

Service Desk and IT Support Excellence Awards 2009
Category – IT Service & Support Excellence (Large Team)

Fujitsu Services, Customer Services

A Financial Services Customer - Service Desk, Bristol, UK.

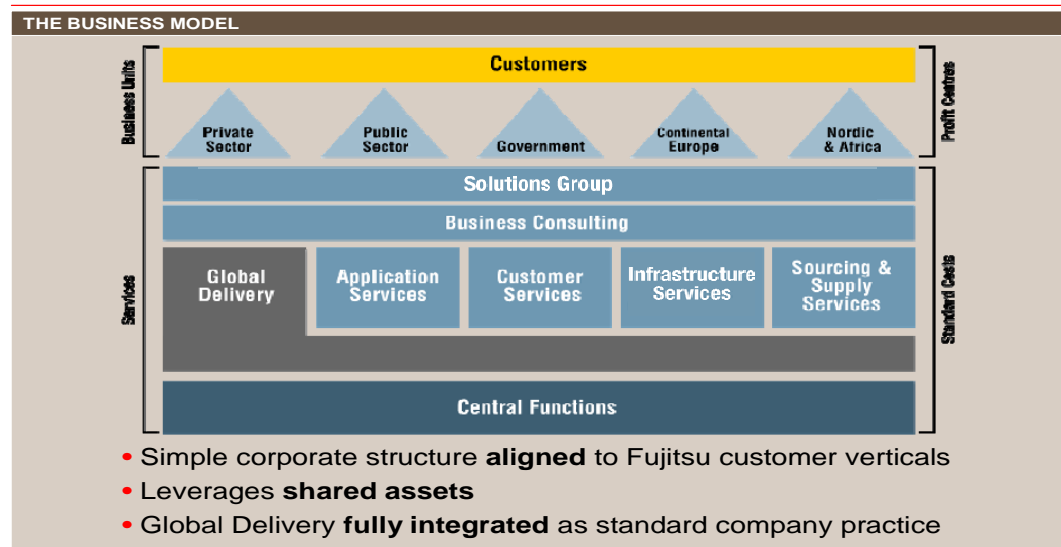
Introduction to our Service Desk

The desk operates dedicated incident management (IMT), problem management and service control teams, they proactively manage incidents and problems in conjunction with the customers own Incident and Problem Managers. This allows us to provide management information and to act as a single point of contact for major incidents.

- Contract started in 2005
- Desk operates from one site (BRS10 Bristol) with circa 220 staff.
 - The team is split approximately two thirds permanent to temporary staff. The permanent staff comprise of a 50/50 split from a TUPE'd population and staff, originally recruited as temporary and moved to permanent following a probationary period. The remaining third are employed on temporary contracts and move to permanent contracts following a structured criteria being met.
- 70,000 contacts per month from the Head Office and Stores
- Operating hours are 24 by 7 by 365.
- Calls from the Customer come into frontline via IVR and are then progressed to second line for further investigation if appropriate.
- Within the Service Introduction (SI) team there are a number of functions
 - **SI** assess the impact of all new projects through the SI process. Ensuring the Service Desk is provided with the relevant training and scripts to allow it to support the project.
 - **Change Management:** Responsible for raising change records and managing them through to completion ensuring they have been approved by the relevant areas.
 - **Procurement:** Following procurement of hardware or software responsible for arranging installation by the relevant on site engineering team.
- The Service Desk has close relationships with in-house engineering teams and a third party Logistics company, who provide our Mobile Engineering capability.
- Full Business Continuity and Disaster Recovery provided.

Leadership

Business Model Fujitsu operating model



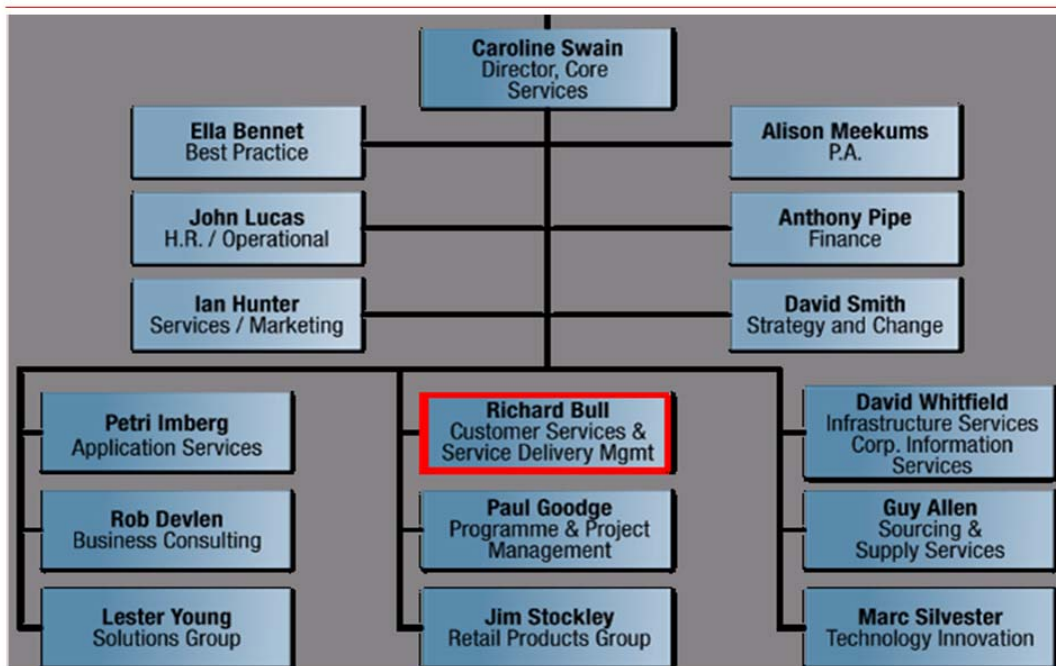
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Gartner 2009 WE Magic Quadrant IT Service Desk & Desktop Services
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Fujitsu have a simple operating model (above) and this is translated into the business structure like the below example org chart;

Service Desk strategy is owned by the Customer Services part of the Core Service Organisation

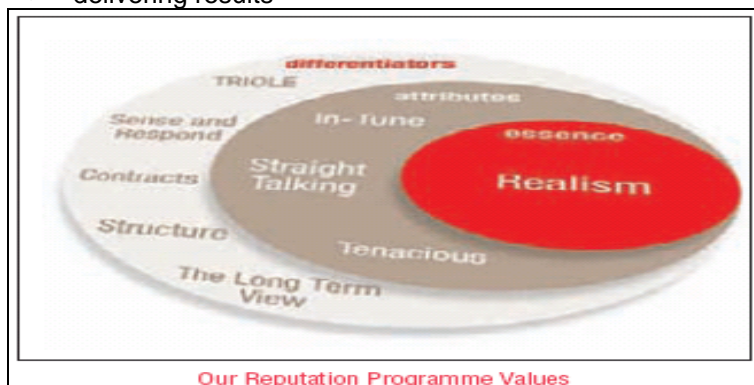


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The Fujitsu management team has evolved the organisation into a formidable presence. However, this talent is not contained to a senior level; it is high across all areas of the business. Customer Services focuses on developing organisational leadership and believe strongly that leadership is not the responsibility of those in a senior role. Leadership comes from being proactive and taking ownership. To promote this culture further, Fujitsu recognises people through our **“Reputation Programme Values”** and our **“Value in People”** scheme specifically in:

- achieving together
- putting the customer first
- delivering results



Working Together

Our Account Teams work closely with our Service Teams. This ensures that we have an end to end operational service with Operational Level Agreements (OLA's) in place to meet the business and contractual requirements. Where we have found that we could deliver the service in different ways to improve availability for the customer (e.g. introduction of the Live day team to offer a specialised service to new rollouts, the creation of an automated IVR for use during significant outages to allow auto collation of key call information by way of telephone touchpad - which also protects the day to day service) we have discussed with the Customer and made contract changes. Regular Service improvement and innovations workshops take place with the Customer with the Desk's involvement. This enables us to stay in tune with their business requirements and cultivate new ideas to support their business.

{example service improvement plan screen shot was here}

Regular Communication

Fujitsu's business objectives and drive to delivery customer value messages are communicated to all involved in delivering the service via a Quarterly Management Meeting (QMM) for all senior managers / leaders across the business. In Customer Services this is cascaded through to all levels of the business via a webcast to managers, who are then tasked to cascade to their members of staff.

| | |
|---|---|
| Customer Services Internal Memo | |
| Reference number: | CS09_009 |
| For: | All Managers in Customer Services |
| Date: | Tuesday 27 th January 2009 |
| Message from: | Dawn Wilkinson (Employee Engagement, Customer Services) |
| Re: | LISTEN AGAIN - Richard Bull's Customer Services Business Update for managers |
| <p>Last Thursday (22nd January), Mick Beadsley held the quarterly webcast to managers giving a Customer Services (CS) business update on behalf of Richard Bull.</p> <p>There were a number of key messages for you to pass onto your teams and colleagues about Q4 challenges we need to achieve from an overall Fujitsu business perspective and also from a Customer Services viewpoint. I would ask that you pass these messages on at your next team meeting.</p> <p>If you would like to use the webcast in your team meeting or if were unable to take part in live webcast event, please click on the link below for you to listen again to the webcast (with headphones attached for the sound please). The slides from the day are also available for you to use.</p> <p>Your involvement will help us to achieve our business challenges and numbers this year.</p> <p style="text-align: center;">Audio</p> <p style="text-align: center;">Slides</p> <p>If you would like to ask any questions or provide feedback on the event, please reply to this mailbox.</p> | |
| <p>NOTE: You have been sent this email because you are a member of CS or you work on an account which comes under the Capability Unit. If you believe you have been sent this message in error please reply to this email box and you will be removed from the distributions list. Many Thanks.</p> <p><i>Please consider the environment - do you really need to print this email?</i></p> | |

We have a partnership philosophy with the customer and the key involvement of the desk (being the forefront of the daily contact) allows joint initiatives between Fujitsu and the Customer and their business.

Our Service Desk is instrumental in driving service improvement initiatives through **Sense and Respond® (which uses the service desk intelligence to identify common issues across the customer base and / or issues that have a high impact to our customer's business)** and it is this continuous service improvement cycle which offers meaningful discussion at the service meetings and allow us to make decisions statistically and factually.

At a Desk level;

- “Communication Cells”
- Team meetings
- Operational best practice reviews.



(Communication Cell in action)

Our managers provide statistical information into a central database to track progress as an operation and to ensure they lead the business in a value driven way.

(Example KPI Report – was included here)

BENEFITS OF THESE INITIATIVES

Leadership

- Reputation Programme - All employees understanding the values of the Company as a whole, creating a culture of loyalty and strong identity
- Working Together - Account teams, Service teams and the Customer all working closely to drive the same goals and achieve business growth / value for the customer in their terms
- Regular Communication - Delivered at all levels in many forms to ensure that everyone across all units has a voice, an understanding of what is happening across all areas for the customer, can share best practises and improve their knowledge of the customer, their business and how we are working with them to grow their success
- Sense & Respond/Lean - Working closely with the Customer to drive real Service Improvement initiatives and real end-customer benefits – delivering value to them in their business terms, assisting in the growth of their business and giving all the employees a sense of empowerment to change things if they aren't working

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Policy and Strategy

Fujitsu has a long term Vision for its Service Desk business on a Global Scale and we also recognise the continual shift for customers to move to an outsourcing/core capability model. We have a defined strategy that is regularly communicated to our employees through our newsletters, visual aids (posters), webcasts and in a relaxed environment in our “coffee mornings”.



The image shows three posters from the Customer Services department. Each poster has a red header with the Fujitsu logo and the text 'Customer Services'. The first poster, 'Our Future', has a black background and white text. The second, 'Our Strategy', has a grey background and black text. The third, 'Our Guiding Principles', has a white background and black text. All three posters feature a decorative wavy pattern of red and white lines at the bottom.

Customer Services Our Future FUJITSU

WE DECLARE...

that we will be a **World Class** Customer Service Team that delivers profit and growth for our customers, our people and Fujitsu.

Customer Services Our Strategy FUJITSU

WE WILL FOCUS ON...

Management by fact.
We will make our decisions based on facts not assumptions, understand the impact of everything we do, offer and plan to do for our organisation, customers and our people.

We will invest in our people and tool sets to develop our capability to deliver World Class Service.

Communication
We will communicate effectively who we are, what we do, what we are doing and what we are achieving.

Customer Services Our Guiding Principles FUJITSU

WHAT'S MOST IMPORTANT TO US...

Everything we all do will be customer outcome driven and support account objectives.

Our people are listened to and recognised for their contribution and potential. They are provided with opportunities for growth and development.

The vision to further expand role and skills levels is being implemented by bringing more empowerment into the desk environment through automation, complex customer problem training, increased knowledge management, standard operating procedures, using Lean thinking to reduce end to end processing time to increase availability of the services and therefore align our customer engagement.

As we go forward, there is a clear line of sight for the Service Desk and how it will evolve. We have outlined the goals for our capability to be:

- A single virtual global desk with common infrastructure, common operating procedures and evolving shared best practice.
- An increased use of technology; improved customer understanding and proactive recognition of our customer's needs
- A Continued drive for reduced failure
- Support of the 'users total environment' regardless of where they are based e.g. car, home, holiday home, as well as the traditional office
- A continued link between technology (TRIOLE for Services) and behaviour (Sense and Respond) and continuous improvement (Lean principles).

Fujitsu Services has turned Helpdesk thinking into a Service Desk approach – it is this change that moves us away from measuring performance on how quickly the call can be managed to a continual search for new ways to add value, instigating changes so our service continually flexes to meet ever changing customer objectives and delivers real business value. For example;

| Helpdesk Terms | Fujitsu Service Desk Terms |
|--------------------------|-----------------------------------|
| Log a call | Understand the business impact |
| Categorise the call | Diagnose the problem |
| Allocate a support route | Resolve, workaround, commit |
| Request update | Manage expectations |
| Close | Verify |
| Report | Analyse and disseminate knowledge |
| SLA Conformance | Business value driven |
| Problem count | Prevention |

Our customers are the ultimate judge of whether the product or service they receive from us is world class and on our journey to becoming the “best of the best” requires ever member of our team to do their bit in an organisation that supports them to realise their full potential.

We have the following key programmes running to support our journey to World Class:

- **Business Standards & Effectiveness**
- **Compelling Service Delivery**
- **Value Based Services**
- **SDM Development**
- **People Focus - World**
- **Knowledge**
- **Multi Location Operating Model**
- **Thought Leadership**
- **Communications & Marketing**
- **Management Information Services (MIS)**
- **Toolset & Technology Programme**
- **Talent Management Programme**

Aligned Objectives

The Key goals for the “financial services customer” desk are;

- Great Customer Service experience (first point of contact) Customer Care training for ALL Service Desk staff
- Improved First Time Fix and Average Elapse Time
- Motivation through recognition and reward
- Reputation and Lean Sense & Respond Programmes
- End to end ownership of service – even when referred out to 3rd Parties
- Speed of answer across the day
- Quality of call handling
- The Five Star Welcome fully complements the customers own roll-out to its own Customer base
- Closer engagement with the customer to better align our service to their needs

BENEFITS OF THESE INITIATIVES

Policy and Strategy

- Regular Communication - Keeping Staff fully in touch with Policy and Strategy, allowing their buy-in and input to both
- Vision - A single virtual global service Desk - a shared understanding that everyone can relate to and strive for
- Helpdesk - Service Desk - Knowledge Hub - Staff understanding of the journey the desk is on and how it has evolved from a Helpdesk to what it aspires to be that fully enhances the Customer experience
- Aligned Objectives - Fully lining up our objectives with those of the account and the Customer - the benefit being a fully lean approach and everyone pulling in the same direction

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People Management

Fujitsu has universal framework approach to development for its employees called "**Performance Plus**". This process improves and develops performance via management of objectives, identification of development needs, close evaluation of achievement and potential by the Appraising Manager and the individual involved.

Key principles are:

- **Clearly defined, agreed objectives to strategic goals**
- Agreed **Personal Development Plan (PDP)**
- **Regular Reviews**
- **Performance Appraisal Reviews**

(Example screen shot of Invest in yourself intranet site – was included here)

(Example write up around appraisals and reviews – was included here)

Generic Business Objectives are applied across Customer Services. Achievements can be tracked against our strategy and measured in the same way. The desk have embedded a Rise+ Matrix; all employees have their own D1-D5 ratings to work through. This allows agents to follow a clear development path with recognised step points with appropriate reward.

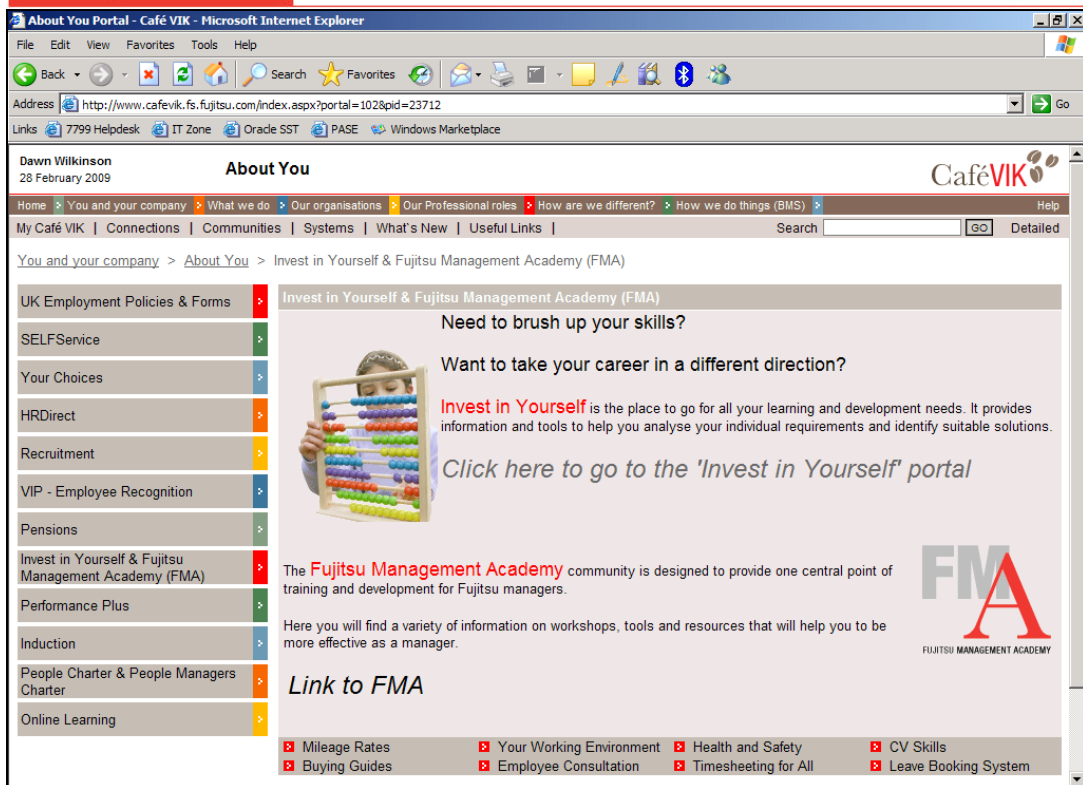
(Example Rise+ matrix Report – was included here)

Customer Aligned Objectives

The “financial customer’s” desk works to achieve effectiveness and efficiency savings for the customer. Sense and Respond is Fujitsu’s systematic approach to delivering customer value and enables our employees to give priority to our customer’s business objectives. Instead of simply fixing IT problems employees are empowered to find and fix the causes of problems. Supported by our ‘shift to the left’ activity of developing and up-skilling front line agents. This drives greater customer satisfaction, *reduced cost* and *improved availability*, which in our customers terms allows them *greater sales* opportunities. The traditional desk metrics such as call handling times are still measured but we bring to the forefront of our focus other measures that demonstrate customer value e.g.

- *If a financial application is unavailable then 25% of potential new customers go to a competitor*
- *Average product example size is £xxx*
- *If all severity one calls for this application coincided with actual product openings with one example month: 12 x products of £xxx = £xxxx lost business*
- *+ incalculable loss of reputation*

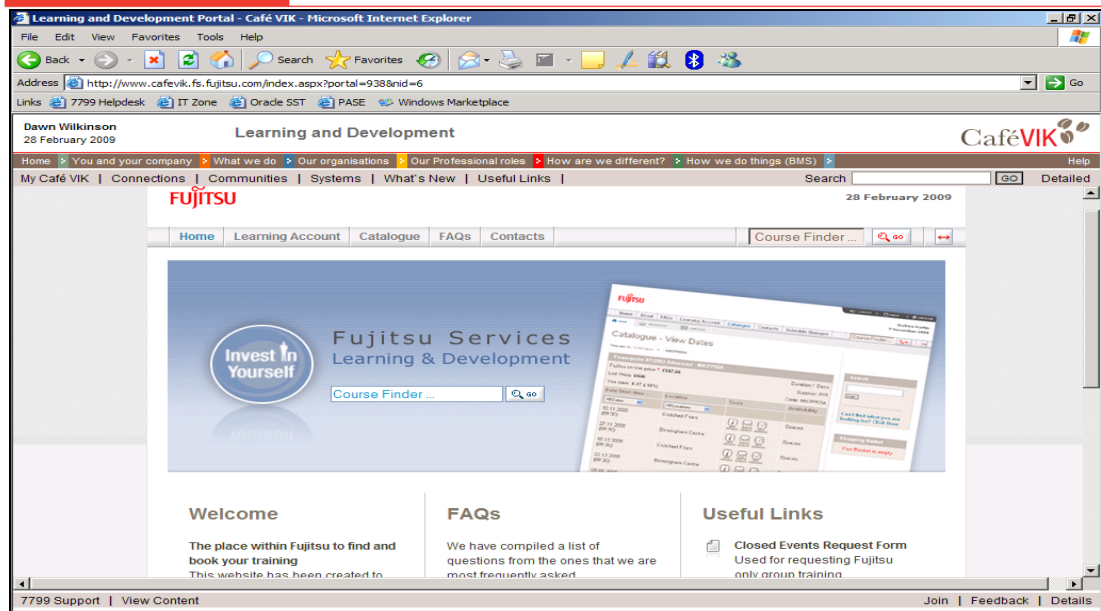
Career Development



- **Assessment and Development Centres**
- **Modern Apprenticeships programme**
- **Career Fairs**
- Corporate **Career Mapping tool** is available to all giving guidance to staff wishing to explore their career options

(Example screen shot of intranet site – was included here)

- **Coaching** and or **Mentoring Programmes**
- **Talent Management Programme**
- **Emerging Leaders Programme**
- **“Fujitsu University” Programme** – wide range of courses available covering all aspects of the business from online e-learning modules, external qualifications and soft skills.



- Corporate as well as local **induction** training
- Customer Services Internal Training Programme

| A | B | C | D | E | F | G | H | I | J | K | L |
|----|--------------------|---|----------|------------|--------|---|---|---|---|---|---|
| 1 | Date | Training Workshop | Location | Start Time | | | | | | | |
| 2 | | | | | | | | | | | |
| 3 | Tuesday 03/03/09 | Call Mentoring | MAN33 | 9:30am | | | | | | | |
| 4 | Thursday 05/03/09 | Written Communication Skills | MAN33 | 9:30am | | | | | | | |
| 5 | Wednesday 25/03/09 | Communication Skills - Module 3 | STE04 | 9:30am | | | | | | | |
| 6 | Wednesday 01/04/09 | Call Mentoring | STE04 | 9:30am | | | | | | | |
| 7 | Monday 06/04/09 | Communication Skills - Module 3 | WAK01 | 9:30am | | | | | | | |
| 8 | Monday 20/04/09 | Train the Trainer | STE04 | 9:30am | 3 days | | | | | | |
| 9 | Thursday 23/04/09 | Communication Skills - Module 1 | WAK01 | 9:30am | | | | | | | |
| 10 | Wednesday 06/05/09 | Call Mentoring | FCY01 | 9:30am | | | | | | | |
| 11 | Wednesday 06/05/09 | Communication Skills - Module 1 | CRE02 | 9:30am | | | | | | | |
| 12 | Thursday 07/05/09 | Communication Skills - Module 1 | STE04 | 9:30am | | | | | | | |
| 13 | Monday 11/05/09 | Train the Trainer | MAN33 | 9:30am | 3 days | | | | | | |
| 14 | Wednesday 20/05/09 | Written Communication Skills | STE04 | 9:30am | | | | | | | |
| 15 | Tuesday 26/05/09 | Communication Skills - Module 3 | STE04 | 9:30am | | | | | | | |
| 16 | Monday 01/06/09 | Train the Trainer | STE04 | 9:30am | 3 days | | | | | | |
| 17 | Tuesday 09/06/09 | Call Mentoring | WAK01 | 9:30am | | | | | | | |
| 18 | Tuesday 07/07/09 | Written Communication Skills | CRE02 | 9:30am | | | | | | | |
| 19 | Wednesday 08/07/09 | Communication Skills - Module 3 | MAN33 | 9:30am | | | | | | | |
| 20 | Tuesday 04/08/09 | Call Mentoring | STE04 | 9:30am | | | | | | | |
| 21 | Tuesday 11/08/09 | Communication Skills - Module 1 | STE04 | 9:30am | | | | | | | |
| 22 | Tuesday 18/08/09 | Communication Skills - Module 1 | MAN33 | 9:30am | | | | | | | |
| 23 | Wednesday 02/09/09 | Call Mentoring | CRE02 | 9:30am | | | | | | | |
| 24 | Wednesday 09/09/09 | Written Communication Skills | STE04 | 9:30am | | | | | | | |
| 25 | Wednesday 23/09/09 | Communication Skills - Module 3 | STE04 | 9:30am | | | | | | | |
| 26 | Wednesday 04/11/09 | Call Mentoring | STE04 | 9:30am | | | | | | | |
| 27 | Thursday 05/11/09 | Communication Skills - Module 1 | STE04 | 9:30am | | | | | | | |

Customer bespoke Agent training

In-house training is provided to new agents covering;

- detailed induction
- 2 weeks of classroom training
- one on one training

- assessment before "going live".

(Example customer training plan screenshot – was included here)

Reward and Recognition



- "Value in people" – Corporate Programme, anyone can nominate, open to all.

(example employee recognition newsletter article was inserted here)

- "Sharing in Success" - a discretionary scheme with rewards being given by CEO based on achieving company targets
- "Outstanding Contribution" events
- People Engagement Survey Corporate, online, confidential survey
- "Recognition Lunches"
- Working Health an initiative to help promote peoples own vitality in the workplace
- Team Lunches and Personal notes of Thanks
- "Star of the Month" - Local award scheme with agents nominating colleagues for local recognition

(Example certificates were included here)

BENEFITS OF THESE INITIATIVES

People Management

- **Performance Plus** – This online tool allows our managers to conduct a consistent appraisal of performance across the Company and ensures our employees understand the requirement from them during the process – it's a two-way conversation and also gives templates for employees to ensure they can contribute to their reviews throughout the year
- **Generic Objectives** – ensures all our desk agents (who work to the same corporate standards) have the same corporate objects that are then tailored to customer / contractual specific requirements. This ensures agents who are sat on shared desks or next to each other but on other customer accounts are working towards the same corporate goals, as they are doing similar jobs
- **RISE+** - Gives a clear development path with stepped reward in conjunction with the generic objectives. The agents know what they need to achieve in order to reach the next level in personal development, role progression and monetary gain (if applicable)

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Resources

Fujitsu prides itself in providing both a positive and productive environment for all its employees and these attributes are clearly visible in our financial customer's desk. Our newly refurbished, open plan office in Bristol UK, complies with strict Health and Safety policies, for example;

- Regular workstation assessments
- Free eye examinations
- Risk assessments
- Manual handling guidelines
- Employee assistance programme
- Occupational health assessments
- Recycling stations



(Photo of the desk environment)

Our ergonomic desk arrangement provides an inviting workplace for our agents; which they are free to customise, thus allowing for some personalisation of their work area. The agent "pods" have recently been changed to allow each person more leg room following feedback from employees. A number of quiet rooms are available for more private discussions with both colleagues and / our customer.

A dedicated, fully equipped training area is available for all agents to build on their knowledge, thus improving our service provision.



(Dedicated training room)

Infrastructure

- All desks are provided with secure cabling allowing access to both **networks**
- Robust Infrastructure with built in business continuity.
- Our telephony system provides us with
 - full agent and queue management capability
 - extensive reporting suite
 - integrated with our call management system allowing intelligent call flow through our IVR.
- **CA Unicenter Remote Control**
- **CA Unicenter Alerting** enables full monitoring of the customers Server estate, providing early warning of any potential service impact by raising proactive incident records for investigation.
- **Primus** Knowledge Base for our agents and our customer viewable over our web based portal
- **Call logging system** is our main call management tool supporting the ITIL Service Delivery framework - due to be upgraded with Fujitsu's own '**TRIOLE for Service**' platform soon

(Example screen shot of our call logging system)

- Customers are able to view details of any call logged via our web based portal or via OTI communication links in place between our version and their own version.

(example customer Web Portal screen shot was here– Call Summary Screen)

(example customer Web Portal was here – Call Details Screen)

- **Managed Service Change (MSC)** system is used to manage both internal change within Fujitsu and to introduce new business brought to the company by the customer.

(example screen shot of a Managed Service Change (MSC) – Change Summary Screen)

Reporting

- We utilise the reporting functions of various systems, our custom written agent performance dashboards and Centrally through the use of 'other systems' or our Service Reporting team.
- Call volumes, achieved ASA and service outages are logged and recorded to allow future call forecasting and more effective employee scheduling through the use of in house tools.

(example screen shot of Call Demand Predictor)

This information is integrated into an online diary to give Team managers the capability to book time offline with their agents, avoiding peak time.

(example Online Resource Diary screen shot was here)

This data is also used to identify seasonal trends and changes in demand / call profile.

(example Call Demand Prediction Tool screen shot was here)

BENEFITS OF THESE INITIATIVES

Resources

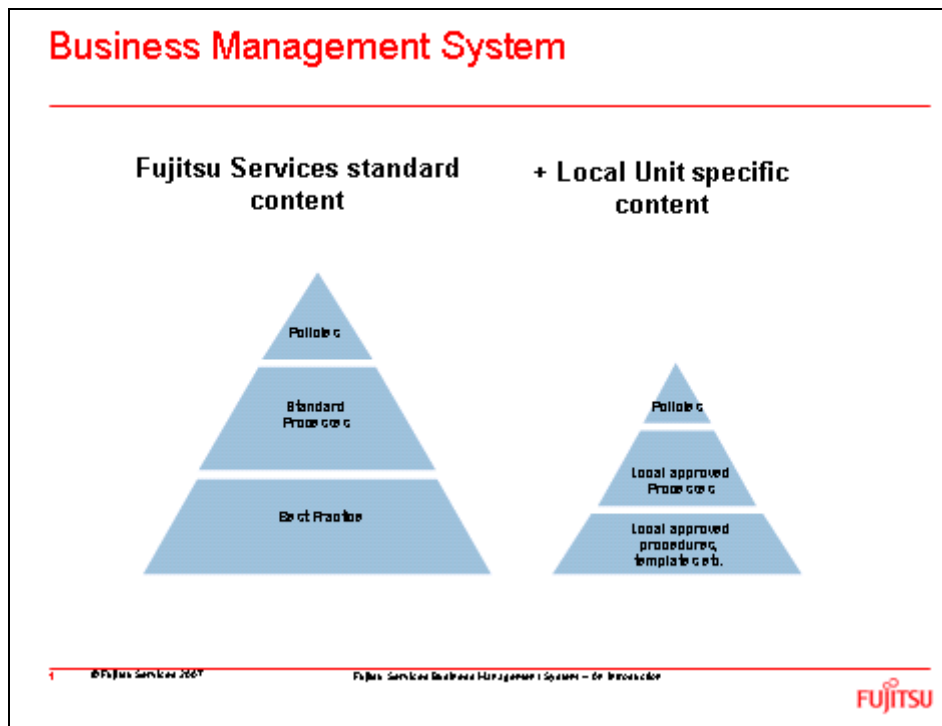
- Health and Safety - Creating a great and safe working environment that allows agents the best possible working environment to do their job
- Infrastructure & Tools - Giving agents all the tools they need to do their job to the best of their ability and a stable infrastructure such that the tools are available to use when they are needed
- Managed Service Change - Ensuring that all changes are impacted and brought into the desk in a controlled manner for the benefit of both ourselves and our Customers. Also that the business as usual work of the desk is unaffected by the impact of change
- Call Demand Predictions/Seasonal trending - allows the desk to anticipate, plan and resource for expected demand so that the Customer sees an excellent and consistent service

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Process

Business Management System

The Fujitsu Business Management System (BMS) is a centralised framework that allows for constant improvement in all we do.



Fujitsu has a mature Service Desk culture which is built on processes that are constantly exposed to improvement. An area where this is demonstrated well is that of transition and service introduction. We introduce our Service Desk processes early in the transition of a new contract to ensure the customer is fully aware of how the service will be managed once live and how the user experience will be measured and improved. The Customer Services team engage early in the transition cycle to ensure all Service Desk teams are recruited to our internal standards, are trained in a Fujitsu and customer environment, have a full awareness of processes and tools to be able to answer customer calls with knowledge and a high level of competence.

Quality Control and Quality Assurance for clear process management

By using a Quality approach, the operation is able to benchmark against industry recognised Standards;

(Example Standards Report – was included here)

We expect all our services to be delivered to our ITIL-aligned BMS and encourage all our customers to follow ITIL processes. However, if there is a good reason to deviate locally from these, then we will adapt our processes or tools accordingly.

Example Screen shots - web / document management system – was included here

Business As Usual

- Release management process, ensures Releases are fully tested in an e-lab environment and piloted in the live estate prior to full release
- Change Management process

(Example change management Report screen shot – was included here)

- Full end to end incident and major incident management, feeding into Problem
 - Management managed at a desk level

Stage 1:

(Example screen shot – was included here)

Stage 2:

(Example screen shot – was included here)

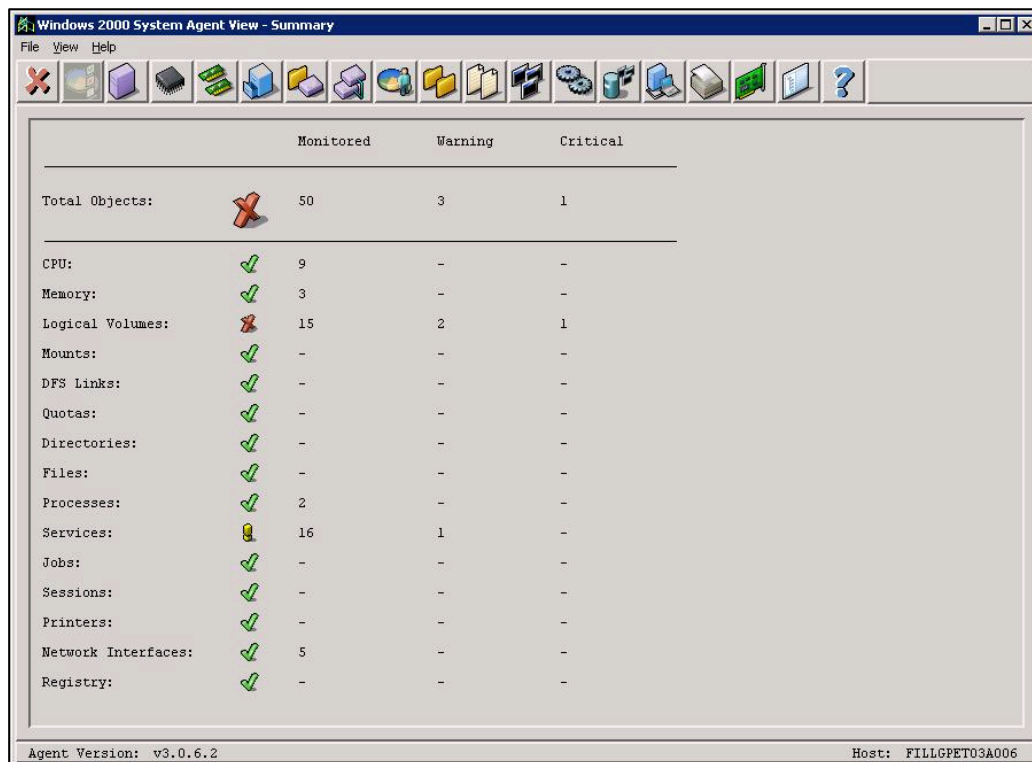
Stage 3:

(Example screen shot – was included here)

Stage 4:

(Example screen shot – was included here)

Proactive processes - automatically detect hardware issues in the client's estate and raises an incident on the call management system. This ensures that some problems are resolved before they become apparent to the client and reduces downtime.



| | Monitored | Warning | Critical |
|---------------------|-----------|---------|----------|
| Total Objects: | 50 | 3 | 1 |
| CPU: | 9 | - | - |
| Memory: | 3 | - | - |
| Logical Volumes: | 15 | 2 | 1 |
| Mounts: | - | - | - |
| DFS Links: | - | - | - |
| Quotas: | - | - | - |
| Directories: | - | - | - |
| Files: | - | - | - |
| Processes: | 2 | - | - |
| Services: | 16 | 1 | - |
| Jobs: | - | - | - |
| Sessions: | - | - | - |
| Printers: | - | - | - |
| Network Interfaces: | 5 | - | - |
| Registry: | - | - | - |

Agent Version: v3.0.6.2 Host: FILLGPET03A006

Related call raised

(Example screen shot – was included here)

- Call Management Process for all types of calls
- The VIP\Gold Site – customer nominated sites/users receive an enhanced level of service

(Example screen shot – was included here)

(Example screen shot – was included here)

Knowledge Management updates – Agent

(Example screen shot – was included here)

Primus Knowledge Tool

(Example screen shot – was included here)

Customer Knowledge Management

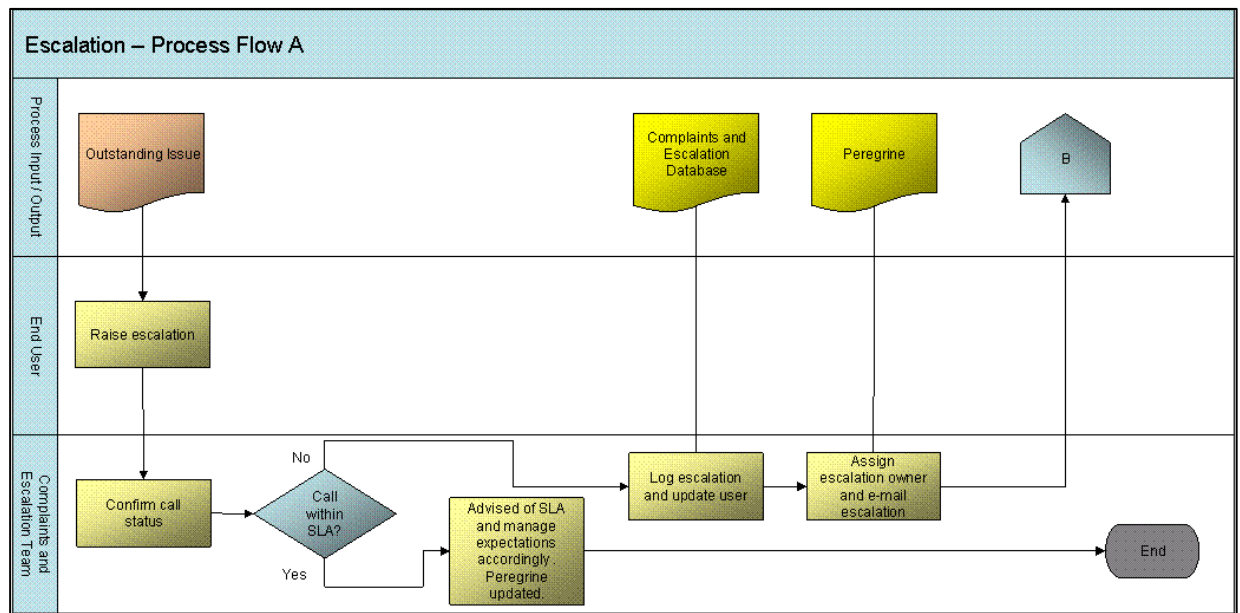
(Example screen shot – was included here)

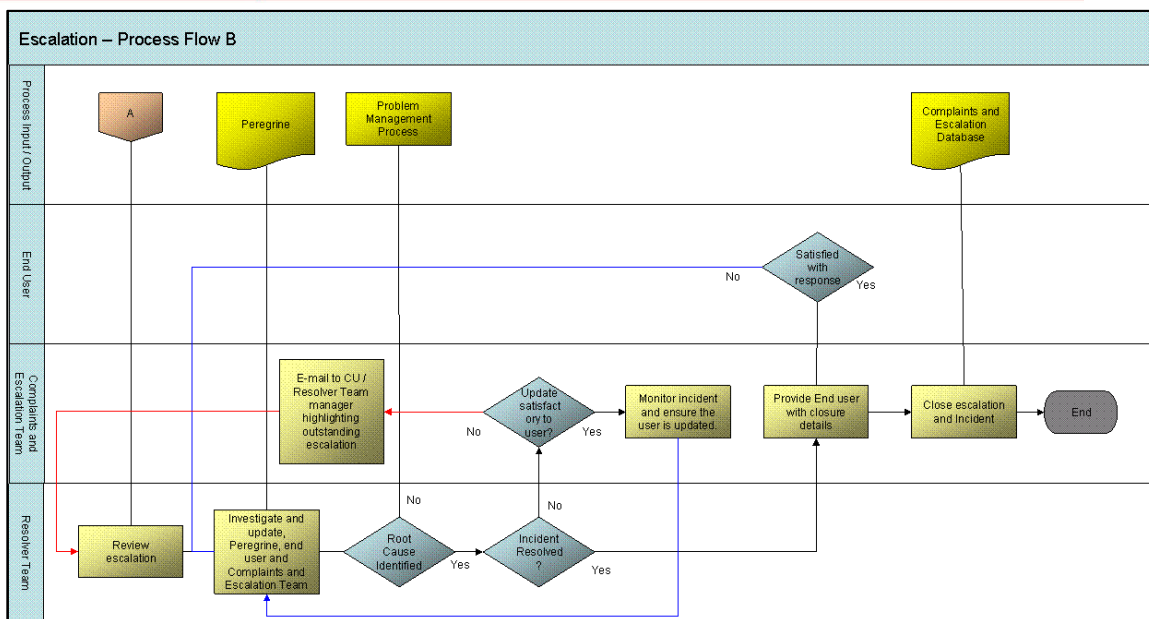
Account SLAs and OLAs documented

(Example screen shot – was included here)

Escalation Procedures

A clear path of escalation and governance is in place to ensure alerts are short lived and are in place to “prevent” issues, rather than “resolve” issues.





- Fair complaints process that allows each customer complaint to be reported on and given a satisfactory conclusion that is reported back to the customer. This is managed by the Service Desk Complaints and Escalations Team.

(Example screen shot– was included here)

- The Service Desk regularly monitors agent calls and provides feedback (forms part of their annual appraisal grade)

(Example screen shot of a call monitoring form – was included here)

We have extensive business continuity plans in place which are regularly reviewed, updated and put to test through full scale practices with the customer invited to attend. Live calls are managed during the test to prove effectiveness. Our last invocation for test purposes was 22/11/08. (Process flow below)

(Example screen shot – was included here)

BENEFITS OF THESE INITIATIVES

Process

- Business Management Systems – enables the blending of standardised and local processes giving our agents a framework to deliver constant service improvement
- Change Management process – enables us through training & scripting to prepare our agents for new/changed applications to ensure they can offer a knowledgeable support from the outset.
- Call & Incident Management process – enables the agents to confidently progress calls, with clear trigger points via alerting that all support areas are working within to ensure resolution at the earliest possible point.
- Knowledge Management – ensures the agents have clear guidance regarding call resolution, be that via current scripts or priority pages (Whiteboard). This is also essential in educating our Customer to current service issues or incidents which they can safely resolve themselves thus driving down the call demand which our agents need to field.

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February 2009

For further information please visit the Customer Services Portal or email CS.Communications@uk.fujitsu.com



BENEFITS OF THESE INITIATIVES

Process

- Problem Management process – reduces call demand by driving out the underlying causes of repeat incidents and ensures that known errors are clearly documented to prepare our agents to effectively manage their calls.
- Complaints & Escalations process – ensures a clear and fair channel for the Customer to raise concerns which feed into the Continuous Service Improvement activity to drive out the underlying causes of Customer dissatisfaction.
- Agent Monitoring – builds a base of well trained agents through feedback and coaching which allows them to deliver a quality service to our Customer
- Business Continuity process – this proves our ability to deliver service under a worse case scenario, maintaining Customer confidence in our Service offering

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February 2009

For further information please visit the Customer Services Portal or email CS.Communications@uk.fujitsu.com



People Satisfaction

Fujitsu wants its people to feel positive, productive and satisfied with their working environment throughout their working life from day one to retirement. This starts from the recruitment and induction process where our people learn about our organisation, brand values and beliefs by attending the Reputation Programme and local induction programmes.

Our Corporate Benefits include;

- Flexible working hours, including home working
- Sponsorship to undertake professional qualifications
- Pension scheme
- Health care
- Flexible Benefits package e.g. Dental care
- Fujitsu discounts in a variety of online stores – updated monthly
- Childcare vouchers
- Company Car scheme
- Mobile phones and wireless working
- Centralised and discounted hotel and conferencing booking system

MARCH 2009

FUJITSU
Your Choices
Employee Discounts

SPRING OFFERS...
Spring has finally arrived! Put the winter chill behind you and make room for these bright new offers. Make the most of four exclusive holiday discounts and exciting new deals on everything from fashion to food. Don't forget this Mother's Day on Sunday 22nd March - check out our special offers and find the ideal gift...

MOTHER'S DAY

- **Exclusive 10% discount with Flossies Direct**
Hand-created and personally delivered locally, nationally and to over 150 countries around the world.
- **10% off Green & Black's fine organic chocolate**
A unique range of gift ideas delivered directly to you. Tempting selections packed into beautiful and stylish boxes made from environmentally friendly materials.
- **40% off at The Silver Shop**
Choose from an eclectic mix of hallmarked sterling silver pieces and gifts.
- **10% off Spa Finder**
With a Spa Finder Gift Voucher you or your loved ones can choose from facials, massages, manicures, pedicures, body treatments and more! Use at spas across the UK and around the world.

SPRING HOLIDAY OFFERS

- **Great discounts on overseas holidays with Capital World Travel**
Dynamic package service available so you can choose from beach holidays, skiing trips, villas, city breaks, UK cottages, cruises, UK & overseas hotels and car hire.
- **1.2% off short breaks throughout UK and Europe with Superbreak**
With over 2000 hotels in England, Scotland, Wales and Ireland plus a great range of airport hotels and parking deals. Book city breaks at over 1600 European hotels, including Paris, Amsterdam, Barcelona and many more.
- **5% off Virgin Holidays**
Escape to the sunshine or hit the slopes in the USA and you'll get yourself a great deal with Virgin's Red Hot Offer! Anagiva - 7 nights from £99pp, Las Vegas - 4 nights from £69pp, Barbados - 7 nights from £549

SAVE ON HIGH STREET BRANDS

- **25% off the Panasonic eShop**
High quality products at discounted prices. Choose from a range of Vista Plasma TVs, Lumatic digital cameras or even a pair of state-of-the-art headphones, home cinema, DECT phones and more.
- **30% off selected styles at Kurt Geiger**
Unparalleled choice in designer shoes from over 60 brands. As well as their own brands Kurt Geiger, KG and Camela find Gucci, Prada, Jimmy Cho, Marc Jacobs and many more.
- **10% extra discount at Foyles**
The world's most famous book shop stocking an unparalleled range of 250,000 titles in fifty-six specialist departments - for books it has to be Foyles.

NEW THIS MONTH...


- **10% off at Lookfantastic**
www.lookfantastic.com is the UK's leading online hair and beauty store offering you the biggest selection of luxury hair, beauty and grooming products. Find brands such as ghd, L'Oréal Professional, Urban Decay and Kerastase.
- **40% off your first visit to The Soho Salon**
Enjoy a massive 40% off your first visit on any hair services and 10% thereafter on all services. Free consultations on Cutting Edge Hair styling and Professional Colouring plus a number of beauty and male-grooming treatments are also available.

KURT GEIGER

Go to the website and check out all the exclusive offers available to you right now.
For more great offers like these go to www.fujitsudiscounts.com or call 0800 10 66 66.
Please note that all offers, prices, and codes are subject to change or withdrawal at any time.
If you wish to continue receiving these emails, please go to your 'My Details' section on the website to subscribe to offer updates.

Underpinning our people development strategy is a myriad of tools, processes and policies. Performance Management is not just an annual 'process' but an everyday activity and is also time for managers to talk about their employees' satisfaction.

Every 18 months our corporate online anonymous employee opinion survey called "People Engagement" runs and is designed to capture what matters to the employees and Customer Services follows up with short summary documents on a regular basis.




YOU SAID, WE DID... YOU STILL SAY AND WE WILL DO MORE OF...

In December of 2007 the Corporate People Engagement Survey was ran and many of you gave us your feedback and opinions on a number of topics. Thank you.

Customer Services had the highest number of recorded responses across the whole of Core Services (1307) which is 45% of our total population.

We received Positive feedback on;

- going the extra mile
- working in a trusted and supportive environment
- a good understanding of their contribution to the success of FS



OUR RESULTS - IN SUMMARY

| HIGHLIGHTS | | |
|--|------------|--------------------|
| HIGHEST SCORING QUESTIONS | % POSITIVE | VARIANCE FROM CORE |
| 2 I have colleagues at work that I trust and can rely on for support | 82 | -4 |
| 41 I am happy to go the 'extra mile' at work when required | 81 | -4 |
| 27 I understand how my work contributes to the success of Fujitsu Services | 75 | -5 |

On the other hand these were the areas that you felt least positive about

| LOWLIGHTS | | |
|--|------------|--------------------|
| LOWEST SCORING QUESTIONS | % POSITIVE | VARIANCE FROM CORE |
| 8 I am satisfied with the process for determining salary rises | 15 | +1 |
| 7 I am satisfied with my total pay and benefits package | 17 | -5 |
| 6 Considering my duties and responsibilities I feel my base salary is fair | 18 | -6 |

In 2007 your top concern is around "Reward", so in 2008 this will be a key area of focus for us. We will be conducting a Pulse survey around April / May time to further analyse this area to understand the issues at the heart of this topic.

This document is to provide you with a brief update on where we are with our plans since the last survey and our actions going forward to address your concerns from the 2007 survey.

As a company we have a **People's Charter** and **People Managers Charter**.

FUJITSU SERVICES
PEOPLE MANAGERS' CHARTER

This charter sets out how we as managers in Fujitsu work with people in our own and other teams to achieve our business goals. Understanding our customers' needs and expectations and ensuring we deliver our service promise is the most important task for our teams. As people managers, managing our people to do this effectively is a key task. It is critical to us achieving Tier 1 status and enhancing our reputation.

- 1 We treat our employees with respect and dignity and act ethically at all times.
- 2 We recognise and acknowledge achievement.
- 3 We avoid making decisions without consulting those affected.
- 4 We encourage our employees to work co-operatively across business boundaries.
- 5 We ensure all of our people have a clear set of agreed objectives and performance standards which are aligned to the business direction.
- 6 We conduct regular reviews with our people allowing a frank exchange of views and feedback on issues which are relevant to business and personal performance.
- 7 We ensure all of our people have a meaningful Personal Development Plan based on their development needs.
- 8 We will identify and develop talent from all levels of the business and engage with our people on a regular basis about career plans and development opportunities.
- 9 We regularly meet with our customers to ensure we keep in touch with their needs and views to ensure we deliver greater customer value.
- 10 We hold regular team meetings where we exchange information about the business and about customers.

This charter will be translated into People Management Objectives which will form part of annual review of performance.

FUJITSU SERVICES
PEOPLE CHARTER

- 1 I treat all of my colleagues with respect and dignity and act ethically at all times.
- 2 I will recognise and acknowledge achievement among my colleagues.
- 3 I will consult and involve those who may be affected by my decisions and actions.
- 4 I will be a team-player and work co-operatively across business boundaries sharing my knowledge and experience.
- 5 I will contribute and agree to a clear set of objectives and engage in regular discussion of performance against these objectives.
- 6 I will engage in continuous professional and personal development and commit to regular evaluation and review of the effectiveness of that development plan including my career aspirations.
- 7 I will help identify and encourage talent from all levels of the business and taken personal responsibility for my career plan.
- 8 I will take personal responsibility for delivering on my promises.
- 9 I will ensure that I am clear about our company direction and business plans aimed at continually improving our service propositions and delivery.
- 10 I will seek the views of my colleagues on all key issues and contribute to a climate of openness, honesty and trust.

- All our roles are defined and aligned with Fujitsu professional communities roles.

| Role Profile Summary Service Delivery Professional Community (SDC) | |
|--|--|
| <p>Role: Technical Service Technician (TSS2) Community: Service Delivery (SDC) Author: Mick Beadsley</p> <p>PURPOSE: The role holder works under limited supervision supporting several products, product sets/ systems to help maintain the availability of the IT service experienced by end users.</p> <p>KEY ACCOUNTABILITIES</p> <ul style="list-style-type: none"> • Technical Capability. Works within a team with some supervision supporting end users with technical queries relating to several products/systems (e.g. Microsoft products, operating systems, networks, applications, PCS). • Business Awareness. Develops an understanding of the customers' environment and service delivery requirements to enable the delivery of the service. • Process. Follows established processes/systems and recommends improvements to these as appropriate to resolve routine customer enquiries. Documents actions taken to resolve enquiries. • Problem Solving. Takes ownership for listening to and understanding the customers problem (these are generally of a more complex nature than those dealt with at TSS1 level). Escalates and/or gains support where necessary to resolve the problem. Uses relevant information to diagnose and to resolve or enable resolution in a timely manner. • Service Level. Escalates issues as necessary to deliver required service level and meet or exceed customer expectations/SLA. Monitors performance through statistical reporting and analysis. • Team Working. Acts as a team player being viewed by colleagues as an effective and helpful member of the team, demonstrating personal leadership and initiative. Is able to supervisor other team members. • Professional Development. Takes responsibility for learning about current products / systems to build own technical knowledge to support business requirements. | <p>KEY PERFORMANCE INDICATORS</p> <ul style="list-style-type: none"> • Feedback from customers. • Technical Assessments. • Evidence of sharing and re-use of knowledge. • Feedback from customers. • Correct management of processes followed to deliver service. • Improvement/ enhancements to service delivery. • Feedback from customers. • Known errors with workarounds or fixes loaded in knowledge database. • Percentage of customer problems resolved within required timescales. • Meets service level requirements. • Feedback from colleagues and team manager. • Contribution to service improvements. • Skills matrix up to date with products / systems. • Up to date personal learning plan available. |

Local measures

- Staff Satisfaction Survey twice a year with the results being compared to previous versions.
- In addition to this we also manage a locally run Staff Suggestions scheme.

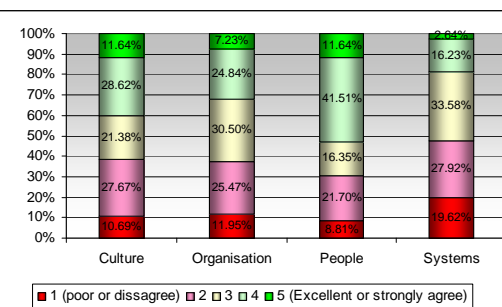
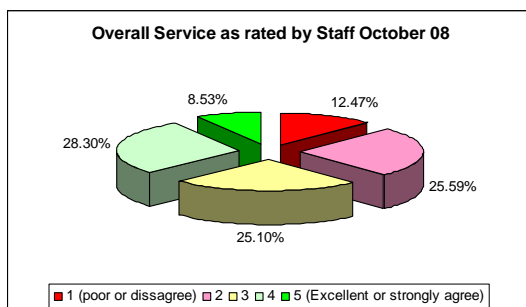


How to complete this survey:- Against each question below please put a tick in one of the boxes

1 = I strongly disagree 2 = I disagree 3 = I don't know/ I have no opinion 4 = I Agree 5 = I strongly agree

| Question | Tick one | | | | |
|---|----------|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 |
| 1: I identify with the organisation and its success | | | | | |
| 2: I feel that there is a strong team spirit within the organisation | | | | | |
| 3: I am encouraged to say what I think about the organisation | | | | | |
| 4: I am encouraged to demonstrate innovation and creativity | | | | | |
| 5: I feel a sense of personal responsibility towards my work | | | | | |
| 6: Quality is emphasised in all aspects of the organisation | | | | | |
| 7: The structure of the organisation encourages effective performance | | | | | |
| 8: The organisation structure is flexible in the face of changing demands | | | | | |
| 9: The structure is too complex | | | | | |
| 10: I have a clear role and list of responsibilities | | | | | |
| 11: The structure means that problems get pushed up, rather than resolved at the point where they occur | | | | | |
| 12: The management practices and operating procedures within the organisation facilitate the accomplishment of tasks | | | | | |
| 13: I have the necessary skills and knowledge to perform my job in the most effective manner | | | | | |
| 14: I understand my job and how to contribute to the organisation's overall performance | | | | | |
| 15: Everyone has a customer service orientation | | | | | |
| 16: People with potential are spotted and developed for the future | | | | | |
| 17: I am encouraged to perform well through constructive feedback and recognition | | | | | |
| 18: I know the performance standards expected of me | | | | | |
| 19: The organisation's systems (recruitment, promotion, planning, management, information, reporting & control) encourage effective performance amongst the staff | | | | | |
| 20: The systems are evenly applied (where they need to be) across the organisation | | | | | |
| 21: There is clear recognition for excellent performance | | | | | |
| 22: The organisation reviews the systems regularly and ensures that they support the strategic business plan | | | | | |
| 23: The organisation keeps me informed about future plans and strategies | | | | | |

Don't forget to write any further comments or suggestions on the back of this sheet



Some constructive feedback directly relating to the questions asked:

- "I am encouraged within my team to show creativity"
- "Monthly monitoring, assignment and 1-2-1s as well as personal achievement give me personal responsibility"
- "Good news and success about our contract should be promoted more often."



Positive Attrition is encouraged and measured.

Company wide moves:

- xxx moved to a PCO role
- xxxx moved to Local Technical Support
- xxx and xxxx moved to Infrastructure Services
- xxxx moved to the Central MIS Team
- xxx moved to Fujitsu Facilities Management

Internal Promotions February 08 / January 09

- xxxx moved from TSS1 role into a TSS2 Technical Support role
- xxxx & xxxx from TSS1 role into a TSS2 Technical Support role
- xxxx moved from TSS1 role into a TSS2 PSE role
- xxxxx moved from TSS1 into a TSS2 Change Co-ordinator role
- xxxx moved from TSS1 into a TSS2 Trainer Role
- xxxx moved from TSS1 into a TSS2 Central Administration role

| | Feb-08 | Mar-08 | Apr-08 | May-08 | Jun-08 | Jul-08 | Aug-08 | Sep-08 | Oct-08 | Nov-08 | Dec-08 | Jan-09 |
|-------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Internal Transfer | 1 | 0 | 1 | 3 | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 0 |
| External Joiners | 8 | 6 | 11 | 6 | 6 | 15 | 8 | 23 | 20 | 11 | 0 | 13 |
| Leavers | 6 | 11 | 8 | 11 | 11 | 17 | 17 | 13 | 8 | 14 | 9 | 7 |

- Support is given to employees via a confidential employee assistance helpline. Sickness and turnover are measured and acted upon. "Return to work" interviews are with Occupational Health Referrals made if needed.
- Unplanned absence is identified and followed up following 3 separate instances in a 12 month period. Consistent methodologies are used throughout the desk to highlight recurring absenteeism and Performance Improvement Plans (PIPs) are created depending on the individuals' need and the objective is to work with the employee to bring sickness absence levels back within the required desk standards

(Example screen shot – was included here)

BENEFITS OF THESE INITIATIVES

People Satisfaction

- **Corporate Benefits**
 - Shows agents the wider benefits of their package other than their baseline salary
 - Work / life balance benefits e.g. childcare vouchers for working parents
 - Allows salary swap for charity donations should people want to support in this way
 - Tax benefits to the individuals for taking up some of the benefits
- **People Engagement Survey**
 - Corporate survey to listen to everyone
 - Actions is taken on concerns, tracked and communicated on a regular basis – “*You said...We did*”
 - Change is implemented if a requirement is identified
- **Peoples Charter** - Shows the company’s commitment to behaviours of its managers and sets expectations of its employees on what to expect from their colleagues
- **Role Definitions** - Gives employees clear guidelines of their role
- **Training and Development** – we like to invest in our people and create job satisfaction, which in turn we hope will help them to progress into other roles within the company

1

Performance Results

Our **Management by fact** approach / strategy ensures that Customer Services' performance measures are balanced and focussed on delivering both customer and organisational value. The MIS (Management Information Services) team provide a centralised reporting function for Customer Services business, including:

- data,
- toolsets and
- resources

that underpin our World Class vision, and increases report value by reduces FTE reporting effort.

(Example screen shot of stats internal website – was included here)

Many reports such as SLA, KPI's etc are standard but key to the success of MIS is the ability to source service, financial and reference information into our online "data warehouse". Establishing this warehouse allows fast processing of data originally sourced from many systems that can be combined to deliver a holistic set of measures that delivers intelligence across our business. At the click of a button, operational and account teams can view real time service information and compare account performance.

Local Reporting

Management information is produced when required to cover all desk and individual performance measures and can be categorised as follows:

- **Contractual Telephony SLA's**

Monitored throughout the day with subsequent reports produced daily – Information is broken down to half hours and allow us to profile resource on the desk to optimise the support for the customers needs (time to answer and abandon rate)

(Example screen shot – was included here)

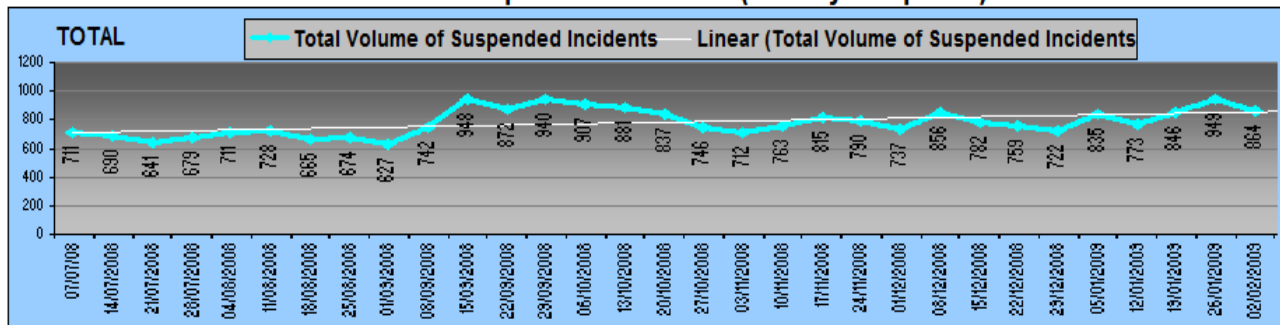
- A **Service Review document** is presented to the customer monthly containing performance levels and targets for 34 SLA's along with appropriate review summaries. The Customer gives input via several scorecards targeted at different areas of the account which in turn inputs to an overall score
 - This includes financial information which is broken down into its various components

(Example screen shot – was included here)

- Response times are measured both at a desk level and through our on-site support
- Escalation and complaint processes are in place
- First time fix is measured and targeted as improvements there drive real customer value

- User administration is closely controlled
- Performance against Severity levels is monitored
- Work in progress is controlled for all call stacks

Volume of Suspended Incidents (Weekly Snapshot)



First Time Fix

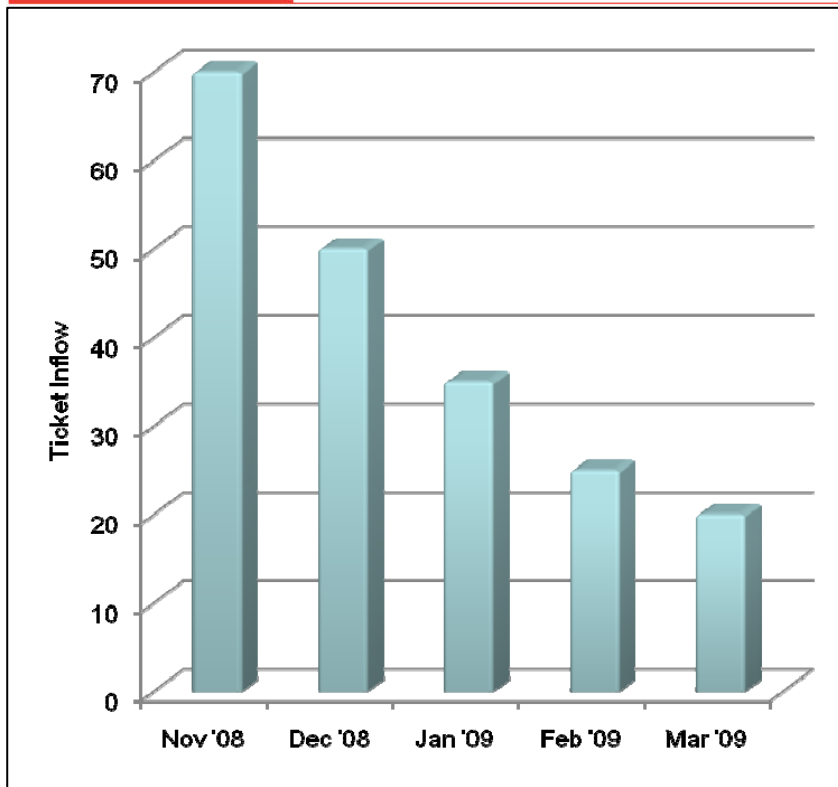
(Example screen shot – was included here)

First time fix is closely targeted and monitored, it is maintained and increased in real terms following the introduction of an online password support tool for Customers thereby reducing a significant portion of previously resolvable calls.

(Example screen shot – was included here)

Customer specific example application

'named application is an application that is used widely across the customers network and is the primary demand driver for the Service Desk – both the Desk and the “customers application” team have worked closely across an 18 month period to improve scripting, turnaround times, driving permanent fixes for release, temporary workarounds and signposting future releases. This has resulted in a significant drop in the number of tickets being passed to the team and an increase in the desk's first time fix ratio.



The impact of new projects and the likely demand generated is closely controlled and monitored.

(Example screen shot – was included here)

BENEFITS OF THESE INITIATIVES

People Management

- **Performance Plus** – This online tool allows our managers to conduct a consistent appraisal of performance across the Company and ensures our employees understand the requirement from them during the process – it's a two-way conversation and also gives templates for employees to ensure they can contribute to their reviews throughout the year
- **Generic Objectives** – ensures all our desk agents (who work to the same corporate standards) have the same corporate objects that are then tailored to customer / contractual specific requirements. This ensures agents who are sat on shared desks or next to each other but on other customer accounts are working towards the same corporate goals, as they are doing similar jobs
- **RISE+** - Gives a clear development path with stepped reward in conjunction with the generic objectives. The agents know what they need to achieve in order to reach the next level in personal development, role progression and monetary gain (if applicable)

1

Customer Relationship Management and Customer Satisfaction

Customer Satisfaction Measures

For key stakeholders we use an independent and objective 3rd party. This 3rd party conducts CSIP (Customer Satisfaction Interview Programme) with customers who are named key contacts. Face to face interviews are conducted on an annual basis (although some customers prefer for this to be more frequent) and aim to provide an environment for the customer to be honest about the services provided.

For the specific Business Units within our customer the Service Delivery Managers complete reviews with the relevant customer Service Manager in order to complete a set Customer Satisfaction Scorecard. The Service Desk distributes question forms to a selection of customer staff who have logged calls in order to measure the satisfaction levels of the users the Service Desk. The results of the responses are then compiled to provide overall satisfaction scores for the Service Desk:

(Example screen shot of a CSAT – was included here)

Feedback from the end users to these surveys is collated and trends are then addressed via the central Service Improvement Plan (SIP) for the account.

(Example screen shots for the various areas for our customer – were included here)

Customer Relationship Management and Meetings

Whilst ownership of the client relationship sits with the account director, communication to users from the Service Desk plays a key role in the overall governance of an account, as defined in ITIL processes.

Governance reviews are held on a monthly basis with the Head of Function for Service Operations in our customer to review operational performance, to identify ways of collaborative and proactive working and to agree the strategy for Service Desk Services over the future months. The overriding objective for both Fujitsu and the client is to deliver continuous improvement.

Service Improvement

The main actions from the customer relationship meetings are documented and tracked as improvements actions. The central list of service improvement actions is reviewed with the customer on a fortnightly basis to agree which areas most directly address end user needs.

Support and Customer Collaboration

The Service Desk team work closely with the main customer resolver teams in order to ensure that problems which cause a significant user and business impact are understood and fixed. Through this process we have helped prioritise 11 significant fixes that were required in

the customer's main retail application and worked to ensure that they were prioritised through the release process.

Collaboration between the Service Desk and Support Teams can also be seen through the work done to help address outstanding incidents with the customer's main internal resolver team. By focusing on known errors, improving the Service Desk Knowledge Base and enabling customers to fix their own issues we have reduced the number of outstanding incidents.

(Example screen shots – were included here)

Service Introduction

The Service Desk has a dedicated team responsible for the introduction of new or changes services. The Change and Projects team assess all changes to IT that will impact end users and ensures that the Service Desk is prepared to provide the best possible support. The use of dedicated Agents in a team for new projects ensures that customers receive a service that is knowledgeable and meets their needs.

BENEFITS OF THESE INITIATIVES

Customer Satisfaction

- Customer Satisfaction Measures – Meaningful customer feedback is collected from users of the service helping the Service Desk understand what the customers need.
- Customer Relationship Management and Meetings – Senior level meetings reviewing support and ensuring that the targets and objectives of the Service Desk are focused on the customers' needs
- Service Improvement – Using the feedback from the customers to plan and prioritise improvement actions at the Service Desk.
- Support and Customer Collaboration – Collaboration between the support teams and the customer to provide improved Service Desk support to the end users.
- Service Introduction – Delivering new services impeccably at the Service Desk. Collecting customer feedback through calls to the Service Desk to improve the delivery of new services.

1

Supporting Information

About Fujitsu

Fujitsu is a leading provider of IT-based business solutions for the global marketplace. With approximately 160,000 employees supporting customers in 70 countries, Fujitsu combines a worldwide corps of systems and services experts with highly reliable computing and communications products and advanced microelectronics to deliver added value to customers. Headquartered in Tokyo, Fujitsu Limited (TSE:6702) reported consolidated revenues of 5.3 trillion yen (US\$53 billion) for the fiscal year ended March 31, 2008.

DID YOU KNOW?

- *Fujitsu is the world's fourth-largest IT services provider and No.1 in Japan.*
- *Fujitsu and Fujitsu Siemens Computers together are among the world's top five providers of servers.*
- *Fujitsu customers include nearly half the Fortune Global 500.*
- *Fujitsu innovations have garnered over 34,000 patents.*
- *Included in the Dow Jones Sustainability Indexes*

Background to our Service Desk Business

Further detail was here