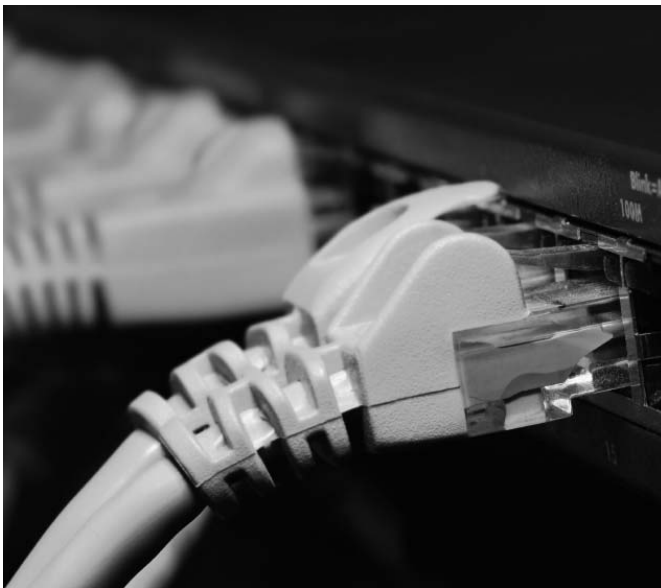


# Lean creates a solid platform for growth

*“The lean approach is enabling us to take on extra business more easily as we know we have the flexibility to provide a greater range of services.”*

**Ian Cooley – Service Delivery Manager (Operations), SMC, Infrastructure Services, Fujitsu**



## SUMMARY OF KEY FACTS

### Organisation

Fujitsu Services – Infrastructure Services

### Service/s delivered

The application of Lean, Kaizen and Six Sigma principles, tools and techniques in order to create a culture of continuous improvement

### Key Metrics

- Approx. 3,000 Infrastructure Services employees
- Approx. 150 Shared Network Services employees

### Benefits

- **Enhanced customer service** – standardisation of processes reduces errors and improves service quality
- **Increased staff satisfaction** – active involvement of staff in the change process has improved staff motivation
- **Improved resource usage** – has increased productivity by 30%, enabling new customers to be taken on with no additional resources
- **Reduced costs** – removes duplicate effort, waste and unnecessary processes
- **Enabled continuous improvement** – empowers people to make changes and continually look for ways to improve service delivery

### Customer's Challenge

Fujitsu Services is a leading European information technology services company, with an annual turnover of £2.46 billion (€3.59 billion) and over 19,000 employees in 20 countries. The company's award-winning Sense and Respond approach is designed to meet the needs of customers in terms of quality, cost and delivery time using minimum resources, by identifying and removing the root causes and costs of operational problems.

Philosophically Sense and Respond takes a lead from the Lean management methodologies developed in the manufacturing industry, especially by Toyota and Unipart, by aligning all the participants in a process to meet the real needs of customers, and eliminating any waste or unnecessary processes. However, Fujitsu saw an opportunity to embed the principles and techniques of Lean more deeply into the process.

Jo Peck, Sense and Respond Implementation Manager, Sense and Respond Institute, Fujitsu, explains, *“Sense and Respond is what enables Fujitsu to deliver what matters to our customers. But the question was how could we build and grow it to include even more of the Lean approach? How could we remove more waste from the process and deliver better customer value, all supported by cultural change and continuous improvement?”*

### Fujitsu Solution

In order to evaluate which Lean tools and techniques could be successfully incorporated and how, Fujitsu chose to run a pilot in its Customer Services organisation, which was led by consultants from Unipart, the UK's largest independent supplier of car and truck components and a leading exponent of the Lean methodology.

However, Fujitsu also wanted to evaluate how well the approach would work in a non-customer facing environment. So, a second pilot was initiated within an area of its Infrastructure Services organisation, which provides a comprehensive range of network and IT management services to some of the world's largest and most successful corporations.

*“We chose to do the pilot in our Shared Network Services, because it's a horrendously tough environment. It has 150 customers, which makes it very difficult to define exactly what the customer values are,”* says Jo Peck. *“It is also very technical and there are complex relationships with many third parties. But we decided that if we could make it work here we could make it work anywhere!”*

As Fujitsu's Shared Network Services organisation is extremely large, covering everything from firewalls to voice networks, it was decided to focus the pilot on the data management operations of the business.

Initially, Fujitsu created a high level Value Stream Map of the current state of the service delivery. This provides a snapshot of current performance and opportunities for improvement by analysing a

## CASE STUDY FUJITSU

range of factors, such as the number of people in each area, the volume of work, how well the work flows, and the impact on the customer. Next Fujitsu designed a 'future state' Value Stream Map, which outlined where the service could be in 12 months, built the business case for improvement based on a cost/benefit analysis and incorporated a plan of how to move forward.

Fujitsu then entered the 'Implementation Phase' in which it rolled-out a range of innovative visual management tools and techniques, which staff could use on a daily basis through their own Communication Cells. The process also involves the use of customer needs based Key Performance Indicators (KPIs) in order to robustly measure ongoing progress. *"It's very important that the project is always run by the business and not the project team, so that things don't just stop when you leave,"* adds Jo Peck. *"That way the change processes and KPIs become THE processes and KPIs and are embedded in the normal way of doing business."*

The whole project lasted around five months, during which time the service changed enormously. In particular, added complexity was created when the entire Shared Network Services organisation was relocated from Solihull to Belfast. Jo Peck says, *"The changes were really quite challenging, but very successful. It went really, really well and was a resounding success in all senses. It helped us to understand how to apply Lean techniques to a shared, central function. The enthusiasm from central operations was outstanding and the willingness to get involved was fantastic."*

Based on the success of the pilot, Fujitsu has since gone on to implement the same approach in its System Management Centre (SMC) and is now planning to roll-out the Lean programme to the rest of the Shared Networks organisation.

Ian Cooley, Service Delivery Manager (Operations), SMC, Infrastructure Services, Fujitsu, comments, *"We're now looking at applying the same approach within our Remote Server Management group. It's given us a framework model to provide that platform to work from and a direction to move forward, with the involvement of the entire team."*

*"The deployment of Lean is resource intensive,"* adds Jo Peck, *"but you can get lots of benefits without doing the whole thing. So we're taking the replicable improvements and changes that work and applying them without having to go through the whole thing again. Effectively, it's maximising re-use of what we know already, but focusing on the cultural change through training and coaching."*

### Benefits to our Customer

Through the use of Lean operational controls Fujitsu has:

- **Enhanced customer service** – the simplification and standardisation of processes reduces errors and improves service quality and consistency
- **Increased staff satisfaction** – improves motivation through the active involvement of staff in the change process and the opportunity to gain additional experience
- **Improved resource usage** – has increased productivity by 30%, improving operational flexibility and enabling new business/customers to be taken on with no additional resources
- **Reduced costs** – removes duplicate effort, waste and unnecessary processes, increasing service quality and minimising costs
- **Enabled continuous improvement** – empowers people to make changes and continually look for ways to improve service delivery.

*"What the Lean approach clearly identified was the peaks and troughs in the work flow that you don't always see,"* says Ian Cooley. *"It's also helped us focus on what resources are available, so we can take on extra business more easily as we know we have the flexibility to provide a greater range of services. Bringing in new business will not only will that enable us to maintain our headcount, but it will also drive down the cost of running our existing business. Taking on different types of business also enhances the roles of existing staff by giving them a wider exposure to other parts of the organisation."*

Ella Bennett, Director, Lean Services Programme, Fujitsu, adds, *"Lean is not a process, it's an attitude. It's not just tools and techniques, it's about how people think and work, philosophically and culturally. By adopting this "attitude" Fujitsu is now completely focused on delivering what customers really want – and that's what differentiates us as a supplier, partner and employer."*

### Our Approach

First developed in the manufacturing industry, Lean is a systematic approach for identifying and eliminating waste or unnecessary activities through continuous improvement of the product or service in response to customer needs.

*"The principles of Lean are all about building up from the bottom,"* explains Jo Peck. *"In other words, you first understand what you need to achieve, and then you can determine what you need to achieve it. And that is where efficiencies are found."*

Ian Cooley continues, *"Lean has given us a chance to look at the whole organisation and study it top to bottom, which you don't often get to do in an operational unit. In particular, the use of 'Lean champions' gives a different view of things and the visualisation techniques put it all right there in front of you. As such, it has given us the opportunity to review all processes and procedures, find areas to improve and remove waste from them. It also enables you to pick out best practice processes, such as a team structure or incident handling process, so that you can re-use them in other parts of the organisation."*

### Our Expertise

Fujitsu has been delivering consistently high levels of service to organisations across the UK for more than 30 years. Its business is helping its customers realise the value of information technology through the application of consulting, systems integration and managed service contracts. As such, its support infrastructure is constantly being developed and refined to stay ahead of the demands of new technologies and evolving business practice, so that services can be delivered effectively and economically.

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Contact us on +44 (0) 870 242 7998 or  
[askfujitsu@uk.fujitsu.com](mailto:askfujitsu@uk.fujitsu.com) or visit [uk.fujitsu.com](http://uk.fujitsu.com)