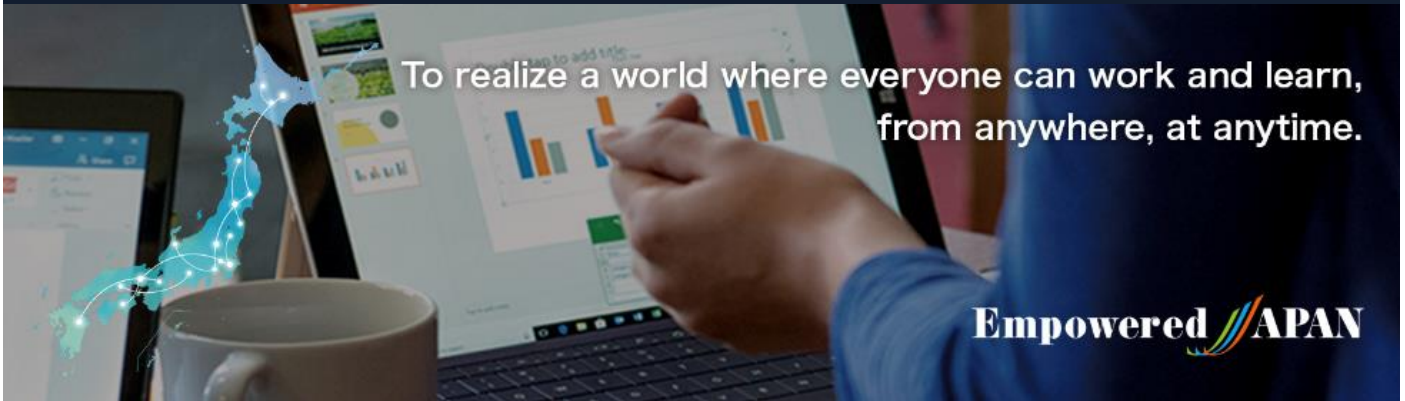


# Empowered JAPAN Webinar Report



Empowered JAPAN Executive Steering Committee was established in 2018, "To realize a world where everyone can work and learn, from anywhere, at anytime." To promote the true value of workstyle innovation including telework, the committee has been coordinating symposiums in both Tokyo and regional cities. And in collaboration with various local governments, Microsoft, and partners, the committee has been serving as an advisor to provide telework training for both corporate and individuals. In response to the spread of infection of corona virus (COVID-19) and the government announcement on February 25, 2020, which included the request to citizens to telework, the steering committee made the decision to launch a series of free webinars starting from March 17, 2020, to provide practical information for individuals and organizations across the nation, to telework and/or practice online education.

## Category :

Learning from case studies companies

Date : March, 31, 2020

Speaker : Masamichi Maruko

Fujitsu Limited  
Digital Business Promotion Headquarters  
Service and Product  
Business Supervisory Division  
Manager,  
Promotion Planning Department



Joined Fujitsu in 1992. At departments for promoting sales of computers, etc., handles product planning, business negotiation support, and advertising and publicity activities.

In many media outlets such as newspapers, magazines, and the internet, introduces optimal devices for telework. Also holds numerous lectures to introduces internal practices from Fujitsu at seminars on work-style reform.

## Introducing the Keys to Success in Working-Style Reform and Convenient Tools Used in Companies

Since April 2019, a part of the Act on Work-Style Reform related bills has been enforced, and "work-style reform" became one of the important subjects for many companies. However, there are many companies promoting and enforcing work-style reform, but have not seen much effect.

Meanwhile, Fujitsu has already been promoting work-style reform since 2010, and enforced it company-wide since 2017. Also, for the "Telework Days" event in 2019, 44,000 employees participated. Currently, due to the spread of COVID-19, all office workers in the Tokyo metropolitan area have been working from home since March 30. Based on the company's long-standing efforts, we will look at the keys to successful work-style reform and challenges.

First, Mr. Maruko talked about a survey targeting 1,000 business workers conducted in 2018 (by the Japan Management Association). According to the survey, 68.8% answered "do not feel" the progress of work-style reform, and the main reasons were "the amount of wasteful tasks and meetings are not reduced, difficult to take vacations, overtime is not reduced, owner and managers are not proactive." Mr. Maruko pointed out that the reason why the reform is not progressing is that the awareness of the workplace has not been reformed due to ICT and system aspects.

As Fujitsu conducted work-style reform, Mr. Maruko said how high productivity was realized by adopting a diverse and flexible workstyle that did not expect long working hours. After long-term efforts, from 2017 to 2018, overtime hours were decreased by an average of 1.3 hours and vacation days were increased by 2.3 days. In addition, around that time, the company took an employee survey on the degree of satisfaction with the work-style reform, and it showed many employees were feeling an improvement of awareness towards the workstyle, stronger response to new challenges and changes, and better company image.

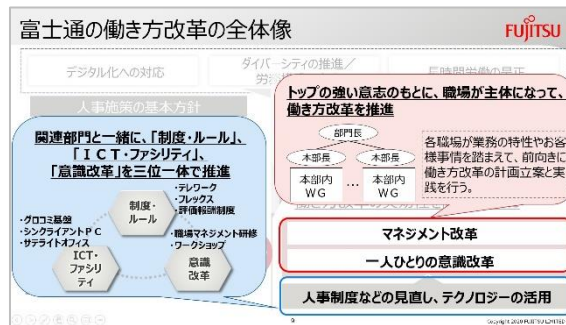
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Next, let us look at Fujitsu's efforts to work-style reform chronologically. In terms of ICT and facility, "since 2010, the company has expanded the communication foundation, developed VDI (virtual desktop infrastructure), the Thin Clients PC series, and satellite offices. And since 2017, we have accelerated our efforts to work-style reform by developing external satellite offices and implementing an overtime management system." (Mr. Maruko) Also, in terms of systems and rules, "since 2010, the company has implemented a work-from-home system, telework trial, and flextime system. And since 2017, we are practicing a telework system and flexible core time." (Mr. Maruko)

There were two keys to succeed work-style reform at Fujitsu. The first key was "the command from top management and proactive efforts at the workplace." (Mr. Maruko) Specifically, with the strong will of top management, centered around each department and headquarters, a detailed implementation plan was examined and executed. "We were able to enhance the effectiveness of work-style reform by reforming management and awareness of individuals." (Mr. Maruko)

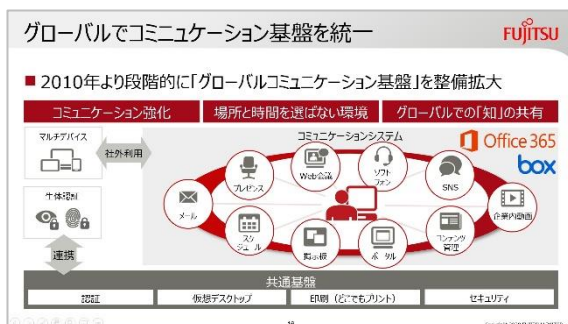
The second key was "unity of systems/rules, reforming awareness at the workplace, and ICT/facilities." (Mr. Maruko) The HR department was in charge of establishing systems/rules including telework, flexibility, and an evaluation compensation system. The General Information Systems department was in charge of ICT/facilities. Awareness at the workplace was reformed through work management training and workshops.



Next, Mr. Maruko explained three points to consider in ICT (teleworking environment construction). The first point was to develop infrastructure for improving communication. Specifically, since 2010, Fujitsu has gradually expanded the development of Office 365 with Box as a global communication platform, and "developed a multi-device environment that supports communication anywhere and anytime." (Mr. Maruko)

The second point was to create workstyle rules and proper labor management. For example, when employees work at home, his department has a rule to send an email to report a plan for the day when starting, and a result when finishing. "Sharing the plans and results led to the improvement of schedule management and accuracy." (Mr. Maruko) The company also uses "FUJITSU Software TIME CREATOR" as a system to enhance overtime management.

The third point was to review the security measures. At Fujitsu, they have been protecting information leaked from terminals and achieved a work style that secures safety by implementing VDI and an ultra-lightweight mobile Thin Client device with built-in palm vein authentication.



Lastly, Mr. Maruko introduced the latest tools for improving productivity in which some departments are using at the company: "FUJITSU Notebook LIFEBOOK U939" an ultra-light and ultra-mobile notebook can be equipped with a Palm Vein sensor and privacy filter, "Portshutter Premium AttacheCase" secret sharing software that physically distributes and stores data, and "Zinrai for 365 Dashboard" a cloud service that visualizes workstyles with AI and promotes productivity improvement.

Finally, the reason why Fujitsu was able promptly reform workstyles is that "we were aware that it was important to actually use and operate ICT at the workplace before proposing it to our clients," said Mr. Maruko. Specifically, efforts to achieve "unity" focusing on awareness reform at the workplace, and the implementation of an ICT environment are important keys for achieving work-style reform.