

GET GREENER WITH GETRONICS

Getronics

a KPN company

A VERY GREEN WELCOME

BY MAKING GREEN ICT AN INTEGRAL PART OF ITS OWN CORPORATE SOCIAL RESPONSIBILITY PROGRAM, KPN AND GETRONICS HAVE ACHIEVED NUMEROUS NOTABLE AND QUANTIFIABLE RETURNS:

- KPN has achieved the externally assured GRI level A+ status for the sustainability report - the highest achievable rating
- In 2009, 56% of KPN energy use was already renewable. As part of a Climate Neutral 2020 strategy, the target for 2011 is 100%.
- Financial institutions working on the industry-wide Carbon Disclosure Project rated KPN as the top telecommunications company for transparency in CO2 emissions.
- Getronics has slashed CO2 emissions by 280,000 tonnes through the internal roll-out of the New Way of Working (10,000 empowered seats and on target for replacement of 8,000 meetings with video-conferencing in 2010)
- Admitted in Dow Jones Sustainability Index 2010/2011

Getronics contributes directly to helping KPN achieve outstanding green performance, and is helping its clients do exactly the same thing.

In every client engagement, Getronics raises the question of how to minimize environmental impact. This means that our clients frequently find themselves with improved environmental and CSR results as a collateral benefit of choosing Getronics as an ICT service partner.

This white paper shows why an ICT service partnership with Getronics leads to tangible advances in greening ICT and in promoting green behavior through the use of communication and collaboration tools.

Getronics helps senior ICT decision-makers take their place in determining CSR policy. We want to share our experience with both ICT and CSR and facilities teams - helping them lead their own organizations towards a greener and more productive future. If you are interested in achieving results comparable with our own - and in getting more from your ICT resources in the process - contact us now.

Coen Olde Olthof,
Vice President - Marketing, Alliances, Portfolio & Strategy,
Getronics

GREEN ICT: AN INTEGRATED APPROACH NOT AN AFTERTHOUGHT

CORPORATE SOCIAL RESPONSIBILITY IS NOW HIGH-PROFILE FOR ALL PUBLIC AND PRIVATE SECTOR ORGANIZATIONS. IN PURSUIT OF CREDIBLE CSR POSITIONING, ORGANIZATIONS MUST AVOID FLUFFY AND UNSUBSTANTIATED MESSAGING. THEY MUST BE ABLE TO POINT DIRECTLY TO ACTION AND TO QUANTIFIABLE RESULTS, AS GETRONICS HAS DONE. THIS IS ESPECIALLY TRUE FOR ENERGY CONSUMPTION, WHERE CARBON TRADING AND THE FORMAL MEASUREMENT OF THE ENTERPRISE CARBON FOOTPRINT IS NOW HARD REALITY.

ICT practice is central to CSR, and the ability to establish and sustain green ICT policy has become part of the professional mandate for all senior decision-makers concerned with ICT strategy, sourcing and use.

By minimizing the environmental impact of our own enterprise ICT use, we not only contribute to common global goals - we also add quantifiable business value: we help reduce energy costs, and also provide concrete evidence to our stakeholders that CSR is about more than the statement of good intentions. The focus on concrete results is particularly important for ICT decision-makers. In Forrester's 2010 survey (Market Update: The State Of Green IT Adoption, Q2 2010), reducing IT energy costs remained one of the key driver for green initiatives. In this paper, Getronics outlines its vision for sustainable and responsible ICT use. It examines the issues from a broad perspective, showing from its own experience that the environmental impact of ICT can only be minimized if we look beyond the technology itself and ask how business culture needs to change.

The analysis and methods Getronics has established as a result of its own green ICT strategy are there to be shared. The company has no "green" offer, but regards environmental responsibility as being embedded in all aspects of its business. As an ICT services company, Getronics is naturally focused on green ICT use, but our horizon is wider. Our own position has been developed in close collaboration with the KPN Group, of which we are a part, and as such, takes into full consideration the widest social and economic impact of changes in digital communication.

This paper explains why and how we have created our own integrated approach to greening ICT, and will hopefully inspire like-minded professionals in their pursuit of sustainable ICT strategy. Our sustainability report (www.getronics.com/csr)

speaks for itself. Every company can achieve similar results if they are prepared to examine the impact of their own ICT use and the potential of ICT to drive green behavior.

GREEN ICT: WHAT YOU USE AND WHAT YOU USE IT FOR

When considering how best to set strategy for the most sustainable use of ICT, it is important that the big picture is clearly understood. In terms of what is affected, we can break the subject down into two broad categories:

- The ICT itself - in addition to the pure technology choices, this must also take into account sourcing and operating models. As far as possible, we need to be able to look back across the technology supply chain, and forwards to eventual disposal and re-use.
- ICT in use - beyond the technology, we need to understand how the way in which we use ICT in the enterprise affects the environmental impact of our working behavior, and indeed the behavior of our clients and partners. To what extent, for example, can media-rich digital communication reduce the amount employees need to travel?

For Getronics, these two categories are closely connected: the way in which people work is, after all, strongly influenced by the tools we make available to them. If, for example, highly-centralized storage models supporting remote access to applications and data are established, this can not only lead to rationalized data-centre power consumption - but can also help reduce location-dependence amongst users with corresponding opportunities for travel-reduction. Most of Getronics' 14,000 employees, for example, are officially location-independent.

PUTTING GREEN ICT ON THE CORPORATE CSR AGENDA

Getronics puts integrated thinking top of the agenda in determining its green ICT strategy. Everything is interconnected, and making green ICT decisions in isolation is of little value.

Decisions made in order to consciously advance the reduction of environmental ICT impact must also be made in the context of what the business is trying to achieve, and how it operates: no matter how highly a business places CSR on the agenda, cost-effectiveness and profitability remain the overarching influences, and these must be accommodated within green strategy.

Using the two broad categories outlined above as points of focus, the first step in defining the green ICT strategy is to bring together the relevant skills and viewpoints. In Getronics' experience, sponsorship at the highest level, generally within the wider context of CSR, is essential. As the initiative develops, the working group will use both top-down and bottom-up approaches, but at the start, firm commitment at the most senior level is essential.

If CSR is already well-positioned in board-level thinking, then dovetailing green ICT strategy into the mix is a natural development. KPN was entirely open to Getronics' desire to formally integrate green ICT strategy into the overall CSR culture. With a publicly stated Group commitment, for example, to be climate neutral by 2020, the specific value of Getronics' green ICT proposals for the Group could be considered in terms of their contribution to that overall objective.

In cases where board-level positioning on CSR is less well-developed, it becomes even more important to make the business case for the formal adoption of a green ICT strategy. At Getronics, we are maximizing the impact of green ICT strategy by coupling board-sponsorship with a cross-disciplinary working group. A green ICT strike force will typically require representation from:

- The CIO Office - people who know the enterprise ICT profile intimately
- Purchasing and facilities management - those who are responsible for the cost-effectiveness and allocation of physical resources
- The business lines - people who know the culture and behavior of employees, partners and customers within the different business specialties of the enterprise

Once the team and the relevant executive buy-in is in place, it is time to review the environmental status quo, to sketch out bold objectives, and to design and communicate a shared framework for executable green strategy decisions.

Clearly, it is essential that deep expertise in ICT and in current ICT developments is exploited to practical advantage in the CSR program. Recent advances, for example in virtualization and cloud-based service delivery can make a fundamental impact of the green profile of an organization, but to take advantage of such developments, an organization must be able to manage the associated transition and integration issues.

EXTEND PARTICIPATION FOR GREEN SUCCESS

Specialist decisions are made across the enterprise every day in support of overall strategy. Unless green ICT strategy becomes a part of that extended decision-making process, it will fail. Wherever decisions are made (and on whatever subject) green considerations must become part of the argument - and this extends directly to green ICT.

Rather than being a body apart, the green ICT strategists' success will depend on:

- Their ability to establish profile in all decision-making bodies
- Their ability to articulate a clear proposition to the non-specialist
- Their ability to propose practical support mechanisms to aid decision-making and follow-through

Those who have been traditionally involved in determining ICT strategy will naturally be the most heavily involved, but it is important to understand that to achieve success, ownership must be shared across the wider business community.

'RATHER THAN BUILDING A STANDALONE OR DEDICATED ENVIRONMENTAL CONSULTING PRACTICE, GETRONICS IS EMBEDDING SUSTAINABILITY DIMENSIONS AND PERFORMANCE INDICATORS IN TO TWO OF ITS CORE IT SOLUTIONS AND CONSULTING PRACTICES: FLEXIBLE WORKSPACE MANAGEMENT AND DATACENTERS.

The firm has strong internal experience in bringing IT, HR, and facilities together to make teleworking happen. In IT infrastructure, it emphasizes sourcing renewable power, innovative cooling technologies, and helping customers implement green procurement criteria.

Uniquely among the outsourcing providers that we have studied, Getronics makes a strong case for the green benefits of data center outsourcing, arguing that customers rarely have the scale to operate green data centers with alternative energy sources and highly virtualized and consolidated server/storage/network gear.'

Forrester Research
July 2009

STARTER QUESTIONS: THE GREEN ICT ACCELERATOR

Returning to the two basic categories of the ICT itself and the way people use ICT helps frame some key questions with which to begin green ICT discussion. The following table provides some useful starter questions.

THEME	FOCUS	STARTER QUESTIONS
The ICT Itself	Current investment	Whether centralized or decentralized, are you able to audit all ICT investment?
		What are the key milestones of your ICT strategy and/or roadmap, and have these been considered in terms of environmental best practice?
		Are you able to estimate the carbon footprint/energy efficiency of your total ICT use?
		If yes, how does it compare with the benchmark?
	Sourcing models	Are the green credentials of your supply chain clear?
		Does your sourcing model span the entire product life-cycle, including responsible disposal?
	Future operations	Do you anticipate an increase in the use of virtual delivery, either outsourced or cloud-based?
		How will this impact your environmental position?
		Will regulatory or compliance issues impact your green obligations?
Usage and demand	Employee behavior	Are your employees already thinking “green”?
		To what extent are they location-independent?
		Is “digital collaboration” a big part of their working lives?
	Client behavior	How do your clients do business with you?
		How will this change over the next five years?

By beginning discussion with the different communities within your enterprise you start people thinking about the green ICT agenda in terms of personal ownership and action. Individual actions will begin to fall into a larger pattern of responsibility, and their cumulative effect rapidly begins to make a measurable difference.

Small improvements not only change perception, they also drive out cost and waste. Print management is a classic example. If every printer in a business is set to “single sided” and “best quality” by default, most of them will stay that way - people tend not to change default settings. If, on the other hand, printers are installed from day one to print “double sided” and “draft”, then paper, toner and power are minimized from day one. Knowing that a typical user prints 8000 pages a year, this can make a difference. (In this example, savings may be minimal, but when so many businesses operate on wafer thin margins, small cumulative cost reductions should not be ignored.)

GETRONICS: LEADING BY EXAMPLE

In determining its own green ICT strategy, Getronics appreciated from the start that its clients were likely to ask two highly pertinent questions:

- What have you done to green ICT for yourselves?
- What can you do to help us green ICT?

As an ICT services company, Getronics must be able to demonstrate best practice in all those skill sets it proposes to its customers, and greening ICT is no exception.

The table on the next page shows how the best practice developed within our own company is translated into capabilities which can be offered to our clients. Note how the table is divided vertically into activities in which ICT can be used directly to encourage green behavior, on the one hand, and practices which minimize the environmental impact of ICT on the other.

There is a direct correlation between the expertise we apply to our own operations, and that which we offer as a service to our clients. The table also shows how Getronics has chosen not to develop a “green ICT” capability in isolation, but rather, seeks to embed environmental best-practice into all core activity. Our Green ICT Plan is the only exception. It acts as a spring-board to a fully integrated green strategy for our clients.

In this way, Getronics ensures that it plays by its own rules, keeping green ICT a central theme in all offer development.

Clients benefit from Getronics’ approach which uses our own operations as a test-bed for client-facing green initiatives.

Three benefits in particular stand out.

- Getronics minimizes risk - because every green proposal made by Getronics can be seen in action, client risk is minimized. This includes not only the risk that green objectives will be set at artificial levels, but also the risk that green strategy will become either a financial burden to the organization, or that it will compromise business productivity and performance.
- Getronics achieves critical supply chain mass - as an international ICT services company and a member of one of Europe’s leading communications groups, Getronics man-

ages aggregated business volumes across the supply chain which far exceed those of its clients. This gives Getronics the scale and relationships needed to influence green strategy across the supply chain. When for example, an enterprise client is refitting the workspace, Dell would traditionally supply every item in its own packaging.

Getronics has changed this. If, for example, 200 thin clients are being shipped, these can safely be bundled in twenties, eliminating unnecessary surplus packaging.

- Getronics delivers economies of investment scale - because ICT service is Getronics’ core business, it invests in greening ICT on a scale beyond the reach of most of its clients. It is a virtuous circle.

The benefits of this investment then become part of the client proposition, and green values are thus propagated. This applies to developments in method and process, such as those relating to the remote systems management needed to tune power consumption. It extends into the process of workspace management, facilitating more dynamic contractual engagement between employer and employee. And it is, perhaps, most keenly seen in Getronics’ investment in green datacentres, as described below.

	ICT AS A CATALYST FOR GREEN BEHAVIOR	GREENING ICT TO MINIMIZE ENVIRONMENTAL IMPACT
Client-facing activity	<ul style="list-style-type: none"> • ICT Sustainability & Maturity Assessment • Workspace Optimization • Workspace Online • PBX & Unified Communications • Managed Printing • Service Desk • Deskside Support 	<ul style="list-style-type: none"> • Infrastructure Optimization • Server, Storage and converged Solutions • Housing • Hosting • (Outsourced) datacentre services • Monitoring Data Center Facilities
Internal Getronics initiatives	<ul style="list-style-type: none"> • Mobile Office with flexible employment contracts • Video-conferencing replaces travel to meetings • “Paperless unless” offices • Portals, content management and collaboration tools • Green procurement policies • Environmental management solutions 	<ul style="list-style-type: none"> • Virtualization and consolidated storage • Extended device life-cycles • Turn it off! - power saving by design with Intel and other technologies • Datacentre optimization • Power measurement • Energy consumption baseline targets set • CO2 emission baseline targets set • Responsible recycling policies



GREENING THE DATA CENTRE

The datacentre deserves a special mention. With the rise of virtualization, of housing and hosting, and with the emergence of new cloud delivery models, the datacentre becomes the hub of business ICT operations. This is true whether the datacentre is company owned or whether the company uses services provided by a third party: in both cases, the service user is ultimately held responsible for the environmental impact of the service used.

Getronics has implemented a comprehensive green strategy across its own datacentres, setting clear targets and carefully monitoring results. Kyoto Cooling systems are a good example. These systems use innovative aluminum “heat wheels” to keep datacentre temperature constant with the minimum outlay of energy. Since installing the systems, Getronics has reduced datacentre energy use by 5 million kWh annually, equivalent to €0.5 million.

Datacentre greening is further enhanced by advanced balancing of storage and processing loads, within the limits of resource-sharing agreed with individual clients.

Just as Getronics has adopted these approaches within its own datacentres, so it can provide the necessary expertise to those organizations seeking to minimize the environmental impact and cost of running their own datacentres.

Throughout this paper Getronics has stressed the importance of seeing the greening of ICT as an integrated part of overall ICT and business strategy. This is well exemplified in the recent experience of government ministry and public sector transport clients. By outsourcing to Getronics’ green data centers, and engaging with us to supply workspace technology and manage disposals, these clients have achieved clear and quantifiable green benefits.

They have also set a strong example to other government departments, showing how environmental issues are key to ICT decision-making. The ministry, for example, reduced annual energy consumption by over 100,000 Kwh, with significant associated cost savings.

Note how the green benefit is also associated with very clear business benefits, including simplified resource management and far greater flexibility.

EMBED GREEN ICT - DON'T BOLT IT ON

At the start of this paper, we stated the importance of adopting an integrated stance with greening ICT. We noted the importance of involving a broad cross-section of the business and of securing support at the highest level. We have outlined the process by which Getronics feeds the development of green

thinking through internal application, and then through applying this experience to its external proposition.

Before considering how Getronics can help organizations develop their own integrated strategy to greening ICT, it is worth looking briefly at the way in which Getronics and the KPN Group have themselves worked to embed green thinking, and green ICT fully in their business strategies.

The KPN Group combines a clearly defined CSR and environmental position with identifiable and measurable goals. In this way, all stakeholders gain both a straightforward and transparent view of the company position, and a means of understanding the extent to which it is meeting its goals.

This has a practical impact on the character and the ethos of the company. Consider the focus Getronics place on the New Way of Work. Digital communication and collaboration are able to liberate employees from a specific desk in a specific office. By consciously embracing and developing this approach, technical capability is mirrored by employment agreements and performance management. By empowering employees to set their own working rhythms, the company reduces travel, reduces fuel consumption and congestion at peak hours, and increases collaborative working culture.

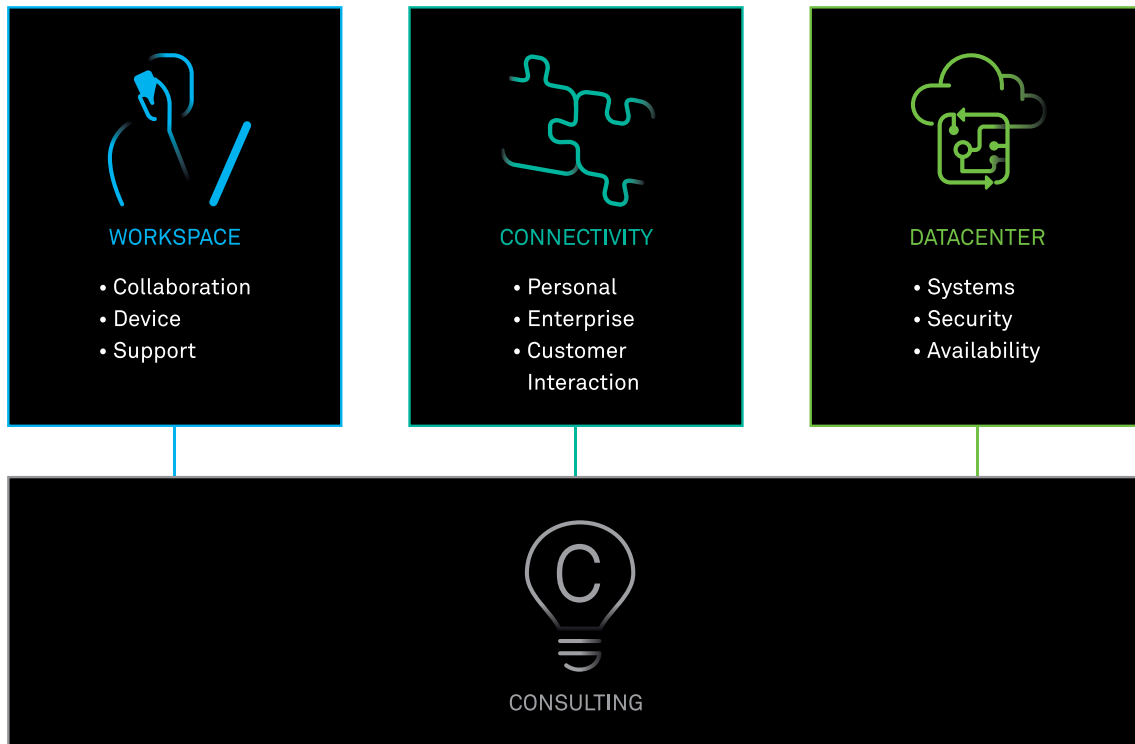
This is good for the environment, good for the company, and good for the individual - 20 minutes spent taking the children to the nursery on a bicycle is better (and more productive) than 1 hour sitting in a traffic jam. It is good for HR and recruitment too, making Getronics a more attractive employer than less forward-thinking competitors. Purely in terms of hours gained with green behavior and tele-working, Getronics calculates an average of eight hours liberated per employee per week.

Examples of embedded green thinking are found right across the company:

- Changing work patterns impact real-estate, resulting in more flexible facilities, lower costs and fewer CO2 emissions.
- Mergers and Acquisitions are given a green slant - by purchasing video-conferencing specialist Talk and Vision, for example, KPN anticipate business growth resulting from a more environmentally aware business stance amongst its customers.
- The design and aggregation of datacentres discussed above makes a major contribution.
- The purchasing muscle of the group is also impacted by green thinking - 20% of all energy purchased, for example, specifies that it must be wind-generated.

This list goes on. For Getronics itself, the ability to embed green thinking in its own business development, has become inseparably aligned with the offer itself.

In each of these specialties, business development and green ICT strategy feed each other continuously, as indicated in the quadrant discussed previously:



- **Workspace** - designing for the New Way of Work: dynamic work-styles and high-degrees of collaboration and mobility combine with intelligent design for minimized environmental impact. Changes to the workspace embrace culture, facilities and culture.
- **Connectivity** - bringing the combined communications and networking experience of KPN and Getronics together in a manner that delivers the bandwidth and performance needed for a connected culture while stripping away power-hungry network devices in favor of rationalized communication models.
- **Data Center** - creating completely reliable, highly scalable business hubs with ongoing sustainability improvement built-in. Green advances are both measurable and demonstrable, showing both the reduction in CO2 emissions and in the percentage shift to renewables.
- **Consulting Services** - ensuring that practical green thinking is always part of the business discussion

GETRONICS SHOWS THE GREEN PATH

In business, we have all grown used to talking “partnership” rather than the more mundane “supplier”. When determining green ICT strategy, however, partnership is justified. Here’s why. The trend towards centralization, shared service models, cloud-based delivery and overall to ICT service outsourcing is close to the core of green ICT.

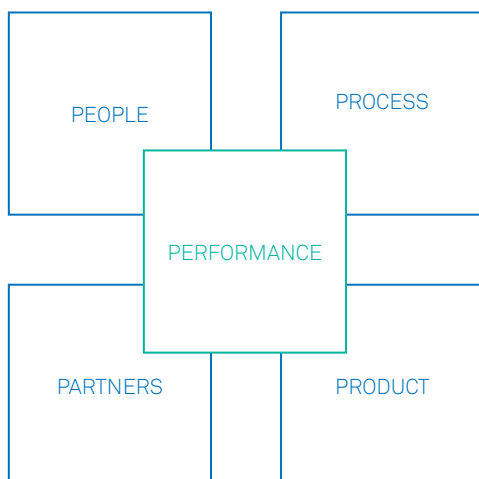
By rationalizing the way in which it delivers content and collaboration services to its employees and clients, the enterprise inevitably comes to address the question of energy efficiency and CO2 emission. For this reason, in terms of the most basic notions of partnership, by choosing an external service provider, the enterprise chooses to share environmental responsibility and reward: choosing a third party does not absolve the enterprise of that responsibility.

This shared responsibility does, however, go way beyond the datacentre. Again, returning to the idea of green ICT as an integral part of all enterprise behavior, we can look at the workspace. The shift from power and material-hungry desktops to thin client technologies will cut out a tranche from day-to-day power consumption, and eventually from the ensuing recycling obligations. But that is just the start.

When Getronics consultants engage on any project, they will seek to raise green ICT strategy from the broadest perspective. In that way, the workspace is not about the choice of device - it is about how people actually want to work; about how to create an environment in which digital collaboration increases productivity; about how environmental considerations extend beyond the choice of technology and into core thinking on behavior and life/work-style.

There is nothing academic about this approach. It is based on Getronics’ own experience and achievements, and allows organizations to draw up an ICT roadmap in which:

- Green ICT strategy is embedded in ICT and business strategy
- Practical projects with clearly defined business and green objectives are identified



To achieve this combination of breadth of vision coupled with practical focus, Getronics recommends its 5P model, which is summarized in the following diagram.

Note how all analysis of people, process, product/technology and partner is directed towards performance and measurable output. Just as the KPN Getronics green ICT strategy is monitored in terms of quantifiable results, so we expect our clients to be able to do the same.

Your green ICT strategy will, to some extent be determined by your current position. Strategy is a means of getting where you want to go, but the start point must be understood for it to be viable. For this reason, an engagement with Getronics will both open the horizon for future positioning and also audit the current environmental impact of ICT within your business. (Again, green ICT strategy and ICT strategy cannot be separated. In an organization, for example, where overall ICT maturity is less advanced and less consistently managed, applying green ICT policy will be that much more challenging.

SIGNING OFF

Greening ICT is an exciting and far-reaching subject. Thinking purely in terms of technology and service delivery choices, organizations can achieve massive reductions in both the cost and environmental impact of how they use ICT.

The real excitement, however, starts when we look beyond the technology and ask:

- How can ICT contribute to new and more environmentally responsible ways of doing business?
- How can we turn stakeholder interest and regulatory obligations in green ICT to business advantage?

Something as simple as switching to fully IP-based communications across your contact centre operations can, for example, significantly reduce hardware volumes and energy consumption. This shift to an IP contact centre can also allow you to radically change the current model for the better. Agents working on performance-based contracts can work from home or other remote locations, for example, at times which fit their own lifestyle choices. This both reduces your organization’s facilities overhead and contributes to a more motivated and rewarding work-style. It is a green move. But the business benefits really begin to accrue when you take advantage of the integrated content and communication platform to offer new services in new ways.

CONTACT

Talk to Getronics about how our journey can help you on yours. To open the green ICT discussion with Getronics, contact us at vision@getronics.com.

