



Case study

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

Supporting Fujitsu to strengthen their project management activities

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 previously completed a successful project within another part of the infrastructure business, Fujitsu saw the value in expanding this to the Technical Solutions Delivery (TSD) area to help reduce the cost of, and improve the quality of, projects delivered for the client.

This project focused on the end-to-end delivery of projects, from the creation of a strong and accurate project plan, through to the robust management of key deliverables and improving the interfaces between different parts of the business.

As part of this, process flows were re-engineered and developed as appropriate, in order to move away from the legacy way of working which was in place, helping to make the area fit for competition in a fast-paced environment.

This more effective and collaborative way of working has given greater insight into some of the issues facing the teams, enabling action to be taken to deliver an improved service at a lower cost.

Key challenges

- Become fit for the future, as the competitive environment changes
- Instil a culture of active management around project delivery
- Improve processes to maximise efficiencies
- Manage the move from a legacy to a cloud-based environment
- Support the Government in delivering its IT strategy

Key gains

- A more proactive and delivery focused operation
- Greater visibility of project activities, with clear accountability and ownership driven down to individuals
- Tools and systems which will allow for improved information about the true duration of project activities, enabling more accurate pricing models to be created
- Improved clarity over roles, responsibilities and structure
- Greater inter area co-operation, enabling a more flexible way of working
- Cultural shift to promote active management

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 Technical Solutions Delivery (TSD) operation of the business includes three major service areas: changes to ensure support of the current infrastructure; moving services from the current infrastructure to the Cloud; and, thirdly, new business work.

Furthermore, as the Government has a strategy of adopting digital by default and increased use of cloud, 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.

As the new contracts are likely to be awarded competitively for more discrete deliverables, there is a requirement to ensure Fujitsu are fit for competition, that relationships at the various levels with this major Government contract are strengthened, and also to visibly demonstrate Fujitsu's project delivery capacity as the new contract is implemented.



Challenge

Fujitsu has been delivering a range of IT services to this major government contract for a number of years. Historically, Fujitsu has automatically been given work through the previous contractual arrangements however, for new work, there was likely to be increasing competition, with price being a key determinant on who would win. In the future, however, inefficiencies within the operation would make it harder for Fujitsu to win this work. There was, therefore, a requirement to ensure Fujitsu was fit for competition and to visibly demonstrate improved performance.

Having worked in a certain way for so long, one of the key business challenges within the TSD operation was cultural. Kevin Gillespie, Head of Technical Solutions Delivery, comments: "We were previously in a position whereby we were working into a prime supplier in terms of project deliveries, but with the work we've now been asked to do, a cultural shift was required in terms of how we engage with the customer, how we behave in front of the customer, and being able to get our people to be more proactive in that delivery lead role. In turn, this would ensure we maintain and grow as a business."

The TSD operation required more rigour in the planning and control of projects. Project plans would have to be robust and management information was required which would enable early issue capture and resolution. Another key business challenge was to identify processes which were inefficient, as well as areas of excess resource capacity. "This was key so that we could better utilise the excess capacity through deployment onto more value added work and having the metrics whereby we could measure that," adds Kevin.

From awareness of how Managementors supported other areas of PINS within Fujitsu previously, Kevin was keen to engage with Managementors to address his challenges within TSD: "From the initial meeting it was very clear to me that Managementors could bring real value and expertise to my area of the business," states Kevin.



Approach

In order to address these challenges, a project to implement and embed changes within the business was started; Project Fulcrum. Whilst setting the direction for change, Managementors took a facilitative approach with solutions not being prescribed, but instead developed jointly with the key individuals within the operation. Through this collaborative approach, the highest level of understanding, ownership and sustainability of the implemented solution was achieved.

“A challenge at the beginning was winning the hearts and minds of our people, whilst also making that real in relation to people’s actions and approach to the job. The Managementors team worked really well with the Fujitsu team, and it was very much a collaborative effort in terms of coaching people and identifying where they could do better, and also acknowledging where people were making improvements and coming on a journey, it was very good from that perspective,” comments Kevin.

As part of this collaborative working, those affected by the project were briefed in detail on the project activities and why they were necessary, as well as how various steps in the progress of the project would affect them in their roles. This aided one of Kevin’s key aspirations in achieving cultural change, “It was good to get recognition amongst my team that there was a need for cultural change.”

Activities developed at the start of the project were focused on bringing the operation quickly under robust control, as well as providing sufficient stability for process, system and people development to take place.

The initial focus of the project was working with the Front End Team, starting with the process. None of the team had seen the TSD process mapped out from end-to-end before, so this was really useful and impactful in giving something visual to show areas of weakness and the changes being made.

It became apparent that planning was a major area of weakness for the operation, with inconsistencies between different areas of the business. There were significant variations in the quality and detail of the plans, with sub-teams carrying out processes in different ways, which was ineffective in feeding information up the chain.

Managementors supported the TSD team in creating the same process for all levels, so information was presented in a way that management could use and on which to take effective action. Metrics were introduced to objectively look at how well projects were performing each week, giving people concrete information to base things on, rather than managing activities by what was in their heads and email boxes, or simply finger in the air guessing!

Coaching on the principles of active management and managing change were carried out, along with the development of a Short Interval Control (SIC) methodology. Following this, measures to report on and develop were agreed.

Weekly project reviews between the project management and the sponsoring management were put in place to enable progress towards the project objectives.

Issue logging was introduced to give staff the ability to highlight issues they faced throughout the day and allow these to be resolved, or escalated, through the management structure. The issue logs were quickly supported by a weekly rhythm of reviews to enable staff at every level of the operation to discuss and agree actions, as well as assign ownership.

In tandem with the issue log roll out, activity lists were completed, the purpose of which was to identify the value adding activities and the non-value adding (NVA) activities. These activities supported managers in freeing up time to allow short interval control, and consequently an active management approach, into all areas of TSD.

Following this, important KPI measurements, such as availability, utilisation, effectiveness, productivity and percentage completion, were introduced and integrated into the business process to ensure the TSD operation was running as efficiently as possible. Kevin noted, “The real challenge we’ve always had was to identify and manage capacity within the organisation. We’ve always struggled to do this previously, so now having a set of measures whereby we can measure and evidence active management is a real success.”

“We now have a dashboard to effectively measure. This is something that can continually evolve in line with the business; updating the metrics and measures we are tracking accordingly as the customer and business environment changes. Being able to have this view of what people are doing and how effectively they’re doing it is a key business outcome.”

*Kevin Gillespie,
Head of Technical Solutions Delivery
Fujitsu Services Limited*

Outcomes

Workshops were delivered to accelerate participants' understanding of the principles of active management, helping instil a consistent base level of training. The passive management approach of the past was overcome, with a culture of active project and stakeholder management embedded.

“One of the key benefits was instilling that active management ethos into everything we do - so the customer can actually see that we are proactively trying to improve things. By improving some of our processes, we are now able to demonstrate to the customer that we are trying to be more efficient and effective in terms of how we interface with them. It's key that we've managed to instil an active management ethos in the organisation; making sure that everybody knows what active management means, why it's important and how they can apply it as part of their individual job,” adds Kevin.

Management dashboards were created in all areas of the project's scope, with review structures set up and coaching to ensure that at the most senior level of the operation the right questions were being asked to drive action down into the teams. For example, the Front End Dashboard that was developed provides clear visibility of Change Request (CR) status, both externally with the customer, as well as with driving active management internally.

As an output from the workshops, a new SIC methodology and supporting planning tool was created and rolled out across the operation.

This gave the ability to analyse the variance between budget, forecast and actuals on a project, on an individual or discipline basis. This assisted in driving active management and control of project performance at both PM and Team Leader (TL) level, as well as complement the planning and performance management toolset, which was developed as part of the project. Kevin comments, “We have a much clearer view of some of the key drivers in terms of capacity, making sure that if projects are slipping we catch the reasons and rationale for that as early as possible, taking appropriate action to address it.”

In support of the SIC methodology, resource forecasting and capacity models were developed for both PM's and Architects, to provide a week-on-week visibility of workload. Previously hidden capacity was clearly surfaced and quantified, with coaching provided on the best methods to address the white space. Tangible action was taken on the capacity, with commitments made to continue driving it post project completion.



“It was a great benefit being able to generate capacity, as it allowed the team to use that extra capacity to do other things, such as training or taking on additional work. We’ve also identified capacity that we’ve been able to realign and reassign to other parts of the business, so that’s been positive. This has been as a result of us actively managing people’s workloads and driving active management through the operation,” adds Kevin.

Further to this, an issue escalation and management structure has been created, allowing for a positive cultural shift. This Issue Log provides a forum where issues causing the TSD team lost time and frustration can be raised, where individuals are empowered to solve issues locally and a clear path of escalation can easily be established, with correct ownership and due dates at the appropriate level.

Kevin comments, “I can really see people taking responsibility for the deliveries actively, whether that’s with internal stakeholders or with the customer – outstanding issues or dependencies are really being chased down. The team are being much more proactive as to how we go about that.”

In total 200 issues were logged and by the time of project completion over 60% of them had been resolved, for example the way in which man-days were invoiced to the customer. Previously fractions of man-days could not be invoiced and when the issue was raised, the necessary system amendments were made to provide fairer, and more competitive pricing back to the customer.

The above outcomes have been achieved through utilising the bespoke MOS, which was developed and installed at all levels of the operation, equipping management with the tools required to manage the business in a sustainable way, as a catalyst for continuous improvement.

Behavioural change is evident, with Project Managers being more open, with improved interaction between PM’s and their project teams. Furthermore, staff as a whole are now having much more constructive dialogue, which has led to positive changes in the way of working, and will continue to moving forwards.

Previously hidden issues are now easily surfaced and actioned, with a more proactive and delivery focused operation in place. The business is now in a position to attain an embedded sustained performance improvement, and consequently become ‘match fit’.

“I felt the whole engagement was really collaborative and professional – the Managementors team brought a real drive and energy to the whole project, which really instilled momentum. Working with Managementors was a very positive engagement; I would definitely work with them again.”

*Kevin Gillespie,
Head of Technical Solutions Delivery
Fujitsu Services Limited*

Contact us to find out what
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Call +44 (0)1256 883939

e enquiries@managementors.co.uk
w www.managementors.co.uk