

## Enterprise Value Management



### Delivering on the Promise of "Value-Add"

#### Client Challenges

- "How can I reduce the risk of my investment strategies failing?"
- "It's easy to say what we have to spend more money on. What can I spend LESS money on?"
- "How can I get more value out of what I have in my organization?"
- "How can I make the cuts I need to make without damaging our long-term performance?"
- "How can I make sure my whole management team understands and can deliver on our strategic direction?"

If you're not asking these questions about your organization, someone else probably is. Today more than ever organizations must demonstrate that they understand how to do more than talk about added value.

Most companies have strategies capable of delivering value. But it's not just about having strategies. It's about being able to quickly translate those strategies into meaningful action. It's about being able to act with certainty in uncertain times. It's about results.

Results count. The challenges have never been greater. Companies must balance the need for short-term results with protecting their longer term investments—tomorrow's "results." Easy to say and not so easy to actually do. Yet it's essential. The market is increasingly rewarding those who create value and punishing those who do not. Even public sector organizations are discovering that their "investor" wants more and more clarity about the way that they deliver value.

As one of our clients said, "It's time to stop admiring the problem and time to focus on solutions." Focusing on and developing practical solutions is precisely what Enterprise Value Management Services is about.

## A Complete Enterprise Value Management Framework

Enterprise Value Management Services from Fujitsu Consulting create a framework that helps you understand how the interaction of assets—both tangible and intangible—affects the bottom line. This framework structures the enterprise value management process so you can derive greater value from whatever resources you have available. In addition, these services give you some proven approaches and techniques to help you translate understanding into meaningful and more successful action plans.

On a strategic level, the Enterprise Value Management framework helps organizations understand and align their programs and investments with their strategy. On a more tactical basis, it provides practical insights and approaches that help quantify and manage a value-anchored process—one which is dynamic and increasingly dominated by intangible assets such as brand, knowledge, and business relationships.

The following are some of the highly specialized techniques, tools, and disciplines employed to develop and manage the Enterprise Value Management framework:

- **Value Mapping**—a powerful technique for understanding and presenting a comprehensible view of the key value-creating relationships. It can help organizations understand how the interaction of tangible and intangible assets relates to value creation. Moreover, a value map helps executives identify and tap into “value levers” that directly support the strategic drivers for the business. The map provides a framework to allow management to take control of these value levers to positively affect the organization’s values and goals.
- **Results Chain™ Program Design**—our unique trademarked management technique for defining the specific change programs necessary to deliver the intended business results. Results Chain delivers a “road map” for change—one that helps ensure that the benefits of a particular program are realistic and achievable. It helps manage risk and has proven itself as a way to increase the value delivered. In addition, it provides a process to communicate and monitor the program so that everyone on the team starts and stays “on the same page.”
- **Portfolio Management**—a set of tools, techniques, and processes that allow management to evaluate, select, and fund only those programs with the greatest potential to deliver real business value.
- **Strategic Governance**—to continually manage the alignment between business strategy and your portfolio of individual programs and projects—both business and IT—that shape the enterprise architecture. In today’s world, the ability to rapidly assess and make changes to your strategic direction is in itself a key asset. Our strategic governance process gives companies the type of “sense and response” system that allows them to deal with the challenges of an ever changing, uncertain business environment.

Enterprise Value Management offers a robust suite of offerings which can help you address real world challenges.

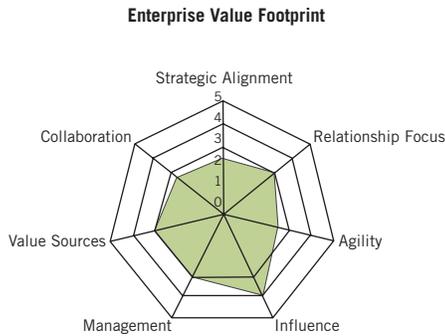
## A Comprehensive Suite of Services

A suite of six core services explores both internal value sources and the value gained through collaboration with members of the extended enterprise and business networks. These services help organizations achieve their full potential by helping them understand, plan, and deliver, and ultimately manage.

### Understanding the Sources of Value

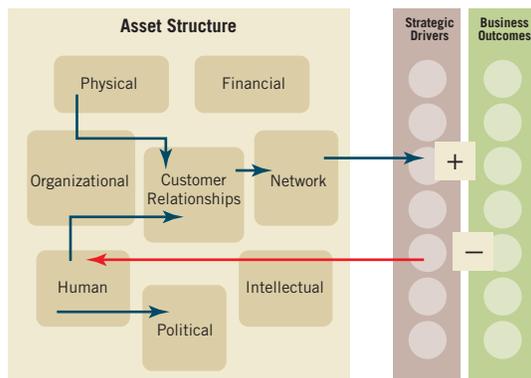
Value Discovery and Value Focused Strategy services provide you with a clear and complete picture of how value is created, sustained, or destroyed within your organization and extended business network.

The **Value Discovery** service surfaces your strategy in an entirely new way. It uncovers areas of high leverage as well as underutilized assets—showing you where to find latent value in your organization. It exposes conflicting or contradictory relationships that block or erode value.



### Enterprise Value Diagnostic

**Value Focused Strategy** can help you understand what is truly important and what actions to take to uncover and use the real "levers" of value creation in your organization. It provides specific recommendations to assist the organization to focus investments on areas that maximize business value. Value Focused Strategy clearly identifies areas where value is blocked or "leaking out" of your organization, allowing you to take action to stop value-leakage or to change behaviors so that they reinforce value creation.

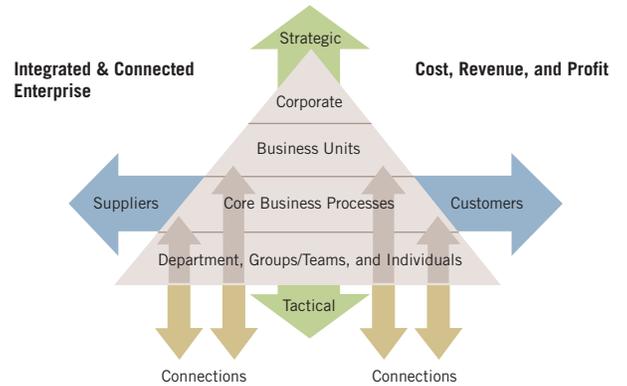


Value Mapping

### Program Value Driven Change

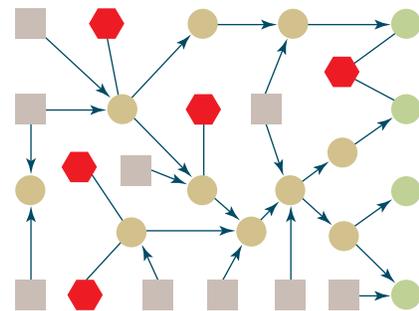
Two services, Structure for Value and Program Design, assist organizations in reshaping their organizations to be more responsive to business collaboration, shifting business pressures, and emerging opportunities.

The **Structure for Value** service provides crisp recommendations on what changes must be made to enable the organization to get the maximum value from its internal and external processes and relationships, from supplier to customer.



### The Relationship-Based Enterprise

**Program Design** using our Results Chain™ technique is a service that provides the disciplines to translate needed changes into comprehensive and manageable programs. Our unique, proven approaches help you design, scope, and create a cohesive grouping of all the projects necessary to achieve specific, measurable business value. Moreover, this proven technique can help you break down your programs into manageable "chunks" ensuring more rapid and reliable execution and delivery of results.



Results Chain

## Managing the Realization of Value

Services for Managing the Realization of Value consist of Portfolio Management and Strategic Governance which provide clients with proven, pragmatic disciplines and processes for ensuring their investments deliver ongoing business value.

**Portfolio Management** services assist organizations in making strategic choices about how best to deploy their resources to achieve their business goals. Specifically, they provide proven disciplines, techniques, and—through our partnerships with industry leaders—the right tools for evaluating and selecting the portfolio of programs that will maximize value.

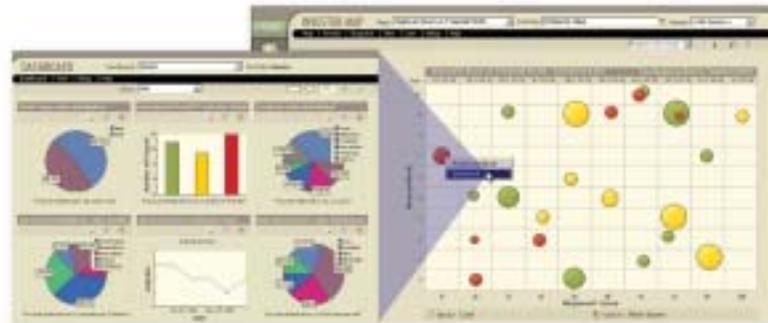
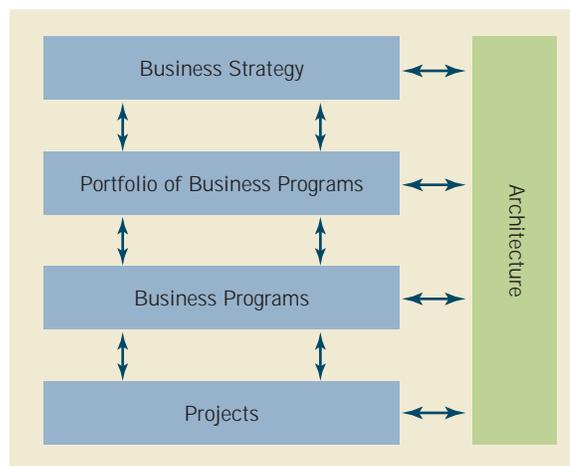


Diagram property of ProSight, Inc., ©2002 Used with permission

### Portfolio Management

**Strategic Governance** services assist 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.



### Strategic Governance

## We “Wrote the Book” on Value

In addressing Enterprise Value Management, Fujitsu Consulting has extended the concepts developed in its leading edge Macroscopic® suite of methods as well as the thought-leadership embodied in its best selling books, *The Information Paradox* and *The Relationship-Based Enterprise*.

Backing up our thought-leadership is our experience with enterprise value management. In hundreds of assignments with leading companies from the telecommunications, financial services, and government sectors, our practitioners have applied enterprise value management concepts to ensure investments in change result in quantifiable, measurable value to the business. We have the experience to know what works—and what doesn't. And we are driven by a passion for achieving real and measurable results for our clients.

## Bottom Line

Enterprise Value Management is a set of services that is right for our time. It offers a unique framework to address the full life cycle of understanding, configuring, and managing business value. The Enterprise Value Management framework:

- Reveals those elements of your business and business relationships that create or destroy value potential;
- Identifies the value levers that can be used to maximize value; and
- Provides proven processes and techniques for harvesting the business value of effective change programs.

Enterprise Value Management helps companies understand what is really important and how focused action can enhance their business results. It anchors value creation to an explicit, clear, and highly focused business strategy that provides our clients with the tools to achieve their strategic goals with confidence.

## Experience the Fujitsu Consulting Difference

Fujitsu Consulting offers a unique consulting style, global scope, one-to-one responsiveness, a willingness to see the world through client eyes, and a passion for delivering value.

We combine extensive intellectual capital with delivery expertise. As the consulting arm of the \$38 billion Fujitsu group, Fujitsu Consulting has 9,000 employees in over 70 offices worldwide. Our people are open to your ideas, responsive to your needs, collaborative, and fully committed to delivering results.

Our strategic services—always in step with the demands and needs of the marketplace—center on Enterprise Value Management™, Enterprise Application Integration, Business Intelligence, and Managed Services.

Core capabilities include program and project management, technology consulting, management consulting, systems delivery, and management of the information technology (IT) function. Clients in diverse, economically significant industries recognize our leadership in each of these areas. In particular, we have developed special, market-leading expertise in telecommunications, financial services, and the government sector.

Underpinning all of our Fujitsu Consulting solutions is the Fujitsu Consulting Extended Enterprise™ Model, a thought-leadership framework that provides vision and structure for the new connected economy. To ensure effective delivery of solutions, consultants employ Macroscopic®, our integrated suite of business and IT methods. Macroscopic offers a proven structure for initiating, implementing, and managing change in organizations, and it is continually being refined and expanded to reflect lessons learned and best practices.

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

### Corporate Headquarters &

#### United States

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

### Asia-Pacific

#### DMR CONSULTING

Level 7, 155 George Street  
Sydney NSW 2000  
Australia  
Tel: +61 2 9293 0000  
Fax: +61 2 9293 0555

### Benelux, France & Ireland

#### FUJITSU CONSULTING

Rue de la Fusée 62  
Raketstraat  
1130 Brussels, Belgium  
Tel: +32 2 729 1511  
Fax: +32 2 729 1515

### Canada

#### FUJITSU CONSULTING

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

### Iberia

#### DMR CONSULTING S.L.

Edificio Windsor  
Raimundo Fernández  
Villaverde 65, 8ª planta  
28003 Madrid, Spain  
Tel: +91 453 88 00  
Fax: +91 453 88 01

### Quebec

#### DMR CONSEIL

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

### United Kingdom

#### FUJITSU CONSULTING

Integra House  
Vicarage Road  
Egham, Surrey TW20 9JZ  
England  
Tel: +44 0870 234 7777  
Fax: +44 0870 242 4445  
askfujitsu@uk.consulting.fujitsu.com