

CONTENTS

About the authors xi

Foreword xiii

Preface xv

- 01 Inspiration, inventors and innovation** 1
Transformative leaders 2
Transformative technologies 5
A transformative telecoms market 8
- 02 Sleeping with the enemy** 15
Genesis of the joint venture 16
Britain's biggest communications company 22
- 03 A new team to deliver** 29
A leadership structure to enable transformation 29
Selecting a team to move the company forward 37
Transforming the management structure 40
Establishing priorities 43
A new leadership style for a new business 44
- 04 An audacious plan** 49
The big bang theory 49
The innovation vs regulation conundrum 51
Building a plan and a vision for the company 58
- 05 A step change in performance** 63
Execution, execution, execution 63
The Performance Management Framework 66
Aligning performance to the vision 67
Setting the direction 68
Instilling clear accountabilities and responsibilities 69
Getting your team to commit 70

- The power of the Performance Dashboard 71
- The importance of getting to know the customer and the front line 72

- 06 Building a new brand for Britain 75**
 - The secret project 75
 - Brand transformation 77
 - Product innovation at the core of your brand 87
 - A brand-new DNA – from the inside out 96

- 07 Announcing EE 101**
 - Managing the pressure points 101
 - The importance of strategic partnerships 107
 - The communications challenge 110
 - We are EE 118

- 08 The challenge of momentum 123**
 - 2013 and 2014: the superfast years 123
 - A technological transformation 126
 - The ever-evolving network 133
 - Taking up the challenge of serving half of Britain 136

- 09 Supercharging sales 147**
 - Breaking records with 4G 147
 - Transforming a business-to-consumer function 149
 - Retail transformation 150
 - Digital transformation 154
 - Transforming a business-to-business function 158

- 10 The £12.5 billion business 165**
 - Kick-starting a financial transformation 165
 - The importance of cash management 167
 - The key to supplier management 168
 - Driving revenue profitably 169

11 The culmination of the joint venture 173

A new transformation 173

The integration challenge 175

5G and the video revolution 177

The people of EE 178

Afterword 183

Endnotes 187

Index 191