



DIGITAL TRANSFORMATION

ORGANIZATION IMPACT

SEEDING
JULY 29th, 2020

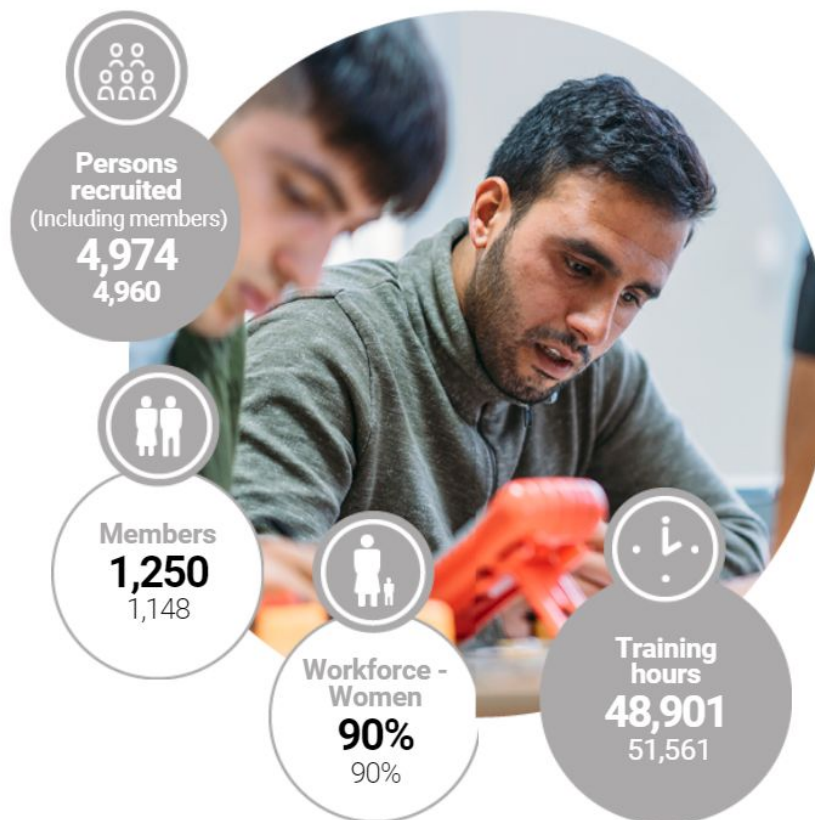


SUARA, a **non-profit cooperative** with more than 35 years of experience, works to **transform the social environment**, responding to the **life cycle of people**, improving their current situation and helping them to go forward.

KEY FIGURES

2019

2018





SERVICES

WHAT WE DO?

2019

We offer a wide range of options to respond to people's needs throughout their whole lives and we adapt our services to the requirements of each client and person we attend.



Social services



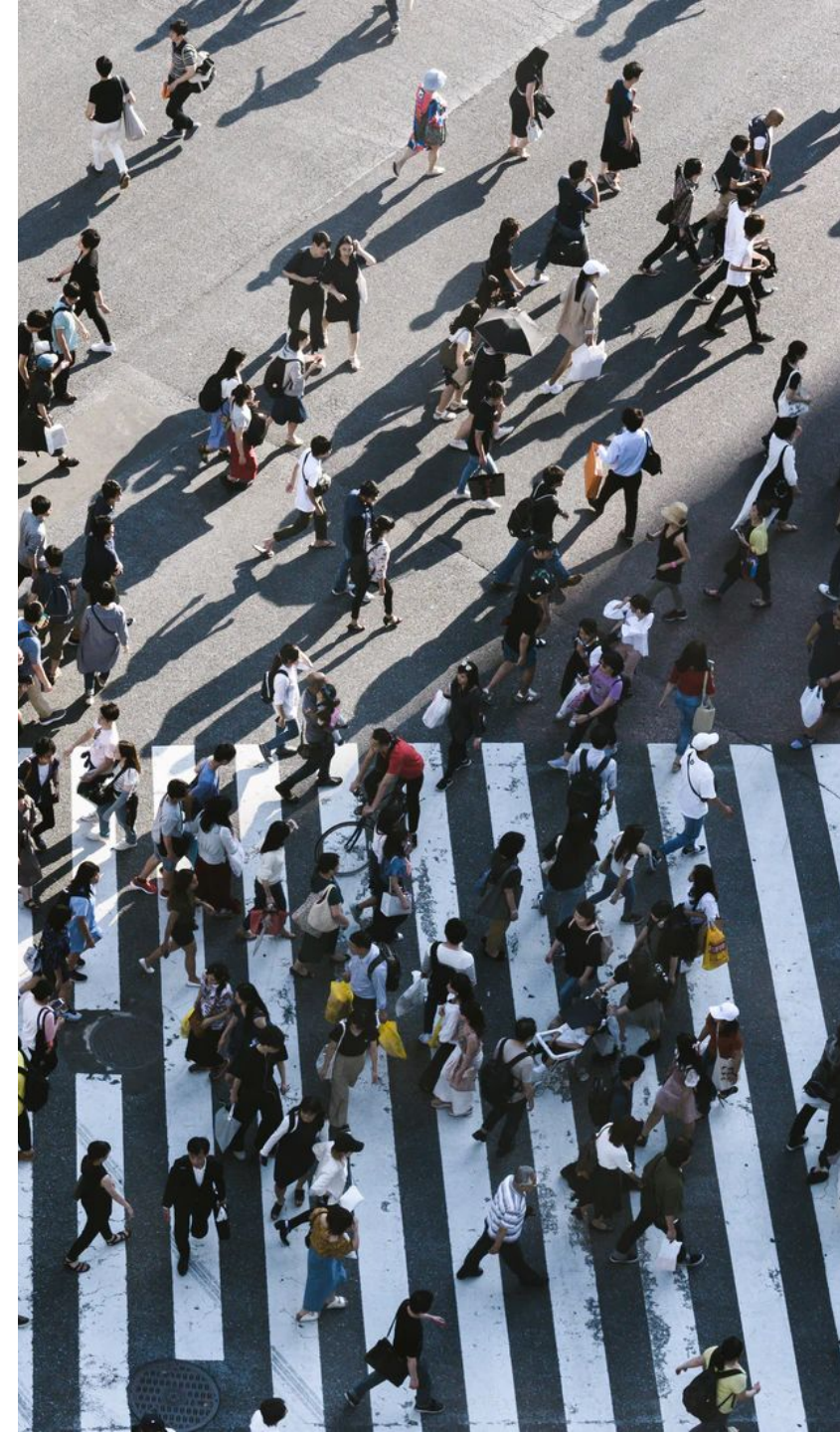
Education



Personal welfare



Labour Orientated

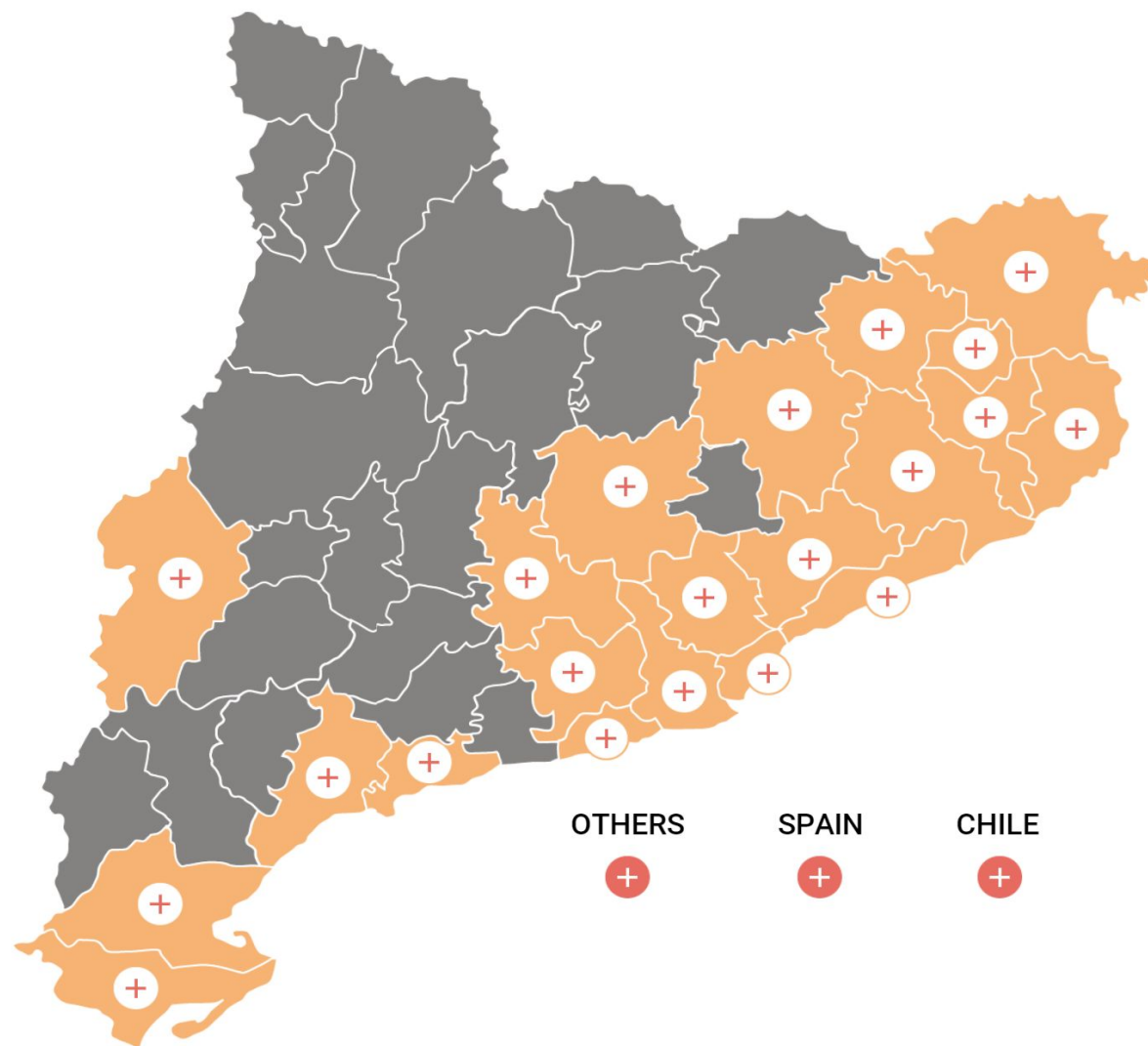


PRESENCE

CLIENTS AND ATTENDED PEOPLE

2019

- Catalonia, Madrid and Chile.
- Public sector and administrations (80%) and private services (20%)





CHALLENGE

DIGITAL TRANSFORMATION

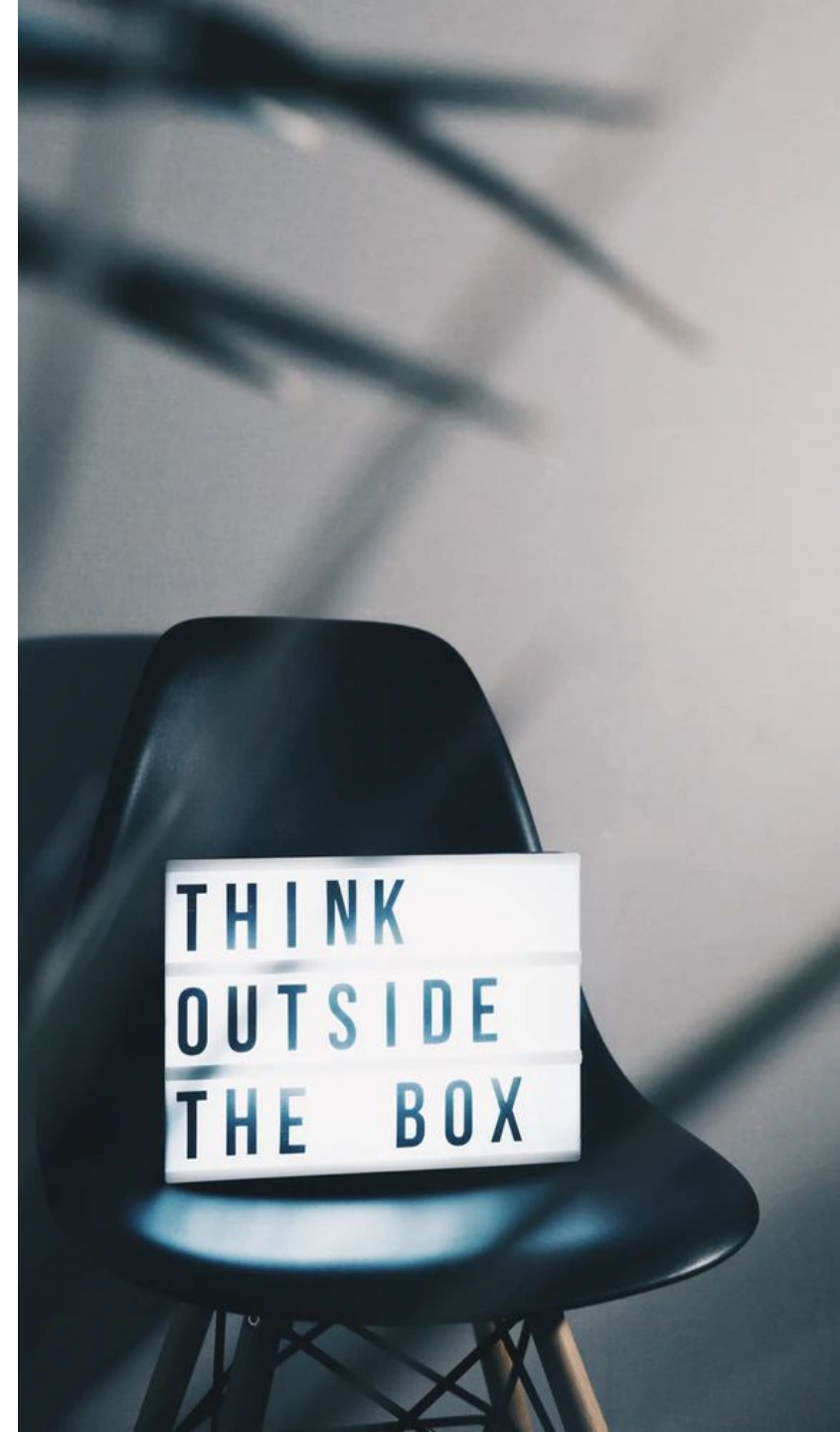
PROJECT

- Women constitutes the majority of Suara professionals (more than 90%).
- The age range of professionals varies pretty much, also in reason of the service and professions. The training requirements in the sector are usually medium low to be able to work.

STRATEGIC PLAN 2014

The strategic planning 2014-2018 includes DIGITAL TRANSFORMATION as one of the main axes.

- Work automation/digitalization.
- Digital Cooperative Platform.





CHRONOLOGY

DIGITAL TRANSFORMATION

PLANNING



2020

COVID-19 CRISIS RESPONSE

Due to all the work done in previous years we were able to give a good response to the pandemic crisis.

2017

DIGITAL TRANSFORMATION OFFICE

OTD creation to promote the development of the Digital Transformation Plan.

2016

SUARA LAB LAUNCHING

A social innovation laboratory to transform ideas into projects including technology in our business ensuring maximum efficiency.

2015

CHANGE MANAGEMENT PROJECT

Approval of the change management project within the Strategic Planning.

2014

STRATEGIC PLANNING 2014-2018

Approval of the change management project within the Strategic Planning.



IMPACT

PROFESSIONALS

DIGITAL TRANSFORMATION

- 
- Job retention & Growth.
 - Young talent caption.
 - Digital Skills and trainings.
 - Productivity of our working time.
 - Work organisation and work-life balance (telework);
 - Employee monitoring.
 - Equal opportunities.

ASSESSMENT

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PLAN

Job stability and employment secure

- There was a **job instability** without layoffs.
- As a cooperative we have **guarantee jobs**.
- 157% **professionals growth** (from 3.171 in 2013 to 4.974 in 2020)
- 145% **members growth** (from 861 in 2013 to 1.250 in 2020).

Skill needs and training

- **ERP** software (SAP) and for the use of applications.
- **Google Suit**.
- Specific **management tools** (KinderTik, Jano, etc).

Working conditions

- **Performance** improvement.
- **Mobile** work organization.
- No harm to health has been detected, nor the practice seems to affect **equal opportunities**.

OUTPUT

Company performance

- **Economic efficiency**.
- Answering **new demands**.
- **Matching** between clients and professionals.



IMPACT

PROFESSIONALS

DIGITAL TRANSFORMATION

Strengths & Opportunities

- The representative governing council and the board of directors are clear about the process, and embarked in a participative process.
- Digital business efficiency can generate synergies with clients and administrations.

Weaknesses

- Tools implementation requires large amount of resources.
- Large non-cooperative competitors are better equipped in terms of financial resources to invest in digital transformation.
- Training strong effort to fight change resistances.



POTENTIAL

PARTNERS

DIGITAL TRANSFORMATION

SOCIAL PARTNERS

- Unions shall have the ability to discuss these processes and propose concrete solutions answering new and specific problems posed by new technologies.

PUBLIC ADMINISTRATION

- Provisions of subsidies, zero interest loans or incentives for vocational training could instead help and influence digitalization processes.





people who decide