A low-angle photograph of a city skyline with several skyscrapers and an airplane flying in the sky. The sky is a clear, light blue with some wispy clouds. The buildings are modern and have glass facades. The airplane is in the center of the frame, flying towards the viewer.

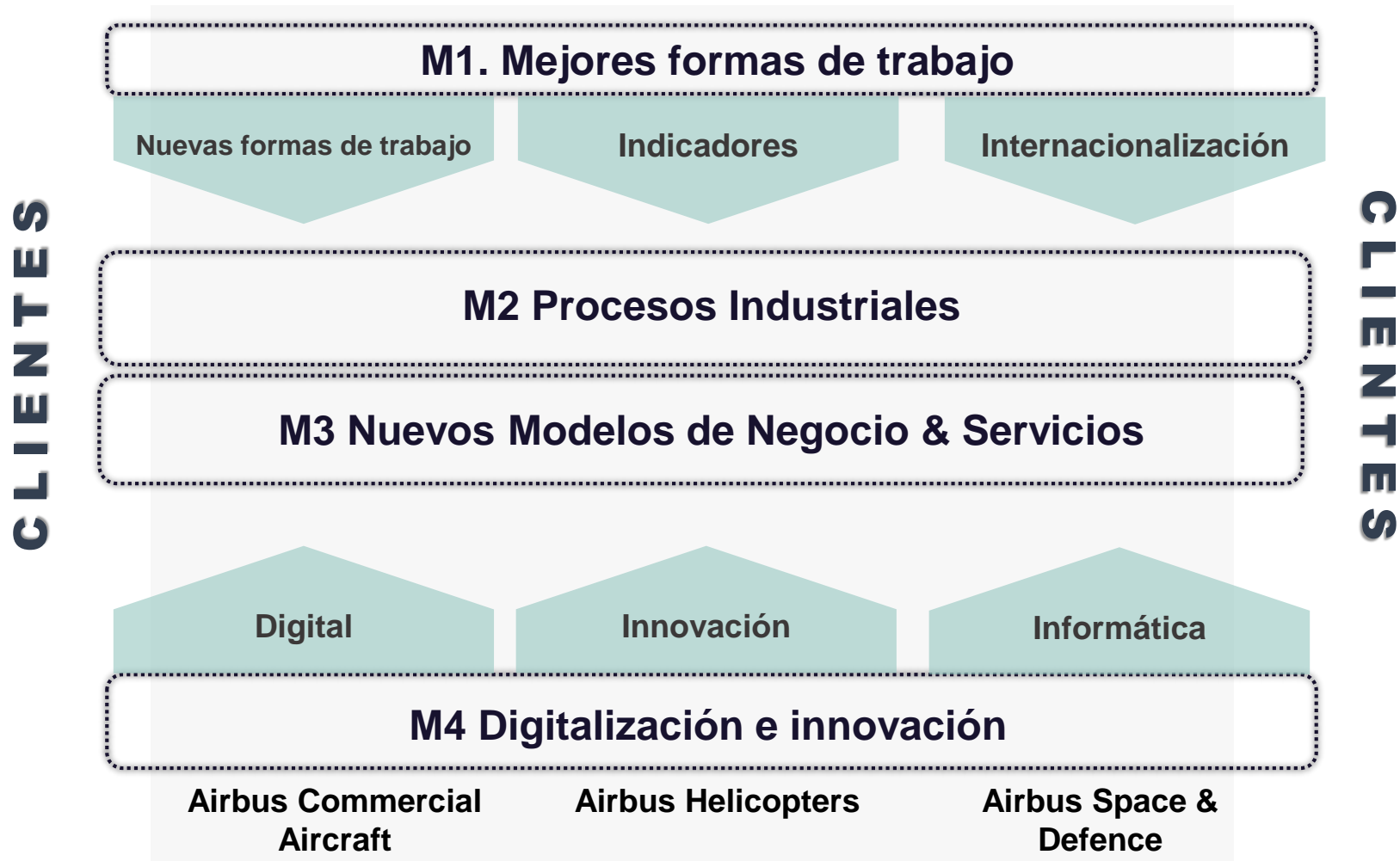
# Como Abordar un Proyecto de Transformación Digital

# Donde estamos y queremos estar. Nuestra Visión



Source: Digital Master by Industry, fro Westerman, Bonnet & McAfee (2014) **Leading Digital**

# Donde estamos y queremos estar. Nuestra Visión



# Donde estamos y queremos estar. Nuestra Visión



## **INTELLIGENCIA**

Capacidad de procesar los datos existentes, anticiparse a los problemas de una manera proactiva.



## **CONECTADOS**

Conectar datos, personas y comunidades.



## **AGILES**

Adaptarse rápidamente a las necesidades del mercado y de los clientes.



# Donde estamos y queremos estar. Nuestra Visión

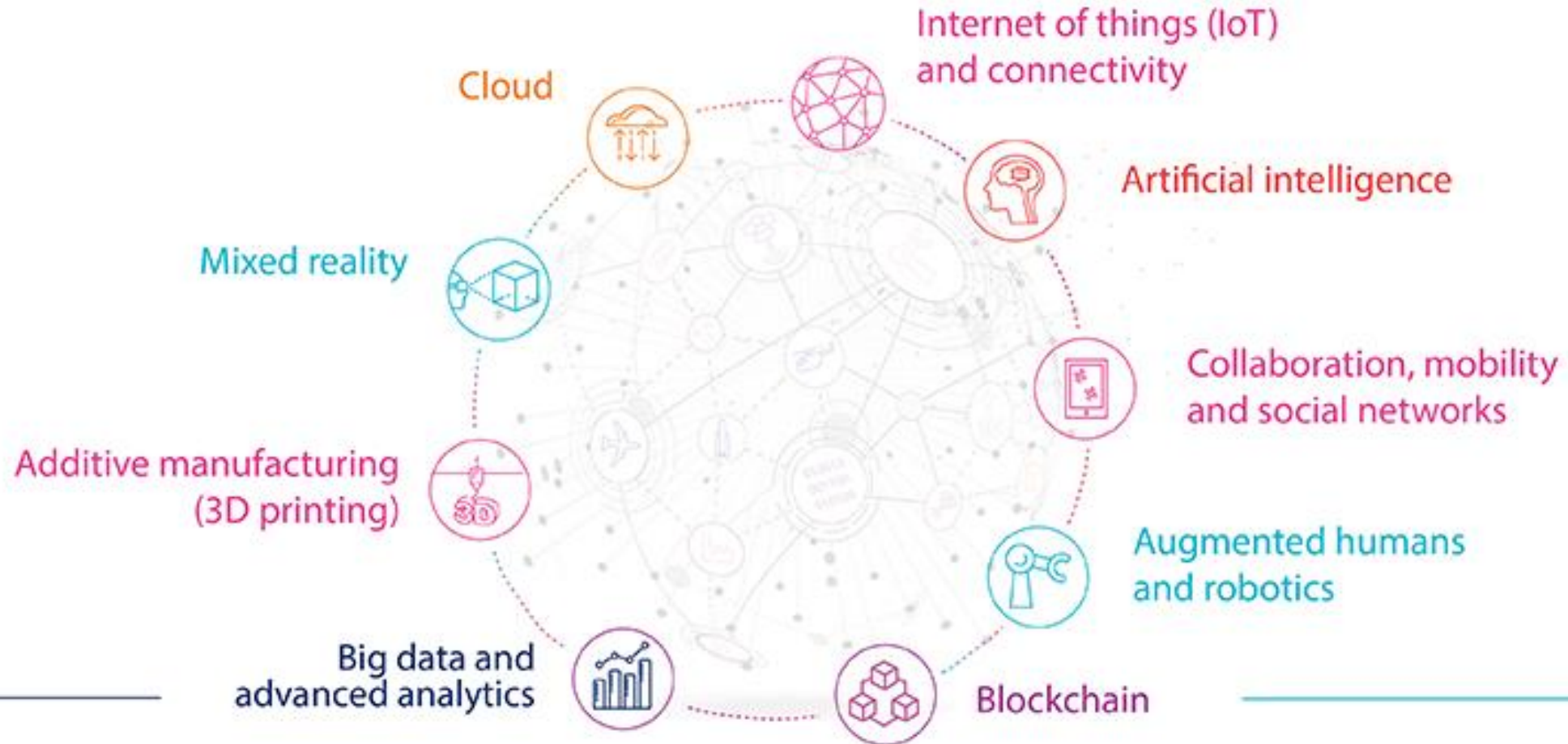


# Donde estamos y queremos estar. Nuestra Visión





# Donde estamos y queremos estar. Capacidades Digitales.



A person is walking away from the camera on a wide, sandy beach. The beach is dark and appears to be wet, with footprints visible. In the background, there are mountains under a blue sky with white clouds. The ocean is visible on the left side of the frame.

Let's

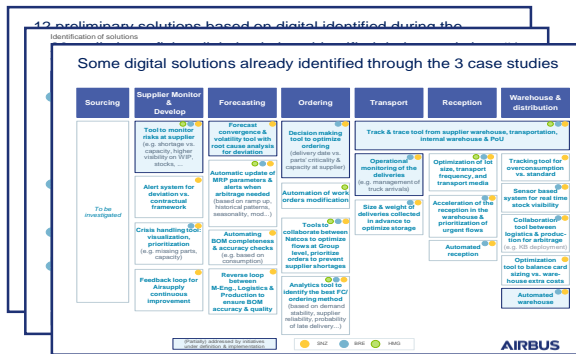
**START THE**

**Journey**



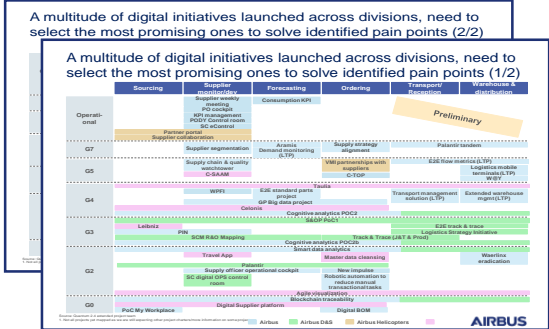
# Problemas en la Cadena de Suministros

## Ideation workshops on the 3 sites



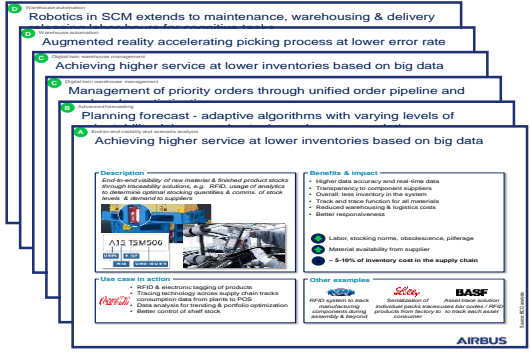
150+ ideas

## Mapping of existing initiatives & POCs



60+ initiatives

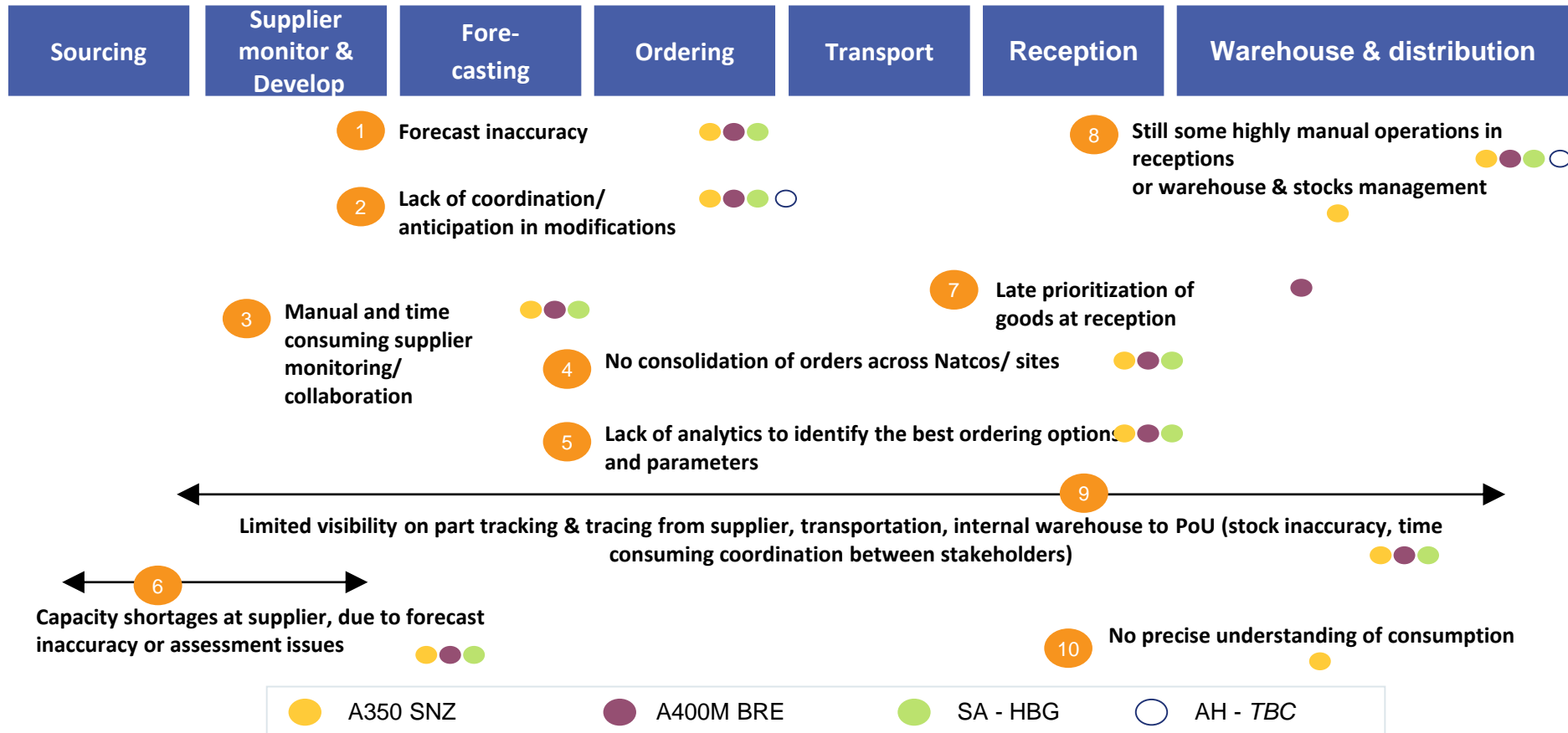
## Benchmarks



10 breakthrough solutions

Short-list based on interest for the whole Group and very high level estimation of impact / accessibility and availability of data

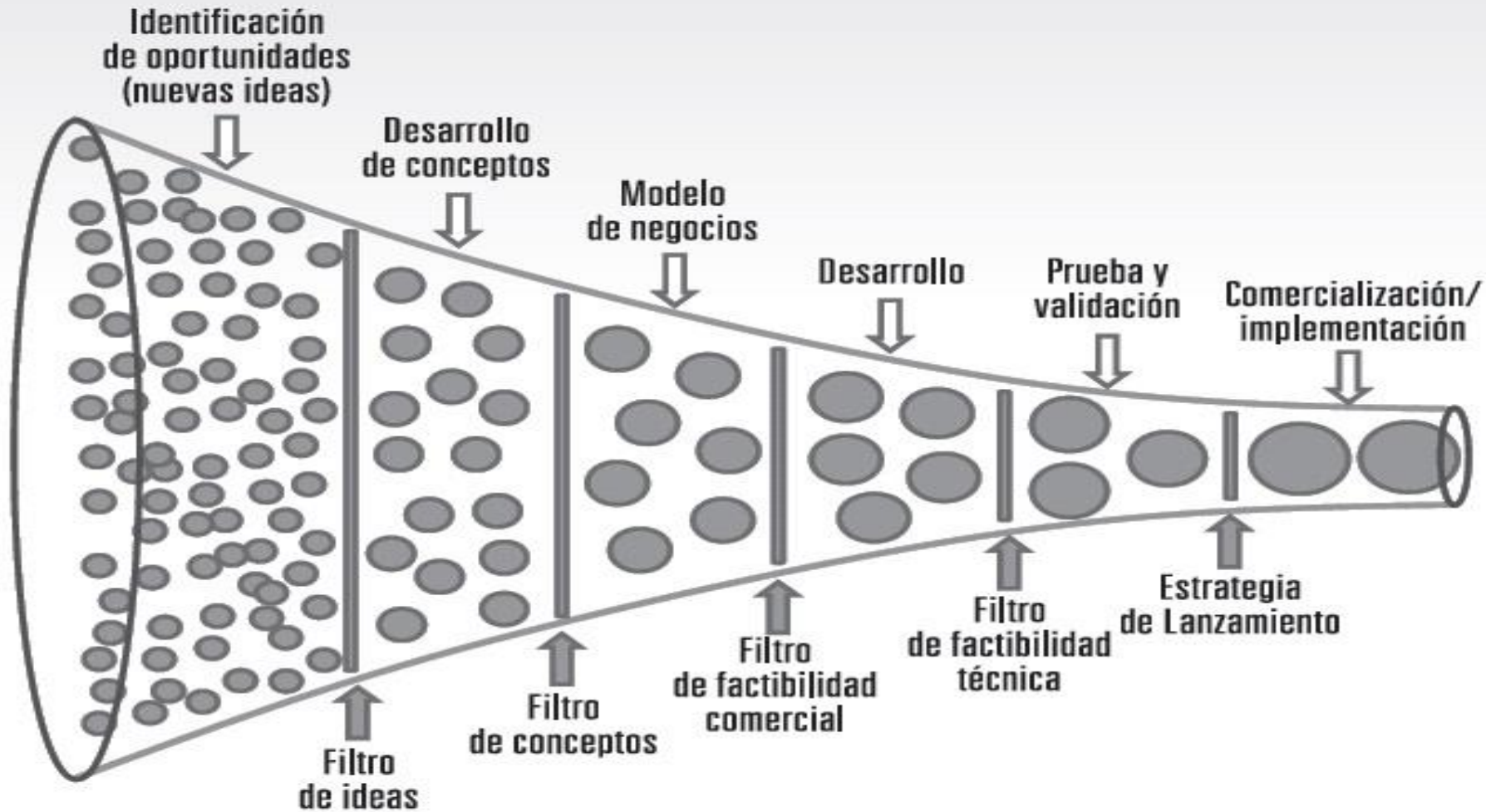
# Problemas en la Cadena de Suministros



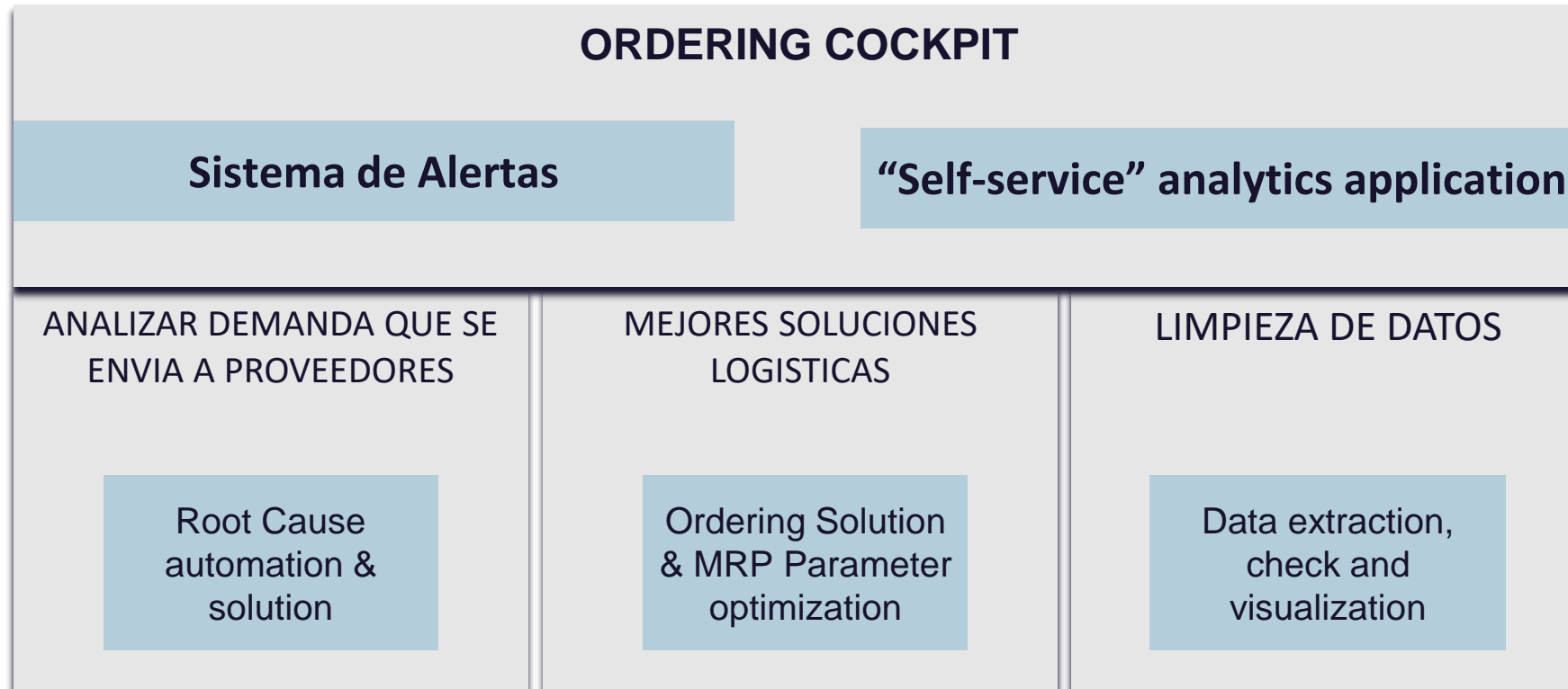
# Problemas en la Cadena de Suministros

## Proceso genérico de innovación

1



# Selección de Proyectos Digitales



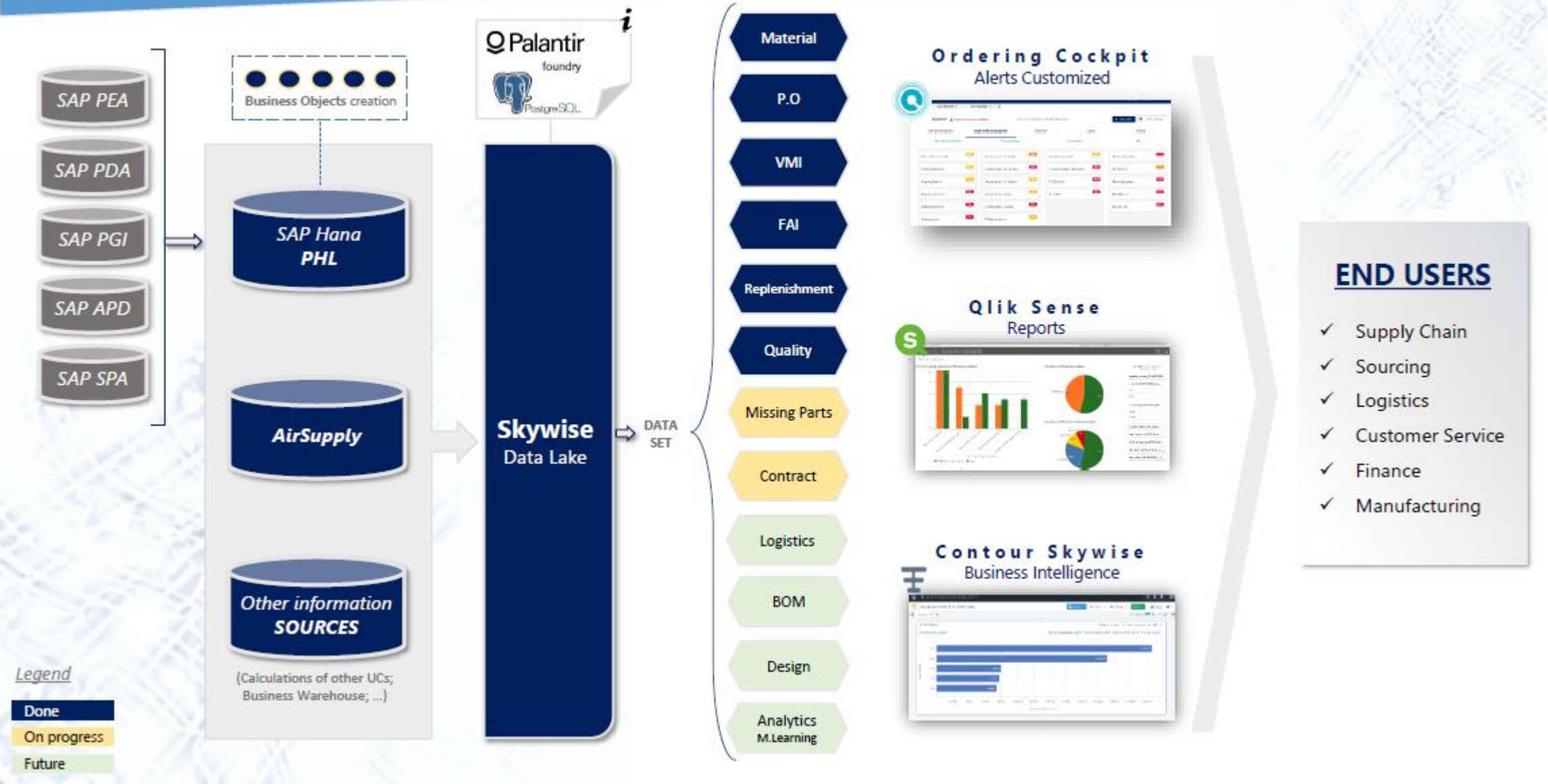
**Presupuesto**

**Beneficios**



# Arquitectura & Aplicaciones

# Solution Architecture



Alerts Management - ⚠ Some data are not available

LuisMI Purchase Orders package

+ New Alert

⚙ Alert Settings

New part Introduction

Supply Ordering Management

Distribution

Quality

Material

Planned Order & P Req

Purchase Order

Production

VMI

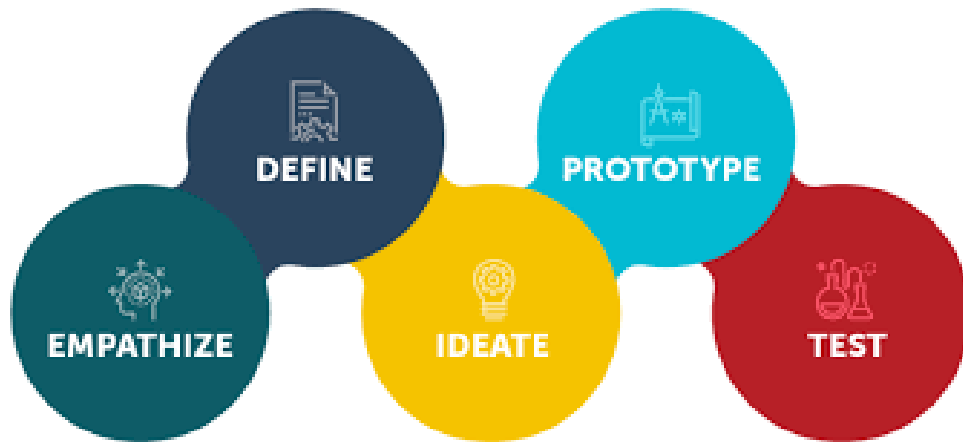
<p>⊖ Lead Time &gt; 180 days &amp; req &gt; 0</p> <p>999+</p> <p>...</p>	<p>LM PO Cancellation</p> <p>999+</p> <p>...</p>	<p>⊖ Call up in Arreas sch</p> <p>999+</p> <p>...</p>	<p>⊖ VMI MIN</p> <p>28</p> <p>...</p>
<p>⊖ Cons/req 3 months &gt; 10</p> <p>65</p> <p>...</p>	<p>10 - PO Reschedule in 1</p> <p>999+</p> <p>...</p>	<p>⊖ Call up in Arreas &amp; Coverage &lt; 5</p> <p>470</p> <p>...</p>	<p>⊖ VMI MIN &amp; Coverage &lt; 3 days</p> <p>13</p> <p>...</p>
<p>⊖ Req/cons 3 months &gt; 10</p> <p>208</p> <p>...</p>	<p>07 - PO in arrears</p> <p>222</p> <p>...</p>	<p>⊖ PO lead time &lt; 14 days</p> <p>999+</p> <p>...</p>	<p>⊖ VMI MIN &lt; 7 days</p> <p>67</p> <p>...</p>
<p>⊖ Req/cons 3 months &gt; 3</p> <p>999+</p> <p>...</p>	<p>⊖ PO Cancellation Req 12 &gt; 0</p> <p>848</p> <p>...</p>	<p>⊖ PO in Arreas</p> <p>999+</p> <p>...</p>	<p>⊖ VMI Maximum</p> <p>118</p> <p>...</p>
<p>⊖ Req/cons 3 months &gt; 1,5</p> <p>999+</p> <p>...</p>	<p>⊖ P.O. Requisition message 20</p> <p>999+</p> <p>...</p>	<p>⊖ Call up in Arreas -2</p> <p>974</p> <p>...</p>	<p>⊖ VMI Maximo &gt; Req 3 months</p> <p>417</p> <p>...</p>
<p>⊖ Cons/req 3 months &gt; 3</p> <p>C</p> <p>...</p>	<p>⊖ LM PO Cancellation Req 0</p> <p>291</p> <p>...</p>	<p>⊖ PO in Arreas -2</p> <p>999+</p> <p>...</p>	<p>⊖ VMI Proposed Transfer</p> <p>799</p> <p>...</p>

# Design Thinking & Agile

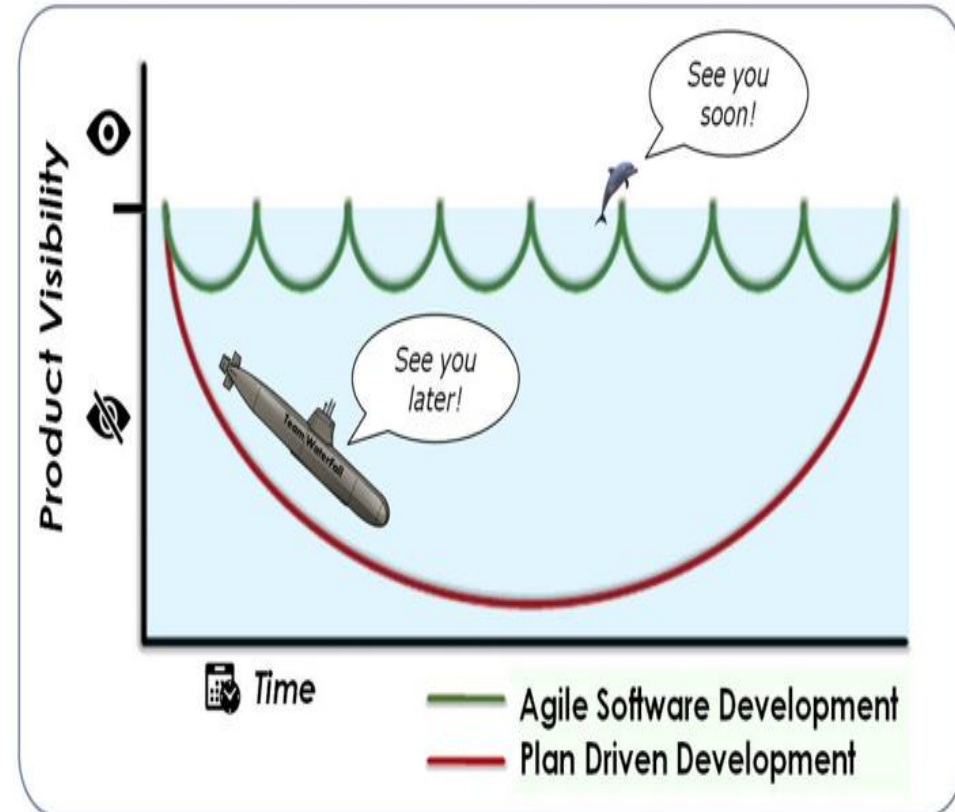


# Design Thinking & Agile

## Design Thinking



## Agile & Waterfall



# Metodología Agile

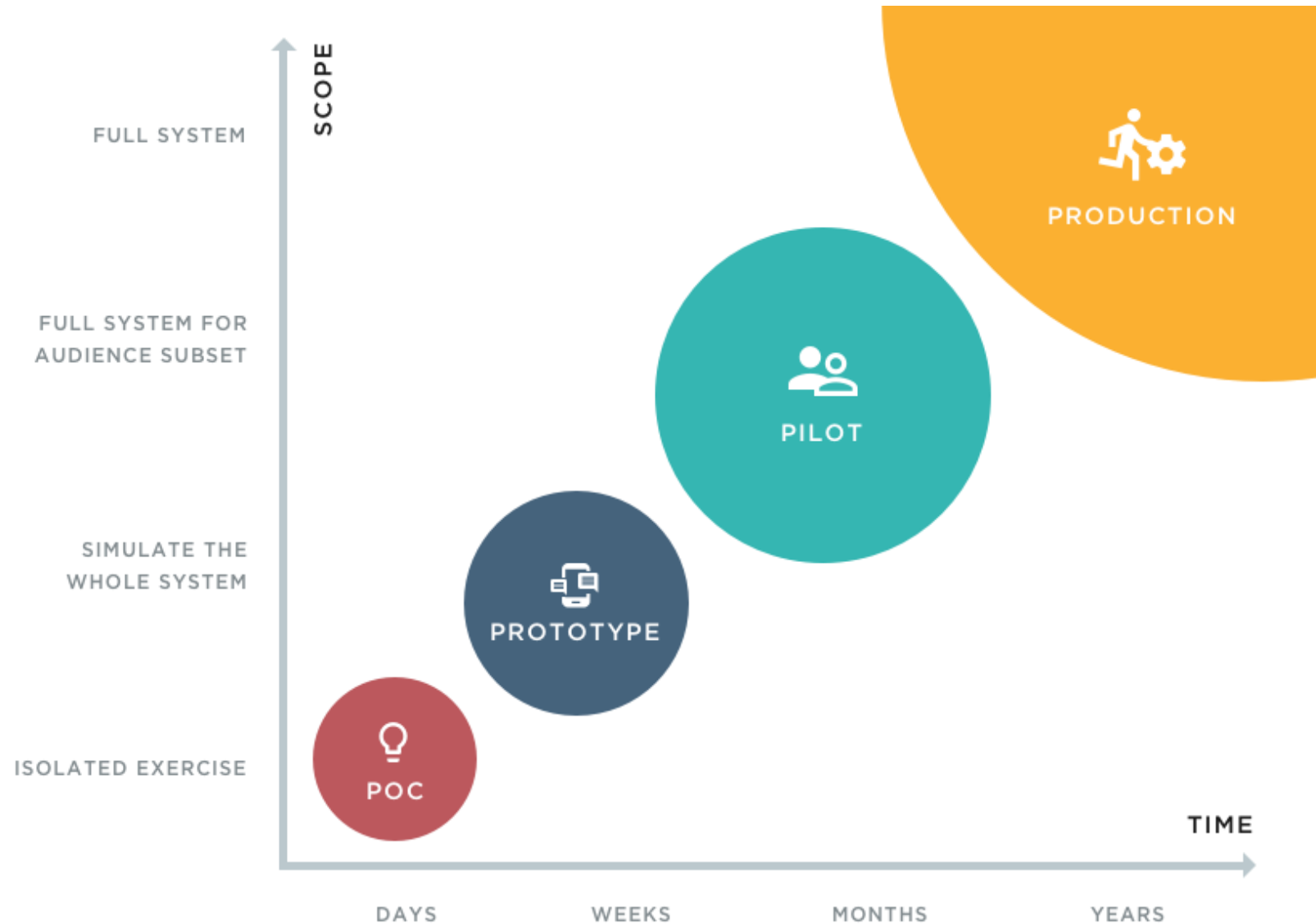


# Metodología Agile

## Scrum



# Escalabilidad







Cambio Cultural.

## Cambio Cultural. No eres Digital.

Tengo que involucrar a todos los departamentos

Cuando todos estamos de acuerdo, seguimos

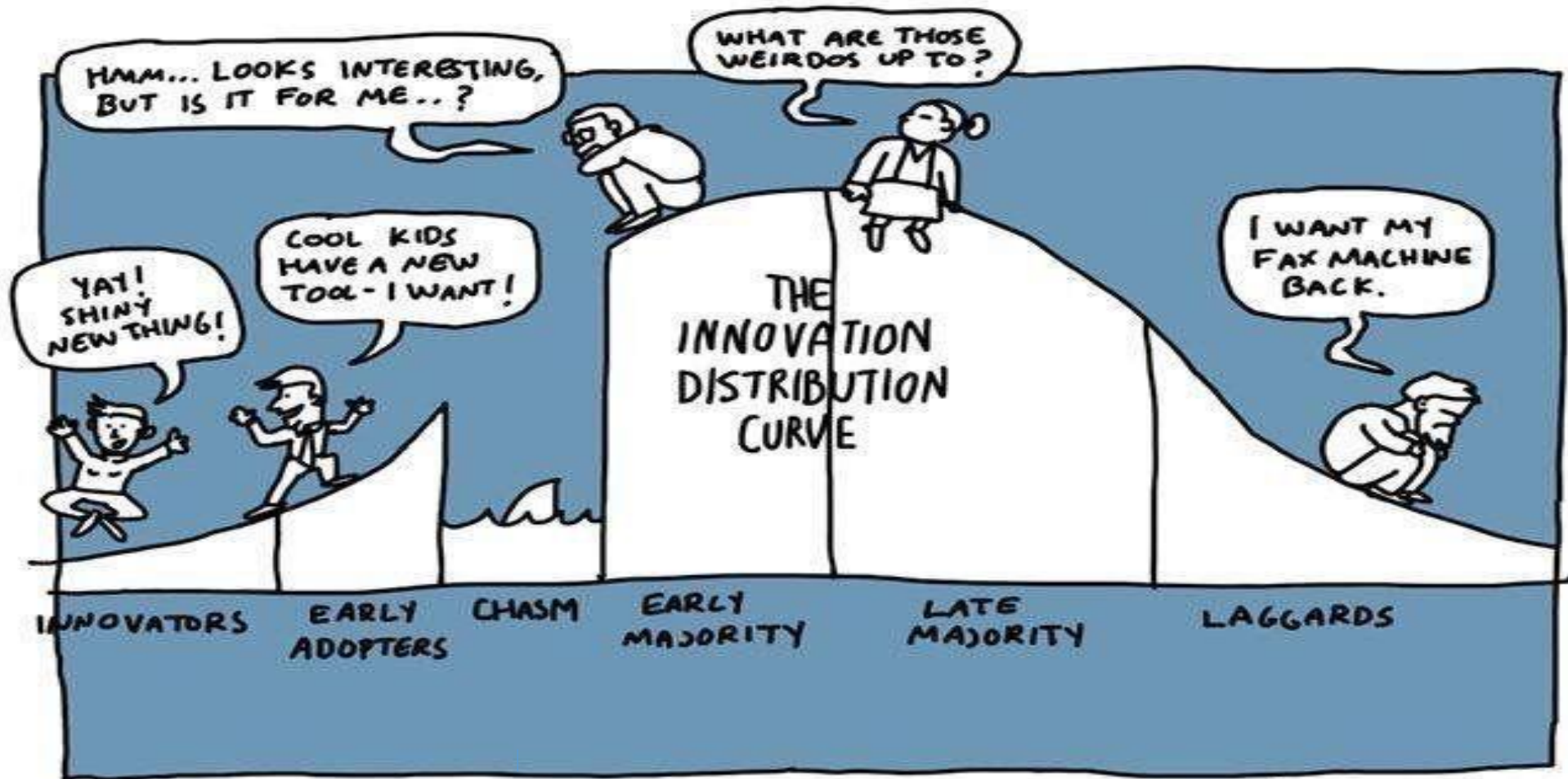
Si no gasto el presupuesto pronto lo pierdo

Tengo que decidirlo yo antes de seguir adelante.

# Cambio Cultural. Rompiendo los silos



# Cambio Cultural. La curva de innovación





# Cambio Cultural. Como embarcar a la gente.

1. **Desarrollo.** Usuarios Clave. Involucración desde el principio

2. **Implementación.** Embajador / Evangelista/ Campeón Digital

3. **Diferentes canales:**

*What behind the scenes?*

## Digital Ambassador GOLDEN RULES

1. Be the main feedback link with the End Users
2. Create an open communication environment
3. Build TRUST
4. Listen to end-users with OPEN MIND and support them

**ENCOURAGE AND ENGAGE**

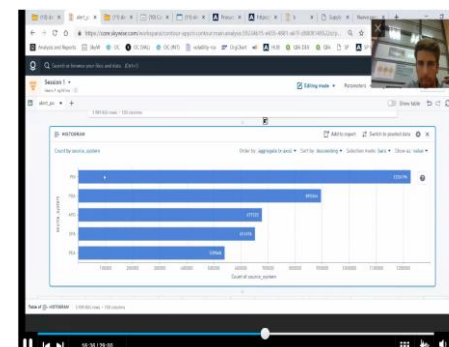
5. Get familiar with the tool
6. Be constant coach
7. Know the populations you're dealing with to adapt the trainings
8. Be transparent
9. Promote interactivity within the community

**BE ENTHUSIASTIC AND POSITIVE**

**DON'T FEEL ALONE! Ask for support to Product Owner and PZ**

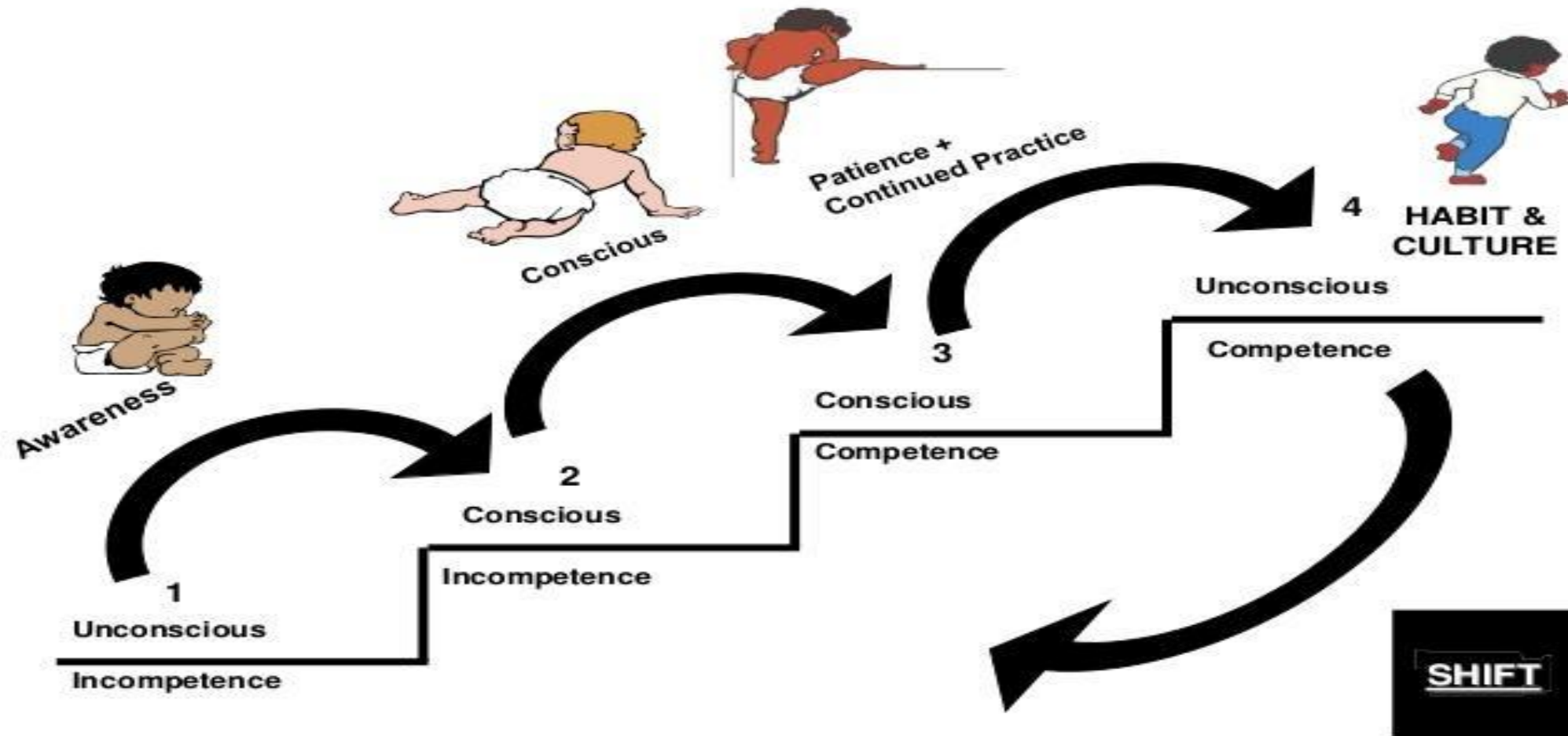
*Empathy is a key element to promote and drive the change management process.*

**TAKE ACTION!**



# Cambio Cultural. Niveles de Formación

## LEVELS OF LEARNING (Individual & Organizational)





# Cambio Cultural. Impacto Efecto.

**IMPACT**

E-mails

Webinar

Local Trainings

Workshops

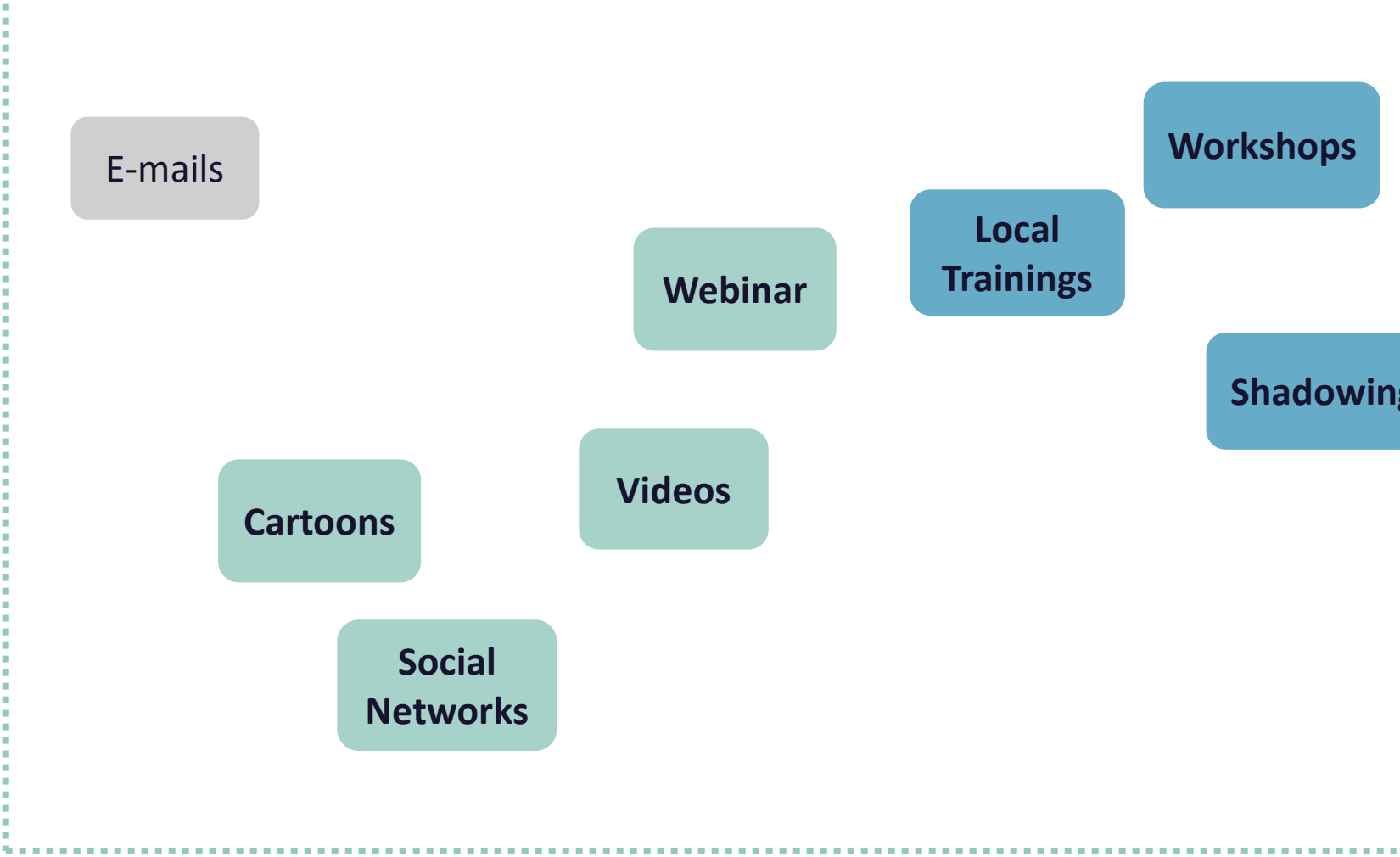
Shadowing

Cartoons

Videos

Social Networks

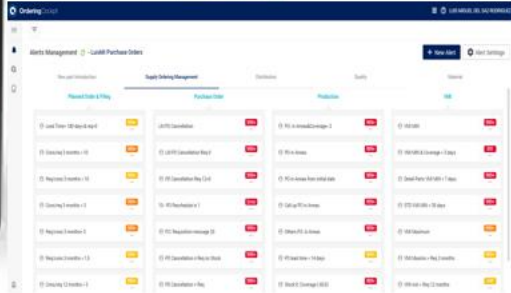
**EFFORT**




# Cambio Cultural. Animaciones.



**Alayn Perez**  
Product Owner  
Ordering Cockpit



Give me six hours to chop down a tree and I will spend the first four sharpening the axe.



**Abraham Lincoln**  
16th U.S. President  
(1809-1865)

*QuoteHD.com*

Give me six hours to improve the Supply Chain and I will spend the first four sharpening the Ordering Cockpit.



**Luis Miguel del Saz**  
Project Leader  
Ordering Cockpit



Unique tool with full access to all source systems notifications and alerts in fully customizable interface centralized reporting system



Alerts System



Qlik Sense



Integrated Solution

The best way to predict your future is to create it.

*Abraham Lincoln / @InspiringThinker*

Unique tool with full access to all source systems notifications and alerts in fully customizable interface centralized reporting system




Alerts System



Qlik Sense



Integrated Solution



**Luis Miguel del Saz**  
Project Leader  
Ordering Cockpit

# Lecciones Aprendidas en el Viaje Digital.



- 1. Definir una misión, visión, objetivos y no olvidar quien es el conductor del autobús.**
- 2. Busca oportunidades de negocio o resolver problemas, Ten hambre para poder mejorar.**
- 3. Se humilde, no se puede saber de todo. Trabaja en plataformas y compra si puedes.**
- 4. Las pruebas de concepto están sobrevaloradas. Lo importante es la escalabilidad.**
- 5. Trabajas en tu arquitectura de datos, busca expertos que te ayuden con los procesos.**
- 6. La transformación digital es integrar las ventajas de la tecnología con la creatividad de la gente. El cliente siempre esta en el centro.**

