

The future of Transformation is Agile

FUJITSU CASE STUDY



The digital revolution is ongoing, and Fujitsu Oceania is embracing the new ways of working.

About Fujitsu

Fujitsu Oceania is a leading provider of IT products and services including hardware, software, networking, and business solutions. Globally, Fujitsu responds to the modern digital world by co-creating with partners and customers to drive new value through cutting-edge digital technologies that not only transform the way we work and live, but also contribute to solving the world's social challenges.

The Challenge

Although a successful competitor in the IT and Digital Transformation Services sector, Fujitsu Oceania was facing the challenges of a global organisation, with staff spanned over multiple countries. Siloed teams were missing opportunities to work and connect with each other, overseas staff felt disconnected due to differences in work culture and time, and context switching between projects was impacting productivity. An innovative and modern approach was required to address the problems that come with being a multinational in a fast-moving industry.

As a result, Fujitsu looked to an Agile future, taking the opportunity to improve its internal workings as well as increase its value to customers by embracing thought leadership. A methodology and governance framework were needed to underpin and support the development of innovative products and services with a faster time to market, as well as the ability to pivot quickly in the ever-changing digital landscape. Fujitsu Oceania is not only embracing the digital revolution but aspiring to be the foremost digital transformation (DX) company in the world.

The Approach and Solution

A Fujitsu Oceania Lean Agile Centre of Excellence (LACE) March 2020. Fujitsu entered a Gold Partnership with Scaled Agile, Inc. and the LACE was established in June. SAFe® workshops were then run for heads of departments across Service Delivery and Partners & Alliances, and a business agility assessment workshop was run to provide the LACE with the opportunity to identify pain points that could be addressed through the implementation of SAFe® practices.

By October 2020, seven teams were formed, each representing a Fujitsu portfolio offering, and over 200 employees were trained and/or certified in SAFe® practices, providing them with the know-how to operate within an Agile Release Train. Due to COVID-19 and the large number of staff locations, training was delivered virtually using novel tools and methods introduced by Fujitsu's own existing Agile experts. Finally, the Fujitsu Digital Express (FDX) Agile Release Train was formed, with an agreed goal and plan for the next three months.

On the FDX, two-week iterations are completed, including dedicated weeks for Innovation and Planning. Every fortnight, system demos occur to showcase the value created during the iteration to stakeholders. This is a key opportunity for the team to collect feedback, address issues and demonstrate value to keep the train on track. Learnings are immediately applied to the next iteration, and challenges and obstacles are reflected upon and once solved, celebrated. After the Inspect & Adapt events, the

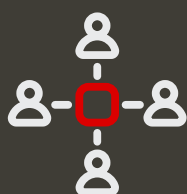
teams break away to conduct problem solving workshops to generate improvements. Through well-structured and disciplined Program Increments and Iterations, the teams define, build, test, and deploy their solutions sooner and incorporate the changes accordingly. These patterns have held strong into 2021.

Regular and frequent planning events and ceremonies synchronised teams, programs, and portfolios in their

goal to drive relentless improvement through Lean-Agile leadership. The strong cross-functional teams include technical and non-technical members from across Oceania, Russia and India. Continually engaging with stakeholders to explore, integrate and deploy allows the teams to identify what the market needs next. This value-stream thinking style encourages refined processes, allowing teams to quickly adapt to shifting customer and market demands.

The Outcomes

As the first Fujitsu region to officially adopt an agile way of working, Fujitsu Oceania now has hundreds of SAFe® 5 Certified Professionals, including a SAFe® Program Consultant (SPC), SAFe® Practitioners, SAFe® Scrum Masters (SSM) and SAFe® Agilists (SA).



Benefits to Employees

Everyone on the Fujitsu Digital Express, whether senior or junior talent, has developed and certified their skills. In addition, everyone is on equal ground as SAFe® Agilists, no matter their role. Employee motivation has been unlocked through autonomous empowerment, and a sense of purpose and community are evident in the FDX, contributing to increased efficiency, mastery and flexibility. With transparency as a key tenet of the new Agile way of working, trust has also been built between teams, individuals, and the business stakeholders. “Failing fast” is encouraged, and learnings are quickly embraced. Similarly, morale and motivation have improved, as employees feel empowered by their new invigorating skills; and a stronger sense of community was achieved within and between teams, as participants now speak the same language and are working toward the same goals. This was evidenced by a 27-point increase in employee engagement scores after the implementation of the FDX.



Benefits to Business

The continuous learning culture and growth mindset that run through the FDX ensure innovation begins at the team level. This is especially rewarding because teams’ goals are aligned with executive vision and strategy as part of SAFe® working. This ensures investment is made in the right projects to deliver value earlier and more often and has also resulted in the faster resolution of conflicting priorities. More offerings are being developed efficiently from start to end, with time to market reduced by an estimated 30 to 40%. Employees are happier and feel more motivated, leading to a reduced number of errors and an increased level of productivity.



Benefits to Customers

Through the adoption of SAFe®, teams can quickly respond to the ever-changing digital landscape so that customers can benefit from leading edge technologies. Fujitsu Oceania’s customer satisfaction has vastly improved since the adoption of Agile practices, with a 17-point NPS increase, as compared to the industry best practice goal of 5 points. Constant communication with stakeholders encourages increased focus on positive customer outcomes. System demos showcase Fujitsu’s latest offerings and progress to customers and provide opportunities to close feedback loops.

Fujitsu Oceania’s services now include Enterprise Agile Transformation Consulting & Implementation, SAFe® Authorised Training & Certification and Agile Program Delivery. Not only can Fujitsu use its SAFe® Agile learnings in customer projects, it can also train customers to become Agile certified practitioners themselves.

Vision for the Future

The digital revolution is ongoing, and Fujitsu Oceania is embracing the new ways of working. The LACE continues to run courses on Leading SAFe®, Lean Portfolio Management, Scrum Master, Product Owner / Product Manager, DevOps, and Agile Product Management internally and for customers. New release trains are also being implemented to promote a learning culture. Collaboration is key to the successful delivery of solutions and innovation, and agile ways of working are needed to survive and thrive in this ever-changing world. Employees envision an Agile future not only for Fujitsu, but also for its customers.

