

- Cambiamento Organizzativo -

'Organized' business transformation

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La storia di Sirti è la storia delle telecomunicazioni in Italia



1921
Founded by Vittorio Tedeschi and Piero Pirelli, Sirti started to operate in the development of long-distance telephone systems in Italy



1945
After the Second World War the Company was actively involved in the reconstruction of the National Network



1984
Sirti became a key player in the realization of the new high-speed railway lines, and in energy, IT and technological infrastructures



2011
Sirti celebrated its 90th Anniversary.....



2015
Sirti is awarded by ITU as one of the longest-standing members having participated in ITU since 1931

1930
Sirti supported the development of the national long-distance telephone network laying the foundations of Italian national telecom system



1970
Sirti achieved remarkable success and appreciation abroad, implementing large projects in Middle Eastern countries and Latin America



2000
Over the last years Sirti has been following the market trends, extending its competence and developing innovative solutions in emerging technological areas.



2013
By winning Wind BTN contract Sirti started managing in full outsourcing the whole network infrastructure of one of the main Italian Telco Mobile Operators.



I numeri del Gruppo Sirti in sintesi

Established in
1921

IPRs

Intellectual Property Rights

124 Intern. Patents

~4.000 Employees

o.w. **600+** Graduates

o.w. **1.700+** high School Degree

Key financials
2014

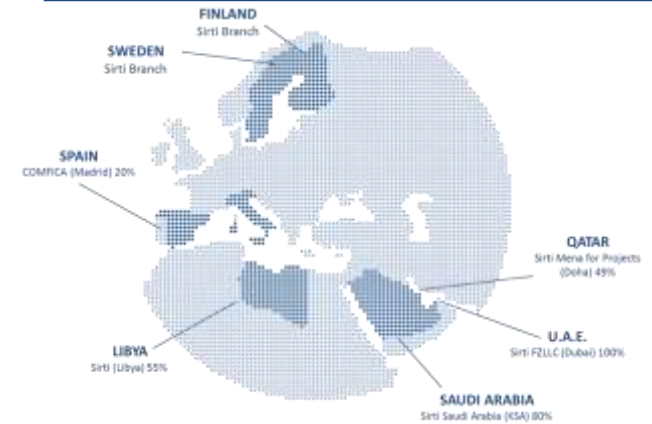
630 M€ Revenues

40 M€ Ebitda

50 M€

R&D Investments in the last 5 years

International footprint



Libya

U.A.E.

Qatar

Scandinavia

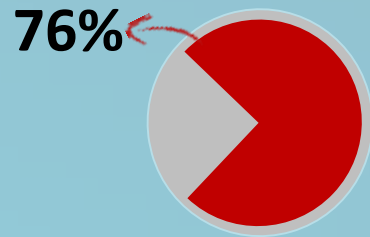
Saudi Arabia

Spain

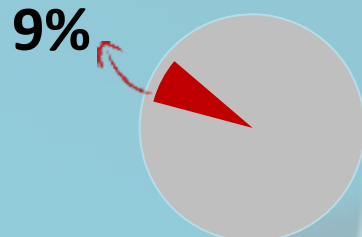
**total 8000
Workforce units
orchestrated
INT + EXT**

«Il riposizionamento sul mercato ci ha permesso la svolta»

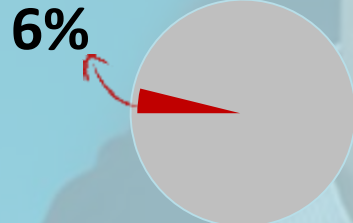
Stefano Lorenzi, AD Sirti (Corriere della Sera, 9 aprile 2015)



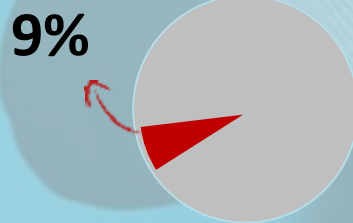
TELECOM
2014P Revenues: ~€475m



TRANSPORTATION
2014P Revenues: ~€53m



ENERGY
2014P Revenues: ~€37m



ENTERPRISE & PUBLIC SECTOR
2014P Revenues: ~€57m



In questi anni Sirti ha cambiato pelle allargando *lo scope* dall'impiantistica delle reti allo sviluppo di servizi e soluzioni ingegneristiche per telecomunicazioni, trasporti, energia...



WIND BTN: Design, Construction, Maintenance of network

- Volume: €130mln/y
- Vision: Mind Shift – focus on application and Client. Great efficiency, technological evolution aimed to achieve savings, and better performances. Total control on processes is guaranteed by the integration of systems (center-periphery)



TOWER CO: Site search, Design, Construction and Maintenance of towers

- Volume: TBD mln/y
- Vision: Aggregation, Synergy/Efficiency. Enabling new IoT Operators -> Floating Car Data Collection, Proximity Services, Big Data, Predictive Models (Predictive Maintenance)



UBB: Design and Construction of FttX

- Volume: € 140mln
- Vision: to successfully complete complex project for a nationwide transformation you need to master method, technology, systems and most of all you need to perfectly know all local contexts.



RAIWAY: Contribution of Radio TV signal

- Volume: €21mln
- Vision: Enlargement of specialistic know how needed to acquire a deep expertise on tower services: spotting critical issues, inefficiencies in technology and processes



TELE2: Provisioning & Post Provisioning services for voice and internet offer

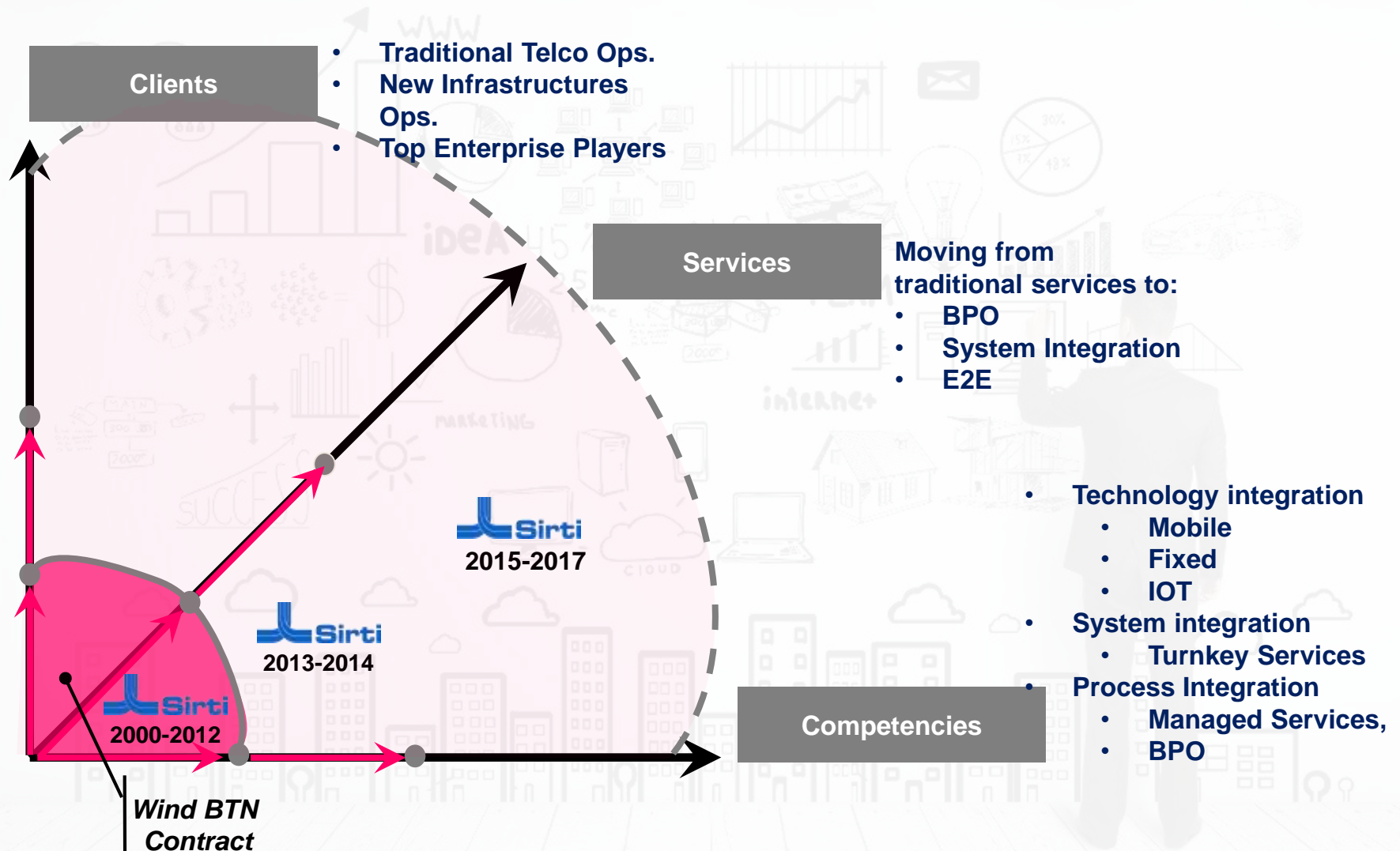
- Volume: ~€40mln/y
- Vision: Client Mind-Shift – no more focus on systems or back-office activities, but on the Final Customer. 10 years project allowed to acquire specialistic know-how on system integration and development of custom and market systems, processes and technologies



DC NATO: Design, creation and maintenance of AF South HQ Datacenter

- Volume: €10mln
- Vision: Enlargement of know how useful to acquire the big picture on IT services

...e proseguire questa nostro percorso di business transformation è alla base del nostro Piano Strategico...



...bilanciando rischi e opportunità



La Strategia Organizzativa diventa una leva fondamentale per l'evoluzione e la trasformazione dell'azienda ...

 Business plan

Strategia di business

Strategia finanziaria

Today

Strategia Organizzativa

Organizzazione e Processi

- *Processi critici*
- *Modello organizzativo*

Transformation Program

Risorse e Cultura

- *Competenze distintive*
- *Smartworking*

Human Capital

Tomorrow

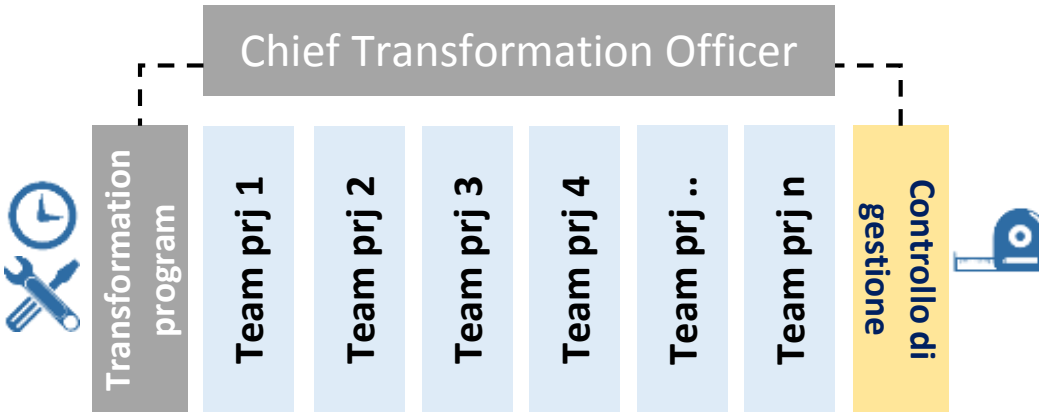
Vision
Mission

 Chief Transformation Officer

.. agendo su organizzazione e processi attraverso una piattaforma di trasformazione integrata ...



Organizzazione



Ruoli e responsabilità

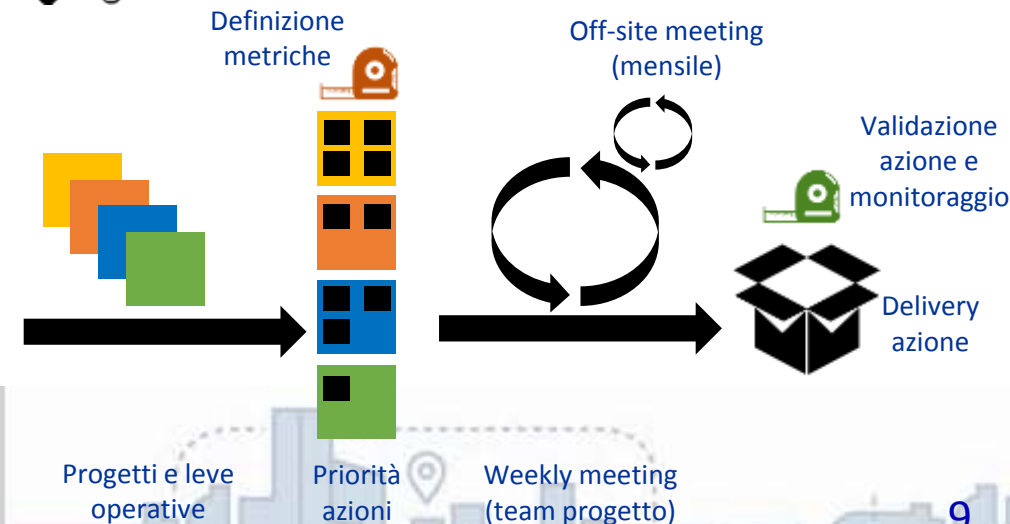


Chief Transformation Officer: supporta il Vertice nel percorso di business transformation, assicurando la gestione dei progetti di change management e di iniziative di reengineering dei processi critici per l'accelerazione della trasformazione del core business, in coerenza con la strategia ed il posizionamento aziendale.

Program & Transformation Management System: assicura il supporto ai team di lavoro relativamente all'implementazione dei progetti, alla definizione dei parametri di controllo e monitoraggio, garantendo altresì la verifica dell'efficace e coerente implementazione della strategia di trasformazione identificata



Framework di progetto



Metriche

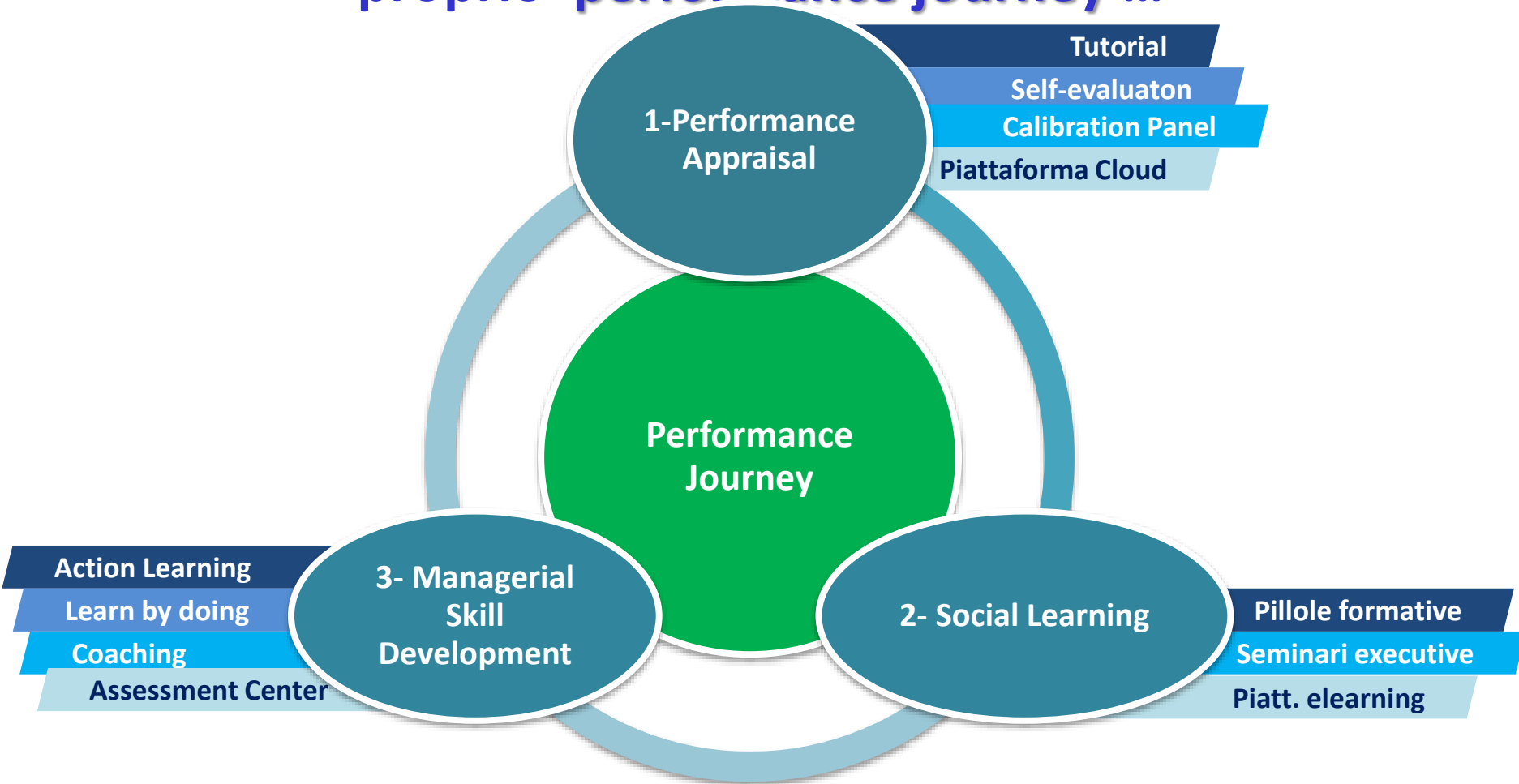
CdG: Costruzione (ex-ante) e monitoraggio (ex-post) di KPI per ogni azione implementata



Appuntamenti chiave

Ogni **settimana**: SAL singoli progetti
Ogni **mese**: Off-Site management team

... e accompagnando il management e le risorse in un vero e proprio 'performance journey'...



...allargando l'enfasi dal classico 'cosa' al 'come' la risorsa agisce per trapiugardare gli obiettivi assegnati