Organizations - Examples

FCA

- Size: 225000
- Turn over: 111 Billion Euro (2016)
- Automotive
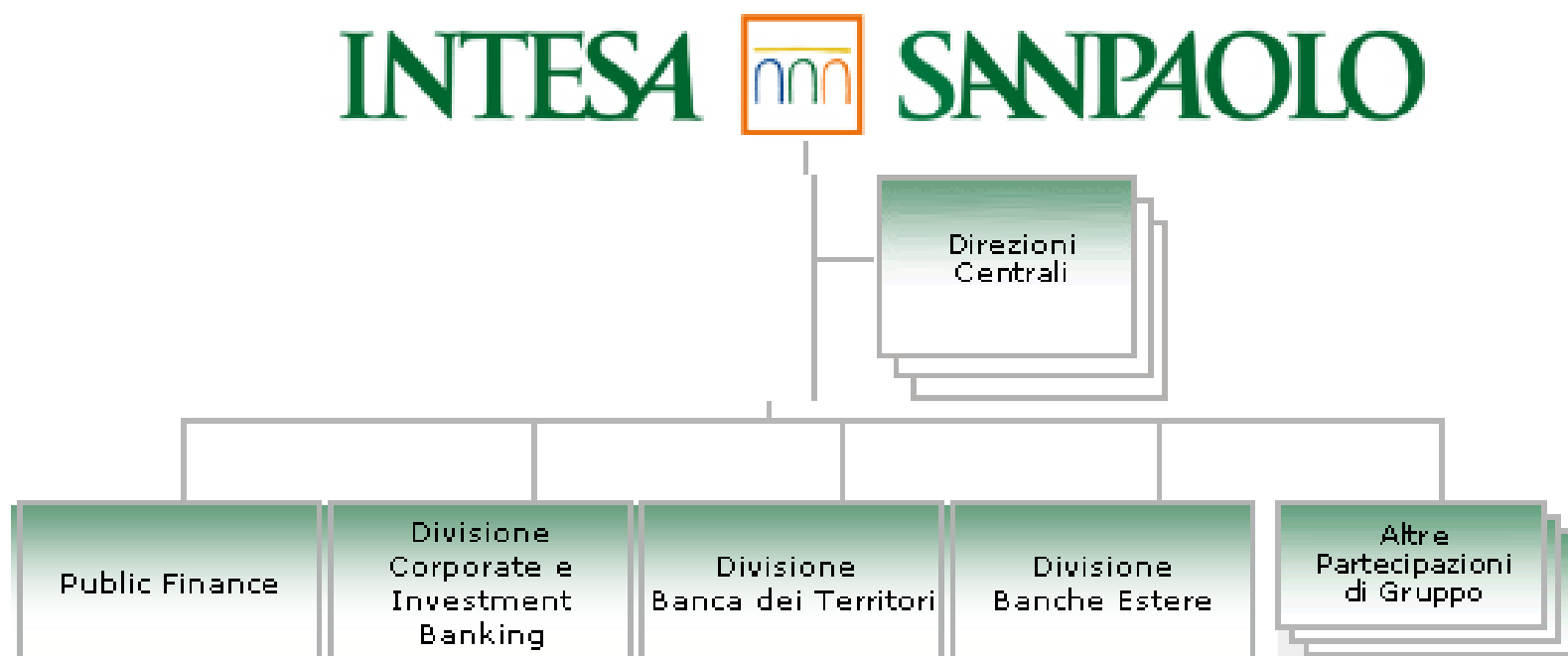
Divisional, via companies
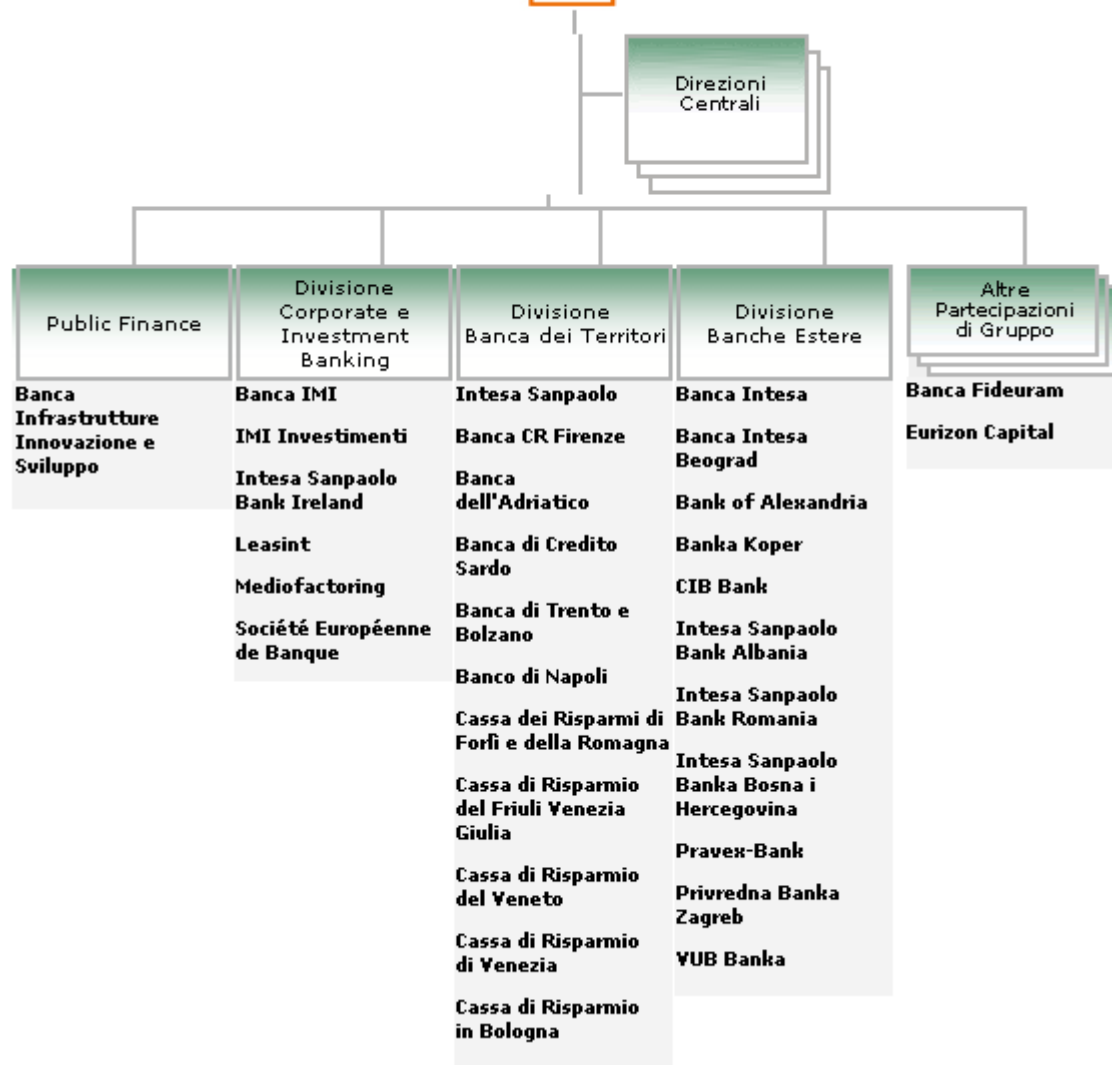

Mass-Market Brands

- 100% Fiat Group Automobiles[1]
- Chrysler Group LLC 100%

Luxury and Performance Brands

- 100% Maserati
- Ferrari 90%

Components and Production Systems

- 100% Magneti Marelli
- 100% Comau
- Teksid 84.8%

Others[2]

[1] As of January 2013 Fiat Powertrain is included in Fiat Group Automobiles.
[2] Includes firms operating in publishing, communication and services.

Intesa Sanpaolo

- Size: 103000
- Turn over: 8 Billion E

Intesa Sanpaolo (nov 2010)

INTESA ▥ SANPAOLO

Direzioni Centrali

Public Finance	Divisione Corporate e Investment Banking	Divisione Banca dei Territori	Divisione Banche Estere	Altre Partecipazioni di Gruppo
Banca Infrastrutture Innovazione e Sviluppo	**Banca IMI**	**Intesa Sanpaolo**	**Banca Intesa**	**Banca Fideuram**
	IMI Investimenti	**Banca CR Firenze**	**Banca Intesa Beograd**	**Eurizon Capital**
	Intesa Sanpaolo Bank Ireland	**Banca dell'Adriatico**	**Bank of Alexandria**	
	Leasint	**Banca di Credito Sardo**	**Banka Koper**	
	Mediofactoring	**Banca di Trento e Bolzano**	**CIB Bank**	
	Société Européenne de Banque	**Banco di Napoli**	**Intesa Sanpaolo Bank Albania**	
		Cassa dei Risparmi di Forlì e della Romagna	**Intesa Sanpaolo Bank Romania**	
		Cassa di Risparmio del Friuli Venezia Giulia	**Intesa Sanpaolo Banka Bosna i Hercegovina**	
		Cassa di Risparmio del Veneto	**Pravex-Bank**	
		Cassa di Risparmio di Venezia	**Privredna Banka Zagreb**	
		Cassa di Risparmio in Bologna	**VUB Banka**	

Central directions

Direzioni Centrali(*)

Chief Operating Officer[1]	Organizzazione e Sicurezza[*]
	Sistemi informativi[*]
	Operations Centrali[*]
	Operations di Rete[*]
	Immobili e Acquisti[*]
Chief Financial Officer[2]	Tesoreria
	Pianificazione e Controllo
	Amministrazione e Fiscale
Chief Lending Officer[4]	Decisioni Creditizie
	Credito Problematico
	Recupero Crediti
Chief Risk Officer[5]	Compliance
	Legale e Contenzioso
	Risk Management
	Personale
	Affari Societari e Partecipazioni
	Relazioni Esterne
	Internal Auditing[6]

Divisions

- Public finance
  - Public Adiministration (Italy, London)
- Banca dei territori (Italy)
  - Privates, small businesses (5000+branches Italy – 8 regional directions), companies (300+ branches Italy)
- Corporate Banking (Europe, World)
- Banche estere (foreign banks) (Europe, Russia, Egypt)
- Financial products (Italy)
  - Eurizon Capital, Fideuram

Organization

- Divisional
- Geographic
  - On divisions Territorio and Banche estere
- Functional
  - Central directions
  - IS as central direction

Eni s.p.a.

- Size: 78000 employees
- Turn over: 84 Billion E

- Divisional

Eni

Natural gas supply, regasification, transport, storage, distribution and marketing; power generation and electricity sales

gas & power — snam rete gas (eni 52.54%)

exploration & production

Oil and natural gas exploration, development and production

refining & marketing

Refining and marketing of petroleum products

engineering & construction — saipem (eni 42.9%)

Services for the oil & gas industry

other activities

Corporate, financial and service companies

petrochemical — polimeri europa (eni 100%)

Production and sale of petrochemical products

Enel

- Size: 80000
- Turn over: 64 Billion E
- Power and gas

- Functional + divisional

Board of Directors

Chairman

Piero Gnudi

Chief Executive Officer and General Manager

Fulvio Conti

Upstream Gas

Marco Arcelli

Corporate Functions

Generation and Energy Management	Market	Engineering and Innovation	Infrastructures and Networks	International	Iberia and Latin America	Renewable Energies
Gianfilippo Mancini	Gianfilippo Mancini	Livio Vido	Livio Gallo	Carlo Tamburi	Andrea Brentan	Francesco Starace

- Corporate functions (functional)
  - Procurement and services
  - External relations
  - Corporate affairs
  - Finance and control
  - Audit
  - Group risk management
  - Legal
  - HR
  - Regulatory and environmental
  - ICT

- Corporate divisions (divisional)
  - Generation and energy market
  - Networks and infrastructures
  - Engineering and innovation
  - Renewables
  - International
  - Iberia and Latin America

SAP

- Size: 47500
- Turn over: 10 Billion E
- Core: sell licenses ERP

Sap

- Three main areas
  - R&D
    - Product development
    - Research
  - Field activities
    - Sales marketing consulting
  - Customer support

Sap org units

- ## SAP AG (headquarters)
  - Overall management
  - Core product development
- ## Sap Labs (a dozen, EU, Asia)
  - Product development
- ## Field
  - Sales, marketing, consulting
- ## Active Global Support
  - Customer support worldwide

Sap

- Functional
  - R&D
- Geographic
  - Field activities
  - Customer support

Engineering

- Size: 6300
- Turn over: 724 M Euro

- Informatics

Engineering

- Headquarters
  - R&D, quality, strategy
- and 11 companies (= geo or business divisions)
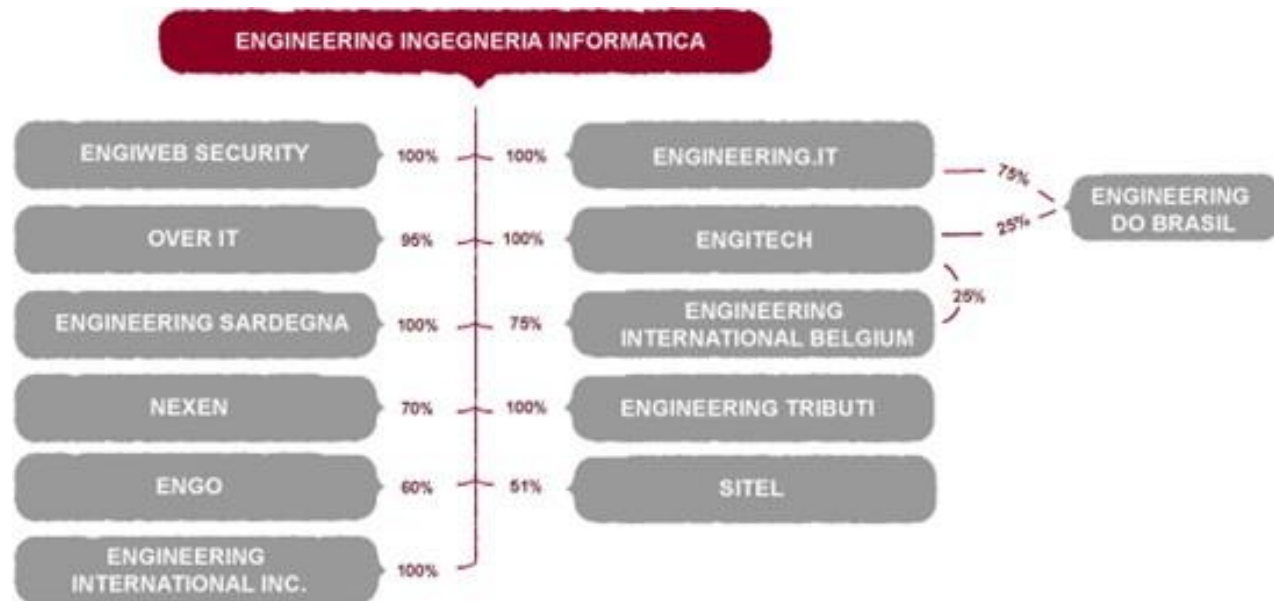
Reply

- Size: 3000
- Turn over: 340 MEuro
- 'Divisional', each division a company

Reply

- SPA owner of s.r.l companies
  - Bitmama – digital communications
  - Click reply – supply chain
  - Discovery reply – multimedia
  - Gaia reply – mobile
  - Glue reply – IT and BPR
  - Live reply – web and TV
  - Reply shop – e commerce
  - Side up reply – logistics
  - Syskoplan – CRM
  - TamTami – social networks

Reply

- Divisional

Politecnico

- Organizational variables
  - Size
  - Goal
  - Culture
  - Environment
  - Structure
  - Specialization / formalization / centralization

- Size:
  - Permanent positions
    - ~700 professors + ~ 800 administrative
  - Temporary

    Phd students, post docs, temp researchers, temp administrative

    > 1000
- Turn over: 300M

- Goal type: normative

- Goals
  - Teaching
  - Research
  - Technology transfer (RD for companies)

- Culture
  - Little / no profit focus
  - Little competition focus
  - Pride

- Environment
  - Industrial: automotive, space aeronautics, telecom
  - Customers: Italian / foreign students (10%)
  - Customers: eu / italian / regional funding 39%
  - Customers: technology transfer 15%
  - Regulatory agency: European / italian law
  - Ministry of education (teaching budget, 48% of budget)

Structure

- Central administration (functional, administrative staff)
- 11 Departments (divisional, teachers)
  - It, eln+t, energy, civil, math+physics
- Teaching sites (geographical)
  - Tashkent
  - Aosta , Mondovi
- Teaching (matrix)

IT degree, bs

- Math1, Math2   - math dept
- Physics
- Electrotechnic
- Fundamentals IT – IT department
- Eln 1 - eln department
- Implemented by teachers from different departments

Matrix

	It degree	Eln degree	Telec degree	Civil eng degree
It dept	X	X		X
Eln dept	X	X		
Math dept	X	X		X
Civil eng dept				X

Department

- Director (prof)
- Teaching / research staff (prof) (>50)

- Segretario amministrativo ('director')
- Admin staff (10)
  - Trip management
  - Contract management (with companies for tech transfer, with EU /ita agencies for research)

Formalization

SOPs (examples) (mostly about admin tasks related to teaching)

- – Enrollment
- – Tax payments
- – Register to exam
- – Graduation

- No SOP about teaching delivery
- No SOP about research delivery
- No SOP about tech transfer implementation

Centralization

- Process trip management
  - Ask for authorization
  - Ask for reimbursement

  - 2 people per dept = 22
- Signature of research contract
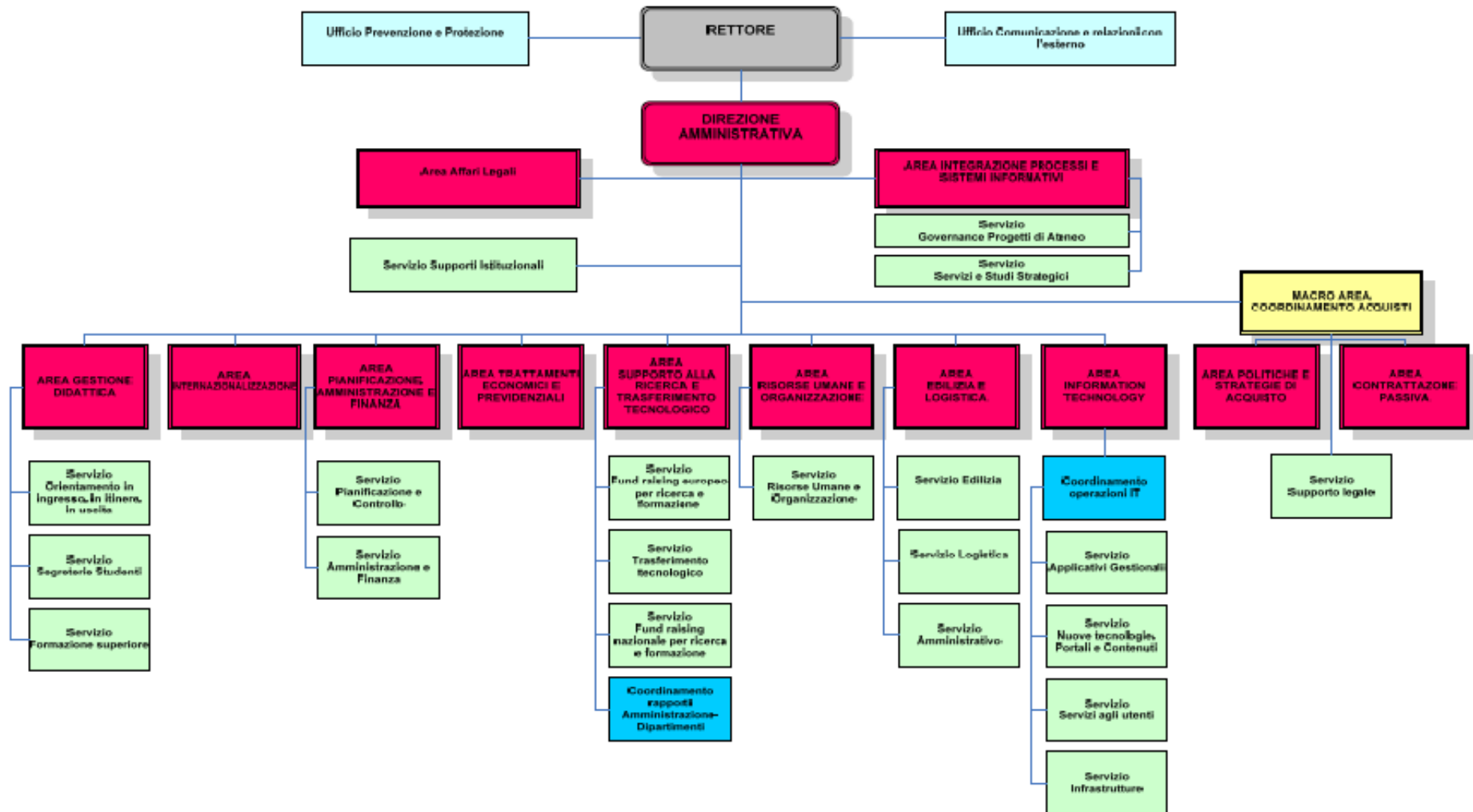 - Contract, formally between Politecnico and .EC
  - In practice work implemented by one department

Centralization

- Option 1 (centralized)
    - Signatures: rector + EC representative

- Option 2 (decentralized)
    - Signature: director of department

Org chart 2016
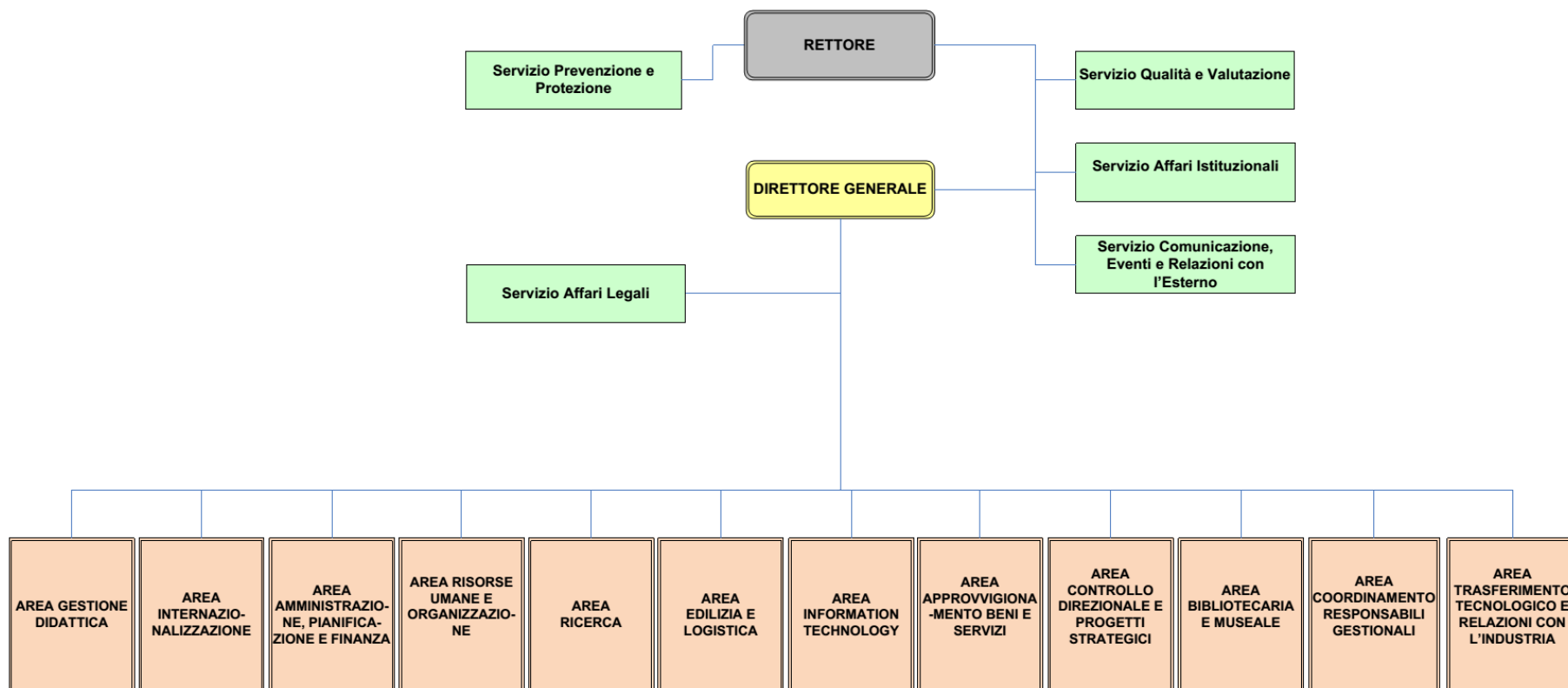
Org chart 2011

Politecnico < 2011

- Research function
  - 18 departments
  - 900 profs and researchers, administrative staff
  - Department director + 'segretario amministrativo'
- Teaching function
  - 4 Facolta'
  - Preside + staff
  - Teachers from the departments

Organizational structure

- Functional
  - HR, IS, ..
- Divisional
  - Departments, repeat research function on different areas
- Matrix
  - Professor both belongs to one department and many faculties

Governance

- Rector
- CDA (Board of directors)
  - Rector, vice rector, Director of departments (20)
  - 'Money' decisions
- Senato accademico
  - Presidi, rector
  - 'teaching' decisions

Politecnico > 2011

- 11 Departments
  - Lower number of directors
  - Lower number of segretari amministrativi

- No more 'Facolta', no more 'Preside' (dean)
  - Collegio di laurea, Presidente collegio di laurea
    - Under director of department

Governance

- Rector

- Steering committee (CDA)
  - 12 people, leaner

- Steering committee / teaching (Senato accademico)