

spectrum

Annual Review

2013

**Passionately
delivering and
building great
leadership
teams in the
TMT sector**

Welcome to Spectrum's Annual Review

We are a UK, TMT sector specialist boutique committed to maximising the value you and your board and executive leadership team delivers. Our approach is to build strong, trusted and enduring relationships with people and organisations.

Since 2001, we have consistently delivered board and executive search, coaching, assessment and HR consulting results to people just like you: executives, board members, entrepreneurs, organisations and investors in the technology, online and digital media, mobile and telecoms sectors internationally.

But we are told we are different from other firms. Our first order company values provide the bedrock for the way we operate. We originally set up Spectrum solely because we wanted to offer a different way of conducting headhunting business. It was as simple as that. Our values are therefore the very reason for the firm's existence and they drive our behaviour and deliver sustainable benefit to you.

I hope you find our Review of interest. Of course, it will tell you a lot about us, and keep you up to date. But what we're really interested in, and what we're in business to do, is serve you: either with regard to your organisational consulting needs, or your career requirements as an individual.

If you and I haven't spoken during the course of 2013, do get in touch and update me. I would love to hear your news, and to understand your objectives for 2014 and beyond.

A handwritten signature in black ink, appearing to read 'Daniel Osmer', followed by a small comma.

Daniel Osmer
Managing Partner

Case Study Tom Alexander appointed as Chairman, and executive management team recruited at Viacloud, UK MVNE/A

Spectrum was retained by Stratum, an international Bahrain-headquartered private equity firm, to initially recruit a **Chief Executive Officer** for Viacloud UK Limited (Viacloud), a London-headquartered mobile service provider with Mobile Virtual Network Enabler (MVNE) and Mobile Virtual Network Aggregator (MVNA) solutions that enable Mobile Virtual Network Operators (MVNOs) and leading brands to launch consumer propositions.


The client brief was to recruit a telecoms CEO with a track record of entrepreneurial value creation, resulting in the appointment of Emanuele Angelidis, who was one of Vodafone Italy's first managerial employees, and who subsequently led quad-play Fastweb from start-up to a €7bn IPO.

The CEO search coincided with a phased search programme to recruit a **Chief Commercial Officer** who was to have specific UK mobile wholesale experience, and Tim Stone, who, as Director of Business Development & Wholesale led the growth of Vodafone UK's mobile wholesale operation from £40m to a £200m revenue business unit, was appointed as CCO.

A **Chief Financial Officer** search was also conducted, the requirement being for a finance executive with both mobile start-up and large corporate experience. Richard Schafer was appointed CFO, having previously been one of the first finance employees at Three UK (3) and, more recently, at Vodafone, where he was Commercial Finance Director Enterprise, a £1.7bn revenue organisation.

“Executive management team builds are the most fulfilling work a search firm can undertake. We have been privileged to work on this engagement with Stratum – an actively engaged and supportive investor – and I wish them, and Viacloud, every success.”

*Daniel Osmer,
Managing Partner,
Spectrum*



Spectrum also recruited Viacloud's **Operations Director**, Camilo Castano, the former Head of Information Technology & Security at Millicom International Cellular in Luxembourg, where he had extensive international experience of setting up new mobile operations from a network and technology perspective in multiple countries.

Alongside the recruitment of the executive management team, Stratum attached considerable importance to the constituents of Viacloud's board, and Spectrum also conducted a search for a **Non-Executive Chairman**, which resulted in the recruitment of Tom Alexander, the former Chief Executive at Everything Everywhere, and founder and CEO of the world's first MVNO, Virgin Mobile.

Telecoms.com subsequently described the Viacloud leadership team as "heavy hitters".

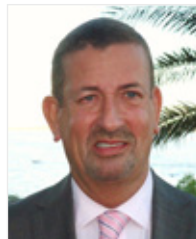
The MVNO segment of the UK mobile market is significant and highly profitable for mobile network operators: in July 2013 Informa calculated that MVNOs in the UK generate £900m to £950m annual revenue for mobile operators, and profits of £400m to £450m, comparing very favourably with their own retail operations, which produce margins close to 25 per cent.

“We are delighted that Tom has chosen to join Viacloud as Non-Executive Chairman. It is a tremendous endorsement of our business, and he will now be instrumental – along with the executive management team – in fully realising the commercial potential that exists for Viacloud.

We appreciate the contributions made by Spectrum and Daniel Osmer. His insights and professionalism were paramount throughout the engagement.”

*Ahmed Alumran,
Managing Partner,
Stratum*

Bernard Buckley appointed to Spectrum's Advisory Board



We are delighted to confirm Bernard Buckley as the first appointment to Spectrum's new Advisory Board.

Bernard has spent his career in corporate human resources in a range of industry sectors, including media, telecoms and financial services.

As the Board Human Resources Director, he led the integration of Energis into Cable & Wireless Worldwide, and the subsequent restructure of Cable & Wireless International prior to the demerger of the two businesses.

Today, Bernard is a board-level executive coach and consultant.

At Spectrum, Bernard will lend his extensive senior HR expertise in an advisory capacity across all our service offerings, both to clients and candidates.

Daniel Osmer, Managing Partner at Spectrum, commented: "Bernard possesses a wealth of executive HR expertise in the industries we serve, but it is his strong focus on relationship building, board-

level influence, and his intrinsic understanding of the role and value of executives in organisations that sets him apart. Bernard truly 'gets it', and I'm thrilled he has agreed to support me, and the firm, as we continue on our journey."

Bernard Buckley, Advisory Board Member at Spectrum commented:

"I am delighted to be joining Spectrum's Advisory Board at this exciting point in their journey. I have known Daniel for some time and I continue to be impressed by his sector knowledge as well as his strong relationship-building focus with both clients and candidates alike. It is these qualities, together with his talent for identifying opportunities and sourcing high value candidates, which will continue to drive success for Spectrum."

How to write the perfect executive CV

A well crafted CV is the best investment you can ever make. As executive recruiters, we are looking for factual evidence of career relevance, quality, achievement and consistency in a CV. These are our top tips:

1. Think of the CV's purpose: it is simply to secure a meeting. A one-page CV is the preferred choice of top executives; two pages are good, more than two pages and its flabby.

2. Think of the reader: to stand out you need to grab their attention immediately. Start with three to five brief bullet points of primary achievements in your career, education and life.

3. Think of the competition: detailing your functional responsibilities won't differentiate you. Precisely outlining your contribution, consistency and achievements will.

4. Be objective: your CV must be entirely factual and accurate. No subjective statements, skills summaries or flowery language.

5. Provide context: the most common CV mistake is not describing what the companies you have worked for do, and where your role fitted into the organisation structure. Don't make assumptions about the reader – explain clearly and concisely.

6. Narrative: you should be able to read your CV out loud and it should flow. Give a sense of who you are

as a person, but keep it factual and keep it interesting. Adding a recent professional photo will personalise your CV.

7. Chronology: start with the most recent and work back. Experience gained 10+ years ago should just be detailed as: employer, job titles and dates. Include university education and professional qualifications.

8. Language: don't use company or industry jargon, and avoid clichés at all costs.

9. Be contactable: include an international mobile number and an email address if you access that email account every day.

10. Formatting: unformatted Microsoft Word documents are the best for CVs. Your head hunter will thank you.

11. Covering letter: A good covering letter links the CV to the job opportunity, and clearly demonstrates interest. Like the CV: keep it very relevant, brief, factual and punchy.

12. Finally, read every word of your CV, and if a word is not essential, delete it.

New look for Spectrum

Having seen our 10-year company anniversary come and go, we decided it was time for a brand refresh.

During 2013, we worked with our friends at nebulo strata to deliver a fresh identity, including a new website.

If you haven't visited us online before, please take a moment to check out www.spectrum-ehcs.com where you'll find new content including case studies, instructional guides and video.

I'd really welcome your feedback and suggestions on it.

spectrum LONDON 10 48 17

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Passionately delivering and building great leadership teams in the TMT sector

Leading Executive Search Firm

Are you searching for a UK, TMT sector specialist boutique whose consultants are committed to maximising the value you and your board and executive leadership team delivers?

In that case, welcome to Spectrum.

Our approach is to build strong, trusted and enduring relationships with people and organisations.

Since 2001, our firm has consistently delivered board and executive search, coaching, assessment and HR consulting results to executives, board members, entrepreneurs, organisations and investors in the technology online and digital media, mobile and telecoms sectors. Based in London, we operate internationally.

It is the global leadership team that determines the success of your organisation. Contact us, and we can help you achieve your objectives.

Introducing our firm

A short video introduction to Spectrum.

See what we, and others, say about what we do and how we do it.

More video about the firm is available in the 'About Us' section, and comprehensive educational seminar video is presented in the 'Events' section.

What's New

Spectrum recruits Tom Alexander as Chairman, and the executive management team at mobile client Viscold

On 2nd October 2013, Spectrum client Viscold UK Holdings Limited (Viscold) confirmed that Tom Alexander has been appointed as Non-Executive Chairman. Viscold's announcement marks Mr. Alexander's long anticipated return to the mobile industry and a...

[Read more »](#)

Case Study

Senior recruitment internationally for a UK telecoms software vendor acquired for \$425m: a 47x return on capital deployed

Orster Systems was a Bath, England headquartered telecoms inventory management software (IMS) vendor founded in 1981 by Sir Clive (CDO) and Sir Steven (CDO), who recognised that at times were facing a significant problem as...

[Read more »](#)

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LOCATION

Spectrum
75 Stratton Street
Mayfair
London
W1J 8LQ
United Kingdom

ENQUIRIES

uk + (202) 558 8885
enquiries@spectrum-ehcs.com

POLICIES

- Equal Opportunities
- Privacy & Cookies
- Data Protection

What makes an effective Non-Executive Director?



Becoming a Non-Executive Director (NED) is considered a rite of passage by many executives, and yet, despite the increasing focus on corporate governance and board effectiveness, what makes an effective NED is still little understood. To address this, Spectrum hosted an Executive Breakfast Seminar to debate the issue, and to provide some of the answers.

Our keynote speaker, Ian Muir, is a highly experienced senior business adviser who works with leadership teams and individuals to improve organisational performance. In October 2012, having interviewed the Chairmen of 30 UK PLCs, he published a report on board effectiveness in association with Ashridge, which has since been distributed to the Chairs of all the FTSE 350. Ian's research work has recently featured in the FT, and in America's *Corporate Board* magazine. Ian's 30 years in corporate life have encompassed Charter International plc, where he was an executive committee member; Cable & Wireless as a Director; and as a Trustee Director of a £2.2bn pension fund.


This event took place in London in 2013 and was attended by 87 existing and prospective Non-Executive Directors. As is our usual format, this event included an audience Q&A session, and the opportunity to network.

You can view videos of the event at www.spectrum-ehcs.com/events/

Would you benefit by participating in a TMT executive forum that facilitates peer-level discussion and networking?

We provide an environment for senior executives, board members, entrepreneurs and investors like you to discuss the themes that shape the TMT industry. Attendance at one of our events is complimentary and will provide you with an opportunity to listen to expert speakers, participate in Q&A, and to continue the debate with fellow attendees during the networking session that follows.

To register your interest in our next event, please email your details to sarah.rush@spectrum-ehcs.com and we will contact you when details become available.



At Spectrum we believe that it is the leadership team that determines the success of your organisation. Commit to us, and we can help you achieve your objectives with the following services:

Executive Search

Delivering external hires that work for your organisation

Do you believe that headhunting could, and should, be done differently to deliver real client value? We do, which is why we set up the firm over a decade ago. Of course, we have extensive TMT-sector expertise, and, uncommonly for executive search practitioners, we are all professionally qualified to do the work we do. However, it is our holistic and medium-term approach that sets us apart. Acting as an extension of your organisation we truly consult with your decision-makers to deliver the best solution, which is never conducted in isolation from your business' real needs. Your organisation is unique. We will understand it, and design a process to deliver enduring results. Work with us, and we will ensure that the risk of bringing an external executive into your organisation actually becomes an opportunity.

Executive Assessment

Helping you get
your selection
decision right

Do you really know an individual, or a team, after you have interviewed them? Would you bet the company's future on it? Undertaking a professional assessment process should not be unnecessarily complex, time consuming or costly. We will work with you to design and deliver an assessment process that is specifically relevant for your organisation, and the role itself. The end result is that you will have structured evidence to support your decision, and to provide objective feedback. Assessment can be used to assess your existing team members, as well as potential new hires.

Executive Coaching

We'll get you
into the career
fast lane

Are you an executive seeking counsel that is entirely focussed on your career objectives? Our focus is on delivering individual solutions that will tangibly benefit you in your career, right now. We will help you recognise your personal value to the market, and enable you to articulate and promote your proposition in an optimised, structured, and engaging way that is contextually relevant and compelling. Work with us, and we will ensure that you have the tools to maximise your career opportunities.

HR Consulting

Ensuring we
deliver the best
solution to your
organisation

Would you like to work with a firm that is professionally qualified and sufficiently experienced to consult with you and your organisation, and not simply 'sell' services? Our attention is focussed on ensuring that any action plan delivers the best outcome for the organisation. We will consult with you in a strategic, HR capacity to ensure that any work you may wish to undertake will deliver sustained value for your organisation.

Our doors are always open. Please feel free to contact us to discuss how any of Spectrum's services can benefit you and your organisation.

Our doors are always open



Daniel Osmer
Managing Partner
+44 (0)7788 416 715
daniel.osmer@spectrum-ehcs.com

15 Stratton Street, Mayfair
London W1J 8LQ United Kingdom

+44 (0)20 3036 0065

www.spectrum-ehcs.com