



GOTHAM

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Knoster's Framework

MANAGING COMPLEX CHANGE



VISION

Make Gotham a clean city

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- Innovative technologies available
- Unlimited resources - wild card from city hall
- Win-win situation for SWAG employees and for the population
- Durable impact on the city



GOTHAM

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- Outdated garbage collection system
- SWAG is below standard and unorganized
- Tensions between police and Batman
- SWAG Team has poor reactivity
- Gotham is dirty and messy

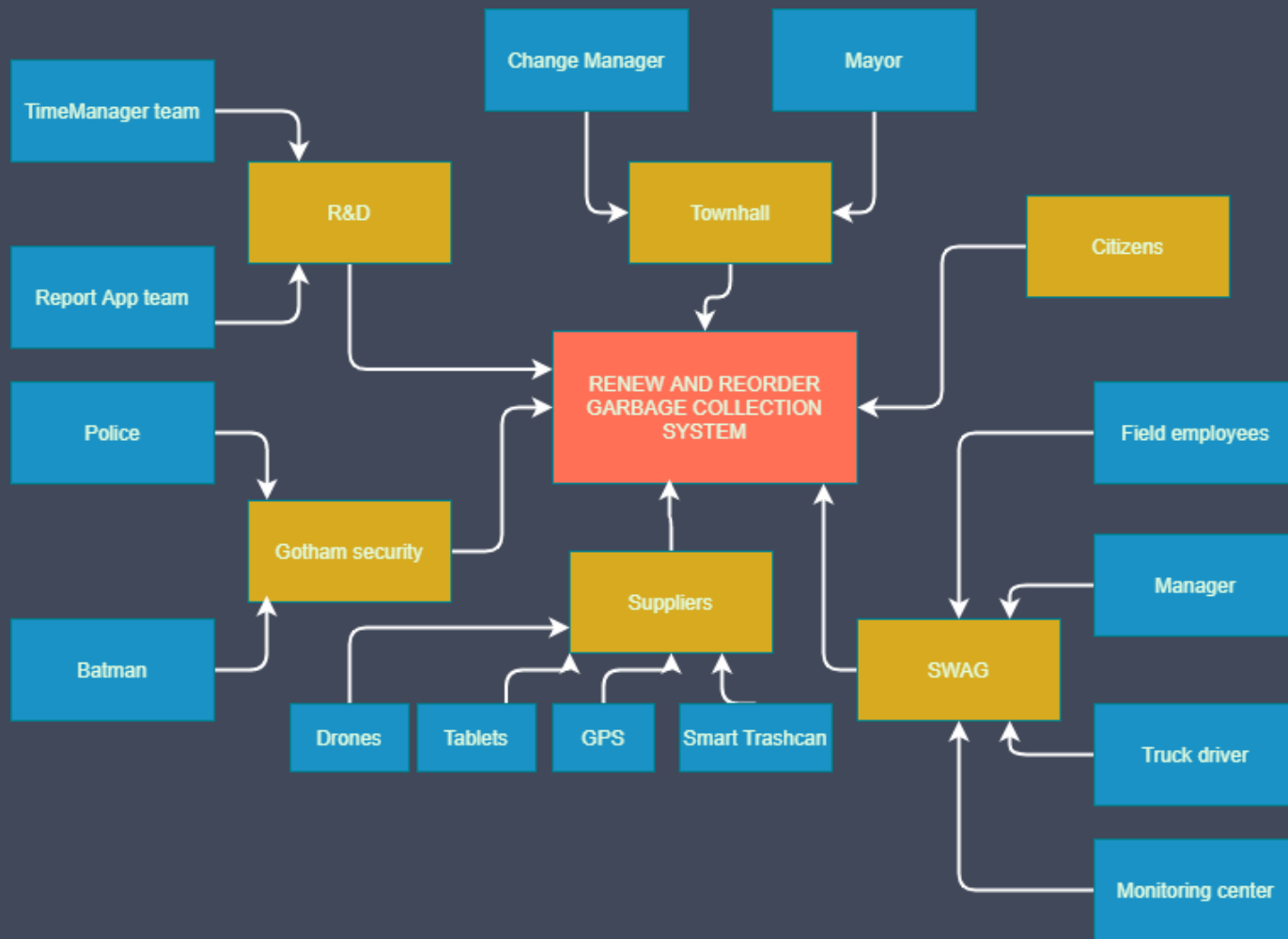
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- Population are willing to have a better quality of life with a cleaner city
- SWAG employees are willing to have a better quality of work (better time management)
- Capitalize on new technologies available
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- Population and employees may be resilient to change due to previous Metropolis project failure and go on strike.
- Tight deadline (January)
- Bad management of change
- Plagues can arise if the city gets too dirty

SKILLS



INCENTIVES

**Better quality of life for citizens
&
Better work organization for SWAG**

RESSOURCES

RESSOURCE NAME

- *Purposes of the ressource*
- *Metrics to measure efficiency of our change management strategy*

MONTHLY REPORTING



- Logbook in order to compile data and reveal flaws.
- Adapt the processes.
- Measure employee productivity.
- Measure number of improvement points.
- Measure number of blocking points.

DRONES



- Quality control.
- AI to recognize garbage collection.
- Monitor cleanness changes (photo before/after)

SMART TRASHCANS



- Gather data on trashcan's filling.
- Selective sorting management.
- Optimize truck routes depending
- Detect and anticipate high activity zones
- Amount of picked up trashcans per tour
- Number of incidents.
- Reduce trash pickup related costs (gas, time ...)

GPS TRACERS



- Abolish unnecessary and unoptimized routes
 - Optimise emergency thanks to live presence.
 - Optimise productivity
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- Measure monthly average gas milage.
 - Ratio quantity of trash collected per shift or time.

TABLETS



- Real time reporting.
- Centralized communication & informations.
- Better reactivity for any emergencies or requests
- Time Manager app integrated for clock'in
- GPS interface for truck itinerary.
- Manager can see localisation of each truck in real time.

PUBLIC APP



- Interface between citizens and SWAG.
 - Solicit citizens for a smoother project integration.
 - Open a customer support service.
 - Another 3rd party source of quick intel.
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- Zones with most activity.
 - Data about nature of the signaled problems.

TIME MANAGER APP



- Fairer work schedules concerning night/day shifts
 - Better overtime work hours management.
 - Ease accounting tasks for pay checks.
 - Ease tension with employees and their union.
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- Number of forgotten clock in/clock out.
 - Number of complaints about time management.
 - Overall employee satisfaction.

ACTION PLAN

DRONES



- Morning & Evening snapshots of the state of cleanness of Gotham's streets.
- Autonomous drones, pre-configured zone and pathfinding for each drone.
- Plan monthly drone maintenance.
- Have a small team dedicated to drones. (Data analysis, maintenance, etc)

MONTHLY REPORTING



- Collect data sources.
- Recurrent meetings with managers.
- Implement automated data collection.
- Recurrent public newsletters Gotham's citizens.
- Employee / productivity monthly report.

SMART TRASHCANS



- Order the trashcans and distribute them
- Recycling the old trashcans for the greater good.
- Sync trashcans with SWAG tools (GPS, app etc).
- Inform citizens
- Progressive trashcan deployment.
- Mark trashcans with a hotline number for citizens.
- Mark trashcans with a simple user's guide.

GPS TRACERS



- Equip all trucks with the GPS tracers.
- Deploy early to map anomalies in the current organisation (routes, milage, etc..).
- Track teams to make sure the job is done as expected.
- Collect, analyse and compare datasets.

TABLETS



- Train employees on usage of the tablets, its features and its maintenance.
- Deliver one tablet per truck or team
- Order and install protective equipment
- Restrict access for working tools only.

PUBLIC APP



- Conceive, develop and deploy the app.
- Run small scale tests and expand.
- Launch the app publicly.
- Inform about the app's existence and communicate on how to use it.
- Form customer support team and launch the service.

TIME MANAGER APP



- Train managers & employees on this new core tool
- Check that every employee of SWAG has the app installed (
- During launch, the dev team will stay on alert to fix any unexpected bugs.
- Process sheets for managers to monitor good usage of the app by the employees.

Annexe

Gantt Chart