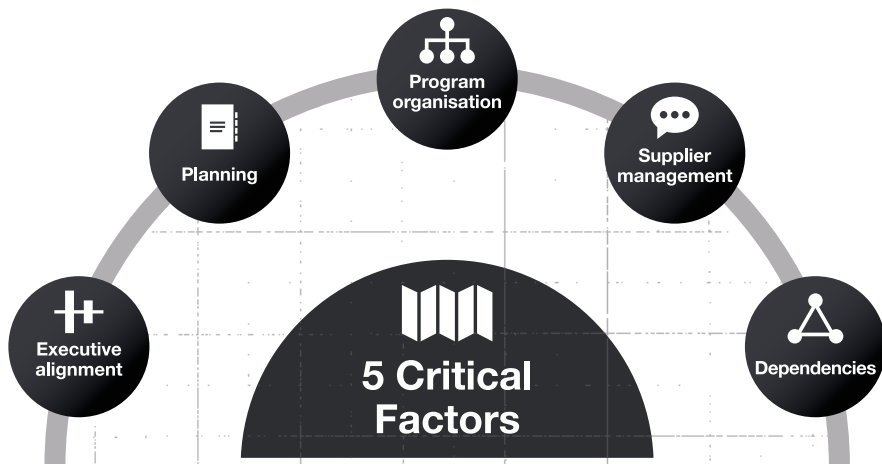
Causing damage to company valuations, financial results, reputation and brand image.

The companies themselves didn't consciously intend to do this, of course. And it wasn't always their fault - yet this is exactly what they were doing.

We found it astonishing. With old-style execution doctrine – it's literally just a matter of time before a business-critical program goes into an irreversible stall.

The only question is: how long does it take for the downward spiral to start?"

i *We noticed, in every case, five "bone-crushing" factors were at play.*



So how can you avoid the inevitable failure being “designed in”?

“You have to start by taking a deeper look into the 5 “bone-crushing” factors at the heart of every business-critical program failure: **Executive misalignment; Ineffective organisations; Naïve plans; Poor supplier management; Fragile dependencies.**

They’re all deeply interconnected - and any one of these five factors can take a program down. We discovered when all five combined together – this is when things really went off-piste.

And if a business doesn’t tackle these areas accurately, at the start - some type of breakdown will be “designed in” to every program.

This is guaranteed.”

“The most senior people in the company (Mentor) know that the organisation really needs to face up to the reality of what it’s doing.

Paul Donovan, former CEO, Eircom

Sounds like an easy thing to fix then? Just check against the 5 “bone-crushers” and your program will succeed?

“If only it was that simple...

These labels are not new. In the strategy execution world, people talk about them all the time.

But they all have one major drawback. Each label means different things to different people. And when we communicate with others, this language irregularity has deep consequences for everyone.

Check around with your colleagues and see how, exactly, they describe each factor. Take alignment, for example. I guarantee the differences in interpretation will startle you.

And they are not at the nuance level either. The differences are very wide.

And there’s something else at play here too.

Most organisations would say, without much thought, they’re aligned; well organised; have solid plans; robust supplier relationships - and their program dependencies are well nailed-in.

And while many executives may feel their teams do a good job in all these areas, the evidence from across industry is pretty conclusive. It’s extremely rare.

Think about it for a moment: if companies were consistently doing

the right things - overspends, delays, cancellations and expensive court cases would not be so widespread.

Let’s be clear: the three programs mentioned at the beginning of this - TSB, Smart Meters and ESN - made a complete hash of the 5 critical factors.

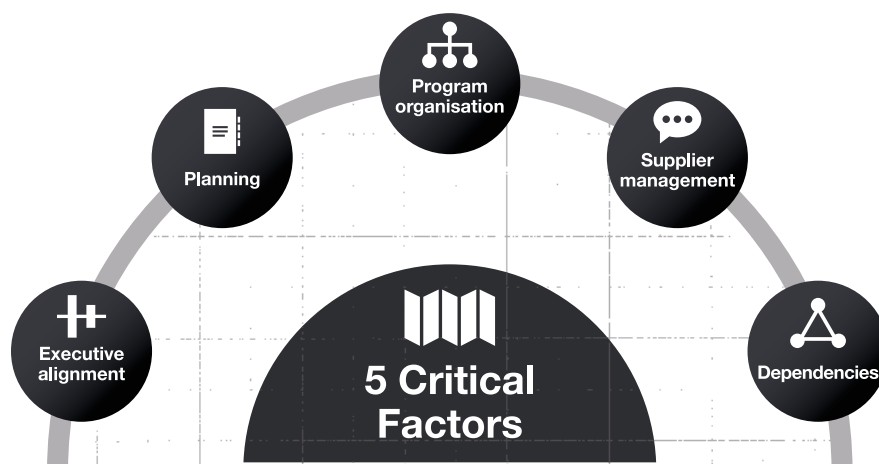
This is not just my view. Each of these program teams have publicly acknowledged their failures.

What’s more, the top executives sponsoring these programs all said they received incorrect and misleading information at various times about the true state of the programs. Executive management believed everything was going well.

It’s worth remembering too there were several industry-leading suppliers involved in these programs. They’re all highly regarded organisations. But they still got a lot wrong.

And these incidents are just the tip of the iceberg. There’s a ton of calamities you never get to hear about. Most companies would not deliberately choose to wash their dirty linen in public.

So, we set out to get rid of the ambiguity and broke down each word into meaningful specifics, in an execution context.”



“ Way too many organisations underestimate operational requirements and execution. They look at massive strategic projects and programs that are critical to their success and they assume their organisation can deliver them - without the right people with the right levels of experience and knowledge. That is a massive gap in most organisations. You have to decide what is core to your own business,

and what you need to deliver, and also what is not core and where you need expertise to help.

I think there was a real hybrid with us and Mentor, which was that we didn't have the experience and they did.”

Jeff Dodds, COO, Virgin Media (former CEO, Tele2 Netherlands)

Aligned to achieve

Looking at the 5 factors, what can you tell us about what you found on Alignment?

“What we found, when we scratched below the surface, was some members of management teams were only superficially aligned. And, typically, they had a limited understanding of what alignment meant - and what it takes to get it.

You can probably recall a few situations in the past where one of your colleagues appeared to be on board yet, in truth, they were barely going through the motions.

It's dangerous too - because misaligned executives always lead to misaligned teams. If they're not well-led, and there is ambiguity on the direction they should take, the teams will make whatever decision suits them - and this can create havoc in the execution phase.

Middle management are inclined to be too protective of the status quo - any clandestine inter-group conflict causes logarithmic effects downstream.

The truth is: alignment is binary. You're either in or out.

It's relatively easy to get alignment around things like Vision and Strategy. But (and this is where things start to unravel) management teams do find it hard to get the gritty things done.

Like investing the right level of time, resource and funds in vital programs – even when they have all agreed to do it! They're all utterly convinced, they're committed, tight-knit, cohesive – and, oddly enough, aligned.”

i *Is the program properly organised, funded and fully resourced with the right number and mix of skills – without caveat? If it's not, how can any management team claim to be aligned?*

Why organising isn't enough

How does organisation affect the success of a Program?

“Business-critical programs are not “business as usual” (BAU). They need to be treated differently. Many companies intuitively know this - yet still do everything they can to limit the programs’ impact on normal business operations.

Typically, they shoehorn the program organisation into a functional structure which always has its own “higher priority” work to do.

This mistake virtually guarantees the program won't hit its objectives, because BAU always dominates new programs.

What's more, most of the critical program resources are part-time and controlled by someone else. Often, they just have dotted-line relationships

to the Program Director - and only work on the program when they've done their “day job”.

So, how much of an individual's time are you really getting? Not as much as you think.

Most senior executives would have seen this self-defeating scenario played out more than once before.

Typically, Program Directors are coordinators or “war correspondents”. They're at the battle – capable of seeing what's going on - but that's it. They just can't exert enough influence on what happens.

Instead, a Program Director should be a “General” - with all the organisational power and resource essential to success.”

Can you expand your thoughts a little on the Program Director?

“This is one thing companies can do which will lead to greater success, faster.

Think about it...

Would you want to get operated on by a surgeon who ISN'T certified – and who couldn't guarantee skilled help would turn up in the operating theatre to assist with your heart bypass surgery?

Would you want to step on a plane with a pilot who ISN'T licensed – and who didn't know how much fuel was on board, if it was correct - and who checked it?

Correct, you wouldn't.

But guess what? Many companies do exactly that. The parallels are striking.

They appoint untested Program Directors to critical roles. They may have been terrific functional leaders - but don't have “heavyweight” program execution experience.

Rising stars and Directors who are available are also fashionable choices for the lame duck club.

In tough cross-company roles they struggle - because the program job has little in common with what they were doing. They no longer have their power base - and they don't have the hard-won experience to tackle “the north face of the Eiger”.

And they project themselves as “lightweight”.

Surgeons and pilots put in thousands of hours of highly relevant training before being let loose on real people – because failure could be catastrophic.

This is a massive opportunity for companies to make better decisions about program leadership and dramatically improve execution performance.

Program Director roles should attract the same level of attention a new “C” level executive appointment would.”

i *Does the Program Director have undisputed authority to deliver the business case? Are they the right person for the job? Do they report at the right level and have unrestricted access to the C-group? And do they have sufficient resources – funding, people and services – to match the authority?*

Planning saves time in execution

What did you discover about the characteristics of Program Plans?

“We know a Program Plan is really three interrelated plans. Crucially, all three - the Work; the Schedule; and, the Budget - should be consistent and synchronised.

Yet they rarely are.

As a rule, the description of the Work plan is the most thorough. But if the program is transformational, it's obvious at least 80% of the initial Schedule will be highly questionable.

For two main reasons.

First, because it's usually based on unrealistic expectations and rough-cut estimates about future work - which is not well-understood. This means fundamental risks will not be highly visible and, in truth, may not have even been identified.

And second, because some executive may have an irrational “bee in their bonnet” about getting it all done faster and sets “run faster - jump higher” targets - in the hope things will move sooner. They seldom do.

And, rather than be called a bunch of chocolate teapots, the team go underground and try and meet the improbable moon-shot. And live to fight another day.

Finally, the Budget depends on the accuracy of the Schedule, and if this is inaccurate the Budget will be suspect. And, there's always pressure to manage the initial “guess”.

We found companies put far too much faith in preliminary plans. Remember, they're based on untested assumptions

and made-up numbers which swing between “wild” and “semi-educated” guesses. Initial plans tend to be naïve, unrealistic - and riddled with heroic guesses.

This simple truth is at the root of every Schedule debacle.

It's important to keep in mind just how “sketchy” Schedule information is and hold off making high-risk decisions based on first-cut plans.

Plans are also announced publicly too early at some company “set piece” event - often when there is no urgency to do so. This immediately creates external expectations which have to be managed. And needless organisational pressure.

Compounding the challenge, schedules are normally based on the crazy notion nothing will go wrong. And when things do go off-piste, the business has zero surge capacity to handle the crisis.

But the most disturbing feature of first-cut plans is they take for granted the company will also achieve standards of delivery brilliance it's never achieved before. And this relentless optimism doesn't change much until a breakdown strikes.”

i *Does the Program Plan recognise that the Work, the Schedule and the Budget plans are separate planning activities?*

We rely on suppliers

| *Why is Supplier Management so vital?*

“It’s hard to find a business-critical program which isn’t built on a major deliverable from one or more hardware or software vendors.

Increasingly, vendors are offering “out-of-the-box” solutions. Yet, often it’s not clear what’s “in-the-box” and what’s “out-of-the-box”. Sometimes, there’s a lot less in the box than clients expect. And this causes unexpected and expensive program delays.

Typically, suppliers provide only partial visibility of development progress. And this can mask development delays until very late in the day - and cause complications with system integration activities, at the worst possible time.

This comes about because Supplier Management, as it’s practiced today, tends to over-accentuate commercial and procurement activities, at the expense of the gritty business of delivering the technical features of the program. The stuff that makes solutions work.

The trend toward outsourcing major chunks of “program management and solutions” to suppliers – and not just products alone – mean they should be managed with the same rigour and attention as internal plans. No sense in inviting a pointless shock.

And clients should make sure their internal organisation and resource plans dovetail with the suppliers.

But this is getting harder all the time because of the increasing dependence on the supplier’s program management skills - which historically has not been their métier.

Don’t get dazzled by the supplier’s brand name and historical reference cases either. Build positive relationships with suppliers - and remain vigilant for the many tell-tale distress signals that hide in plain sight.

Practical considerations mean every client can’t have a supplier’s “A” team. Just remember, there’s always a genuine chasm in experience between the “A” team and the “C” team.

Clients should be clear about which individuals worked on those reference cases which clinched their deal. It’s always good to test this as it would not be unusual to find none of them did.

Finally, Liquidated Damages and Service Credits are a very poor substitute for strong supplier management. And they can never fully compensate for the commercial and reputational damage of a failed/delayed program.”

i *Which people are working on the program and, specifically, how is each relevant to your challenge? Do you have the “A” team or the “D” team? Are supplier planning methods as robust as your own internal processes?*

Silence isn't golden, it's deadly

| *Why are Dependencies so troublesome?*

“Dependency management is the No.1 blind spot in any program. It's a program killer - literally. And not many companies do a good job on them.

No business-critical program can be delivered in isolation. It relies on work packages - or dependencies - completed by different projects from within the program; from other programs; and, from other functions within the business.

Not to mention external hardware and software vendors.

In fact, each work package is a mini project. And if these are not identified, understood, negotiated and managed, big holes in the program plan are inevitable.

But the depressing truth is the level of informality around dependency management on major programs is breath-taking.

I've lost count of the number of times a Program Manager has said “I can meet my dates, provided that group do this by then - and this other group do that by then also. It's not my job. It's “theirs”.

When asked if these other groups know what's required - the answer is always something like “I think so. I'll have another “chat” with them to make sure!

That's way too many maybes for me.

It's not enough to casually “agree” dependencies over a natter and a handshake. If people have worked together for a long time, and the culture is relatively informal, this can lead to serious omissions, mismatches and complete disconnects about what's needed - by when, and at what cost.

Disconnects are hazardous and can easily cause a program to come to a shuddering halt.

Half-hearted dependency management always leads to heartbreak. Especially where legacy systems are involved - and where the number of dependencies is usually prolific.

There must be a formal “airtight” framework - which provides documented confirmation to the program on the work supplying functions will complete, by when and at what cost. This framework has to include Suppliers.”

i *Is there a recognised program dependency register (in print) which is the definitive record of what contributing functions must do to support the program? Has each contributing function committed “in blood” to do the work - funded and resourced - by the required dates? Are there any disconnects which could jeopardise the program? How do these disconnects get resolved? Is there an official escalation mechanism to resolve disconnects and inter-functional wrangles?*

The mess that we made

There's a lot of good stuff to chew on here - so, the obvious question is - what happens if the 5 critical factors are badly covered?

"The most important thing to keep in mind is these 5 factors are not standalone.

There is a high degree of interdependence between them. And, candidly, in companies where coverage is not up to scratch, program failure is designed in. Without doubt.

The evidence from the work we've done on over 100 business-critical programs - with many companies around the world - indicates we have to face some ugly truths.

First, executive teams exaggerate how aligned they are. Also, many program "organisation structures" are misleading and don't work.

Wishful thinking is rife in program plans. They're usually targets based on what a small group of people feel "ought to be possible".

It's pretty clear that Supplier management does not receive

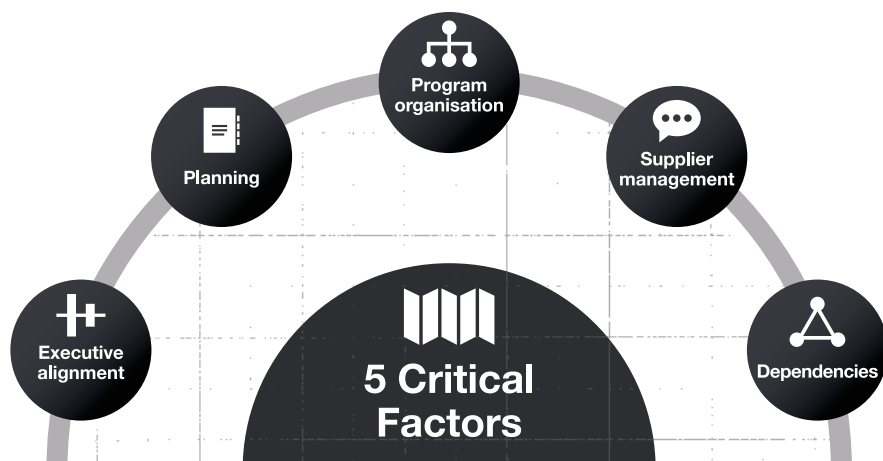
enough attention. Industry-leading suppliers are just as prone to program misfortune as their clients are.

Finally, weak Dependency management can - and does - hobble any program.

And there's no clear evidence yet that program management "certification" is reversing this trend."

"I learned from Mentor that when you're embarking on a major complex program, don't wait until you encounter difficulties or challenges, until you engage the experts."

**David Sangster, MD, G.Network
(former GM, Airwave UK)**



Lessons are for learning

What can we learn from other industries about successful program execution?

“There’s always a lot we can learn from elsewhere. Perhaps the US space program can teach us a lot about making good decisions right at the start of highly complex programs.

We are now told that rocket science is easy - and it’s “rocket engineering” that’s brutally hard.

And here’s why.

Each of Nasa’s legendary Saturn V rockets, which launched the Apollo moon missions, contained over six-million parts.

Add to that - the stresses inflicted by gravity, crosswinds, and the combustion in the rocket – and it gets badly shaken up. Things fail.

Sometimes the consequences are minor and have no effect on the launch. But at the other extreme, catastrophic failure can result, as everyone knows.

The point is that almost every component must be working nearly perfectly before the Flight Director can say: “All systems are go. We have a go!”.

In the space community, launch “holds” are common. They’re an accepted and unremarkable fact of life. They understand it’s better to hold than suffer the loss of a rocket and its precious cargo.

Consider this: it’s almost unheard of for a business-critical program to be put on “hold” because a company needs more time to get its program design right. But perhaps it would save a lot of exasperation and grief 6 – 12 months’ downstream, if some programs were “held” until they were ready to go.”

Stop getting in your own way

This all sounds fascinating. Can clients implement Mentor's scheme themselves?

"Clients can, of course, use these principles. They have smart people and could figure these things out for themselves. Eventually.

Yet, if a program is already under massive pressure, it will probably take too long - by which time the program will be even further behind schedule, have run up more costs and could be even more difficult to salvage.

And there's another important point to consider here.

A company can change its approach, permanently, by making a decision to "turn pro" in execution management, instead of staying amateur. All they have to do is change their minds - decide enough is enough - and make a positive decision to no longer work as amateurs.

Turning pro doesn't cost anything - but it's not easy. It means really getting to grips with the 5 factors - and walking away from a way of working that everyone has become extremely comfortable with.

Companies leave amateur behaviour behind when they turn pro. And, as long as they don't behave like someone who's had three of four karate lessons before deciding it's too hard, this will make all the difference.

And one more thing.

Without help, it's doubtful the team that led the program into crisis - often with 2 or more resets under their belt - can then lead it out of trouble.

It's possible, but not likely.

i *A company can change its approach, by making a decision to "turn pro" in execution management, instead of staying amateur.*

We've been doing this type of work for over 30 years. And we've built a framework around the 5 "bone-crushers," to crack the most common execution problems fast - before anything starts.

We call our execution framework the MentorBlueprint.

With it, we can forecast the outcome of any program in days - rather than months. It provides certainty. And it works."

“If we think we have a strategic gap, we wouldn't think twice about employing a strategic consultancy to come in and help us bridge the gap. But very few organisations think about it operationally. That is a big gap and without question.

Jeff Dodds, COO, Virgin Media
(former CEO, Tele2 Netherlands)

Success begins with a blueprint

Can you say a little more about the background to the MentorBlueprint?

“We wanted to help busy and frustrated senior executives to supercharge their execution performance – so that, next time, they could safely set programs off on the right track themselves.

That’s why we created the MentorBlueprint.

We wanted to build something that was new, safe, easy to follow and would deliver big benefits for their businesses.

In practice, the MentorBlueprint is a rich fusion of accumulated wisdom, patterns, relationships and pragmatic know-how - gleaned from dozens of program debacles we’ve seen over the years.

It’s safe, saves masses of time and helps clients and our team to stay on track. It underpins program success with certainty.

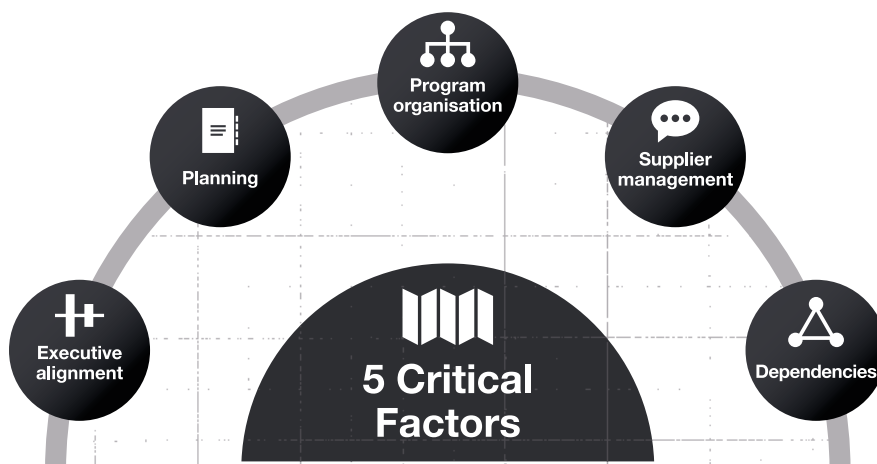
At its heart are the 5 factors I’ve spoken about. For each factor, we have a set of acid tests to gauge the extent to which a client program matches up with our success profile.

We work hard with clients to make sure they are tackling them properly – and to the required depth. It’s clear very quickly whether something critical is done or not.

One thing is certain. If you put the work in – it will deliver big benefits for any business. It’s safe and easy. And it’s guaranteed.

It’s a fantastic opportunity for clients to start building these skills.

Working with us, there’s no reason why any business-critical program should fail.”



What evidence do you have that the MentorBlueprint really works?

“It’s quite straightforward really.

Each of the 117 program “resets” we worked on was successfully salvaged. And the 11 that started from scratch all hit their original business targets.

A good example would be: where we were brought into one client situation

because their multi-million-pound program was running 6 months late. Not only did we recover the delay, but we also brought their service launch forward by three months.

And the value of that 9-month saving for this client was £40M.”

Is there a way a client can try out your approach, so they know what to expect?

“Every program rescue is different. And each one is critical.

When a program is hopelessly off course, clients must act fast. In a case like this, we’d suggest a full Healthcheck - which could take around 4 weeks. And we would create a full recovery roadmap to pilot the program back into calmer waters.

Clients do worry about investing 4 weeks in a Healthcheck when a program is under pressure. But we do have a track record of recovering delay - and accelerating delivery - while the plan is being reset.

It’s not a serial process.

On the other hand, if someone just wants a second opinion on the state of their program - or to get a feel for what it would be like to work with us - we offer a shorter, low-risk option which we could complete in 5 days. Obviously, this would not be in as much depth as a full Healthcheck - but it would cover all the elements of a solid get-well plan.

For this option, the client would need to make key people and information available for the 5-day period.”

Experiences teaches us everything

How would you summarise the results of your experiences?

“It’s a fact that the vast majority of strategic programs fail. And it’s not getting any better. Let’s not debate whether the number is 70% or 90% - the number is far too high.

Many have had several “resets” resulting in long delays, massive overspends, outright cancellation and, in some cases, legal action. Not to mention the personal dead-weights around the necks of key stakeholders.

TSB, Smart Meters and the ESN are just a few recent examples. There are many more.

In each of those cases, failure was designed in.

Of the 117 program rescues we’ve worked on, failure was also designed in. Not on some of them - but on all of them.

We discovered 5 “bone-crushing” critical factors that were not properly dealt with at the start of each program.

- 1. Executive teams were not as aligned as they thought**
- 2. Many program “organisation structures” were misleading and unworkable**
- 3. Most program “Plans” were targets based on someone’s view of what “ought to be possible”**
- 4. Supplier Management did not receive enough attention. And reputable suppliers are just as prone to program adversity as their clients are**
- 5. Weak Dependency Management can – and does - hobble any program.**

And the results were inevitable. Just waiting to happen, lying there like unexploded bombs.

With antiquated execution approaches – it’s literally just a matter of time before a business-critical program goes into an irreversible stall.

The only question is: how long will it take for the downward spiral to start?

Yet, with a lot of focused effort, clients can liberate themselves from all that pain and misery.”

| So how do you build-in success?

“The MentorBlueprint will help any business to shape a program for success.

It’s extremely well-researched, practical and, more importantly, is proven to deliver results on a wide range of complex programs.

The MentorBlueprint is not a box-ticking exercise - mechanistically stepping through the 5 factors. Once a program is kicked off, people are inclined to go on a lap of honour - before critical issues like alignment, planning and organisation are bottomed out.

Guided by our seasoned practitioners, it demands that companies work through the hard questions – and answer them - to stop any chance of an expensive rescue situation developing.

The beauty of the MentorBlueprint is: it forces executive teams to have those tough, but necessary, conversations before anything gets started.”

“**They weren’t shy in telling us what we really needed to do even if we didn’t really want to hear that at the time.**

Tim Pennington, CFO, Millicom
(Former CFO, Three UK)

“**I’d sum up Mentor as basically having two things:**

One is industry technical expertise that really understands the industry.

And then this upfront method of executing programs, that means as a senior stakeholder, I am really clear from the start what is going to happen. And I know that when they set out to do something, they will make sure it is done - and that includes making sure that I am making the decisions at the right time.

So expertise, great methodology and ultimately reliable delivery.

Derek McManus, COO Telefonica UK

| *Can you guarantee success?*

“Yes.

As long as people accept our proven advice, we will guarantee success. Absolutely.

And we think this is a unique offer.

There’s no reason why any business-critical program should not deliver its expected results.”

“*The first thing about Mentor is they’re a great partner.*

When Mentor come in, you know, they know what questions to ask, and they go from top to bottom.

Simon Beresford-Wylie,
CEO, Arqiva

| *How can people get in touch with you?*

“Anyone can call me on **07860 222282** or email me at **david.hilliard@mentoreurope.com**

They can also find out a lot more about us on our website too:

www.mentoreurope.com

If I’m unavailable at the time, people can leave a message and I’ll get back to them within 24 hours.

I’d be very happy to have a confidential talk with anyone who may want reassurance and support. And to explain how we work with clients to guarantee success.”



About David

David is Mentor Europe’s Founder and Chief Executive. He is a trusted hard-core specialist with encyclopaedic skills on strategy execution and works behind the scenes with CEOs and senior executives, helping to crack problems blocking high performance.

He is a down-to-earth practitioner, with over 30 years’ experience in the telecoms and service industries and has helped many client’s setup new businesses.

Some clients included Arqiva, Cable & Wireless, CityFibre, Energis, Eircell, Virgin Mobile, Three, Telefonica, 5 Television, Tele2, Airwave, BT, Digicel and Colt Technology Services.

Some of the clients we work with:



AIRWAVE



arqiva



CityFibre

colt



Digicel



energis



KCOM

lastminute.com

MBNL

ntl:

O₂

sky

SONY



STU

TELE2



| About Mentor

Mentor has three solid decades of experience in running difficult, business-critical programs in the UK and European telecoms markets. Breaking new ground by helping to create some of the first wave of Alt.net deployments, Mentor worked behind the scenes with most of the UK's infrastructure players.

Today, Mentor is helping mobile operators, fibre providers and infrastructure players to figure out how to respond to the huge opportunities presented by 4G densification and the move to 5G.

Specifically for:

- Mobile operators – crafting new design, deployment and IT schemes for fibre networks and optical solutions across their core and access networks
- Fibre providers - designing solutions that meet the unique architecture, operational and business case requirements of the mobile operators
- Infrastructure players, and their investors, as they look to earn new revenues from the opportunities presented by the move to 5G.

With our strong industry relationships and independence – combined with deep design, operational and commercial experience – we will work with you and your team to provide the people, resources and expertise to get your business-critical program over the line – with certainty.

We call it the Mentor Way. Results. Guaranteed.

Get in touch: www.mentoreurope.com

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Results. Guaranteed.