



Shaping the future of end user services

Delivering Business Agility

Ian Bradbury, Associate Director at Fujitsu, discusses a fresh approach to achieving business agility.

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The workplace is being reorganised, redesigned and becoming more fluid.
It's time to think of building an end user service to match.

Business agility is no longer an option

Business agility used to sound like one of those business terms dreamed up by management consultants looking for a new service to sell.

The need for the concept, however, has recently become all too real and meaningful. Becoming an agile enterprise is about reacting rapidly and cost efficiently to changes in the business environment. It's about responding more quickly to customer demands; adjusting to shifts in global markets; and leveraging diminishing human resources in more creative and collaborative ways.

In short, business agility defines the very essence of what a 21st century organisation needs to be.

Two main factors are driving this.

The after-effects of the recession make agility an imperative

The biggest cost in the vast majority of businesses is the payroll. Ongoing economic uncertainty means that organisations have to look at the way they recruit, retain and divest talent in different ways. Indeed, many businesses have already reduced their permanent headcount, but additional resources may be required as businesses recover.

This means more temporary and contract workers are likely to be employed in the future, especially to meet cyclical or short-term demand. The overall result, according to a report by Industry analysts Ovum, is that "[t]he workforce will expand and contract by varying amounts and IT needs the scalability to cope with the peaks, while avoiding the expense of unused capacity in the troughs."¹

New ways of working are fundamentally changing how we view the workplace

The manufacturing of commoditised products has largely shifted to the BRIC (Brazil, Russia, India, China) economies, while the West concentrates on professional and creative services. This means we are seeing the gradual removal of the old style of corporate structure and working practices in many organisations, as they reorganise themselves along the lines of a 'café culture' in which facilities, design and location are configured so that colleagues can collaborate in smaller groups.² This requires a radical rethink in how to structure the places in which we work – with less emphasis on permanent workstations and more focus on flexibility.

In the following pages we discuss these issues in more specific detail – and how a new approach to end user services can help to meet the challenges that they throw up.



¹ Ovum, Desktop as a service brings shared services to the desktop, Ian Brown, 8th January 2010

² Professor Richard Scase, Global Remix, 2007

The drive for agility means changes to recruitment policies and office accommodation



Workforces are becoming more flexible

Businesses may be looking to cut the number of permanent staff on the payroll, but many of them still need to increase headcount on a seasonal basis.

There is also a growing trend for organisations to ramp-up numbers temporarily with specialist project staff – either to jump on new market opportunities as they arise, or to support specific campaigns, events or product launches. Organisations are also increasingly considering “crowd-sourcing” and partnering with other organisations as mechanisms to meet demand for skills and capability while avoiding establishing a larger, permanent workforce.

Flexible working is also on the increase – and this doesn’t just mean working flexible hours. According to the definition used by the UK employment arbitration service ACAS, flexible working includes anything from part-time working to flexi-time, job sharing, working from home, term-time working, staggered hours, compressed hours, annual hours and shift working.

Businesses are taking advantage of these options to bring in fewer full-time staff. And the challenges this causes for managers deliver end user services are clear. They have to cope with a user base that is constantly shifting; semi-permanent staff that may sit in or outside the corporate firewall; and a vast array of different user needs and profiles. In all cases the organisation needs to provide workers with access to appropriate systems and tools – in a secure and flexible manner.

Also, while payroll may be the biggest cost in most organisations, property costs are often not far behind.

Property estates are being rationalised and redesigned

As the make-up of the workforce is changing, so is the office accommodation that houses it. Indeed, many organisations are already moving away from fixed workstations, helping them to provide better support for hot-desking and cater for increasing numbers of flexible and temporary workers.

This means they also want to reduce what they are spending on maintaining offices overall, resulting in sites being sold and workforces consolidated into smaller spaces. In the public sector, co-location with other services is also becoming a serious option – a recent survey found that this method of rationalising property estates was on the agenda for 77% of local government respondents in the UK.³

Co-location is an obvious potential headache for desktop provision. But even without it, desktop managers in all sectors are going to have to deal with an increase in desk/user density in order to cope with smaller facilities. Currently, most organisations allocate less than one individual per desk they own. In the future, it is more likely these same organisations will operate with 2 people to every desk.

³ UK Local Government Chronicle survey in association with Capita Symonds, July 2010

Agility also demands seamless integration of new technologies and systems

Flexible working needs a more flexible attitude to devices and applications

As more organisations use non-permanent staff to fulfil resourcing requirements, it is likely that we will see more of those people wanting to use their own technology. This is especially true of younger, so-called 'Millennial' workers, who tend to balk at corporate restrictions on the types of hardware and applications they use.

This is something that IT departments generally fear. In a recent survey that we commissioned at Fujitsu in the UK, it was found that only 15% of companies are currently planning to embrace consumer-style devices (such as iPads) for competitive advantage. A further 31% say that although they know that they will have to embrace the technology 'at some point', they will only do so knowing that it will add to the complexity and security issues they face in delivering their desktop environment.

In the future, this reticence will no longer be an option. If businesses want to be truly agile, they need to attract the best talent. The best resources, whether they be individuals or 3rd party organisations are unlikely to want to change their IT for small project involvements, they will expect to use their own tools and techniques – and end user services managers will have little choice but to enable them to do so.



In other words, managers of end user services will need to think seriously about how to better support mobile, remote and flexible working – regardless of the device or applications the user wants to work with – and recognising that not all users will be directly employed by the organisation.

Acquisitions and divestments need to be handled quickly and painlessly

Some organisations have acquired or merged with other businesses during the recession, either as a financial necessity or to steal an opportunistic advantage. Others have sold assets as they have realigned their strategies for recovery, or have even been forced to by regulators.

For an agile business, it is vital that such activities happen as seamlessly as possible, and don't create a drag factor on overall business performance.

For the end user services manager, the targets in this kind of situation are clear. In a merger or acquisition situation they need to 'on-board' new staff and systems as quickly as possible, while also enabling fast and easy access to joint systems by both sets of users. And when it comes to divestments, they need to deliver controlled and secure separation of systems and data, while minimising the residual costs associated with assets that are no longer needed.

Desktop managers can contribute to achieving business agility, but they must enter a brave new world...

Imagine the scenario. Your CEO wants to dramatically cut property overheads with a reorganisation, but is being held back the fact staff are tied to individual PCs on fixed desks. An acquisition is on the horizon, but concern is growing over the 18 months estimated for the merged organisations to start using each other's systems – much of it due to end user service integration issues.

The drive towards business agility is bringing about a new, diverse and high-profile set of challenges for desktop estate managers. To adapt, and make measurable contribution to business success, IT departments now need to fully evaluate 'virtual' and 'as a service' approaches to end user services.

Importantly, both these models address the specific issues related to agility that we have raised in this paper, as well as the wider business issues of today...

- Desktop Virtualisation helps IT departments to cope with new flexible working models, for example by enabling users to share terminals and desks – and access their applications and data from anywhere using a wide range of different devices – which could be owned by the user. Provisioning of temporary contract staff also becomes much simpler – because new desktops can be 'spun up' in seconds, rather than the days (or sometimes even weeks) experienced under traditional provisioning models. Desktop Virtualisation has the capacity to improve security and compliance by enforcing the use of centralised data stores for managing business data – so reducing the risk of losing data stored on thick clients, and making it much easier to manage mergers or divestments. Similarly, rapid provisioning speeds up companies R&D activities since development and testing platforms can be created quickly, so enabling faster time-to-market.
- Cloud-based 'as a Service' provision enables organisations to avoid capital investment (CAPEX) and achieve even lower cost of ownership for end user services and application delivery, while at the same time improving performance and support for flexible and mobile working. This is possible because the 'as a service' model cleverly utilises virtualisation technology to separate out the operating system, data and applications from the physical device – and then employs cloud-based provision to charge on a cost-per-seat model. There are also options about how to exploit the cloud – whether it be via a private cloud (on premises or off premises) serving just your organisation, a community cloud shared among like-minded organisations, a public cloud service - or a hybrid based on a combination these different approaches.

If you think you're ready to move towards these new approaches to the delivery end user services, the next step is to find the right blend of services for your organisation. This involves careful consideration of both the needs of your users, and the needs of your business.

At Fujitsu, we have an approach that can help.



The Fujitsu approach

At Fujitsu, we understand the adoption issues around desktop virtualisation just as well as we do the end-to-end requirements for traditional 'classic' end user services. We have taken a journey to the new world of 'as a service' models, and acknowledge that they could truly transform the way that organisations think about desktop services in the future.

However, we understand that many organisations have evaluated Desktop Virtualisation but have largely found it only applicable to a small proportion of their end users. Our solution has been proven to deliver a much wider and faster adoption – an approach that is able to transform the whole estate in a way that is scalable and really drives business value.

The key is to recognise that 'one size does not fit all' and that exploiting any combination of these approaches should be considered as part of a broader solution to delivering a cost-effective, higher quality and more agile service. A balance must be struck between the business demands for control, and users' demands for flexibility. That's why our approach – based on our extensive experience in delivering tailored desktop services – meets both the needs of individual organisations, and their people.

- **Assessment** – our process begins with a comprehensive and knowledgeable assessment of your organisation's technology, applications and user environments. We also use a comprehensive ROI model – developed through real experiences in client engagements – to identify both long-term and 'quick win' cost savings
- **Profiling** – the assessment data we capture is then used to create a set of user role mappings across the organisation, where application types as well as data and service access needs are mapped. The result is a set of build models which we use to create common, standardised technology roles that reduce operational cost, and provide commonality across many users
- **User engagement** – we recognise the human side of any implementation, and use the profile data to provide a positive user experience through relevant user training and support
- **Planning** – Fujitsu then creates comprehensive, informed delivery plans that enable us to realise cost savings in a short time frame – and at minimal risk to your organisation.

Fujitsu and the desktop

Fujitsu is responsible for managing approximately 5 million desktop devices globally, including 2.9m across Europe – and is the number one desktop service supplier to the UK Government.

We are also a leading global Systems Integrator for desktop virtualisation projects, delivering some of the largest and most complex desktop transformations.

All of these projects are driven by a clear business case for delivering business agility, supported by the requirement to reduce the costs of managing the end user environment. Overall, our services save a typical customer up to 30% of their service costs. With the latest innovations around cloud-based 'as a service', we expect organisations to save up to 40%.

Customers can also rest assured that the Fujitsu portfolio is capable of handling any kind of end user service and includes every aspect of the desktop lifecycle – from procuring and managing thick and thin clients, delivering hosted applications and virtual desktops, providing managed print services, desk-side support and Service Desk services, to the responsible disposal or redeployment of technology at end-of-life.

For more information about this offering please contact

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