

Case Study

Pinsent Masons

»This is a flagship project for the business that will change the way we work for the better because employees will truly be able to work securely from anywhere. It wouldn't have been possible without all the excellent information and analysis provided by Fujitsu.«

Colin Smith, IT Director, Pinsent Masons



The customer

Pinsent Masons LLP is a full-service international law firm that ranks among the top 15 law firms in the United Kingdom. The company has a total legal team of around 1,500 and has offices beyond the UK in China, Dubai, Qatar, Hong Kong, Turkey, Germany and France. In 2015 the firm announced plans to launch offices in Australia. Pinsent Masons offers services in the areas of major projects, energy and utilities, construction, dispute resolution, outsourcing and technology, corporate finance, mergers and acquisitions, intellectual property, insurance, employment and pensions, property and tax.

The challenge

Pinsent Masons has had to manage its stratospheric growth carefully and its IT infrastructure is no exception. With over 100 IT staff mostly working out of Birmingham and London, its main priority is to ensure that employees have the tools they need to fulfil their responsibilities. Following a successful desktop refresh, the company's attention turned to mobile strategy.

"We had standardised on BlackBerry, which are great for email but pretty limited in other functions and features," explains Colin Smith, IT Director, Pinsent Masons. "We needed a more flexible and productive way of mobile working but wanted to ensure we had analysed our needs correctly and made the proper business case."

As a law firm, Pinsent Masons is keen on external validation for any significant project. The new mobility strategy therefore had to be developed and endorsed by an independent third party rather than initiated by the IT department.

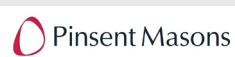
"The key objective was to evaluate the existing strategy, develop requirement specifications and recommend suitable device types," adds Smith. "We wanted a partner that would be device agnostic but that also had clear experience in this type of undertaking."

Fujitsu was an existing legal client of the company so, naturally, it was invited to tender a proposal. In terms of its commercial proposition and the well-defined methodology, combined with experience conducting similar exercises with a range of customers, Fujitsu was soon seen as the clear leader.

"Fujitsu ticked all the right boxes and we were confident it wouldn't try to force its own device portfolio as part of the project," says Smith.

The customer

Country: United Kingdom
Industry: Professional Services
Founded: 1850
Employees: 2,800+
Website: www.pinsentmasons.com



The challenge

Pinsent Masons wanted to validate its mobile strategy to inform procurement of new secure mobile devices. The new mobile solutions would enable business processes to be mobilised by providing secure access to systems on the move and meet the diverse operational needs of a global business.

The solution

The company turned to existing legal client, Fujitsu, to deploy its proven Workstyle Analysis approach. Over a course of interviews and workshops, Fujitsu defined a broad range of business requirements to support four key work styles and linked them to recommended devices. A benefits roadmap was developed, providing line of site between investment in new mobile technology and delivery of Pinsent Masons business strategy.

The benefit

- Increases speed of service delivery to clients at reduced cost
- Increases revenue by enabling lawyers in the field to be more productive and to accurately record billable hours in real-time
- Enables users to be truly mobile whilst also improving work-life balance
- Expects the programme to achieve ROI within 18 months

The solution

Fujitsu broke the process down into three components: analysis, planning and investment. The first phase consisted of 70 interviews conducted face-to-face, via videophone or online survey with a broad range of stakeholders from every department across several global offices. These interviews focused on business requirements, work styles, expected benefits and potential risks. This enabled Fujitsu to define four key user roles.

"Fujitsu facilitated very candid and engaging individual interviews as well as over ten group workshops with participants from operations, corporate, litigation, finance and other departments, ensuring we got the widest feedback possible," continues Smith. "This helped us to identify key frustrations and to see how we could turn them into benefits."

This process enabled Fujitsu to produce a range of documents, including a benefits register with defined outcomes linked to KPIs, a realisation plan and a business requirements catalogue. It also developed a graphic roadmap linking the benefits of investment in the mobility project and how it would contribute to delivery of Pinsent Masons' own strategic business objectives.

The next phase entailed recommending a number of mobile devices for each type of user: fixed, mobile, remote and field. This took the form of a menu of smartphones, laptops, hybrids and tablets scored according to the pre-defined needs of each work style.

"Fujitsu analysed a whole range of devices and scored them against five key areas: mobility, ergonomics, security, storage and application support," comments Smith. "It really was a thorough process that left no stone unturned. Fujitsu even included a predictive financial forecast which we hadn't even asked for."

Products and services

- Fujitsu Consultancy Services

The benefit

As a result of this comprehensive exercise in analysis, Smith's team was able to take a detailed mobile strategy to the change management board and get it approved quickly. The project is now being rolled out globally and will underpin the two new offices opening soon in Australia.

"This is a flagship project for the business that will change the way we work for the better because employees will now truly be able to work securely from anywhere," says Smith. "And it wouldn't have been possible without all the information and analysis provided by Fujitsu."

However, increased mobility isn't the only benefit expected to be realised by this new strategy. Pinsent Masons expects staff retention to improve due to an improved work-life balance while access to new mobile applications will boost billing.

"One of the applications enables mobile time capture which means our lawyers can record chargeable time in the field in real-time rather than scribbling on a scrap of paper in the cab," remarks Smith. "That will increase the number of billable hours and, as a result, we expect ROI from this programme in under 18 months."

Conclusion

With implementation of the mobile strategy in full swing, Pinsent Masons is turning its attentions to other areas of the business where Fujitsu can put its analytical talents to use. Next on the list is agile working – more flexible work styles to attract and retain the brightest people.

"Technology is only a small part of what we are trying to achieve," concludes Smith. "Culture is also important and Fujitsu is providing a template and programme of work that will help us explore and improve our working culture."

"The mobile strategy is transforming how we work and introducing true, secure mobility. We couldn't have done it without the excellent detailed research and analysis from Fujitsu."

Colin Smith, IT Director, Pinsent Masons

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2015-07-28

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