Team Model Supports Enterprise Model Shift

Isabella Panizza

Enel of Italy is an electrical energy producer that serves more than 60 million households in over 30 countries and boasts the largest customer base of any energy producer in Europe. In 2015, Fortune ranked Enel fifth among its top 50 "change the world" companies, ahead of Facebook, Alibaba, and IBM.

That same year Enel began planning a new strategic platform for growth called Open Power. Open Power was designed to pioneer a "participatory" industry model whereby users can produce energy and engage Enel via its fully digitized grid and an open Internet platform. Isabella Panizza was assigned the challenging task of developing the digital implementation of the company's new brand positioning, which had been launched to support Enel's Open Power operational strategy.

Isabella turned to Beople, a company specializing in business model innovation, for help. Beople used both team and personal business models.

The project started with a series of trainings delivered to Enel business unit and digital team leaders around the world. Participants drew their own personal business models, including jobs-to-be-done and pains and gains.[2] This clarified the new team's key Customer segments and related Value Propositions, and enabled the design of the team business model shown on the facing page.

Next, roles and processes were defined to facilitate hiring people for the new Open Power digital implementation team. Once new team members were on board, Isabella co-facilitated a workshop where participants used the Alignment Canvas (see page 78) to define their team roles. Then, participants used the Branding Canvas, a tool created by Beople's founder, to define how they would spread the Open Power message throughout Enel. Open Power launched successfully in 2016 and is now the face of the company.

Isabella says she derived the most satisfaction from seeing internal stakeholders understand her new team's role as a Key Partner. "Working with this methodology, the visual tools, and the common language they enable has been a powerful accelerator of the whole process," she says.

Open Power Digital Implementation Team Model

Key Partners

External agencies

Country, business lines & functions

Key Activities

1. Manage channels
2. Manage program
3. Develop strategy
4. Create digital Open Power brand

Key Resources

Design, branding expertise

Leadership in all-digital grids

Best practice expertise

Track record of results

Value Propositions

1. Engagement
2. Visibility & strategic consistency
3. Guidelines for strategy roll-out
4. Enhance Enel's reputation

Customer Relationships

1. Social Media
2. Co-creation community
3. Co-creation community
4. Written, verbal reports

Channels

1. Social media, Web
2. Face-to-face meetings & 3.
3. Social platform & workshops
4. Face-to-face meetings

Customer Segments

1. End users & influencers
2. Enel business lines & functions
3. Enel country-level digital communication managers
4. Corporate

Costs

Engineering expenses

Salaries

Training expenses

Media buys

Revenues

"Digital culture" creation

Recognition for outstanding work

Greater satisfaction

4. Budget allocation

More proactive work style