

# Fujitsu

## OVERVIEW OF CUSTOMER ACCOUNTS FOR SALES

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*Fujitsu Finland Oy is the third-largest supplier of IT services and hardware in Finland.*

*Fujitsu serves hundreds of businesses and organisations in Finland alone and, through them, hundreds of thousands of end users.*

### **A HISTORICALLY CLEAR OVERVIEW OF CUSTOMER ACCOUNTS FOR SALES**

*"One outcome of the cooperation was that the Leadership index we measure as part of employee satisfaction improved by 12 percentage points. We also saw an improvement in understanding the strategy, customer orientation and the level of activity in customer work," says Simo Leisti, Managing Director of Fujitsu Finland.*

*"During the project, we were able to create a historically good organisation-wide view of customer accounts for our sales function. Our operations have become more proactive and customer-driven, and our roles and responsibilities are now clear from the customer's perspective. Our improved internal cooperation has enabled us to diversify and substantially grow our project portfolio," Leisti adds.*

### **PARTNER TO IMPLEMENT THE BIGGEST CHANGE**

*Fujitsu Finland faced significant changes in 2017. Fujitsu's international organisation took a big leap forward as part of an extensive change programme of the EMEA region. Changes in the organisational model, services and offering also meant a cultural change.*

*"There were many significant changes in a short time, both in our organisation and in the industry as a whole. We wanted to work with a partner to find drivers for implementing new ways of working in line with our new strategy. In analysing our situation in the beginning, we recognised that our operations were somewhat inward-looking and cooperation between different structures within the organisation was weak.*

*Based on customer feedback, we hadn't sufficiently clarified our roles towards the customer.*

*The final decision on the choice of partner was based on Trainers' House's proposal on how the work would be car-*

*ried out. The team from Trainers' House had done a good job of structuring our upcoming change process and the actions it would require. Cooperation with Trainers' House goes beyond surveying the present situation. Right from the start, there's a focus on what will be done and implemented. They have a very comprehensive approach to everything," Leisti explains.*

### **GROWING WITH CUSTOMERS**

*"Growth is our goal. We wanted to focus on the customer's perspective. We began our journey of change with a customer-driven approach," Leisti says.*

*The work done by Trainers' House focused particularly on the actions of the sales organisation. An understandable story was created for the change process, to be used both externally and internally. Trainers' House worked with the executive team of Fujitsu Finland to define how the leadership operates – how change is managed, what Fujitsu's management philosophy is and what they believe in together. The final guidelines were put into action through coaching.*

*"High-quality coaching is very effective in helping people to understand and participate in defining the direction of change and each employee's contribution to it.*

*We also needed clear performance indicators for monitoring and managing what we do. Trainers' House's Operations Centre method served as a forum for the active and regular exchange of information. The BEAT change management platform helped us to monitor the progress of implementation in our day-to-day operations. We have had more than a hundred people involved in this project. Monitoring the day-to-day activities of such a large group requires a platform such as BEAT. BEAT is very easy to use and it provides just the right information on implementation.*

*Working with Trainers' House is dynamic and flexible. We were able to make adjustments along the way according to our needs. Having a partner that can react to situations with such sensitivity is a strength," Leisti concludes.*

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