# Mastering Enterprise Productivity

Practical advice on how your approach to digitalization can boost productivity in your organization

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shaping tomorrow with you

# Introduction:
# Digital is transforming productivity

At Fujitsu, we believe that this is a critical time
in the evolution of any organization. In any sector.
The always-on world we live in means that customers
can purchase anything, at anytime from anywhere.

This change in demand has enabled new market entrants to increase competitive pressure. Organizations are faced with new waves of disruption. That threat is forcing businesses to transform the way they work and organize themselves, for instance, by digitizing manual processes to boost the productivity of their knowledge workers by 21.3%.[1]

As organizations go through that process, they're asking questions about what people can (and should) do, and how machines can augment them. They are re-evaluating the balance between human and machine-based working. Our research shows that the great majority of businesses understand the need to think differently:

86% say that digital transformation goes far beyond just technology, and requires new ways of working.[2]

Outcomes now take priority: We are entering an era in which desired outcomes govern each task. The task is secondary to the needs of the customer for whom it is, ultimately, carried out.

Instead of focusing on each task in isolation, it will be connected to every other one, and informed by each organization's strategic intent. So, each value chain is totally focused on what the customer needs at the point where they connect with the business. In an age of fast-paced disruption, it's vital that you get maximum impact where it counts the most. That means

focusing on the processes and workflows within your business that will yield the most value in the shortest time.

It's important not to focus on the tools, in themselves but how you deploy, organize and manage them to make a real difference to productivity. Businesses understand that. But, putting it into action takes knowledge, insight and partnership with people who can keep you at the cutting edge of technology. Few businesses can go it alone anymore. Collaboration and co-creation is the new normal. Which is why we've produced this short guide.

[1] IDC study – Bridging the Information Worker Productivity Gap, 2012

[2] Fujitsu and PAC Trend Study, Mastering Productivity, January 2017

# Essential advice on Mastering Enterprise Productivity

Mastering Enterprise Productivity covers four areas: workforce management, process digitization, asset management, and enterprise service management. Each has distinct methods and technologies associated with them, but we believe it's important to think about them holistically.

There are six general principles to think about as you begin to examine what needs to be done for your organization:

**1** **Put people at the heart of your journey:** The technology isn't the point. It's a step on the roadmap, but the entire journey must encompass the needs of your people. So, ensure that they are at the heart of the transformation you are planning. They should be part of the design of change and be empowered to drive it. It's vital that you create a plan which includes ample support and training so that your people buy-in to the business objectives around boosting productivity.

**2** **Think outcomes not technology:** What does your customer want? How should the service you offer them look and feel? What should the experience be like? Express the answers to those questions in terms of the outcome the customer expects. The technology you use to achieve the customer's desired outcome is irrelevant. Don't start with the technology. Start with the need and the outcome that fulfils it.

**3** **Define the work that needs to be done to achieve those outcomes:** Do it step-by-step. Once you know what must be done to achieve specified outcomes, organize your people, assets and technology around it. Don't worry about mapping out the 'as is' – create the 'to be' i.e. what you want to achieve. Design it from scratch. By doing that you will avoid subconsciously including too many elements that did not serve you well in the past.

**5**

**Automate the processes that yield the best productivity improvements quickly:** Robotic Process Automation, Machine Learning and Artificial Intelligence (AI) are enabling many more tasks to be automated, and you should leverage these where needed to address the outcomes of your new plan. That doesn't mean automating everything, only the things that deliver the most benefit in terms of productivity gains and value. If you're looking to reduce cost, ensure that you don't do it at the expense of compromising outcomes for customers. Always work out how you can re-deploy people to more fulfilling and productive roles.

**4**

**Avoid creating new legacy, and adopt rather than adapt:** Attempting to solve your technology needs with a single set of systems will lead to the creation of a new legacy. And because today's markets are fast-paced, technology becomes outmoded much faster than ever before. Look to utilize micro services and plug-and-play technologies that can be easily swapped out for whatever is coming next. Create an adaptive technology platform. Bring the end-users into the equation from the start. The technology should support the work. Adopt standard technology, rather than adapt. This enables your people to move fast and deal with market dynamism proactively. Then, when it's time to move on, change the technology quickly.

You might already have the right tech, you just need to use it better. Or, it's almost right and it needs to be improved or augmented.

# How we can help you Master Productivity

Our approach covers the four key areas we highlighted at the start of this Guide: workforce management, process digitization, asset management, and enterprise service management. Through our co-creation approach with customers we've helped many organizations, across all sectors, to Master Enterprise Productivity.

**A major retail bank** was struggling with the limited functionality of its ITSM tool,and was eager to boost functionality to overcome service performance issues which were affecting productivity levels. We worked closely with their team to review the situation and our solution became one of the largest global deployments of ServiceNow. Together we deployed a single strategic platform across the business. The outcome was higher productivity for 110,000 end-users.

**A high-end hotel chain** had identified that its process for managing guests' special requirements was impacting customer experience and employee productivity. The ability to accurately implement these requests set the chain apart from its competitors. RunMyProcess was used to ensure that the data was available in real time. That meant staff could respond immediately to guests' requirements, which helped them deliver a five star guest service and with the added benefit of freeing up staff time so they could focus further on customer care.

**There are significant productivity gains to be had in Government** back-offices through modernization of ways of working, Fujitsu was engaged as part of a public-private joint venture to apply technology to raise both productivity and reduce costs substantially. We created an integrated shared service solution based on Oracle-E Business suite to optimize critical government services. We are standardizing processes and policies across 17 departments, some of which employ almost 300,000 people. Processes, such as the on-boarding of new clients are now much faster, risk is lower, and the ability to adopt and deploy best practices has been increased. Costs have also been reduced whilst user-experience has improved.

**We created an integrated shared service solution based on Oracle-E Business suite to optimize critical government services.**

**A municipality in Finland** needed to digitize their core business processes and better engage with citizens as part of their digital and green transformation agendas. Fujitsu's CaseM case management solution was implemented to cover a broad range of digital services for municipality employees and citizens, supported by a self-service portal, electronic workflow, document management and electronic meetings. The outcome was increased staff efficiency with time savings of over 25,000 hours per year, faster decision making resulting in service quality improvements and 86% less $CO_2$ emissions through reduced paper use.

**For a leading cosmetic company** with 7,000 employees Fujitsu delivered Valo Intranet as their global intranet solution. This new intranet enabled employees in production, sales, research and development in 60 countries to collaborate and supports the organization's goal of delivering the world's best digital workplace environment to its employees.

**For a leading international parcel delivery company** with over 24,000 employees Fujitsu helped to reshape the existing B2B to B2C business model, enhancing business processes with a unique consulting methodology. Fujitsu migrated the existing SAP ERP environment to SAP HANA for a new high performance database, enabling employees access to real time data, actionable insights into business processes, increased data quality and speed, and real-time tracking and exact delivery time forecasting. This collaboration has supported the organization's goal to deliver brilliantly simple solutions that make sending and receiving parcels easier and more flexible.

**Fujitsu helped to reshape the existing B2B to B2C business model, enhancing business processes with a unique consulting methodology.**

# Solutions

We enable organizations to develop new ways of working, streamline processes and engage people to enact this change.

**Active8:** Our team of co-creation specialists help customers on their journey to digital transformation through great innovation projects. Our projects are underpinned by a trademarked eight step delivery framework, based on industry best practice, which helps us work with customers to move quickly from ideation to implementation, opening new innovative possibilities for your business by turning great ideas into solutions.

**Analytics:** Enhancing the power of data is fundamental to the success of your business. We help organizations yield intelligent insights to help you drive an optimal customer journey, resulting in optimized processes and delivery of innovative solutions. We deliver end to end solutions using the best in breed tools and advanced analytical technologies from descriptive analytics to cutting edge deep learning and machine learning methods.

**Application Transformation:** We help you bridge the gap between a rapidly changing digital landscape and your existing business operations. Transform, automate and optimize your unique applications environment and processes, to support your current and future business needs in a cost effective, efficient and agile way.

**Artificial Intelligence:** We are pioneering deep learning technologies which, through an ability to provide human level intelligence, can deliver significant business value. Our advancements, in areas such as speech and object recognition, are already proven to help organizations overcome real business issues.

**CaseM:** We enable you to rapidly digitize business processes across your organization to improve operational performance whilst at the same time enhancing the customer experience.

**Consulting:** Whether you are looking to manage your workforce, digitize processes, manage your assets or optimize enterprise service management, our consulting team can help you to master enterprise productivity through our pragmatic and proven approaches to business and IT strategy, process design and business change. From horizon scanning, visioning, capability assessment, strategy development and roadmapping to business case development, we work with you to identify and prioritize opportunities, develop enabling capabilities and empowering you to develop an organization which is making the most of all its assets, especially its people.

**Dynamics AX:** We enable you to rapidly deploy ERP systems across your expanding enterprise, helping you take a flexible and affordable approach to meeting the diverse operational needs of your entire business.
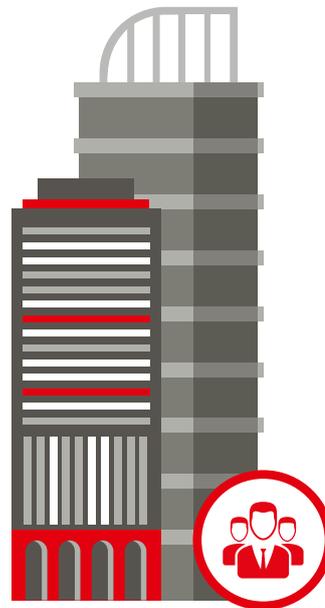
**Enterprise Wearables:** Fujitsu's field worker solution comprises of UBIQUITOUSWARE Head Mounted Display and the FUJITSU Amplify SaaS platform. Together these are used to augment the knowledge of your field engineers through Augmented Reality (AR) Process Flows, or an enhanced AR Overlay and allows access to real-time support from experienced engineers at base. This increases productivity through higher first time fix rates.

**Oracle / SAP / Microsoft:** We work with leading business application software providers to ensure that you get the best fit for all your business processes and are always able to realize the benefits of new releases, updates and improvements. We ensure you deploy the applications in ways that suit your specific needs.

**RunMyProcess:** We help you to transform the way your business works by delivering end-to-end digital solutions that connect people, software and things. Helping you to drive innovation and efficiencies throughout your organization.

**ServiceNow:** Our unique approach to Enterprise Service Management (ESM) is at the heart of our ability to enable you to transform your business quickly and deliver innovative services with rapid results. It helps you optimize processes and workflows, whilst removing inefficiencies and duplication. Together with ServiceNow Fujitsu frees your business to do more business.

**Valo:** We enable you to accelerate time to value from your SharePoint investment, providing a best in class social intranet with an integrated user experience, leveraging the most from the Microsoft platform.

**Transform, automate and optimize your unique applications environment and processes, to support your current and future business needs in a cost effective, efficient and agile way.**

# Mastering Enterprise Productivity, together

There has never been a greater need to address the productivity needs of your enterprise. As we mentioned at the beginning of this Essentials Guide, the digital tools that are now available, and are coming on stream, represent a step-change from what has gone before.

**Enterprises can achieve big gains in employee productivity. You have the chance to achieve operational excellence through new ways of working. And we can help you do it.**
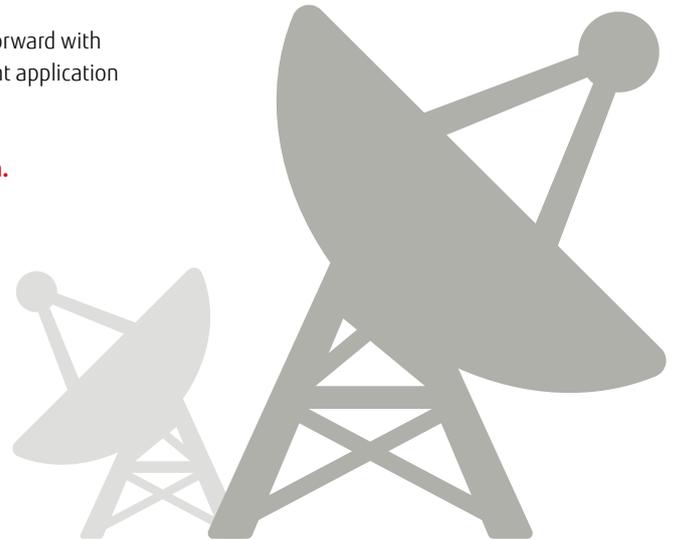
Working together is vital in fast-paced, dynamic markets. Out-dated organizational models and rigid, inflexible processes can only slow the pace of your digital transformation. As we've seen, focusing on outcomes is vital. Old models need to be replaced. That's the only way to cope with disruption.

We will help you to identify the right outcomes, deploy new workstyles and replace ineffective business services, processes and systems with more consistent and responsive ones.

We will operate as an integral part of your team, we will work with you to co-create new, human-centric ways of working, supported by flexible organizational models, our partner eco-system and enabled by adaptive technology. We will also help you address the levers of productivity to deliver customer value, adapt to change and create a responsive IT capability that works in step with your organization and its people

We want to help you move forward with confidence and the intelligent application of digital technologies.

**Let's start the conversation.**

Together, we will ensure the efficient utilization of assets across your organization, and tackle fragmentation and duplication – digitizing manual processes and joining them up.

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