FUJITSU

# How to approach mobility adaptation:
## Change management and user perception

Sponsorship and clarity about the business objectives are important to ensure a successful mobility strategy. It's important that mobility is treated as a change program that's enabled by technology, rather than a technology project – its success is determined by whether people's behaviors and working practices change after its adoption.

### How to approach adoption

To date, the adoption of mobility in most organizations has been a step-by-step process, with each part of the business driving specific solutions to meet their particular need. Organizations are now starting to realize that an enterprise-wide approach is needed if they are to maximize their return on investment.

It's important that mobilizing the enterprise is not seen purely as the responsibility of IT – it needs sponsorship and participation from the rest of the organization, particularly from the Business Units and HR.

There exists a close relationship between an organization's mobility strategy and the strategies for workforce planning and estates: mobility can be both an enabler and requirement for different work styles and accommodation approaches, such as remote working and hot-desking. What's needed is appropriate governance, with representatives at a senior level, to ensure all complementary strategies are aligned to create real benefits to the organization. For example, it's no good delivering excellent mobility technology when the workforce strategy is to locate staff to regional hubs.

### The executive view – what does it mean to them?

The executive view of mobility varies enormously, with some being evangelists, some being far more skeptical and potentially writing it off, and others who have a narrow interpretation of it as home working. Opinions differ across demographics and across business functions:
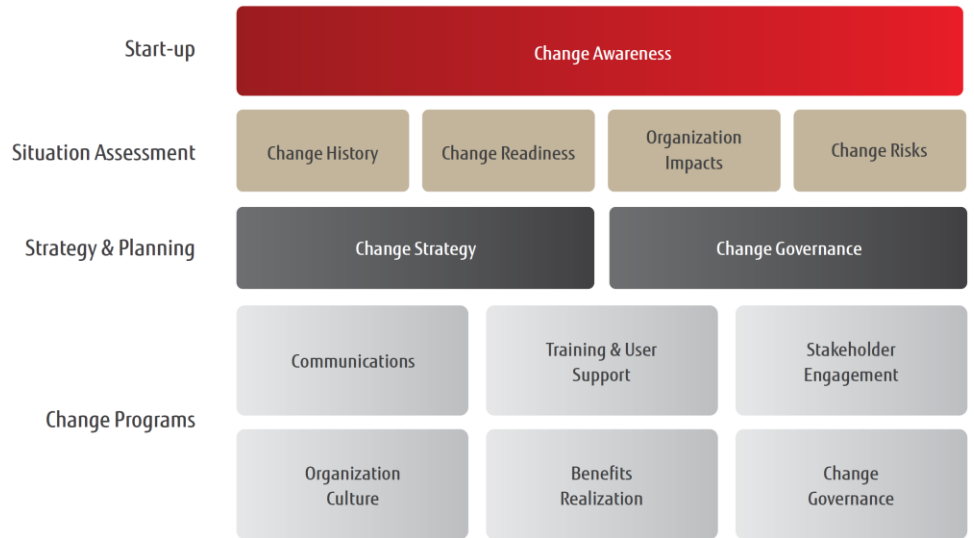
- The HR executive may see mobilizing the enterprise as an enabler to broader flexible working strategies and as a means of attracting and retaining talent in the organization. They may also see it from the employee's perspective – where mobility can provide an enhanced work-life balance and better staff engagement.

- The executives running lines of business may see mobility as a better way to boost the efficiency and effectiveness of their employees.

- The CIO may see mobility either as a good opportunity to demonstrate what IT can do, or as a potential headache as they grapple with the number of demands, technologies and security issues.

- The Sales and Marketing executive might believe mobility to be a great way of engaging customers through a multi- or omni-channel approach to help drive better customer loyalty and advocacy.

Whatever the view is across the executives, sponsorship and clarity about the business objectives are key considerations in ensuring a successful mobility strategy.
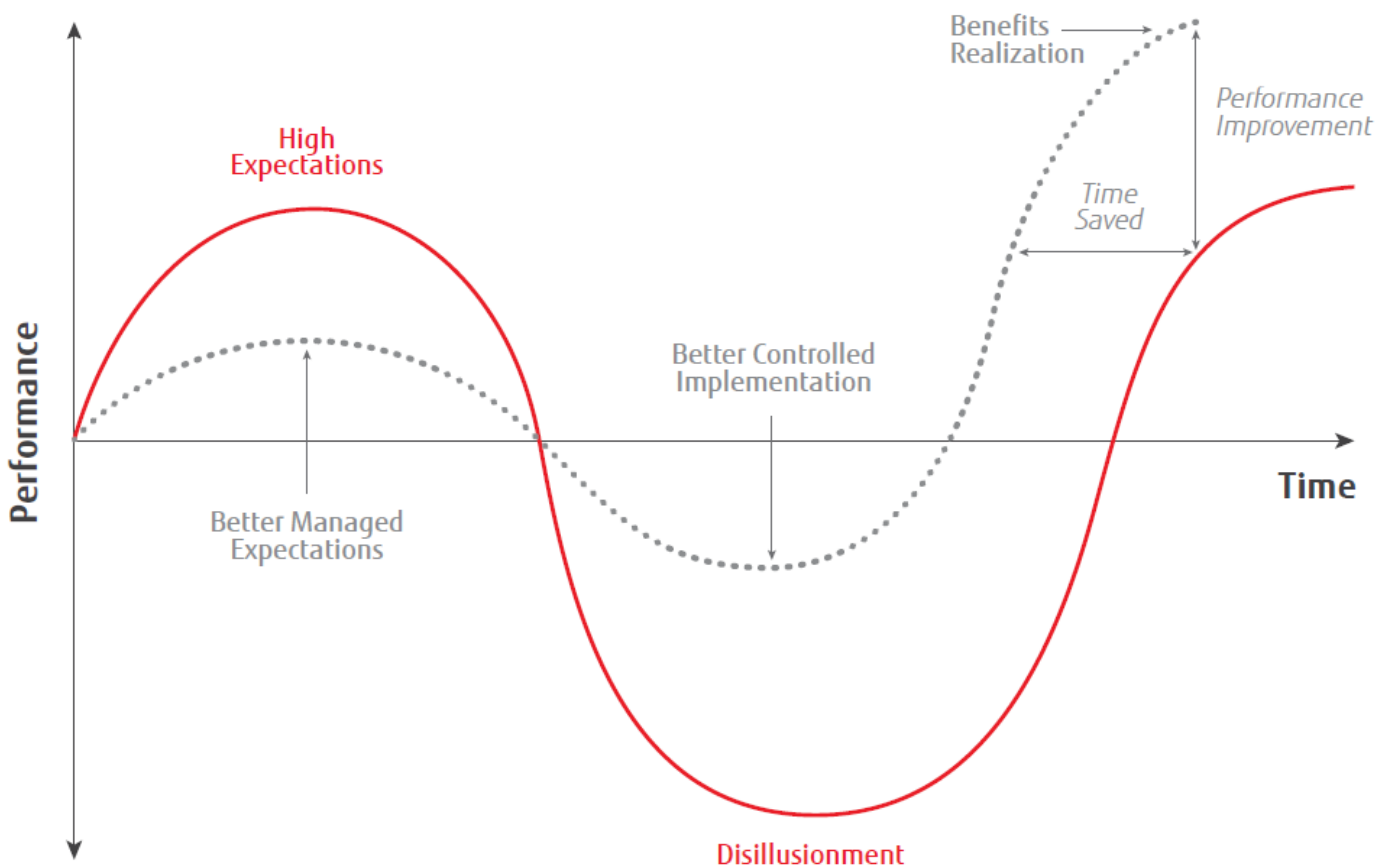
## Change management and user perception

It's important that mobility is treated as a change program that's enabled by technology, rather than a technology project – its success is determined by whether people's behaviors and working practices change after its adoption.

Mobility can have far reaching implications for people and it's imperative that a structured approach is taken to engage stakeholders and manage any resistance to change. This includes understanding the organization's readiness for change, creating a coherent framework, and selecting and deploying appropriate change interventions such as communications, trainings and incentives.

| | | | | |
|---|---|---|---|---|
| Start-up | Change Awareness | | | |
| Situation Assessment | Change History | Change Readiness | Organization Impacts | Change Risks |
| Strategy & Planning | Change Strategy | | Change Governance | |
| Change Programs | Communications | Training & User Support | | Stakeholder Engagement |
| | Organization Culture | Benefits Realization | | Change Governance |

Taking a proactive approach to managing change helps manage user expectations so there's less frustration and benefits can be realized earlier and more successfully, as shown in the diagram below:

| CHANGE APPROACH | DESCRIPTION |
|---|---|
| Establish a clear project structure | There's a need to set up a formal project structure with clearly defined roles and responsibilities for business change. For each affected business area there needs to be a credible Business Change Lead from the operational side of the business who can bridge the gap between the affected users and the project delivery team. The Business Change Lead will ensure that the users' needs are understood by the project and that any constraints/challenges are understood by the users, and will offer regular communications and training. |
| Involve and consult with the users | Changing working practices and introducing new mobile solutions require early and ongoing user involvement and consultation. An example of this is to run business workshops to understand their challenges and requirements for mobile solutions, and also to accompany their teams out in the field to understand their operational challenges. In addition, it's also vital to ensure the change has trade union support. |
| Use a pilot to get early feedback | An initial pilot is a way of reducing risk. It will help obtain some advocates for change – creating a first batch of evangelists who spread the message, especially if they can describe WIIFM ("What's in it for me") to their colleagues. |
| Set up a comprehensive training program | It's imperative that users are trained in both the new working practices and in how to use the technology. Our experience shows that some resistance to change is caused by users not understanding how to best exploit the technology, and this can be addressed by effective training.<br><br>Also recognize that not everyone will adapt to the new technology quickly or easily and there's a need to allow time for 1-on-1 training sessions if necessary. |
| Listen to the adopters of change | Throughout the project ensure that you listen to the real adopters of this change (the operatives), through drop in and refresher training sessions. Allowing staff to air their concerns at various meetings is useful in focusing on stakeholder needs and picking up on teething issues with the roll out. Act on the feedback received, e.g. set up a series of User-Improvement-Group meetings. |
| Benefits Realization | To ensure new working practices are embedded, carry out health checks, additional training and support after 6 – 9 months of project closure. This is key to IT-led transformation programs where the IT teams work closely with the business teams to ensure the ICT benefits are realized to the maximum extent. By implementing this approach organizations can better manage expectations, deliver benefits earlier and avoid disillusionment. |

Table: Steps to successfully approach mobility adaptation

## Business benefits, business case, ROI and returned value – it's not just about reducing cost

Initial mobility benefits were typically based on user productivity improvements, such as avoiding unnecessary travel back to the office. While these benefits are applicable to most organizations and are still valid, mobility benefits are starting to go beyond user productivity to cover employee effectiveness, which contributes to real business outcomes like increased revenue and better customer service.

Clearly, these will be dependent on the business that is using the mobility solution and it's important to show the link between the solution and its outcomes.
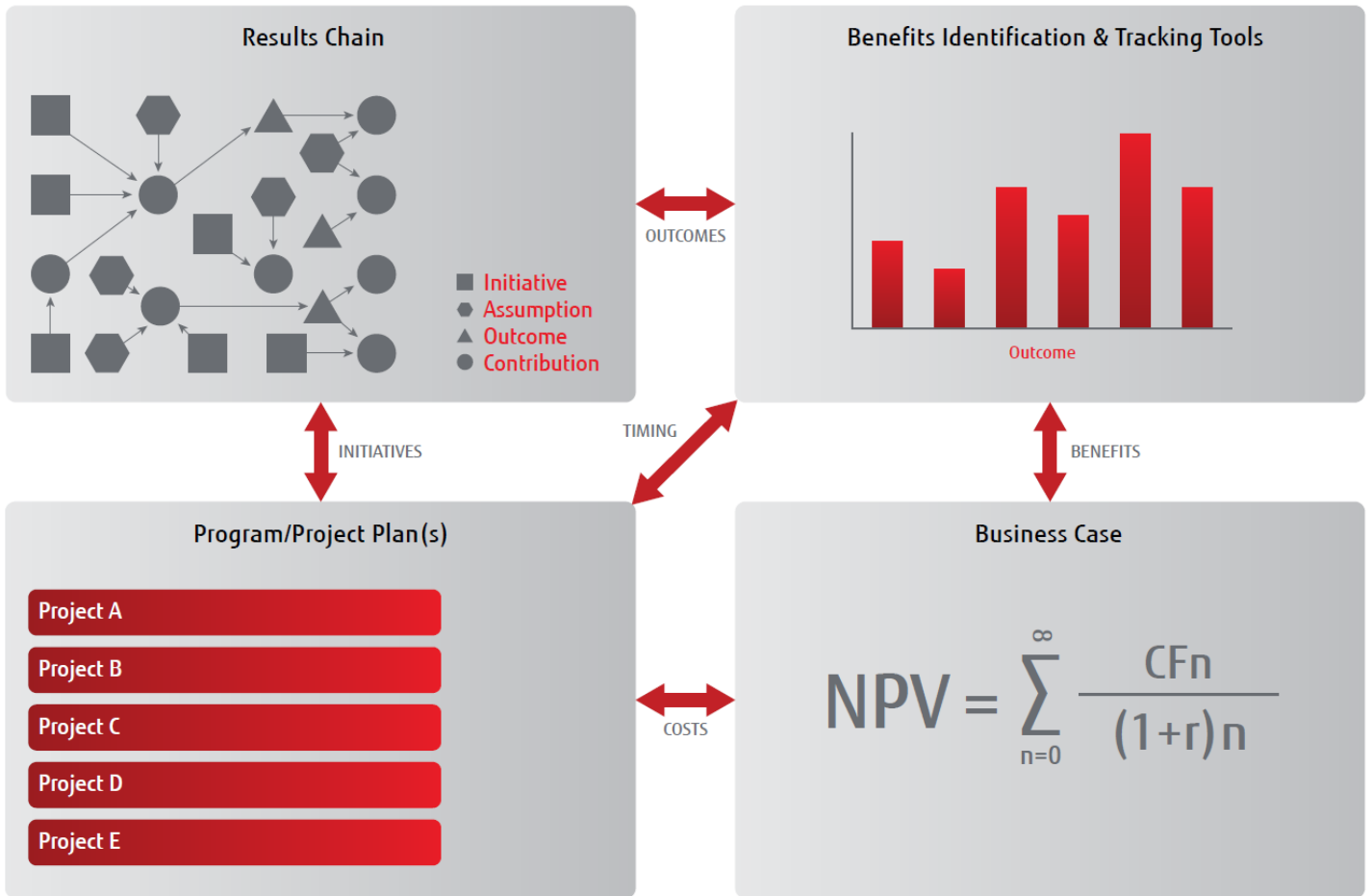
## How we build the business case

An organization should start by creating a benefits map of the outcomes from mobility solutions, one that shows a 'line of sight' between the capabilities and the different categories of benefit. This defines each benefit and acts as a powerful communication mechanism between IT and the business.

Specifically, the benefits roadmap should show:

- The key strategic outcomes of the mobility solution and how it supports the aims of the organization, e.g. increasing revenues, improving market agility, decreasing costs
- The key business benefits sought and their linkages, e.g. increased worker mobility, decreased property costs, a smaller carbon footprint
- How the key technology capabilities will enable the business benefits, e.g. how remote access will reduce the need to travel
- The key initiatives that are necessary and sufficient for success across business, technology, people and process, e.g. remote access, management culture change
- The key assumptions regarding the success of the program, e.g. the realization of benefits, technology maturity, union position
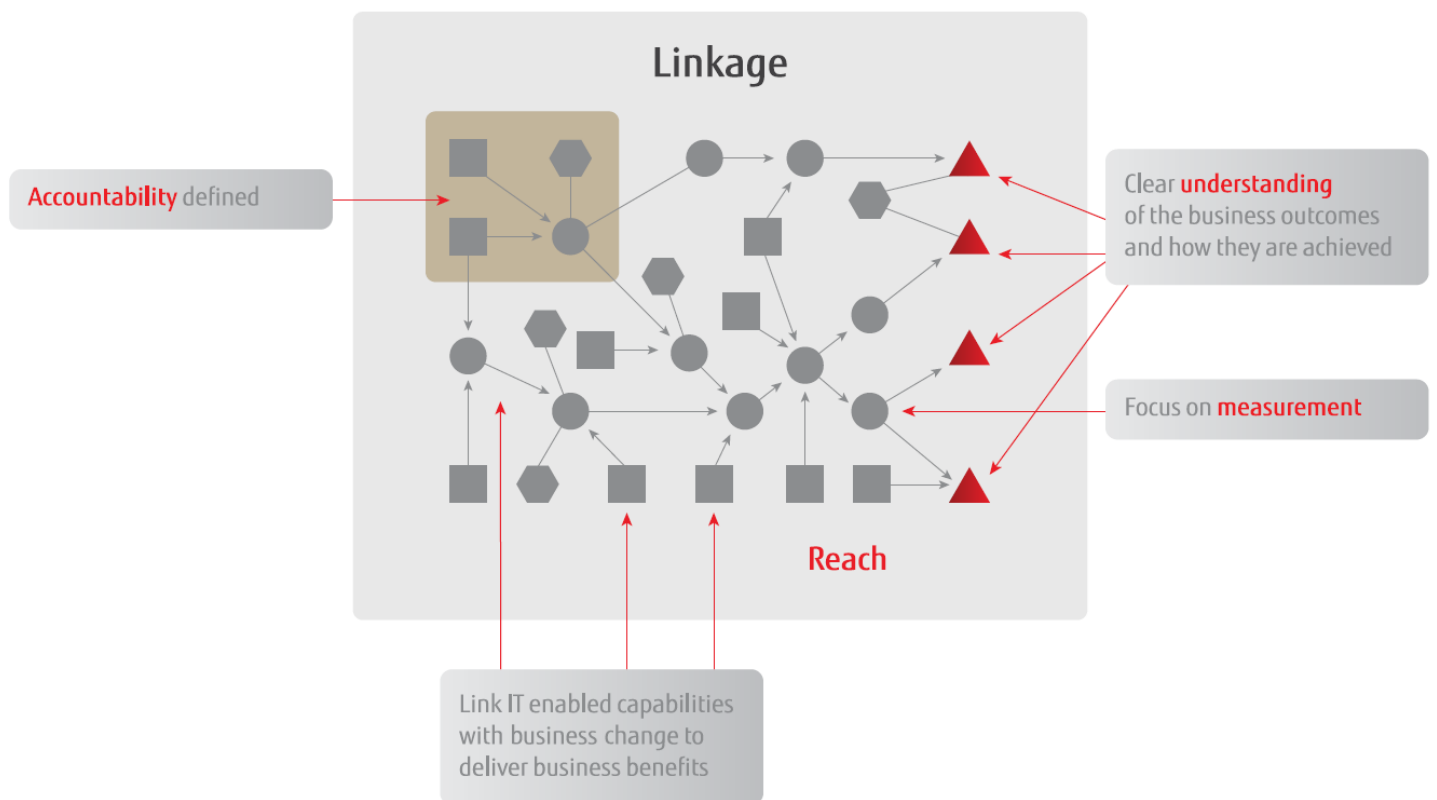
The benefits map provides the starting point for identifying and quantifying the benefits via tools such as benefits registers (giving the timing of benefits) and by sequencing the initiatives (giving the timing of investment cash flows). These feed together to allow a financial and strategic case for change to be built.

### Results Chain

- ■ Initiative
- ◆ Assumption
- ▲ Outcome
- ● Contribution

### Benefits Identification & Tracking Tools

Outcome

OUTCOMES

TIMING

INITIATIVES

BENEFITS

### Program/Project Plan(s)

- Project A
- Project B
- Project C
- Project D
- Project E

COSTS

### Business Case

$$NPV = \sum_{n=0}^{\infty} \frac{CF_n}{(1+r)^n}$$

In addition to using benefits planning tools, we'd also recommend:

- Running user workshops to understand the appetite for mobile working, its benefits, opportunities and blockers
- Performing an analysis of the end user segments, their work styles (e.g. office based, field worker, flexible worker), personas (e.g. Generation Y, disabled, technophobe) and their current/potential use of technology
- Running an online end user survey to assess current working practices and the likely take-up of mobile working

Both qualitative and quantitative input can be obtained for the business case, helping to make it robust and gain executive approval.

## Mobility adaptation and user perception in practice
To illustrate how Fujitsu assists their customers to manage this mobility adaptation:

### CUSTOMER CASE EXAMPLE #1

Following the introduction of flexible working during the London Olympics, and in response to Civil Service reform, HM Revenue & Customs (HMRC) wanted to undertake a thorough analysis of flexible, mobile and remote working.

The organization partnered with its IT suppliers to carry out the analysis of challenges and benefits, taking into account technology, people, processes and policies. This included running a number of business engagement workshops to identify the key opportunities, benefits and concerns of different stakeholders across the HMRC.

HMRC's Executive Committee is now considering the implications of this work and what the department might want to do in the future.

"The work Fujitsu has done has enabled us to look at how we can most effectively deliver a mobile, remote and flexible working strategy for the department."

### CUSTOMER CASE EXAMPLE #2

A public sector body implemented a field force automation solution, which created the following benefits:
Cashable savings:
- Reduced administrative and operational costs
- Reduced workforce travel and downtime
- Reduced cost of sub-contracting (a 32% reduction realized)
- Reduced volume of paperwork and effort
- Improved storage, issue and replenishment of materials

Non-cashable savings:
- Improved information on repair progress
- Improved recovery of income
- Increased accuracy of data
- Improved target repair timescales
- Increased workforce productivity (a 14% increase realized)

This is an extract from Fujitsu's White Book of Mobilizing the Enterprise: Your ultimate guide to Mobility driven innovation. Download the full version from here.

---

---