

FACT SHEET

MANAGEMENT QUESTIONS FOR UNCERTAIN TIMES

MANAGEMENT QUESTIONS

- Are the multiple projects we have underway really aligned to helping me achieve my strategic goals? What projects should I accelerate; what should I slow down or stop?
- We seem to have so many related projects that compete for the same resources – what should I focus on? Where’s my optimal path to value?
- I need to trim my discretionary project expense – how do I cut costs without cutting my throat?
- I need to simply articulate our business strategy and get everyone “on the same page”. How can I do this quickly?

OUR APPROACH: OUTCOME-BASED ROADMAP

Fujitsu has an approach that engages senior executives to address these concerns. We have expert practitioners who can facilitate strategic conversations with executives and senior program managers to answer these questions. We work with you over 2-3 weeks to develop an outcome-based roadmap of your business or program area. This roadmap shows where you are going (e.g. outcomes,) what you need to do to get there (e.g. contributing initiatives) and most importantly what risks you face in successfully achieving your business objectives. It accomplishes this via a simple visual that can be used to track and report progress, sustain strategic focus or take corrective action. It is your roadmap to help you navigate in these uncertain times.

Our Approach in a Nutshell

- Executive strategic conversation
- Workshop with executives and senior program managers
- Outcome-based roadmap for your business or program area
- Leveraging MacroScope® techniques:
- Results Chain™
- Benefits Register

We use a number of supporting techniques taken from our world-class MacroScope methodology when you engage us.

RESULTS CHAIN™

The **Results Chain** is a time-proven modeling technique developed and used by Fujitsu over the last 20 years and first published in 1998 in *The Information Paradox*¹. This technique captures the outcome logic for an organization’s strategy and/or change program. It starts by focusing on what the program or strategy has to achieve (outcomes). It then uses the notion of contributions to link the work done (referred to as initiatives) to those strategic outcomes.

¹ The Information Paradox is available for download at:
<http://www.fujitsu.com/us/news/publications/books/ip.html>



Strategy and/or business change programs typically involve a complex set of interactions amongst intermediate and end outcomes. The Results Chain captures these interactions and surfaces the full scope of work needed to bring those outcomes about – what we refer to as “BTOPP” i.e. **B**usiness, **T**echnology, **O**rganization, **P**eople/Stakeholder and **P**rocess work. We capture this understanding in a roadmap.

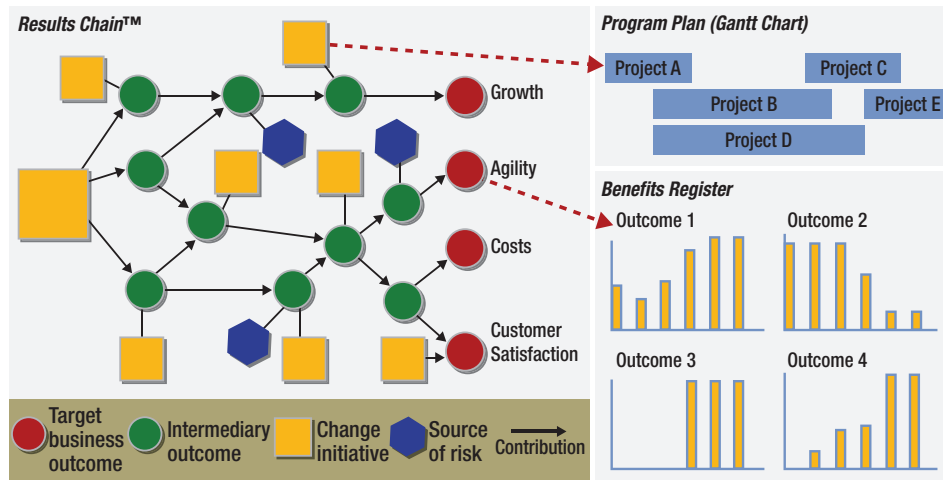
We use structured interviews and two or three workshops to develop the roadmap. Once complete you will have a graphic visualization that helps all of your stakeholders form a common understanding of all required initiatives for a successful change.

It also fosters consensus amongst the stakeholder groups by surfacing differences in understanding and/or assumptions related to the strategy and its subsequent implementation. All too often strategy is fuzzy and/or one dimensional (e.g. if we do this, then this happens... when in reality there may be many inter-dependencies). This technique fosters a much tighter linkage between outcomes and all the associated initiatives required to deliver business results from strategic investments. It also recognizes that implementing an IT system (for example) is quite different than actually getting stakeholder adoption and benefits from the deployed technology and IT investment.

BENEFITS REGISTER

The **Benefits Register** is part of the benefits plan for achieving the outcomes of a business change program. Building on the key outcomes from the Results Chain, it contains the metrics (units of measurement) and targets (specific values over time) to be used to track achievement of those outcomes. It also captures who is accountable for achieving outcome values during the program. The register can also include how the outcome target data is to be obtained, on what frequency it is to be reported and for how long, and the tolerances for achievement outside of which remedial action should be triggered. The Benefits Register timing and targets must be integrated with the program initiatives plan to ensure that

Results Chain and Benefits Register: Coherent view from a business outcome perspective.



the right work is being done at the right time to achieve the desired outcomes. It is the Benefits Register that drives measurement and accountability for the results of a program and which can be used to answer the critical question: “have we achieved success for the Program – and how do we really know?”

These are two components needed to fully describe an organization’s strategy and/or business change programs. Our practitioners are experts in using, adapting and transferring knowledge/ understanding on these techniques to our clients.

MANAGING BENEFITS AND CHANGE CONCURRENTLY

These two components are used across the program lifecycle and get updated as the program advances. The point being organizations need to have line of sight to the benefits and change from the earliest point in a program. Experience has shown that benefits are rarely realized unless there is well understood and accepted change. Change cannot be sustained unless there are accompanying benefits. Benefits and change therefore need to be managed concurrently and our techniques provide a powerful way to accomplish this. Through Fujitsu’s Executive Strategic Conversation solution your chances of getting results are greatly increased...and you will be able to confidently say that in these uncertain times, results from your strategic investments are well in hand!

BENEFITS OF OUR APPROACH

Companies are under extreme pressure to make the most from their business change investments and demonstrate measurable results. Resources (financial, people, management bandwidth) are extremely scarce and they need to be directed with precision at opportunities that will yield optimal results in line with organizational strategies and priorities. The Results Chain provides a roadmap to where you are going and how you will get there. Missing, redundant or duplicate initiatives are easily identified. The roadmap provides confidence that the full scope of work is understood and resource estimates are realistic. The Benefits Register sets the foundation to drive increased outcome measurement, reporting and accountability for key programs contained within the roadmap. Our roadmap acts more like an organizational compass - helping you make the necessary course corrections as conditions change. It is much more than the traditional, static plan that quickly becomes out of date and/or irrelevant in today’s changing business environment.

In uncertain times, these conversations and supporting techniques are vital. In the hands of our experts, they rapidly bring diverse stakeholder groups to a common understanding of a company’s strategies and actions. They get everyone focused on delivery namely doing the right thing, doing it the right way, getting it done well and getting value. They facilitate understanding of the critical programs that need to be undertaken and how IT needs to contribute. They improve overall investment decision making and governance - areas that senior executives are increasingly paying attention to in these uncertain times.

If you want to know more, schedule a conversation on how Fujitsu can help your IT investments become strategic to your business instead of a cost center.

ABOUT FUJITSU AMERICA

Fujitsu America, Inc. is a leading ICT solutions provider for organizations in the U.S., Canada and the Caribbean. Fujitsu enables clients to meet their business objectives through integrated offerings including consulting, systems integration, managed services and outsourcing for enterprise applications, data center and field services operations, based on server, software, storage and mobile technologies. Fujitsu provides industry-oriented solutions for manufacturing, retail, healthcare, government, education, financial services and communications sectors. For more information, please visit: <http://solutions.us.fujitsu.com/>.

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