



Fujitsu Limited

Smarter Workforce Decisions



As Fujitsu advanced its enterprise-wide transformation, it saw an opportunity to strengthen workforce planning, which had historically been managed differently across HR and Finance. To support faster, more data-driven decision-making, the company digitalized and unified workforce information through an integrated planning platform. This technology-enabled approach improved organizational agility and accuracy, and the expertise gained through this internal modernization is now helping customers accelerate their own digital transformation initiatives.

Challenges

HR and Finance used different planning standards, while Excel-based processes caused inefficiencies and errors. As personnel costs rose and talent mobility increased, the old approach could no longer support timely, accurate planning.

Solutions

Fujitsu implemented a SaaS-based planning platform that centralized workforce and personnel cost data, aligned HR–Finance workflows, and enabled real-time visibility to support consistent, cross-functional decision-making.

Outcomes

The new foundation eliminated manual Excel work, improved accuracy, and enabled business units to make timely, strategy-aligned hiring decisions. Scenario simulations also strengthened data-driven decision-making and supported the shift toward a modern job architecture.

“In planning, what matters most is speed, accuracy, and transparency. Keeping data up to date, using AI to forecast the future, and documenting how each plan was created help prevent reliance on individuals and enable us to consistently reach the best possible decisions.”

Toshiaki Nozaki, Business architect, Global Solution Business Unit, Fujitsu Limited

How Each Team Member Saw the Challenges

● Sumito Inazumi Corporate Finance Unit

Responsible for managing the profitability of corporate functions.

Aiming to optimize workforce and personnel cost planning in line with evolving business plans.

● Takaharu Akiyama Employee Success Unit

Responsible for workforce planning required to support business strategies.

Recognizes that rising personnel costs require stronger cost management and closer HR–Finance alignment.

● Toshinori Nozaki Cross Industry Solutions Division

Responsible for advancing customers' planning process maturity.

Uses Anaplan to digitalize planning operations, accelerating and enhancing workflows while helping strengthen overall business performance.

● Hiroshi Shimada Ridgelinez Inc.

Participated as a consultant specializing in management control.

Believes that effective transformation requires strong processes and talent, and that digital platforms play a key enabling role.



Operational Efficiency

Faster and more accurate cost control



Greater Autonomy

Greater flexibility in hiring



Data-driven

Scenario simulations enabled accurate decisions

Planning Challenges Revealed by Business Model Transformation

Fujitsu is accelerating its shift toward a solutions and services led business, a transformation that also requires modernizing the management processes supporting it. As personnel costs grew as a proportion of total expenses, managing them effectively became critical for the success of the transformation. However, HR and Finance were using different standards for workforce and personnel cost planning, creating a persistent dual standard that undermined consistency across the organization. Takaharu Akiyama from the HR division recalls, “Our workforce plans weren't being reflected in the financial plans, and hiring criteria within the Business Units had become unclear. These issues were slowing down the business.”

He continues, “Since securing and allocating the right talent is central to HR's role, we realized that our traditional approach didn't allow us to capture personnel costs accurately. To ensure these workforce changes were properly reflected in the P&L, we realized we needed to align with Finance and ultimately agreed to replace our separate standards with a unified approach.”

Sumito Inazumi from the Finance division shared the same sense of urgency. He explains, “As our business model and portfolio evolve, our talent portfolio must change as well. With limited resources available to achieve both our business plans and P&L targets, optimizing human resources is a shared mission for Finance and HR. That's why we first considered unifying all workforce and personnel cost data—actuals, plans, and forecasts—into a single, consolidated view.”

Business transformation also reshaped the workforce. Mid-career hiring increased, and the skills required across the organization became more diverse. Whereas headcount had previously been managed centrally with new employees assigned to roles after joining, the organization now reviews its structure more frequently and must secure the right talent in a timely manner. This shift has elevated workforce planning from simply determining hiring volumes to identifying the specific skills, capability levels, and number of people needed for each business area.

To address these challenges, the team first integrated data across the organization and refreshed the planning process. Consultant Hiroshi Shimada from Ridgelinez recalls that the situation reflected a common, deeply rooted issue: workforce and management accounting practices varied widely across departments, existing budgeting tools fell short, and teams continued relying on Excel. With no solution that met business requirements, the team decided to transition these Excel-based processes to a digital platform.

The team sought to move away from Excel to streamline workforce-plan consolidation and better align departments. Each unit had been creating its own Excel files, which then had to be manually combined—an effort-intensive process prone to errors. As business conditions and talent mobility accelerated, this approach could no longer support timely, accurate planning or meaningful simulations.

Toshinori Nozaki from the Cross-Industry Solutions Division saw that a platform like Anaplan would best support modernizing the planning process. He highlights three essentials for effective planning: keeping data current to increase speed, using AI- and statistics-based forecasting to improve accuracy, and documenting the rationale behind plans to ensure transparency and identify the most reproducible scenario.



Unifying Data and Planning Across Departments

Fujitsu chose Anaplan for its ability to eliminate Excel-based workflows and rapidly consolidate scattered planning data. HR and Finance jointly drove the implementation, unifying headcount and personnel cost information into a single platform. This created an enterprise-wide planning foundation that enables faster, more accurate resource management and seamless P&L alignment.

With Anaplan, data is aggregated instantly as plans are entered, improving both accuracy and efficiency. The platform also allows each department to plan at the level of detail they need, without rigid formatting requirements.

Akiyama from HR explains, "We first unified headcount and personnel cost planning so that HR's resource needs and Finance's P&L requirements could be managed together. We then worked with business units to adapt the platform to their workflows. Although we initially expected a single standardized model to suffice, each department required different planning elements, so we refined the specifications to ensure practical usability."

Anaplan's flexibility allows teams to manage data with an Excel-like experience while unifying HR and Finance information, eliminating version inconsistencies and enabling more accurate planning. Its ability to create and simulate multiple scenarios also supports selecting the most effective, data-driven approach.

Shimada from Ridgelinez notes, "Even basic personnel cost data differs between HR and Finance, making accurate comparison difficult. Workforce planning was new to Fujitsu, but the strong expectations of stakeholders helped drive the project forward as we aligned everyone on the purpose and benefits."

Enhancing Efficiency and Planning Accuracy

The introduction of Anaplan delivered significant benefits from both quantitative and qualitative perspectives.

1 Eliminating Manual Effort

By removing manual, Excel-based aggregation, consolidation work and human errors were eliminated. Data is now updated and visualized instantly as plans are entered, enabling faster and more accurate decision making.

2 Greater Autonomy and Faster Execution

With a unified planning process, business units gained the autonomy to make timely hiring decisions within defined plan parameters. This enabled faster, business-aligned staffing and contributed directly to organizational growth.

3 data-driven Scenario Exploration

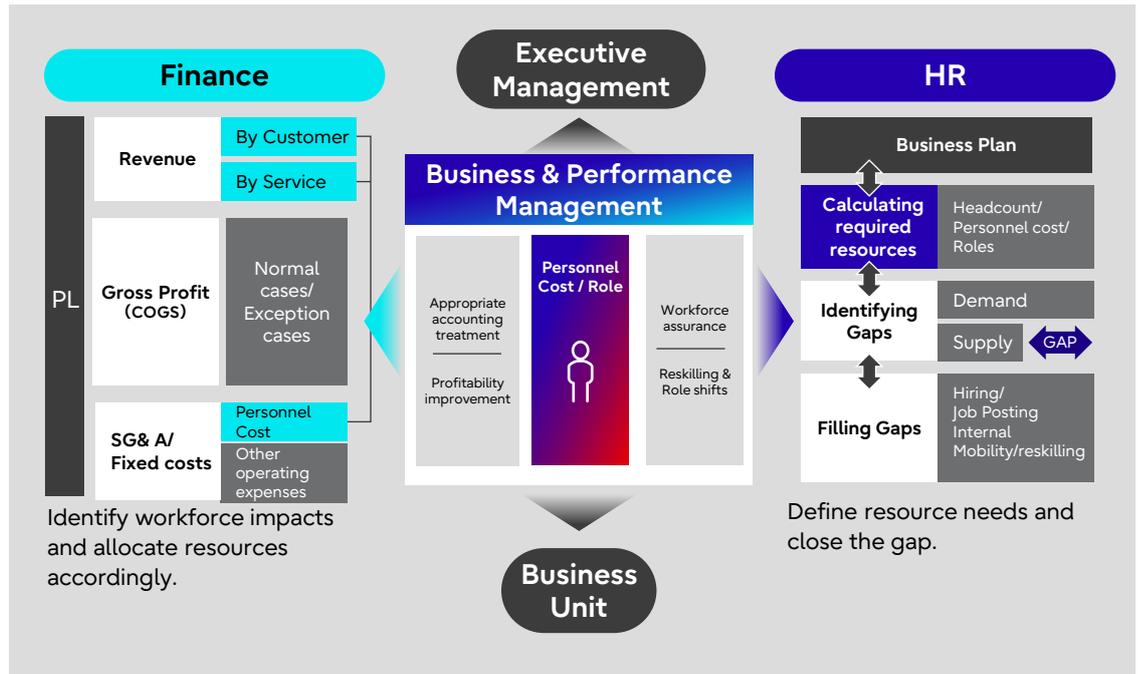
By simulating multiple scenarios in real time—such as different personnel cost assumptions—the planning process moves beyond simple visualization and enables data-driven discussions that lead to better company-wide decisions.

Aligning HR and Finance on a unified planning process also laid the foundation for a more modern job architecture, strengthening consistency and future scalability across the organization.

Industry:
Manufacturing
 Location:
Global
 Website:
global.fujitsu/en-global

About the customer

Since its beginnings in 1935, Fujitsu has been innovating information and communication technologies around the world, becoming a leading company in the industry. Fujitsu's purpose is to make the world more sustainable by building trust in society through innovation while offering a broad range of products, services, and solutions, globally.



Leveraging Internal Experience to Support Customer Transformation

Looking ahead, the new planning foundation will enable more precise workforce allocation by linking staffing decisions with business specific productivity indicators and combining them with P&L insights. Finance can now perform deeper analysis of personnel costs alongside other financial variables, while the team plans to work closely with HR to develop more innovative planning content and improve usability through Anaplan templates. HR is also strengthening its approach to workforce allocation by identifying talent gaps and addressing them through targeted hiring, development, and reskilling.

The insights gained from the internal implementation now support customer transformations that extend beyond tool deployment. The team emphasizes that navigating constant change requires continually seeking the best solution and enabling rapid workforce realignment. True progress for organizations facing planning challenges comes from transforming not only tools, but also management practices, talent models, and culture—and the team is committed to helping customers achieve that.

Fujitsu draws on the experience gained through its internal projects to offer practical support for digital transformation. By considering not only tools but also process and organizational needs, it continues to help companies improve their planning practices at a pace that works best for them.