

#### 4.4 GREEN TRANSFORMATION PROCESS

Project from various dimensions in the business, infrastructure and systems area make up the transforming program. The four major phases of transformation are diagnose, plan, enact, and review. These phases are iterative. The number of iterations required for a successful transformation to be decided by the Chief Green Officer (CGO) together with the person responsible for GET. The objectives of the green transformation framework:

To identify the current status of the organization and enlist the goals of GET. These goals will be identified, updated, and finalized through the diagnosis work.

To add justification for the project using ROI calculations within a business case.

To provide target metrics

To organize the actual GET program.

To provide the basis for the pathway/road map or project plan for transformation

To review whether the KPIs have been achieved or not

To promote the success along the individual, departmental, and organizational level.

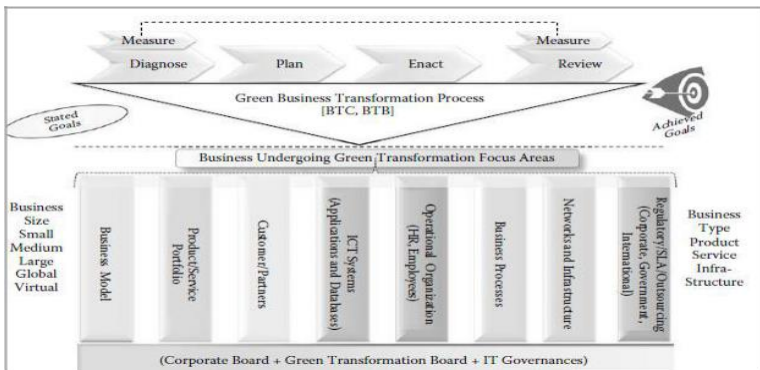


**Fig 4.12: Green Transformation framework**

The proposed framework is based on the transformation activities such as detailed planning, project accounting, risk management, and ongoing measurements. These phases are a logical approach to transforming any business.

### 4.5 Organizational Focus Areas for GET

The focus areas provide the structure of the business that will undergo change and to which the GET process and their emphasis can be applied.



**Fig 4.13: Focus areas for GET**

**Business Model:** which deals with the way a business is organized. GET influences and, usually, changes the business model to reflect the green priorities of the organization. Smaller organizations have a simple, subjective business model that can change easily.

**Product and Service Portfolio:** provides an overall summary of the offerings of the business. GET results in the organization having new green products and, also, dropping of carbon-intensive products and corresponding services. Infrastructure-intensive organization may have buildings and facilities instead of products or services.

**Customers and Partner:** describes the external parties interacting with the business.

**ICT Systems, Applications, and Databases:** includes the technological changes in the software systems and technologies of the business.

**Operational, Organizational:** handles the internal parties such as employees and management, and their reporting hierarchies, within the business.

**Business Processes:** model and describe the way in which all activities of the business are sequenced and carried out.

**Networks and Infrastructure:** focus on the underlying communications technologies used by the business.

**Regulatory:** deals with legal, accounting, and financial aspects of the business.

## Configuring a GET Road Map

Major considerations in GET:

Type and size of organization

Nomination of roles and responsibilities

Formation of the Green enterprise transformation board (GETB)

Diagnose

Plan: Formation of work areas; Outlining the GET deliverables, their format and their timings

Enact: Format, timing and frequency of reporting

Review

Measure

## GET Program: Roles and Deliverables

Chief Executive Officer (CEO) nominates the board, comprising experts, leaders, and personnel from marketing, technology/infrastructure, finance/legal, CRM, communications, and HR/union. The CEO, together with the members of the GTB, selects the Green Transformation Champion (GTC). A GTB is drawn from within the organization with occasional representation from outside such as a consulting organization specializing in GET. This works together with the various other governance boards that run the organization. These various governance setups participate in, and are affected by, the GET. The functions namely diagnose, plan, enact, review, and measurement phases of transformation are directed by the GETB.

## **Setting Up a Business Transformation Office (BTO)**

The physical activity of setting up the BTO can be undertaken either before the commencement of the project or at the state of the diagnosis phase. BTO houses the transformation board which provides the administrative support to the project. The chief responsibility of BTO is taking care of the operational matters related to the project, coordination amongst various work areas, documenting the contractual requirements of the project and promoting the project within and outside the organization.

## **Forming Transformation Work Areas**

Formation of the work areas for GET is based on the current state of the organization. The size and type of the organization affects the formation of these work areas. The current technical and process maturity of the organization also influences the work areas. In some cases, one work area may be more important than other. Formation of transformation work areas includes nomination of a work area leader who has expertise in that particular area of the business or technologies.

## **Green IT Project Roles**

The goal of Green IT project include the business partners, business architect, technical architect, Green IT champion, end-user representative, IT managers, IT governance, business manager, data centre director, Green IT auditors, and corporate governance. A GTC takes leadership responsibility for the project.

## **Role of Green Enterprise Transformation Champion (GTC)**

The responsibility of GTC will includes:

Formalizing the leadership and constitution of the GETB

Identifying the current Green maturity state of the organization based on Green metrics

Benchmarking best practice goals for the organization **that describe its —to bell state**

Manage budgets

Organizing the creation of project management plan for GE T.

Creation of an approach to risk management for GET that is based on priorities of the organization, its lead dimension, and so on

Stakeholder management including expectation management of the board, related external parties, and the society

Report progress on the GET to the corporate board

Monitor KPI

Coordination and management of GET resources, as well as the organizational resources undergoing **transformation. A is will be done in conjunction with Green HR**

Coordinate implementation of changes through change management processes across the various focus areas of the business

**Balance the —driving dimension|| of GET with other dimensions**

Track progress and of the GET project

Astute use of the tools, technologies, and processes of GET.

### **Business Architect and Variations**

GTC will appoint business architect to investigate and handle business model work area. The Business architect is aware of the underpinning technologies that can serve the business but is not a technical expert. A business architect takes a long-term view of the organization (3–5 years and above) when she participates in the GET project. A business architect would create business architectural map that will provide the overall view of the business model and associated work areas. This business architectural map can be a part of the overall enterprise architecture that is also used by the architect in creating operational strategies for the business after transformation. The map ensures that the technologies are aligned with business plans and the changes are tracked and monitored.

### **Technical Architect and Variations**

GTC also appoints a technical architect. For smaller sized organizations undergoing small transformation, this role may be played by the GTC. The technical architect is responsible for the following:

Creation of a technical architecture map to understand where the organization currently is.

Collection and use of a toolbox of various tools that are used in technical implementations during GET.

Creation of a comprehensive repository of software applications currently used by the organization—with a view to changing and integrating them.

Dividing and categorizing these repositories of applications into different business/application domains that will enable ease of modification with carbon data.

Ensuring that the applications that support specific decision making are part of the overall EI suite, and are available to decision makers.

Creation of a new technical architecture that would reflect the goals of the business transformation itself.

Ongoing alignment of technologies with business plans during and after GET.

Coordinating the development of a Green IT portal.

Tracking and monitoring technical changes resulting from applications notification and upgrades and integration.

Managing quality initiatives during GET

Develop an understanding of the future trends in technology that the organization will have to deal with after the GET.

Produce a suitable technical strategy including a technical roadmap for transformation.

## **Business Partners**

As the business interests of collaborating partners coincide, there is added impetus to provide wide array of



support to the partners. This support can take shape in the form of knowledge and experience sharing, providing relevant tool support and help with understanding dynamic customer preferences as the business transforms.

Participate

Collaborate

Interface

Integrate

### **Green IT Auditors**

Auditors carry out checks and balances throughout and after the transformation. Auditors measure and audit to ensure that the transformation has created value for the business as stated by its goals. These audits can use the reporting features of CEMS, if implemented and that the transformation has not adversely affected any of the reporting and regulatory requirements of the business. Furthermore, auditors are involved in the review process, ensuring that the calculations leading up to the ROI are accurate and reflect the reality resulting from transformation.

### **End-Users**

End-users are the employees, managers, and customers of the organization who are affected by the

GET. The roles are:

Represents user groups

May be more than one

Highlights device usage

Highlights attitude for roles

Helps in Green HR

Understands CEMS and smart meters

## **IT Managers**

IT management deals with the operational and management aspect of IT within the organization. They are responsible for the IT systems, their operations on the corresponding hardware and approaches to using IT for overall carbon reduction.

## **Business Managers**

Business managers assume the responsibility at department level to measure, report, and reduce emissions. They are more interested in the economic and process dimension of the GET than in technology and social dimensions. The economic dimension directly affects their performance and the process dimension is the one on which they have immediate control. This business managers can directly assist in the modeling of business processes, their investigations, and optimizations.

## **IT Governance**

This is an activity for which more than one roles within the organization can assume responsibility. IT governance deals with overseeing the IT management and providing strategic and policy input in the process of greening an organization.

## Corporate Governance

Some of these processes have a need to be upgraded or fine tuned to reflect the green requirements of the business:

Lean—will move toward Lean-Green, as was alluded to in the process.

Six Sigma—will not only focus on quality but also the efficiencies in carbon reduction

TQM—Total Quality Management—will incorporate metrics for carbon reduction in addition to defect reduction

KPIs—the Key Performance Indicators are not only to enable corporate governance but also green governance

SIFA (Skills Framework for Information Age), AIBA (Australian Institute of Business Analysis) and PMBOK (Project Management Book of Knowledge) are examples of processes and frameworks that will all be modified to reflect the green awareness and green goals of the organization.