

THE POSSIBILITIES ARE INFINITE



Management Consulting



Depth, Breadth and Experience

Client Challenges

Management challenges at all levels are now so overwhelming, so pervasive, and so mutable, that no one person can encompass them all. The following represent only the tip of the iceberg:

Steering organizational evolution in a rapidly changing environment—"Our competitive edge lasts months not years" is the prime concern of many business executives. In a fast moving global marketplace, indecision about change can prove just as costly as the wrong decision. However, far too often new change initiatives and information systems take longer to implement than the lives of the tactical business strategies they are intended to support. Organizations need on-going strategic management, rather than a one-time plan. They need many base hits, not a home run.

Structuring business and IT architectures for agility—Industry consolidation and the disruption of traditional value chains, as new ventures are formed and strategic business relationships are forged, have exposed an even greater need for adaptable response and near-real-time realignment of IT capability to business strategies. However, investments in evolving skills, processes, and infrastructure take longer to change than ideas of strategy. A fundamental challenge for most organizations is to sustain growth while restructuring to meet the future demands of the marketplace. Key questions are:

- How do I keep costs down?
- How do I eliminate redundancy?
- How do I ensure cross-functional alignment?
- How can I better understand the impact of change?
- How can I leverage my existing investments in information and IT?
- How can I make my business and IT environment less brittle and more responsive?

Developing capabilities needed to effect sustained and meaningful change—There is virtually no industry, no market segment, and no corner of the globe that is not experiencing an ever-increasing spiral of change. In nearly every case, that change is becoming more complex, both in terms of the pace at which the solution must be implemented, and the inevitable need for follow-on solutions. In short, the “half-life” for solutions execution and enjoyment is shrinking rapidly. We have moved from a time of intermittent change, through a period of contiguous change, and into an era of continuous, overlapping change.

Managing change investments for business value—The time when organizations could indiscriminately throw money at information technology is over. Organizations, their management, and investors, are demanding an enhanced level of IT investment management, from the selection of ideas for investment, through to the realization of business value. Further, most programs compete for resources, and while there may be a few “duds” among the opportunities, most will have some benefit. The first challenge is to select the *portfolio* of work that maximizes the overall value to the organization. A second challenge is to drive up the success rate of these investments by ensuring the measurement systems exist to track the delivery of benefits and to monitor assumptions in the external environment so that the portfolio can be adjusted as conditions change.



Fujitsu Consulting Solutions

Having someone to share the management challenges with you, someone with good judgment, who can offer sound, practical advice—someone who’s “been there before”—is an invaluable management asset. Through a worldwide network of experienced Management Consulting practitioners, Fujitsu Consulting offers advice and guidance to client organizations to help identify and understand management problems and to recommend effective business solutions that deliver real business value.

Fujitsu Consulting’s core Management Consulting capabilities support:

- **Business and IT Strategy**—to steer organizational evolution in a rapidly changing environment;
- **Business and IT Architecture**—to structure business and IT architectures for increased agility;
- **Change Realization™**—to develop the capabilities needed to effect sustained and meaningful change; and
- **Benefits Realization™**—to manage change investments for business value.

Each of these core capabilities answers a critical management question:

- Are we doing the right things?
- Are we doing things the right way?
- Are we getting the right things done?
- Are we realizing the business benefits?

A Complete Life Cycle Management Approach

Our consultants work at the enterprise, program, and project levels to support our clients through the full life cycle of their business and information technology investments, as illustrated. From defining an overall business strategy, through planning and structuring the solution, we ensure integration with other business initiatives, effective change management, and the delivery of expected benefits.

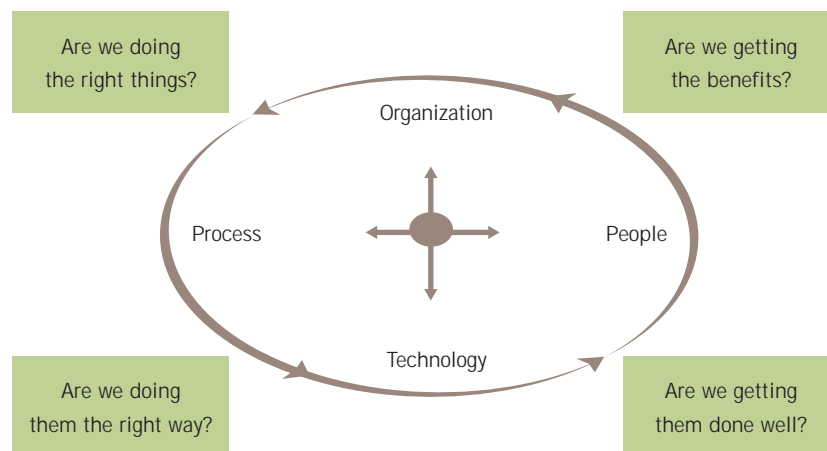
Our focus on business value and our unique Benefits Realization approach provides a process for managing an organization’s business and IT investments to ensure each dollar is optimally applied and that expected benefits are delivered. All Fujitsu Consulting services are supported by advanced methodologies (MacroScope®) and wide access to people through our Communities of Practice and information resources through our global knowledge repository.

Business and IT Strategy: *Are we doing the right things?*

Fujitsu Consulting’s Business and IT Strategy offering helps you steer organizational evolution in a rapidly changing environment. The approach incorporates multiple paths that support strategic thinking and decision-making, from planning process design through execution and management. It helps business and IT managers:

- Define business and IT enabling visions and strategic targets;
- Transform business and IT visions into workable strategies;
- Monitor strategy implementation on an ongoing basis;
- Answer tough business questions about adopting new technologies; and
- Integrate multiple business unit strategies into a single, overall strategy, even when they operate in different markets.

The overall role of Fujitsu Consulting’s Business and IT strategy approach is to define “implementable change” that will govern the destiny of the organization in a changing environment—and deliver business results. At every level (corporate, divisional, and functional), Fujitsu Consulting enables strategic managers, planners, and consultants to design their own strategy processes. Rather than a “one size fits all,” our strategic profiling allows us to tailor a strategy approach that fits with the realities that your organization faces today. We help you *manage at the speed of change*, and socialize the fact that *the program is the strategy* to ensure you deliver the strategy.



Managing at the Speed of Change

The speed of change demands an ongoing *steering* process based constantly on updateable knowledge. It is essential to continuously monitor and evaluate changes in the “external fit,” between the organization’s strategic direction and changes in the external environment, and changes in the “internal fit,” between that strategy and the organization’s core competencies, culture, structure, processes, and resources. Discontinuities between the external fit and internal fit will continuously arise in this turbulent environment. Fujitsu Consulting’s steering process provides management with the ability to rapidly assess the effects of these continuities, identify corrective actions, and provide the confidence to stay the course. Where there are “critical uncertainties” in the projected future environment, Fujitsu Consulting’s approach allows for the building of alternative business scenarios, which can be “banked” as reusable thinking should these eventualities occur. This ability to anticipate future conditions and plan parallel strategies is a distinctive feature of the Fujitsu Consulting approach.

The Strategy is the Program

Traditional strategic planning’s failure has *not* been in the identification of appropriate competitive positioning and clear business goals or even in the specific strategies for achieving these. It has been in translating these into concrete action with plans that get “all the feet moving in the same direction.” Fujitsu Consulting’s unique Portfolio Management approach exactly fills this gap by mapping all the necessary strategic actions into a clear and comprehensive “roadmap” from which viable change programs can be developed.

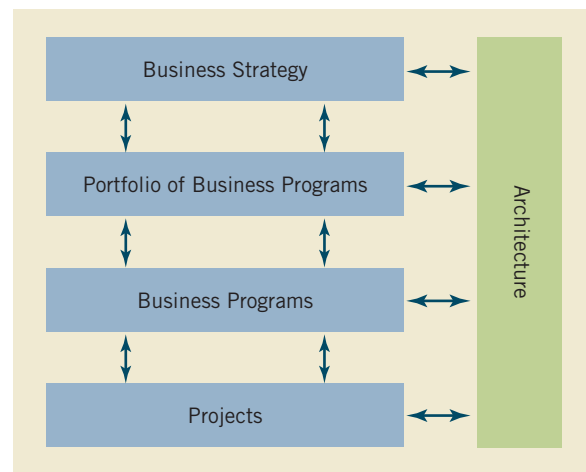
Fujitsu Consulting offers a strategic approach based not on launching too many strategic programs that have little chance of being implemented, but on landing the few critical programs that deliver organizational outcomes. This approach:

- Is based on building reusable knowledge;
- Creates a strategy management process adapted to the culture of the organization;
- Anticipates future scenarios;
- Uses an integrated portfolio management approach to (re)assess business options and strategic choices;
- Builds comprehensive change delivery programs predicated on achievable business benefits;
- Constantly monitors and manages change; and
- Continually evaluates strategic objectives, financial worth and business risk to ensure delivery of business value.

Delivering on the Strategy

The high-performance organization of the future is determined not only by the quality of its thinking, but by its ability to put that thinking into action. From defining the strategic directions of the Business and IT, Fujitsu Consulting is able to structure and develop a complete set of target architectures that form the basis of business systems development. Fujitsu Consulting develops this framework using its Business and IT Architectures service. The linkage between “doing the right thing” (strategy) and “doing it right” (architecture) is explicitly made via Fujitsu Consulting’s approach.

Steering Organizational Evolution in a Rapidly Changing Environment



Strategic Governance

Strategic Governance is a dynamic process that continually manages the alignment between business strategy, the portfolio of program investments, the projects (both business and IT) that make up the individual programs, and the enterprise architecture. It assists organizations in identifying and managing changes to their business environment, and help them understand when and how to evolve their strategic direction and rebalance their portfolio of programs. It helps organizations respond quickly to change – a considerable asset in these uncertain times.

Our approach allows the initial strategic choices to be rapidly identified and changes in strategic direction evolved while change is underway, rather than involving a lengthy planning process frozen in time. Business and IT Strategy services help you develop and implement the strategies that steer your organizational evolution in a rapidly changing environment.

Business and IT Architecture: *Are we doing things the right way?*

Fujitsu Consulting's Business and IT Architecture approach helps you structure for agility. The two core offerings address:

- Enterprise Architecture; and
- Business Process Reengineering.

Enterprise Architecture addresses the total design of the business: its structure, processes, resources and its computing and communications technology infrastructure. The term "enterprise" includes the concept of the Extended Enterprise, which refers to the extension of information exchange, business functionality, and knowledge-based value creation to customers and other business partners within a collaborative business network. Typical assignments for these services include mergers and acquisitions integration, Customer Relationship Management (CRM), Enterprise Application Integration (EAI), shared service delivery, and new business start-ups.

Our approach provides a comprehensive set of deliverables, definitions, and processes that is highly compatible with the well-recognized Zachman framework.

Business Process Reengineering is a specific body of architectural knowledge supporting:

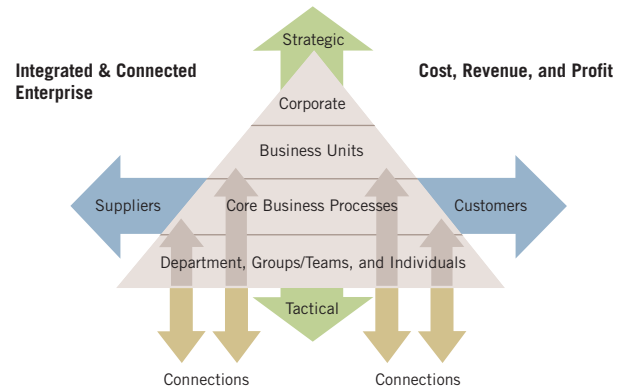
- Radical redesign of a process or processes to achieve significant improvements in business performance;
- Design of new processes to achieve new business objectives; or
- Evolution of processes to achieve improvements in business performance.

By challenging the existing rules governing an organization, we seek out quantum leaps in business process performance rather than incremental improvements. This includes the fundamental restructuring of work processes, management processes, relationships, organizational design, and resources. In this context our approach is based on a set of principles that focus on:

- The customer of each business process (internal or external);
- Improvement of the entire business process with engagement of key stakeholders in every aspect;
- Measurement of business outputs;
- Managing the boundaries between organizational units (internal or external);
- Business principles as drivers for the solution;
- Solutions that provide flexibility for future growth;
- A series of relatively short-term change programs with specific results oriented targets; and
- Management of change as an integral part of the reengineering process.

Extending Relationships

In structuring or restructuring an enterprise, there must be a clear recognition of those decisions that belong to the organization, those it can influence (partners, trade associations, etc), and those to which it must conform. The organization must be constantly aware of a wide-range of external business and technology trends. Survival requires balancing agility with performance improvement.



The Relationship-Based Enterprise

Fujitsu Consulting's architecture services assist organizations to *structure agility* as well as meeting immediate performance goals: to reengineer tangled structures and processes, and to engage their core competencies more effectively in value networks with new business relationships. The enterprise must deal not just with its own organization, but with a constantly evolving network of extended business relationships. Fujitsu Consulting views the organization and its extended business relationships as *a cohesive system* and adopts a framework for analysis and planning that reflects all the significant dimensions of that system.

A Continuous Focus on Business Value

All Fujitsu Consulting architecture services are planned and delivered with your organization's strategic goals and objectives kept in clear sight, and with the knowledge that each investment of time or resources must deliver a return in terms of business value.

We use dynamic modeling techniques and tools to deal with the true nature of business and to allow structure, behavior, and performance to be studied. A business dynamics model typically portrays the performance of:

- Many processes executing simultaneously;
- Each process representing a cycle in time; and
- Concurrent processes contending for the same resources.

The deployment of critical resources can dramatically affect organizational performance. By studying and understanding behavior and structure, we can understand and plan the changes, which deliver breakthrough performance improvements.

Fujitsu Consulting delivers solutions of *immediate business value* while assisting the enterprise to improve its *performance* and *flexibility* over time. We recognize the need for less “build from scratch” solutions and a greater emphasis on planned reuse, repeatable “patterns” and component engineering.

Change Realization: *Are we getting the right things done?*

“It is not the strongest of the species that survives, nor the most intelligent, but the one that is most responsive to change”

– *Charles Darwin*

Developing the capabilities needed to effect sustained and meaningful change is how companies survive and succeed. Within this context, the words of Charles Darwin have an element of the prophetic about them. They articulate the foundation on which the future of your company—and perhaps your own career—will be built. Agility, after all, is just another word describing the ability to respond to change, both individually and organizationally. It requires effectively implementing new solutions in ways that are less disruptive to productivity, in less time, at less overall expense, with fuller realization of the benefits, and with a more robust—rather than more depleted—workforce at the end of the process.

Change Realization is designed to help clients effect change and achieve the benefits of change in an optimum way. Rather than employing a cumbersome one-size-fits-all method, experienced Fujitsu Consulting practitioners use a unique profiling approach to identify pin-point interventions designed to minimize change risks, build change capability, and manage resistance.

There are three key attributes to Change Realization:

1. **Speed**—We recognize that there are pressures brought about by pace. So it's about moving swiftly but appropriately, based on your situation. For some clients this may come as a shock. For others (who may be going too fast), it may mean optimizing results through a more measured approach. Pace, speed, and urgency are all part of change realization.

2. **Eliminating the “chance” elements in change**—Nothing can be 100 percent guaranteed, especially change. We firmly believe that it is possible to structure interventions based on real need rather than a pre-cast set of activities which may be inappropriate and harmful based on your individual situation. Our approach is to focus on those things which need attention and which give you the best chance to grow capability to embrace change.
3. **Building change capability along with the other business benefits you are striving for, at the same time**—Change without benefits cannot be sustained; and benefits without change is equally unrealistic.

A Proven Framework of Tools and Techniques

Change Realization, in combination with Benefits Realization, provides a comprehensive set of methods, techniques, and tools that allow you to manage change, realize benefits, and enhance enterprise value. The toolkit includes a set of diagnostic instruments used to characterize and surface risks, with techniques and interventions that enhance capabilities to undertake the change. The Change Quadrant Assessment, a unique diagnostic process designed to identify your organization's Change Corridor, is the cornerstone of the toolkit.

The Change Realization approach is used to deliver practical interventions in many of areas:

- Change strategy development;
- Readiness and impact assessment;
- Change program design;
- Change program management;
- Communications;
- Training and education;
- Leadership and sponsorship coaching;
- Organizational alignment; and
- Change program delivery.

Developing Capabilities to Effect Sustained and Meaningful Change

Change Realization assists clients in developing the specific capabilities needed to effect sustained and meaningful change for a given situation and organization. The approach is structured not only to realize the benefits of a specific change, but also to leave the organization stronger and more flexible to accommodate future, more frequent, and larger changes.

Benefits Realization: *Are we realizing the business benefits?*

Fujitsu Consulting offers a robust framework designed to ensure that the promised benefits of business transformation and technological change find their way to your bottom line. Our Benefits Realization approach helps you proactively manage major investment initiatives "from concept to cash."

Key elements of our Benefits Realization approach include:

- **Accountability**—identification and management of appropriate accountability for business results. This is critical to enhance the performance of the investment portfolio. We bring a pragmatic and effective accountability framework that allows accountability to be clarified and managed throughout the investment's life.
- **Value**—practical approaches to the identification, measurement, and management of both tangible and intangible value. Value can be defined in many ways to reflect the nature of investments and their contribution either direct or indirect to the bottom line.
- **Value-at-risk**—recognition that the realization of business value from IT enabled change investments can be affected by more than traditional project risk factors. Value-at-risk assesses risk from a holistic life cycle, identifying value risks in both the business and technical domains, and linking that assessment into an active risk management regime.
- **Management of change**—integration of change factors into the investment selection and management processes, ensuring that change risks are clearly understood, factored into the decision process, and managed on an ongoing basis.

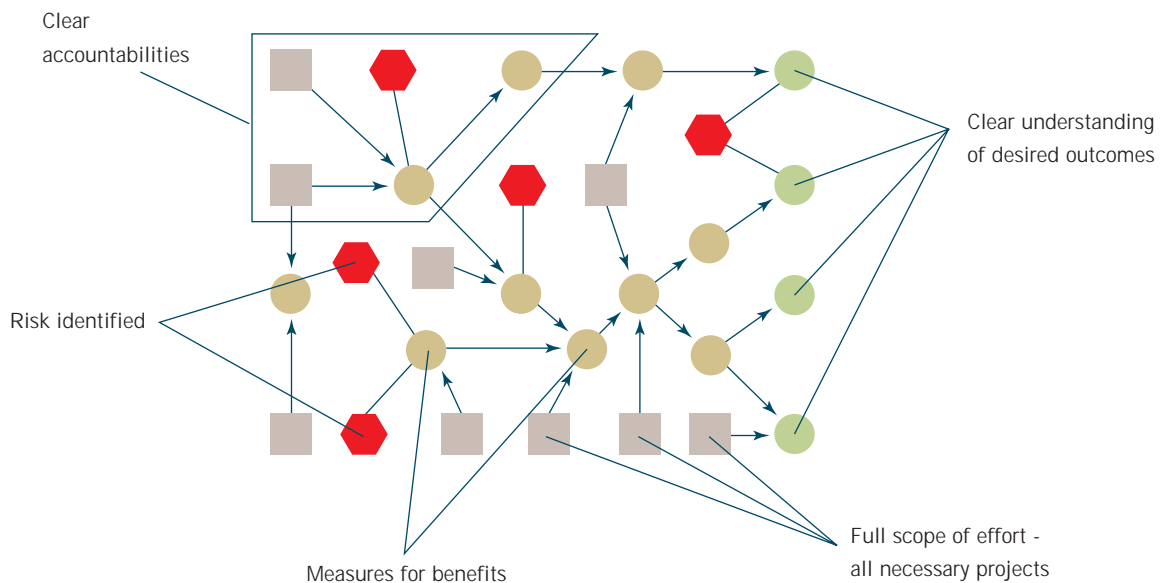
DMR Consulting, now a part of Fujitsu Consulting, developed Benefits Realization over a number of years, from experience in our global consulting business. We found the number one concern of our clients was the failure to achieve targeted benefits from large IT and business change initiatives. Our book on Benefits Realization, *The Information Paradox*, is regarded as a standard text on the topic.

Two core offerings address:

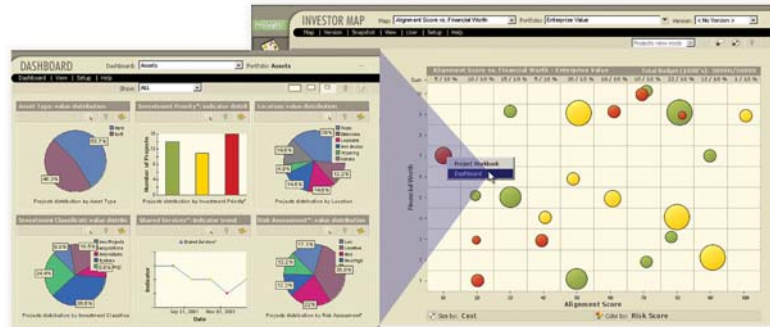
- Program Management, and
- Portfolio Management.

Program Management helps you to design and manage successful change programs. Programs are structured groupings of projects designed to deliver clearly identified business results. The approach and techniques enable clients to paint a complete picture of all the potential end-benefits of an investment and all the actions needed to get the desired results. The illustration below shows how Program Management helps you to:

- Scope, plan, evaluate, and deliver change programs so as to achieve their targeted benefits;
- Understand the risks and assumptions of change programs; and
- See how all the various initiatives within a change program tie together.



Portfolio Management addresses management's critical need to drive enhanced business value from their business and IT enabled change investments. Portfolios are structured groupings of investment programs selected by management to achieve well-defined business results and risk/reward targets. The approach helps clients to objectively evaluate and select winning programs and to optimally employ key assets. The offering promotes proactive management of the portfolio throughout the life cycle of a program, from concept to cash. It ensures the value anticipated from an investment is not allowed to leak, and provides the ability to change direction based upon emerging conditions in the environment.



Portfolio Management

Fujitsu Consulting's portfolio management approach is further enhanced through our partnership with ProSight Inc., the leading provider of portfolio management software. ProSight's software automates many portfolio management processes, and provides powerful analytic and presentation capabilities to enhance management's investment selection capabilities, as shown in the illustration. Together, our portfolio management solutions greatly enhance our clients' capabilities to drive increased business value from IT enabled change investments.

Managing Change for Business Value

Fujitsu Consulting's Benefits Realization has a demonstrated track record in helping client's plan and implement business improvement initiatives with benefits delivered.

- You increase the success rates of your major investments;
- You experience the benefits of "getting it right the first time," without the high cost of trial-and-error implementation; and
- Your entire organization—from top executives to project teams—gains a better, shared understanding of the potential benefits of an investment and how to "get there." Executives, in particular, have increased comfort levels, reducing the leap of faith usually involved in moving from project-level results to business-level benefits.

Bottom Line

Management Consulting from Fujitsu brings you depth, breadth, and experience. At a personal level, you gain someone to share the management challenges with you, someone you can rely on for good judgment and sound, practical advice—backed up by a wealth of experience and resources. At an organizational or corporate level, you gain a global partner who brings to bear consistent, proven processes, methodologies, and tools. Fujitsu Consulting helps you identify and understand management problems—then we recommend, implement, and stand behind effective business solutions that deliver real business value.

Experience the Fujitsu Consulting Difference

As the management- and technology-consulting arm of the US\$45-billion Fujitsu group, Fujitsu Consulting integrates the core expertise of Fujitsu companies and its partners to deliver complete solutions to businesses and government in the areas of Information Management, Legacy Modernization and Managed Services. The scope of these offerings extends from strategic management consulting to the tiniest detail of infrastructure operations. Through its industry-recognized strategic methodology, Macroscopic®, Fujitsu Consulting assists clients in incorporating more value into their investments and driving their leadership in the marketplace.

We work with you to create solutions and produce results that drive your business.

Headquarters & United States

FUJITSU CONSULTING
333 Thornall Street
Edison, NJ 08837
United States
Tel: +1 732 549 4100
Fax: +1 732 549 2375

Canada

FUJITSU CONSULTING
200 Front Street West
Simcoe Place Suite 2300
Toronto, Ontario
Canada M5V 3K2
Tel: +1 416 363 8661
Fax: +1 416 363 4739

Quebec

DMR CONSEIL
1000 Sherbrooke Street West
Suite 1600
Montreal, Quebec
Canada H3A 3R2
Tel: +1 514 877 3301
Fax: +1 514 877 3351

