



**The Mentor
Execution Index**
Data driven insight

How The Mentor Execution Index helped a major Telco achieve program success.

New AI driven program assessment tool quickly and accurately
pinpoints obstacles to successful execution.



The challenge

Code named Apollo, Mentor's Telco client was running a central transformation program to implement new systems to manage the provisioning, on-boarding and ongoing management of consumer customers acquired through a new sales channel.

The new systems would give them a competitive advantage when bringing new products and services to market.

Speed to market was vital. Any slippage on the planned launch date would provide an opportunity for competitors to seize the initiative.

The program team consisted of participants and contributors from multiple business functions, including the Customer Business Unit.

With the launch date imminent, there were still aspects of the technical implementation to complete.

This put the Customer Business Unit, who needed to start the extensive acceptance testing phase, under huge pressure, placing the launch date at risk.

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The delays experienced and further delays forecast were a major concern. We were in real danger of losing ground to our competitors if we didn't hit the launch date. So we approached Mentor who had helped us run strategic programs in the past. The brief was simple – how can we successfully get Apollo launched on time?”

Director Customer Marketing, Telco client

The solution

The starting point was to quickly gain an accurate picture of the current status of the program.

Understanding the issues causing the delays was vital to knowing how to address them and get things back on track.

And this needed to happen in a matter of days, not weeks or months.

Mentor recognised that a different approach was needed.

They recommended using The Mentor Execution Index (MEI) – a new approach to assessing the health of a business-critical program.

It takes Mentor's program execution expertise and uses AI, specifically designed algorithms and analytics to provide crucial insight into the health of a program based on data collected from across an organisation.

"Using the MEI tool, we could quickly present the Apollo team with a clear assessment of the program and an actionable plan to immediately strengthen its execution approach, by intercepting the issues designed-in earlier in the program lifecycle." Mike Hosie, Partner, Mentor.

Specifically, The MEI would identify areas of misalignment between the business functions together with any other issues preventing the program moving to the next stage of user acceptance testing.

Using the insight and analysis, Mentor worked with the Apollo team to create a plan that made sure the Customer Business Unit had the detail to quickly action the user acceptance testing.

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We needed to get to the heart of the issues quickly without compromising on accuracy. The MEI provided us with a way to achieve this.”

Mike Hosie, Partner, Mentor

What is The Mentor Execution Index?

The MEI is a brand-new way of assessing the health of a business-critical program. It is an interactive program assessment tool that helps determine an organisation's capability to execute a program successfully.

It precisely measures program performance against the critical criteria that must be met for success in Mentor's proven execution framework – [The MentorBlueprint™](#).

It pinpoints issues that cause problem blindness – before they have a chance to become disruptive during execution - so businesses can make informed decisions to drive programs forward for the best possible outcome.

mentoreurope.com/program-healthcheck/mei/



The Methodology



Precision measurement of Apollo's health.

Mentor started by interviewing Apollo's senior executive team face-to-face and took a deeper look into the program by surveying the program team using The MEI.

A group of 25 employees and contractors from analysts, project managers to senior and junior managers – all vital to the program were identified from the following business functions: Networks, Integration and Testing, IT, Operations and Customer.



Everyone completed an online survey that took no longer than 30 minutes. Participants answered critical questions and were also able to add their own opinions expanding on their answers.



The data was then analysed by the Mentor team with feedback and insight presented within one working week to Apollo's senior executives.



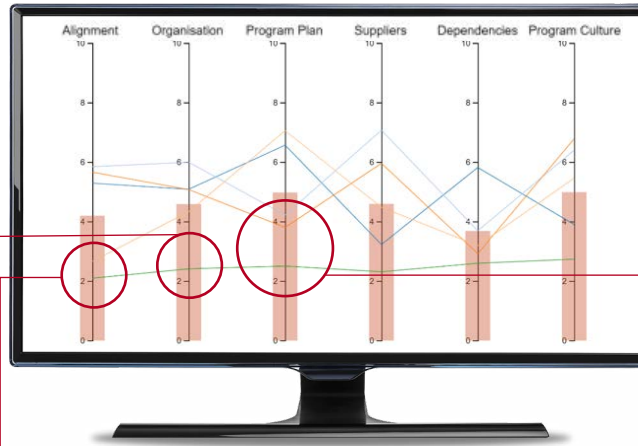
Analyse

Data driven insight via an easy to use dashboard.

Using the objective data collected by the survey, together with subjective feedback from individuals, comparisons could be made across all the functions against the 5 critical success criteria (in **The MentorBlueprint**) plus a further measurement of cultural fit.

The tool's dashboards provided a detailed overview of the program by team, and highlighted what needed to be addressed, areas for improvement and the impact of the barriers to delivering the program on time.

Open text comments provided by individuals and captured by the tool added context and detail to the picture.



Alignment

The Customer Business Unit and the operations group were not fully aligned behind the changes and plans required to achieve the program objectives.

Organisation

The Customer Business Unit appeared disengaged from the rest of the program team.

Plans

The Customer Business Unit and Testing teams had doubts about the plan detail and lacked planning involvement.

Suppliers

IT (and Operations to a lesser extent) had issues with the key supplier's contribution to the program.

Dependencies

All functions apart from IT had concerns about management of dependencies within the program.

Culture

Most functions were culturally aligned. However, the Customer and IT teams appeared disengaged.



Recommendations with clear steps to change.

A full report that included Mentor's program execution insight, highlighting the issues that needed to be addressed, with recommendations and an actionable plan was presented to the Apollo team.

Mentor made two key recommendations:

1. Company executives should prepare a company-wide communications plan describing the new consumer strategy, what its objectives were and how the Apollo program would be re-organised to execute against these. There should be particular focus on consumer and IT groups. This would align all functions of the business behind the program vision and plan.
2. The Apollo Program Organisation should be re-structured to ensure the PMO had the resource and capability to drive the program to a successful conclusion with a fully engaged Customer Business Unit rather than simply co-ordinate activities.

Other areas proposed by Mentor:

- A detailed healthcheck was recommended to create a more realistic plan supported by clear and transparent delivery from the key supplier – who had agreed to provide additional resource to meet the timescales.
- Implement a dependency management system to make sure the program commitments were agreed, resourced, and properly managed. A re-confirmation of internal and external dependencies was needed – and must include two-way commitments (Supplier and Originator), resources and mutually agreed delivery and acceptance dates.



I was surprised at the amount and level of detail and information we got from the survey. The accuracy of the results from the MEI together with Mentor's insight and experience, meant we could take the necessary actions quickly enough to get things back on track."

COO, Telco client



Need to get the measure of your program's chances of success?

If you're about to set up a program - or think your existing program might need a reset, email us at enquiries@mentoreurope.com. Find out how The Mentor Execution Index can quickly give you a more comprehensive view of your program.

Why 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 has worked behind the scenes with most of the UK's infrastructure players.

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.



Mentor Europe Associates Ltd, Elsley Court,
20-22 Great Titchfield Street, London W1W 8BE

enquiries@mentoreurope.com