

Supporting a global utility in its Digital Transformation

Case study | 2018

The ongoing Digital Transformation required a dedicated “digital change management” effort

Set-up of the company digital transformation...



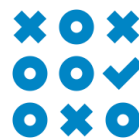
Start-up with pilot initiatives

Several digital challenges selected bottom-up by Divisions (significantly different for assets-based BUs vs. Retail vs. Corporate Functions) or top down and launch of dedicated ‘pilots’



Focus on technological enablers set-up

In the starting phase scouting of enabling digital solutions (e.g., IoT) and set-up of tech infrastructure (e.g., big data) but limited emphasis on talent and culture



Trial-and-error culture

Divergent approach aimed at testing multiple (opposite, sometimes) working approaches and solutions

...and complications as its critical mass grow



Lack of competencies

Missing skilled talents, able to master the (above mentioned) cross-initiatives enablers (e.g., Agile)



Lack of framework to put digital at work

No cross-initiatives enablers on working approaches (e.g., Agile), set-up recipes (e.g., AA¹ machine), methodologies (e.g., User-centric Design²)



Lack of alignment on best practice

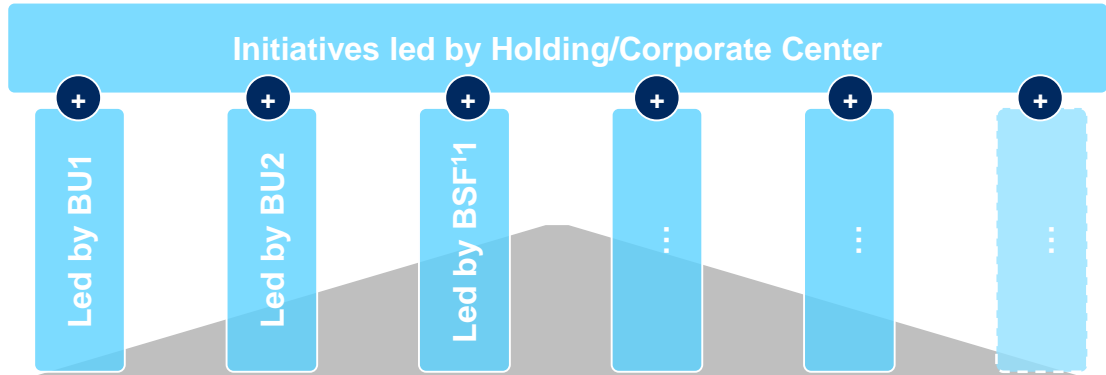
Identification and cross-fertilization/standardization of successful practices across the board not institutionalized



Need for a **dedicated “digital change management”** effort to seed the cross-initiatives enablers, grow competencies to master them and align the organization around the priority they represent

We identified a set of (few) 'cross-initiatives enablers' to bring the transformation at scale (in a sustainable way)

Digital Initiatives



Digitize company businesses and internal processes

Cross-initiatives enablers



Few key mindset-related elements to transform the "way of working" towards digital native

Digital Foundation (technology)



Leapfrog legacy technologies to become more nimble and scalable

1 Business Support Function
SOURCE: McKinsey

We designed the “digital change management” program around the cross-initiatives enablers identified

Cross-initiatives enablers

- Alignment on the enablers to work on
- Agile way-of-working
- Advanced Analytics
- User-centric Design
- Definition a specific set of digital change management actions around those

Building blocks of a “digital change management” program



Role modeling

“ I understand how I am expected to behave ,”



Skills/competencies

“ I am equipped with the right set of competencies to succeed ,”




Incentives and Systems

“ I am facilitated and pushed to adopt the new way of working ,”

For each building block, we defined a comprehensive set of initiatives


 Detailed next

Role modeling



- 1 Workshop with Top Team to agree on Digital Transformation key concepts
- 2 “Digital Ambassadors” program (empowerment of pivotal change agents)
 - “Go-and-see” visits to understand what successful transforming companies are doing¹
- 3 Digital Change Management events to involve pivotal managers in the Transformation

Skills/ competencies



- Train the Transformation Actors (for resources involved in Digital initiatives)
 - Digital Evangelization program (learning and communication “pills”)
 - “Horizontal” Academies (on technical yet cross-business digital topics)
 - “Vertical” Academies (coordination of BUs/Functions-specific Academies)
- 4 Digital Academy

Incentives and systems



- Development of dedicated career path for resources participating to Digital initiatives
- Assess company resources Digital readiness
- Supported to the definition of organizational and operational model changes to ensure the success of ongoing Digital initiatives

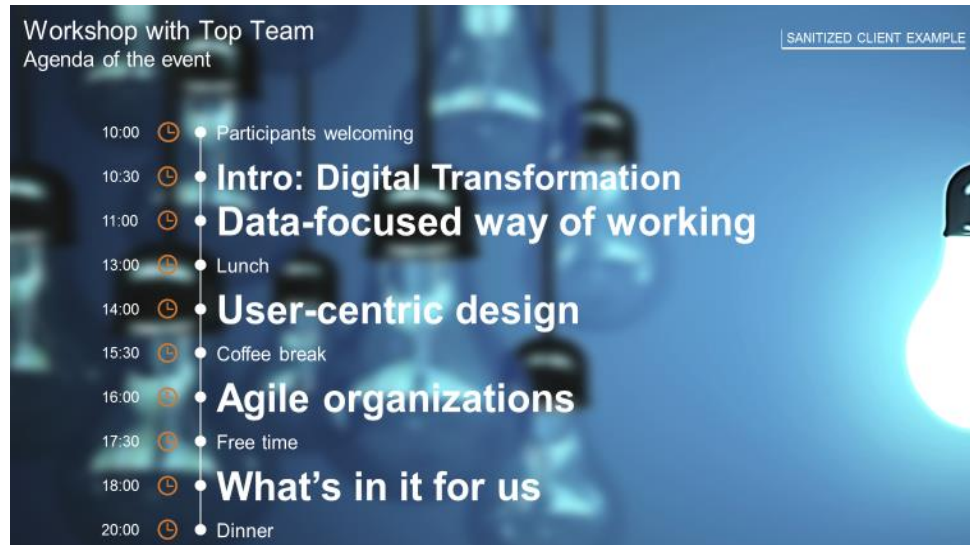
¹ List of companies already undertaking successful digital transformation available for “go-and-see” visits – *not shown for confidentiality*
SOURCE: McKinsey

1 Workshop with Top Team

Set-up and objectives

Workshop set-up

- **Full-day workshop involving CEO and all Directors** (Head of Divisions and Functions)
- **Focus on Digital Acceleration Enablers** (Agile, Data-driven, User-centric Design) with dedicated plenary sessions led by topic experts
- **“Breakout” session** (at the end of the day) to charter company positioning vs. key topics



Key objectives



Understand and agree on Digital Transformation key concepts, building a common definition/ interpretation (tailored to different company contexts)



Acknowledge existing gaps vs. target state



Discuss (and agree on) overarching ambitions and next steps (i.e., how and where to implement new way of working)



Reflect on possible implications for current operational and organizational model

2 “Digital Ambassadors” Program

Who they are

- **Pool of** young, talented, with high digital readiness **resources**
- **Identified** to support the ongoing transformation through role modelling and knowledge sharing
- **Empowered**, formally and informally, through:
 - **Commitment from leaders**
 - Involvement in Digital Transformation-related activities
 - Setup of dedicated activities



What they do



They Learn

- Preparing for and participating to **Go-and-See visits**
- Undertaking **dedicated trainings** and **ad hoc sessions** on digital topics
- Participating to **events** with the **Top Management** (e.g., breakfast with the CEO)



They Experiment

- Supporting the **Change Management Events preparation** (e.g., dry-run sessions)
- Participating to the **preparation** and **execution** of the **Change Management Events** (e.g., as facilitators of breakout sessions)



They Engage

- **Developing** and **sharing knowledge** on Digital topics
- **Supporting people** involved in the Digital initiatives
- **Cascading information**, e.g. through the setup of *ad-hoc* events for a broader **“Digital evangelization”**



- 100+ resources involved
- 5 go-and-see visits arranged

3 Digital Change Management events

Set-up and objectives

Workshops set-up

- 3 full-day workshops, involving company leadership, high potential Managers and Digital talents
- Focus on Digital Acceleration Enablers (e.g., Agile,) with dedicated plenary sessions led by experts
- Alignment on Top Team workshop key outcomes (i.e., priorities, next steps)
- Interactive session “Digital Fair” to test new technologies

Digital Change Management Event
Agenda of the event

09:00	●	Registration and welcome coffee
09:30	●	“Welcome to the new journey” [Introduction]
10:00	●	“Insights from companies undertaking the journey” [TED talk on successful digital transformations]
10:45	●	“Our Digitization journey is already started”
11:45	●	Coffee break
12:00	●	“Our journey towards being a data-driven company” [Data focused way-of-working]
13:00	●	Lunch break
13:45	●	“Digital Fair” [Experiential sessions]
15:45	●	“Agile way of working potential for us” [Agile organizations]
16:45	●	Coffee break
17:00	●	Wrap-up from Top Team Alignment
17:30	●	“What is the next step for us?” [“Mirroring” session on event’s key outcomes] & Conclusion
17:45	●	End of the event

Key objectives



I See...

- ...the group commitment towards the Transformation
- ...internal and external success stories
- ...key Digital Concepts definition



I Experience...

- ...how powerful and disruptive digital/new way of working could be



I Charter...

- ...priorities, enablers and constraints for key Digital concepts application in company context (starting from Group shared vision and strategy)



400+ resources
involved in **3 events**

4 Skills/competencies – Digital Academy overall scheme of work

Led by Holding
 Led by BU/Function

“Vertical Academies”

- **Goal:** Equip BUs/Functions population with advanced notions
- **Topics:** Digital advanced topics related to digital transformation of the specific BUs/Functions
- **Target:** All BUs/Functions people affected by specific changes

“Horizontal Academies”

- **Goal:** Increase Digital expertise on key topics (with deep dives on specific topics)
- **Topics:** (i) Digital Key concepts and (ii) selected Digital topics targeting cross-BUs/Functions learning needs (e.g., “User centric design”, “Advanced Analytics and Data Infra.”)
- **Target:** Full population for Digital key concept and selected resources for selected topics

“Train the transformation actors”

- **Goal:** Quickly equip Digital initiatives participants and HR Business Partners with Digital key concepts
- **Topics:** Digital Key concepts (e.g., meaning of Agile, Design Thinking, etc.)
- **Target:** selected resources, both from BUs/Function and HR Business Partner

“Digital Evangelization”

- **Goal:** Create Digital awareness and provide general knowledge of Digital concepts
- **Topics:** Digital key concepts application to company context and Advanced Digital topics
- **Target:** Full population

