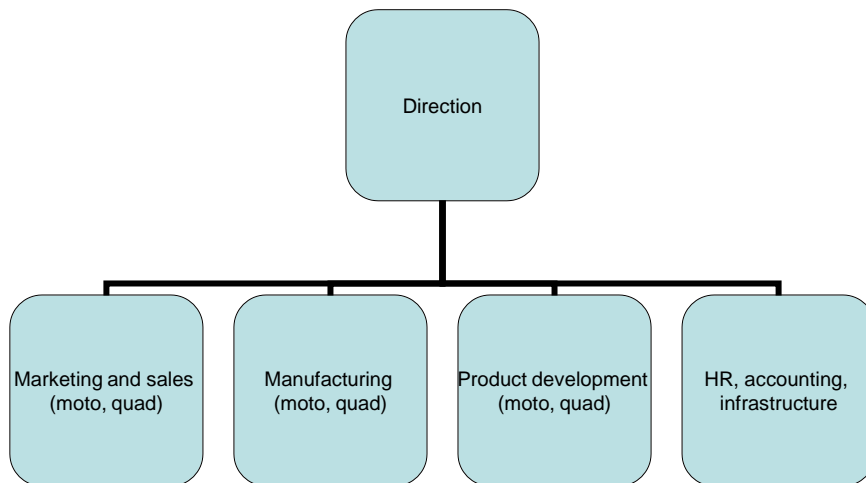


## Organizations - Examples

### Company MBk

- Products: motorcycles and quads
  - 1000 employees overall
- How to structure?
  - Functional
  - Divisional

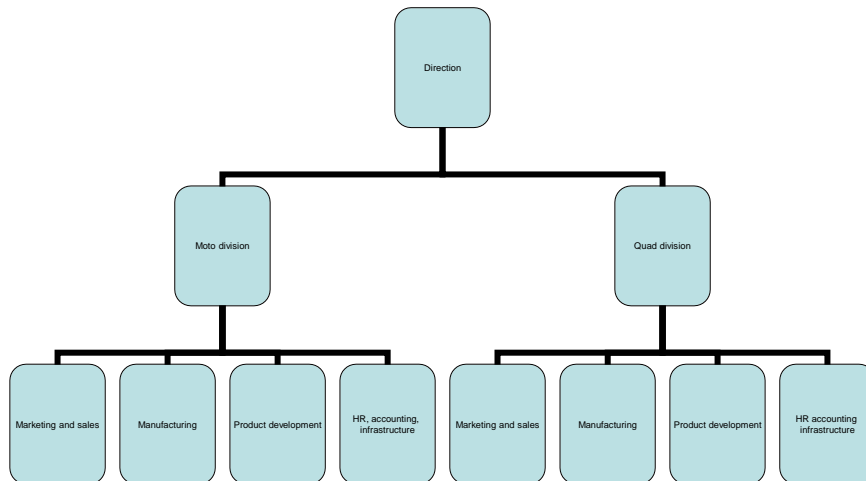
## Case 1: functional



## MBK - functional

- Functional
  - 200 marketing
    - 1 expert in focus groups
    - 1 expert survey
  - 600 manufacturing
  - 100 prod dev
  - 100 HR, account, infrastructure

## Case 2: Divisional



## MBK - Divisional

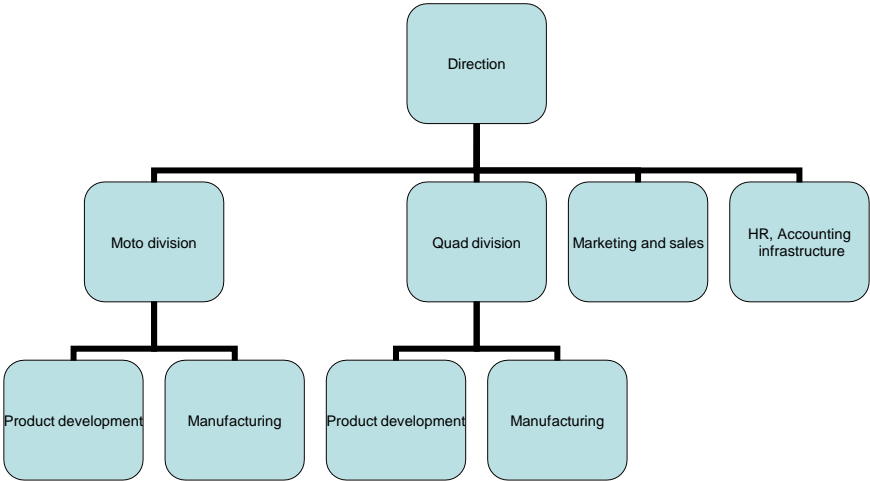
### Quad division

- 90 marketing, 0.5 expert focus group
- 300 manufacturing
- 50 prod dev
- 50 HR, account, infrastructure

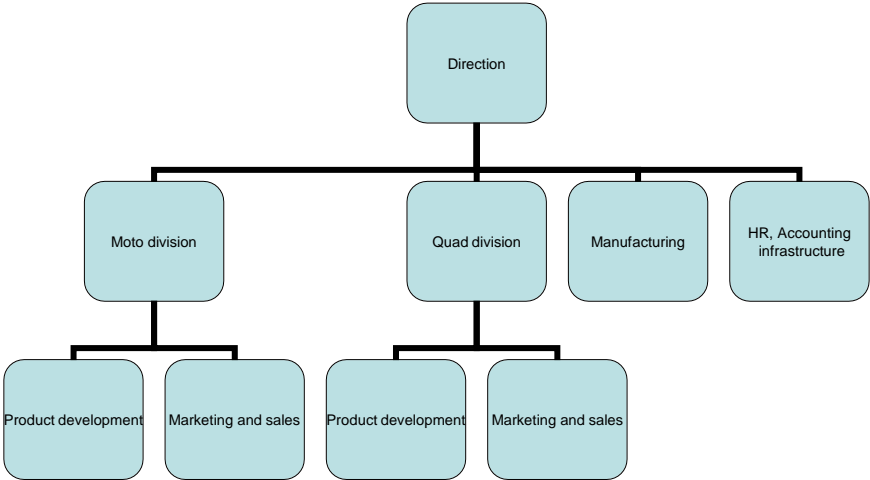
### Moto division

- 110 marketing
- 300 manufacturing
- 50 prod dev
- 50 HR, account, infrastructure

### Case 3: hybrid 1



### Case4 : hybrid 2



# FCA

- Size: 225000
- Turn over: 111 Billion Euro (2016)
- Automotive

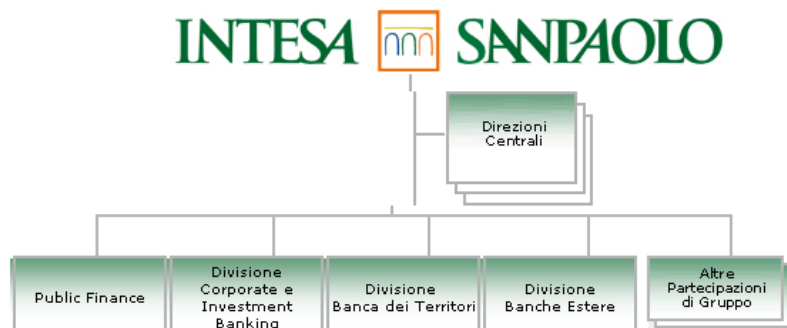
- Divisional, via companies

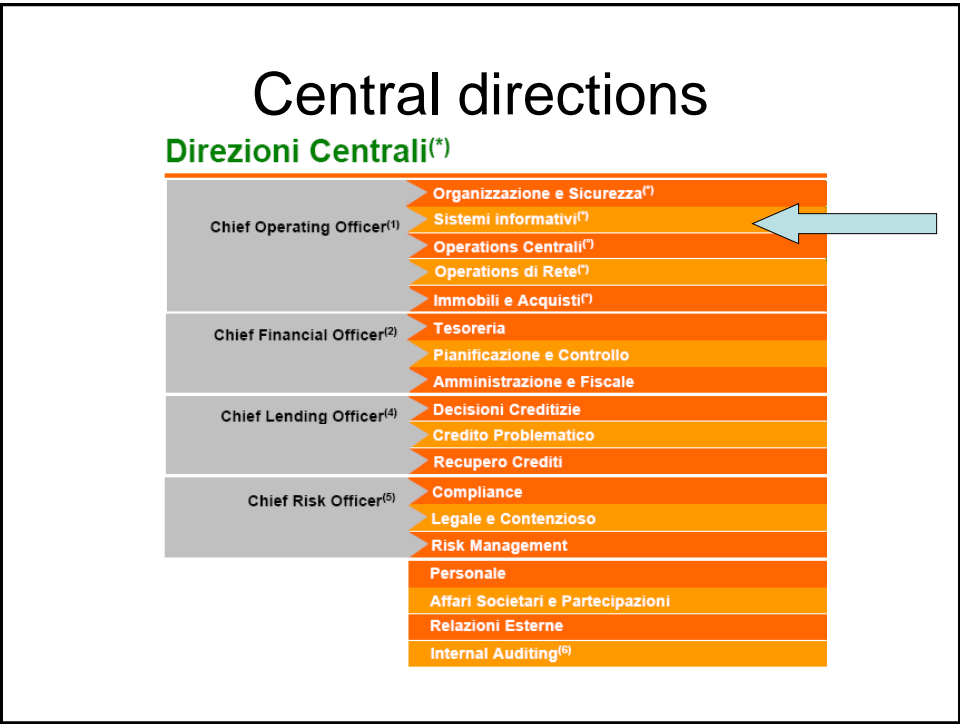
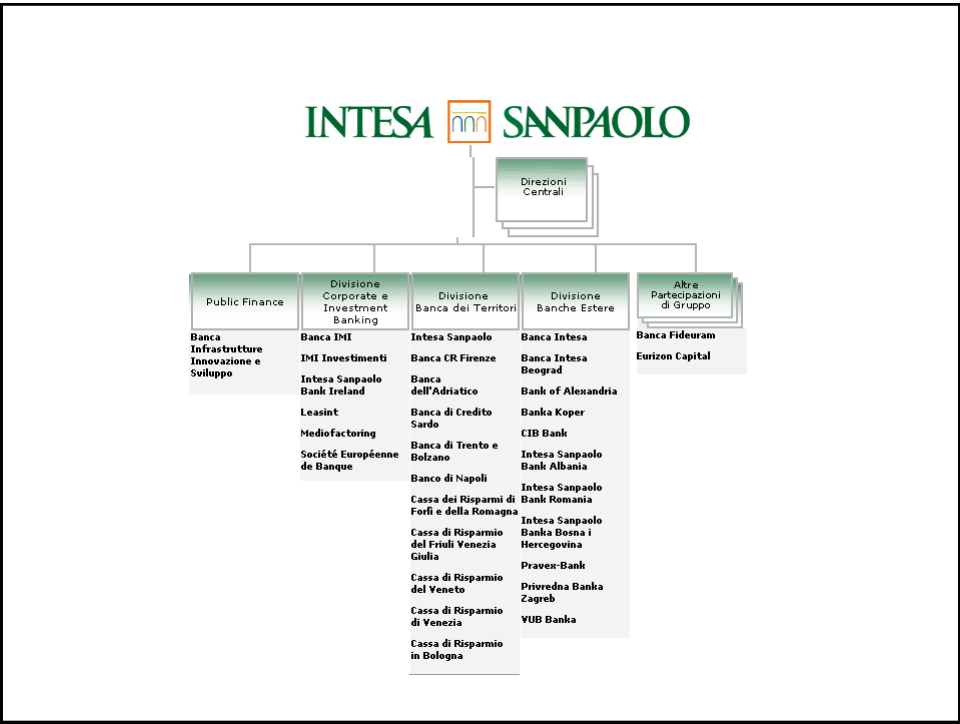


## Intesa Sanpaolo

- Size: 103000
- Turn over: 8 Billion E

## Intesa Sanpaolo (nov 2010)





## Divisions

- Public finance
  - Public Administration (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

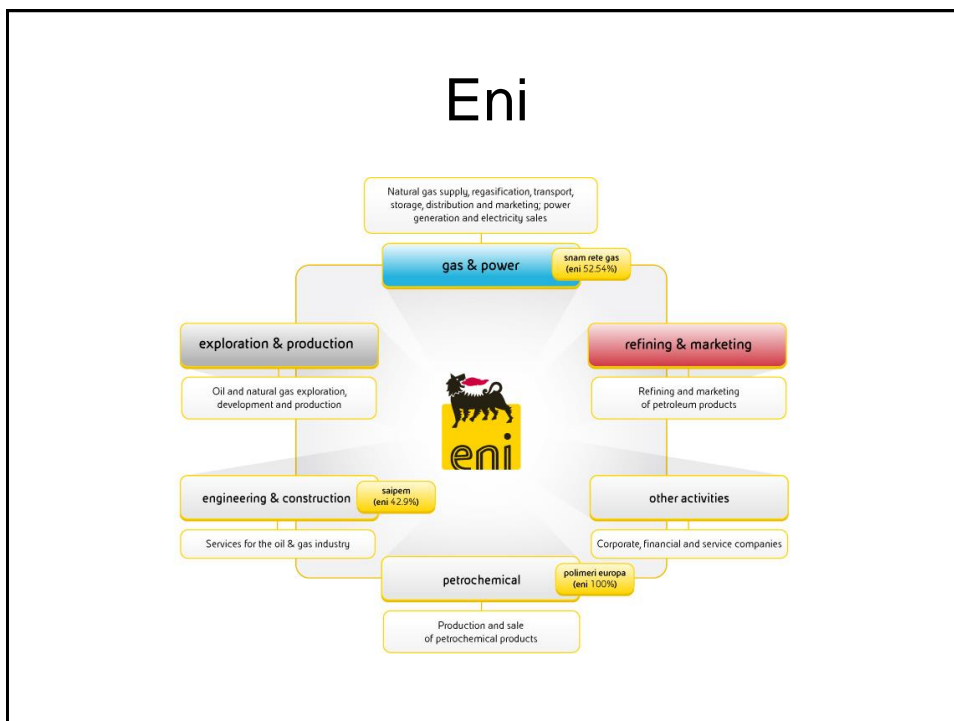
## Organization

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



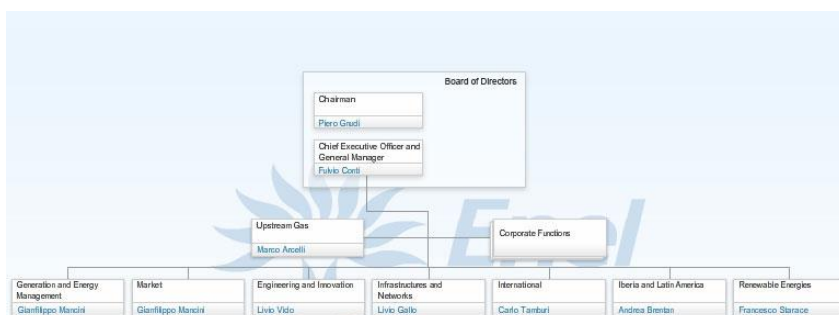
# Eni s.p.a.

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



# Enel

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



- 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

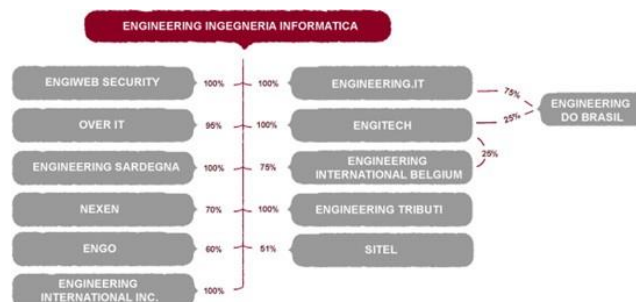
- Functional
  - R&D
- Geographic
  - Field activities
  - Customer support

# 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
- 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	EIn degree	Telec degree	Civil eng degree
It dept	X	X		
EIn dept	X	X		
Math dept	X	X		
Civil eng dept	x			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

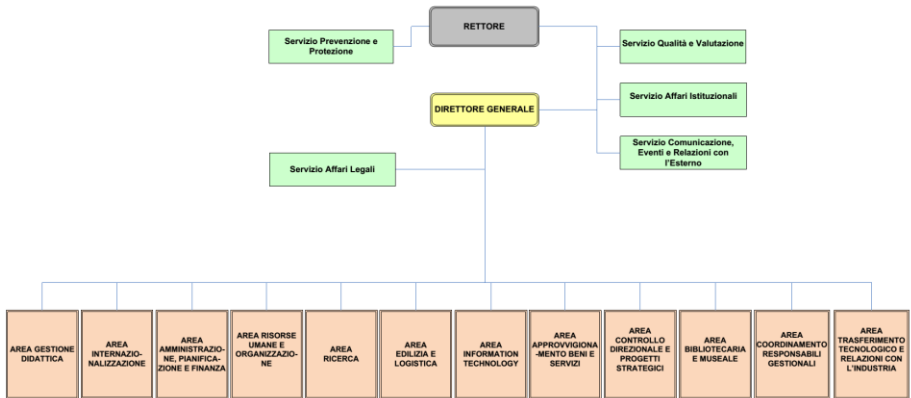
## Centralization

- 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

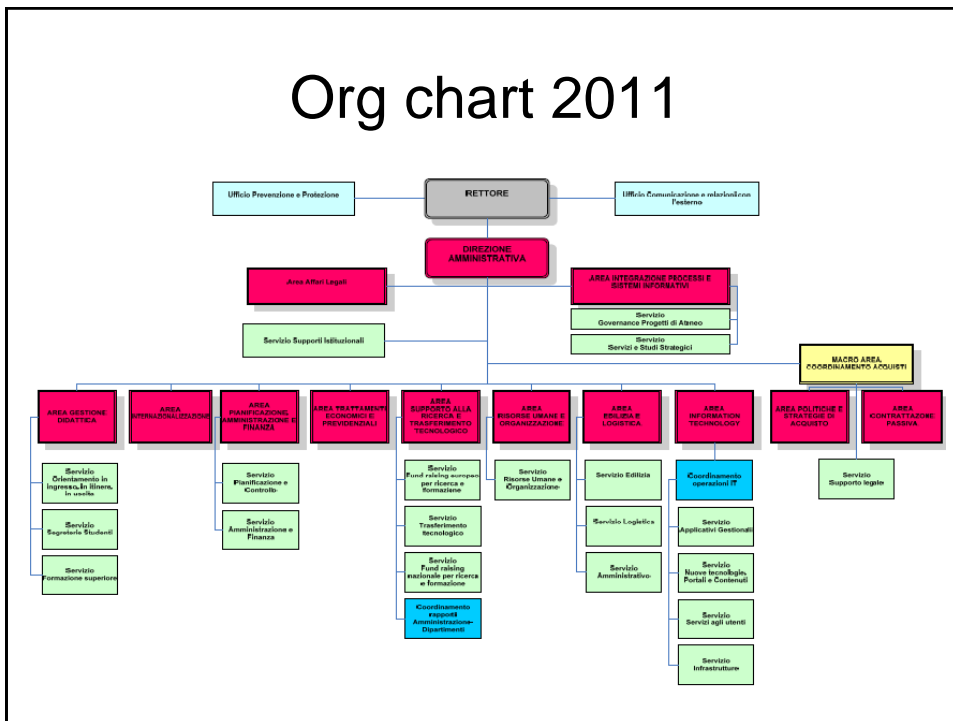
# Centralization

- 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 Facoltà'
  - 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)