LA SFIDA DELLE COMPETENZE NELL'ERA DIGITALE

Convegno Nazionale ANIMP
Emanuele Veratti,
15 Giugno 2018

BAIN & COMPANY

AGENDA

DUE MITI DA SFATARE

LA SFIDA DIGITALE

DIGITAL "DA OGGI"

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DUE MITI DA SFATARE

- IN ITALIA IL PROBLEMA E' IL DIGITAL DIVIDE

- DIGITAL SÌ, MA "DA DOMANI"

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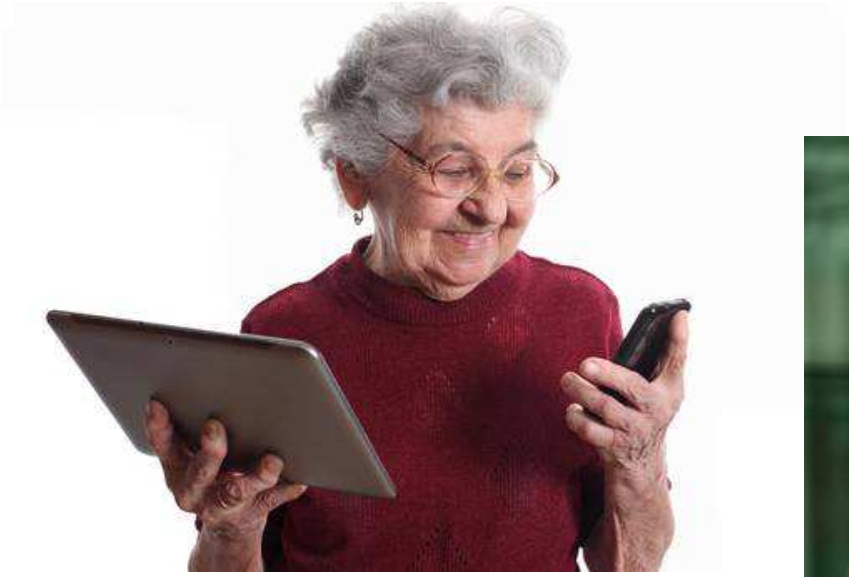
DUE MITI DA SFATARE
1. IN ITALIA IL PROBLEMA È IL DIGITAL DIVIDE



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DUE MITI DA SFATARE
2. DIGITAL "DA DOMANI"

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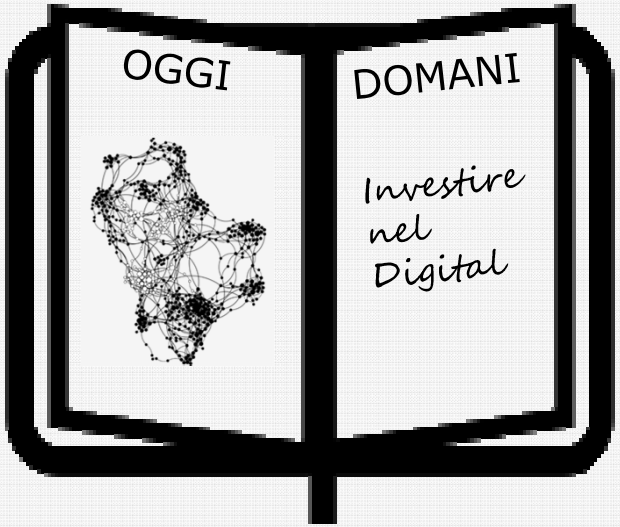
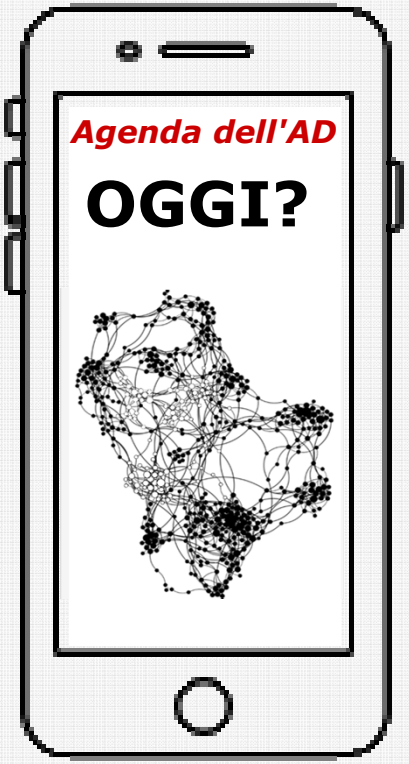
DUE MITI DA SFATARE
2. DIGITAL "DA DOMANI"

2000s



2010s

2018



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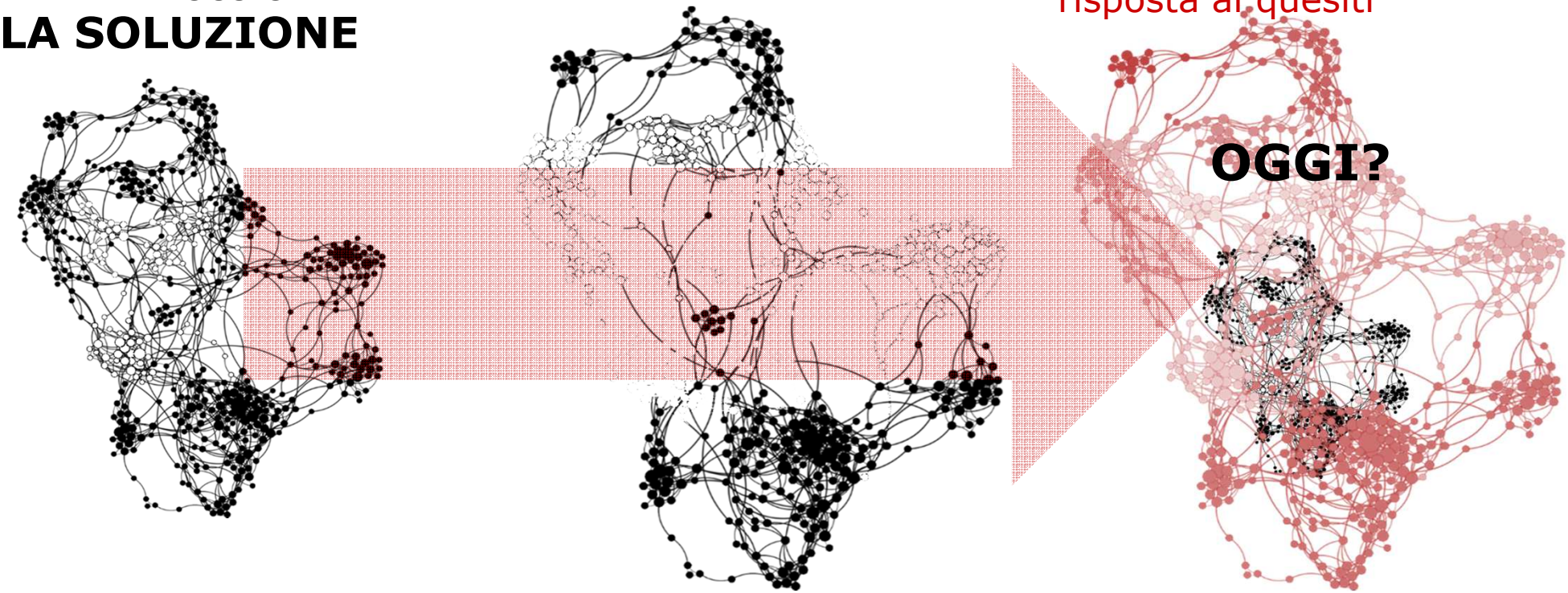
DUE MITI DA SFATARE
2. DIGITAL "DA DOMANI"

OGGI NON CAMBIANO
I PROBLEMI
MA L' APPROCCIO
ALLA SOLUZIONE

DIGITAL
come riduzione di complessità

DIGITAL
come maggiore profondità nella risposta ai quesiti



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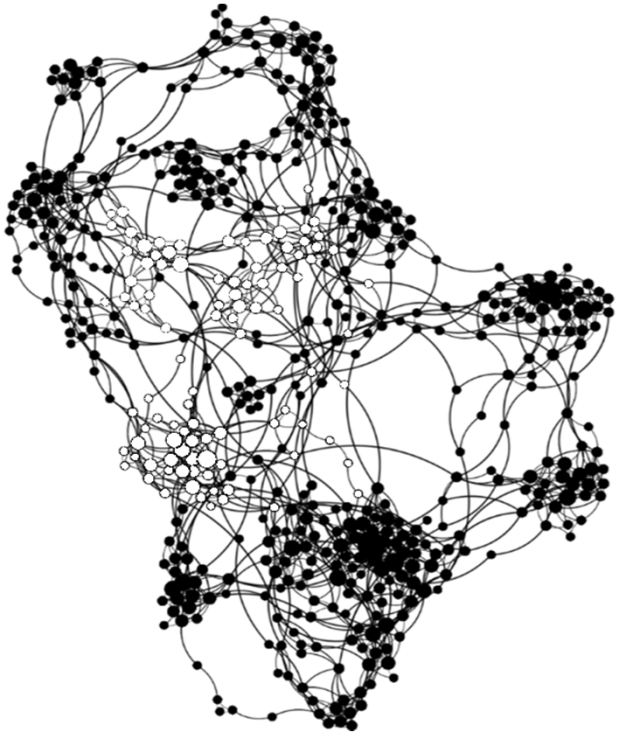
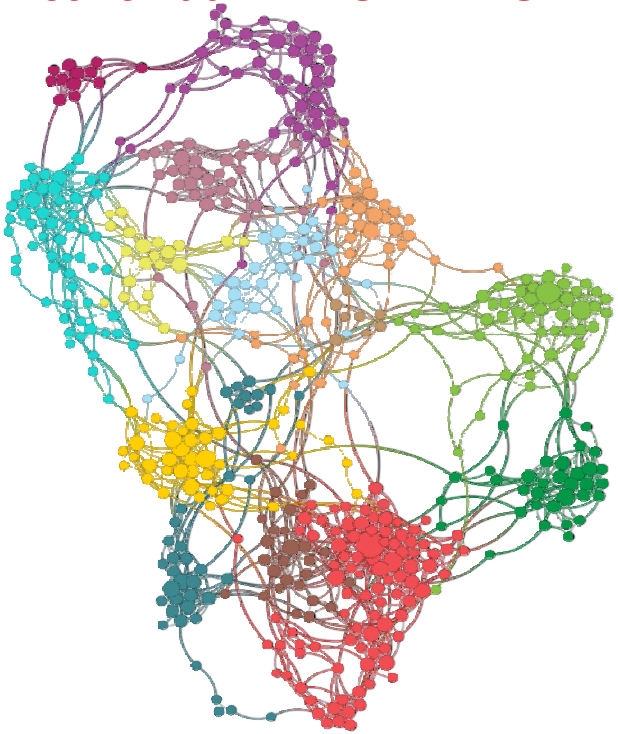
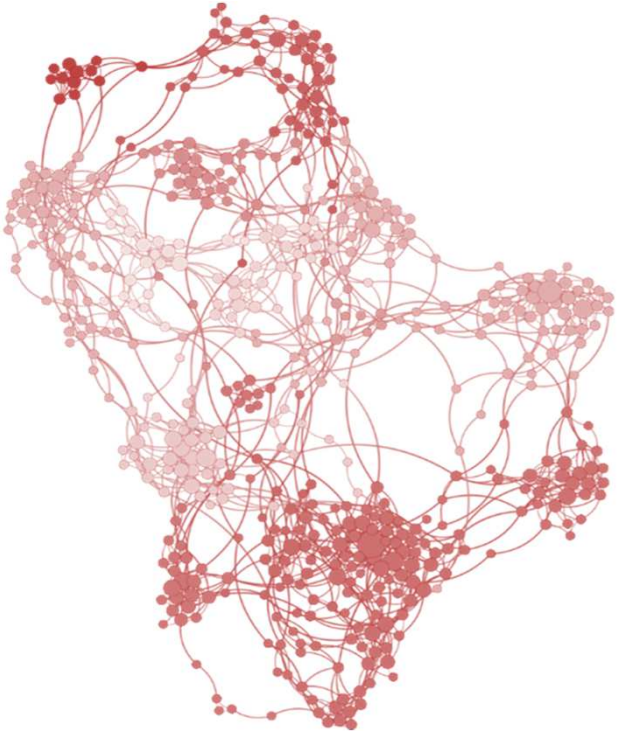
DUE MITI DA SFATARE
2. DIGITAL "DA DOMANI"

DIGITAL

come parte di un processo
di continua **INNOVAZIONE**







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DUE MITI DA SFATARE
2. DIGITAL "DA DOMANI"

INNOVAZIONE

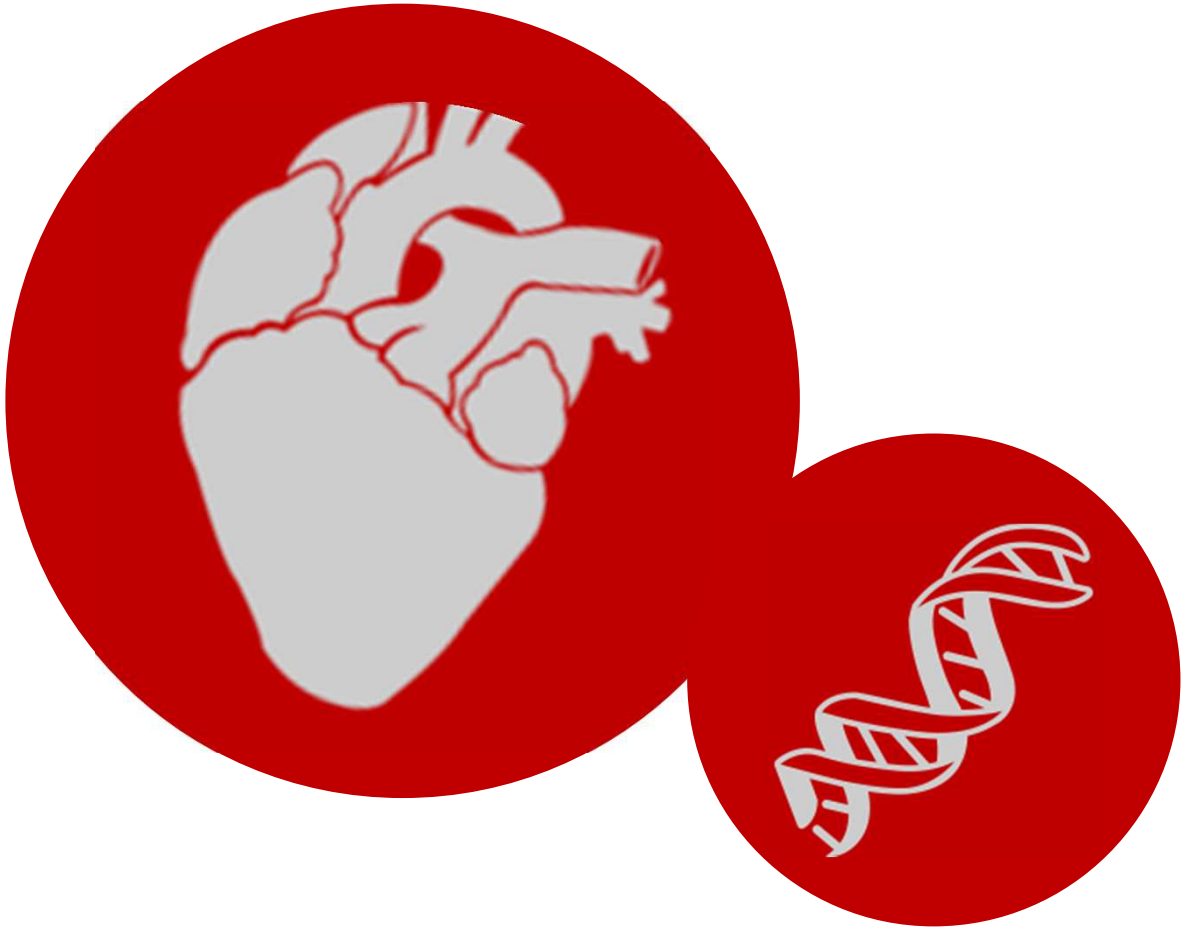
CHE RAPPRESENTA

IL CUORE

DI QUESTA INDUSTRY

E PARTE INTEGRANTE

DEL SUO DNA



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- ~~IN ITALIA IL PROBLEMA E' IL DIGITAL DIVIDE~~

- ~~DIGITAL SÌ, MA "DA DOMANI"~~

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DUE MITI DA SFATARE

LA SFIDA DIGITALE

DIGITAL "DA OGGI"

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LA SFIDA DIGITALE
BASATA SULL'ATTRAZIONE DI COMPETENZE E SULLA CULTURA DELL'INNOVAZIONE

1 **ATTRARRE COMPETENZE DIGITALI**

2 **CRESCERLE INTERNAMENTE PER TRATTENERE I TALENTI**

4 **EVOLVERE CONOSCENZA E CAPABILITIES INTERNE**

3 **INSTILLARE UNA NUOVA CULTURA BASATA SULL'INNOVAZIONE**

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LA SFIDA DIGITALE
1 ATTRARRE COMPETENZE DIGITALI

ATTRARRE COMPETENZE ATTRAVERSO APPROCCI TRADIZIONALI E NON-TRADIZIONALI

CRESCITA ORGANICA

GE divisione software & centro R&D

Caterpillar divisione *Analytics & Innovation*

Sviluppo prodotto collaborativo

Centri di innovazione e R&D automobilistici nella Silicon Valley

Digital advisory boards

PARTNERSHIP

Incubatori

Digital Manufacturing & Istituto di Design Innovativo

Komatsu-GE Mining Systems joint venture

Rockwell Automation & Cisco, offerta IoT industriale

ACQUISIZIONE

Venture Capital funds (nella icon Valley)

Monsanto & **Climate Corp**

Lockheed Martin & **Industrial Defender** (cybersecurity)

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LA SFIDA DIGITALE
❷ CRESCERLE PER TRATTENERE I TALENTI

LA FUNZIONE HR DEVE "GO DIGITAL" PER TRATTENERE LA NUAVA GENERAZIONE DI TALENTI

RETENTION ed EXIT MANAGEMENT PROATTIVA
assicurare maggiore fluidità (entrata-reintegro di risorse) che nel passato

RENAULT CREATIVE PEOPLE LAB

Microsoft Ventures

ALLINEARE
incentivi e sistemi di reward

Capgemini CONSULTING.TECHNOLOGY.OUTSOURCING

motivosity

SOURCING INNOVATIVO
Social recruiting: TalentBin
Acqui-hires: Google
Digital branding: Commonwealth Bank

NUOVI APPROCCI AL PEOPLE DEVELOPMENT →
Alto share di digital learning

TRUNITY
(piattaforma di Learning management)

RI-DEFINIRE I PROCESSI DI EMPLOYEE ENGAGEMENT, sia da un punto di vista razionale che emotivo

WeSpire

Jostle

TINYpulse

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LA SFIDA DIGITALE
❸ INSTILLARE UNA CULTURA BASATA SULL'INNOVAZIONE

NUOVA CULTURA BASATA SULL'INNOVAZIONE

NUOVI PRINCIPI ISPIRATORI

NON AVERE PAURA *DEL CAMBIAMENTO*

ESSERE RAPIDI, FLESSIBILI E COLLABORATIVI, ***ABBATTENDO LE FORMALITA' TRA VITA PERSONALE E PROFESSIONALE***

ESSERE ***PROMOTORI DEL CAMBIAMENTO*** *ATTRAVERSO* ***IL PROPRIO ECOSISTEMA***

NUOVI METODI DI LAVORO

- Promuovere forme di **comunicazione e generazione di idee "bottom-up"** — SAMSUNG
- Aumentare **la condivisione orizzontale** — Google
- Lanciare più progetti con **dei cicli di vita più brevi** — ACCORHOTELS
- **Responsabilizza le persone, delegando a team auto-organizzati**

NUOVI STRUMENTI

- Sviluppo di **piattaforme interne** — Pernod Ricard
- **Equipaggiamento mobile** per i dipendenti — SOCIETE GENERALE

NUOVI SPAZI DI LAVORO

- Installazione **di spazi di lavoro collaborativi** — PIXAR
- **Esplorare il lavoro in ambienti esterni** — axel springer

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LA SFIDA DIGITALE
4 EVOLVERE INTERNAMENTE…

*ESSERE **PROMOTORI DEL CAMBIAMENTO** ATTRAVERSO **IL PROPRIO ECOSISTEMA***

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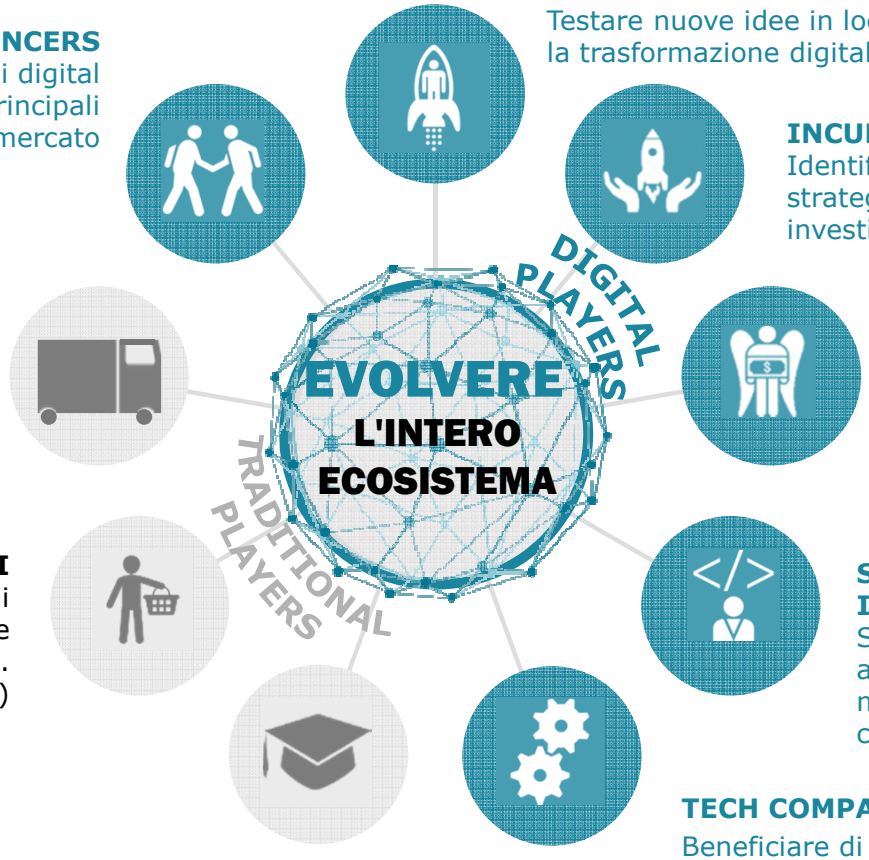
LA SFIDA DIGITALE

4 EVOLVERE INTERNAMENTE, AGENDO SULL'ECOSISTEMA

START-UPS
Testare nuove idee in logica agile e accelerare la trasformazione digitale

DIGITAL INFLUENCERS
Essere collegati con i digital influencer ed i principali innovatori del mercato

INCUBATORI/ACCELERATORI
Identificare le principali start-up strategiche e canalizzare gli investimenti per il loro sviluppo



FORNITORI
Intercettare innovazioni provenienti da fornitori o altri sub-contractor

VENTURE CAPITAL
Fondare e acquisire start-up strategiche

CONSUMATORI
Acquisire insight dai consumatori per migliorare la loro esperienza (es. processi di feedback)

SVILUPPATORI TERZI INDIPENDENTI
Sviluppare nuove applicazioni/servizi per migliorare l'esperienza del cliente

TECH COMPANIES
Beneficiare di piattaforme di altri player (es. Alleanza di L'Oréal con Alibaba)

MONDO ACCADEMICO
Esplorare specifiche tematiche di R&D

*ESSERE **PROMOTORI DEL CAMBIAMENTO** ATTRAVERSO **IL PROPRIO ECOSISTEMA***

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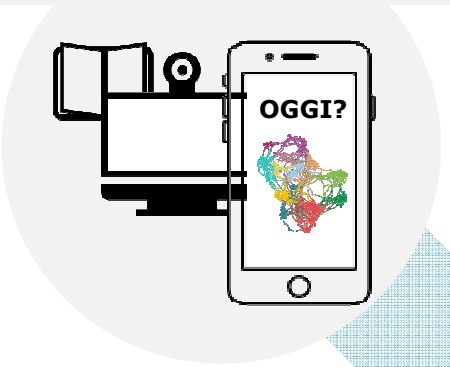
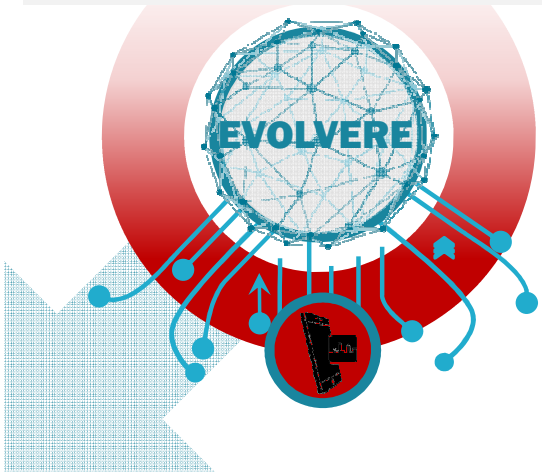
DIGITAL "DA OGGI"
TAKE-AWAYS

INVESTIRE NELLE COMPETENZE DIGITALI COSTITUISCE UNA DECLINAZIONE DEL CONCETTO DI INNOVAZIONE



L'INNOVAZIONE è UN ELEMENTO FONDANTE DEL DNA DELL'INDUSTRY

EVOLVERE IN MANIERA SANA PRESCINDE UNA CULTURA BASATA SULL'INNOVAZIONE



È il momento di aumentare il passo in termini di investimenti in innovazione e nel digital journey nel suo complesso al fine di continuare ad attrarre e trattenere le nuove generazioni di talenti

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