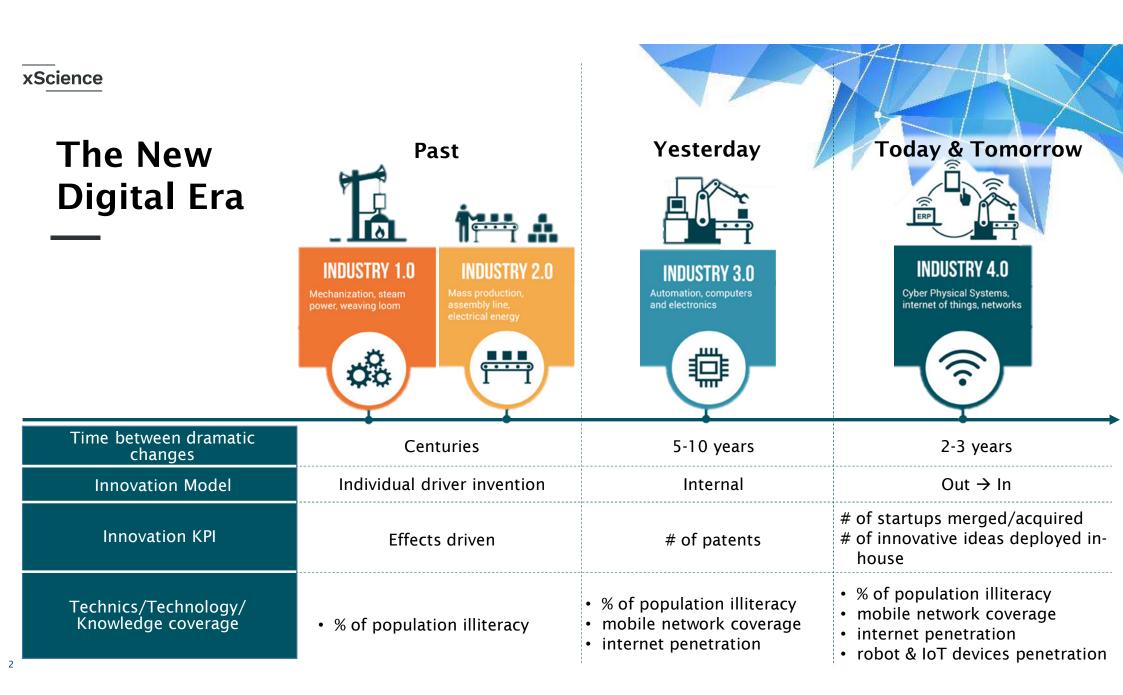
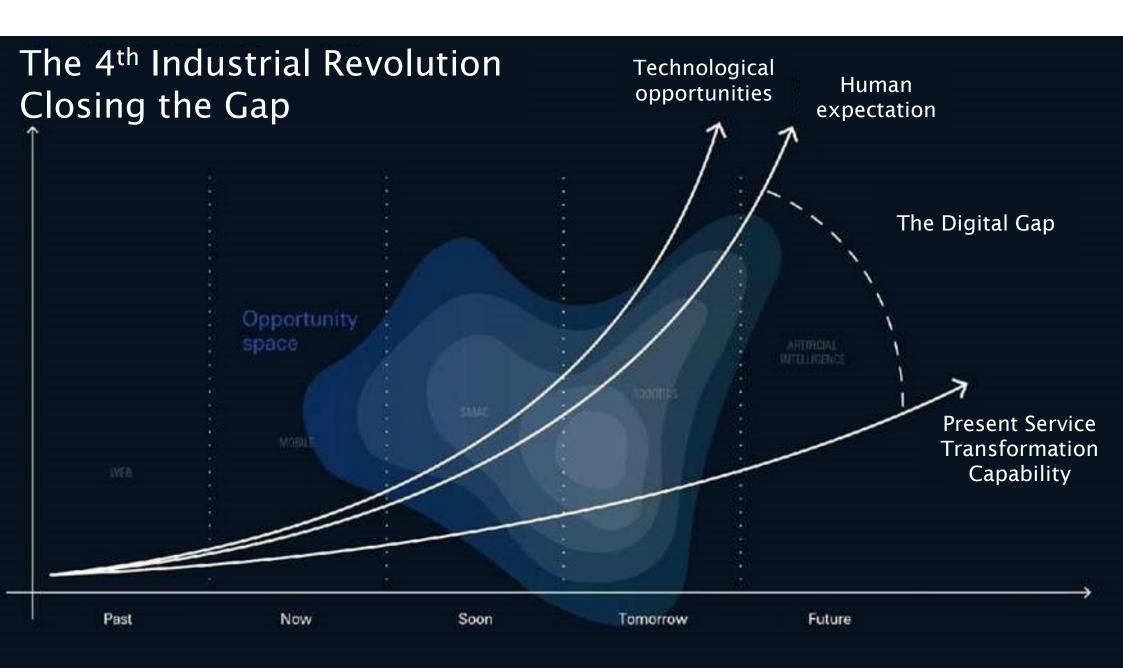


Future More Than Digital Human @Bip



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4

Gap Dynamics

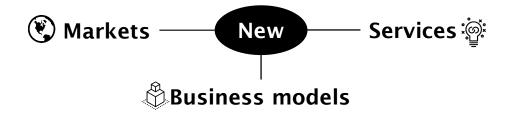
From	То	Notes
το βε	TO DO	Undifferentiation of industrial sectors, development of new competitors, authorization obsolescence
ACTIVE INERTIA	BUSINESS MODEL Re-EVOLUTION	Business models evolution, new behaviours, new markets, new needs related to technological development
NEW SCARSITY	ABUNDANCE	Value Chain changes in factors of production, democratization, assets decentralization and demonetization
PRODUCT PORTFOLIO	SERVITIZATION	Product portfolios transformation in service platforms with «multiside» accesses in a prosumer and user structure

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5

The goals of the Digital Transformation

- The Digital adoption is a necessary but not
 sufficient condition to keep growing
- Digital Evolution: not only "technology"
 but also people, methods and protocols
- ③ Digital Transformation triggers new opportunities





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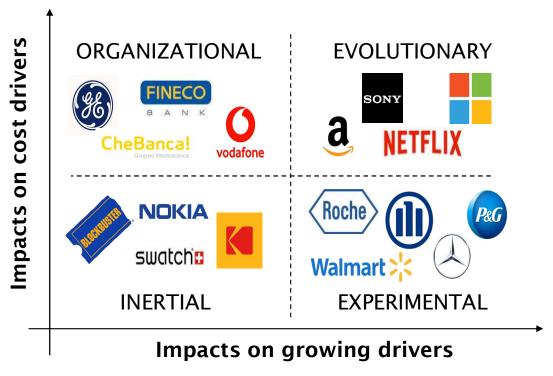
6

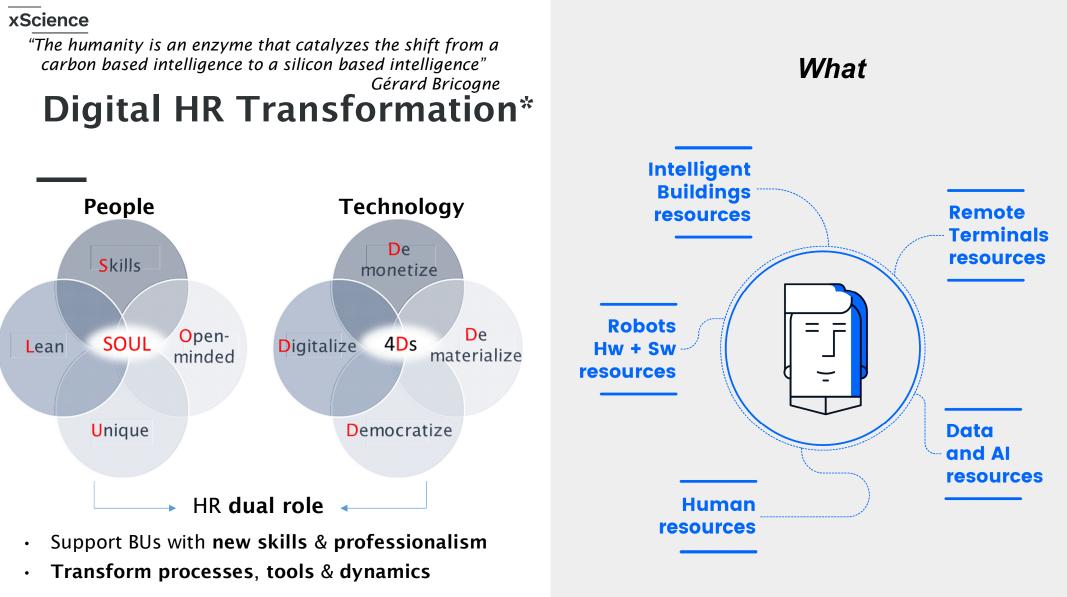
The approaches to the Digital Transformation

Levers to transform **the internal/external ecosystem of a company** through:



Approach to the digital transformation





*Courtesy of Singularity University, CA, USA

7

8

Digital HR Transformation

Dealing with people

1 Organizational Level

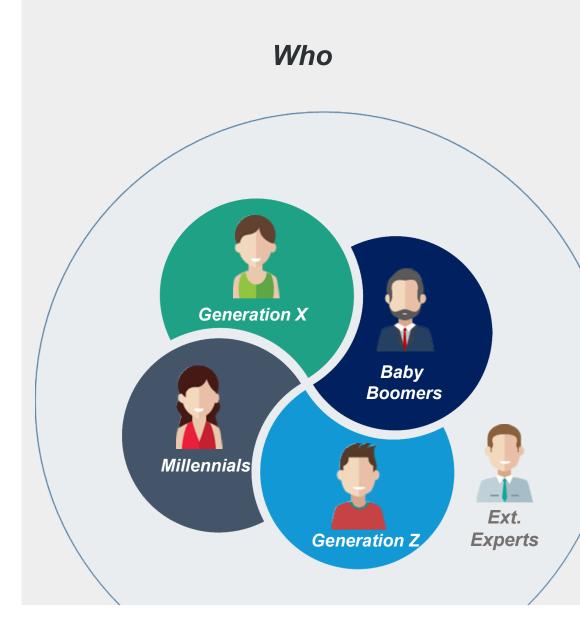
Organizational changes to drive operational excellence

2 <u>Different cultures</u>

Different cultures & nationalities with a **change in attitudes and behaviors**

③ <u>Multiple generations</u>

Several age groups characterized by **peculiar approaches** and **habits towards technologies**



9

Digital HR Transformation

Dealing with technology

1 Technology complexity

Increasing complexity of company technologies drives for integration gap minding

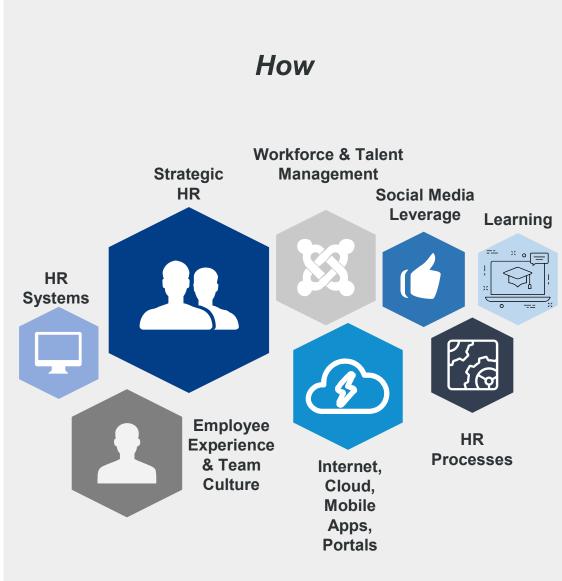
) <u>Human & artificial are getting closer</u>

Greater intensity of interactions between employees & digital technologies

③ Artificial intelligence

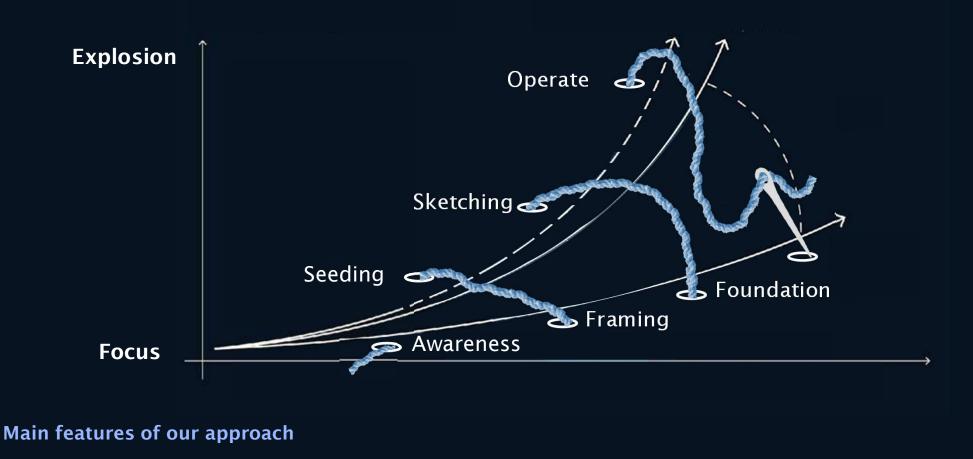
Digital devices become more autonomous and "intelligent"

The **HR Director** has to move from a concept of **HR Administration** to an idea of **Strategic HR**



Digital HR Transformation

From understanding to conscious application



E2E transformation coverage

Converging/Diverging

Inside-out/outside-in

Recursive prototyping

HR Digital transformation: a success story

A success path in a important Energy & Utilities company

Operate

- New digital technologies & innovative methods application in HR processes
- Monitoring & continuous control

05 Foundation

- Training paths to spread digital culture
- Knowledge Base systems to train people about new roles

4 Sketching

- Co-design lab to define strategy guidelines
- Digital Thinking Labs & LEGO Serious Play activities to design change

Framing

- Gaming & rewarding ideas generation processes
- Innovative labs and incubators to adjust the innovative elements to the organization

Awareness

- Digital assessment
- **Digital skills** definition

Seeding

- People engagement
 & envision
- TED style workshops





Thanks for your attention



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