



SOLID WASTE AGENCY OF GOTHAM

# JUST TRASH IT

Digital Transformation Pitch

[www.swag.com](http://www.swag.com)

# I Introduction

**"Just keep moving forward."**

Solid Waste Agency of Gotham is an Agency with the objectif to reduce the amount of waste produced by consumers and businesses. All of our services are made with recycled materials, and we donate a portion of our profits to environmental charities.



## I Problem

- 1 - Citizens find Gotham dirty and messy**
- 2 - The current process is unclear and the organization is below standards**
- 3 - We cannot immediately absorb the work spike after police/Batman operations**



## I Solution

1. Time manager, a time managing application
2. Vehicles are equipped with gps tracking devices
3. Employees equipment is renewed to gain efficiency and productivity
4. Drones
5. Intelligent Trash cans
6. Report it : Application for public for the alerts
7. Monthly reports

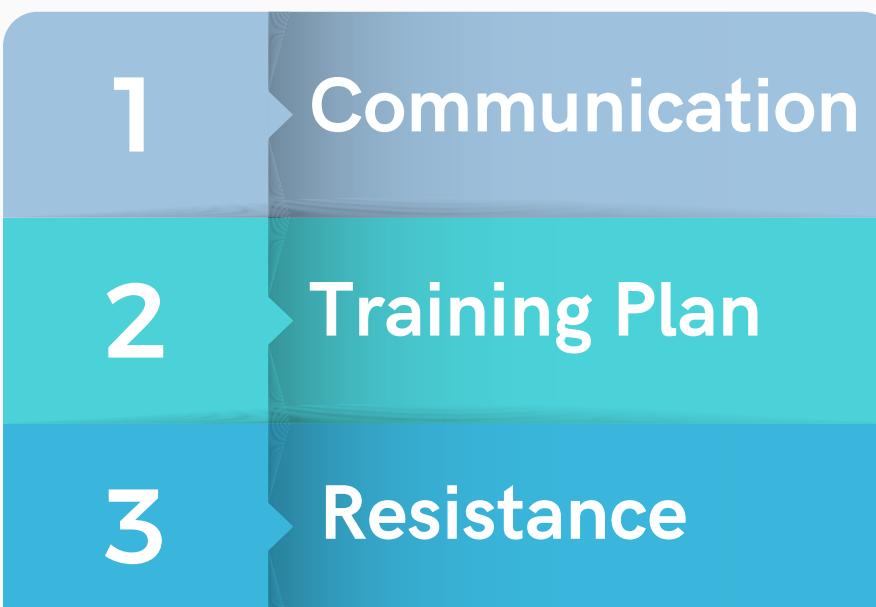


# Summary

## 1. Before Change



## 2. During Change



## 2. After Change



# Phase 1

Preparing approach

# | Before change

- Need
  - Acknowledge the need for change
- Identify
  - Stakeholders: analysis, grid, map...
- Design
  - Strategy plan
  - ISC stages
- Coach
  - Coaching plan
    - Sponsors for changes
    - Role of management



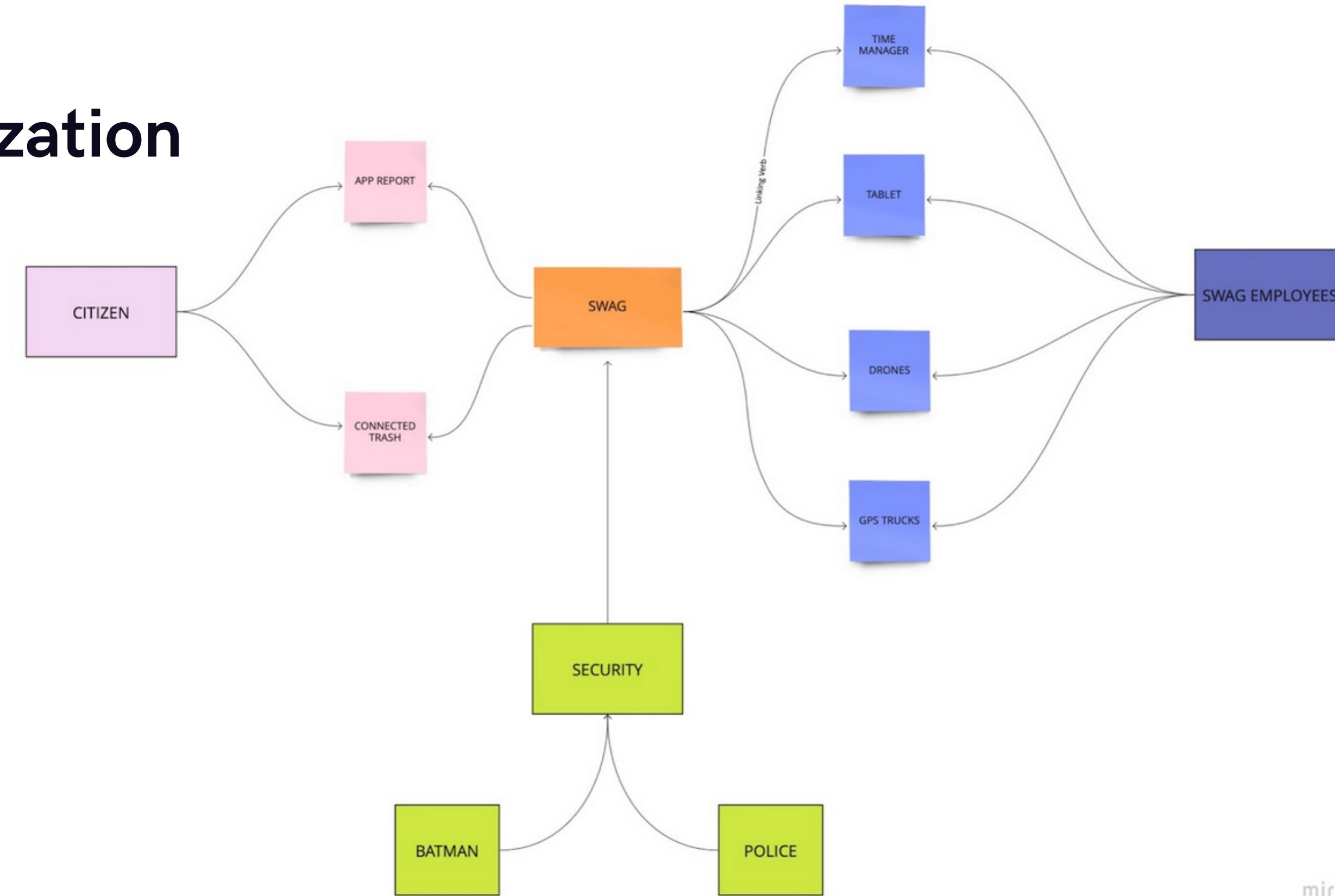
# I Need

- Make communication more effective between the field and headquarters teams
- Prepare the fields so that changes can be implemented smoothly
- Integrate and work with employees so that they feel concerned by the need for change
- Help the stakeholders with the changes in action
- Accompany change resistance once the changes are in place.
- Collect more data in the city, so we can react in real time
- Make better decisions and effect change through data collection

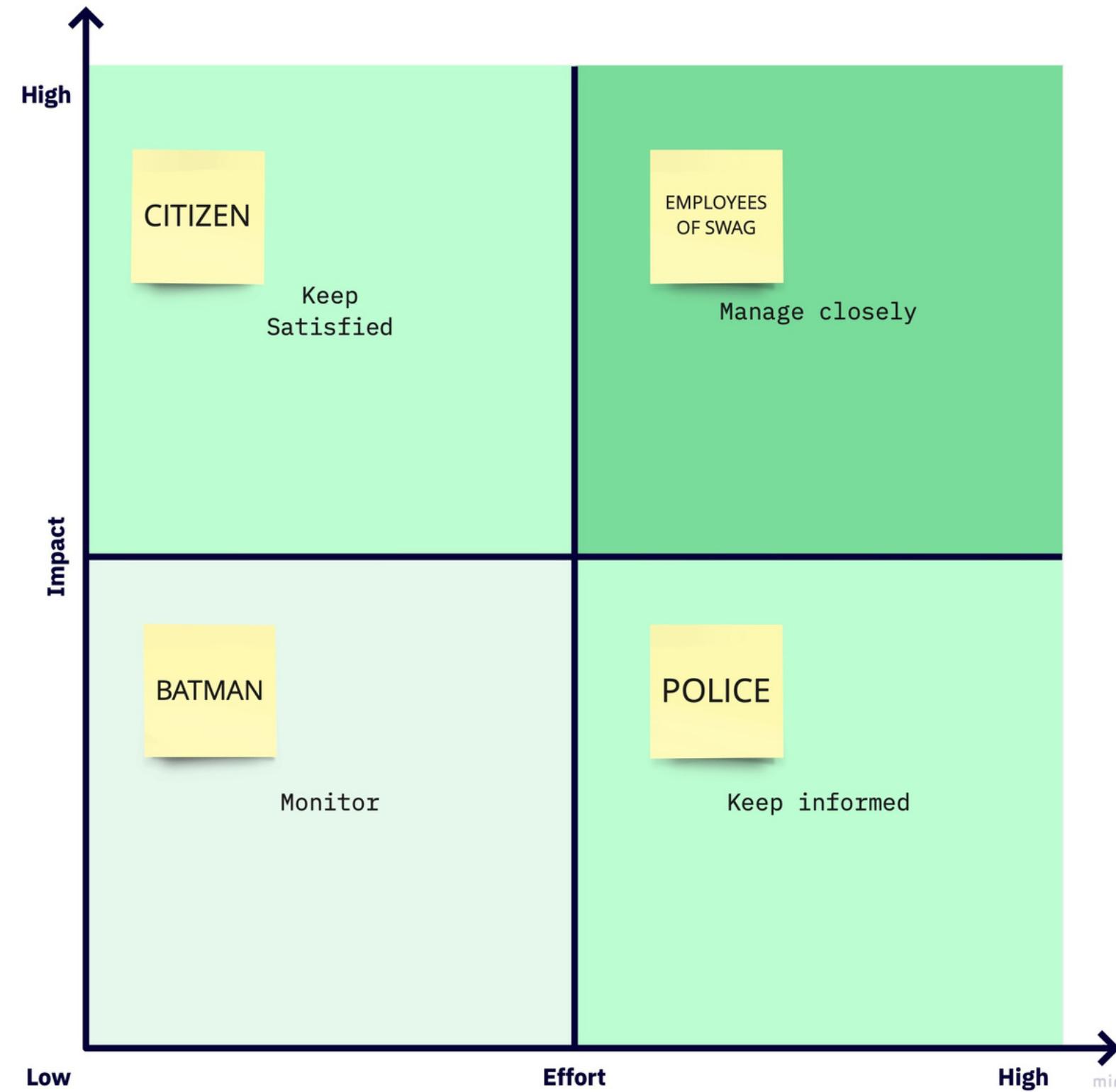
# SWOT Analysis of Our Product



# | Categorization



# Prioritization



# | Design : PROSCI

## | Prepare Approach

### 1. Define Success : What are we trying to achieve?

- Make the city clean again
- Improve collecting garbages efficiently
- Manage garage for recycling
- Optimize work time
- Facilitate work conditions
- Manage productivity



## **2. Define Impact : Who has to do their jobs differently and how?**

- SWAG team by using new equipments and methods
- Citizens who need to learn and adopt to new routine and have access to the application
- Gotham city hall to manage the new system

## **3. Define Approach : What will it take to achieve success?**

- Communication : inform the stakeholders of the transformation
- Convince people why the change is needed and how it is useful
- Train person that are engaged (SWAG employees, police and citizens)

# ■ Manage Change

## 1. Plan and Act : What will we do to prepare, equip and support people?

- By showing people why the current system isn't working and that change is required
- By providing new tools such as tablets, drones, connected trash cans and applications
- By upgrading equipments like louse trucks
- By creating a system to teach on and off field employees as well as citizens how to use the applications
- By training management team
- By defining a timeline

## **2. Track Performance : How are we doing?**

- By checking if the training is good enough for people to understand ?
- By comparing the current efficiency with the previous system

## **3. Adapt Actions : What adjustments do we have to make?**

- By providing individual training to those in need.
- Manage the transformation and seek out the outcome in order to overcome any difficulties

# Sustain Outcomes

## 1. Review Performance : Now, where are we? Are we done yet?

- Is the equipment sufficient ?
- Are the results what was expected ?
- Is there something left to do ?
- Find out if and why the current system isn't working up to its full potential.

## 2. Activate Sustainment : What do we need to ensure the change sticks?

- By getting feedback of those who are involved specially the citizens
- Keep the simulations and training ongoing for all employees
- Have a developer team in hand to maintain and modify applications when needed
- Maintain trucks, drones and replace any damaged equipment

### **3. Transfer Ownership : Who will assume ownership and sustain outcomes?**

- Keep the development team to save external dependency**
- Keep the project in house to remain close to the Gotham's officials**

## ■ Sponsors for changes

- Simplify the life of the citizens and the employees. They don't need to worry anymore about the appointment. This should result, if used properly, in a fairer schedule for those who work night shifts.
- The citizens can easily signal a problem with the application
- The trucks will be equipped with GPS tracers, in order to be able to live-map their presence on the city map: thus, the managers can send the adequate team when there is an emergency.
- The employees will be able to see their working time to see the balance of their vacation.
- The manager can improve the working time of the employees and help the city save money.

# Phase 2

Managing Change

## |During change

- Communication
- Training plan



# Communication

## Internal



## External



# | Training



- **Workshops**
  - Groups (devided)
  - individuals (on demand)

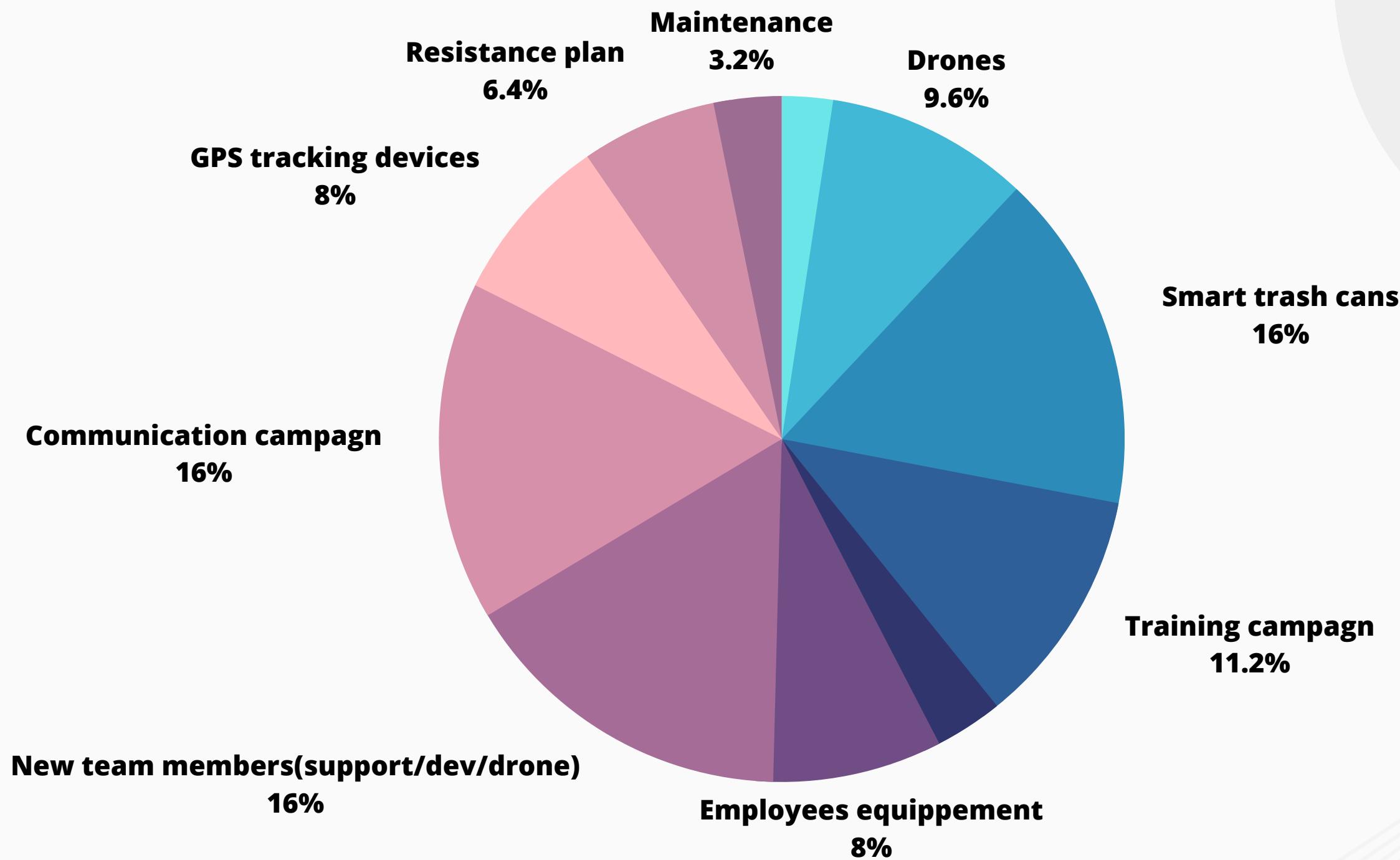


# Resistance

- Fear of change
- Strikes (employees)
- Unable to adapt (digitalization impact)
- Bad performance on field
- Lack of privacy (drones)



# I The Budget



Contributors	
City hall	100 0000
Wayne entreprise	150 0000
Local taxes	500 000
Total	300 0000

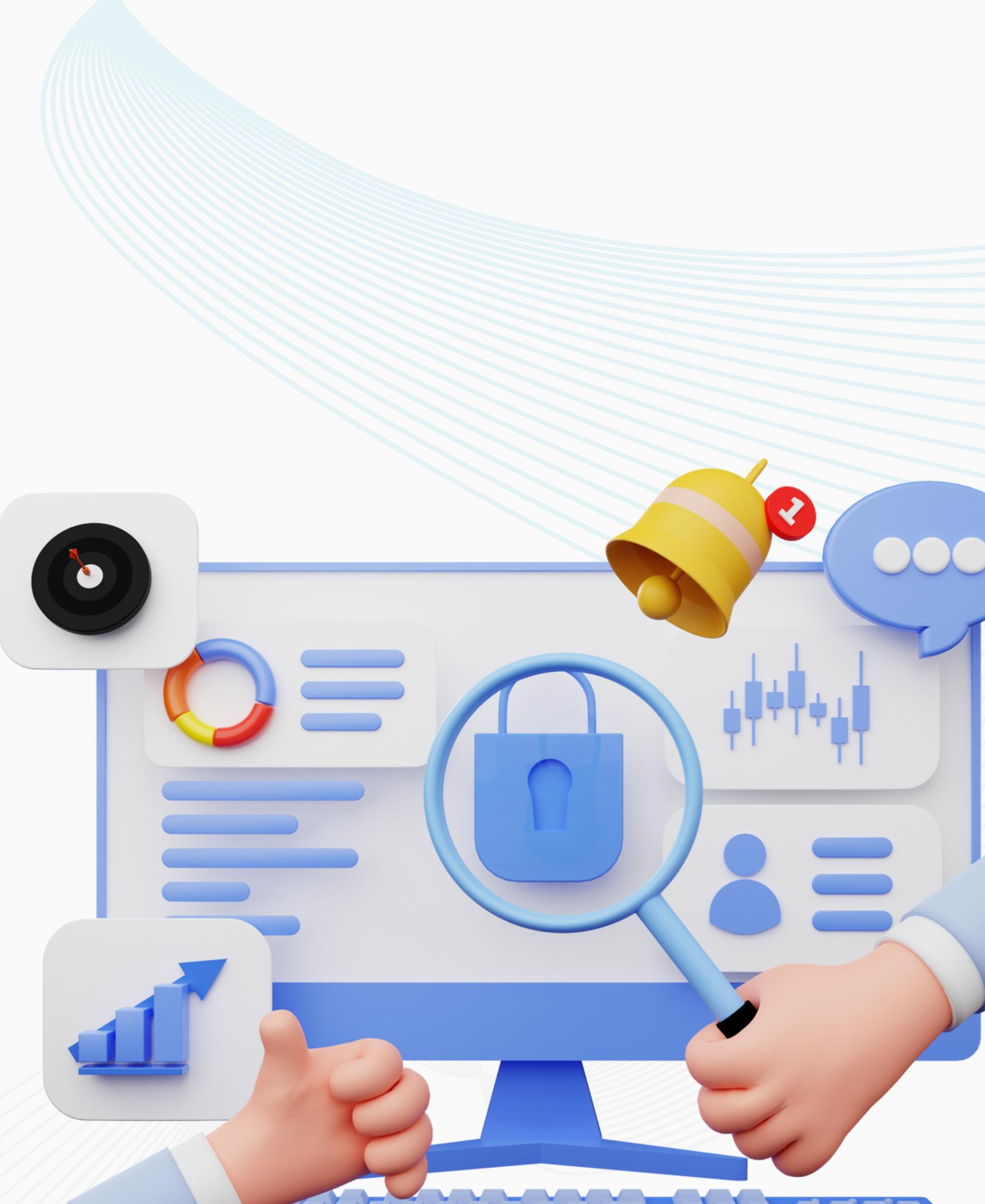
Thanks to our partners

# Phase 3

## Reinforcing Change

# |After change

- Measure
  - Metrics
  - How and why
- Mitigate
  - Feedback
  - Diagnose gaps
- Celebrate
  - celebrate success



# | Measure

## | Categories

stages for each one:  
Early. During. Late.

- **Change management performance:**  
How well did we “do” management?
- **Individual performance:**  
How effectively did impacted citizens and employees adopt and use the change?
- **Organisational performance:**  
Did the initiative deliver what was expected?

- **Organizational KPIs (Key performance indicators )**

- Tons of waste collected
- Number of garbage cans installed and operational
- Number of missions completed per day
- Reaction time to an emergency
- Number of reports/requests made on the app (tablet)
- Rate of coverage of the drones
- Incident reporting by citizens and requests for internship of garbage collectors

- **Individual KPI**

- Notifications used on the notification site
- Incident reporting by citizens
- Number of reports/requests made on the applications
- Number of calls to the help desk

# Migrate

## Feedback

- **Forms are for gathering employees feedbacks.**
- **Thanks to the forms, we can measure the evolutions and the level of assimilation of the new changes.**
- **All employees have access to an anonymous internal contact form to be able to give their opinion on any subject and suggest any change improvement.**
- **"Trash is" users can also give feedbacks directly on the app.**

### Employee Feedback

#### Listen to Employees and Gather Feedback

It is important to follow-up with employees to understand how the change is working. Many teams fall into the trap of completing their change management checklist without listening to what employees have to say. The feedback you gather will be helpful in developing corrective actions and post-implementation change management activities.

There are a number of different ways to gather employee feedback. The employee feedback template provided below is a formal approach based on The ADKAR® Model.

#### Employee Feedback Template

Rank the following statements (1=strongly disagree, 5=strongly agree)

##### Awareness

I understand the business reasons for the change.

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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I understand the risks of not changing.

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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I understand the impact on my day-to-day work activities.

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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##### Desire

I am personally motivated to be part of the change.

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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I look forward to the new, changed environment.

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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My peers support the change.

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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My supervisors and managers support the change.

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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Executives and key business leaders support the change.

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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## ■ Diagnose Gaps

- Using feedback: Until today, feedbacks are gathered to improve changes. trucks are now working with hydrogen which give more autonomy to trucks before refill.
- Analyze gaps: As expected, some citizens are resistant to the modernization of the equipment. Our team is working on different aspects such as prevention campaigns and prospecting directly to citizens.
- Communicate the plan: Keep campaigning about our changes to settle habit and help employees and citizens with the new equipment.
- Provide training: Continuous training are provided to our teams to master the new equipment.

# Celebrate

