



Leading infrastructure provider increases 4G revenue

Mentor helps deliver critical infrastructure to meet 4G obligations.



It had been so long since the industry had done 3G - it had rusted. So, there was a rusting dimension here as well: people who knew how to do it had retired or moved on."

Former CEO

The challenge

A leading telecommunications company providing critical infrastructure to the UK's mobile networks needed to respond to Ofcom's directive. The UK's 4G rollout programs had to be delivered in a specified timeframe – which proved very challenging.

Managing multiple complex installations across several suppliers - and across multiple regions - it was vital that program alignment, suppliers and dependencies were managed exceptionally well in order to meet the requirements.

Very early on the company recognised the speed of infrastructure rollout was not keeping pace with contractual commitments and was seriously damaging key client relationships.

The company was feeling the enormity of the task and pressure from their Network Operator customers who had to meet their regulatory and licence obligations.

Customers were also taking things into their own hands. They were looking at ways to circumvent the need to use the Company's infrastructure. This would have had a serious long-term impact on the company's business and valuation.

With the objective to build a best-in-class infrastructure and avoid damaging client relationships further, the infrastructure giant brought Mentor on-board to achieve the following:

- Revitalise the delivery plan to focus on delivery capability
- Re-define end-to-end operating processes and organisational design
- Develop new business tools and systems to deliver the desired benefits
- Improve key client relationships

At a glance

- Revitalised delivery plan and achieved revenue uplift
- Program organisational redesign resulted in increased site delivery
- Greater efficiency through redefined end-to-end operating processes
- Implementation of new business critical tools and systems

Getting to the root causes of the execution gaps

Diagnosing the cause of delays was vital to knowing how to address them - and getting the installation programs back on track.

To help fix the client's challenges, Mentor ran an independent program review - using the [MentorBlueprint™](#) - to identify the causes of the mismatch between the current run rate and the defined business objectives.

Spending time with the Program Director, Mentor saw first-hand what some of the symptoms were.

Following the initial meeting, Mentor met a dozen team members to understand their perception of the problems and what solutions they felt were needed.

Having analysed the program (including program documentation), and identifying the underlying problems, Mentor used their experience to highlight the issues and build a detailed and targeted recovery plan - addressing the underlying causes of failure and establishing a more robust program action plan to increase the chances of success.

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Mentor basically worked across our team, and engaged with our customers as well, to understand how it was seen. It was multifaceted in terms of understanding the problems from a company perspective and a customer perspective.”

Former CEO

Mentor's Healthcheck services

We have three solutions designed to give you an objective assessment of your program. Each provides clarity on the health of your program – identifying risks to be unblocked and opportunities to exploit. All are based on, [The MentorBlueprint™](#), our proven program execution methodology.

- **Program Assurance and Risk Assessment:** You want to make sure your program is set up correctly from the start and potential risks are managed. [Learn more](#)
- **Program Pulse Check:** Your program execution is under-way, but you want to make sure it's on the right track by checking its status on a regular basis. [Learn more](#)
- **Program recovery:** Your executive team has lost confidence in the program delivery team – the program is delayed and over budget. [Learn more](#)

Transforming processes and culture

Mentor took responsibility for getting the program back on track. Firmly embedding themselves in supplier management, organisational design - and in the development of end-to-end processes and implementation of IT tools to support.

The recovery plan was based on:

- An organisational redesign that industrialised delivery capability
- Redefining end-to-end operating processes
- Developing and implementing new business critical tools and systems
- Appointing experience program directors and setting up a PMO to run two key customer installation programs

Mentor went a step further and took a leadership role - playing an instrumental part in introducing and managing a cultural change program.

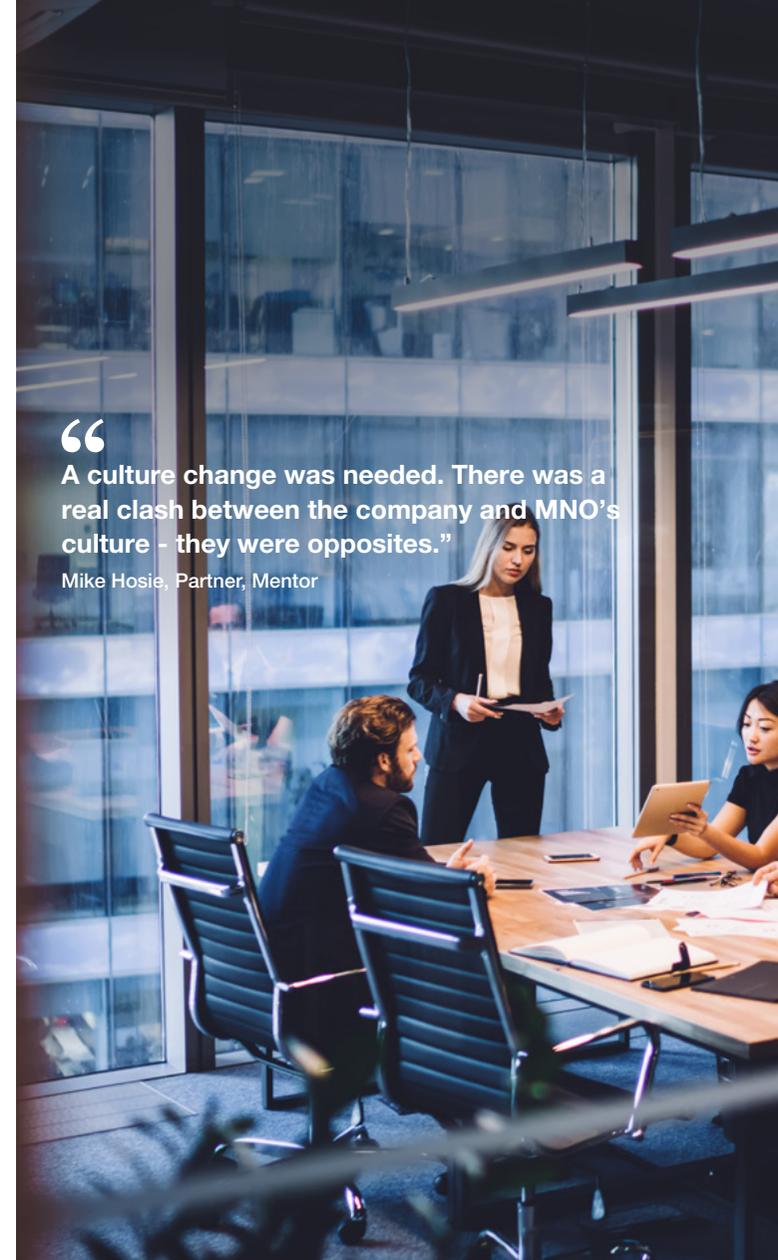
Barriers to delivery

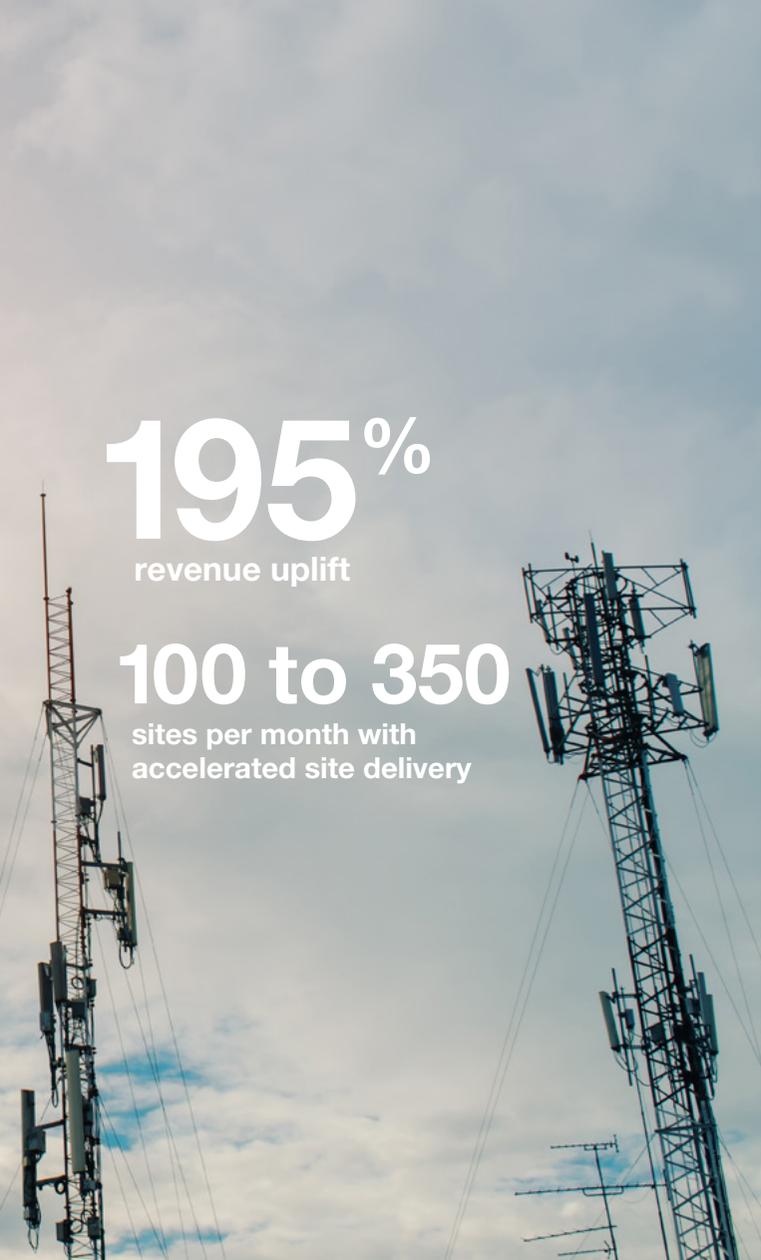
- Without fundamental changes to the organisation, process and tools, the Infrastructure provider would not have met its client obligations
- Limited ability to scale - and a lack of operational experience were having an adverse effect on the delivery function
- Long-established cultural norms were preventing the company from managing a speedy transformation
- Supplier relationships - essential to the successful delivery were broken
- The culture that did not place the customer at the centre of what they did
- Legacy IT systems did not meet the current needs of the business, processes were inflexible and not end-to-end
- Pressure existed within the business, where the infrastructure was used for alternative purposes, creating internal conflict that slowed things further

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A culture change was needed. There was a real clash between the company and MNO's culture - they were opposites.”

Mike Hosie, Partner, Mentor





195%
revenue uplift

100 to 350
sites per month with
accelerated site delivery

What does success look like?

Mentor helped recover the client's position by significantly increasing the delivery of the high-quality infrastructure needed to meet Ofcom obligations.

In doing so, client relationships were improved and the Company demonstrated an ability and an appetite to drive change - both of which led to significant increases in revenue.

The changes and improvements made contributed to the successful sale of the company's infrastructure business 4 years later.

As well as meeting contractual commitments, the Company implemented:

- A new organisation structure making key appointments
- A more positive and customer orientated attitude
- End-to-end approach rather than working in silos
- More robust processes and changes to the IT systems to support the implementation

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We've reconstructed the team, the processes that we now use are based on a lot of the advice and input that we got.”

Former CEO

Is your business-critical program going well?

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 Mentor's healthcheck services 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.



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