

**Organizational Learning – Management Development New Service Development & Launch
Tele Communications – Value Added Services Provider**

Introduction

Organizational Learning is key in today's global market place to understanding the changes that occur in the external business environment. The adaptation of beliefs and behavior are needed to consistently produce innovative new products and services that underpin competitive advantage and satisfy customer needs.

Case Study

Within the context of Organizational Learning and effective Change Management, a global value added telecommunications and media services provider commissioned Nucleus to manage a program of Organizational Change. The aim of the program was to develop four new services and deliver the market launch. The program addressed key business drivers including:

- The need to increase and improve communication channels making customer contact more direct and value added.
- To allow a significant global new product development and launch. Total 5-year revenues benefits of \$790m.

- To gain early competitive advantage through unique IPR and exploit new channels to market.
- To build relationships with key alliance partners and further facilitate business benefits.
- To further develop and refine business processes to support new services deployment.

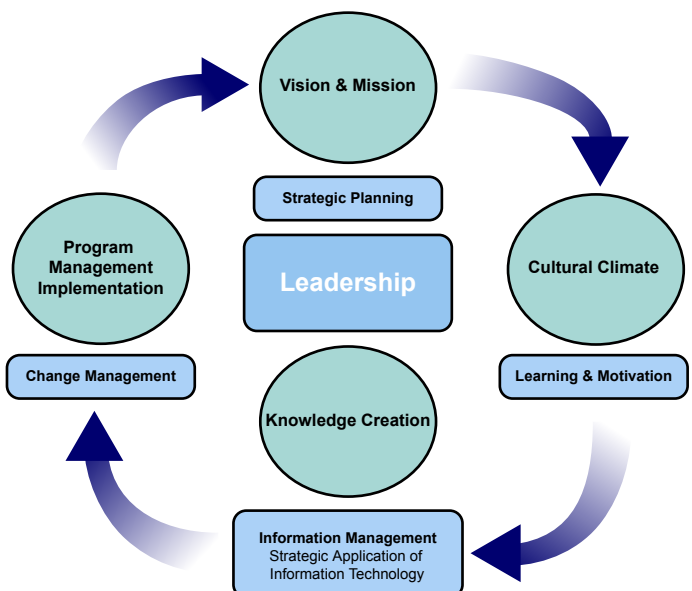
New services meant managing the complexity of people, processes and systems with the latter adding even more complexity due to the integration of Web services, Web ACD, automated e-mail management, Internet collaboration/personalization and more.

Way Forward

Through careful analysis of the impact to business functions together with the consideration of both internal and external demands, Nucleus ascertained the functions that most affected the development of the new services. The areas included,

- Sales, HR Training
- Marketing Research Product Management
- Finance
- Purchasing
- Billing
- Data Centre Operations
- IT, Systems Design & Engineering
- Key Corporate Clients (B2)
- Four External Third Party Systems Integrators.

Overall the Organizational Development framework worked on key themes with a coherent program. Some of the key areas are indicated in the model applied to the unique aspects of this organization's dynamics.



Through collaboration Nucleus proceeded to engage its unique IP tools in this area, ensuring the successful management of key areas including the following:

1. Established and Communicated Strategic Positioning:

Defined goals and objectives ensured that learning efforts moved in tandem with strategic alignment.

2. Created Structures and Processes:

Engaged multi-functional and cross-functional teams in development activities across international cultures. This gave rise to new combinations of knowledge and competencies. Equally, the expertise, negotiation and balance of divergent views gave rise to consistent levels ownership.

3. Applied Integrative Leadership Techniques:

Established a system whereby leaders were able to develop foresight in anticipating challenges. Through these approaches the conceptualization of new ideas provided the creativity engine essential to innovation.

Further, “learnership” also proved the fundamental shift where traditional leaders were shifted from “facilitating”, “mentoring” to learners themselves. Thus evolving to become leaders in their own right.

4. Collaborated as Senior Product Champion:

Worked in close collaboration with senior stakeholders thus paving the way of the new service beyond roadblocks within the organization.

5. Managed Market Launch

- Delivered pre-launches - formal market tests and used customer feedback to further refine the service.
- Delivered market launches including the coordination of formal quantitative and qualitative research assessments and acceptance of the new service.

Nucleus advised the organization at all stages of the process, from providing strategic and technical input to assisting in the development of detailed specifications and the selection of the optimum service solution.

Results

Throughout these processes the actual project time-scale was continually monitored against the project plan.

Through the collaborative work practices of Nucleus and the client an increase in revenues in line with business case benefits of:

- Post implementation revenues totaling some \$38m in revenue in Year 2. Rising to over \$790m by Year 5.
- Other organizational benefits included a significant opportunity for pull through of additional products and new professional services revenues and margin.

Conclusion

Having successfully undertaken the program Nucleus successfully delivered further value in a new service development and launch system into the organization. Additional value was also achieved by the development of staff through training and the introduction of new business processes. Overall Nucleus was able to enhance the position of the organization in the telecommunications market place whilst at the same time increasing employee motivation and skills.