

Activities and Functions in an Energy and Resource Efficiency programme

People and Activities in a Resource Efficiency Programme					Functions																																					
					Operations	Engineering	Health, Safety and Environment	Maintenance	Property	Procurement	Finance	Marketing and Sales	Design	Logistics	Human Resources	IT	Business Management	Legal	Corporate Affairs & Comms.	Senior Management																						
Processes and Activities					Phases																																					
					Initiate	Optimize	Modify	Transform																																		
Mandate	Leadership: get management commitment to resource efficiency				x																																					
	Governance: define wider roles and accountability				x																																					
	Goals: set programme goals, scope and measurement				x																																					
Discovery	Audit: quantify potential value from resource efficiency				x	x	x																																			
Operational Excellence Method	Prepare: communicate the mandate, establish governance				x	x	x																																			
	Initiate: implement software tools and measurement systems					x	x																																			
	Deploy: engage users, embed in management, drive improvement					x	x																																			
	Celebrate success: quantify value, optimize programme, set standards					x	x																																			
	Change: culture and root cause analysis drive systems changes					x	x																																			
Transition Existing Model	Integrate: redesign capital allocation CAPEX in existing facilities					x	x	x																																		
	Integrate: incorporate resource efficiency in product and service design						x	x																																		
	Integrate: harness CAPEX allocation in new facilities						x	x																																		
	Integrate: redesign other decision-making processes & business metrics						x	x																																		
Transform by Organizational Redesign	Transform: supply chain and end-user engagement/co-design						x	x																																		
	Transform: redefine the vision and purpose							x	x																																	
	Transform: redefine brand, disclosure and reputation management							x	x																																	
	Stakeholders: engage and involve stakeholders in co-design							x	x																																	
Transform with Technology	Transform: test and deploy new business models							x																																		
	Transform: consider fundamental service or product re-design							x																																		
	Transform: harness the power of new technology to shift the paradigm							x																																		

● = Key role
○ = Some involvement

Framework

Mandate

Audit can precede Mandate

Method

Momentum