Appendix





MSc Strategic Design, Eline Maatje March 2022

TUDelft **Deloitte.**

Appendix

- A. Project brief
- B. Interview guide
- C. Consent form
- D. Miro board clusters with quotes
- E. Miro board co-creation session
- F. Full size capability model
- G. Miro board validation workshop

Chapter 00

APPENDIX A: Project brief

IDE Master Graduation Project team, Procedural checks and personal Project brief This document contains the agreements made between student and supervisory team about the student's IDE Master Graduation Project. This document can also include the involvement of an external organisation, however, it does not cover any lead employment eletions up that the student and the cliens (imight) agree upon Next to tifsat, this document facilitates the required procedural checks in this document and the cliens (imight) agree upon Next to tifsat, this document facilitates the required procedural checks in this document. * The student defines theterain, what he'thire is going to doffelver and how that will come about. * SELBA, Offsared Service Emits, Education & Stadent Affairs) imports on the student's registration and study progress. * IDEs Board of Examines confirms (if the student is allowed to start the Graduation Project. * Use ADDRE ACROBAT READER TO OPEN, EDIT AND SAVE THIS DOCUMENT Therefore Acrobat READER TO OPEN, EDIT AND SAVE THIS DOCUMENT Therefore Acrobat READER TO OPEN, EDIT AND SAVE THIS DOCUMENT Therefore Acrobat READER TO OPEN, EDIT AND SAVE THIS DOCUMENT Therefore Acrobat READER TO OPEN, EDIT AND SAVE THIS DOCUMENT Therefore Acrobat READER TO OPEN, EDIT AND SAVE THIS DOCUMENT Therefore Acrobat READER TO OPEN, EDIT AND SAVE THIS DOCUMENT Therefore Acrobat READER TO OPEN, EDIT AND SAVE THIS DOCUMENT Therefore Acrobat READER TO OPEN, EDIT AND SAVE THIS DOCUMENT Therefore Acrobat READER TO OPEN, EDIT AND SAVE THIS DOCUMENT Therefore Acrobat READER TO OPEN, EDIT AND SAVE THIS DOCUMENT Therefore Acrobat READER TO OPEN, EDIT AND SAVE THIS DOCUMENT Therefore Acrobat READER TO OPEN, EDIT AND SAVE THIS DOCUMENT Therefore Acrobat READER TO OPEN, EDIT AND SAVE THIS DOCUMENT Therefore Acrobat READER TO OPEN, EDIT AND SAVE THIS DOCUMENT Therefore Acrobat READER TO OPEN, EDIT AND SAVE THIS DOCUMENT Therefore Acrobat READER TO OPEN, EDIT AND SAVE THIS DOCUMENT Therefore Acrobat READER TO OPEN, EDIT A	10	SIGN R OW	5309			TuDelft
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APPENDIX A: Project brief

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Personal Project Brief - IDE Master Graduation

introduction (continued): space for images

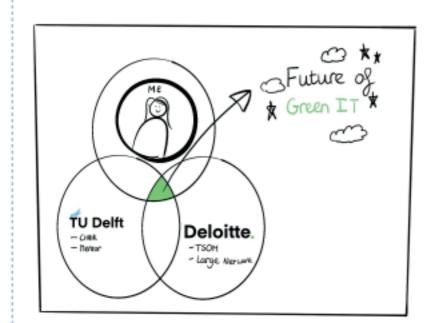
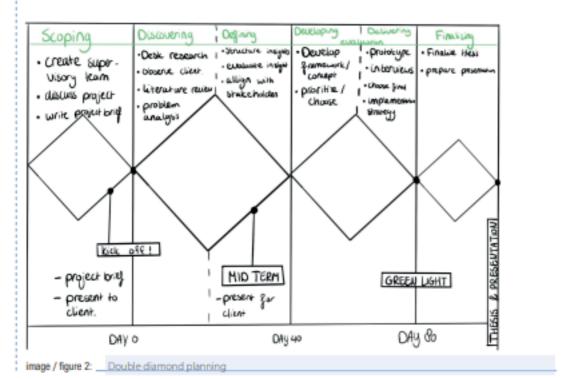


image / figure 1: Stakeholder map



IDE TU Delft - E8	SA Department /// Graduation project brief & study overview	/// 2018-01 v30	Page 4 of 7
Initials & Name	E.M. Maatje	Student number 4596021	
Title of Project	The Future of Green IT		



Personal Project Brief - IDE Master Graduation

PROBLEM DEFINITION **

Limit and define the scope and solution space of your project to one that is manageable within one Master Graduation Project of 30 EC (= 20 full time weeks or 100 working days) and clearly indicate what issue(s) should be addressed in this project.

With the increasing urgency to become more sustainable all businesses are faced with, it is necessary to build a future-proof strategy on how to incorporate green information technology into consumer goods companies. The consumer goods sector is chosen to focus on for this research due to the trend in which consumers care about how a product is made, and how it affected the earth. Therefore, consumers are demanding companies to make the shift towards green development, which also includes Green IT. Additionally, I have chosen this sector due to my personal affinity and knowledge I developed during my studies. In order to stay relevant or create a competitive advantage, companies must take actions to increase their Corporate Social Responsibility. Research shows that shifting to Green Computing is not only better for the environment, but is also cost efficient over a longer period of time. However, implementing this idea into your business without a solid strategy is unadvisable. Therefore, this research asks for a thorough understanding of what the future of green IT looks like, and what is needed to achieve this vision.

Based on this, a roadmap can be suggested to structure the process and support the consumer goods industry.

ASSIGNMENT *

State in 2 or 3 sentences what you are going to research, design, create and / or generate, that will solve (part of) the issue(s) pointed out in "problem definition". Then illustrate this assignment by indicating what kind of solution you expect and / or aim to deliver, for instance, a product, a product-service combination, a strategy illustrated through product or product-service combination ideas, In case of a Specialisation and/or Annotation, make sure the assignment reflects this/these.

Develop a future vision of what Green IT will look like in 3 years, a roadmap providing a step-wise approach that guides consumer good companies to reach this plausible future with the support of Deloitte.

When developing the roadmap towards my future vision, I will go through 4 different stages in which I have certain deliverables suiting the stage and further explained below. The four phases are based on the classic double diamond model and are also shown in figure 2 (the two diamonds in the middle)

In the first phase (discovering) after the kick-off, I will focus on researching relevant trends of the consumer goods market, what Green IT means for this particular industry, explore what is currently de IT operating model, understanding who the stakeholders are, and what motivation consumer goods companies have to make the shift to Green IT.

In the second phase (defining) I will analyze, synthesize, and focus. Create a vision for the future of green IT. I will consult experts (within Deloitte or Deloitte" s network) for validation for my initial findings. I will also develop/choose a validation model to measure the findings in the rest of the process.

In the third phase (developing) I will develop a roadmap to implement the future vision. To create this roadmap, further analysis is needed into the then-defined end solution. I will facilitate internal or external brainstorm sessions and map/conceptualize my ideas. Proper validation will also be important in this stage of the project. And lastly, in phase 4 (delivering) I will define and validate my final strategy. Write the last part of my thesis and work on the deliverables.

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Initials & Name E.M. Maatje	Student number 4596021	F.043 (0.00)
Title of Project The Future of Green IT		

APPENDIX A: Project brief

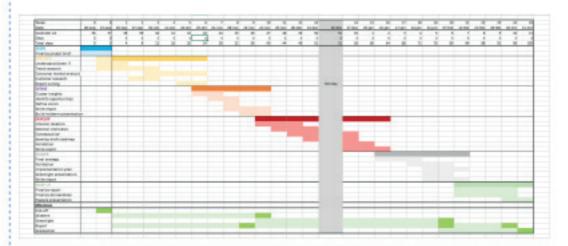
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Personal Project Brief - IDE Master Graduation

Title of Project The Future of Green IT

nclude a Gantt Chart (replace the example below - more examples can be found in Manual 2) that shows the different phases of your project, deliverables you have in mind, meetings, and how you plan to spend your time. Please note that all activities should fit within he given net time of 30 EC = 20 full time weeks or 100 working days, and your planning should include a kick-off meeting, mid-term neeting, green light meeting and graduation ceremony. Illustrate your Gantt Chart by, for instance, explaining your approach, and lease indicate periods of part-time activities and/or periods of not spending time on your graduation project, if any, for instance ecause of holidays or parallel activities.

start date 14 - 9 - 2021 10 - 3 - 2022 end date



As shown in the image above I will be working 4 days a week on my graduation project. I have chosen to work part time on my graduation project because of my start-up. Together with my business partner I created Zure Wijven, a zero waste and organic limoncello brand. Currently, we are doing well and creating more and more places to sell or drink our product. With many brand extensions in our head I look forward to further develop new business possibilities one day a week.

Currently, I am allowed to go to "The Edge" 3 days a week and last day I will work from home or at the TU Delft campus. I will have weekly meetings with either my supervisory team or my coaches from Deloitte.

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Personal Project Brief - IDE Master Graduation

MOTIVATION AND PERSONAL AMBITIONS

Explain why you set up this project, what competences you want to prove and learn. For example, acquired competences from your MSc programme, the elective semester, extra-curricular activities (etc.) and point out the competences you have yet developed. Optionally, describe which personal learning ambitions you explicitly want to address in this project, on top of the learning objectives of the Graduation Project, such as: in depth knowledge a on specific subject, broadening your competences or experimenting with a specific tool and/or methodology, Stick to no more than five ambitions.

At the start of my search for a graduation topic, I decided I wanted to look for a more data-focused/technical department in a large consulting firm. I decided to look in this niche because I noticed during my courses that I get most excited about developing a strategy based on new technologies. Besides, I think it is valuable for me to graduate on a rather technical issue to show that as a strategic designer I have the knowledge and skills if needed for a future

Working for a large and top-quality consulting firm has always intrigued me. I think this is the perfect opportunity for me to see if this could be the right fit for starting my career after finishing my graduation project. Deloitte offers many interesting opportunities both during and after my Graduation Internship.

During my previous internship at KPN, I obtained my first working experience. Working with a, for me at the start unknown technology, IoT, and in the telecom business gave me the confidence that starting to work with a relatively new topic (Green IT) will be an exciting challenge. During my master's program, I learned more about Artificial Intelligence (AI) and I decided to write a paper on new machine learning(ML) techniques.

I look forward to implementing my academic skills into a real business environment. Being able to effectively manage the different stakeholders involved in my project and find new business opportunities is what I hope to fulfill during my graduation process. I want to further develop my skills within the implementation of a strategy, green computing, and project management, especially in a project of this size.

After completing my graduation project, I hope to not only be proud of my work, but also look back at a great time with inspiring colleagues, a healthy work-life balance, and a positive learning journey.

Let's make an impact that matters!

Title of Project The Future of Green IT

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IDE TU Delft - E&SA Department /// Graduation project b	iner & study overview /// 2018-01 v30	Page 7 of 7
Initials & Name E.M. Maatje	Student number 4596021	

APPENDIX B: Interview guide

QUALITATIVE METHODOLOGY

Semi-Structured Interview

Main research goals:

- 1. Expert input future vision of Green IT
- 2. Identify how sustainability is/can be incorporated in IT.
- 3. Discover Deloitte consultants' needs and challenges in applying sustainability in IT strategy frameworks

Introductory script

Welcome,

My name is Eline and for my master thesis for the TU Delft in collaboration with Deloitte I am conducting research about sustainability in IT, and I am especially interested in your vision of the future of IT, and what role sustainability plays in it.

Feel free to answer spontaneously and honestly, I am happy with all kinds of answers. I just want to know more about your thoughts and these will not be judged. Your answers will be handled with care and will be used anonymously and confidentially.

Please know that if you feel uncomfortable or if there is any other reason you would like to stop the interview you can just say so. Also feel free to interrupt anytime.

I would like you to read and sign this informed consent form.

Do you mind if I record the interview? Okay then I will start the recording now.

Introduction questions (icebreakers):

- What is your last used IT device?
- What is your favorite IT device?

<u>Theme 1:</u>

In the first theme, I would like to explore how experts see the future of IT.

Interview questions:

- · Imagine that we are in 2025, what role will IT have in your everyday life?
 - o Can you elaborate on what has changed compared to now?
- Do you think there will be a change in the IT strategies you develop for your clients?
 - o What kind of change do you think there will be?
 - o What new/main challenges do you think you will encounter?
- Which IT trends do you think are worth paying extra attention to?
 - o Why these specific trends?
- Can you describe what you think the future of IT will look like in 2025?

Follow-up questions:

- Why do you think the future of IT will change so much/little?
- How does such change make you feel?
- Do you have doubts about the future you described? If yes, what sort of doubts?
 How do those doubts make you feel?

Theme 2:

Theme 2 focusses on experts' opinions on how sustainability is/can be incorporated in the future of IT. This includes understanding the level of knowledge the experts have on incorporating sustainability in IT, and their experience in previous projects. Additionally, I want to find out what (quantitative) tools/methods are used to measure the carbon footprint.

APPENDIX B: Interview guide

Interview questions:

- To what extent is sustainability important for you and your company?
- · What comes to mind when you think of Green IT?
- How do you think sustainability is currently incorporated in IT?
 - o What challenges do you see?
 - o Can you illustrate those challenges with example projects?
- Is sustainability a topic/factor you consider in your current or past projects?
 - o Can you illustrate this with an example project you have done?
- Do you implement green solutions, (for example Cloud Computing), for other reasons then to become sustainable?
 - o What reasons?
 - o Can you illustrate this with an example project?
- Have you ever measured the carbon emission of your clients IT processes?
 - o If yes, which tools were used and why these?
 - o Can you illustrate this with an example project?
 - o If no, is this not something you normally do in assignments?
- o If no, can you name tools you can use to measure the carbon footprint Follow-up questions:
 - Why is sustainability (not) important to you and your company?
 - How does the lack of sustainable IT solutions make you feel?

Theme 3:

In the third theme, I want to discover Deloitte employees needs and current challenges when applying sustainability in IT strategy frameworks.

- How often do you use IT strategy frameworks in your work?
 - o What do you use your framework for?
- What are core elements that make an implementation framework valuable for you to use?
 - $_{\odot}\,$ Can you illustrate with an example why these elements were so important to you?
- Is sustainability incorporated in one of the used frameworks?
 - o If yes, how?
 - o If no, how do you think it could be incorporated?

Follow-up questions:

- How does using a framework make you feel?
- How can using a framework enhance the quality of your work?

Checklist for closure

This was all I wanted to talk to you about in this interview.

Thank you a lot for taking the time to help me with this research. This interview was really helpful to me.

Is there anything you feel like you still want me to know about the topics we talked about in the interview?

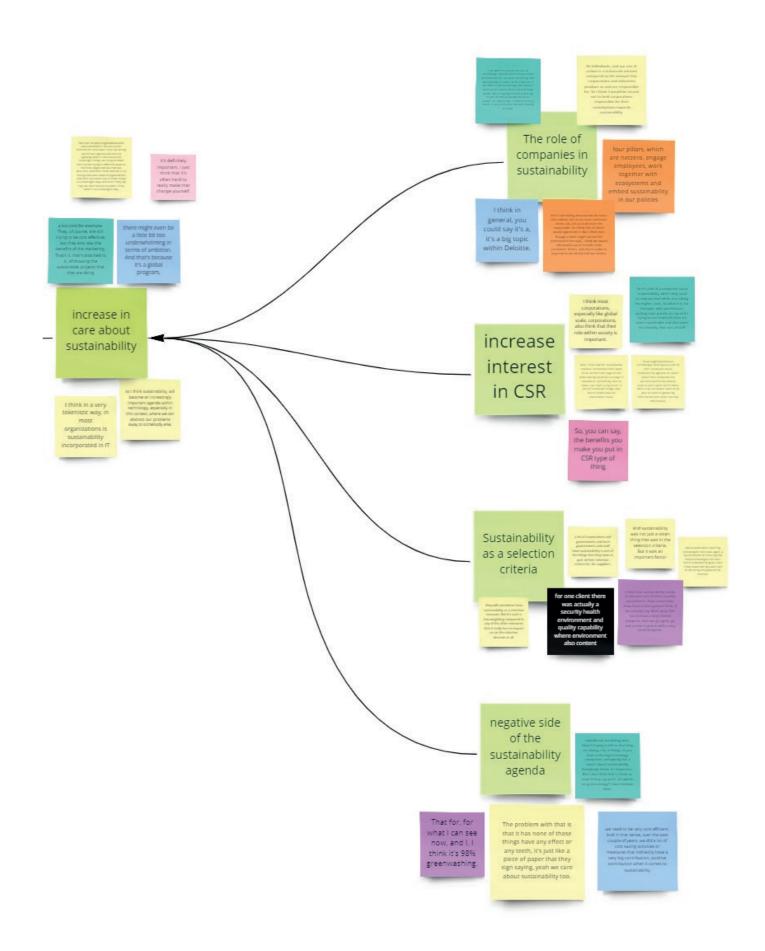
I will use the content of this interview confidentially and will not mention your name anywhere. I will analyze your interview, together with some other responses.

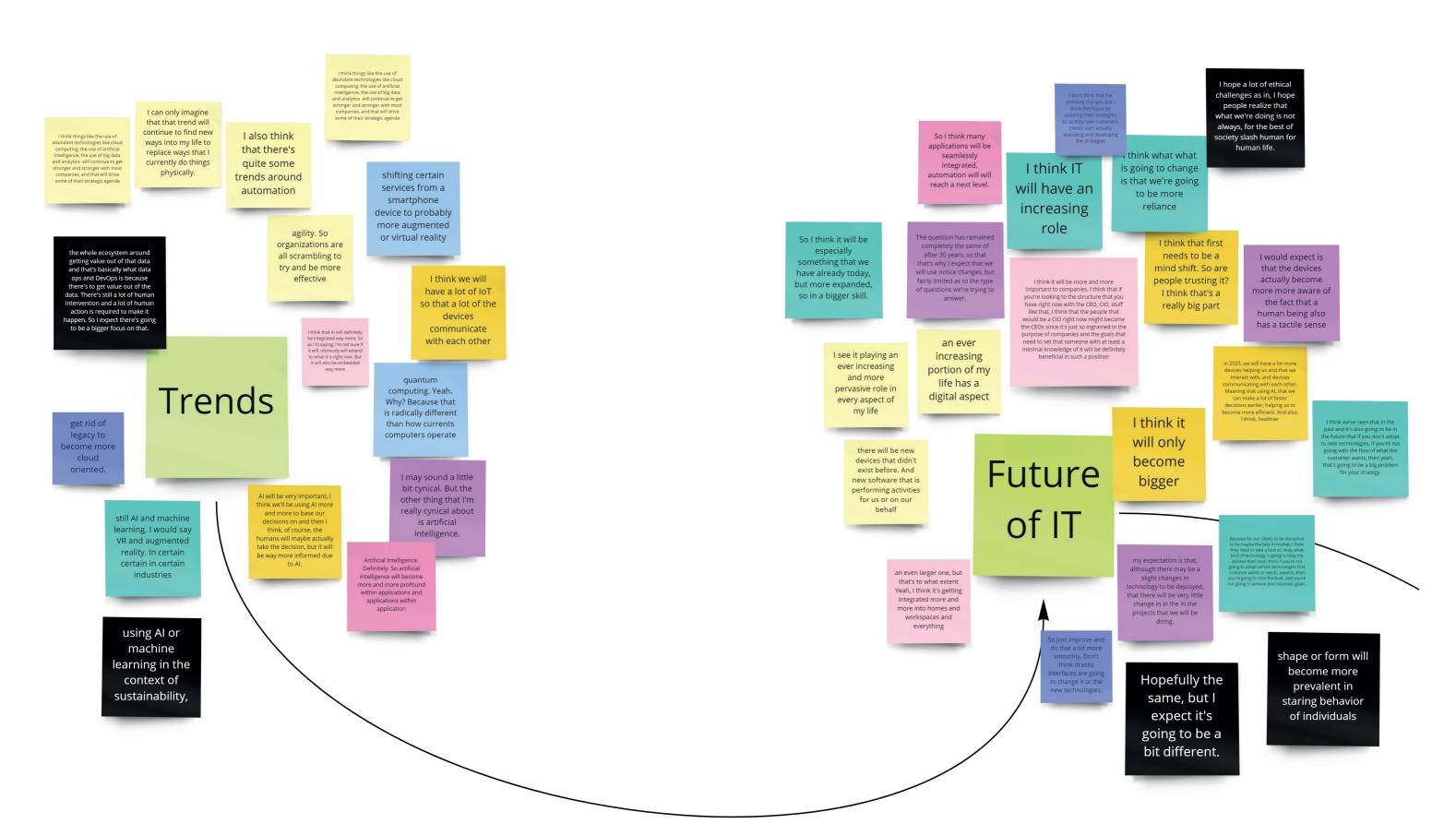
Thanks again and if you have any questions about the research please contact me!

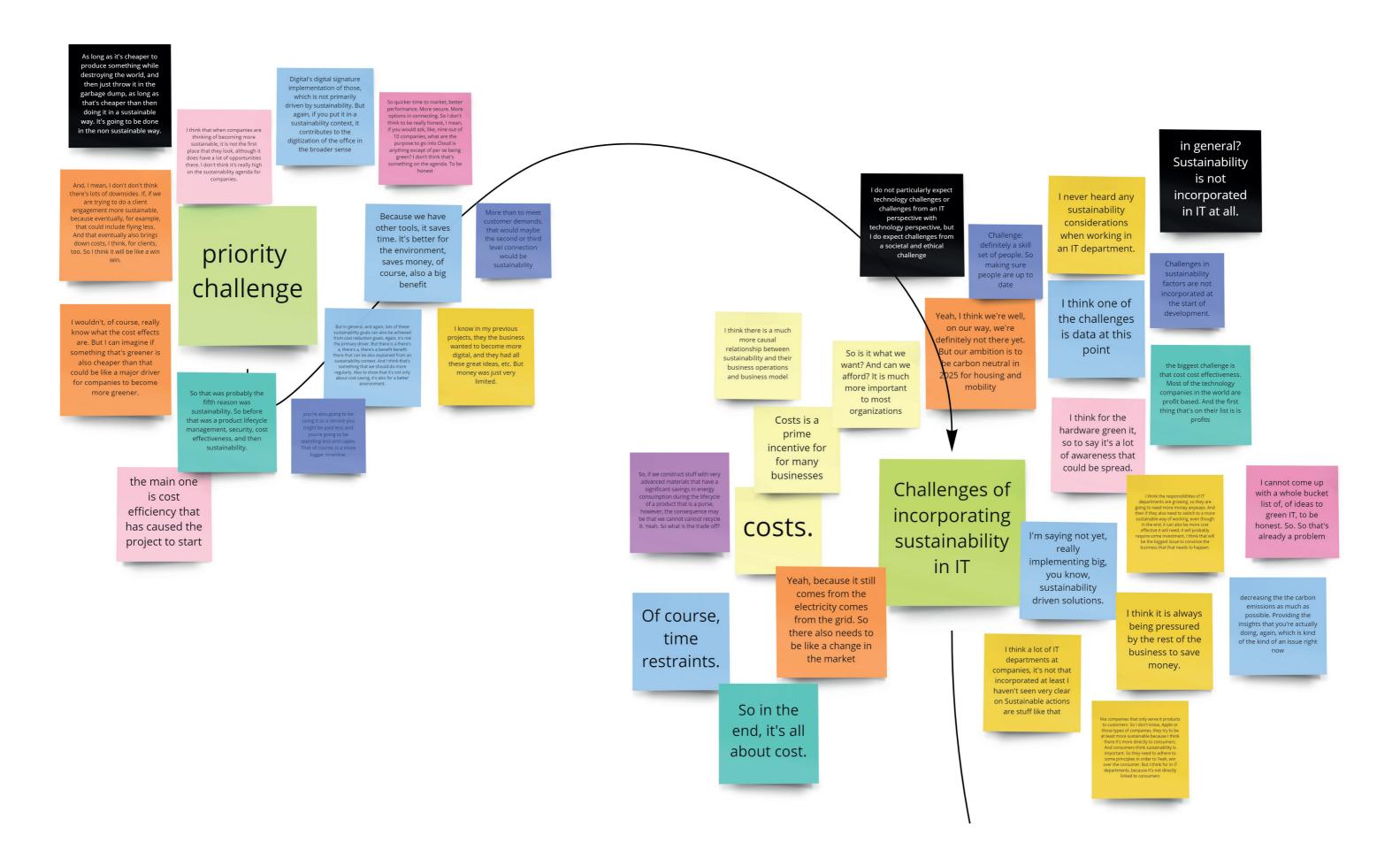
APPENDIX C: consent form

Informed consent form

To be filled in by the research participant:	Yes
I consent voluntarily to be a participant in this study and understand that I can refuse to answer questions and I can withdraw from the study at any time, without having to give a reason.	
Use of the information in the study I understand that information I provide will be used for a report about the conducted interview study, and will be fully anonymised unless permission is asked.	
Signatures	
Name of participant Signature Date	
To be filled in by the researcher:	
I have accurately informed the potential participant of my study and, to the best of my ability, ensured that the participant understands to what he/she is freely consenting.	
_Eline Maatje	
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That it is general it's quite funny, because, I mean, obviously, during my enough that it can studies, I learned a lot about frameworks. And at withstand lots of times, I do We'll hear about them. But in our team, I it makes different types of don't think we use like any of the known framework things easier organizations. to communicate You cannot onboard any Well, to structure There's clarity in your thoughts to solution without regards to what are help in making the going through the expectations, analysis to structure the framework. and the deliverables is it to make the So I often use things like that need to be logic logical story to capability models, or significantly provided. cover? organizational taxonomies, speeds up to be able to have a shared understanding and the process language about what things mean frameworks are important, but they're not like setting stuff is Frameworks it's like, an example of how to do something, or to show you the right way, Some other things would so frameworks are useful I think it should be easy be about that for, for gaining that shared to see in like, one, like several seconds of understanding, and then it is descriptive looking at it, what the being able to assess or purpose is of the draw out information framework, and how different factors relate. it helps, but it also about those things helps to realize the the constraints and the limitations that you're dealing with. So this is basically our So a framework helps maturity matrix. So it has four columns, what you're doing and understanding, developing what's your sort of the performing, leading, and foundation behind for all kinds of different your reasoning is

So we have to make the mind shift there, I think. Yeah. And the challenge will be getting up to speed in each sector with specific knowledge about the business.

So what I'm currently doing is, and getting all these, or translating all these activities that have been going on in the past that we're still doing, but also giving them putting them into sustainability context

And as part of the sustainability operations team, like covered the IT track, which is, as you probably know, it's the alliance of the real climate program, which has different milestones and activities per track in regards to what needs to be realized. As part of the real climate ambitions and goals.

I noticed it more speech about sustainability within Deloitte rather than the actions that we have. Yeah, so I think I'm lacking work practical things. For us to do to actually say that was just tempo rather than thing yersus sample.

But most of the people are supportive, and that gives me a lot of energy

Engagement

And scope two is then energy, and we already purchased green certificates. So in that sense, our buildings are more or less stainable. But it's a questionable one.

So you really notice that it really on top of their mind is starting to get more and more on top of there, there might be there's also, of course, still a small group, which is either not very interested in it, or is quite hesitant to the changes.

connecting with our sustainable operations team, which are the people within travel mobility, IT, procurement, facilities and a couple of other departments to make, make sure that our internal service inabilities strategy is being achieved.

So compared to when I started working here, I see a major difference, I see that there is a big, big group group of people who support all of the changes we we make, which is really great to to see.

I'm also very much in fourth with the engagement of our people.

> Like if we change things in in our energy source, it doesn't affect them. But if we don't touch Yeah, but if we touch like the, the cars, for example, if we electrify them, then you've got a group of people that that say, Well, I don't like that

I think for younger generation, and I think a lot of specially new hires within Deloitte are mostly younger people. I think there's a different awareness level, then for the older people

all of these other sort of core systems were in the past, they were they were run on premise on your own infrastructure, more and more moving towards industry standard based platforms that all run on cloud computing or software as a service.

as you move towards
things that are as a service,
you can abstract things
away from your own
organization towards
someone else. And so
you're sort of outsourcing
your problems to
somebody else

with an increasing trend of applications moving towards cloud based software and software as a service

more things will you would want them to have as a service not fixed for long term. So I think that's gonna be something difficult because we're used to having fixed partners or fixed assets, or if you wanted to very difficult to change have been the big challenge.

I think that one challenge that already started to become noticeable, as, as the world started to, as the world started to embark on cloud computing, things like risk, privacy, security, became more prevalent. The strategy is the IT strategy is to move to migrate as much to cloud providers as possible. Yes. But it's not always cheaper in terms of, well, the monthly bill, we have to pay in this case.

a rightful assumption that
everything that we host
within a micro data data
center is from an well, from
a carbon emission
perspective is more
efficient than if we do it
ourselves

Outsourcing Technologies

And the current projects I'm running on We're getting rid of the mainframe servers, so to say, which is making it more green, although they're still around somewhere, but it's probably more optimal than it's right now, from a sustainability perspective, but it's not because of a sustainability reasons.

And then you can consider are, am I willing to pay additional for it or not? And if you're, if the co2 emissions that will probably be there for the next coming years,

in 2025, I see I see
many
organization
having
outsourced a lot
of the basics of it

I think the the speeds of in which we can adopt these new technologies, that's going to be a hassle.

Because a lot of companies are having difficulty finding the right talents to adopt these technologies.

I think increasingly, organizations will have either gone through or are going through major modernization programs, which transition them away from more on premise based so physical infrastructure, so network servers, data centers, in buildings on premises, and more and more towards virtualized infrastructure

So I think that cloud computing is technology that is highly beneficial for lots of reasons for organizations largely to do with Cloud sort of agility, speed, efficiency, better use of resources, more efficient use of resources, all of computing like a profit lever, so a profit or a value lever, like revenue I think that cloud computing, for example, is useful for lots of things that have nothing to do with sustainability. I think that I don't think it's a silver any almost any cloud computing can be a good I know that we bullet, for lever for sustainability. But new solution is because it's in theory more sustainability, but it is a are closing efficient than you running that I wouldn't call it a green our cloud strong step along the same equipment yourself, or it is solution, maybe so much one of the pathway towards being But since they're going to hosted same equipment yourself. able to achieve the cloud, like the servers data centers are more centralized in a sustainability different position. So it will become more green I would say the And so it's somewhat customer facing, and then we had one slight in the in the deck about a from this amount of servers to debt amount of cloud depends on how the biggest move to I think there are ways that although I think so it's energy that's coming into cloud is not because something like where cloud computing sources is be green, there's also ways service, you will decrease the carbon footprint with with this amount. of sustainability, but Deloitte, but also a lot sourced, how the it can just be the same as because of of other companies are equipment the same things what you currently do your saying now cloud first, I scalability and also about how the equipment bit slightly more efficient, don't think that will is design used and dealt and not really green. costs. with end of life. really change I think data center So the example of I think clouds, a lot of so basically, a lot of clients providers are use data centers of data people just move to cloud computing center providers, they all looking for ways there, because it's very basically say that, that only works, I flexible. And you can to use more they're green, etc, etc. I'm not sure to what extent source a lot of smart think, in really sustainable that's true, and what that solutions that are specific really means, you know? energy. already in the clouds circumstances

We have ensured it I think you could have in the is in there, but Sustainability standard, IT capability model So I think it I'm not sure if it you can demand you could add some blocks or should be like a generic where I am not sure is in one of sustainability management or capability, I think it's logically to for a green about is if the client something like that, I think that incorporate it in. So for example solution, but that would actually be a good idea if I look at the internal them. But I am that there's a standard capability has afterwards did sustainability to it, so from a can also cause in every IT team that's at least procurement point of view, there anything with that focuses on identifying the are different requirements in not sure how problems opportunities for becoming regards to sustainability capability more sustainable. tokenistic it is. Sustainability I think sustainability it is not that difficult probably qualifies as a to actually include it being part of quality category on its in the conversation there is in the UK, now they're running a pilot with with a sustainable delivery framework. And that framework will eventually be rolled out across Annecy. And it will help client teams to to execute own, and could easily and have it in. But the be added as one of the yeah, so you need to quality aspects in in actively promote it. both frameworks. framework forecasting too. It has tips and tricks and guidelines, and whatnot. I think it would have really We have a Deloitte Technology Capability good value, and we can model and that Deloitte Technology Capability model has a sub capability really make them think It is better as a vithin the technology capability bucket Definitely Green IT is, is about how to incorporate it Which is about sustainability. And the really part of the Embed everywhere. But we do part of the Idea of that capability is to ensure that need to have examples and sustainability pillar. So we within an IT department somebody of as a part of someone's role a they have the an answer ourselves. strategy capability have indeed, a roadmap in capability knowledge of experience to be order to to make our IT then as a their IT strategy. so I'm not too convinced strategy as green as about the framework capability on its possible. route. I find it far more easier, thus, far more easy own on o just add sustainability in the conversations you're having in your project in the requirements And there are some there It is an are some building blocks, I I think kinda is believe in the framework of something that integrated depth, touch a little bit of The only time I assed sustainability. At least there can be something the sustainability is capability. Part is room where you can use unique that we do when the client sustainability of the strategy instead of our specifically said that competitors. sustainability is on their capability key corporate agenda's

Well, the funny thing is what when do you label it as green?
Right? Why is cloud solution green? And I mean, you might say it's greener than

So you always need a reference to you cannot say one is greener than the other? I mean, in my opinion, when is green? I'm not aware of any attempts to measure to measure emission emissions have been so to be honest. The only things I've seen so far so so but but the baby measuring emissions is is already nearly impossible. So the only things that I've seen so far his attempts at modeling

it will also be interested to see what are the co2, the carbon emissions that are part of that workload, right? Because if I then, for example, migrate something over. I actually would be interesting to understand how much more efficient that would be instead of doing it by myself

I think the challenge will still be you have to, you have to bring in data, right, the data needs to make sense otherwise, you know, garbage in, garbage out, used the excel at one point. But it was like a model.

And we also

Measuring
the biggest challenge I see is the data, right? So making sure that we can really measure what the outcomes are. Because I, I get the feeling that whatever we report now on, for example, our co2 emissions, it's kind of a it's an estimate

It's interesting, because it really if somebody can somehow find a way to measure that in a very, very labor way, and in a way that can be measured by all types of companies. I mean, if there's one uniform way of doing it, I mean, that would be super helpful

So we really started we've we've started to make a start in measuring that in really mapping what the impacts are. But I think there's still a big opportunity there to improve that. Because eventually, because I think it's about 65 to 70% of our total emissions, which is a lot.

One of my colleagues, in the end did a carbon footprint on servers, But it was very high over a fairly simple

Sustainability reporting

within our services function, there is a sustainability team.
And a lot of what they do is work on sustainability

reporting.

efforts and so and it

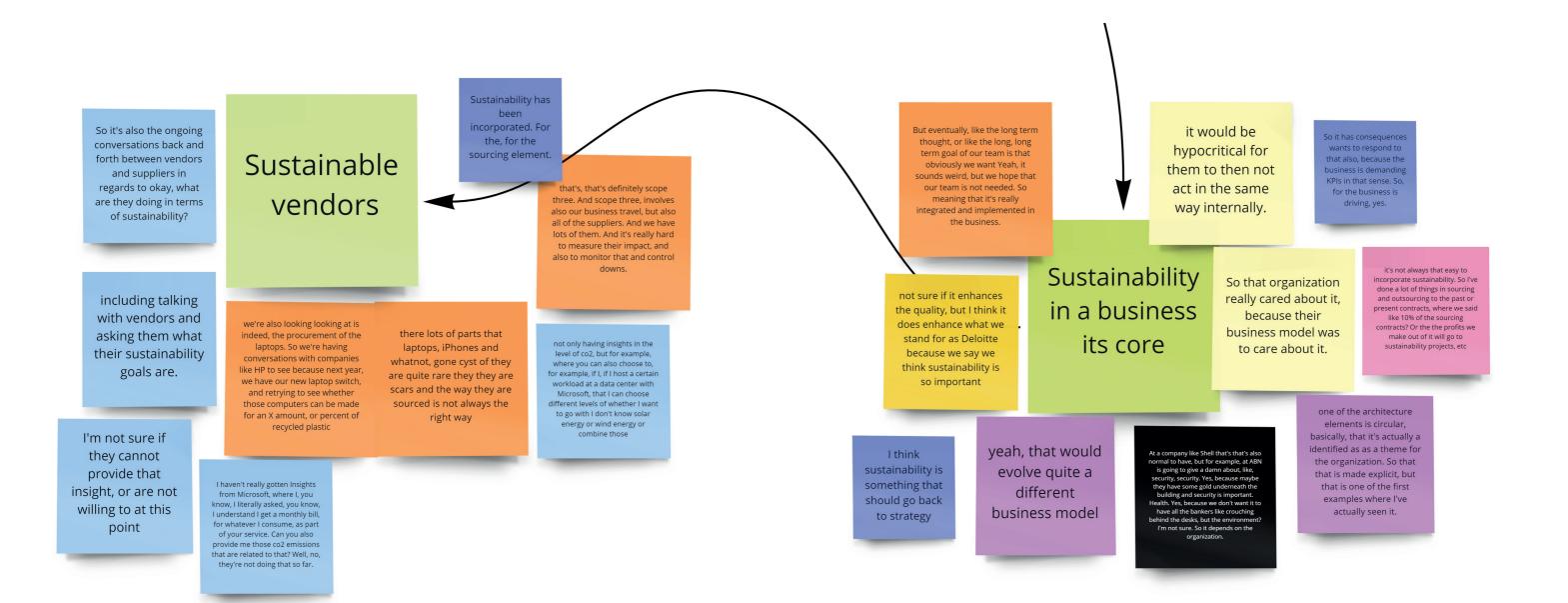
needs to be evaluated

I think sustainability or green IT, is a requirement and that requirement to fulfill that requirement takes

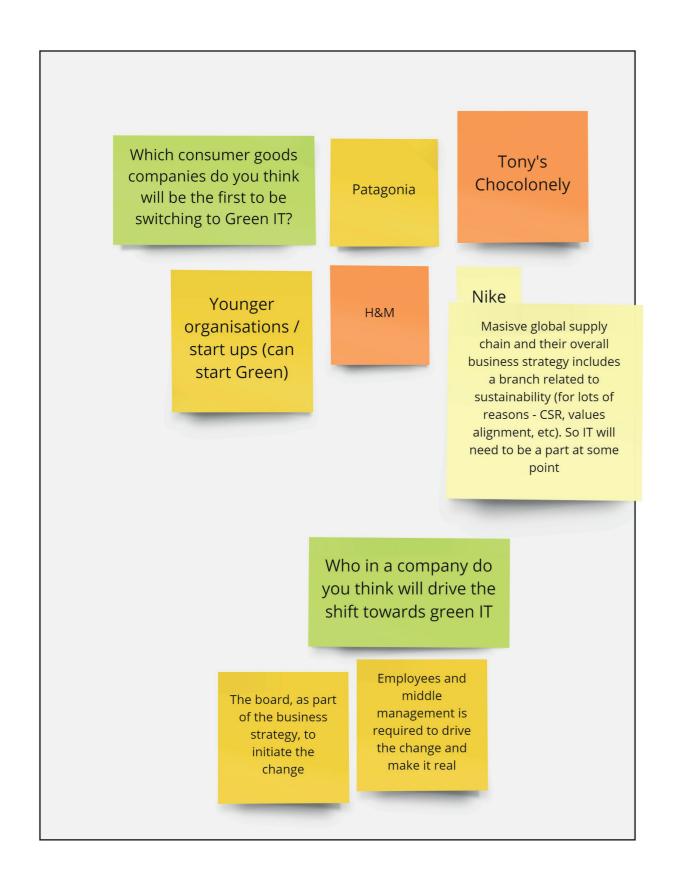
Depending on what you want to report,
I've not seen
anything that they don't have at least some level of greenwashing.

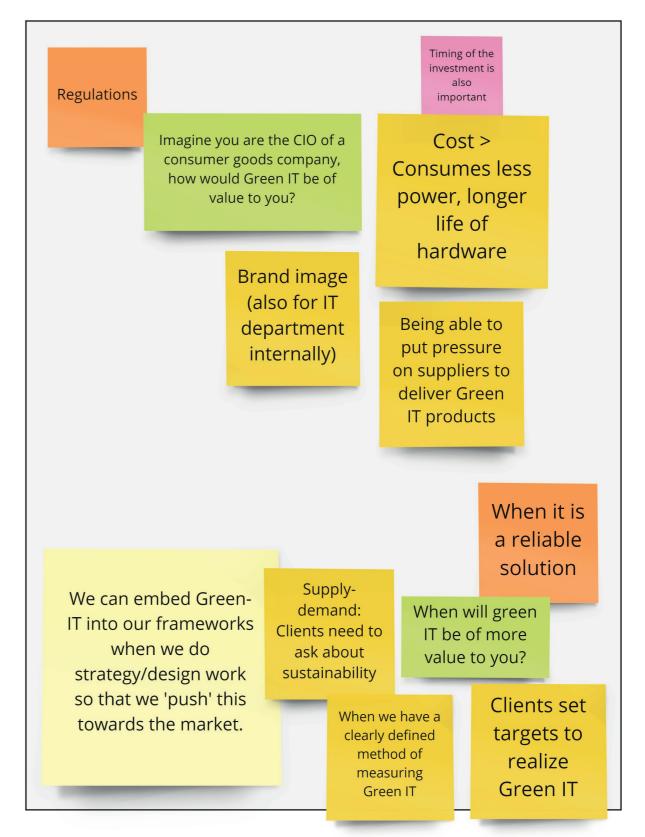
So I would say it's a big topic, but we're not there yet.

decreasing the the carbon emissions as much as possible. Providing the insights that you're actually doing, again, which is kind of the kind of an issue right now



APPENDIX E: Co-cration session





APPENDIX F: Capability model

Strategy & Portfolio		Product & Platform Delivery			Service Orchestration	Analytics & Insights
	Product Manag	gement & Design	Engineering & Operations			
Business – Technology Strategy	Product Lifecycle & Roadmap Mgmt	Service & Experience Design	Solution Architecture & Design	Release Management	Service Support Management	Business Insights
Business Engagement	Product Outcome Mgmt & Reporting	User Interaction & Visual Design	Development & Configuration	Platform Operations & Optimisation	Monitoring	Reporting, Analytics & Cognitive
Portfolio & Investment Management	Product Adoption & Communication	Responsible Design	Quality Assurance & Testing	Platform Service Resolution	Service Lifecycle Management	Data Management & Engineering
Enterprise Architecture			Pipeline & Environments Mgmt		Service Performance Management	Data Architecture & Governance
Innovation Management		Delivery M	anagement		Asset & Configuration Management	Emission Measurement
Sustainability Strategy	Sustainability Compliance Mgmt	Pro	tect		Supplier Ecosystem Management	
	Cyber Strategy & Governance	Security Operations	Identity & Access Management	Compliance & Regulation <u>Mgmt</u>	Sustainable Sourcing Strategy	
	Data Protection & Privacy	Cyber & Technology Resilience	Application & Platform Security	Risk Management		
Business of Technology Manageme	Sustainability Engagement Management	Financial Management	Talent Management	Learning & Development	Knowledge Management	Communications & Executive Reporting

APPENDIX G: Validation workshop

Sustainability Strategy: Assesses the current sustainability strategy and proactively enables the organization to become a more responsible business, focusing on enabling sustainable growth and creating healthy communities and the environment.

Emission Measurement: Assesses the current state in which the company is able to do emission measurement, while looking at data input, data generation, and used software.

Sustainable Compliance management: Assesses the current level of how the companies (IT) carbon emissions are reported.

Sustainability Engagement Management: Assesses the current state of the level of engagement employees show in transition to sustainable IT, including looking at the future engagement strategy.

Sustainable Sourcing strategy: Assess the current level of sustainable vendor selection when selecting parties involved in the delivery of products and services. Note*: There is some overlap in the capabilities within the domain of Service orchestration. However, the choice is made to still include this as a capability instead of a sub-capability, because it is important to give extra attention so that it will not be overlooked.

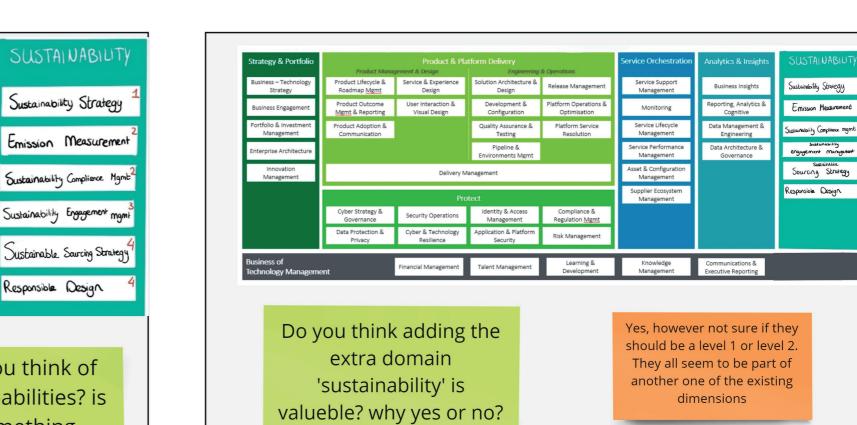
Responsible design: Assesses if the company takes the pollution of the development of a product or platform into account in the design and development stages.

Sustainability Strategy: is this something we as TSOM have the knowledge to advise on? And if notis this something to be added to 'our' model or elsewhere in the company? (EN)

What do you think of the new capabilities? is there something missing/unclear

Nice set of capabilities :)

Perhaps adding
"IT" or "Tech"
helps clarify this is
not a business led
capability, but
meant for IT



Yes. This allows the client to address sustainability as a whole rather than touching on sustainability within each separate domain which may be too complex (Yes, it provides focus to the topic. If al categories are distributes across the model, they are put out of scope more easiliy. Putting an entire topic out of scope is a bigger step Having it as a separate block might be an "easy" way out for the client to say "we don't have that so let's not include

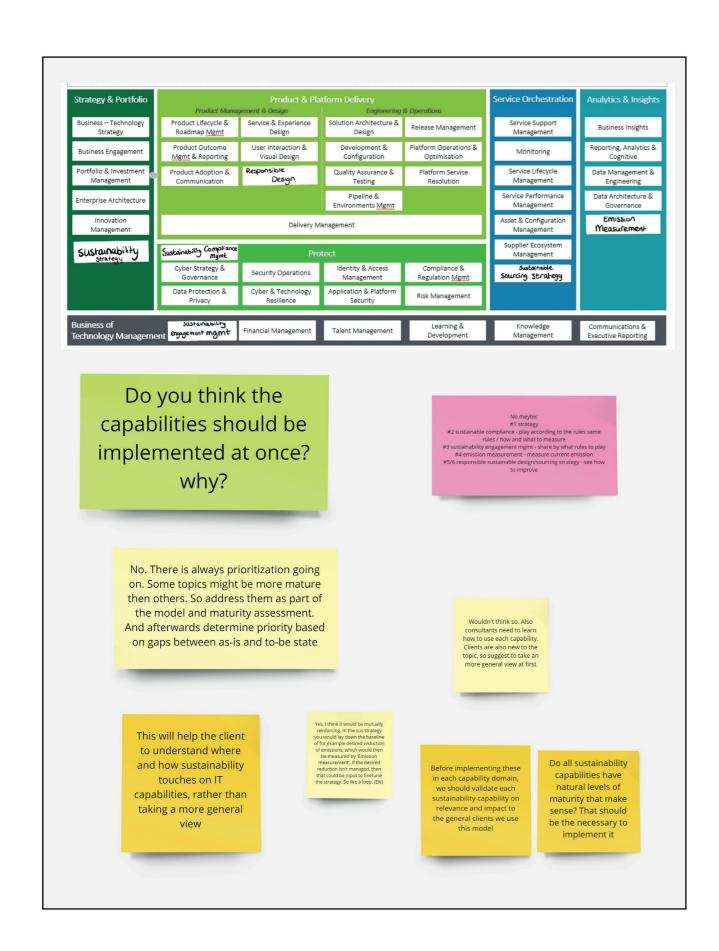
Yes,
It forces you to think about
sustainability, however it can also
be included in other capabilities.

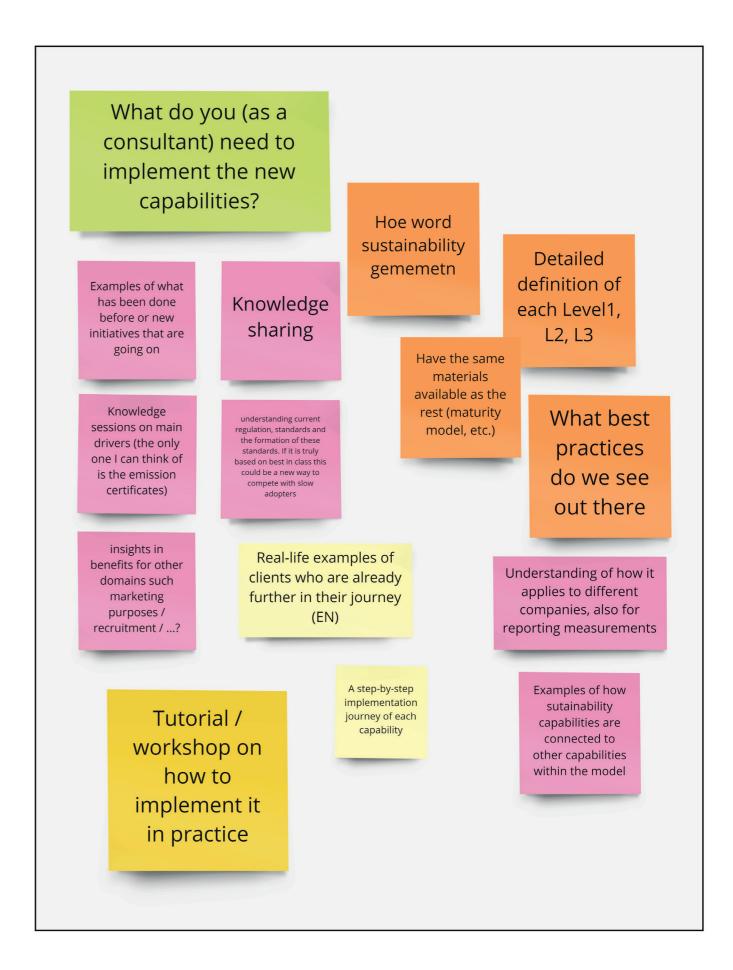
Yes. In the near future it should become embedded in everything, but for now it still requires specific focus. However, for it to be especially valuable, it should be specifically tailored to IT and Tech. It starts with a common understanding of what all capabilities specifically mean. If we start a conversation on Green IT, we should have some answers too:) (EN)

An idea would be as well to 'team up' the sustainability capabilities with 'normal capabilities'. This helps our clients to translate where they could potentially start with making their IT more green. It is one step to say we want to do certain sustainability capabilities, but another step to imagine HOW and WHERE to apply.

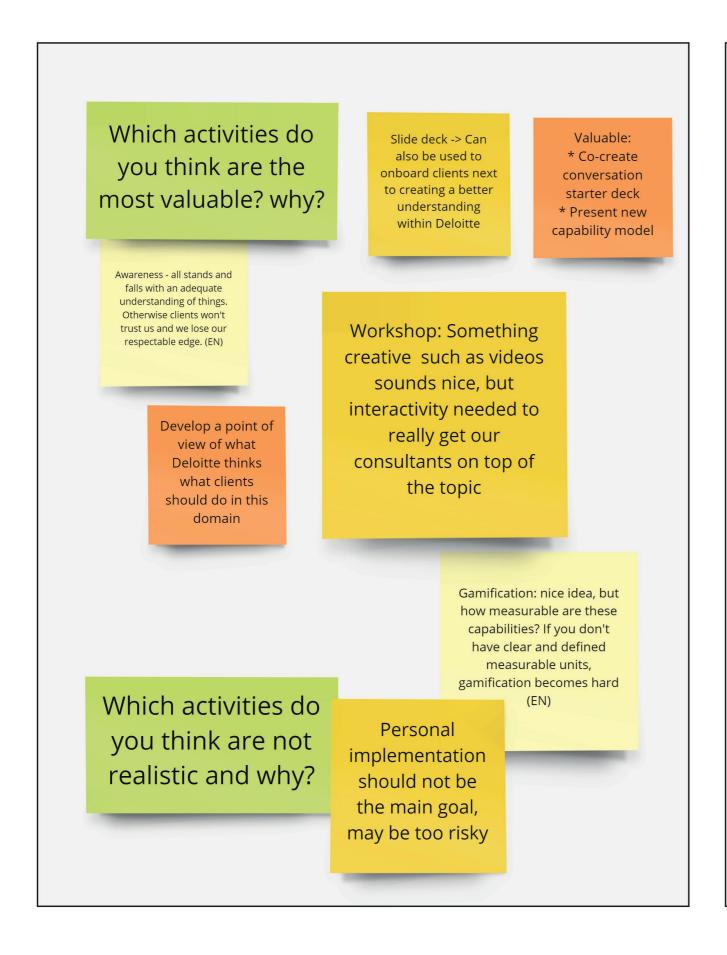
(EN)

APPENDIX G: Validation workshop





APPENDIX G



Which activities should be added?

Before a workshop: do an e-learning! If you bring across information both verbally and written - chances are more likely that the information actually is internalised

Involve clients in the awareness phase already? We need to take them along! (EN)

> # employees attended workshop # employees done e-learning Qualitative interviews, first before start of trejectory and a second time after the desire phase. And cross compare.

Which KPI's can be added to every step of the AIDA model?

Rate experience and applicability using survey afterwards

Score qualitative statements - do