FACT SHEET

STRATEGIC ROADMAP: MANAGEMENT QUESTIONS FOR UNCERTAIN TIMES

MANAGEMENT QUESTIONS

- We seem to have so many related projects that compete for the same resources. What should I focus on? What is my optimal path to value?
- I need to trim my discretionary project expenses. How do I cut costs without cutting business operations?
- I need to articulate our business strategy to ensure everyone understands it. How can I best do this?

Our Approach: Outcome Based Roadmap

Fujitsu can address these common business concerns with an approach that engages our clients’ senior executives. Our Executive Strategic Conversations facilitate strategic discussions with executives and senior program managers to answer their most pressing management questions. Our experts will work with you for three to four weeks to develop an outcome-based roadmap of your business or program areas. The Fujitsu Strategic Roadmap visualizes for its clients where they are going, what changes need to be made, and what risks need to be managed in order to achieve success. The roadmap tracks and reports progress, sustains strategic focus, and initiates corrective action for benefits realization. It fosters close linkages between outcomes and all the associated initiatives required to deliver business results from strategic investments.

RESULTS CHAIN

The Results Chain is a time-proven modeling technique developed and used by Fujitsu for the past 20 years and was first published in 1998 in The Information Paradox. 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 needs to achieve (outcomes). It then uses the notion of contributions to link the work done (referred to as initiatives) to those strategic outcomes. 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 about those outcomes – what we refer to as “BTOPP” (i.e., Business, Technology, Organization, People/Stakeholder and Process) 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.

Our Approach

- 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 from our world-class Macroscope methodology.
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 includes how the outcome target data is to be obtained, on what frequency it is to be reported and for how long. The Benefits Register 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. Consider our roadmap to be an organizational compass - helping you make the necessary course corrections as conditions change. It is more than the traditional, static plan that quickly becomes out of date and/or irrelevant in today’s changing business environment.

In uncertain times, a roadmap to show focused direction for a business is vital. With the help of strategic conversations, workshops and our supporting techniques, your stakeholder groups will get a common understanding of your company’s strategies and actions and improve overall investment decision-making and governance.

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

**MANAGING BENEFITS AND CHANGE CONCURRENTLY**

These two components are used across the program lifecycle and are updated as the program advances. 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 the Fujitsu 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**

Resources are extremely scarce and they need to be applied to 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. Consider our roadmap to be an organizational compass - helping you make the necessary course corrections as conditions change. It is more than the traditional, static plan that quickly becomes out of date and/or irrelevant in today’s changing business environment.

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

**ABOUT FUJITSU AMERICA**

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