

How the SMART Sustainability Model is Transforming Business

Mark Reeson

Businesses everywhere are currently trying to implement Smart initiatives, all as part of the transformation initiatives emanating from the national and international programmes and to align with business development, studying the opportunities, challenges and difficulties facing their organisations to become business smart. Project and business planning and coordination with the Smart Model is an application designed to create a way to plan and then measure the various factors of strategic development and sustainability to use this information to improve the manner in which your entire organisation can operate.

The model consists of three main parts that define specific characteristics to be achieved.

These three parts are:

- Smart Model
- Smart Metrics
- Smart Vision



This model not only includes those simple ingredients, but actually involves a change in behaviour and attitude towards how we organise what we do and how we can do it.

However, beyond the three elements of the model, there is a fourth aspect, something by bringing the three

elements together makes this model so powerful. The fourth aspect is known as Universal Application, in other words, it covers the universal needs, in any circumstance and in any industry. This FOR ALL approach was recognised very early as a key factor to making the Smart Sustainability Model so popular so quickly. By allowing you to identify and select the right change in the right circumstance, this benefits the organisation by offering a greater scope of change, with a broader approach for sustainable long-term success.

Mark Reeson, the architect behind the model explained, “It is simply a case of understanding the strategy of the organisation regarding the Smart transformation initiatives in the business and then implementing the initiatives and projects to be carried out or studied in this regard. Once this has been clearly understood, then you have a clearer picture of the efforts currently exerted and those that need to be changed to need to be changed to both the business and the larger organisation.”

Being a Business Smart organisation you will identify from within, the relevant initiatives that you can deliver that can help you with:

- a. Promoting development inside the organisation
- b. Raise the level of customer satisfaction
- c. Provide decent livelihoods FOR ALL
- d. Enhance business competitiveness and organisational sustainability whilst improving the organisation's governance and efficiency
- e. Improve the business indicators for prosperity, whilst also reducing negative environmental impacts
- f. Attract domestic and foreign investments
- g. Support increased job creation

A Business Smart approach would include the development and maintenance of smart buildings, intelligent processes and procedures with reduced congestion, intelligent security and safety services, improved wellbeing, intelligent networks and sound, calculated risk management. It can as it develops further, also include the use of smart lighting and energy conservation methods, waste recycling control systems, pollution reduction, reduction of negative impacts on the environment and human health, increased awareness of environmental hazards, rapid response to emergencies and a smart economy which supports small, medium and large business enterprises.

The Business Smart Components Study which you would carry out at the initiation of this business change, aims to achieve a high degree of sustainability, implement intelligent infrastructure and projects and create business self-sufficiency. Benefits from this approach will include a high-quality working environment that brings happiness and well-being FOR ALL and facilitates their co-existence with technology, in line with the organisation's transformation and the development vision.

Organisations will face some difficulties in transforming over into the Business Smart approach, including:

- a. Not being able to develop a clear concept of being Business Smart with their components in the organisation in general
- b. Poor coordination between the relevant authorities
- c. The aging of many systems and legislations and their lack of relevance to the concepts of Business Smart that contribute to the rapid improvement in working standards
- d. Lack of readiness and completion of infrastructure in many areas of the organisation
- e. The challenge of comprehensive business development in the organisational environment
- f. Challenge to the steady growth in demand for supply chain in the organisation and beyond to establish the change over the next ten years

Thus, the will to rationalise employment will be a real challenge, although this can be done through instruction directed at changing individual and group behaviour in the long run to create intelligent individuals leading to smarter businesses.

To overcome these challenges and difficulties, a new balanced approach is needed to create strategic smarter businesses so that they can be managed for a sustainable future. In order to do so, the competent authorities should develop a more balanced departmental development plan, which is regulated through binding regulations and legislation, which in turn helps to achieve economic diversification. There must be acceptance and agreement for change and the development and improvement of rules and regulations to allow innovation to reach the company's desired goals.

This is the role that the SMART model fulfils, the SMART model is the basis for understanding how to operate in a smarter approach or manner. The model is based on five key parts to activate any activity and this model is the first step to a smarter future.



The five elements that make up the SMART model are as follows:

- Intelligent Governance
- Smart Strategy
- Smart Assets
- Smart Operations
- Intelligent Change

The design of the model should be considered in a simple way that allows the user to enter the model at any point or time and use the tools.

The outputs of using this model are as follows:

- a. Report on the current state of trust in the Smart Businesses Initiative:

The implementation of the initiatives, projects, capabilities and capabilities required to implement and achieve the application of the concept. The development of a programme to review the documents issued within the organisation or business from previous studies in other areas to find out what is best suited for application in the organisation and what plan should be followed to implement this concept in the business successfully.

- b. Review the guides and documents to manage the planning and coordination of projects:

In this context, the business will review the report of the achievements by the business annexed to the estimate, then review and update the governance manuals issued by the business or planning departments. This will ensure that each document is reviewed twice a year, leading to any necessary updating and developing of systematic systems, manuals and working mechanisms whilst updating the shortcomings based on lessons learned.

However, simply using the tool once may improve the organisation's structure and efficiency but the long-term development and maturity that can be achieved with the use of the Smart Sustainability Model can have huge evolutionary changes to your business. To support the business further, the Smart Sustainability Maturity Model was devised as a guide to increased capability within the field of sustainable business practices.

Understanding the Smart Modelling Maturity Steps

The five stages of the maturity model have been designed around the Gartner Model and will help any organisation appreciate their sustainable leaders set strategic goals that are appropriate to the level of maturity they demonstrate.

Organisations often find it very difficult to define accurately what their passage to sustainable excellence should look like. This passage or route to success, typically involves the development of several operational capabilities, but without a clear defined framework of delivery, operational and business leaders may find it challenging to focus on the right areas at the right time for their business or organisation.

The passage to sustainable excellence is partly defined by the organisation or business' own level of maturity, however using the Smart Maturity Model based around Gartner, then the business leaders have a five stage maturity model against which they can measure their own organisation's maturity to allow them to develop a clear, long-term vision.

Most leading businesses and organisations consistently take their maturity-based approach to design and execute their own strategy. Having the five steps allows the leaders to have a greater understanding of what they can achieve whilst plotting out a future for what, if they continue to mature, they may be able to achieve in the future.

These stages will help set a strategic goal that is appropriate to their own organisation.



Level 1

Reactionary Sustainability

Level 1 REACTIONARY

This stage is characterized by separate individual departments, such as sales and engineering, driving sustainable priorities via manual independent processes and disparate, disconnected systems. There is no cross-functional standardization of the sustainability approaches for services offered internally or externally with little to no coordination. For example, the sales department might introduce a new regime within their department about powering down all non-essential equipment at the end of the night, but not share this within the remainder of the organisation. The advantage of having level one in place is that the organisation or business will be making advances with their sustainable approaches but unfortunately, being so separated and random, this does not typically materialise in long term success itself.

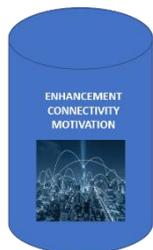


Level 2
ANTICIPATORY

Level 2

Anticipatory Sustainability

With a centralised function for sustainability, there is a clear improvement of efficiency and productivity. Sustainable activity and performance are captured and reported using an organisational-wide system or model, enabling better anticipation of the changes occurring. At this level, there is a new focus on creating a standardised approach to sustainability processes and methods that benefit from the right economies of scale with increased efficiency. The sustainable performance is internally focused on the return of investment to the effort being applied to implement these approaches. This improvement starts to show the improvements for the organisation and this should heighten the interest in sustainability as a subject within the organisation. However, without having the formal visibility to the world that sustainable actions are making a difference to the business, this remains a limited benefit.



Level 3
INTEGRATED

Level 3

Integrated Sustainability

The focus now is on integrating the sustainability function into the whole business. There is increased consideration of how sustainability will affect business processes, customer service, procurement and production. Productivity enhancements and cost reductions are now achieved through connections to partners and third-parties through strong project, supply chain and business providers. Now the full business structure is showing great change. Having a full integration and recognition of the sustainable practices both internally and with partners leads to a greater motivation in the business and their partners to ensure that everything that the business does, has a sustainable theme or feel to it.



Level 4
COLLABORATIVE

Level 4

Collaborative Sustainability

By this stage, sustainability is an integrated part of all aspects of the business management vision, with trade-offs balanced between sustainability, profitability and community satisfaction. There is collaboration and visibility with partners, suppliers and customers, as well as strategic partnerships with business providers that go beyond simple transactional and become more transformational services. Business and

sustainability capabilities are reliable enough to consider opportunities to start to change the shape of your organisation or market requirements. By level four, the business, its partners and providers are proactively working with each other to create a working practice that brings together the companies in a way that is beneficial for all.

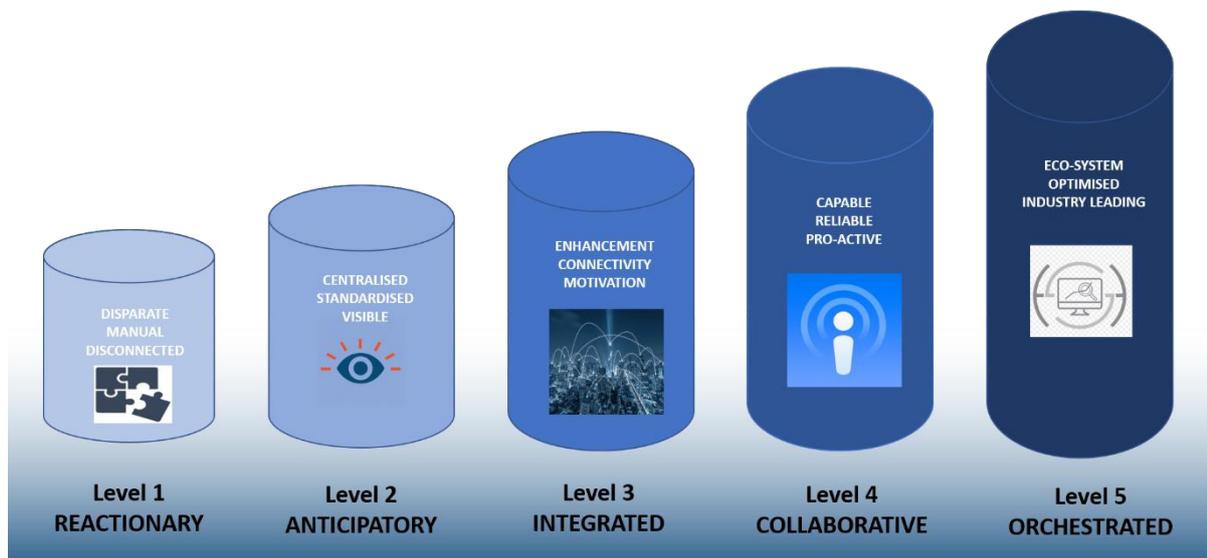
Level 5



Orchestrated Sustainability

Sustainability and the rest of the business and supply chain facilitate processes across an eco-system of partners to capitalize on and creating unique business opportunities. As a result, information flows across the business and supply chain network in real time. This enables broader visibility and timely, fact-based decisions, which increases market share and growth opportunities. Optimised sustainability within an organisation now gives it an advantage to search for the sustainable change and to shape the future for not only their company but also the industry in which it finds itself. Having optimised the financial, social and environmental approach with its partners and providers, it can now start to lead the industry with a strong recognition for change at the right time and in the right way.

Smart Sustainability Modelling Maturity



About the Author



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Professor Mark Reeson, RPP, FAPM, PM,P AfCGI is an International Strategic Project Management Advisor with over thirty years' experience, a Fellow of the Association of Project Management and the American Academy for Project Management, having been involved in many project, programme and strategic portfolio roles.

Most recently, Mark has been working with the Saudi Arabian Municipality of the Eastern Province leading the change for project management practices linking this with his newly recognised award winning SMART Sustainability Model for project and business management.

He was appointed a Professor of Project Management at the University of Business and Technology, Jeddah, Kingdom of Saudi Arabia after five years of training and consulting for the university in the region. Having previously held the position of Sustainability Management Global Advisor he has progressed the subject of project management and sustainability, regularly supporting businesses and projects alike in streamlining their approaches to change and strategic development providing greater longevity in their business planning.

This year, Mark has lectured and presented his work over four continents culminating in speaking at the UT Dallas Symposium and the APM PMO Conference. Having started his career in the Royal Air Force, Mark has continued to develop personally and professionally delivering projects in multiple sectors of industry ranging from the nuclear environment, into pharmaceuticals, government and international sport.

Mark is now a director at M R Project Solutions Limited where he fulfils his role globally improving project management practice. Mark's client facing role now leaves him almost permanently travelling the world meeting clients and developing solutions for organisation's project delivery and training.

Mark has changed the approach to learning by the ongoing development of his original 'Living Learning' and 'Active Learning' programmes by introducing new learning experiences for all taking the original classroom format and making project management come to life.

Mark's next aim is to develop the professional and personal skills of project management into areas of the world where project management knowledge and competency is currently not seen as a priority, meeting and delivering the United Nations' drive of its 17 Sustainable Development Goals.

If you want to learn more than you can contact Mark at mark.reeson@btinternet.com