



## Case study

Name: Fujitsu Services Limited  
Sector: IT Infrastructure Support  
Location: Telford, UK

## Fujitsu work with Managementors to drive performance improvement and get fit for digital

Fujitsu has historically provided a range of services to a major government department as a sub-contractor, however recently this relationship has changed meaning that this client now has a direct relationship with Fujitsu.

The customer had launched a major drive to virtualise its estate and migrate many business services to cloud-native digital applications. Fujitsu recognised that with reducing contract volumes they would have to address some of the significant operational challenges in front of them. Having already worked with Managementors, Dennis Badman, Client Managing Director, recognised that Managementors could support them in achieving this.

The project initially focused on surfacing issues which had become ingrained within the business. A series of actions and workshops were utilised to drive quick wins and begin to demonstrate that change was possible. In conjunction with the quick win activities, significant focus was placed on implementing a Management Operating System (MOS) which transitioned the operation away from a reactive state to a more agile and dynamic model.

This more effective and collaborative way of working has led to significant improvements with operational performance and consequently enabled Fujitsu to deliver an even higher quality of service to their client.

### Key challenges

- Declining volumes of work meant that Fujitsu had to adapt its way of working to continue to meet its client's needs while remaining competitive.
- Movement of work to cloud platforms meant a fundamental change in service offering.
- To change management behaviour to support the required operational demands.
- To drive performance to provide better value, service and innovation for its customer, a major Government Department.

### Key gains

- Greater inter area co-operation and resource sharing means the business is more open. Engineers' participation in increased constructive dialogue has led to positive changes in the way of working.
- More robust management of the customer's IT estate, supporting Fujitsu in enabling the client to move into a digital service offering.
- New rulesets around automated alerts has led to greater visibility of actual IT issues.
- Improved clarity over roles and responsibilities has enabled a more proactive management of the client's server estate.

## Background

Fujitsu is a leading Global ICT company, offering a wide range of technology products, solutions and services – with the aim of helping organisations across all industry sectors to thrive in a changing world. From delivering consulting, looking after applications and innovating in technology products, through to offering managed services and cloud-based solutions, Fujitsu supports businesses to become more innovative and efficient, employing 14,000 people who work every day to keep IT Infrastructure networks in the UK and Ireland running smoothly.

Within this major government contract the Platform, Infrastructure and Network Services (PINS) area of the business provides secure IT infrastructure services supporting nationally critical business services, making it imperative that the infrastructure is stable and stays up. Furthermore, as the Government has a policy of adopting digital by default, the client is attempting to transform its business within this very demanding setting which, in turn, presents a challenge for Fujitsu regarding how its relationship with this client will work going forwards.



## The Challenge

This major government department recently reorganised the way it delivers services, dealing directly with the end supplier rather than using an interim lead contractor. This new relationship has required closer engagement directly with the client.

Furthermore, many aspects of the way in which Fujitsu worked with this major government department had developed over the preceding 15 years, with long standing custom practices, processes and procedures in place. Dennis comments that “There were a lot of ingrained behaviours and norms throughout Fujitsu. This means others don’t always see the need for change and don’t recognise there is another way of working”.

“The wider technology market is progressing at such a fast pace that the traditional methods of how to run a technology services business are largely being thrown out of the window”, adds Dennis, “we knew we had to change and had to give up the static way of working, but the question was what did we change it to? It’s a big challenge for us to have to consistently challenge the way we work”.

Martin Paxton, Delivery Executive for PINS adds “We needed to find a way of reducing our cost base without compromising the service that we provided”.



## Approach

The project began by focusing on the PINS workforce based in Telford. Managementors commenced work with the team at Fujitsu to help focus on the principles of forward planning; being less reactive and passive in their approach to work.

“At first there was a fair amount of suspicion”, comments Martin, “there was the concern that this was yet another management initiative that might fall by the wayside after a few weeks, however this challenge has now been overcome. What the Managementors exercise has really shown is that actually the effective, proactive management of people at the front line has been lacking for some time.”

As the project progressed the Technical Service Managers (TSM's) and engineers began to get used to the new way of managing work. As part of this ongoing development, the teams were engaged in establishing ideal times to complete the key tasks they carried out day to day. This was an immense shift in the mindset of the engineers who had been working in a very reactive way for a number of years.

In turn, these guidelines would enable the TSM's to more effectively plan and allocate work, in addition to allowing issues to be identified in the completion of the work. For example, if a server build should take an hour and an engineer spent 90 minutes, the TSM could then follow up and understand the issue.

Very quickly the first release of a new ‘PINS Diary’ was available and the TSM's began planning in earnest. Within the first couple of weeks a significant amount of capacity was identified, which was a step change from the start of the project when the teams would say they were too busy to pick up incidents assigned to them by the TSM. The usage of this diary has given the TSM's the ability to effectively use KPI's to manage performance. The TSM's now review these individually with engineers to drive improvements.

During these reviews it became apparent that there were many and varied issues within the operation; therefore issue logs were introduced to give the engineers the ability to highlight the issues they faced throughout the day and allow these to be resolved or escalated through the management structure.

The PINS Diary, along with the issue logs, has helped deliver one of Martin's key aspirations of creating some spare time, so that the operational teams could spend more time doing proactive investigation and preventative maintenance to the estate. “This has helped us to reduce the number of incidents as well as improve the speed at which future incidents can be resolved”, adds Martin.

Further to this, Martin was keen to create an ongoing Management Operation System (MOS) as a set of tools to allow the benefits to be sustained over the long term. Having worked with Managementors previously and recognising the benefits a MOS can bring, Dennis was looking forward to seeing the implementation take effect. He remarks, “I saw the symptoms of passive supervision, the lack of a MOS and lack of control. So I was specifically very keen to see the introduction of active supervision at the coal face – showing the longstanding managers that there is another way, moving the grass roots supervision at first line management from passive to active, establishing with them a MOS that they understood and then, most importantly, achieving control”.

Embedding this framework has helped the teams speak a common language, gain control and ultimately better manage both operations and the customer experience.

*“The Managementors team integrated with the team here at Fujitsu very well indeed. They had a good understanding of our business and the challenges we face, a high degree of credibility and built a strong rapport. They had the ability to both challenge and be challenged.”*

*Dennis Badman, Client Managing Director – Fujitsu Services Limited*



## Outcomes

The implementation of the MOS across the PINS operation has enabled the teams to move from very limited management and control to a much more tightly run operation, in a short space of time. Being able to see productivity and utilisation statistics has given management a more direct line of sight into some of the issues the front line team encounter. Martin adds that “For me a lot of the benefit has come from focusing on the issues which prevent the metrics figures being better; and then addressing those issues”.

“As much as hitting the financial benefit was important – it is cause and effect - the most important thing to do is work backwards and understand what is driving the number, and then tackle the drivers”, adds Dennis, “from past experience I understood how important it is to get the input in and get it correct and sustained, so I’ve then got the option to realise the savings. If you don’t really focus on the root causes, it doesn’t work”.

This renewed focus and the use of action logs have helped resolve a large number of issues. These issues were getting in the way of carrying out tasks, such as patching and upgrading servers which would improve the estate. “We’ve been able to get to a place where the organisation supports the people at the front line do a better job and be able to address these types of issues”, comments Martin.

Operational managers have bought into this new way of working. Following the rollout of the MOS there is now a unified method of working across the PINS operation. The MOS has enabled the teams to introduce

active management, short interval control as well as transition from an operation without any performance reporting to one where performance can be compared and challenged across teams.

“For me personally I find that once you see the MOS – it just makes so much sense. It’s such a useful framework to apply to any kind of work situation which has any level of repetition in it; it’s an incredibly powerful tool”, continues Martin.

“In terms of the methodology, we’ve already deployed the method in other areas of our business where we see the symptoms causing waste; lack of supervision, lack of a MOS and lack of getting problems fixed. Certainly we’ll continue to do more of the same”, adds Dennis.

The business now has a better organised infrastructure network, with a management team which is continually improving its service through active management. Dennis says that “The main benefit I see is that we are identifying, establishing and nurturing our next generation of management. When we dug into what our staff potential was, we discovered they had untapped skills which were being stifled by their management. Now we are able identify these people, develop them and invest in them”.

“We see the potential for pulling Managementors through as a partner that continues to help us support our clients. I look forward to using Managementors more in the future”, concludes Dennis.

*“The Managementors project has empowered our people – it’s empowered them to call out for me and my direct reports to help them address issues. It’s created a new dynamic in the organisation which is really positive – a much better working culture.”*

*Martin Paxton, Delivery Executive for PINS – Fujitsu Services Limited*

Contact us to find out what Managementors can do for you

**Call +44 (0)1256 883939**

**e** [enquiries@managementors.co.uk](mailto:enquiries@managementors.co.uk)

**w** [www.managementors.co.uk](http://www.managementors.co.uk)