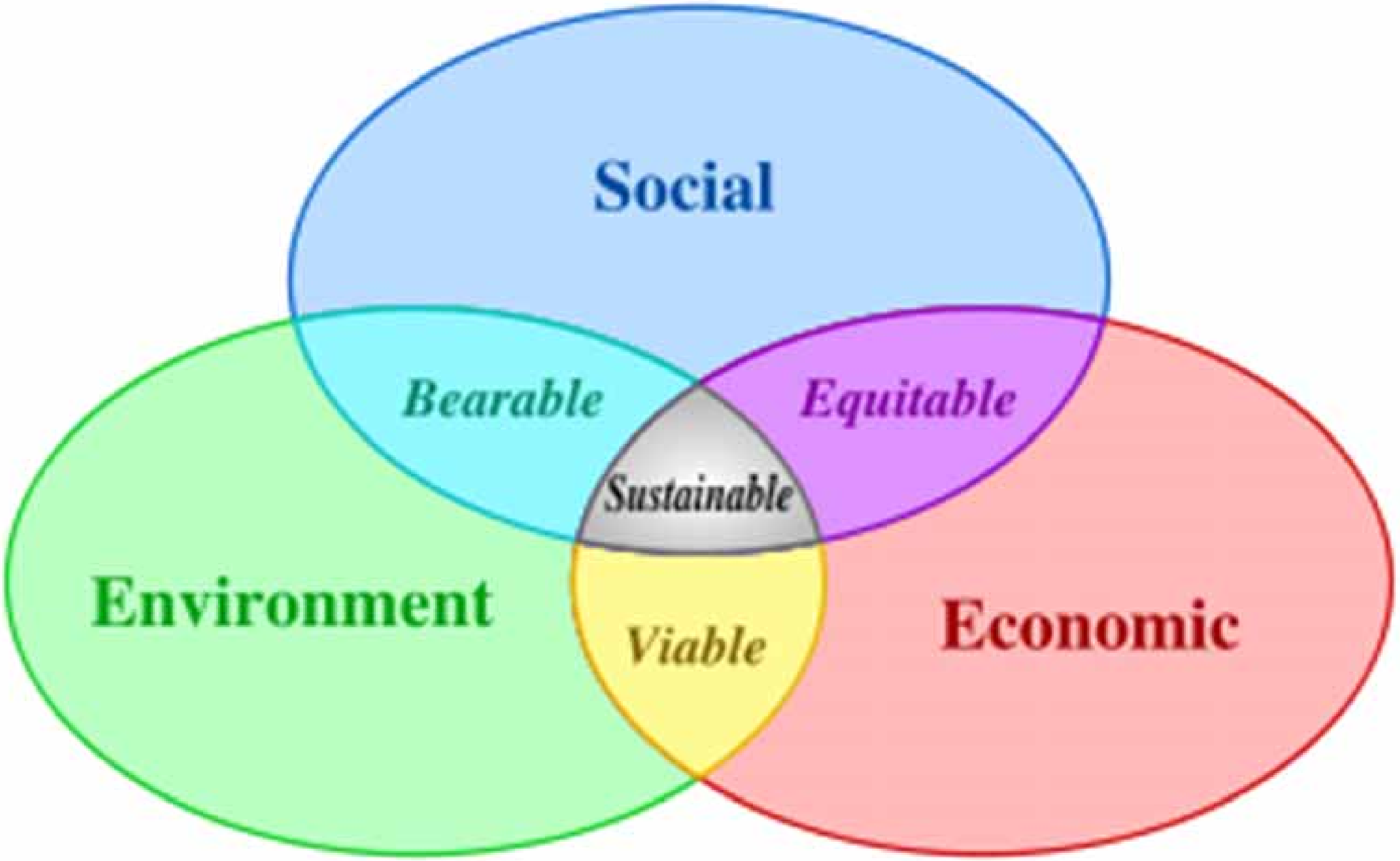
AdaCore
The GNAT Pro Company

Logiciel Libre
et
développement durable

Franco Gasperoni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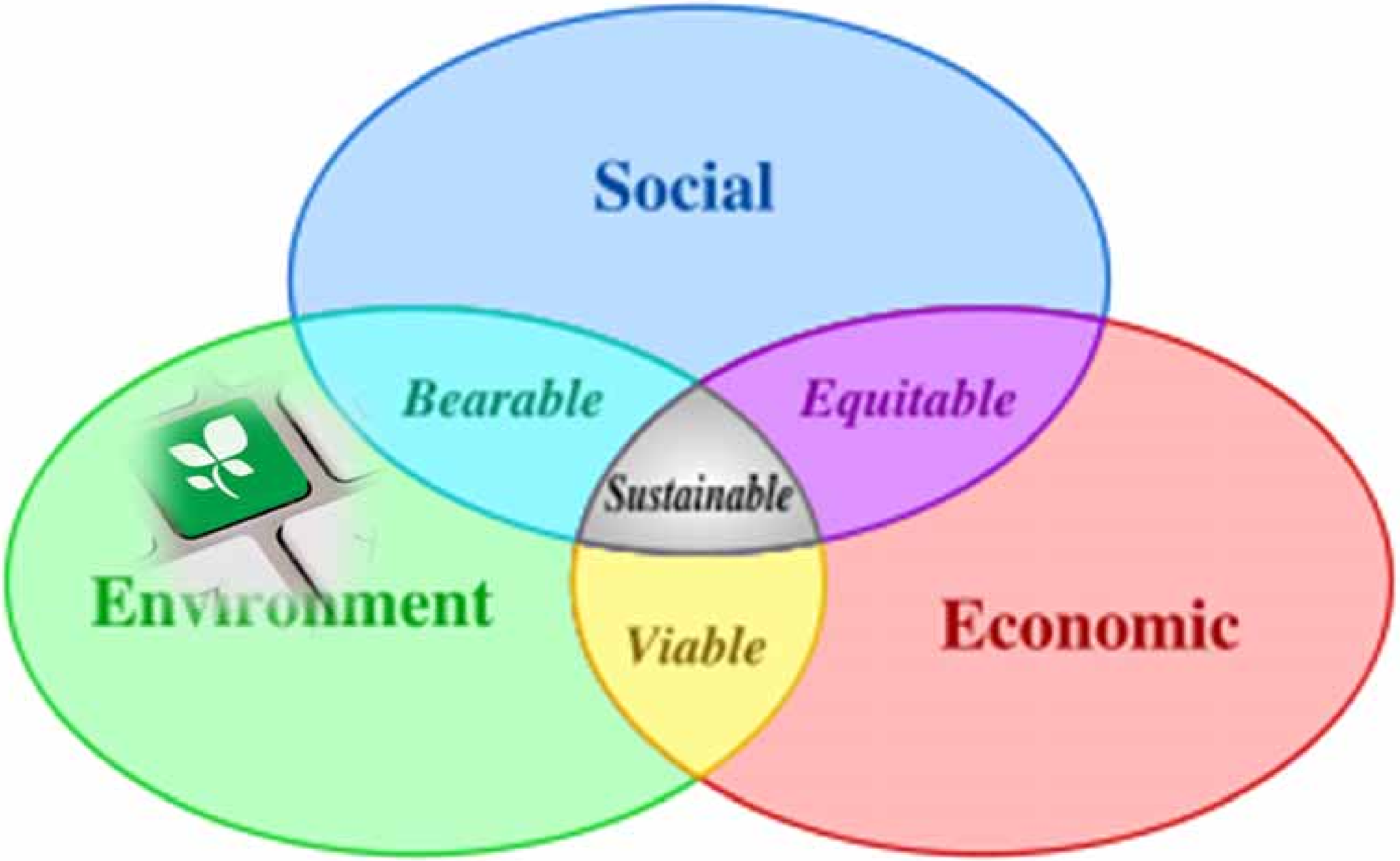
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Green IT – Green Computing

- **Design, manufacture, use, dispose computers with min environmental impact**
- **Use IT to empower other enterprise-wide environmental initiatives**
- **Use IT to promote the green agenda and green initiatives**

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Green IT: Helping to Create a Sustainable Planet

Guest Editor's Introduction • San Murugesan • May 2011

As the world's climate heats up and more people become concerned about the environment, a new spotlight appears on information technology. IT affects our environment in many ways, but most people — including many IT professionals — don't realize this. Each stage of a computer's life, from production and use to disposal, presents environmental challenges. As businesses and governments try to balance growth with environmental risks, we're called upon to make IT systems and their use greener and, more importantly, to apply IT in innovative ways to address environmental problems.

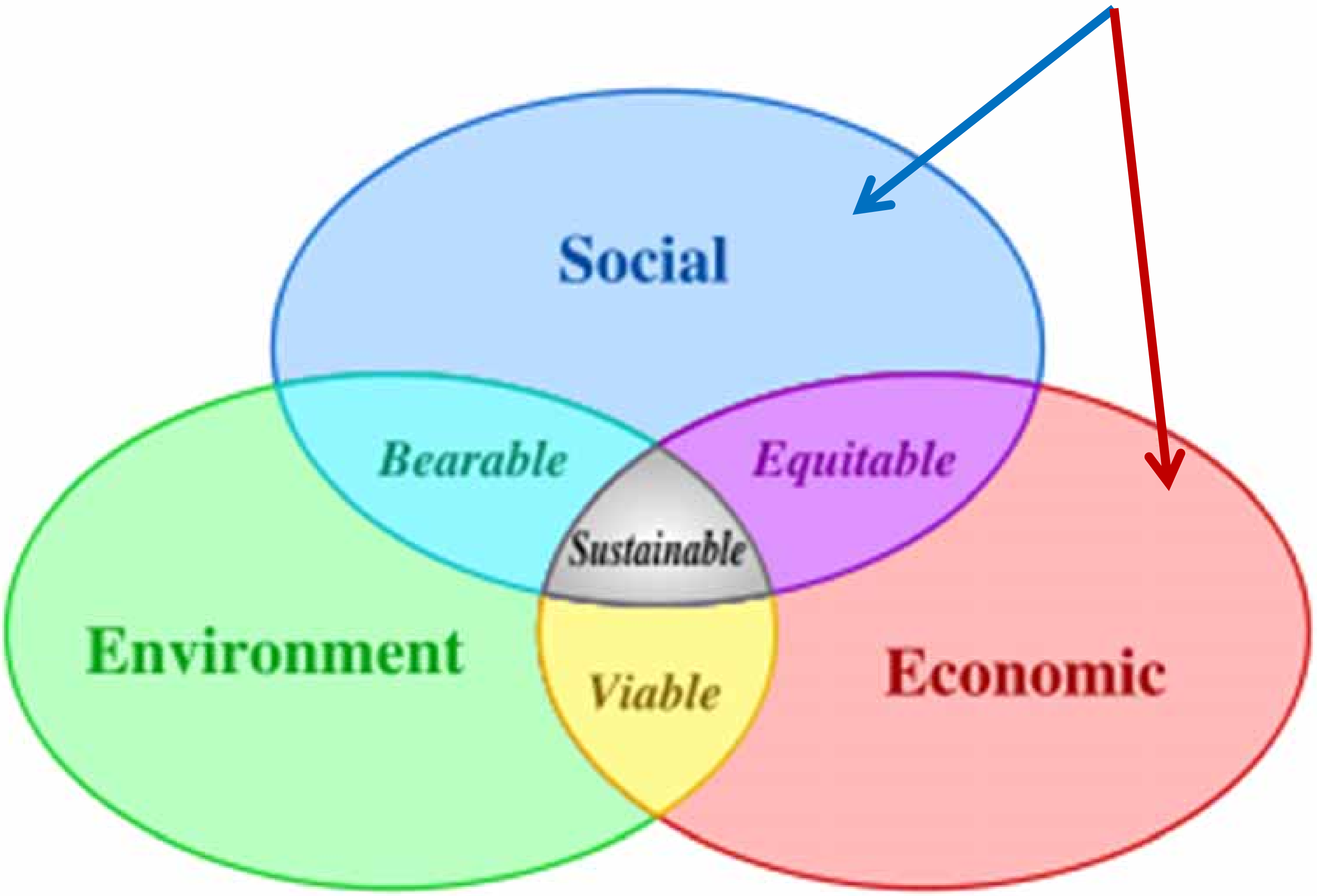
Green IT, also known as *green computing*, is an umbrella term referring to environmentally sound information technologies and systems, applications, and practices. It encompasses three complementary IT-enabled approaches to improving environmental sustainability:

- the efficient and effective design, manufacture, use, and disposal of computer hardware, software, and communication systems with no or minimal impact on the environment;
- the use of IT and information systems to empower — to support, assist, and leverage — other enterprise-wide environmental initiatives; and
- the harnessing of IT to help create awareness among stakeholders and promote the green agenda and green initiatives.

Green IT 1.0 and 2.0

The first wave of green IT — the Greening of IT, or Green IT 1.0 — was internally focused on reengineering IT products and processes to improve their energy efficiency, maximize their use, and meet compliance requirements. However, the vast majority of greenhouse gas (GHG) emissions that deteriorate our environment come from non-IT sources; IT contributes only about two to three percent of global GHG emissions. So, to create significant energy savings and improve overall environmental sustainability, we need to focus our attention and efforts on other areas.

Greening by IT, also known as Green IT 2.0, is externally focused and empowers a range of other green initiatives aimed at reducing environmental degradation and reducing GHG emissions. This second wave is about IT-based sustainability innovations. For instance, in addition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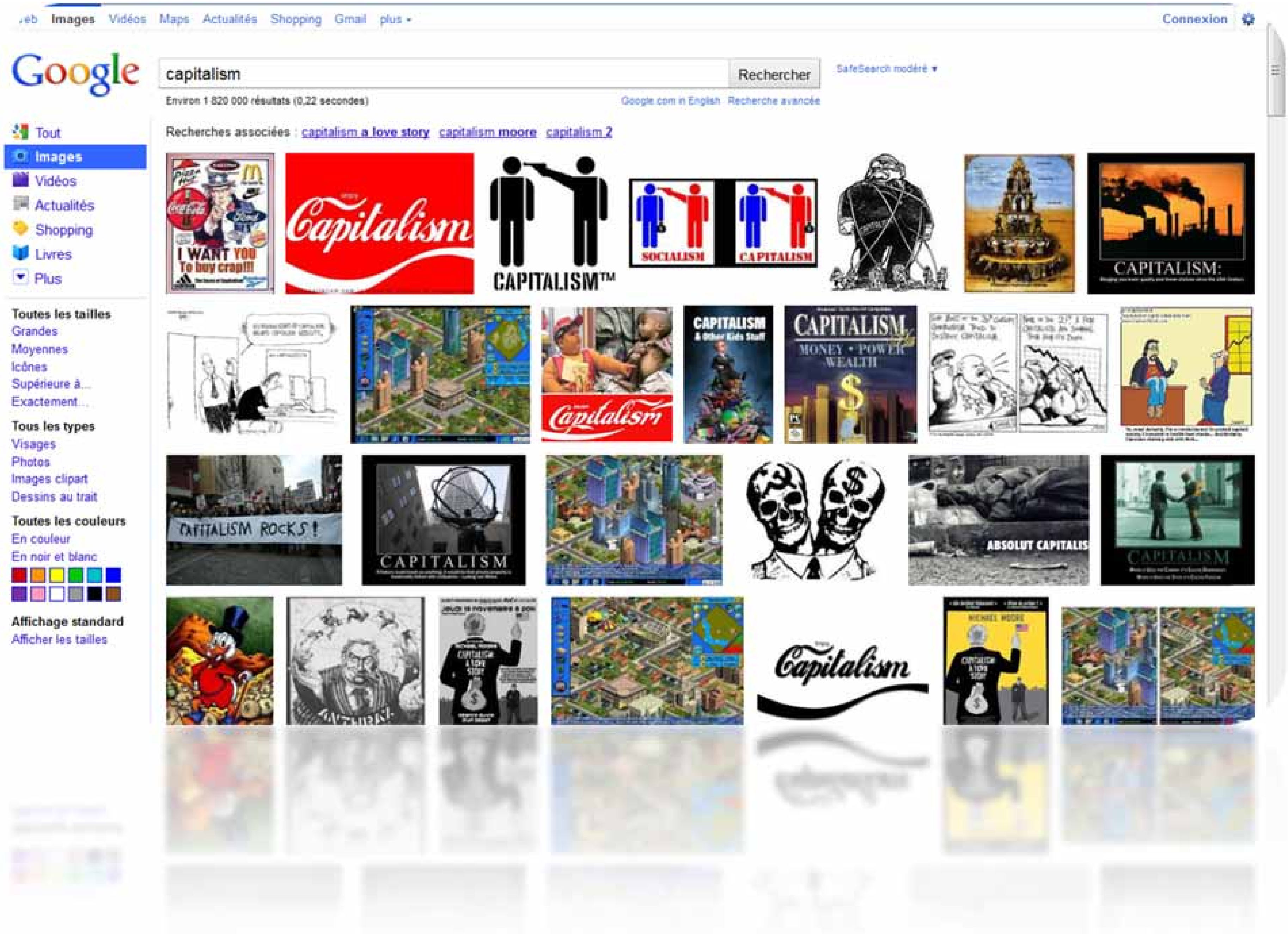
TIME
EXCLUSIVE
IS CAPITALISM WORKING?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CAPITALISM
Capitalism

2001

The Earnings Game

Everyone Plays, Nobody Wins

There's a tyrant terrorizing nearly every public company in the United States – it's called the quarterly earnings report. It dominates and distorts the decisions of executives, analysts, investors, and auditors. Yet it says almost nothing about a business's health. How did a single number come to loom so large?

by Harris Collingwood

LAST FALL, S.R. ONE, THE IN-HOUSE venture capital unit of what was then known as SmithKline Beecham, was showing some very impressive paper gains on its biotechnology holdings. Figuring – rightly, as it turned out – that prices for biotech assets were at or near a cyclical peak, S.R. One president Brenda Gavin planned to sell the holdings and realize a tidy windfall for SmithKline, or rather, for its shareholders. Those plans, however, lasted only until Gavin's corporate masters heard about them. At that point, says Gavin, "The message came down from headquarters: 'Not another dollar of profit.'"

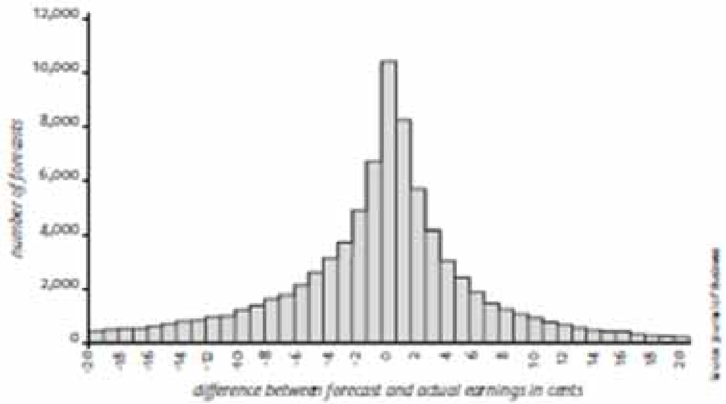
It may seem unusual for a company to turn down a surefire chance to make more money, but in fact, it's common in corporate America. Companies that are on track to "make their number" – that is, to report the quarterly earnings expected of them by securities analysts – often steer clear of transactions that would bump those earnings up or down. Why? In this case, the bean counters at SmithKline headquarters had at least two compelling reasons to deliver the earnings per share analysts expected, and not a penny more or less. First, making the number would signal to the investing community that SmithKline's basic operations were proceeding with no major deviations from strategy or

2001

Great Expectations

The Statistical Evidence for Earnings Management

To test the frequency of earnings management, Harvard professor Richard Zeckhauser and his coauthors, François Degeorge and Jayendu Patel, compiled more than 100,000 quarterly earnings reports from 1974 to 1996 and compared them with analysts' expected earnings. They found that a preponderance of reported earnings per share exactly matched analysts' expectations (that is, reported earnings minus forecast earnings equaled zero) or exceeded them by one cent. The disproportionate number of earnings that exactly matched forecasts strongly suggests earnings management at work. Further evidence comes from the relative scarcity of earnings that miss forecasts by a penny (that is, reported earnings minus forecast earnings equaled −1). The disparity between the number of earnings reports that missed estimates by a penny and the number of reports that exceeded them by a penny suggests that companies that risked falling short of forecasts "borrowed" earnings from future quarters.



HARVARD BUSINESS REVIEW

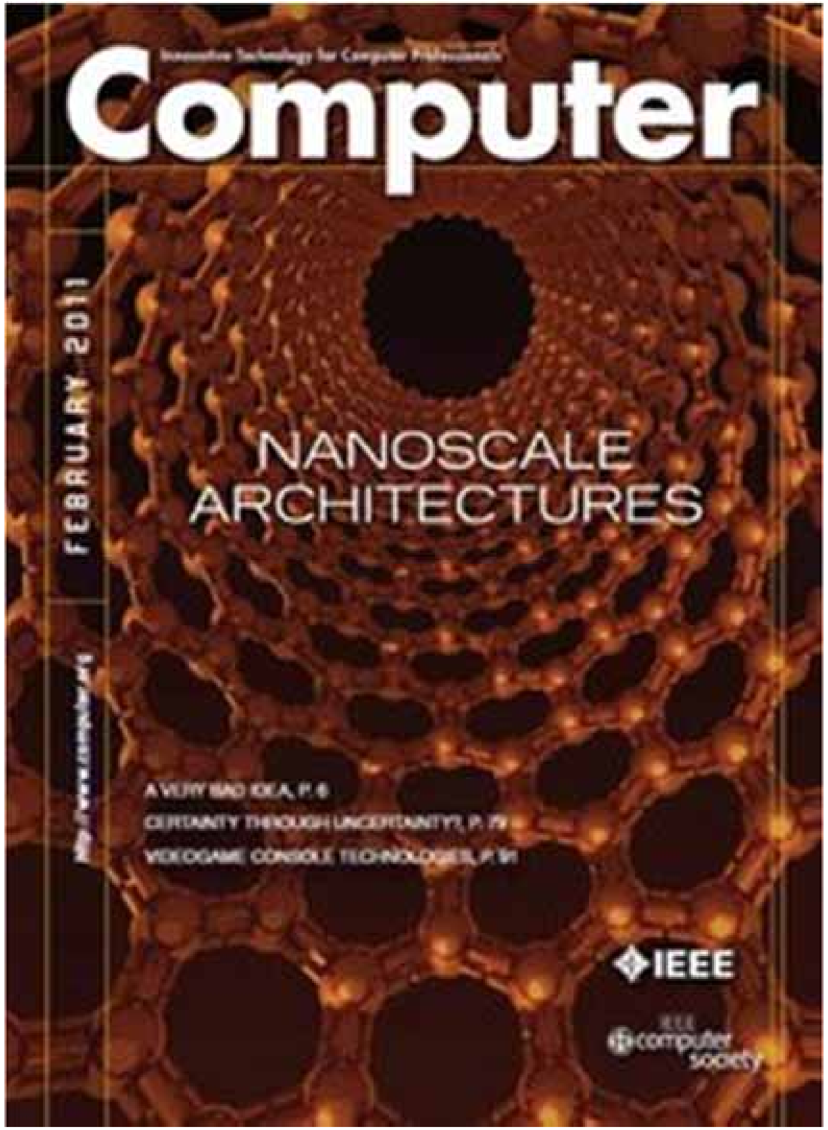
2006


Work with Your Friends...
Fool Your Foes...
Harvard Business Review
September 2006
The Discipline of
Value Creation
TLFeBOOK

2006

- **Do not manage earnings or provide earnings guidance**
- **Make strategic decisions that maximize expected value, even at the expense of lowering near-term earnings**
- **Reward middle managers and frontline employees for delivering superior performance on the key value drivers that they influence directly**
- **Require senior executives to bear the risks of ownership just as shareholders do**

Fév 2011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THE KNOWN WORLD

A Very Bad Idea

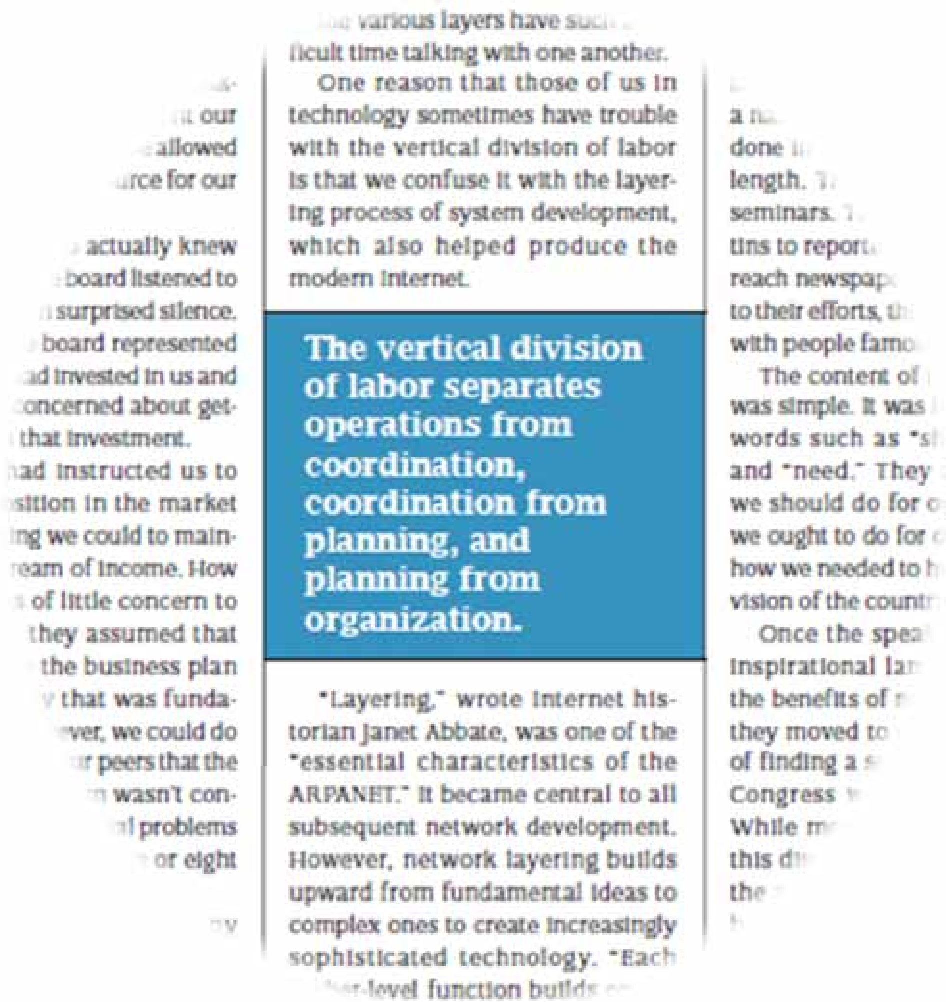
David Alan Grier
George Washington University

The grand ideas that led to the 1991 High-Performance Computing Act shaped the modern Internet only as they sifted through layers of the vertical division of labor.

AN UNSALVAGEABLE INTERVIEW

ORGANIZATIONAL LAYERS

6 COMPUTER Published by the IEEE Computer Society 0018-9162/11/$26.00 © 2011 IEEE



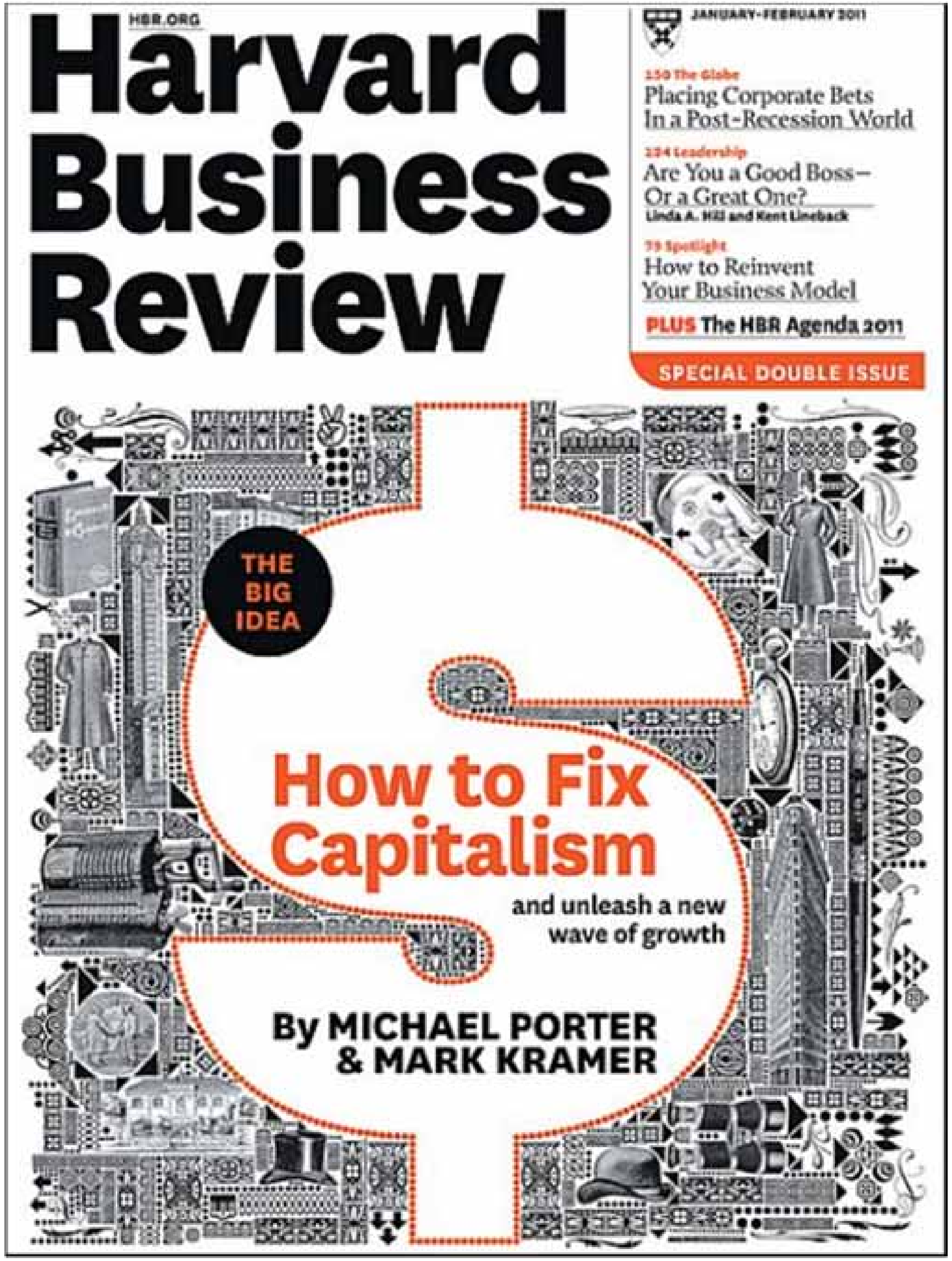
…various layers have such a difficult time talking with one another.

One reason that those of us in technology sometimes have trouble with the vertical division of labor is that we confuse it with the layering process of system development, which also helped produce the modern Internet.

The vertical division of labor separates operations from coordination, coordination from planning, and planning from organization.

"Layering," wrote Internet historian Janet Abbate, was one of the "essential characteristics of the ARPANET." It became central to all subsequent network development. However, network layering builds upward from fundamental ideas to complex ones to create increasingly sophisticated technology. "Each higher-level function builds on…

Jan-Fév 2011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How to Reinvent Your Business Model
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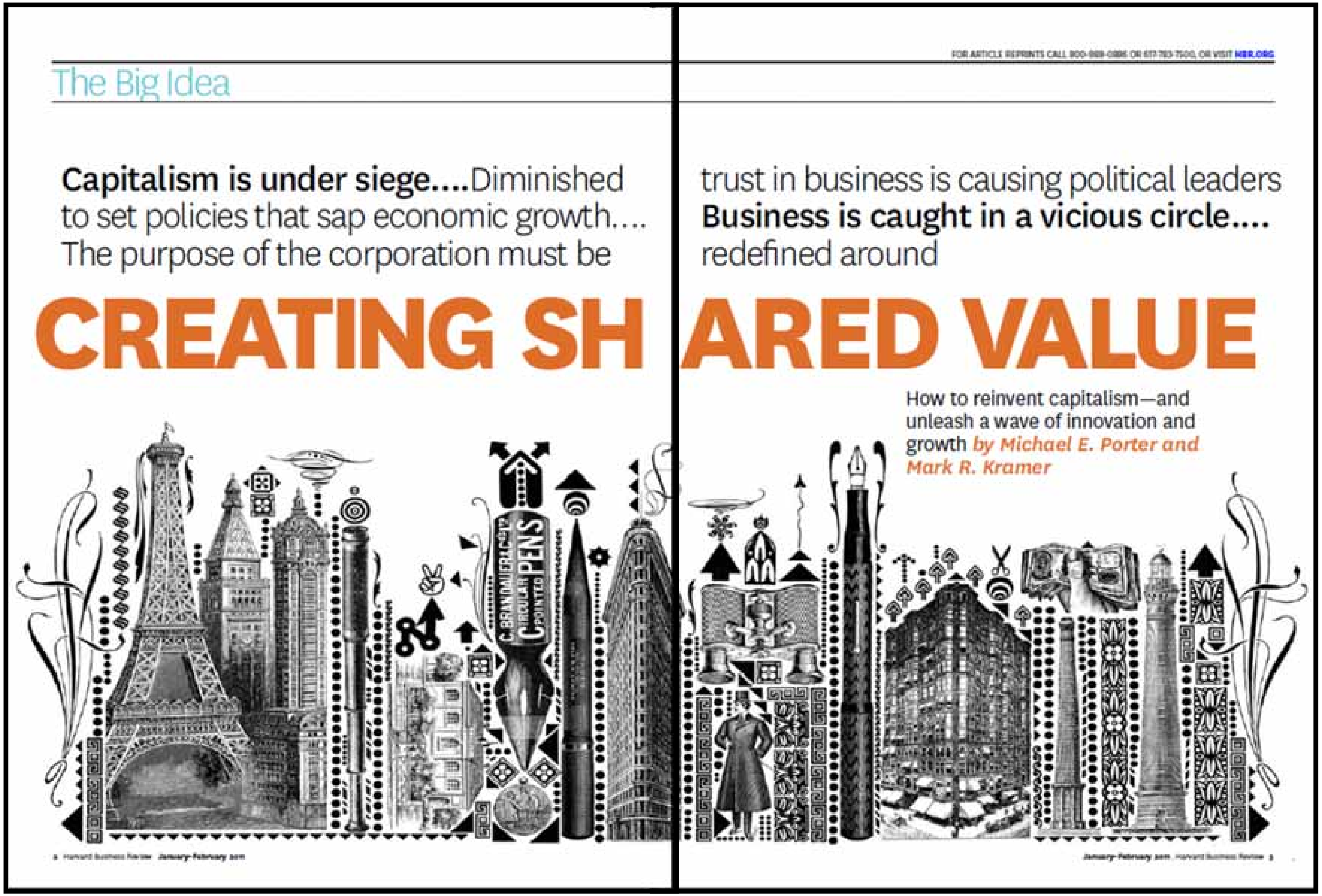
SPECIAL DOUBLE ISSUE
THE BIG IDEA
How to Fix Capitalism
and unleash a new wave of growth
By MICHAEL PORTER & MARK KRAMER

Jan-Fév 2011



The Big Idea

Capitalism is under siege.... Diminished trust in business is causing political leaders to set policies that sap economic growth.... **Business is caught in a vicious circle....** The purpose of the corporation must be redefined around

CREATING SHARED VALUE

How to reinvent capitalism—and unleash a wave of innovation and growth *by Michael E. Porter and Mark R. Kramer*

Jan-Fév 2011

Idea in Brief

The concept of shared value—which focuses on the connections between societal and economic progress—has the power to unleash the next wave of global growth.

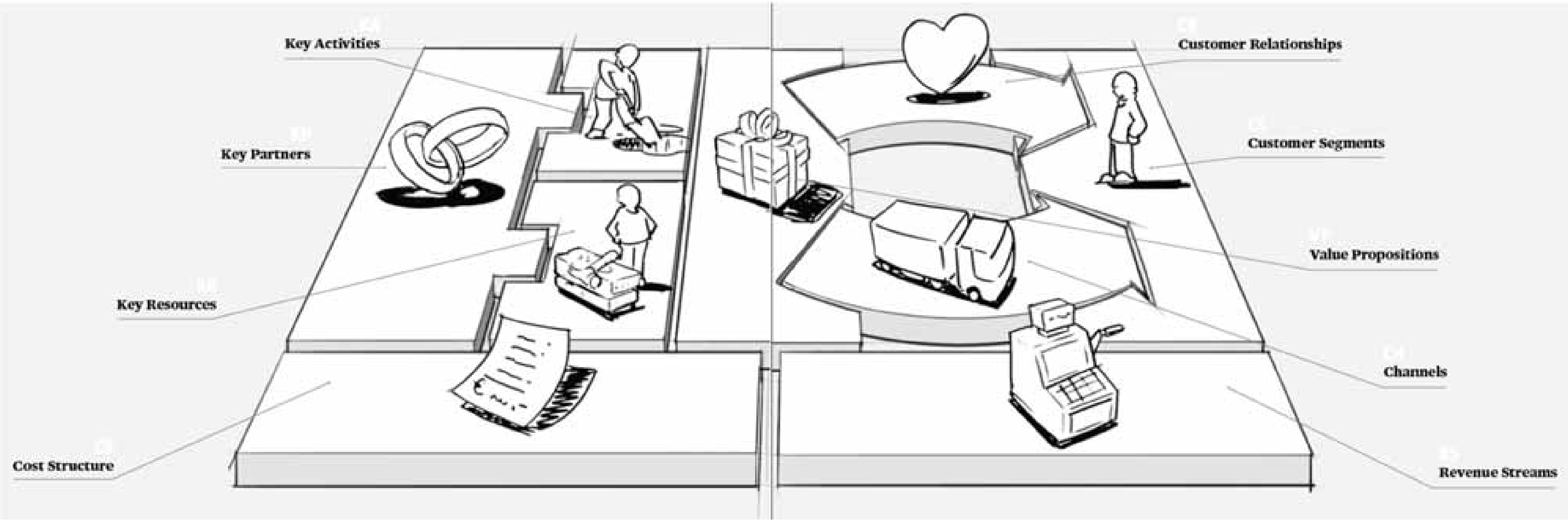
An increasing number of companies known for their hard-nosed approach to business—such as Google, IBM, Intel, Johnson & Johnson, Nestlé, Unilever, and Wal-Mart—have begun to embark on important shared value initiatives. But our understanding of the potential of shared value is just beginning.

There are three key ways that companies can create shared value opportunities:

- By reconceiving products and markets
- By redefining productivity in the value chain
- By enabling local cluster development

Every firm should look at decisions and opportunities through the lens of shared value. This will lead to new approaches that generate greater innovation and growth for companies—and also greater benefits for society.

Societal needs, not just conventional economic needs, define markets, and social harms can create internal costs for firms.


Key Activities
Key Partners
Key Resources
Cost Structure
Customer Relationships
Customer Segments
Value Propositions
Channels
Revenue Streams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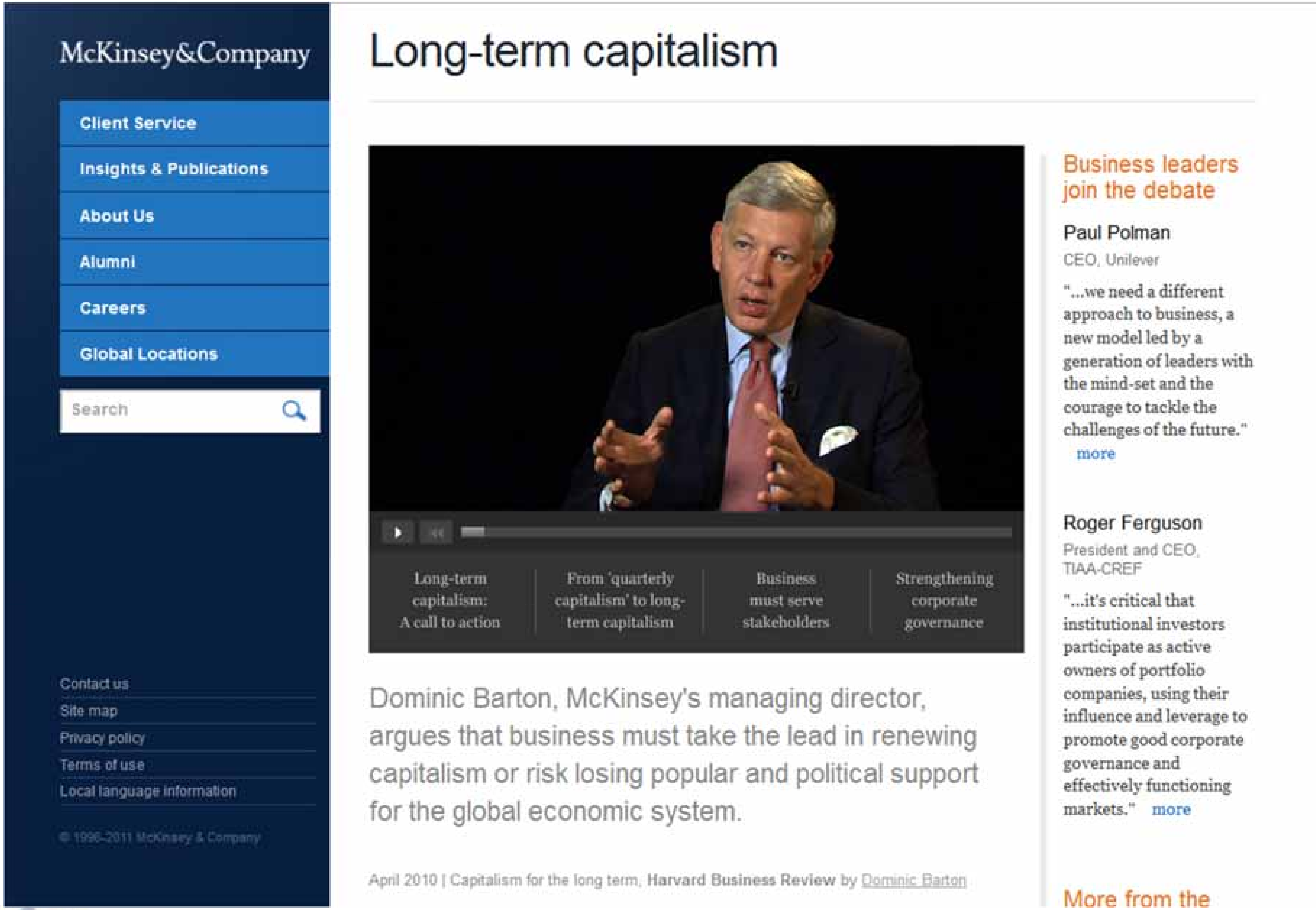
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Long-term capitalism
Long-term capitalism: A call to action
From 'quarterly capitalism' to long-term capitalism
Business must serve stakeholders
Strengthening corporate governance
Dominic Barton, McKinsey's managing director, argues that business must take the lead in renewing capitalism or risk losing popular and political support for the global economic system.
April 2010 | Capitalism for the long term, Harvard Business Review by Dominic Barton
Business leaders join the debate
Paul Polman
CEO, Unilever
"...we need a different approach to business, a new model led by a generation of leaders with the mind-set and the courage to tackle the challenges of the future." more
Roger Ferguson
President and CEO, TIAA-CREF
"...it's critical that institutional investors participate as active owners of portfolio companies, using their influence and leverage to promote good corporate governance and effectively functioning markets." more
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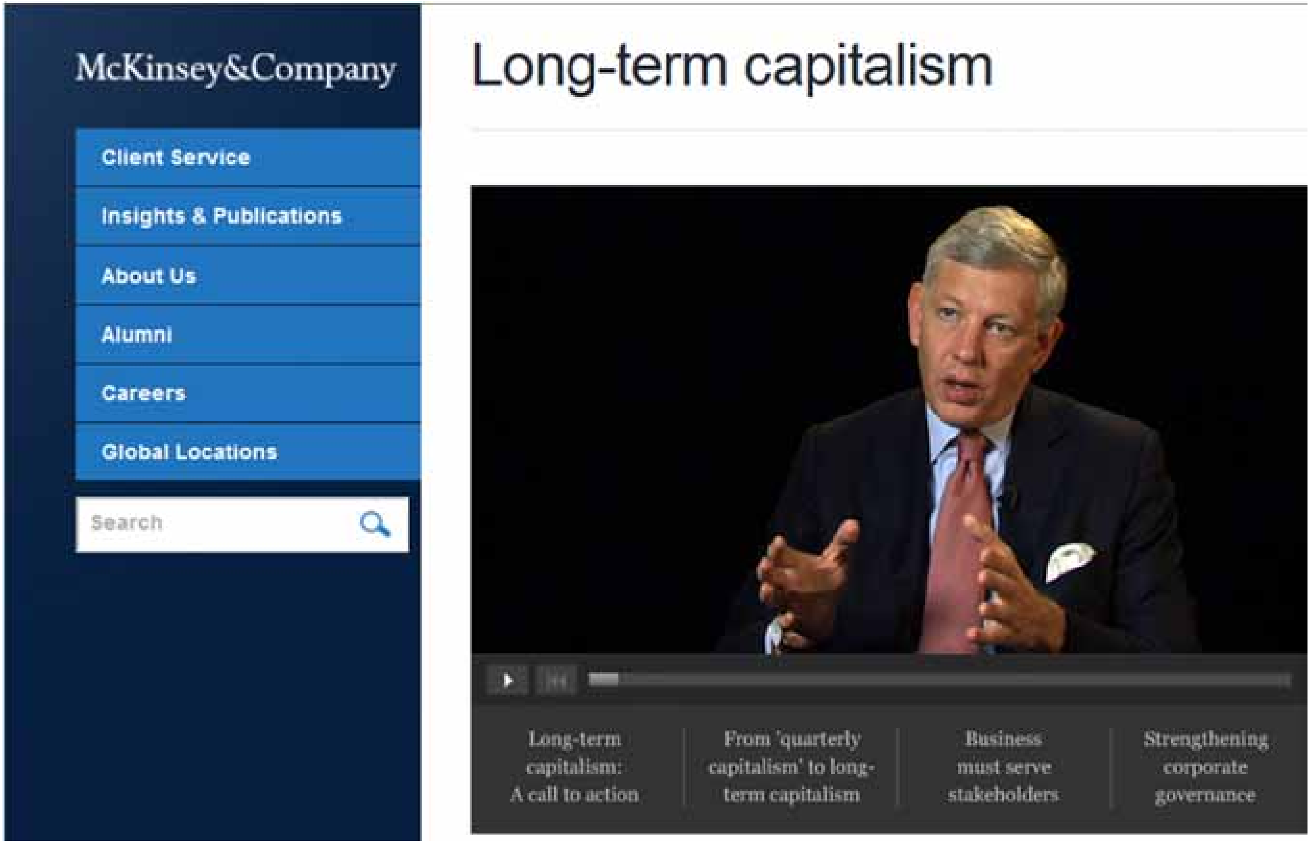

- **Fight the tyranny of short-termism**
- **Serve stakeholders, enrich shareholders**
- **Act like you own the place**

Discussion : Logiciel libre et « Creating Shared Value »