Transform as one

How a holistic approach to change can help to build resilience

Microsoft

Windows Server 2019: The operating system that bridges on-premises and cloud.

FUJITSU

The need to transform is nothing new. Organizations have always had to respond to change in order to survive – or to initiate it to get ahead. But what's different today is the sheer pace at which organizations have to adapt.

Almost two thirds of organizations (64%) believe moving faster requires them to scrap their existing transformation strategy.[1]

Digital is at the heart of how we live and work. Businesses can no longer separate their technology and their operating models; what we do and how we do it have become one and the same thing. This has opened the door to a steady stream of digital disruptors that have spent the last decade turning markets on their head – with the competition scrambling to keep up.

And then there has been the pandemic. It has accelerated everything from remote working to omni-channel customer service (with all the cross-organizational implications that come with these shifts).

It's clear that the job of transformation has become both more complex and more urgent. Which means the approach that some organizations took in the past – involving generally larger, isolated technology projects – no longer cuts it. An upgrade here, a refresh there; standalone acts count for little when everything is interrelated.

Today, true change comes by taking a holistic approach. In simple terms, this means looking across a whole organization to understand how people, tech, functions, and strategy work together. And then making decisions on what, when, and how to change – in a way that adds the most value and causes the least disruption to everyday operations. In many cases, this means changing iteratively and continuously.

Responding to today.
Preparing for tomorrow.

This shift in how to tackle transformation
goes beyond a reaction to recent times.
It's also an acknowledgement of a new future.
Where resilient yet flexible organizations
will be the ones that thrive.

It's a recognition that transformation will become less
big bang and more business as usual – a continuous cycle
of smaller, quick-to-implement steps. This means
organizations will need both the platform and expertise
to transition to a more agile way of working. Where their
operations are lean and flexible, their people are connected
and empowered, and they have intelligent tools that provide
the data to make smarter decisions. Then, they will be
able to respond faster to whatever shifts and trends
hit their market next.

» We will all need to live with unpredictability for a
long time. Organizations will need the adaptability to
move from crisis response to recovery, growth, and
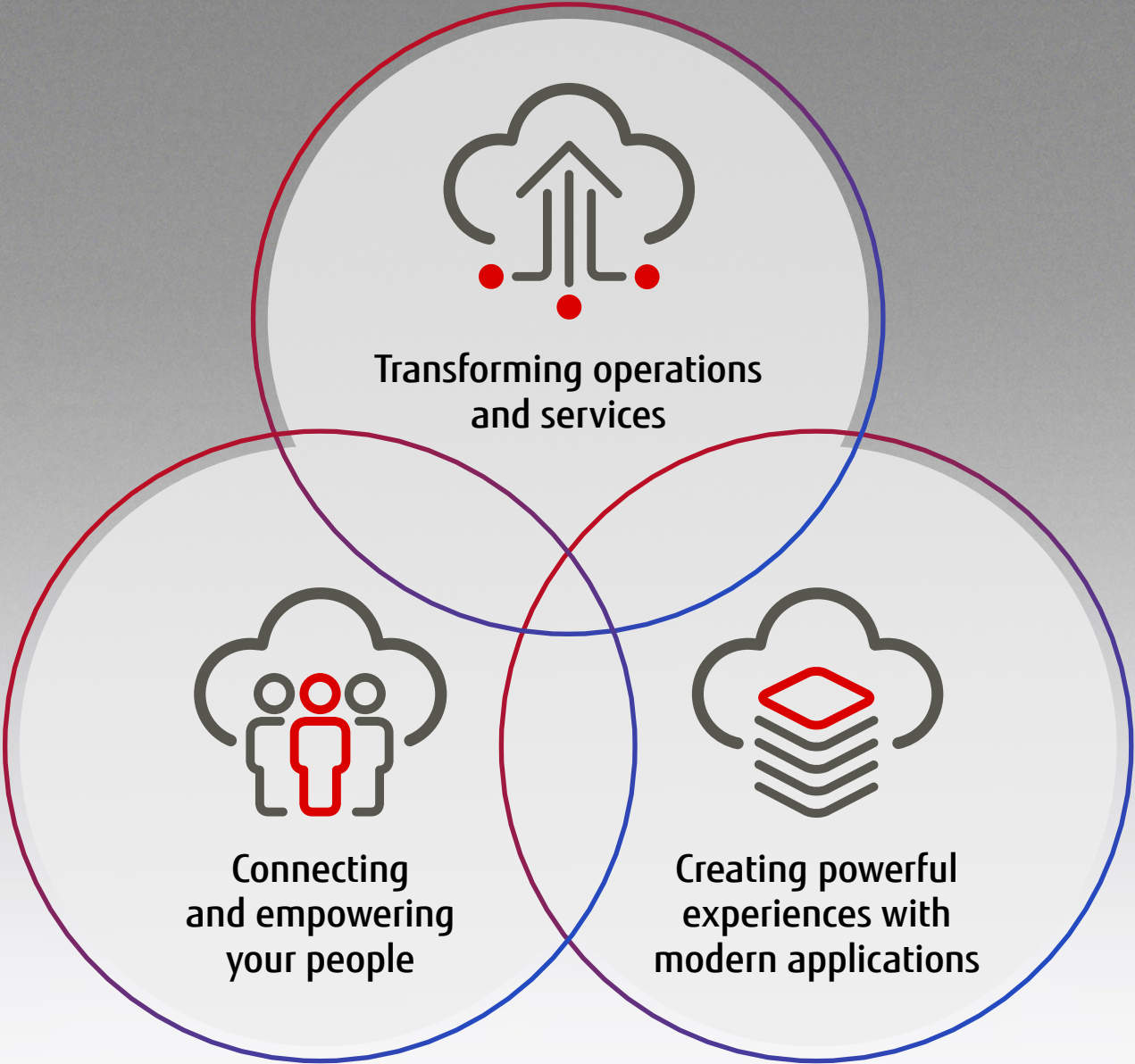success – or, to put it another way, from fragile to agile. «

Brad Mallard
CTO for Digital Technology Services, Fujitsu Europe

Next, we take a closer look at some of the main traits of
transformation today. As well as some of the key considerations
for organizations who want to tackle transformation for good.

Different lenses.
One vision.

Transforming operations and services

Connecting and empowering your people

Creating powerful experiences with modern applications

For a unified approach to transformation, you need to look at it from a number of perspectives. It can therefore help to break it down into some key components.

First, let's consider it from an operational point of view.

Transforming operations and services

What do you need from your operations in the future?

If you're like most, your focus will be on being as efficient-yet-agile as possible. Because this will create the resilience your organization will need to thrive. And, if you're like most, the way to achieve this lies in cloud-first environments. Even when they retain key on-premise elements, cloud infrastructures give the potential to cut capex and scale up and down to match demand. The efficiencies are clear, but clouds also offer a flexible space to test and develop entirely new applications or models. Preferred cloud platforms like Microsoft Azure are set up to assimilate newer technologies such as AI, blockchain, and IoT – or deploy better ways to see, analyze, and make use of data.

Add the expertise of a partner like Fujitsu, and this all adds up to a foundation that helps you stay agile and creative, as well as lean. So, you can respond to change in the form of consumer expectations, market disruptions, and more.

Pick a cloud.
Any cloud?

If cloud is the way forward, what should you be looking for in your cloud platform? There are two key considerations that could prove significant as time goes on: how broad the platform is; and how well the elements of the platform interconnect. These matter because the broader and more integrated the platform, the stronger your foundation for change will be.

So, picking a cloud?

Pick the Microsoft cloud and this is what you'll get.

»In addition to reducing costs, Azure Arc enables us to focus time and resources on rolling out new services for our customers. This means even greater benefits.«

Andrew Brabban
Vice President,
Head of Microsoft Global Business Development,
Fujitsu

By breadth we mean a full suite of technology that co-operates. So that, from a single stack, you can draw on the solutions you need for everything from authenticating your people, to making the most of your data, to creating the tools your people need to do their best work. The Microsoft Cloud portfolio, delivered by Fujitsu, exemplifies this breadth – consisting of core products Azure, M365, and Dynamics 365, supported by our end-to-end expertise.

This works for your organization because, when the technology you rely on is in concert, you can focus less on making it work and more on what it can do for people. For example, if you can deploy a common set of policies across your whole infrastructure, the management of it gets so much simpler. Then you can divert the time saved into more strategic or creative activities. This is one of the exciting, longer-term roles of transformation.

While there's been plenty of talk of organizations pivoting from risk recently, the measures people are starting to put in place are also a pivot towards a more human-centric view and way of working. And this way of working – where IT becomes almost incidental to the user – has the potential to make you more efficient, productive and competitive.

Connecting and empowering your people

The way we work changed in 2020.

For countless organizations, it changed overnight. Lockdowns drove many businesses to collaboration and productivity tools they had so far overlooked – or encouraged them to scale up the ones they were already using. In some cases, organizations went from tens of users to thousands in one fell swoop.

Recent events have brought a renewed focus on the question of what your people need in order to be part of transformation (rather than subject to it).

How do you create the best possible conditions and practices? So, they can get more out of working for your organization and, in return, deliver more value to customers.

The right data.
The right decision.

One way to empower people is through information. Unlocking the value of your data is a key part of identifying opportunities and guiding decisions today – and getting ready for the future.

Cloud has a role to play in storing and securing data for a modern enterprise. But it can also help to make it accessible to the right people at the right time. Take a retailer, for example, that provides up-to-the-minute data to its store managers so that they can make local decisions on stock, pricing, layout, offers, events, and more.

By decentralizing data like this – as well as the decision-making processes, for the people who can access it – the retailer's key customer-facing people are able to make faster and better-informed decisions. This means they can respond to customer demands with much greater speed and accuracy.

At Fujitsu, we refer to this concept as 'leaders everywhere'. The traditional, top-down approach to decision-making can slow an organization down. It can also deprive it of the insights of people on the ground.

Businesses want employees to have data access and decision-making power, with nearly two-thirds (65%) agreeing that decisions should be made by everyone in the company.[2]

In contrast, moving away from hierarchical decision-making and towards giving your people greater autonomy (along with the right insights, of course), can be a route to not just agility, but speed. A collaborative knowledge-sharing platform, now more than ever, enables people to connect and innovate even across traditional business silos.

A solution like Dynamics 365 does just this – working across your infrastructure to distribute business intelligence. Especially when it's expertly implemented, it provides the data-driven foundation to empower decision-making at every level. And in a world where speed of response may prove to be the difference between success and failure, this could be crucial.
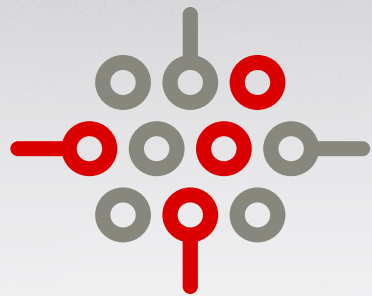
Reacting and adapting

» Overall, we've found leaders to be aware of the importance of pace – which most define as the ability to react to the needs of customers. Leaders also note the importance of agility, which they define slightly differently: the need to respond and adapt to outside factors, such as competition or socio-economic challenges.[3] «

[3] Fujitsu, 'Fragile to Agile' Research Report, 2020.

Creating powerful experiences with modern applications

If you're going to sharpen your operations and empower your people, you'll need the intelligent tools to do so.

Cloud offers new solutions, services, and access to different sources of data. With this data, you can improve your applications, adding intelligence, but also adding new functionality – like AI, chatbots, or simplified BI reporting. These functions then allow you to automate more and use data proactively. In turn, this makes concepts like 'self-healing' and 'predictive maintenance' possible.

The use of modern (rapid) app platforms, like Microsoft Power platform, make it easier than ever before to create these new solutions. And to draw on the advanced technology and data features available across Microsoft Azure.

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Better user experience (UX), automation, aggregating your data or integrating your systems. These are all things that can contribute to better customer experience (CX) and employee experiences (EX).

This might manifest itself in a single experience for a customer across any channel and any device. It might come in the form of a pre-emptive, automated report. It could even extend to an entirely new business model and direction.

But however this functionality comes to life, the adoption of intelligent applications like those you'll find in Microsoft 365 and the Microsoft Power platform can help to transform your business. Both on a customer and employee experience level and through optimizing the ways of working across an organization.

Many organizations will find they have built up a complex network of apps over the years. Data can come from any of them. So, it's worth considering specialist support to take stock of your current combination of apps. And then decide where to rearchitect, where you might want to build (either natively or through low-code approaches) and what you could replace through commercial, off-the-shelf adoption.

More flexible doesn't mean less secure

In fact, a cloud-first approach has security at its core.

Microsoft ensures data safety and compliance through infrastructure, platforms, and solutions that are secure by design – including a wealth of cloud security features built into the Azure platform.

With Fujitsu as your cloud partner, you can be confident that your Microsoft cloud and your broader hybrid or multi-cloud environment are safe and secure. As well as ensuring you choose the right destination per workload, our dedicated enterprise and cyber security practice helps you to: correctly configure platforms and implement the right protocols; consistently secure a diverse and distributed set of platforms, applications, and data; and proactively monitor, detect, and deal with security vulnerabilities and threats.

Our blueprinted, automated solutions also ensure that your rapid adoption and use of cloud technologies – such as Azure – is done safely as well as quickly. This is done by providing standardized organizational guardrails and repeatable frameworks that have enterprise-grade security at their core. It gives your users the right level of autonomy, and your IT operations the right level of control – so you can support modern ways of working without constraints, whilst maintaining oversight and governance. They're tailorable and adaptive too, so you can fine-tune them as your organization and user-demands evolve.

Transforming as one

In practice, all of the above means multiple overlapping projects and priorities. For example, say your CIO is focusing on cloud migration and securing data. At the same time, colleagues in sales or finance are likely to be looking at the best way to access data and act on it. The aim is to make sure that there is one conversation – with leaders from IT and other lines of business – so that action is aligned.
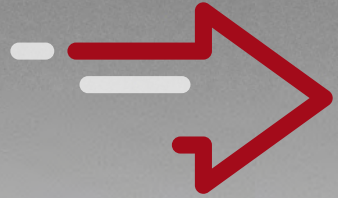
This conversation can also help you to determine when one thing cannot happen without the other. Let's say you want to transform customer experience. With a holistic view, your focus will quickly fall on the apps your people rely on to respond to customers. And help to show you where you need to make changes in order to enhance customer service.

In terms of the technology, interdependent applications and systems mean that discovery and understanding of each component part is needed before moving ahead. As some things can't be modernized without understanding what it relies on, and what relies on it.

This all has implications for the transformation partners you work with. Yes, they should have the right breadth of solutions from a unified stack. And display the requisite technical knowhow, to put the technology to work in the right way for your organization. But they should also understand how to support the cultural shift. This will involve disciplines like change management, technical support, and an understanding of strategic direction.

From reacting to redefining

The truth is, any organization that's still in business has already proved it can turn its hand to change; to adapt to new ways of working. The key will be to capture this attitude and turn it into an ongoing approach to doing business.

The good news is the technology and methodologies exist to transition to a more agile way of working. The key is to choose the platform and trusted guide who can help you find the right version of transformation for you.

Another encouraging sign is that, as people have adopted new technology, their appetite for exploring what's possible has also grown. Together, Fujitsu and Microsoft are ideally placed to turn this appetite into results. Microsoft gives you the cloud-first foundation to transform how you work. Fujitsu combines vision and practical knowhow to ensure you evolve in line with your strategic aims.

Fujitsu has the insights, end-to-end modular services and capabilities and best-practices to help you transform your business on Microsoft Azure.

Fujitsu end-to-end capabilities to build a unified approach to transformation

Build and deploy in the cloud

Define your ideal cloud strategy for a successful cloud transformation. Get up and running on Azure fast, and move workloads with minimal risk.

Migrate to the cloud

Manage your cloud migration and everything that comes with it – from data and applications to platforms and infrastructure. And maximize your ROI.

Transform and build

Identify the right path for your cloud migration, whether it's transforming or building solutions in the cloud with Azure.

Manage and optimize

Manage and maximize the value of the cloud to meet your unique business needs. Optimize and integrate across Multi-Cloud and Hybrid. And remove complexity for faster innovation.

Secure and protect

Keep your business secure in the cloud by setting policies and procedures. Protect technology, software, and applications and the data they hold.

Gold

Microsoft
Partner

■■ Microsoft

Azure
Expert
MSP

If you'd like to learn more about how we can help you transform

for today and future-proof for tomorrow, visit our website.

Or get in touch at askfujitsuhq@ts.fujitsu.com

■■ Microsoft

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