**TRANSFORMATION PLAN PRESENTATION – NOTES**

1. Artist Tom Sachs rebuilds contemporary life symbols.

His works reveal his interest to show objects’ internal workings.

Here, we can see how a game of chess is transformed into dominoes where screws and bolts are visible and become an invitation to reflect on technology and progress.

Let’s think for once about our everyday life, full of objects that have evolved and are now obsolete.

Let’s think for a minute about how people transform our environment through actions.

That is my topic today.

In these minutes that we will share, I will talk about how important people are and about how they can transform our organizations.

This transformation only makes sense if it results in being able to keep offering our knowledge and services to all the people who hope that we keep helping them in the digital context we have learnt to live in.

1. ONCE Social Group Governance Programme for the 11th Mandate, period 2019-2022, included a specific commitment [57.g).1]: the drafting and implementation of a Digital Transformation strategic plan at the ONCE Foundation.

To meet our mandate, this Transformation Plan’s starting point is that “if there is no clear strategy for our organization, there will only be a digitalization, but no real transformation”.

1. Lacking a Transformation plan might be counter-productive for the organization because obsolete processes might keep on going, and moreover, get reinforced through the investment in technology; there is a risk that these processes will not evolve from digitalization to real transformation and added value, which is what ONCE Foundation’s executive area needs.
2. This Transformation Plan avoids the word “Digital”.

This Plan speaks about transforming the people that make the various ONCE Foundation areas.

Because they are the ones who will carry out strategic actions in our current context that, as we know, is 100% digital.

1. This transformation, in itself, is not something we have decided on a whim one fine morning.

This transformation is actually a real need for all of us.

And just like U2’s song, it will take place

"With or Without you".

1. Our current Transformation Plan, drafted by the ONCE Foundation executive area is based on 4 key ideas that summarize and include our vision, our strategic action lines and the pillars that support these lines:

KEY IDEA #1. To be a Digital, Social and Green organization that creates new opportunities to improve people with disabilities’ lives.

KEY IDEA #2. To carry out clear actions with visible results where we measure improvement’s progress in order to achieve effective Transformation.

KEY IDEA #3. To increase team work in order to share knowledge and create a cooperative culture where all areas work towards the same objective: improving people with disabilities lives.

KEY IDEA #4. To periodically review the plan, staying flexible and attentive to the new opportunities that new digital technologies will bring, even those that don’t exist yet. Also, to create alliances that help us be where things are happening.

1. These keys, together with the specific commitments that have been made in our Governance Plan can ve found accross all 30 strategic actions that are defined by this plan. To execute these actions, all ONCE Foundation areas must work in a team and one person woll be appointed to be in charge for each of them.

Not all actions have the same scope nor the same execution priority.

Moreover, there are action that are ongoing already and others that have not started yet.

Considering these aspects, there are 3 groups of strategic actions that we can define:

START Group (11): Greater innovation and transformation effect, therefore their implementation is our priority. There need to be sinergies among them so that the desired exponential effect takes place.

TOP Group (11): The are already in place and they are also highly relevant.

INSTRUMENTAL Group (8): instrumental, but totally necessary to support our current Transformation Plan.

1. Grouping by areas is as follows:

Training and Employment Area:

“Por Talento Digital” Programme

Portal, Por Talento Emprende,

F11 Programme, OrientIA,

Accessible ONCE’s training platform

Methodological Transfer for employment mediation

Artificial Intelligence and recruitment (Start)

Space: “Inserta del Futuro” Office

Inclusive Green Algorithm (Start)

Accessibility Area

AccessRobot

AccessJob

Accesibilitas

R+D alliances for accessibility

Gaming Accessible (Start)

AI Programme-InclusivA

Product Marketing and Accessible Services (Start)

Management Area:

Announcements Portal

Grants Portal

Data Strategy (Start)

Analysis and organizing digital assets

RPA Technology with Artificial Intelligence (Start)

Web Solutions Analytics

CRM Salesforce Migration

AI Generated Reporting (Start)

Human Resources Area:

Transformation Culture (Start)

Training Programme - Reskilling

Iniciatives for work models evolution

Innovation programme based on employees active participation (Start)

Alliances Area:

Odismet LATAM

Next Digital Alliance (Start)

1. In order to set ONCE Foundation Area’s Transformation Plan in motion, we propose the following timeline that needs to be periodically reviewed (every 6 months), as stated by Key Idea 4.

All actions follow a certain priority order so that the sinergies and transformation tha we are aiming at take place.

1. Each Strategic Action will mark a milestone within the first active semester.

It will also include one PROOF.

We can’t forget that “Transforming is making something or someone change, provided that this transformation does not fundamentally change their essential characteristics”.

That is, we need to make sure that there is “before” and “after” to those strategic actions and that true value is generated for people and the organization.

1. Society has always kept changing.

People on this picture are 80 years old apart.

In practice, this is ONCE age.

We need to imagine the following 80 years, but we shouldn’t forget something that has never happened before.

1. I am alluding to the concept of “Exponential”.

Being an exponential organization is not an end in itself, but these type of organizations that are described this way are able to generate much better results as opposed to traditional organizantion. From this leadership perspective, we do encourage the ONCE Foundation to work on the necessary attributes to become an exponential organization through this Transformation Plan.

To this end, our organization should have the following characteristics:

First: to own a strategy that will be the result of the organization’s fundamental agreements, that in our case stem from our “undertaken commitments”.

Second: to be effective when meeting pur goals that will be proposed through specific actions that are set forth on this Transformation Plan.

Third, but equally relevant, to reach a high level of efficiency where the ONCE Foundation’s area resources are optimized to meet our goals.

To be an exponential organization that directly connects us with technologies that exponentially evolve and with these changing times; to be honest, change has always existed, it has always been in place, the difference is the speed of change, ever increasing.

We need to be reminded that in order to change into a disruptive organization we do not need to use the best exponential technology, but we rather need to implement our own innovation model that will allow us to create better life and working conditions for all people with disabilities.