

COMPLEXITIES IN MANAGING THE DIGITAL TRANSFORMATION

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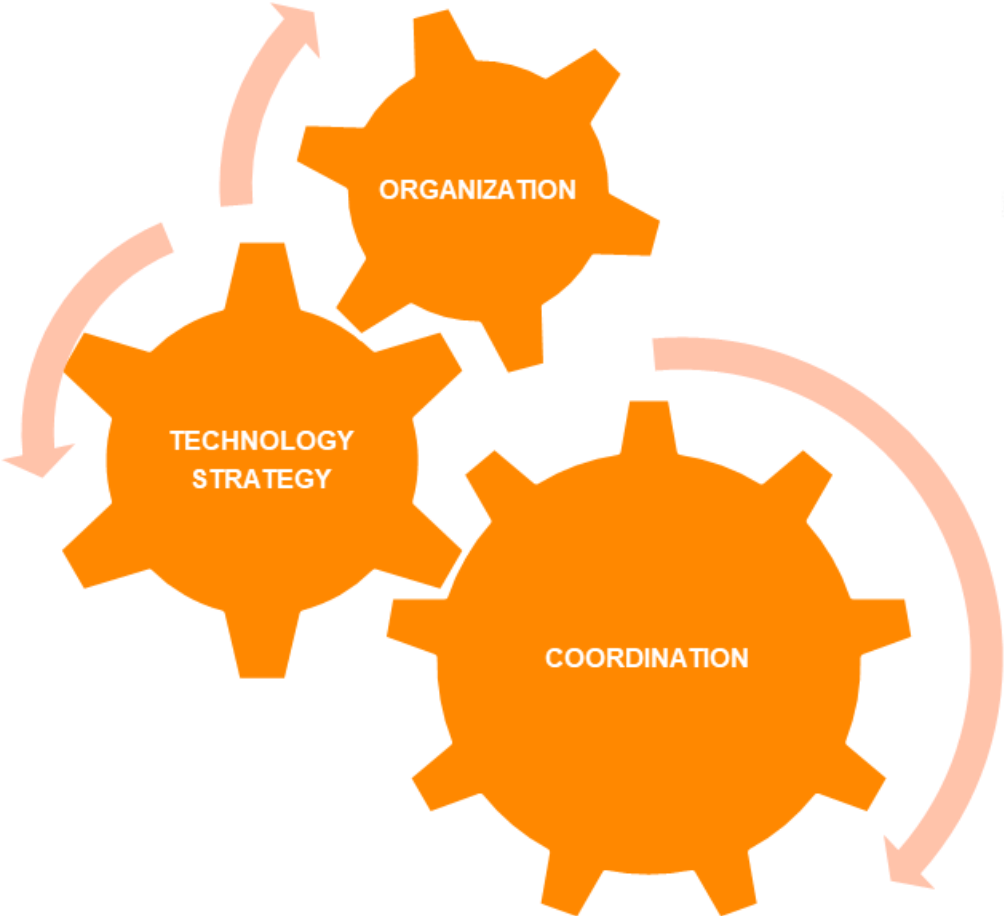


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KODIT research project, 2020-2025



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Centre of Excellence in Production Research

Coordination of Digital Transformation



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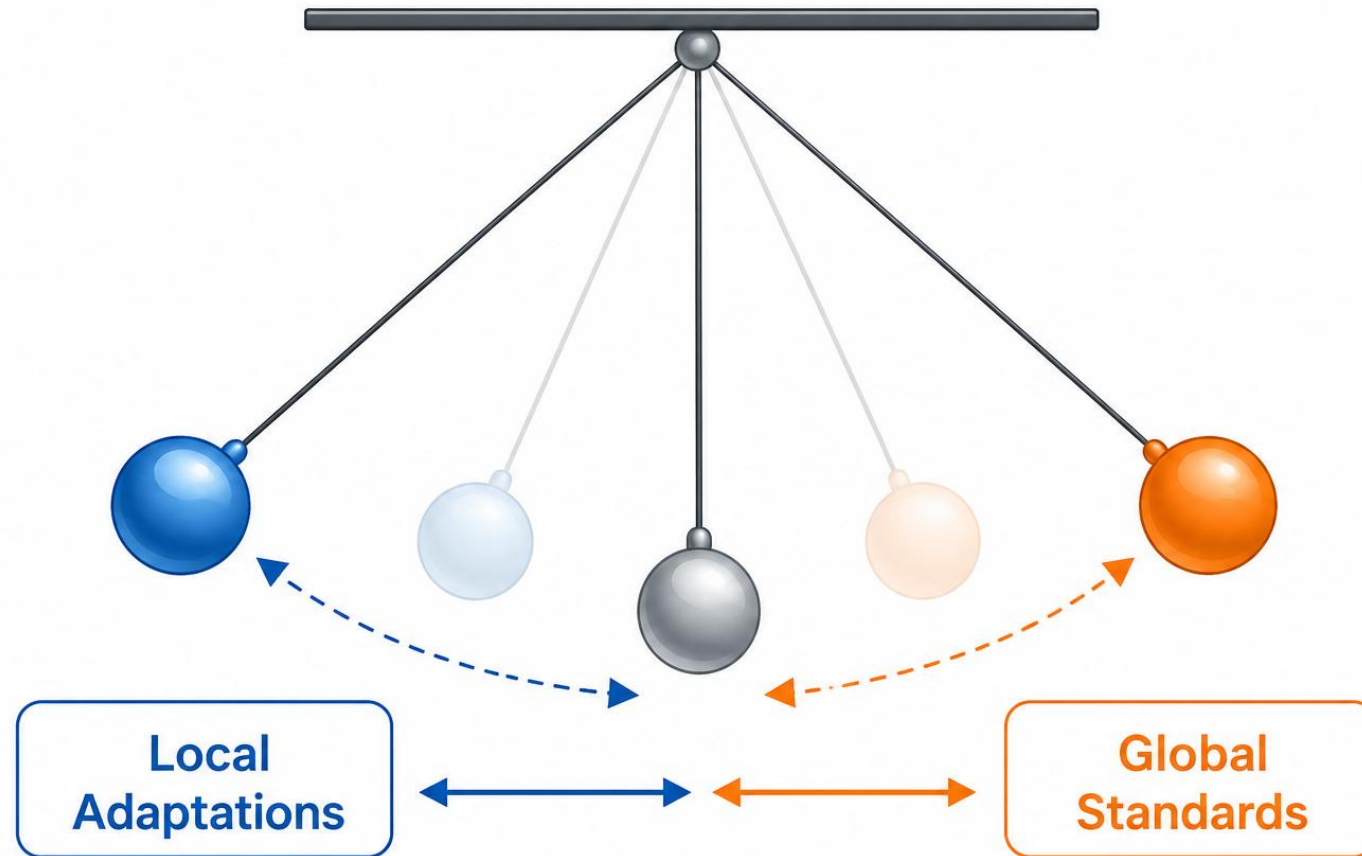
Strategy: Critical, Yet Often Missing

- New way of working during technology development, from stage-gate towards agile
- Requires new types of knowledge domains and higher competence on all levels in the organisation
- Where in the organization should technology development be performed?

"We are developing and learning at the same time as we're implementing, and this is what we need to learn to live with during this transformation."

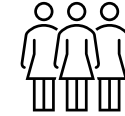


Balancing local adaptations and global standards



Organizational structure with both horizontal and vertical integration

"The challenge is to break free from old roles and ways of working and break down functional barriers."



Cross Functional Units

- Global level – providing direction, competence and coordination
- Local level – the context, hands on development, test and integration
- Adaptations of the IT function – Operational IT, bridging domains



Roles

- Boundary spanners
 - Dual memberships
 - Dual competences



Interfaces

- Horizontally: Learn from each other and align activities
- Vertically: Align local needs and global standards

Challenge to balance local adaption and global standards

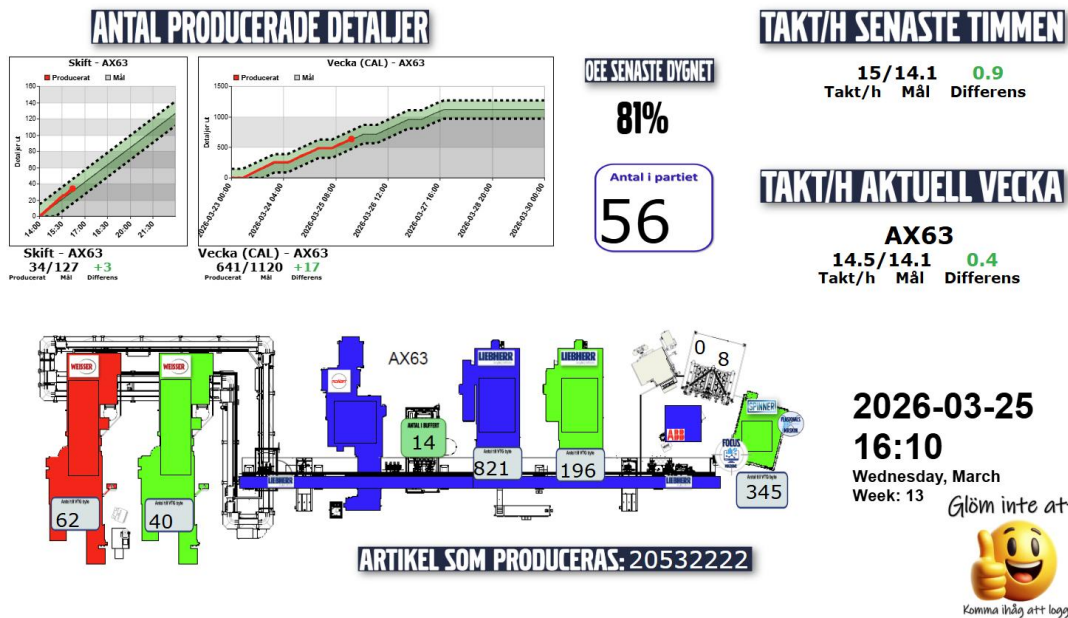
A Volvo insight

- Global challenge: various sites with different ways to report, follow up and judge its operations
→ Global solution: "One Problem One Solution"
- Difficult in Köping to adapt
 - Readiness in data
 - Maturity in organization and the digital journey forward



Balancing by starting with local needs

A local tale



- Decided to start small
 - Local reports/design based on global data gathering tool (moving away from divers and manual processes)
 - Local needs leaning on Global standard
- Goal
 - Adapt global standard – but take it in small step, making sure data and organization are able to cope

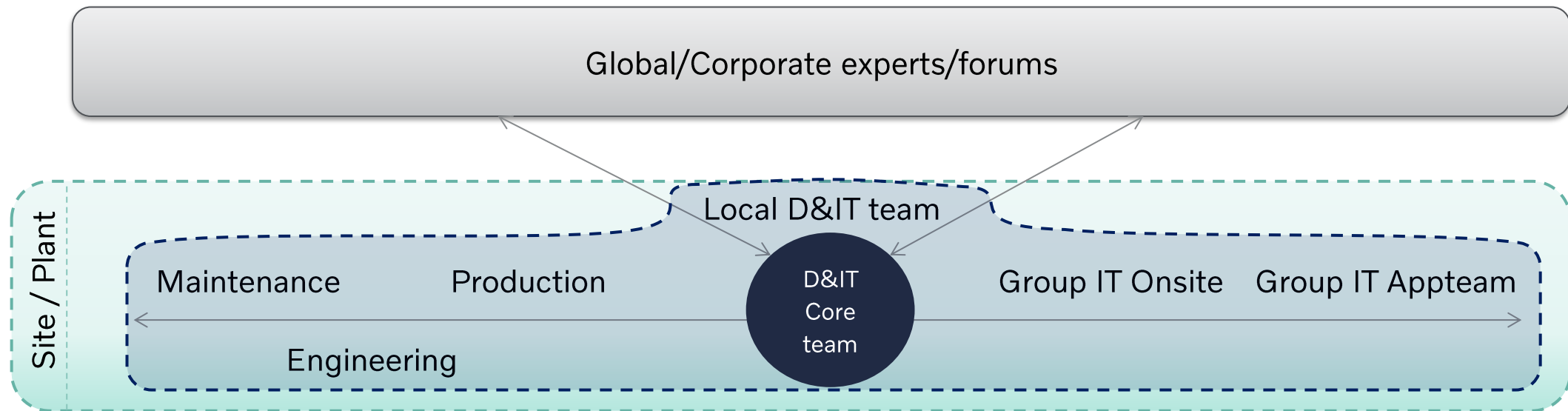
Local challenge moving forward

- How to secure our organization to cope with the fast paced evolvement in the digital journey

Crossfunctional work to secure (effective) progress

The organization needed

- Köping has implemented crossfunctional forum: D&IT Core team
- The team acts as a (local) center of excellence for IT/OT
- Managing the horizontal as well as vertical integrations



Segmentation of our network

Project and Post Go-live cross-functional work set-up

- Required:

- Factory layout and process expertise, local IT (and OT) equipment understanding and technical network and firewall expertise
- 3 areas with 3 different "companies": Volvo Powertrain (Maintenance/D&IT), Group IT Onsite, HCL

- Solution:

- Project worked "borderless" as a group to design and secure the segmentation (horizontal)
- Project Manager and the D&IT Manager secured vertical integration with central / corporate team

➔ Result: one of the first sites in Volvo with a segmentation that went beyond the original simpler design of a few zones (created 16 zones from the start)



THANK YOU!



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