

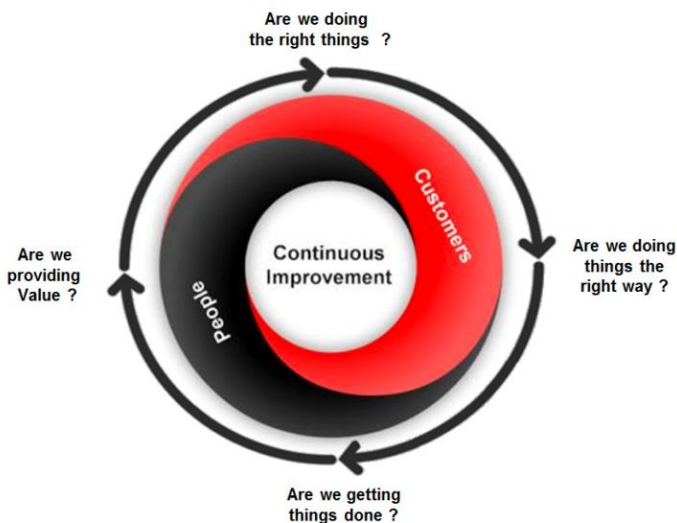
# Lean Offering Strategy. Change. Results.

Our process optimization and organizational transformation offering will support you from strategic planning through to the delivery of tangible results by applying effective change management. Fujitsu uses the best certified Lean Six Sigma professionals to implement it. Regardless of your sector of activity, Fujitsu will always be there as a partner you can rely on to improve your organization's performance.

## Lean

Lean is an innovative, customer focused management system that is based on continuous improvement and respect for individuals. In step with the corporate strategy, it guides teams as they examine existing practices to eliminate wastes in the processes that create the value expected by the customer.

Compared to traditional management approaches, Lean makes it possible to deliver a product or service to customers faster, using less effort, space and capital (at a lower cost) and with fewer defects and mistakes.



## Fujitsu's Lean offering

Our proven method contains more than 150 principles, tools and techniques drawn from world class best practices such as Lean, 6 Sigma, the Toyota Production System (TPS) and Kaizen techniques. Depending on each of our customers' specific circumstances, we suggest that they apply a two-phase approach.

### 1. initiate the change

By producing visible results quickly, this phase helps gain the acceptance of stakeholders at all levels. It includes:

- Opportunity diagnostic and analysis
- Strategic prioritization of opportunities
- Basic training with simulation
- Process optimization
- Support for implementation and execution

### 2. Transform the organization

The goal of this phase is to make the organization capable of working independently with the Lean system. It introduces change management at all levels and includes:

- Definition and deployment of:
  - the business strategy (Hoshin)
    - > Key performance indicators (KPI) and A3 technique
  - the custom fit continuous improvement program
    - > Governance, planning and selection of improvement activities
  - knowledge transfer
    - > Organizational awareness
    - > Training and coaching for certification of internal change agents
    - > Training and coaching of managers
- Accountability of everyone involved in making relevant improvements for the organization's success.



### Fujitsu's Lean team

As a member of Fujitsu Limited, the world's third largest information technology group, Fujitsu Canada's Lean team has dedicated itself exclusively to continuous improvement and change management for more than 15 years. It coaches its healthcare, service and industrial sector customers, helping them realize the following benefits:

- A multidisciplinary team of experts in business performance, work organization and process optimization;
- Certified Lean Six Sigma engineers and professionals;
- The ability to control complexity and adapt to any type of environment;
- Experience gained on over 3,000 projects conducted in close to 20 countries.

Fujitsu's Lean team is proficient in the full range of Lean techniques, including:

- 5S and visual flow control
- Quality, problem solving (DMAIC) and "poka yoke",
- Standard work and cell creation
- Implementation of pull flow and Kanban,
- Single-minute Exchange of Die (SMED)
- Productive layout and refitting (3P and SLP)

### Lean Healthcare

A pioneer in Canada, our team has been tailoring the Lean approach to care continuums since 2008. We have delivered more than 80 projects for over 40 institutions across the country. With our help, our customers gain greater awareness of their patients' viewpoints, empty waiting rooms in hospitals and clinics, reduce redundancy, shorten wait lists for home and community care and improve the quality of life of all employees and professionals.

"So far, we have managed to shorten wait times by over 50%, improve customer satisfaction to over 95%, reduce our stocks by 50% and provide care for up to 40% more people. Moreover, the new process and collective prescriptions significantly motivate the medical team, and that is reflected in the work environment. The ER process optimization project is a powerful engine that will bring about changes in other sectors."

*Dr. Valérie Garneau, ER Manager  
Centre de santé et de services sociaux de Trois-Rivières*

### Lean Service (public, private)

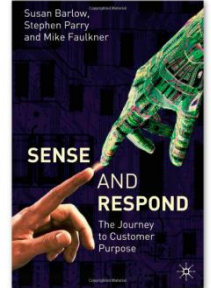
Fujitsu Canada has been a partner of the different layers of government for more than 38 years. As a result, our team has adapted Lean tools and concepts to the service sector and culture so we can help our customers tackle their challenges: constantly more demanding clientele, pressure to

fulfill special requests despite complex processes, long approval cycles and occasionally obsolete information systems.

Fujitsu partners with the federal, provincial and municipal governments on multiple short or long term organizational transformations and continuous improvement activities. For example, Fujitsu is helping British Columbia's 17 ministries change the way they deliver programs and services and thus grow the value provided to citizens in the province.

### Lean IT (Information Technology)

Lean IT involves adapting Lean to the world of IT. It means becoming Agile. By optimizing the development, operation and maintenance processes, it especially aligns services offered with customers' business needs. Lean IT utilizes bodies of knowledge on industry best practices to support the reorganization of IT teams and their governance systems.



Lean IT also offers a special method called Sense & Respond, intended for incident resolution teams and call centers. Training the teams and making them accountable makes it possible to resolve the causes of incidents at source and thus reduce the chances of their reoccurrence.

### Lean Industrial

The birthplace of Lean, the manufacturing and industrial worlds are becoming increasingly familiar with its concepts. However, some companies are still faced with challenges: absence of improvement strategy in step with business strategy, difficulty using or maintaining results, and challenges assimilating advanced Lean principles.

Fujitsu's Lean Industrial approach includes the most advanced tools. Our Lean center of excellence is constantly striving to develop them. Our certified experts are proficient in them and know how to implement them.

"The presence of our competitors has forced us to take a closer look at how we do things. Our challenge is to satisfy our customer's needs in terms of quality, delivery, support and price. The project conducted with Fujitsu has allowed us to achieve our goals. We took on the challenge and came out on top."

*William Spurr, President  
Bombardier Transportation – North America*

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