

Korea Telecom

Transformation through Innovation

Background

Change is exponential in the telecom world. Getting ahead of the curve is demanding on any organization; however, it is especially difficult in Asian cultures that tend to be deferential. The CEO called us in to this 32,000 employee, \$20 billion public company to build an “innovative” organization.

Approach

This was a two-year assignment where half a dozen experienced consultants built the capability of a team of 40 internal professionals who then worked with us to change the organization.



We drove innovation at three levels: white space, market interventions, and operational. We engaged teams all across the organization and we showed them how to develop insights so they could look at their business differently. Different perspectives allowed them to create new ideas, in new domains that lead to first business opportunities that were tested and launched in the market.

Progress was not always easy. We had to work around the strong natural resistance of silos, approvals, priorities, and metrics that often did not support the change. To help us we needed a new governance structure that kept the work visible at the executive level and the Board.

We worked with the organization to implement communities and communications and to design and implement a unique development program for Vice President – *Creating Leaders of Innovation*.

Results

Our results were profound and sustainable. The organization introduced new products and services, and amended business models to get better results from initiatives that had been failing.

We quantified our results. New and improved revenues, increased efficiencies, and lower customer churn provided immediate cash-positive results and significant benefit accumulation over the near term.