



Mastering Business Innovation

Practical advice on how to shape
a better future



shaping tomorrow with you

Introduction: Disrupt before you are disrupted

In a business environment that's increasingly disruptive, all modern enterprises need to innovate with agility as well as foresight. That goes far beyond IT. It's not a technological imperative, but a cultural one.



Technology can be used as a tool to facilitate innovation and transformation, but the focus of an organization is what counts: a relentless effort to create new business models, products and services that attract new customers and open new market opportunities.

Simply, you need to awaken your innovative drive; create a state of mind and a culture that can influence how your organization functions, and enable your best teams to collaborate, explore, and experiment to uncover niche competitive advantages. You need disruptive teams which are empowered to work fast and smart, test new ideas and

future concepts, and then prove products and services quickly, to then scale them swiftly if they deliver value.

Of course, the recent rise of true digital disruptors ensures that if you don't do it, others will. But there's no reason why established businesses can't be as ground-breaking as the 'born digital' behemoths like Uber and Airbnb: it's a state of mind.

In this Essentials Guide we've brought together experts from across Fujitsu & our partners to share insights and advice to get you thinking and planning. We focus on digital co-creation, how businesses exploit

digital through an eco-system of partners to enter new markets or extend services. Every business exists within these interlocking ecosystems, and the ability to leverage the skills, ideas and technologies they offer is vital to awakening delivering innovation.

Essential advice on Mastering Business Innovation

At Fujitsu, we work to help our customers be aspirational and uncover new ways to deliver value to their market. We can help them leverage adaptive technology, which could be anything from social, analytics, IoT and AI through to platform and cloud technology to deliver value in new ways. Key to doing that is the need to harness the talents and skills of your people. They are essential to the innovation process. That principle is at the heart of the following key principles. You need to put them front and center of your examination of what you need to do to future-proof your organization.



Here are Fujitsu's nine top tips for achieving business innovation in your organization:

1

Focus on what matters:

It seems obvious, but for any organization to innovate successfully there needs to be a relentless focus on what contributes towards delivering a clear business strategy. There's a danger that you might spend time on topics which might be interesting and relate to both your industry and the technology trends which affect it, but are not of strategic importance. That will waste time and lead to the failure of your innovation project, because there will always be more pressing priorities for your company's time and money.

Invest in innovation that delivers transformation:

Organizations that are looking to accelerate their digital journey should identify potential projects that will deliver a real step-change to the business. Merely optimizing aspects of your current enterprise isn't enough. Incremental change, whilst important, should not be the focus of innovation energy.

2

Build and enable your ecosystem:

It's important to stimulate thinking by getting input from your wider ecosystem. This should consist of staff, customers, suppliers and partners, as well as external experts from academia. Each have different skill sets and wider ecosystems of their own. It's important to enable everyone to contribute to your analysis of the market, the competition, and how you can subvert disruptors before they make inroads into your market share and revenues.

3

Keep your eye on the horizon:

To ensure your enterprise is not walled off from the outside world, leverage the ideas and experience of experts – your own and those that work for your suppliers, associates, and partners you work with. Proactively encourage conversations that work across traditional boundaries and don't base your thinking on what you 'require' from a supplier or partner. Encourage a more collaborative relationship. Think beyond what you have done with them in the past. Encourage them to join you in horizon-scanning of emerging trends or problems over the next three to five years and the extent to which it informs your business strategy.

4



Think like an entrepreneur:

Surround yourself with partners that think like entrepreneurs at the same time as nurturing the skill-sets and talents of your people to encourage a more entrepreneurial outlook within your organization. This will mean encouraging and rewarding entrepreneurial thinking and requires tools and technology to support them. We know innovation is often iterative – where ideas are shared and improved in a mutually supportive environment and where there are mechanisms to then allow people to work on concepts that emerge. This will offer learning opportunities, support talent management and celebrate achievement.

5



6

Develop your people and capabilities:

Establish the principle within your organization that ideas matter from EVERYONE. But, ideas don't just appear by magic; they must be enabled. That means you need to teach and encourage your people to be innovative. That takes leadership from the top based on an understanding that innovation is essential to the future of your organization. Permission and leadership will help unleash the creativity of your people. Remove cultural blockers which stop people sharing their ideas and help turn those ideas into credible concepts. Pursue those concepts until it can be proved it's not going to work. No two organizations are the same, so find the innovation process that best fits your culture, organization and market place. Then create a pathway that runs from service design, business change, adoption and benefits realization.



Use structure to nurture creativity:

It is counter intuitive, but creative innovation requires some structure and discipline to ensure you get transformational outcomes not just good ideas. Therefore, Innovation Management should be a key strategic capability. In fact, the board must understand the importance of innovation and be actively engaged in it. It needs to be ready to scale innovative successes and be able to learn lessons from failures as well as successes. Learning from what doesn't work is the key to ensuring you come up with something that does. Failing fast is easier (and cheaper) now than it ever was, thanks to digital technology and on demand scalable cloud platforms. Embrace that possibility and make an investment case for it.

7

Bring innovative concepts to life quickly:

9

Increasingly the use of visualization techniques and design thinking is an important way of testing initial thinking and building momentum quickly. This can be further accelerated through rapid prototype development that encourages the culture of experimentation and bring to life the "art of the possible". All of these elements can be concentrated into an intensive single event, typically a hackathon, which sees teams building technology prototypes within 24 hours to address a particular business challenge.

8

People build culture and deliver innovation:

Understand your culture and know what you need to foster to awaken innovation, then create a team identity through both digital channels and events where people can get together to freely discuss what should and needs to be done. Be clear about what you expect from members of the team at all levels of your organization. Agree and implement a monitoring and improvement framework so you can keep track of what's happening and ensure you're always on the right track. An innovation strategy is not based on technical definitions, but on what people say, do and think. Ultimately it is people define your strategy. Give them permission and space to get busy on innovation and encourage them to build on their experience and discussions with their colleagues across your ecosystem.



How we can help you Master Business Innovation

We help customers to be more innovative, and to stay ahead of change. Our focus has always been on innovation – both within Fujitsu and on behalf of our customers. This is an era of unprecedented and rapid innovation: no enterprise can afford to lag behind.





A retail bank in Luxembourg was determined to keep pace with the fact that more and more of its customers wanted to do their banking on the go. They did not want to visit a retail branch. So, we worked with them to create a bespoke solution that enabled customers to open and manage their account via an app. No paperwork, an identity authentication via ID scanning and optical character recognition (OCR), with the added ability to handwrite signatures on the screen. The solution helped attract a new generation of customers looking for an innovative bank, as well as save time across the entire account opening procedure.



A national infrastructure provider was eager to augment its innovation and R&D framework so that it could work more collaboratively with customers, suppliers and both academic and research organizations to deliver lasting benefits to all stakeholders. Fujitsu helped them improve their organizational structure and governance, boost funding and supplier development, and open new opportunities to improve products and processes as well as enable their people to contribute to innovation more effectively.

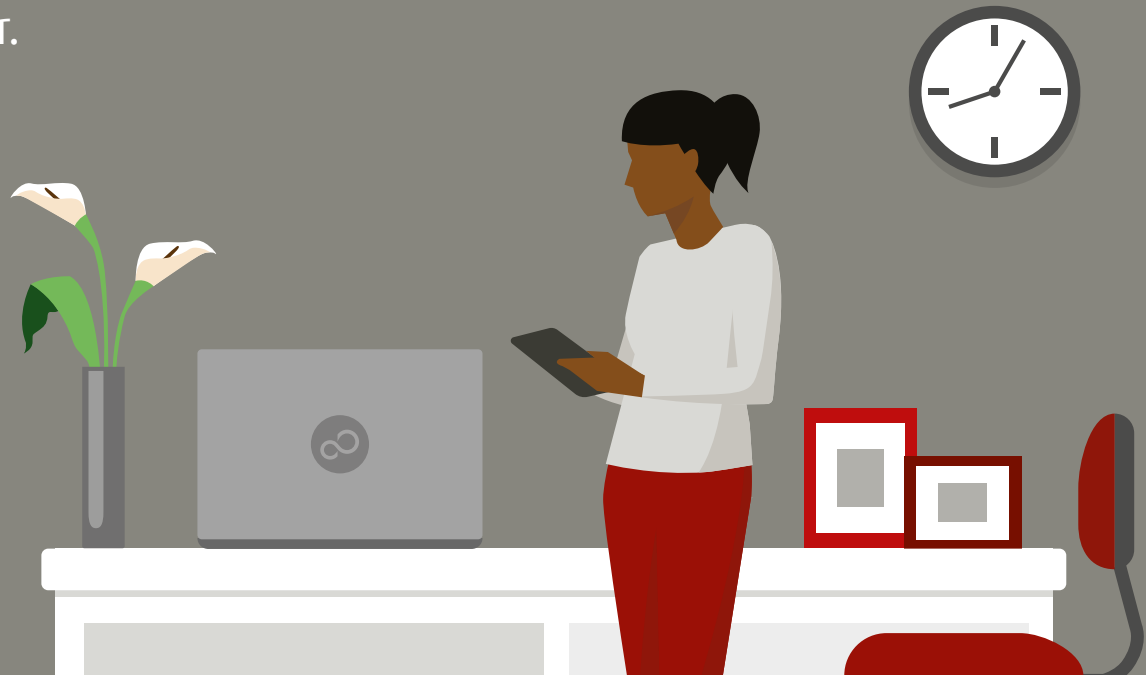
The solution helped attract a new generation of customers looking for an innovative bank, as well as save time across the entire account opening procedure.



A major international airport was eager to find a new, innovative way of hitting its sustainability targets by identifying when aircraft were using their Auxiliary Power Units instead of the power available on stand. By doing so, there were generating more pollution. So, we worked with them to start the innovation process by crowdsourcing ideas through a large scale collaboration with senior technical and industry experts across Fujitsu. The result was a new business solution built specifically for the customer. A 'digital ear' was created which combined sensors and analytics within an IoT platform. It listens to aircraft and can tell what power source they are using. Then the carrier is informed and switches from auxiliary to stand power. That's reduced environmental impacts significantly.

Solutions

Good advice requires great solutions so that it can be put into practice. And that's just what we offer.



Analytics: Enhancing the power of data is fundamental to the success of your business. We help organizations yield intelligent insights to help you drive an optimal customer journey, resulting in optimized processes and delivery of innovative solutions. We deliver end-to-end solutions using the best in breed tools and advanced analytical technologies from descriptive analytics to cutting edge deep learning and machine learning methods.

Co-creation: Through our team of co-creation specialists we help customers on their journey to digital transformation through great innovation projects. Our projects are underpinned by a trademarked eight step delivery framework, Activ8, based on industry best practice, which helps us work with customers to move quickly from ideation to implementation.

It generates innovative possibilities for your business by using a range of techniques, from co-creation workshops, innovation hubs and rapid prototyping. The aim is to turn great ideas into solutions.

Consulting: Whether you are moving into new markets, targeting new customers or looking to rapidly develop and deploy new business models, products and services. Our consulting team can help you to shape a better future through our pragmatic and proven approaches to business and IT strategy and business change. From horizon scanning, visioning, capability assessment, strategy development and road mapping to business case development, we work with you to identify and prioritize opportunities, develop enabling capabilities and empower your people to shape your organization for future competitive advantage.

We deliver end-to-end solutions using the best in breed tools and advanced analytical technologies from descriptive analytics to cutting edge deep learning and machine learning methods.



Mastering Business Innovation, together

Innovation is what drives businesses forward. It's what keeps you ahead of disruption and intense competition. If you don't innovate; someone else will, encroaching on your territory and taking your customers.





So, it's vital that you awaken the innovative potential of your people. That will enable you to achieve smarter, faster business innovation and unlock opportunities to gain competitive advantage. It's the only way to forge new business models and launch products and services that delight customers.

The ability to evolve in an agile way that transcends IT and impacts every area of your business is key to mastering business innovation. At Fujitsu, we help you deliver the processes that enable your people to come up with new ideas and improve your existing ones.

We also help you evaluate each idea, rapidly prove its worth and then execute it in the marketplace. We enable you to generate your own creative capital and ensure that all your functions and teams can contribute to the process in positive and dynamic ways.

At the heart of our approach is an important concept: co-creation. We have broad experience in bringing together our customers, business experts, academia and technology partners through our global partner ecosystem, and we help you master digital your way to achieve your core objectives, be more competitive and stay ahead of the curve when it comes to market

innovation. The vision is to enable you to base your thinking on what your people and customers need as the market changes around them.

It's vital that you awaken the innovative potential of your people.

Talk to us now about how we can help you achieve digital transformation and master business innovation, together.



Contact details

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