The Digital Organization Dilemma

Dario Giannoccaro
Vodafone Italia

SPERIMENTIAMO ED ESPLORIAMO NUOVI MODELLI ORGANIZZATIVI

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	PREMIUM MEDIASET	DAZN
Food		deliveroo, foodora, JUST EAT, FOORBAN
Social Politics		

...ed anche il mercato delle Telco sta cambiando

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

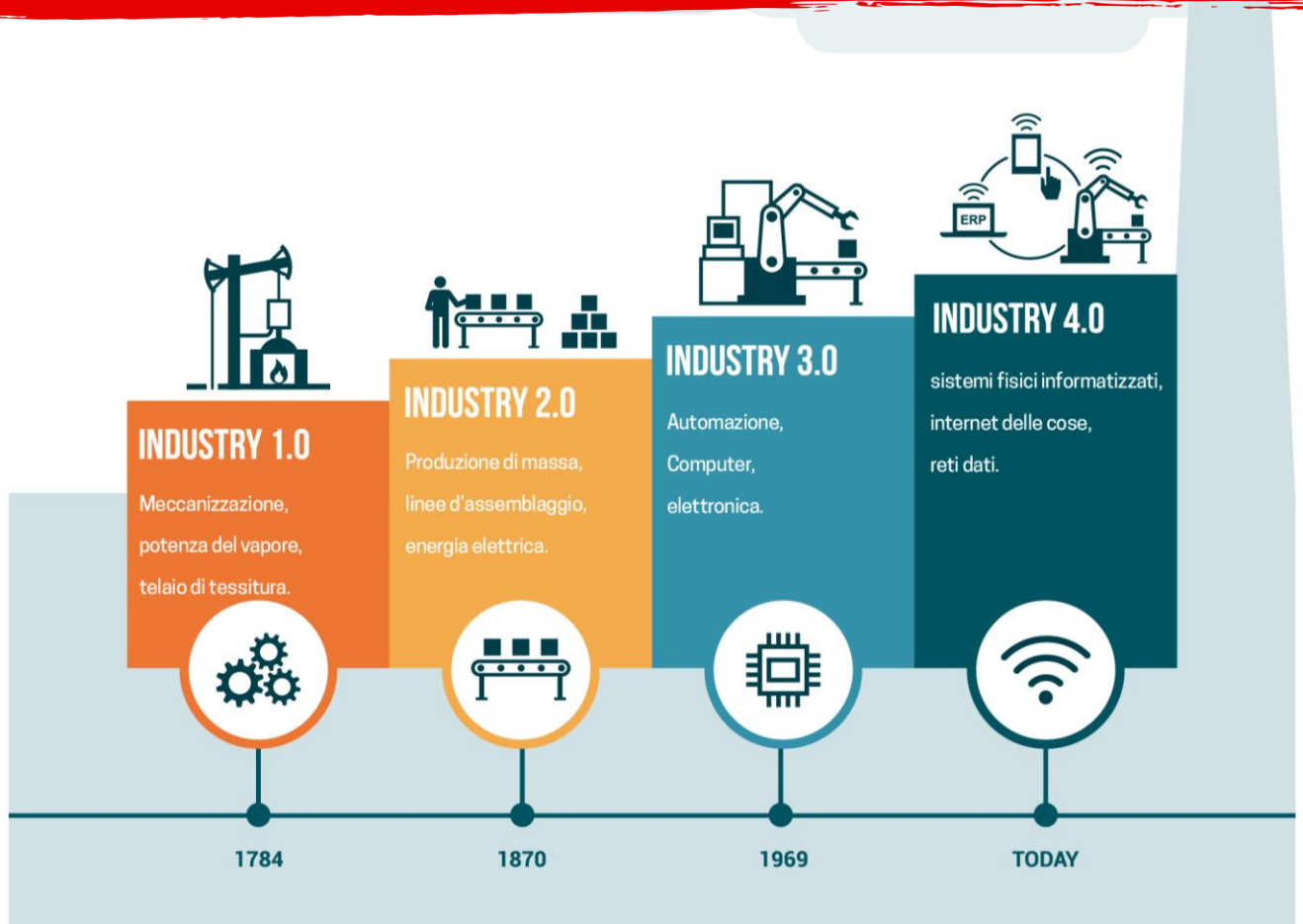
The Digital Telco & Vodafone

Customers demand **a 'wow' digital experience**

Digital is critical to **remaining competitive**

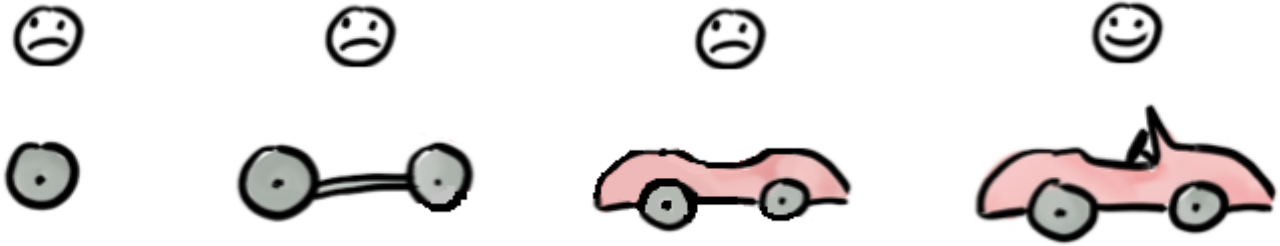
Opportunity to learn new **ways of working** and **digital skills**

La quarta rivoluzione industriale



A different approach, for Business Agility

Approach **A**



The opportunity

Faster commuting!

Approach **B**

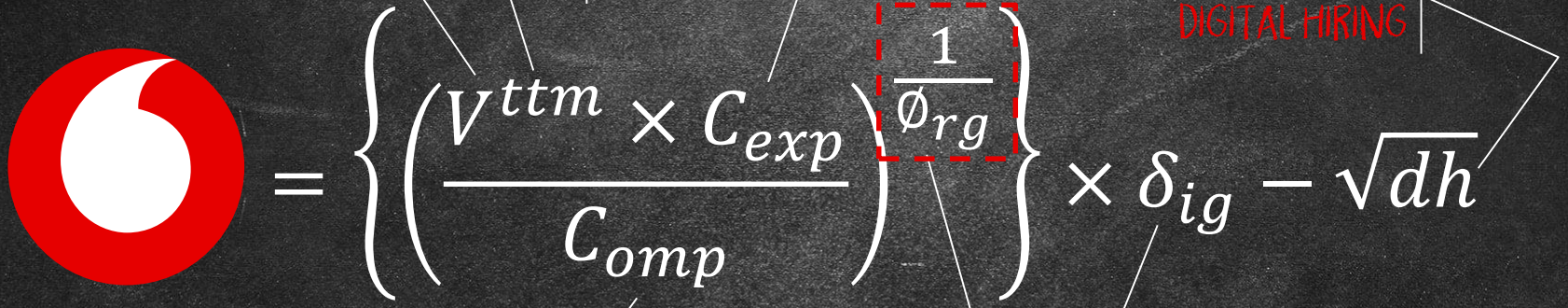
The Organizational Dilemma

CREARE VALORE PER IL CLIENTE

TIME TO MARKET

MIGLIORAMENTO CUSTOMER EXPERIENCE

COSTO DEL DIGITAL HIRING

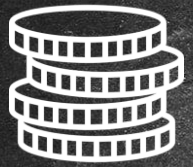


EFFICACIA DEI COMPETITOR

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

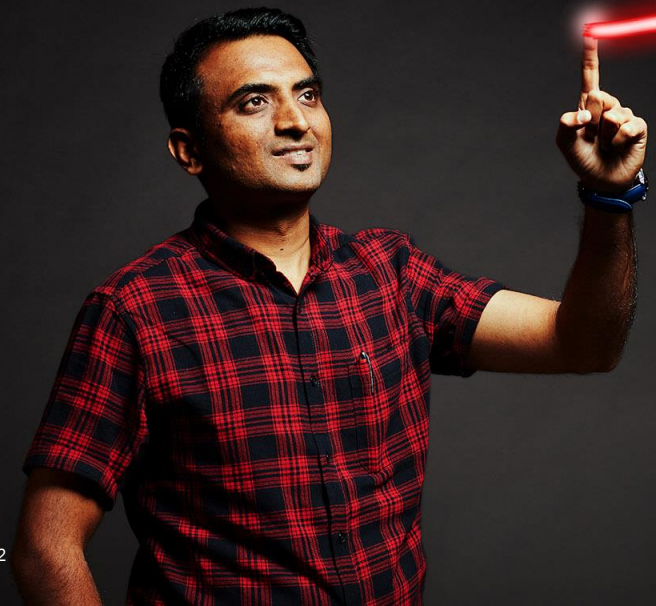
The Organizational Dilemma

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

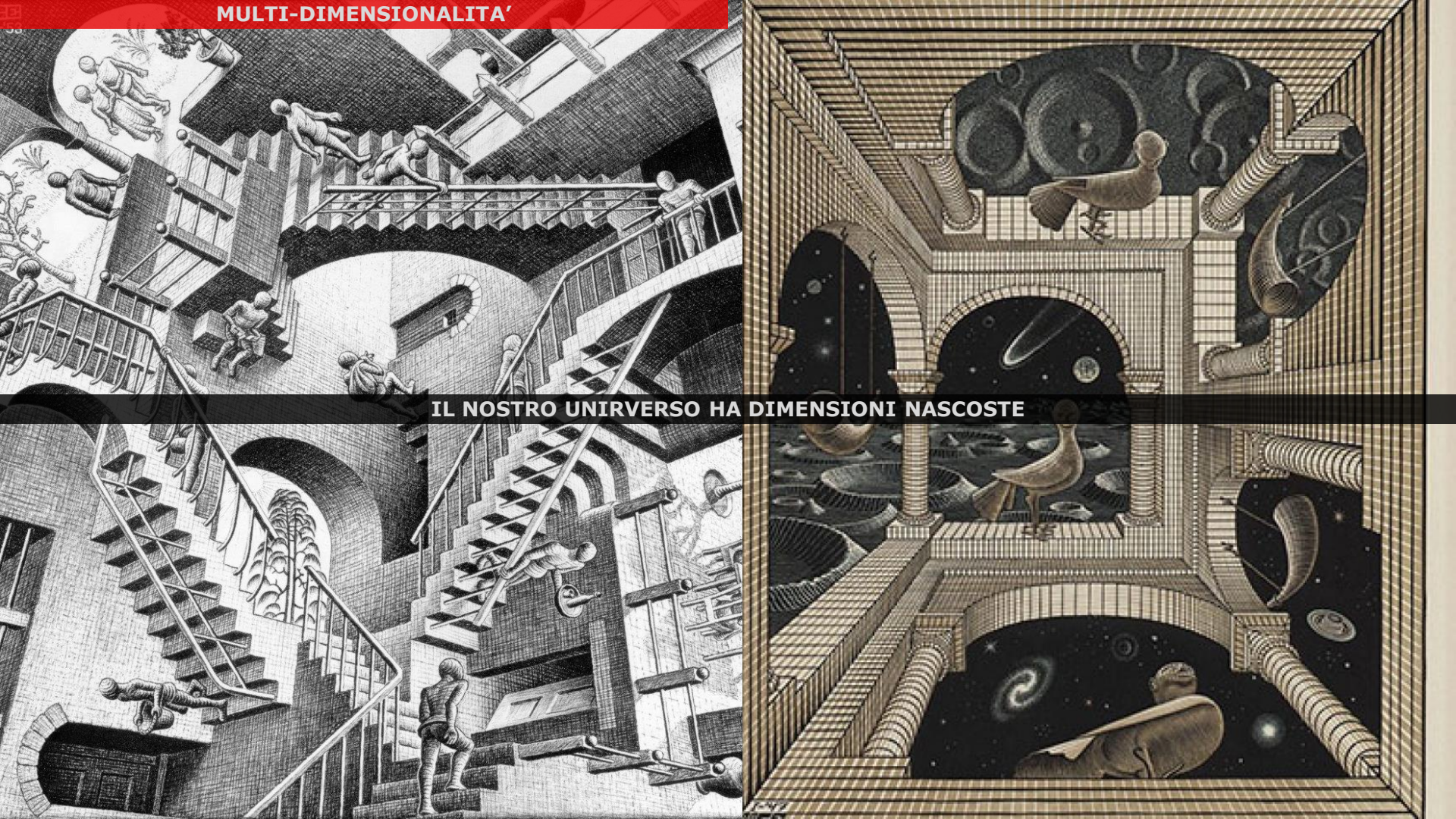
TERMODINAMICA

NULLA SI CREA, NULLA SI DISTRUGGE MA TUTTO SI TRASFORMA

ACUSTICA

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

MULTI-DIMENSIONALITA’



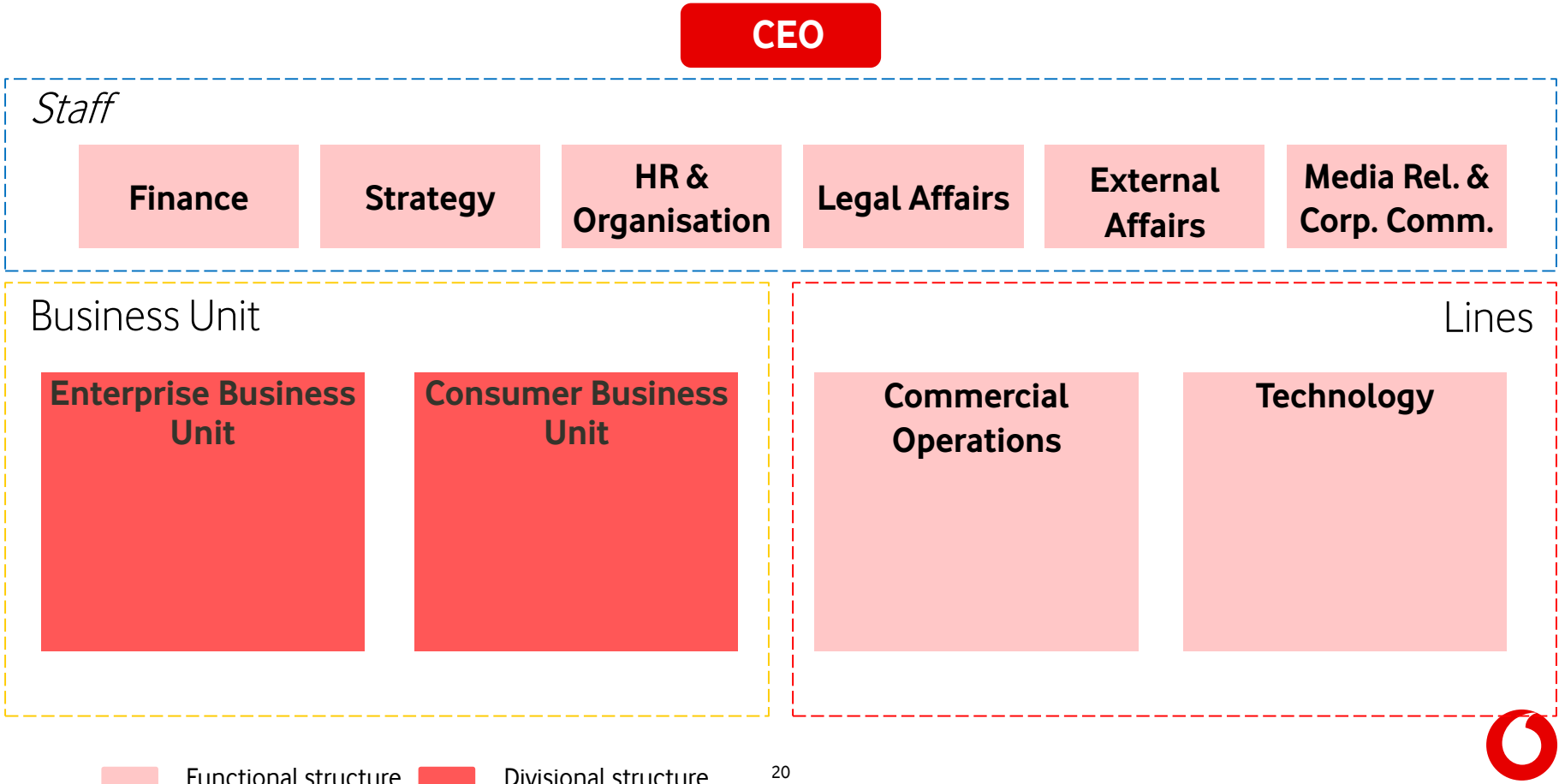
IL NOSTRO UNIRVERSO HA DIMENSIONI NASCOSTE

Digital transformation Principles

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

The Digital Multi-Dimensional Organization

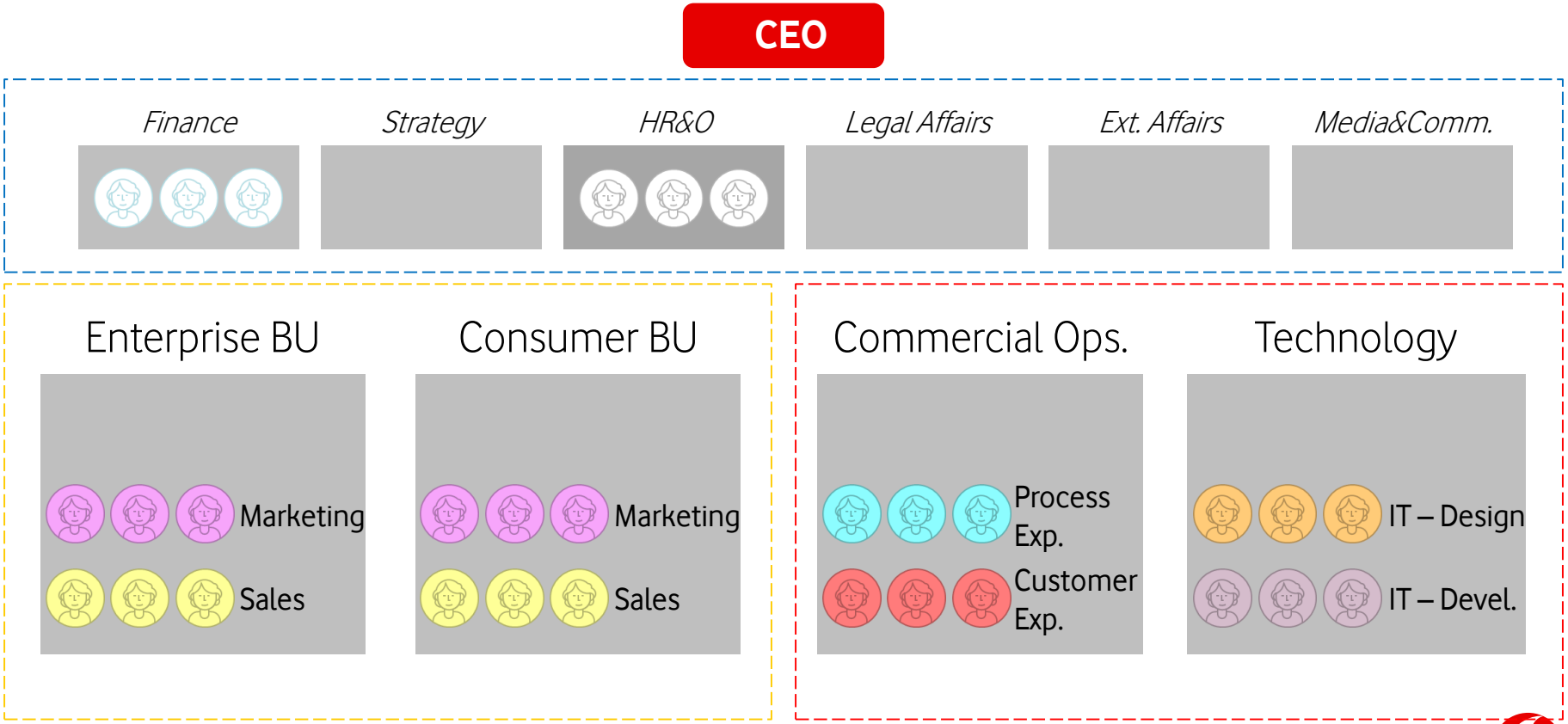
In principio c'era l'Organizzazione Tradizionale...



Functional structure Divisional structure

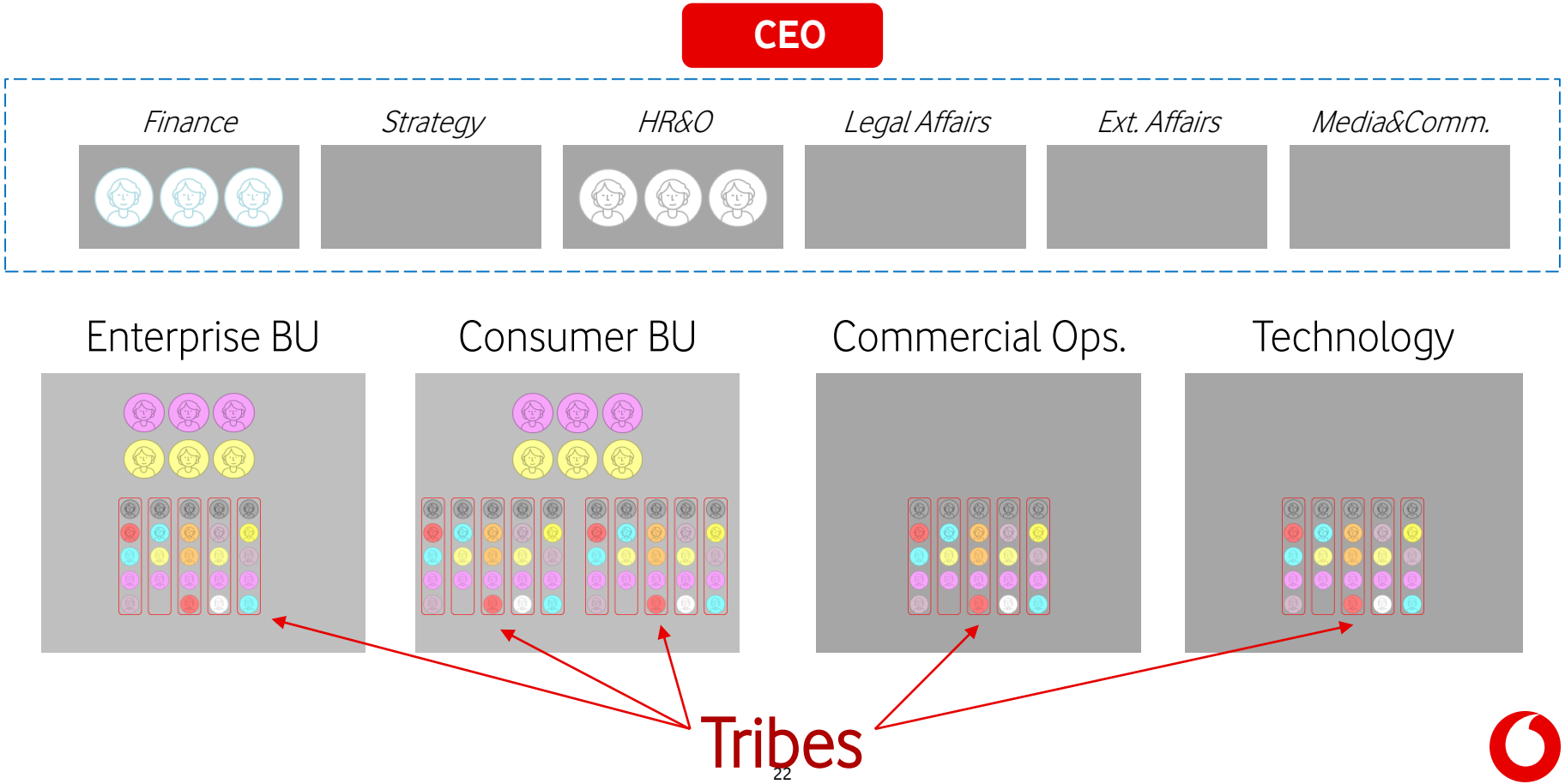
C2 General

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



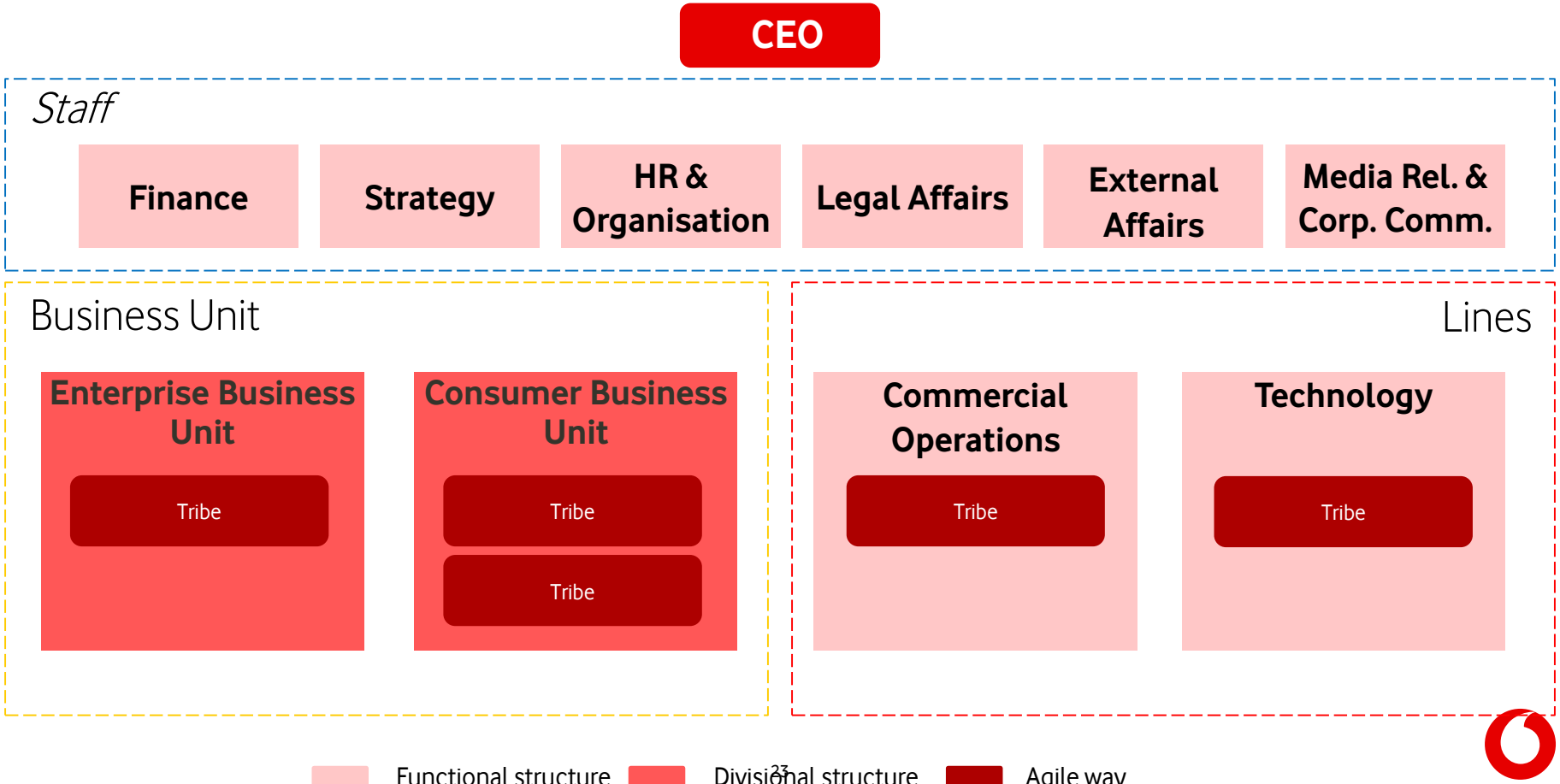
C2 General

In un solo anno sono nate nuove “funzioni” cross-competenze…



C2 General

...che hanno dato vita alle "tre" Organizzazioni di Vodafone

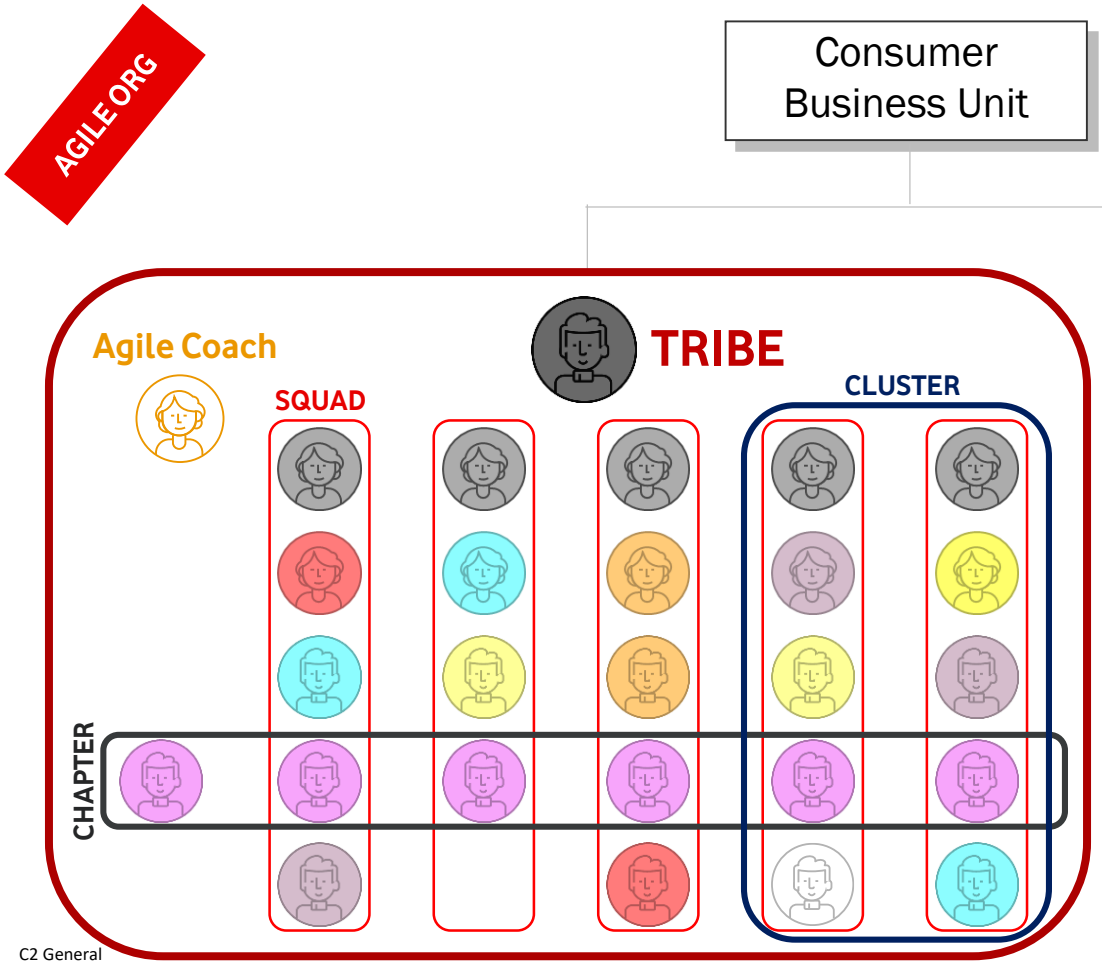


C2 General

La Tribe: l'elemento base dell'agile organization

AGILE ORG

TRADITIONAL ORG



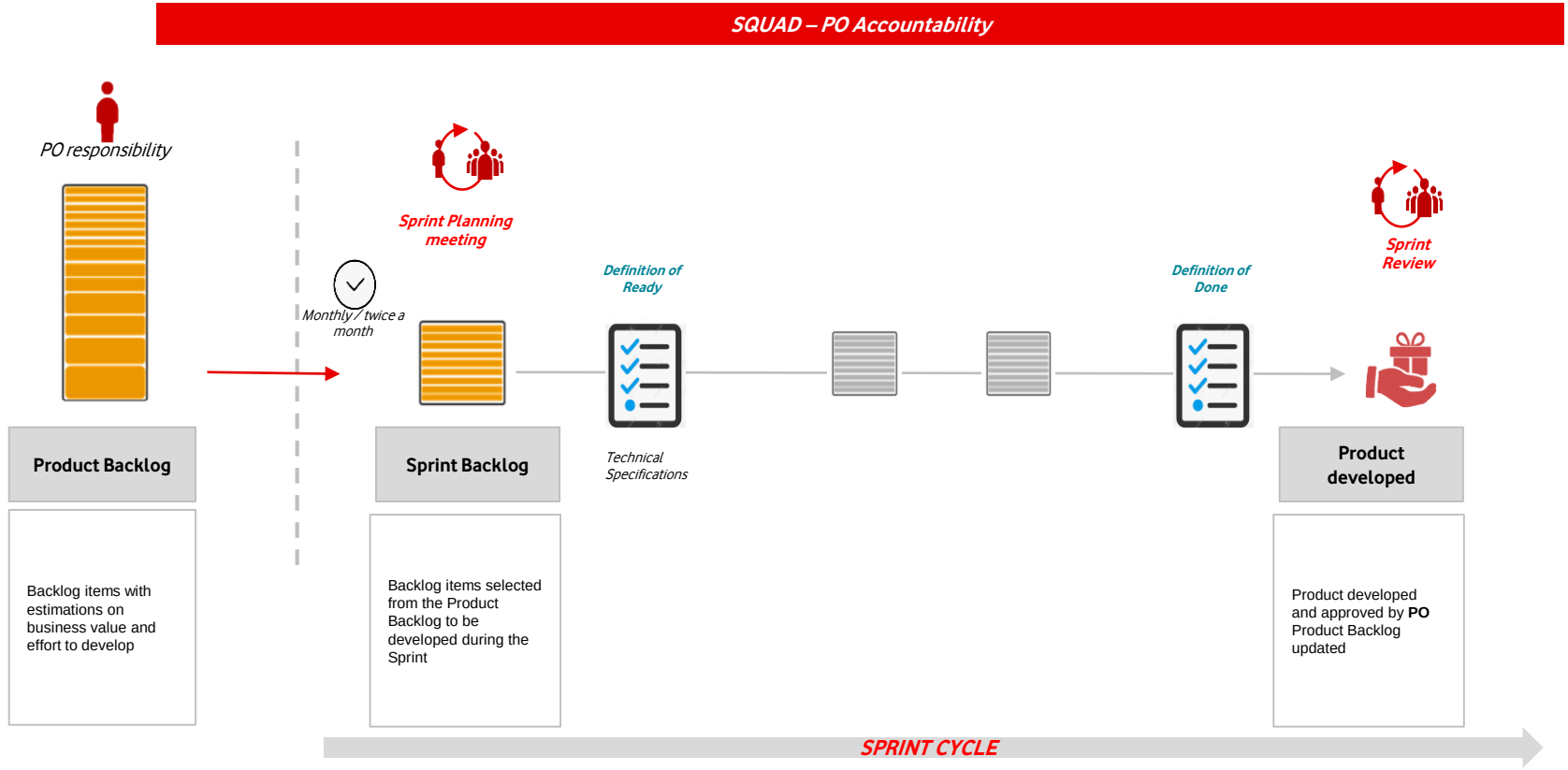
SQUAD: cross-functional teams with E2E responsibility on a given mandate. Each lead by **Product Owner**, might be supported by a **Scrum Master** / Agile Practitioner.

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.**

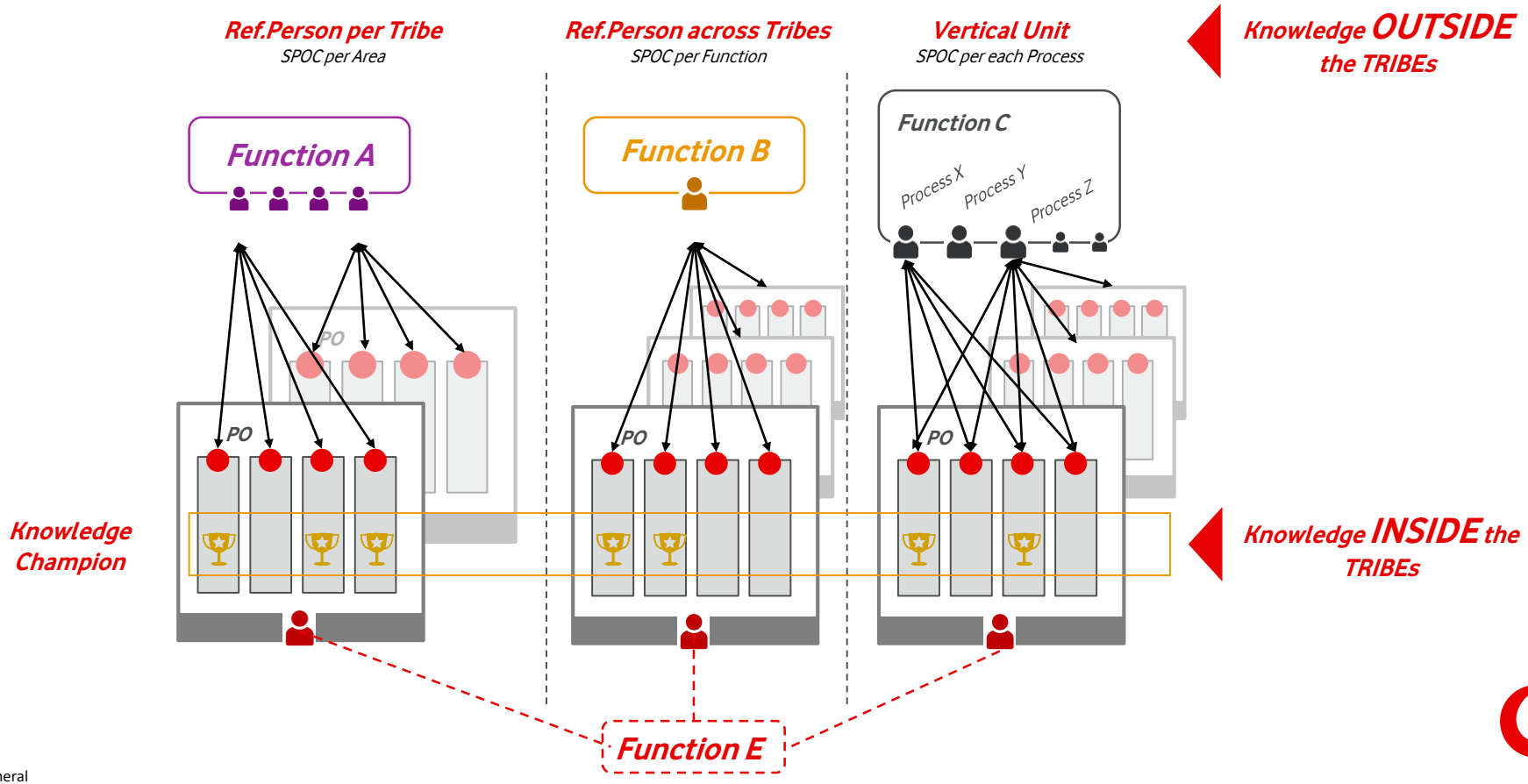
CHAPTER: functional grouping of professionals that works in various Squads/Tribes, supported by a **Chapter Leader**.

Agile way of working – Il Framework



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

MULTI DIMENSIONALITA'

LE RISORSE VIVONO E LAVORANO IN UN ECOSISTEMA ORGANIZZATIVO MULTIDIMENSIONALE

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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

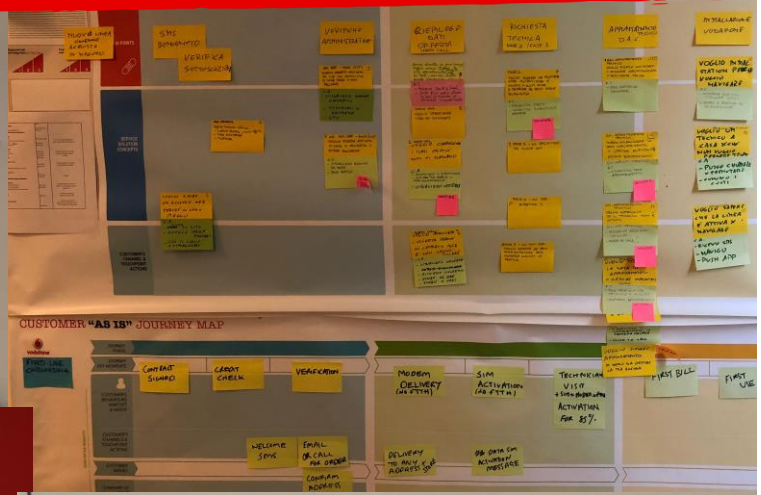
Our Tools & Enablers

Our Place & Organisation

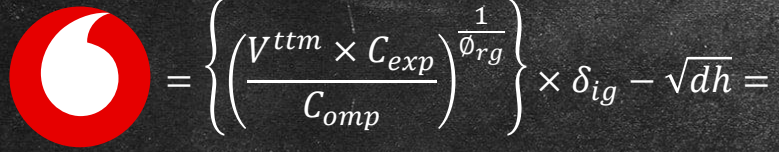
C2 General

Digital Skills

Visual tools & Smart space



Final solution: Work in progress...



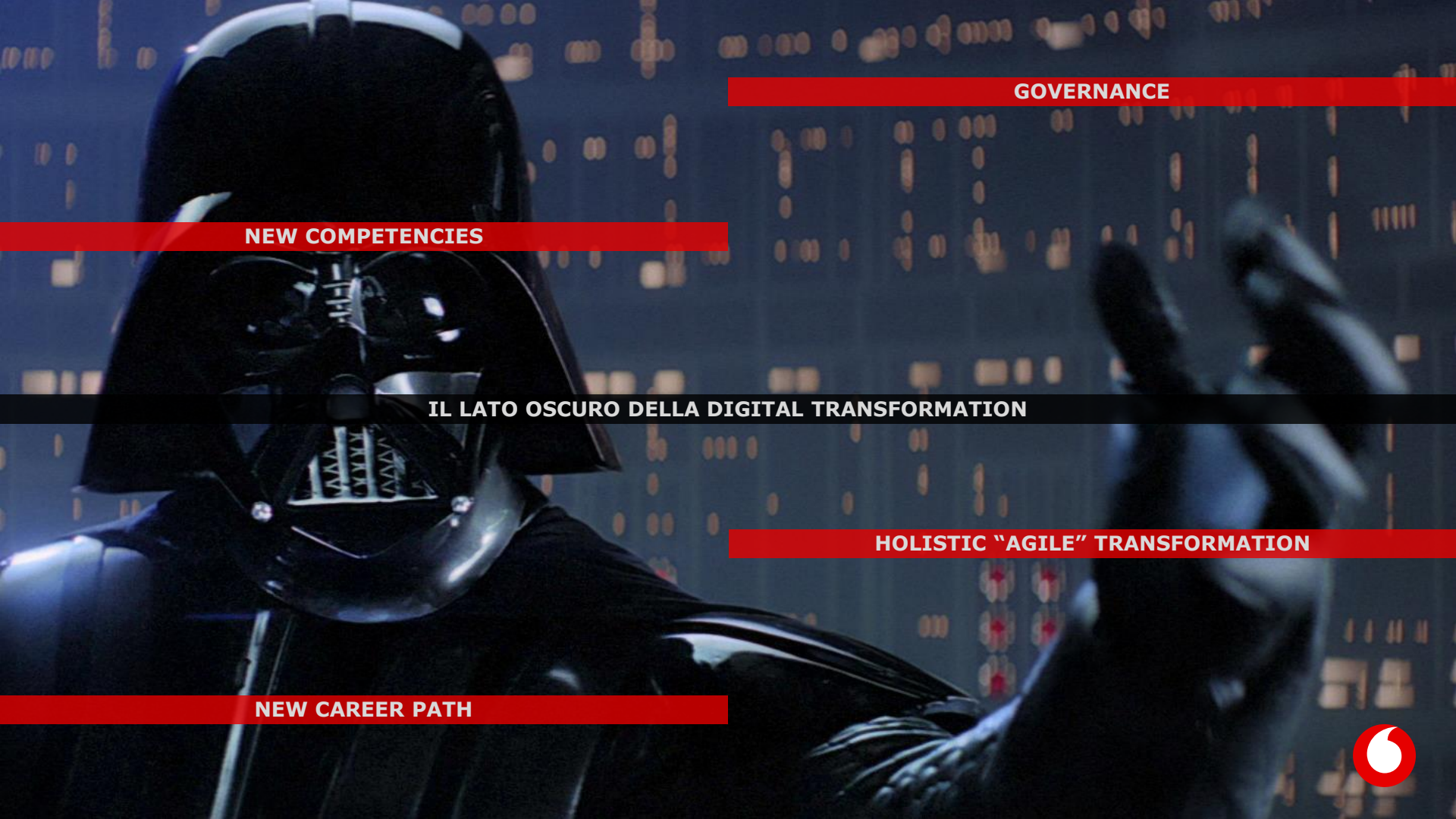
$$= \left\{ \left(\frac{V^{ttm} \times C_{exp}}{C_{omp}} \right)^{\frac{1}{\emptyset_{rg}}} \right\} \times \delta_{ig} - \sqrt{dh} =$$

+ 26 SQUADS LANCIATE

283 PERSONE COINVOLTE

100‰ AGILE TRAINED

+70‰ BUSINESS TARGET GIA' RAGGIUNTI


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?