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**The Digital
Organization
Dilemma**

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Vodafone Italia**





SPERIMENTIAMO ED ESPLORIAMO NUOVI MODELLI ORGANIZZATIVI



A woman with long dark hair, wearing a red sleeveless top, stands on the left side of the frame. She is smiling and pointing her right index finger towards a glowing red oval. The oval is composed of two concentric, slightly offset lines that create a sense of motion or a digital glow. Inside this oval, the text "Why Digital?" is written in a clean, white, sans-serif font. The background is a solid dark grey or black, which makes the glowing oval and the woman stand out.

Why Digital?



In Italia le cose stanno cambiando...

Un anno fa

Oggi

Spotify



14Billion audio streaming
in 2017

14Billion audio streaming
in first 6 months 2018

Netflix



~ 2M users
(2017)

~4M users
(2018)

Football
matches



Food



Social
Politics



...ed anche il mercato delle Telco sta cambiando

Kena Star

50 GIGA 4G
MINUTI illimitati

scopri

8,99€ al mese
4G 30 Mbps
ACQUISTA

Attivazione e SIM 9,99€
spedizione gratuita

ho. Tutto chiaro.

minuti **illimitati**
sms **illimitati**
giga **50** in 4G Basic fino a 30 Mbps

9,99€ al mese
zero extra costi
SCOPRI

Tariffe e Prodotti | Vantaggi Vodafone | Supporto

Home > Tariffe per smartphone > Vodafone Simple +

Vodafone Simple +
Zero costi di attivazione. Zero vincoli.

scade tra

12 ore **01** min **03** sec

IL DOPIO DEI GIGA solo oggi

INTERNET IN 4G
10 20 Giga con Hotspot incluso

GIGA ILLIMITATI SU SOCIAL E CHAT

MINUTI & SMS
1000

9,99€ al mese

Prosegui

iliad

50GB in 4G/4G+
MINUTI e SMS ILLIMITATI

7,99€/mese
PER SEMPRE

L'offerta è dedicata a **500.000** utenti

SIM (una tantum): 9,99€

WIND SMART
ONLINE EDITION

20 GIGA
1000 MINUTI

ATTIVAZIONE GRATUITA

9€ mese **ACQUISTA**

TIM SUPERGIGA & CHAT MESE | MODEM 4G IN SCONTO | DETTAGLI

Supergiga & Chat Mese

20 Giga al mese e navighi sulle tue chat preferite senza consumare giga.

a soli **10€** al mese

SCOPRI

- Reduced **price per Giga**
- **Frequent** new offer release
- **Digital** channels boost



The Digital Telco & Vodafone



Customers demand
a 'wow' digital
experience



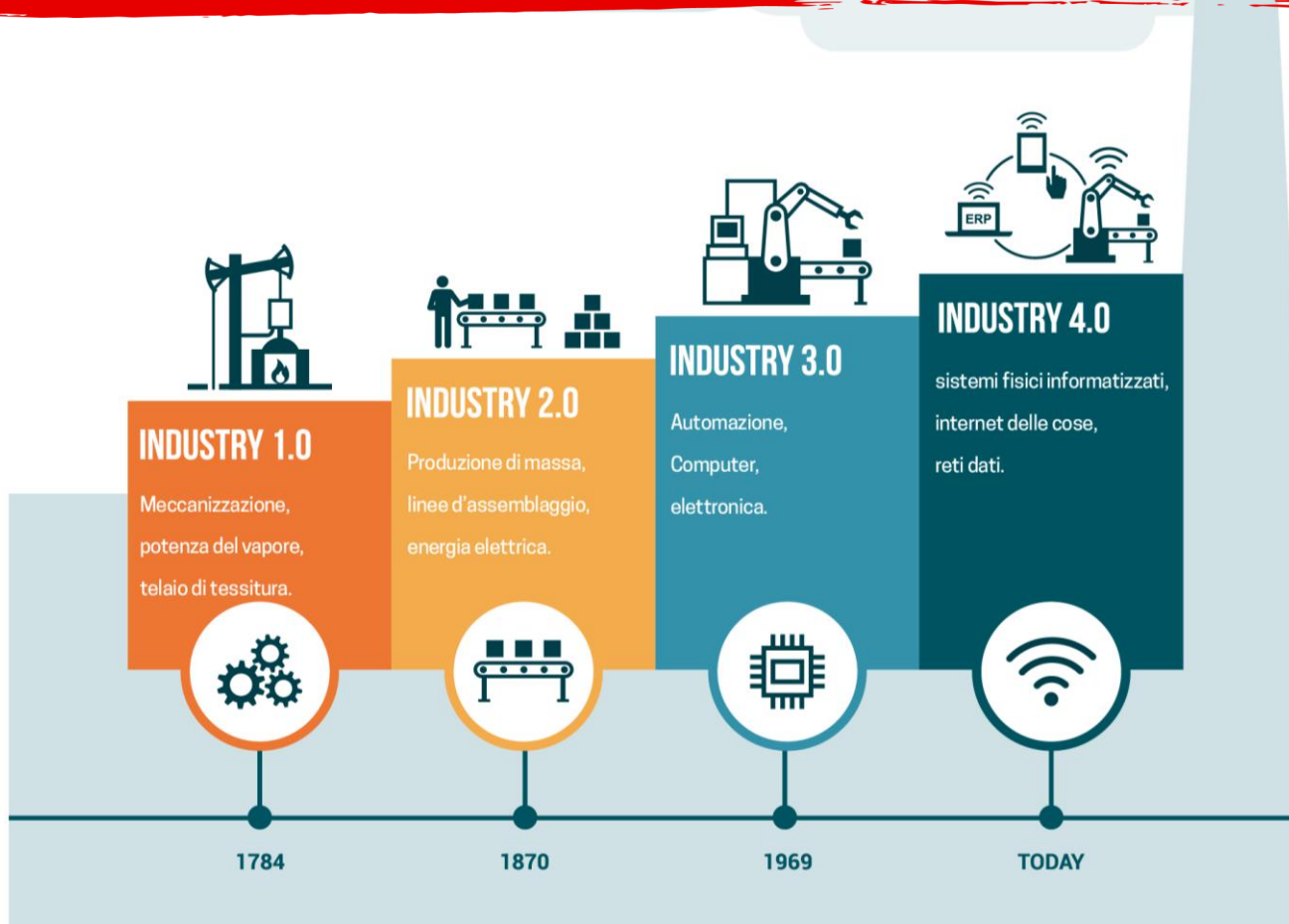
Digital is critical
to remaining
competitive



Opportunity to learn
new ways of working
and digital skills

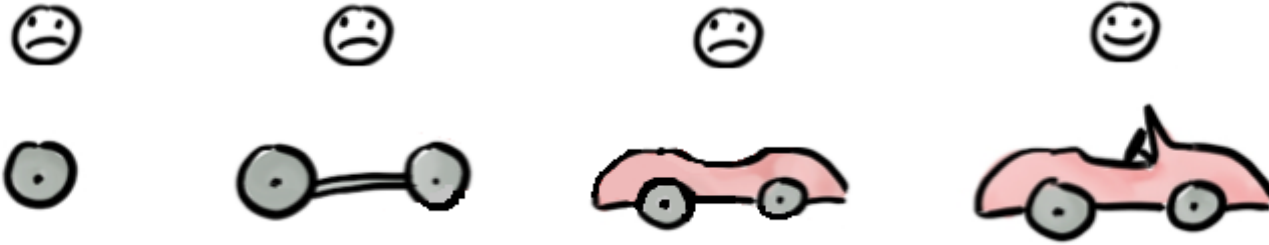


La quarta rivoluzione industriale



A different approach, for Business Agility

Approach A



The opportunity

Faster commuting!

Approach B



The Organizational Dilemma

CREARE VALORE
PER IL CLIENTE

TIME TO
MARKET

MIGLIORAMENTO
CUSTOMER EXPERIENCE

COSTO DEL
DIGITAL HIRING



$$= \left\{ \left(\frac{V^{ttm} \times C_{exp}}{C_{comp}} \right) \frac{1}{\Phi_{rg}} \right\} \times \delta_{ig} - \sqrt{dh}$$

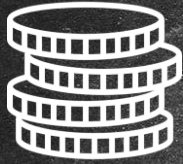
EFFICACIA DEI
COMPETITOR

EFFICACIA
ORGANIZZATIVA

COEFFICIENTE DI
DIGITALIZZAZIONE



The Organizational Dilemma



BUSINESS NEEDS:

- CREARE VALORE PER IL CLIENTE
- INCREMENTO TIME TO MARKET
- "WOW" CUSTOMER EXPERIENCE
- DIGITAL TOOLS BOOST
- BUSINESS FLEXIBILITY



ORGANIZATIONAL NEEDS:

- "DIGITAL COMPETENCIES RESHUFFLE"
- CULTURA "DIGITAL & AGILE" DRIVEN
- CONTAMINAZIONE E CROSS-FUNZIONALITA'
- COLLABORAZIONE E CO-CREAZIONE
- NUOVI PERCORSI ORGANIZZATIVI PER LE CARRIERE



The Organizational Dilemma

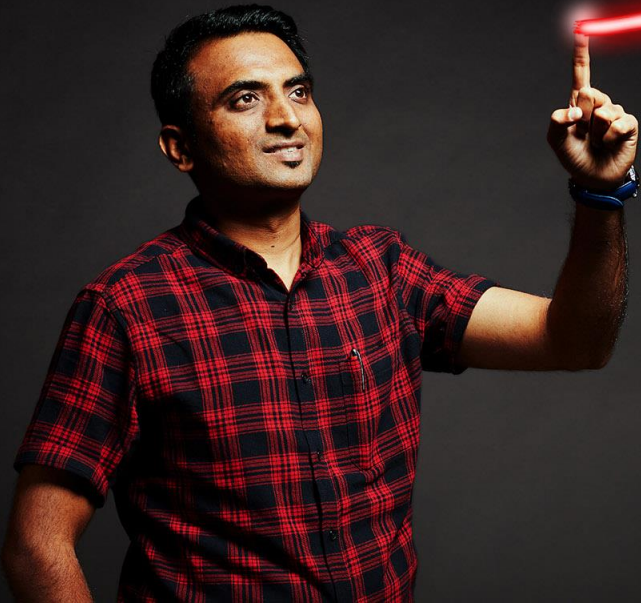


CONSTRAINTS

- CONTENIMENTO DEI COSTI DEL PERSONALE
- 'ZERO ENTROPY' AGILE TRANSFORMATION
- COESISTENZA ED INTEGRAZIONE DEI SISTEMI LEGACY
- TEMPO DI TRASFORMAZIONE = 1 ANNO
- AGILE GOVERNANCE REDESIGN
- RESISTENZA AL CAMBIAMENTO
- CAMBIO MIX COMPETENZE



Digital Transformation Principles





RELATIVITA' GENERALE



TERMODINAMICA



ACUSTICA



MULTI-DIMENSIONALITA'





NELL'UNIVERSO, IL TEMPO NON SCORRE OVUNQUE NELLA STESSA MANIERA




TERMODINAMICA



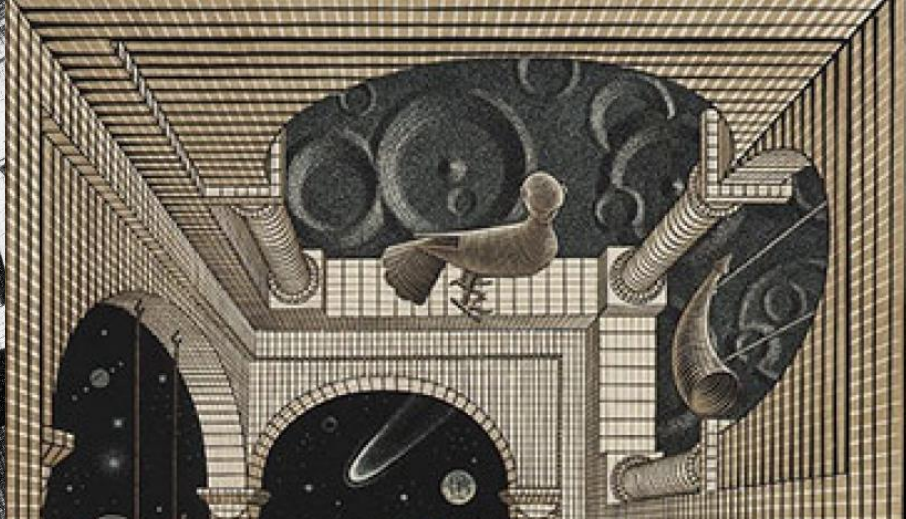
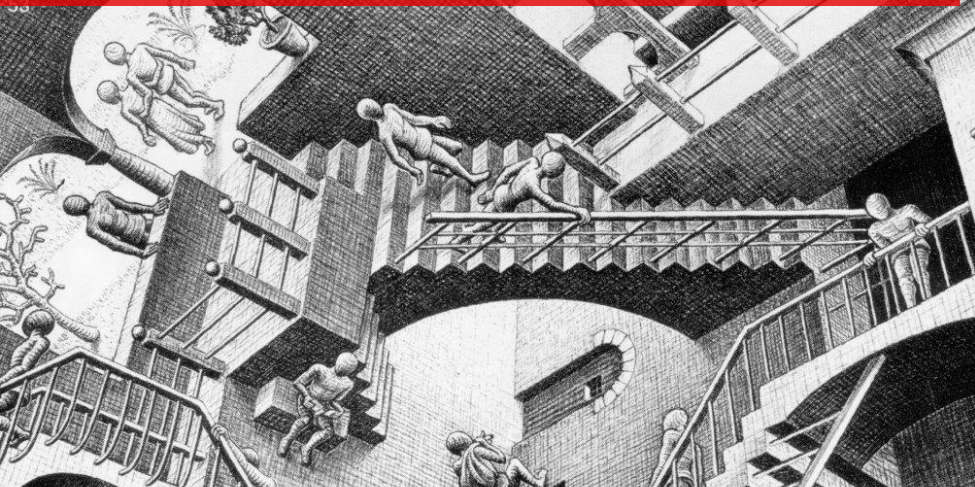
NULLA SI CREA, NULLA SI DISTRUGGE MA TUTTO SI TRASFORMA



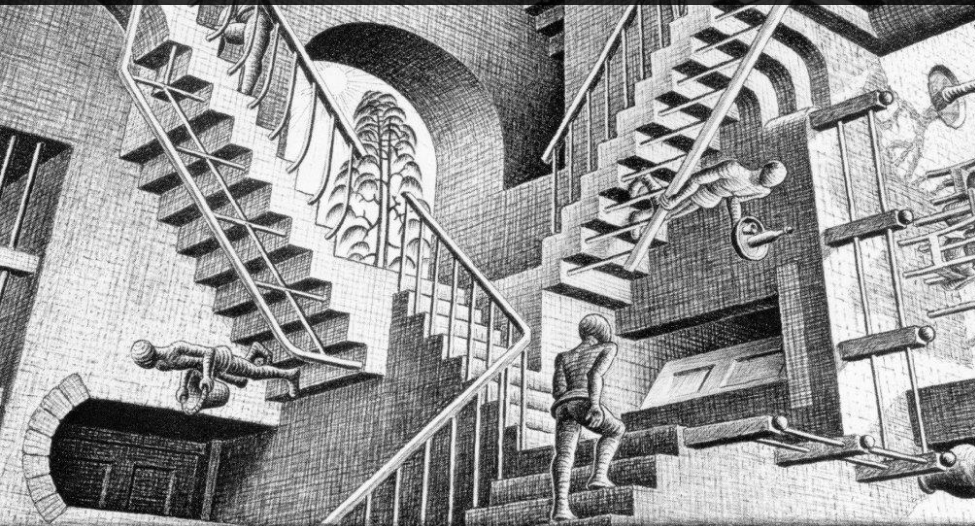


UNA BUONA ESECUZIONE E' IL RISULTATO DELL'ARMONIA DEI SINGOLI ELEMENTI





IL NOSTRO UNIRVERSO HA DIMENSIONI NASCOSTE



Digital transformation Principles

- IL «TEMPO» SCORRE IN MODI DIVERSI
- TRASFORMAZIONE TERMODINAMICA
- COERENZA DEGLI ELEMENTI
- MULTI-DIMENSIONALITA'



The Digital **Multi-Dimensional** Organization



In principio c'era l'Organizzazione Tradizionale...

CEO

Staff

Finance

Strategy

HR &
Organisation

Legal Affairs

External
Affairs

Media Rel. &
Corp. Comm.

Business Unit

Enterprise Business
Unit

Consumer Business
Unit

Lines

Commercial
Operations

Technology

 Functional structure  Divisional structure



...con le risorse aggregate per processi e competenze.

CEO

Finance



Strategy



HR&O



Legal Affairs



Ext. Affairs



Media&Comm.



Enterprise BU



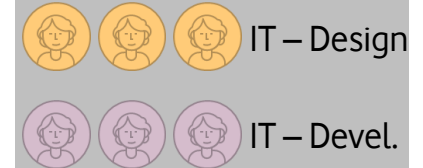
Consumer BU



Commercial Ops.



Technology



In un solo anno sono nate nuove "funzioni" cross-competenze...

CEO

Finance



Strategy



HR&O



Legal Affairs



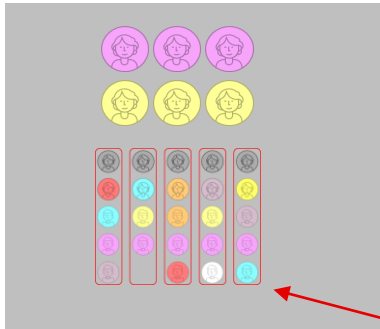
Ext. Affairs



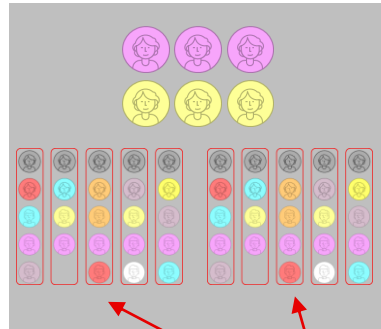
Media&Comm.



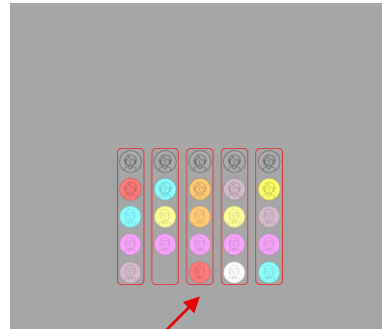
Enterprise BU



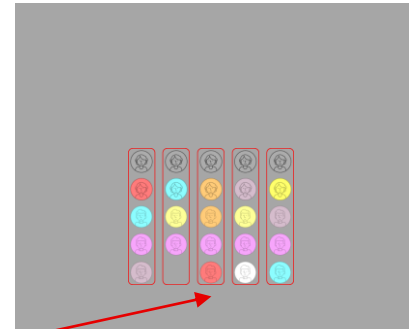
Consumer BU



Commercial Ops.



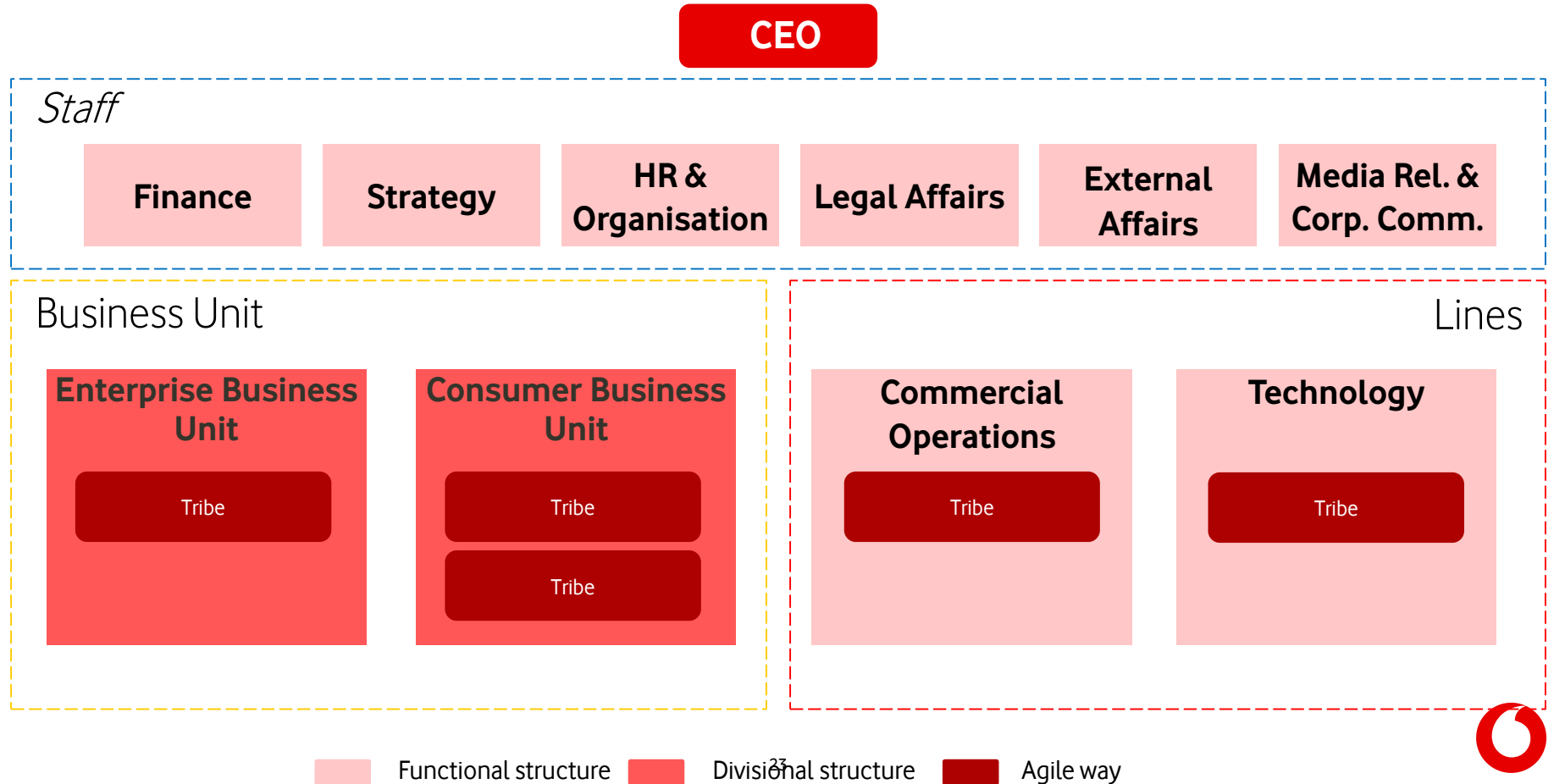
Technology



Tribes



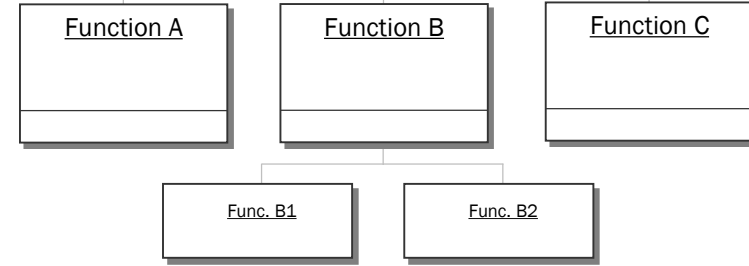
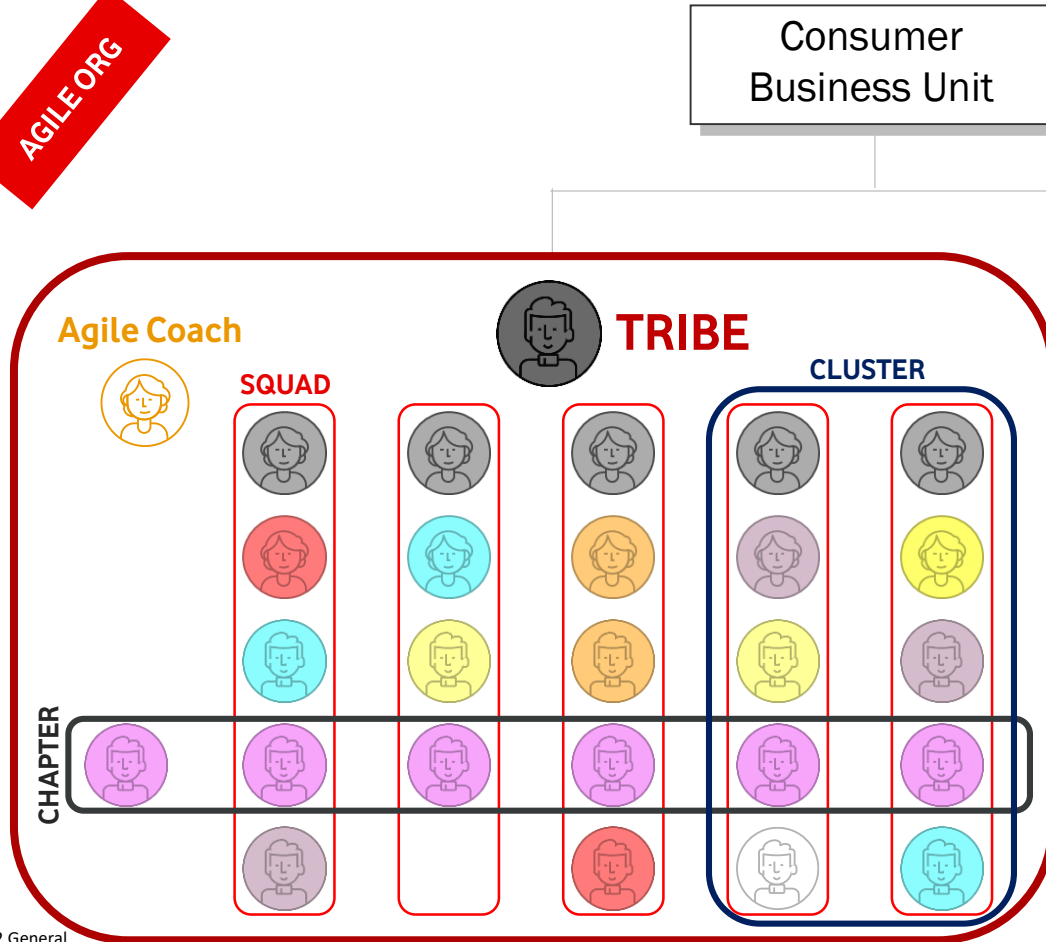
...che hanno dato vita alle “tre” Organizzazioni di Vodafone



La Tribe: l'elemento base dell'agile organization

AGILE ORG

TRADITIONAL ORG



SQUAD: cross-functional teams with E2E responsibility on a given mandate. Each lead by **Product Owner**, might be supported by a **Scrum Master** / Agile Practitioner.

CLUSTER: virtual grouping of Squads with a similar mandate and interconnected objectives. Led by **Cluster Leader**.

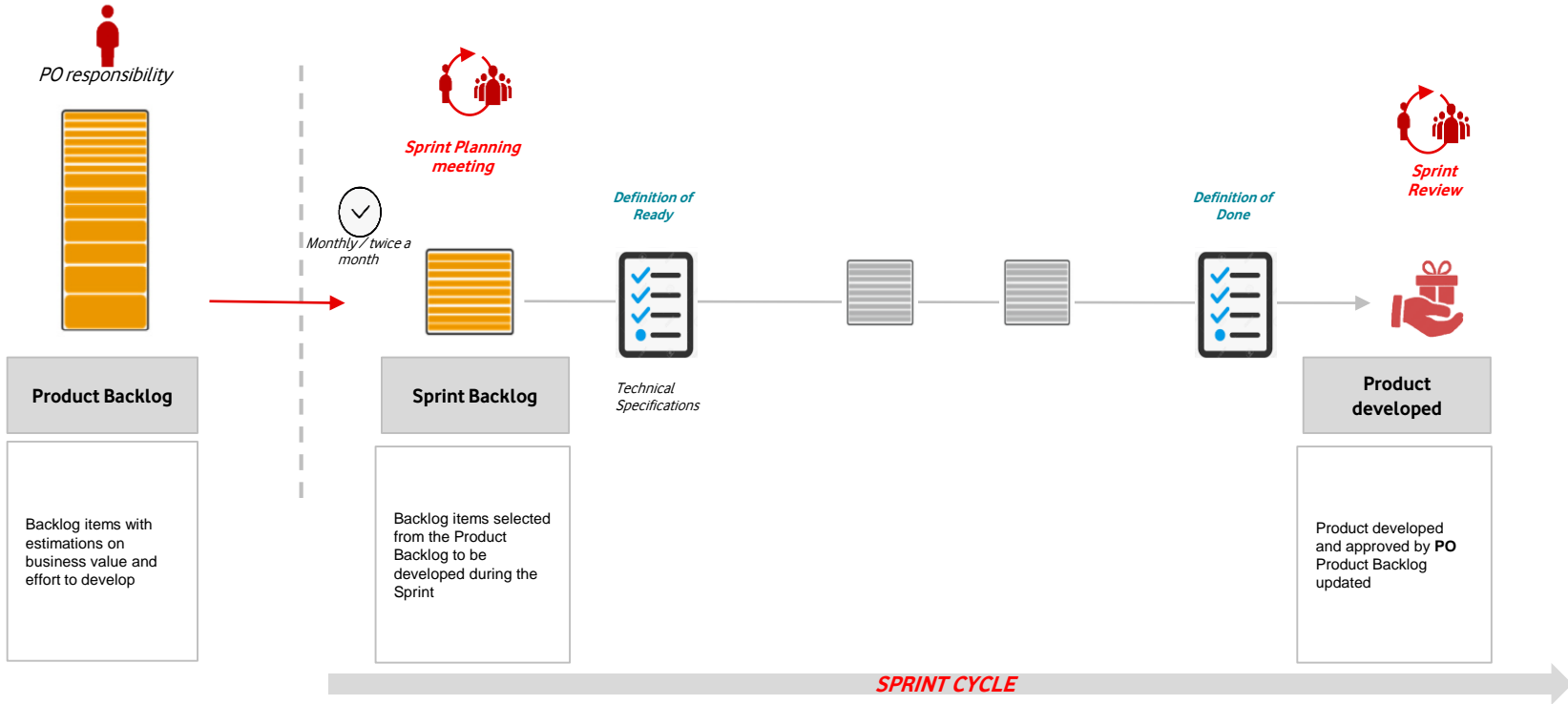
TRIBE: grouping of Squads or Clusters, working towards a common purpose. Led by **Tribe Leader**, supported by an **Agile Coach**.

CHAPTER: functional grouping of professionals that works in various Squads/Tribes, supported by a **Chapter Leader**.



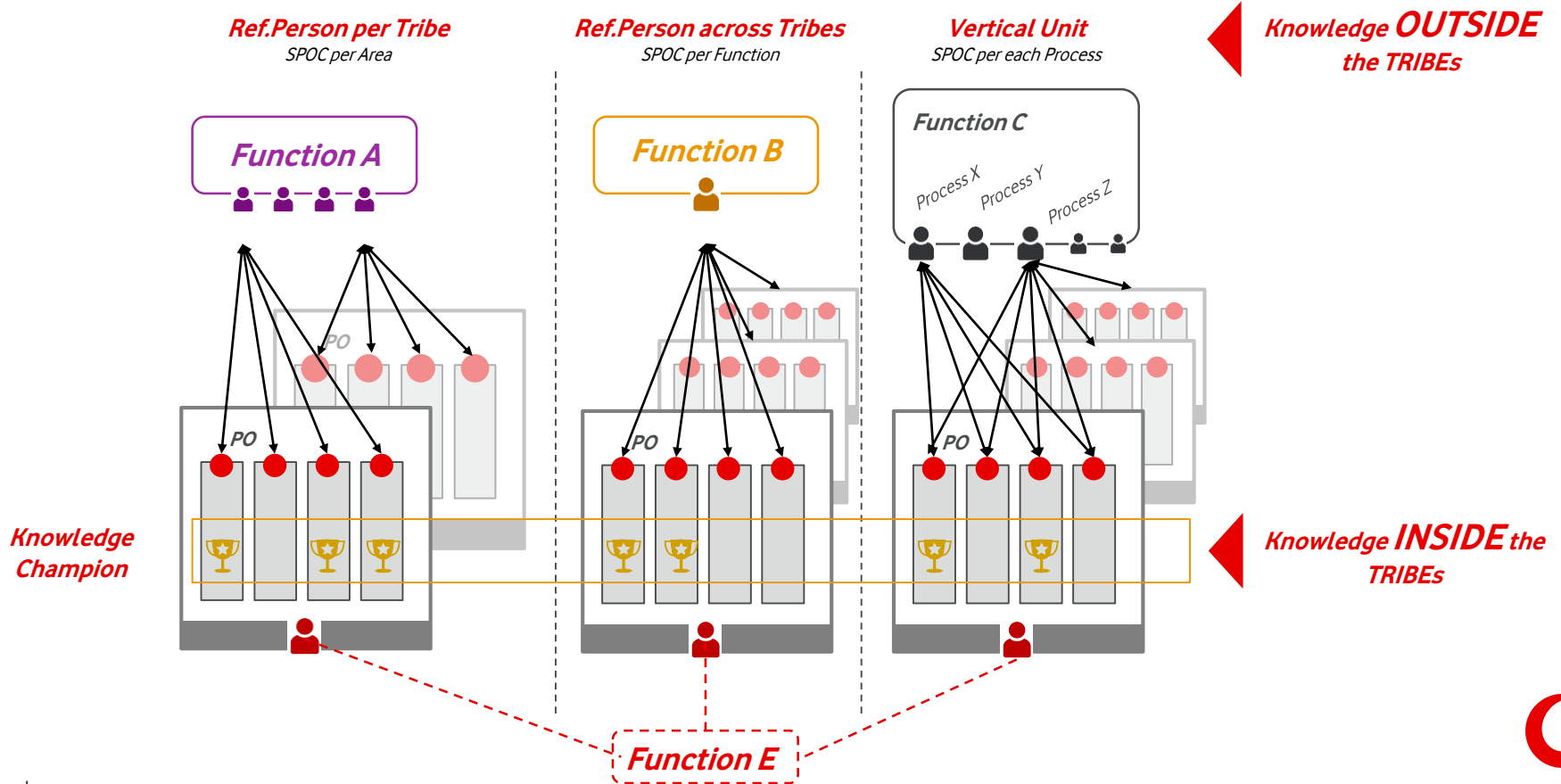
Agile way of working – II Framework

SQUAD – PO Accountability



Multi-dimensional Interaction Model

Come comunicano l'organizzazione tradizionale e quella Agile



Il relativismo organizzativo

IL «TEMPO» SCORRE IN MODI DIVERSI

IL TEMPO DELLE FUNZIONI TRADIZIONALI E DELLE STRUTTURE AGILI, "SCORRE" IN MANIERA DIFFERENTE ALL'INTERNO DELL'ORGANIZZAZIONE

TRASFORMAZIONE TERMODINAMICA

L'ORGANIZZAZIONE E' UN SISTEMA CHIUSO ALL'INTERNO DEL QUALE LE COMPETENZE DEVONO ESSERE RIORGANIZZATE A COSTO O ALL'INTERNO DELLE SQUAD MULTIFUNZIONALI

COERENZA DEGLI ELEMENTI

LA STRUTTURAZIONE DELLE SQUAD DEVE GARANTIRE ARMONIA E COERENZA DI GOVERNANCE, RESPONSABILITA', SCOPO E PROCESSI ALL'INTERNO DELL'ORGANIZZAZIONE

MULTIDIMENSIONALITA'

LE RISORSE VIVONO E LAVORANO IN UN ECOSISTEMA ORGANIZZATIVO MULTIDIMENSIONALE



A woman with long dark hair, wearing a red long-sleeved shirt, stands on the left side of the frame. She is smiling and pointing her right hand towards a glowing red speech bubble on the right. The speech bubble contains the text "Ok Cool... But how?!". The background is dark grey.

**Ok Cool...
But how?!**



How: digital telco and agile @ Vodafone

- **Dedicated incubator**
working spaces

- **Fast release cycles** with
iterative and incremental
production

- **Flat structure**
empowered to make decisions

- **Single, integrated unit**
working in tribes, squads,
and chapters

- **Cross functional**
talent from across Commercial,
IT, agile practitioners

- **Simple and fast processes**
in HR, finance and technology

**End to end
accountability**

concrete goals and KPIs
for commercial activities
and customer journeys



Our three pillars

Our vision: a digital first world, where people matter



Our People & Culture



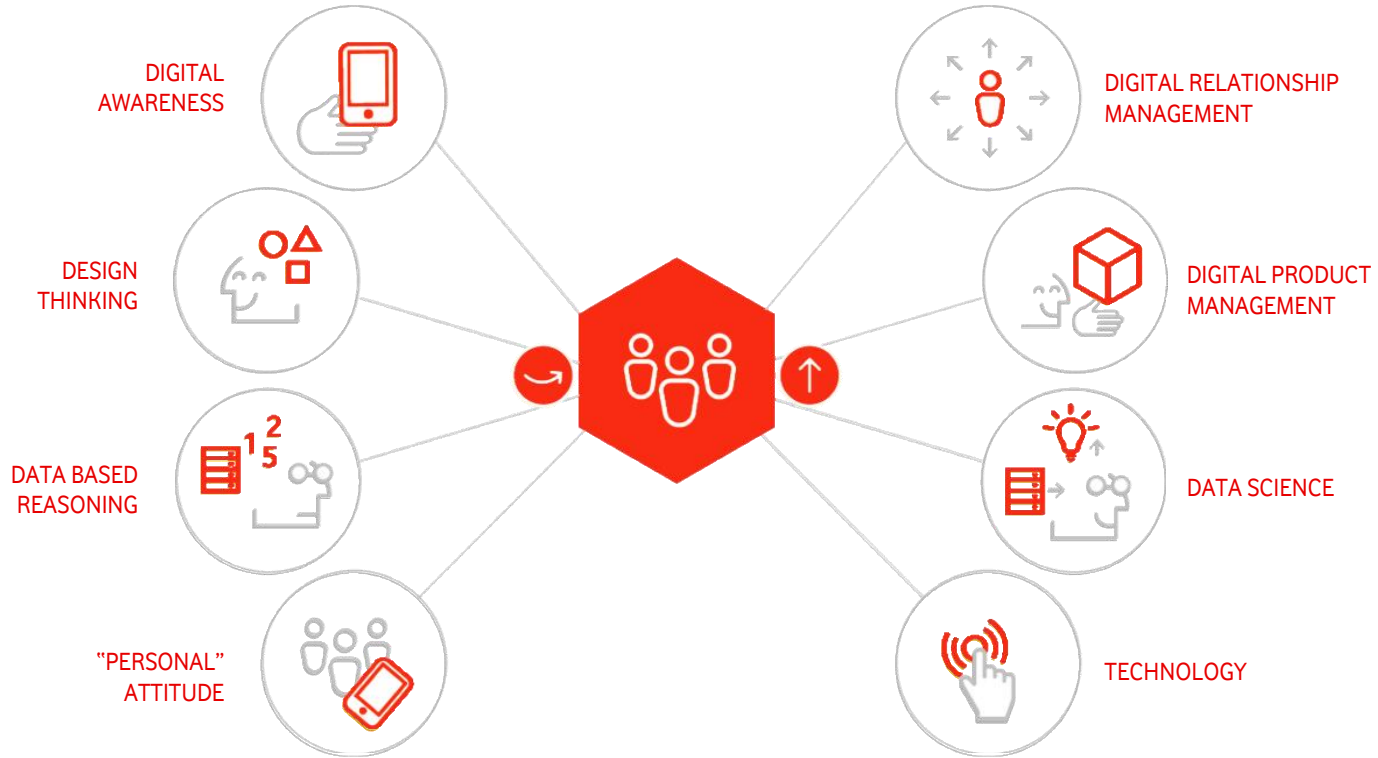
Our Tools & Enablers



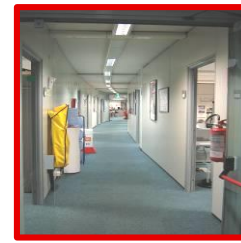
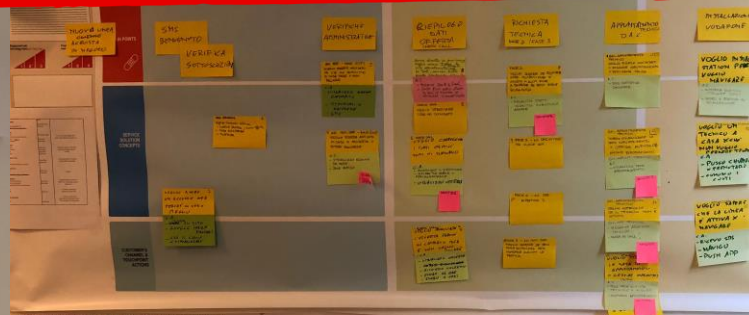
Our Place & Organisation




Digital Skills



Visual tools & Smart space



Final solution: Work in progress...


$$= \left\{ \left(\frac{V_{ttm} \times C_{exp}}{C_{omp}} \right)^{\frac{1}{\phi_{rg}}} \right\} \times \delta_{ig} - \sqrt{dh} =$$

+ 26 SQUADS LANCIATE

283 PERSONE COINVOLTE

100% AGILE TRAINED

+70% BUSINESS TARGET GIA' RAGGIUNTI



A close-up of Darth Vader's helmeted head and shoulders, set against a background of a server room with glowing lights. The image is overlaid with several red and black horizontal bars containing text.

GOVERNANCE

NEW COMPETENCIES

IL LATO OSCURO DELLA DIGITAL TRANSFORMATION

HOLISTIC "AGILE" TRANSFORMATION

NEW CAREER PATH



Digital Transformation...consigli per gli acquisti

COMPETENZE «AGILE»: TOOLS E CULTURA
CONTINUOUS INTEGRATION
COERENZA DEI PROCESSI E DELLE ATTIVITA'
VISION & HOLISTIC VIEW



The future is exciting.

Ready?