SSC ROLE IN ENTERPRISE DIGITAL TRANSFORMATION

TENARIS JOURNEY
Oct 2022

AGENDA

- TENARIS & SSC OVERVIEW

- RPA ROADMAP

- CITIZEN DEVELOPMENT PROGRAM

- Q&A

Global leader in pipes and related services for the world's energy industry

Tenaris

Serving the world's energy industry and other industrial applications.

6.5
US$ billion

Annual net sales (2021)

16
Countries

Manufacturing facilities

3
R&D Centers

Worldwide

3
Stock exchanges

New York, Italy, Mexico

23,000
Employees (approx.)

(2021)

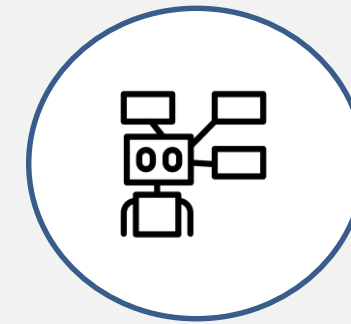**25**
Countries

Services and distribution network

Tenaris SSC

CDMX & Cluj

180 people

~ 31 virtual workers

HIRE TO RETIRE

- Payroll
- HR Administration
- HR Reporting & Analytics
- TU and Talent attraction support
- Performance Management support

PURCHASE TO PAY

- Invoices Processing and Payment
- Vendor Master Data
- Travel Expenses payments
- Intercompany payments and reconciliation

QA & PROCESS IMPROVEMENT

- Citizen Development capabilities
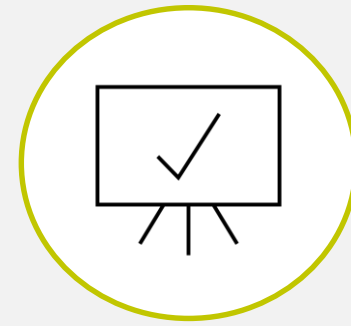- Business processes improvement and QA
- Business analytics

OFFER TO CASH

- Billing
- Inventory management
- Logistic services certification

RPA Roadmap

- SSON Event
- Meetings with Accenture, KPMG, Deloitte, HP
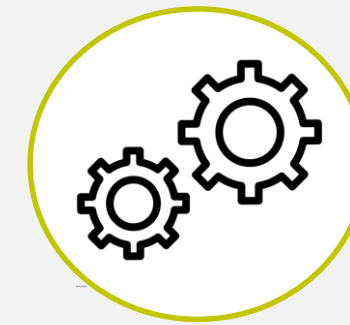- Potential Vendors selection

- PoC processes definition
- Test cases preparation
- Pilot bots trained

- Functional Evaluation
- Technical Evaluation
- Quotations Evaluation

- Candidate processes identification
- Effort and savings estimation
- Business case

- Team set up & training
- Governance Model definition
- Change Management actions identification
- Product implementation
- First bots trained

Exploration Stage	Proof of Concept	Software evaluation	Process Discovery & Business Case	CoE set up

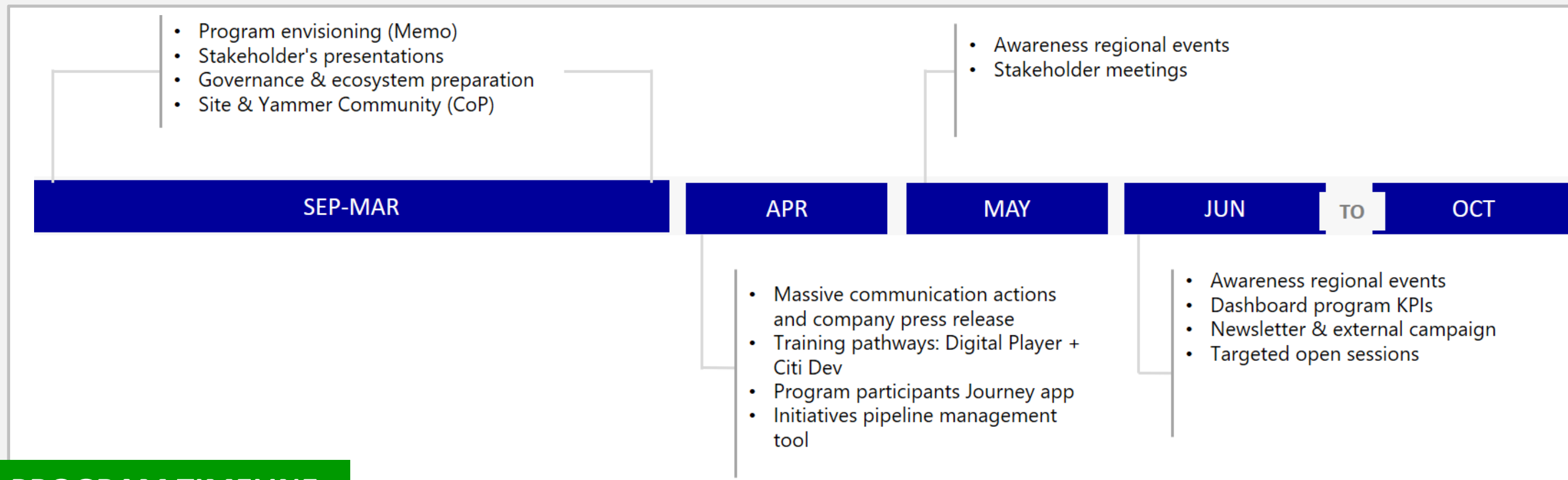Aug 16   Aug 17 – Nov 17

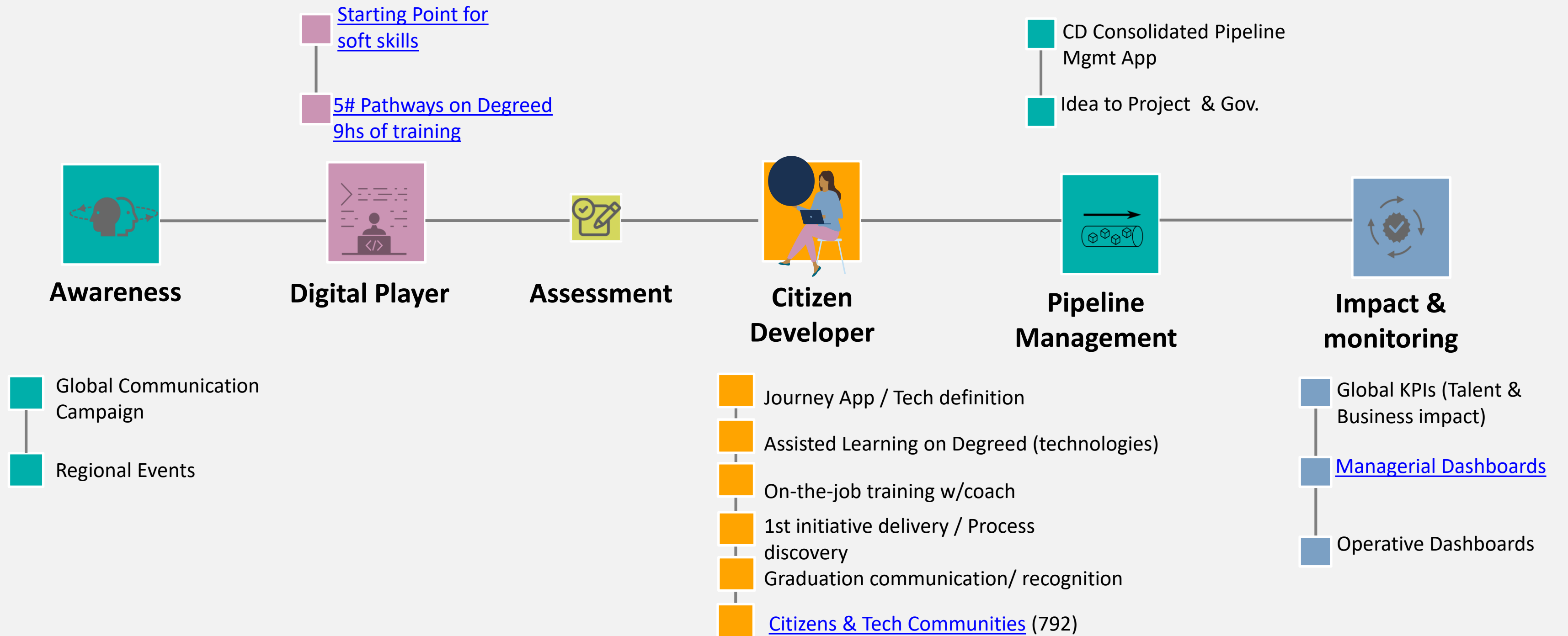IT involvement

Citizen Development Program

A **citizen developer** is a non-IT-trained user who creates new business applications using software and infrastructure sanctioned by Corporate IT

PROGRAM TIMELINE

SEP-MAR
- Program envisioning (Memo)
- Stakeholder's presentations
- Governance & ecosystem preparation
- Site & Yammer Community (CoP)

APR
- Massive communication actions and company press release
- Training pathways: Digital Player + Citi Dev
- Program participants Journey app
- Initiatives pipeline management tool

MAY
- Awareness regional events
- Stakeholder meetings

JUN TO OCT
- Awareness regional events
- Dashboard program KPIs
- Newsletter & external campaign
- Targeted open sessions

22 ▲ (8 graduated under new program scheme since January '22) — **CoP Members** (Community of Practice)	**24** ▲ **Citizen developers** In progress
27 ▲ **Digital players** Graduated	**558** ▲ **Digital players** In progress
193 ▲ **Implemented projects** Since 2017	**9.74K** **Estimated Hours Saving** Implemented projects
159 ▲ **Ideas-Initiatives-Projects**	**2K** (16 with Estimated hours) **Estimated Hours Saving** Pipeline
83.8 **Time to Market** (days)	**826** ▲ **Yammer communities**

Citizen Development Experience

Starting Point for soft skills

5# Pathways on Degreed 9hs of training

CD Consolidated Pipeline Mgmt App

Idea to Project & Gov.

Awareness **Digital Player** **Assessment** **Citizen Developer** **Pipeline Management** **Impact & monitoring**

- Global Communication Campaign
- Regional Events

- Journey App / Tech definition
- Assisted Learning on Degreed (technologies)
- On-the-job training w/coach
- 1st initiative delivery / Process discovery
- Graduation communication/ recognition
- Citizens & Tech Communities (792)

- Global KPIs (Talent & Business impact)
- Managerial Dashboards
- Operative Dashboards

NEW TRAINING PLAN TIMELINE

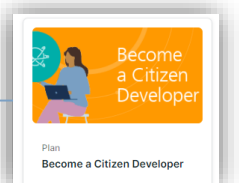| Digital Player path (Only self training)		Citizen Developer path (Includes Coached-training)		
Congratulations! Now you're in the game.		Way to go! The Digital Transformation is in your hands		
Starting Point pathway	Self-learning	Application & Assessment	Assisted Self-learning	On the job training with *assigned coach*

2.5 hours | 6.5 hours

Become a digital player

Plan
Become a Digital Player

☰ Tenaris
CITIZEN DEVELOPER JOURNEY APP
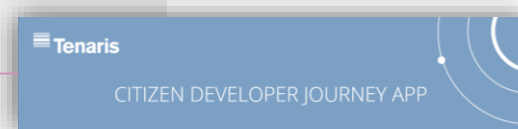
5 biz days
Part time 50%

30 biz days
Full time 100%

Become a Citizen Developer

Plan
Become a Citizen Developer

Multiskilling:
Second (or third) technology begins from here