



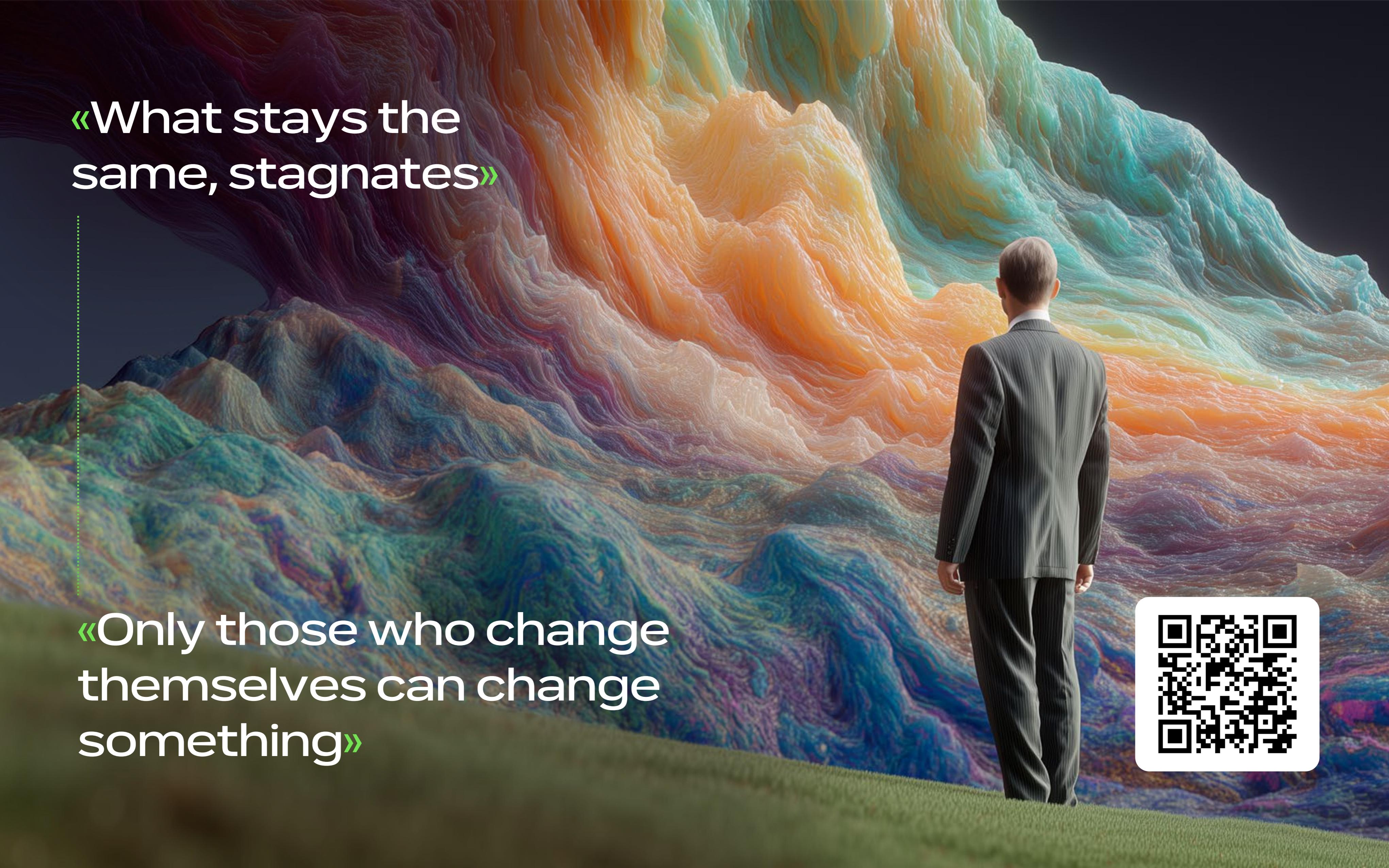
Digital Transformation as Main Driver of Organization's efficiency

Multi-year personal experience in rebuilding businesses
with several thousand employees in both EMEA and MENA

Boris Bobrovnikov

UK
Worldwide IT expert
Experience since 1992





«What stays the same, stagnates»

«Only those who change themselves can change something»



Transformation is to help you...

Change the game
in terms of employee
involvement

Grow faster than
the market

Find new competitive
advantages

Attract new
customers

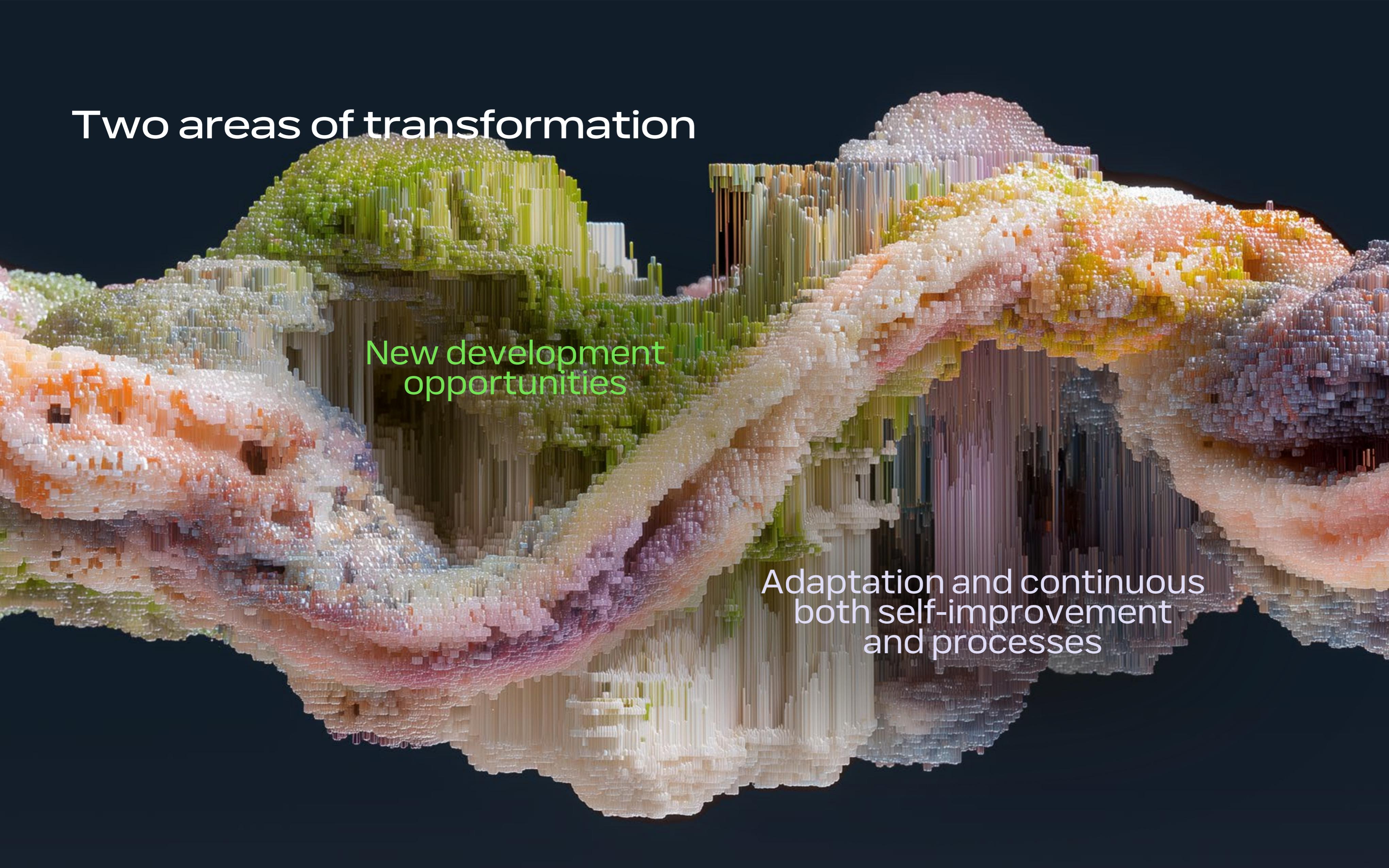
Find resources
for further growth

Spot new opportunities
during a crisis

Attract and employ
the best talent

Discover the
"fountain of youth" pill

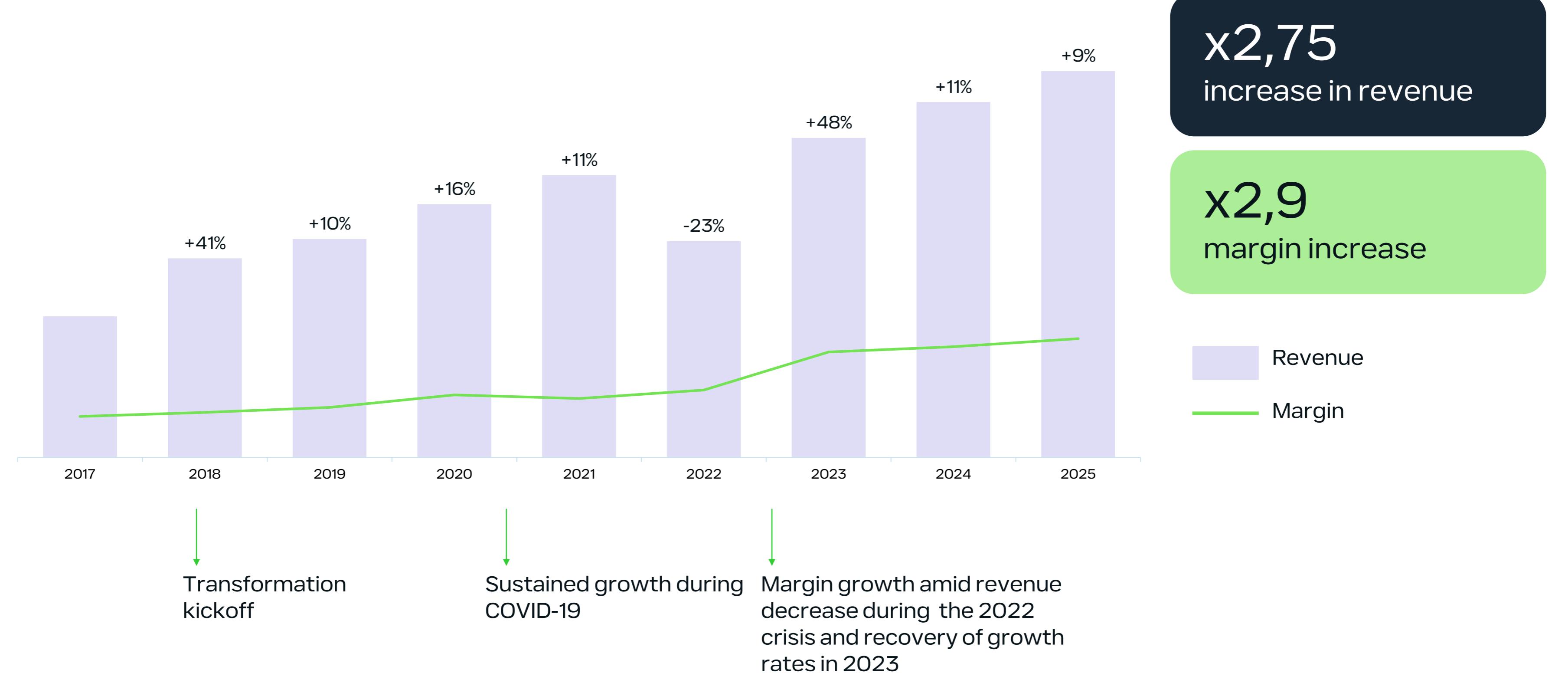
Two areas of transformation



New development opportunities

Adaptation and continuous
both self-improvement
and processes

Key results in figures



Key results achieved significantly faster thanks to transformation

Business activation

- New areas of business
- Shutting down of unpromising areas
- Adaptability to crisis
- New relationships with partners and customers
- Leading position in the market
- Expansion into new markets
- Trend-watching as a habit in the company

Organization's design re-assembly

- Cooperation of business units
- Creative rethinking of in-house activities in all aspects
- Continuous innovation

Growth culture in everyone

- Inspirational drive for the entire company
- Base for growth and leadership enabling
- New type and culture of relations, regardless of headcount
- Stronger employer brand

150+
transformation topics
over 8 years

Company DNA: our identity

2018

2019

unique

freedom

brave

green color

ebullience

ambitions

INNOVATIONS

drive

atmosphere

mood

dream team

spur

best solutions

tough guys

cool

power

loving your job

unity

persons of spirit

energy

evolution

unique

creativity

our actions

money

life

knowledge

money

youth

experiments

taste

work hard

team spirit

canteen

future

performance

motivation

transformation

crazy

family

team

professionalism

happy at work

persistance

integration

creative

enthusiasm

desire

trust

persistence

*based on a survey of 1,000+ employees

!!

Culture is not a mother
taking care of you.

Culture is your salvation,
if you take care of it



Transformation evolution



Company-wide initiatives

major changes affecting multiple teams, processes, departments, or roles

Department-wide initiatives

changes within teams, departments, or divisions. Quick wins: changes that deliver immediate effect

Local transformation

Employees notice inefficiencies and take the initiative to change the process themselves ("If you constantly have to 'play a hero' that's a signal for transformation")

TIME FOR NEW OPPORTUNITIES

Interconnected changes

MARKET

- Expansion in the existing market
- Expansion into new markets
- Increase in the customer base

CUSTOMER

- Customer relations
- Sales and customer service processes
- New products

PROCESSES

- Pricing and financial accounting
- Innovation and knowledge management
- Internal business process optimization

BUSINESS

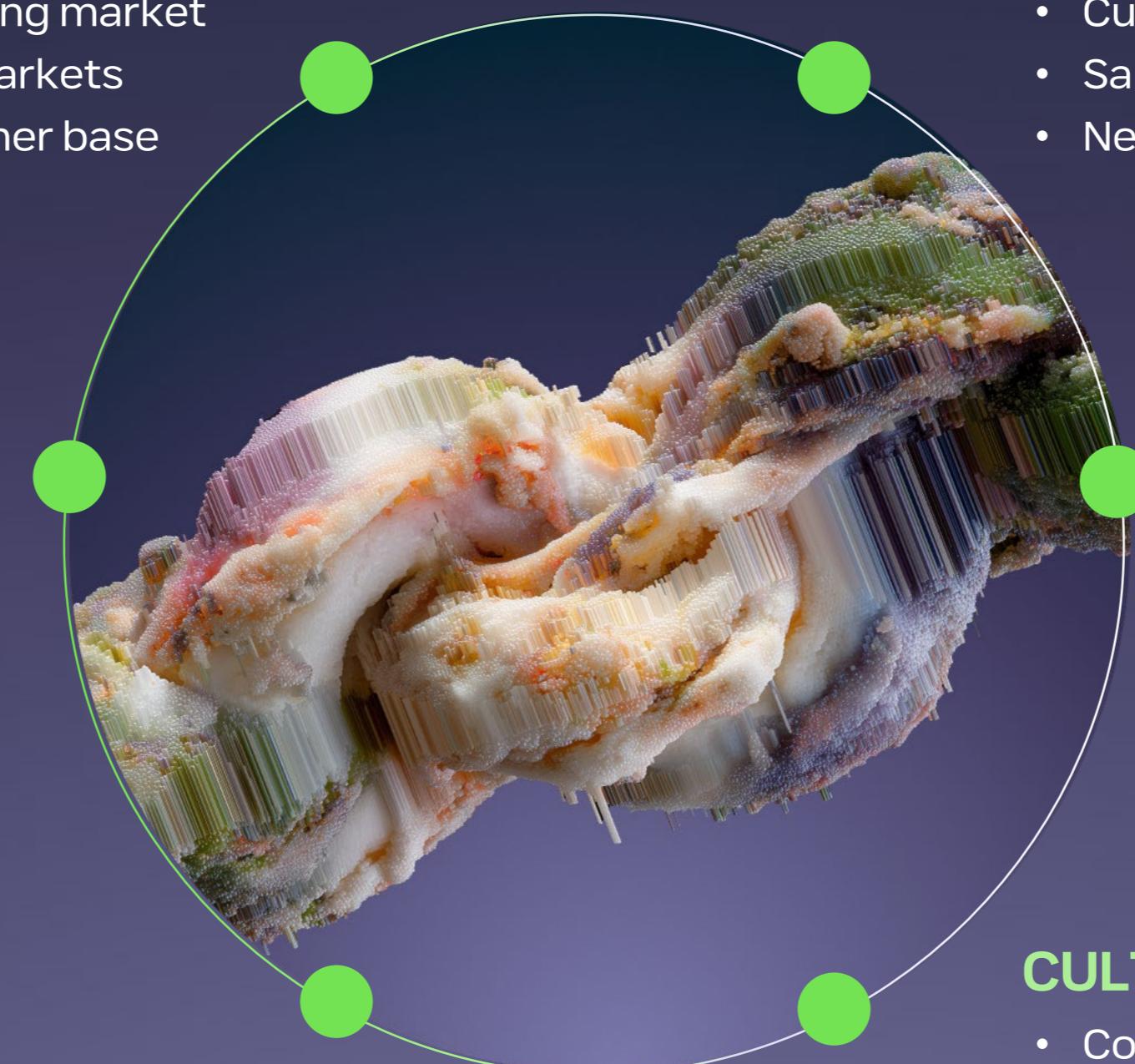
- Solution portfolio
- Creation of comprehensive offerings
- New types of business

PRODUCTION

- Modernization
- Optimization
- New principles

CULTURE

- Company's mission and values
- Internal communications



Digital Transformation: case studies

ECU Worldwide

Shipping
\$1.1 billion in revenue
3,500 employees

- 20% → 40% sales growth across 20+ countries
- Earnings doubled in 3 years
- 150% increase in sales workforce productivity
- Operations processing time reduced by 30%
- Top growth rates again achieved after years of stagnation

Japan International Cooperation Agency (JICA)

Government Agency
\$273.6 million in revenue
5,118 employees

- Building digital/data capabilities for JICA's customers in developing countries
- Agile mindset
- Data-driven internal processes
- JICA reputation boost among its global stakeholders
- Innovative partnerships with technology companies (both local and global)

Rio Tinto

Mining
\$53.7 billion in revenue
60,000 employees

- Digital Scheduling Platform for optimal rail and port scheduling
- ML for scheduling decisions
- Real-time operation data
- Significant production uplift
- Payback in less than 3 months

SBB

Railway Operations
\$14.15 billion in revenue
35,500 employees

- Digitized document workflows
- AI and VR in train maintenance
- Data management system
- Reduced human error

Large energy company

- Web platform to streamline oil field inspection
- Accurate data collected on a centralized basis
- Gen AI for optimizing field inspection routes
- Reduced production time
- Kick-started ongoing industrialization for new commercial opportunities

Sources

<https://www.mckinsey.com>
<https://www.bcg.com>
<https://www.bain.com>

Digital Transformation Principles

Opt for evolution, not revolution

Minimal involvement of top executives in the initiatives. Top executives support transformation but do not lead it

Rely on in-house employees rather than on external consultants

Legitimize changes via public demo for all employees

Make end-to-end changes and synchronize efforts at all levels

Use mixed teams and involve those who are not subject matter experts as they will bring fresh views

Be open to experiments: go for pilot projects and implementation



Initiative road map

6-WEEK CYCLES

teams dive into the problem, find solutions and test them on actual real cases

BIG DEMO

all teams, key stakeholders, and the Transformation Office meet together to review the results of the past two weeks and synchronize

WEEK 1-2

Set goals
Research
Identify growth opportunities

Big demo 1

WEEK 3-4

Conduct in-depth research
Generate solution ideas
Develop solution prototype

Big demo 2

WEEK 5-6

Test prototype
Improve prototype
Develop implementation plan

Big demo 3

WEEK 7-12

Conduct pilot project
Implement
Evaluate whether it really works

Implementation demo

Public demo for all employees to legitimize changes!

«Leave design to people, but control implementation yourself»

CEO involved at the implementation stage

C-level deep dive into planned changes and decision on GO / NO GO

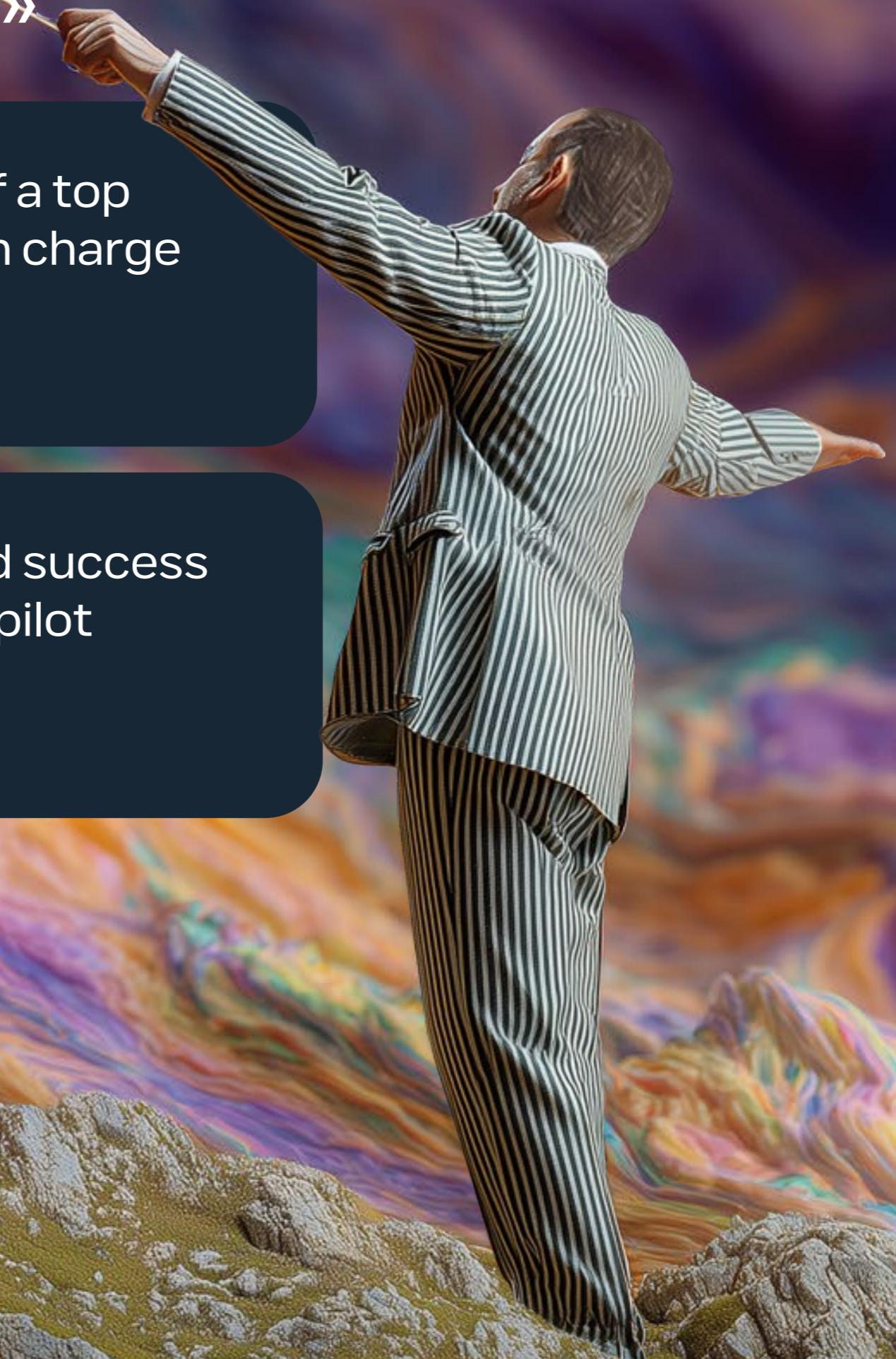
Selection of a top executive in charge

Synchronization between initiatives

Public commitments and company-wide involvement

Metrics and success criteria for pilot projects

Focused implementation team



Key success factors

01

To understand that transformation
is a continuous journey

02

To engage only expressly
passionate people

03

Not to miss the moment
when to start

04

To understand
your creative class

05

To have support and active participation
of 80%+ of top managers

06

To ensure transparency and awareness
at all stages

Transformation mistakes

To have top managers directly influence transformation decisions

To leave transformation unattended by top managers

To take on topics that are either too large or too small

To focus excessively on a single area

To lose focus: tackle too many topics at once

To have lack of consistency and rhythm

To fail in involving the entire company at all levels

!! Transformation is a permanent
mindset changing
within the organization

Boris
Bobrovnikov

