

# Project Obsidian Helps Uecomm Gear Up To Future Challenges

**Capgemini works with Australia's leading telecommunications carrier to refine business strategies and carve a clear roadmap for the future**

## The Situation

As a licensed telecommunications carrier, Uecomm owns and operates one of the largest and most advanced metropolitan optical networks in Australia. Uecomm's customers are always looking for increased security, productivity and competitive advantage. Uecomm needs to continuously develop creative and innovative solutions to transform communication networks.

To ensure that dynamic demands of customers were addressed more efficiently, Uecomm's management team began searching for a solution that could reinvigorate the company's business framework through a new strategy and supporting culture.

## The Solution

Capgemini worked in close collaboration with Uecomm to deliver a comprehensive strategic and culture roadmap together with supporting initiatives, labeled as "Project Obsidian."

Capgemini refined with Uecomm a new strategy that had been in development for close to six months.

Capgemini worked collaboratively with Uecomm management team and staff to define the new culture and leadership behaviours required to support the strategy achievement and develop an implementation roadmap, supported by a comprehensive communications strategy.

**“Complementing tangible and very pragmatic deliverables, Capgemini's collaborative approach took Uecomm through a very exciting journey and developed the required ownership for us to move forward.”**

**Dean Tognella,  
CEO,  
Uecomm**



**The Result**

Project Obsidian provided two clear benefits for Uecomm. Firstly, Uecomm now has a clear path to its future thanks to a clear vision, strategy and culture transformation roadmap containing a series of initiatives that will deliver its 2009 strategy. Secondly, the project has re-energized Uecomm. It provided a real sense of purpose and direction for staff and created a motivating atmosphere as employees became aware of the exciting changes ahead.

Obsidian allowed Uecomm to accomplish an enormous amount of work in a short seven week period. Thanks to the success of Obsidian, Uecomm now has a new vision, a clear strategy and inspiring set of values to live by.

**How Uecomm and Capgemini Worked Together**

Capgemini provided the forum for a large section of the Uecomm community to contribute to the company's new vision, strategy and culture.

During the seven week engagement, Capgemini leveraged its new Accelerated Solutions Environment (ASE) in Melbourne to help develop project deliverables, and build broader strategy and culture ownership within the mid-tier management team. The three day event provided an ideal platform for issues and concerns to be raised safely. Uecomm's enthusiasm and commitment helped Capgemini deliver a pragmatic and inspiring solution.

Capgemini put many of its traditional methodologies and tools to bear fruit in Project Obsidian. Methodologies and tools included the Strategy Pyramid, the Strategy Mapping and Balanced Scorecard approach, the Appreciative Inquiry process, the Culture Framework, High Performing Teams and Focus Groups as well as the Transformation roadmap tool.

The main challenges were the required step change for Uecomm and the sometime confronting topics of culture and leadership. The Uecomm and Capgemini joint team tackled these challenges by leveraging the best of both worlds. Uecomm team members and Steering Committee displayed their commitment to the change and their willingness to evolve as individuals and as a team. Capgemini brought thought leadership in the approach used and in the resolution of cultural and leadership challenges and leveraged its collaborative tools to re-assure

Uecomm while taking them through the journey.

Service delivery on all client engagements at Capgemini is measured via its OTACE (On Time and Above Client Expectation) performance review framework. Uecomm, delighted with the service, awarded a maximum OTACE score and selected Capgemini as the partner of choice for further projects.

Capgemini created a sense of purpose, realigned the leadership and inspired the Uecomm community to strive as a team to achieve its 2009 vision.



**About Capgemini and the Collaborative Business Experience**

Capgemini, one of the world's foremost providers of Consulting, Technology and Outsourcing services, has a unique way of working with its clients, called the Collaborative Business Experience. Backed by over three decades of industry and service experience, the Collaborative Business Experience is designed to help our clients achieve better, faster, more sustainable results through seamless access to our network of

world-leading technology partners and collaboration-focused methods and tools. Through commitment to mutual success and the achievement of tangible value, we help businesses implement growth strategies, leverage technology, and thrive through the power of collaboration. Capgemini employs approximately 61,000 people worldwide and reported 2005 global revenues of 6,954 million euros. More information is available at [www.capgemini.com](http://www.capgemini.com)

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In collaboration with



Part of the SingTel Optus Group, Uecomm is a leading provider of telecommunications services and converged solutions like VoIP to businesses and government

departments in Australia. Recognized as Australia's first dedicated optical fiber carrier, it has always been at the forefront of implementing new strategies and solutions.