DIGITAL TRANSFORMATION

Modern Digital Culture
Digital Culture is about employees. Technology is just a vehicle to achieve it.
Why adopt a Digital Culture?
“Boost the employees’ productivity and engagement within the organization”

Improving employees day-to-day work
“Benefits of adopting a modern way of work”

How to achieve it?
“Our 3 pillars: Leaders, Technology & Adoption Plan”
How do we feel today in our workplace?
TODAY’S OFFICE WORK

How do we feel today?

Improve collaboration, communication and mobility by providing access to information from anywhere to improve productivity.

EXCESS OF MANUAL PROCESS

EXCESS OF PAPER WORK

LACK OF TIME

OBsolete TECHNOLOGY

UNCERTAINTY OF DIRECTION

EXCESS OF EMAILS
Why adopt a Digital Culture?
Why adopt a Digital Culture?

Improve collaboration, communication and mobility by providing access to information from anywhere to improve productivity.
Improving employees day-to-day work
How to improve our day-to-day?

Improve collaboration, communication and mobility by providing access to information from anywhere to improve productivity.

**PRODUCTIVITY AND AGILITY**
Flexible work, fluid communication, access to technology and information

**DIGITAL DEXTERITY**
Good practices, digital culture, engagement

**BREAK SILOS**
Improve and promote real collaboration
How to improve our day-to-day?

Improve collaboration, communication and mobility by providing access to information from anywhere to improve productivity.

Productivity and Agility
Flexible work, fluid communication, access to technology and information

Digital Dexterity
Good practices, digital culture, engagement

Break Silos
Improve and promote real collaboration

Digital Culture
Digital Culture, the new way of working
# Productivity and Agility

<table>
<thead>
<tr>
<th>Work schedule</th>
<th>Traditional environment</th>
<th>Digital culture</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fixed hours</td>
<td>Face-to-face, email, via mobile or skype</td>
<td>Flexible schedule. Work anywhere anytime</td>
</tr>
<tr>
<td>9am to 6pm</td>
<td>From our desktop computer</td>
<td>Video calls, group chats, desktop sharing</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Communication</th>
</tr>
</thead>
<tbody>
<tr>
<td>Face-to-face, email, via mobile or skype</td>
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<table>
<thead>
<tr>
<th>Access to technology</th>
</tr>
</thead>
<tbody>
<tr>
<td>From our desktop computer</td>
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<table>
<thead>
<tr>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paper, personal hard drives, physical file, network drive</td>
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</table>

<table>
<thead>
<tr>
<th>Any device anywhere</th>
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</table>

| Centralized, updated, always available and secure |
# Break silos

<table>
<thead>
<tr>
<th></th>
<th>Traditional environment</th>
<th>Digital culture</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meetings</td>
<td>Face-to-face</td>
<td>Video conference</td>
</tr>
<tr>
<td>Conversation</td>
<td>Excess of Mail &amp; Calls</td>
<td>Chat</td>
</tr>
<tr>
<td>Docs co-creation</td>
<td>Individually</td>
<td>Real time co-editing</td>
</tr>
<tr>
<td>Knowledge</td>
<td>Top down</td>
<td>Cross organization knowledge</td>
</tr>
<tr>
<td>Sharing tasks</td>
<td>Waterfall Methodology</td>
<td>Agile Methodology</td>
</tr>
<tr>
<td>Goals</td>
<td>Punch the clock (9am to 6pm)</td>
<td>Work by project</td>
</tr>
<tr>
<td>Transparency</td>
<td>I choose who I send the mail to</td>
<td>Group conversations</td>
</tr>
</tbody>
</table>
Digital dexterity

A job that is different every day

Conversations with other users outside the usual circle

Be willing to learn and be proactive with new technologies at work

Desire to work on projects with other team members

Having devices and applications such as those in the personal environment and in the work environment

Ability to work outside the office

Digital culture

Non-routine work

New relationships

Tech Positive

Team-based collaboration

Consumerization

Work anywhere
Digital Culture

**PRODUCTIVITY AND AGILITY**
- Flexible schedule.
- Work from anywhere
- Video calls, group chats, desktop sharing
- Any device anywhere
- Centralized, updated, always available and secure

**BREAK SILOS**
- Video conference
- Chat
- Real time co-editing
- Cross organization knowledge
- Agile Methodology
- Work by project
- Group conversations

**DIGITAL DEXTERITY**
- Non-routine work
- New relationships
- Tech Positive
- Team-based collaboration
- Consumerization
- Work anywhere

"Quality it's not an act, it's a habit"
How are we going to achieve it?
A positive leader who actively guides the organization through change and participates visibly during the transition is the best indicator of success.

Prosci – The ADKAR Change Management Certification Program
A positive leader who actively guides the organization through change and participates visibly during the transition is the best indicator of success.

Prosci – The ADKAR Change Management Certification Program
How are we going to achieve it?

**Leaders**

They are the ones who carry out the change to achieve the objectives and achieve a homogeneous acceptance throughout the organization. From top management as the main communicators to influencers in order to maintain adoption over time.

**People & culture**
The culture it’s the sum of peoples habits.

- Human Resources

**Sponsors**
Know the current context and define a roadmap with specific projects/tasks

- Senior Management

**Champions**
Getting the whole company to acquire digital skills by adopting new and better habits.

- Mid Management

**Early adopters**
Users who are aware of change and who quickly adapt to changes in organizations.

- Key Users

"Leaders should lead by example"
A positive leader who actively guides the organization through change and participates visibly during the transition is the best indicator of success.

Prosci – The ADKAR Change Management Certification Program
Microsoft 365 is a cloud-based service that brings together the best tools for today's way of working. By combining office and productivity applications, such as Excel and Outlook, with useful cloud services, such as OneDrive and Microsoft Teams, Microsoft 365 allows users to create and share from any location and device.
How are we going to achieve it?

Technology

"Much more than the traditional Office package"

Real-time collaboration
Anytime, anywhere
Always on the move
Automatic updates and new features
Explore and integrate
Cost reduction and elimination of hardware
LEAD BY EXAMPLE

How are we going to achieve it?

Leaders

Action Plan

Technology

A positive leader who actively guides the organization through change and participates visibly during the transition is the best indicator of success.

Prosci – The ADKAR Change Management Certification Program
How are we going to achieve it?

**Action plan**

*Improve collaboration, communication and mobility, providing access to information from anywhere to improve productivity.*

1. **Vision & Scope**
   Know the current context and define a roadmap with specific projects/tasks.

2. **Governance Model**
   Establish a set of rules to regulate and maximize the use of a shared digital space among many users.

3. **Digital Adoption**
   Getting the whole company to acquire digital skills and adopt new and better habits.
How are we going to achieve it?

Action plan

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*Improve collaboration, communication and mobility, providing access to information from anywhere to improve productivity.*
¿why a Vision & Scope?

The main objective is to discover and define together the vision and future of your digital workplace that will allow you to be a more agile and efficient organization.

Discovery
¿Understand current situation?

Listen, understand and analyze how employees currently work to identify points and improvement areas.

Definition
¿How can we improve it?

Establish initiatives that will overcome the barriers detected in the previous phase, making the employees participate in the changes.

Prioritization
¿What do we give more value to?

Prioritize the initiatives that will make up the Digital Workplace in order to obtain the highest business value at the lowest cost possible.

RoadMap

Have a clear vision and establish the next steps in order to achieve a common goal.
Vision & Scope ¿what we deliver?

1. Virtual assistant meetings
2. Multifunctional rooms
3. Process digitalization
4. Microlearning application
5. Paperless program
6. Team building programs
7. AI & Big Data projects
8. Automated warehouses
9. Smart meetings
10. Robotization of assembly lines
Vision & Scope
Know the current context and define a roadmap with specific projects/tasks.

Governance Model
Establish a set of rules to regulate and maximize the use of a shared digital space among many users.

Digital Adoption
Getting the whole company to acquire digital skills and adopt new and better habits.

How are we going to achieve it?

Action plan

Improve collaboration, communication and mobility, providing access to information from anywhere to improve productivity.
Governance is the set of policies, roles, responsibilities, and processes established in an organization to guide, direct, and control how the organization uses technologies to accomplish business goals.

¿why a Governance Model?

Discovery
¿Understand current situation?
Listen, understand and analyze current policies and process in deep in order to provide the right digital solution.

Definition
¿How can we improve it?
Prioritize the right policies and process to be improved depending on the effort and needs. Define the workflows and guidelines accordingly.

Implement accordingly
¿What do we give more value to?
Prioritize the initiatives that will make up the Digital Workplace in order to obtain the highest business value at the lowest cost possible.

Guidelines & SOP's
Maximize the use of technology to achieve business goals.
Governance is the set of policies, roles, responsibilities, and processes established in an organization to guide, direct, and control how the organization uses technologies to accomplish business goals.

**Governance Model**

**what we deliver?**

**Policies**

**Workflows**

**Guidelines**

**SOP’s**
How are we going to achieve it?

**Action plan**

*Improve collaboration, communication and mobility, providing access to information from anywhere to improve productivity.*

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   - Getting the whole company to acquire digital skills and adopt new and better habits.
Digital adoption is to maximize the use of digital tools to achieve the company’s goals. It is achieved by adding the individual changes of all the people involved.

**¿Why a Digital Adoption?**

Digital tools and assets are leveraged to the fullest extent.

**Assessment**
- Conduct readiness assessments
  - Set up goals & assess all necessary action plans in order to achieve those goals.

**Definition**
- Create necessary plans
  - Construct and define necessary action plans accordingly for each implementation. Each plan should be adapted for each specific need.

**Execute**
- Take all plans into action
  - Put into place all action plans needed in order to achieve a proper success.

**Measure & adapt**
- Make the necessary changes in order to ensure the success of each project.
Digital adoption is to maximize the use of digital tools to achieve the company’s goals. It is achieved by adding the individual changes of all the people involved.

**Digital Adoption: what we deliver?**

- Communication Plan
- Training programs
- Mentoring
- KPI Metrics dashboard
Based on the advanced program

**Road Map**

<table>
<thead>
<tr>
<th>VISION &amp; SCOPE</th>
<th>YEAR 1</th>
<th>YEAR 2</th>
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<tbody>
<tr>
<td>DISCOVERY</td>
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<tr>
<td>DEFINITION</td>
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<td>PRIORIZATION</td>
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<tr>
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<th>YEAR 1</th>
<th>YEAR 2</th>
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<tr>
<td>DISCOVERY</td>
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<td>DEFINITION</td>
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<td>IMPLEMENTATION</td>
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<tr>
<th>INNOVATION ADVISOR EXPERT &amp; GLOBAL ADOPTION PLAN</th>
<th>YEAR 1</th>
<th>YEAR 2</th>
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<table>
<thead>
<tr>
<th>DEVELOPMENT &amp; IMPLANTATION1</th>
<th>YEAR 1</th>
<th>YEAR 2</th>
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<tbody>
<tr>
<td>PROJECT 1</td>
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<tr>
<td>PROJECT 2</td>
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<thead>
<tr>
<th>ADOPTION PLAN2</th>
<th>YEAR 1</th>
<th>YEAR 2</th>
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<tr>
<td>DEFINITION</td>
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<tr>
<td>EXECUTE</td>
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<tr>
<td>MEASURE &amp; ADAPT</td>
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1 The Development & Implantation phase will depend on the projects defined on the roadmap
2 The Adoption Plan phase will be replied and adjusted depending on the project
SUCCESS CASES

GARRIGUES

Spanish law firm based in Madrid. Founded in 1941, it is the largest Spanish law firm by billing and number of lawyers, according to the ranking of the economic newspaper Expansión

- Employees: 2,000
- Countries: +14 (Spain, Portugal, USA, China, Brazil, Colombia, México, Chile, Peru, etc.)
- What we did: Vision & Scope, Governance Model, Adoption Plan
- Participants: HR, IT, key users of the whole company

3 years roadmap plan
More than 20 initiatives
Unique intranet +90% of the company
Results we achieved
SUCCESS CASES

Employee contact map

Email

Intranet

Garrigues Share

Noticias

Web Pública

Foros

RRSS

MyNews

Modelios

ProBono

Jabber

Webex

Garrigues Share

Newsletter

Compar

Virtual Library

Documentación

DMS

Noticias

CoMunicación

Colaboración

ContenidoS

Formación

Pack Office

Proces@
GRIFOLS

Spanish multinational company specialized in the pharmaceutical and hospital sector, it is the third largest company in the world in the blood products sector and the first in Europe, as well as being the world leader in hospital supplies and the only company in the pharmaceutical industry that vertically integrated into the transfusion medicine sector.

**Employees**  
+24,000

**Countries**  
Sells in +100 countries, have subsidiaries in 30 countries

**What we did**  
Digital Workplace Governance Model

**Participants**  
Corporate Communications, key users of main business areas
SUCCESS CASES

Governance Model
Spanish food group specialized in cocoa that controls the Cola Cao and Nocilla brands and which belongs to the Ferrero family. It was founded in 2015 following the split of the Nutrexpa group into two different food groups.

**SUCCESS CASES**

**Employees** 300  
**Countries** Spain  
**What we did** Digital Adoption  
**Participants** HR, IT, key users of the whole company, executive board members  

**IBP Process digitalization**  
**3 level communication plan**  
**Effective Teams Adoption**
SUCCESS CASES

Workflow applied to IBP methodology
Adopting a Digital Culture empowers employees.
“There is no transformation or improvement without changing employee habits”

Enhancing adoption is the way to maximize return on investment and achieving business goals
.coding{
corporate
cultures}