

FORTH Project Details

Sector: Energy

User: Edison SpA (EDF Group)

Country: Italy

Year: 2019

Online

Offline

Facilitator(s): Maria Vittoria Colucci, Anna Forciniti, Laura Rossi (Evidentia)



Innovation Assignment:

In 2019 Edison launched the program CUP2020 with a twofold objective: firstly, to improve effectiveness by integrating planning & control coordination between business units to meet market challenges. Secondly, to identify solutions to improve future performance, developing a proactive and problem-solving culture.

Highlights of the process:

The expedition started with the innovation focus workshop, with the kick-off team meeting taking place two weeks later. The kickoff included 9 Core team members, with 5 from the planning & control unit, 4 from different business units – and 15 extended team members along with the CFO. Explored 10 Innovation opportunities and investigated 40 customer frictions from Internal clients during 6 focus groups sessions. We raised 604 ideas, which were transformed into 12 Concepts and developed into 4 mini new business cases. The process lasted 16 weeks.

Main results:

The business cases that were developed: 1. A new service from P&C to the BU, with a set of ad hoc analysis to be delivered. 2. A new and agile medium-term planning process 3. A new role for controllers and 4. An organizational process review to improve efficiency. All 4 business cases are being implemented: 1. A pilot project with the commercial division was launched to carry out analysis to support strategic decisions. 2. The Agile MTP has been launched. 3. Controllers are becoming a Focal Point that actively contributes to the achievement of objectives. CUP 2020 has entered a broader framework including the risk management department and has launched a large project with a finance lean organization. In Oct 2019, CUP 2020 was presented at the EDF international convention in Paris, being promoted as the best practice to achieve the business partnership objectives.

