Fujitsu and the Post Office

A step change in business performance

shaping tomorrow with you

POST OFFICE

FUJITSU

To me, business strategy is about more than making a plan stand up. It's about following through on the challenges and opportunities you see around you. You determine what kind of world those forces are creating, and you draw up your possible responses. The best strategy offers you the widest range of positive options.

We believe that to make the Post Office successful in a very different world, you need a partner that is both informed by your strategy and enabling of your strategic plans. Technology can no longer be a constraint on action or a distraction from your focus.

Fujitsu has been a key delivery partner of the Post Office for more than fifteen years, and I'm keen that we continue to develop our productive and innovative relationship.

Last summer Fujitsu presented a brief paper outlining a way to exploit your existing investment in IT to reduce operational costs while at the same time transforming your business operations in readiness for separation – and for flexibility and growth. This received an encouraging response.

As a result I appointed Charles Matcham as the Fujitsu Executive responsible for strategic engagements. Charles is a board-level specialist with extensive experience in advising, developing, and leading innovative commercial business-critical solutions in private and public sector organisations. His forte is working with clients to enable and support their business strategy for achieving optimal growth in both top and bottom lines.

I asked Charles to lead the development of a more detailed proposal. This proposal outlines a step change in the way we do business together.

This is an exciting time for our companies. We have the opportunity to take the best of our organisations heritage and fuse it with cross sector knowledge and experience.

I want Fujitsu's expertise to be a core part of our joint transformation. I hope this will lead to an agreed period of exclusivity and joint working towards a new agreement.

Charles will be making personal contact with you soon to update you on our thinking. If you want to discuss anything in the meantime, do call me.

Yours sincerely

Duncan Tait

GRO

Managing Director
Private Sector
Fujitsu UK & I

Contents

Flash Forward

It's 2014. (That's just 33 months from now).

We see post offices, in a range of sizes and formats, as the anchor sites of every high street, shopping centre and village in the UK. Back at the heart of British daily life, the Post Office touches the lives of everyone in the community. It's where people go to get things done.

Post Office customers don't queue. Staff know who their customers are, how they prefer to be served, and what they most commonly buy. Flexible work allocation enables staff to work to customer needs as they occur, rather than to rigid timetables.

For the first time, management has a meaningful view of basket values. They know what effect promotions have on sales. They can offer discounts and loyalty schemes. Best of all, they're beginning to take business away from their competitors by making targeted trials and following up on the successes.

The business is real time, real life. Commitment from central, local and devolved government ensures that the Post Office is the community gateway to public services. It's the natural place to go to make a planning application, get involved in a Big Society initiative, or query a tax credit assessment. No one has to navigate a mass of front line agencies any more: you can do everything at the Post Office.

The Post Office? My Post Office. Embedded at the core of their communications, retail and citizenship activities, the Post Office has regained its position as an admired, even envied, institution: an organisation that manages to be both business and social enterprise, to be national and local, for the big things in life (loans and life insurance) and the small (stamps and string).

Though technology keeps everything running, and gives you absolute second-by-second control of the organisation, you wouldn't know it was there. Technology has melted into the background. It's become frictionless. You pay for the IT you use, as you use it. No more lock-in, no more complicated integration – no more constraints on the adaptability of the business.

2014's Post Office is a smart business with efficient, effective technology that massively multiplies its power, but which requires less and less in the way of resources. Technology gets better and cheaper, and the benefits stream directly to the business without compromise or delay.

Thirty three months isn't very long – but it's more than we need to make this vision a reality.

Together we can do it

What is the future for the Post Office? What you choose to make it.

You want a Post Office business that can adapt to whatever is thrown at it, and whatever opportunities it finds. You want to manage a business that adapts itself to new circumstances, and where your IT faithfully responds to change without upheaval and delay. You need to control the business at macro and micro level with equal ease and confidence. Above all, you want to be sure that every penny directed to operations is multiplied in stakeholder value.

This isn't a dream. It's a reality for our big customers in government, retail and financial services. We work with large, complex organisations to simplify their IT provision – to domesticate it; technology that works for you and your customers, and that knows its place.

This is also a great opportunity for you to inject into your business some of the proven breakthrough techniques that have enabled growth and agility for our other clients. Technologies like re-usable business services and on-demand IT service relationships that offer simplicity, adaptability, transparency and openness rather than the frozen constraints of traditional contracts.

The current chapter in our long relationship with the Post Office is due to close in 2015. Now is the time to exploit the experience we've built together to create a realistic, deliverable vision for your future IT provision. Let's get ahead of the coming wave of change.
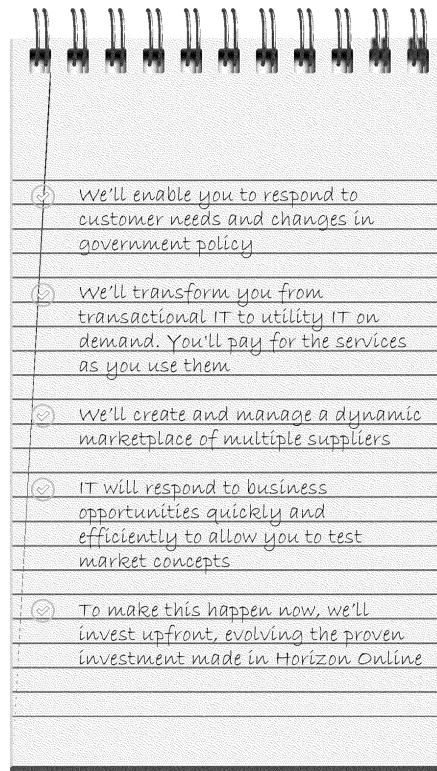
A group of Fujitsu colleagues came together to share our thoughts on how we can help the Post Office move ahead confidently. We gave ourselves free licence to range widely, to look for parallels in other industries, and not to censor ourselves.

We can't know your business as well as you do, and we don't pretend to. But we know our business – and our business is all about changing organisations into organisations that change.
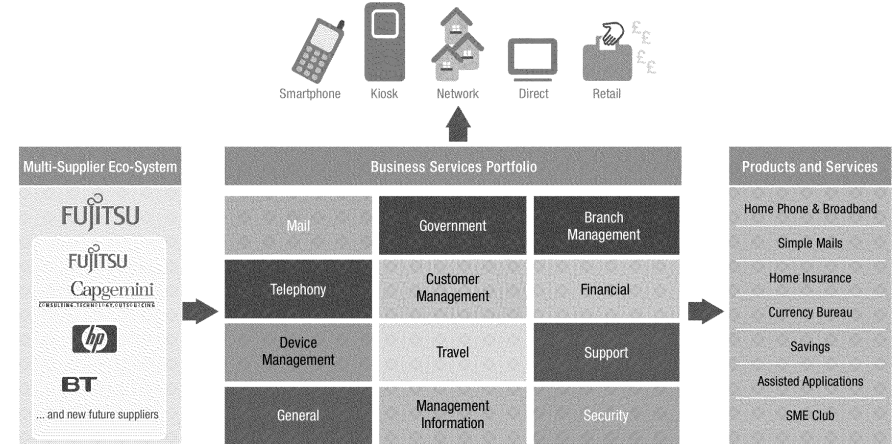
We work closely with many successful retailers and understand what makes them better than their competition. We won't get all the answers on our own, but we think we'll raise the right questions, and point to some compelling routes to success.

This paper articulates our thinking to date. It's meant to spark conversation – within the Post Office, and with us.

As you read through this document you'll understand how powerful the enabling platform we can deliver will be.

We'll enable you to respond to customer needs and changes in government policy

We'll transform you from transactional IT to utility IT on demand. You'll pay for the services as you use them

We'll create and manage a dynamic marketplace of multiple suppliers

IT will respond to business opportunities quickly and efficiently to allow you to test market concepts

To make this happen now, we'll invest upfront, evolving the proven investment made in Horizon Online

We will deliver a modular, re-usable set of business services that are at the heart of an enabling platform. We will evolve the existing Horizon Online assets, but deploy on a modern cloud infrastructure. We will create a portfolio where Post Office retains control, built on flexibility from multiple providers, enabling you to gain time to market advantages through re-use and Fujitsu's industry experience.

| Smartphone | Kiosk | Network | Direct | Retail |

Multi-Supplier Eco-System	Business Services Portfolio			Products and Services
FUJITSU	Mail	Government	Branch Management	Home Phone & Broadband
FUJITSU Capgemini	Telephony	Customer Management	Financial	Simple Mails / Home Insurance
hp	Device Management	Travel	Support	Currency Bureau / Savings
BT ... and new future suppliers	General	Management Information	Security	Assisted Applications / SME Club

Our initial work suggests that we can realise significant top-line benefits as well as bottom-line savings against the TCO of 28%. We believe these remarkable results are realistic and achievable and we can drive more benefits by acting as your prime partner. We would like to explore with you the possibility of expanding this approach to your other IT spend to see what benefits would accrue.

Fujitsu can apply the new world principles to areas outside its current portfolio. Let's seize the opportunity to work together and with your suppliers to see what potential there is for further savings in other areas of Post Office's IT spend.

Some of the current and future initiatives we could examine would include:

- Self-Service
- Royal Mail Separation
- Queue Management
- Print On-Demand
- Unified Communications Strategy
- CRM
- Data Commercialisation
- Identity Management
- Other Front Office of Government services

The challenges & opportunities ahead

The Government has confirmed its commitment to the Post Office's unique status as both commercial and social enterprise. It wants to see expansion of the Post Office's services, and expects the Post Office to act as the "Front Office of Government". The Post Office is poised to transform itself into a modern, trusted provider of services to all parts of the community.

The promise also brings challenges. Transformation is never easy. But the Post Office invented this business. You can reinvent it too – and reinvent it every day.

You are already well positioned to take advantage of the new investment heading your way. The Forward 2 Eleven plan is on track and delivering value. Financial services and telephony are both growth areas. The Horizon IT platform has transitioned to Horizon Online and you are seeing efficiencies and savings from that move.

But competition is increasing. Moreover, customers increasingly compare the Post Office experience with that of other retail environments. Their expectations for service and flexibility have been recalibrated by the raised standards of retail leaders. The Post Office isn't a supermarket – but your customers expect the same quality of service, speed and professionalism. It isn't a bank – but people use it that way. It isn't a government department – but it's the face of government.

Returning to profitability will also require that the Post Office continuously assesses the value for money of all its operations. With IT playing such a vital role in the business, the pressure to do more with less won't go away.

New business models will require re-alignment of values, culture and operational expectations. Fujitsu's experience gained across our global customer base can help the Post Office navigate these complex issues and assist in creating and applying robust outcome measures to understand progress achieved.

Front Office

- Enabling the Big Society
- Delivering central government programmes with local flexibility
- Managing back office relationships

Fujitsu will invest in making the Post Office great again; we see the potential that lies ahead.

When customers interact with the Post Office, they have a lasting experience which affects their perception of your brand. You know from your own experience, that when you are a loyal customer, it is not just because of the company's products or services, it's about how you feel about the experiences you have with them.

Everywhere a customer comes into contact with Post Office is a touch point. Customers expect a consistent brand experience regardless of where, how or when they chose to interact, in person, online, at a kiosk. A good customer experience will mean they will be happy to do business with you again.

Supplying retail IT services to some of the largest and most demanding retail estates in the world (48 out of the top 100 global retailers worldwide) Fujitsu has an unparalleled knowledge of retailing and retail services – this is our lifeblood, we know how retailers operate and understand their key business drivers. We know how they exploit their IT infrastructure to deliver innovative business growth. This background provides Fujitsu with unrivalled insight that we will bring to Post Office.

We will devote knowledge, skills, time and resources to provide you with flexible modern IT, opening up opportunities for the Post Office to become a world class mutualised business. Studies from organisations like the John Lewis Partnership prove that employees who have a stake in the company they work for are more committed to delivering quality service and are more adaptable in responding to the requirements of the business.

We will provide the ability to drive down costs and the flexibility to select business packages that match the community requirements. This model will attract business innovators who will develop new solutions that will make the Post Office more resilient and more successful in the future.

How would a major retailer view the Post Office's opportunities?

Utilising the insight gleaned from 15 million Clubcard households over 16 years, Tesco has grown to be the largest UK retailer. Speaking soon after the launch Lord MacLaurin said " What scares me about this is that I know more about my customers after 3 months than I know after 30 years". If the Post office could harness the shopping data of their 20 million customers a week, imagine where this could lead...

Yet the Post Office Branch network is five times the size of Tesco and you are represented in markets that "big box" stores fight to enter.
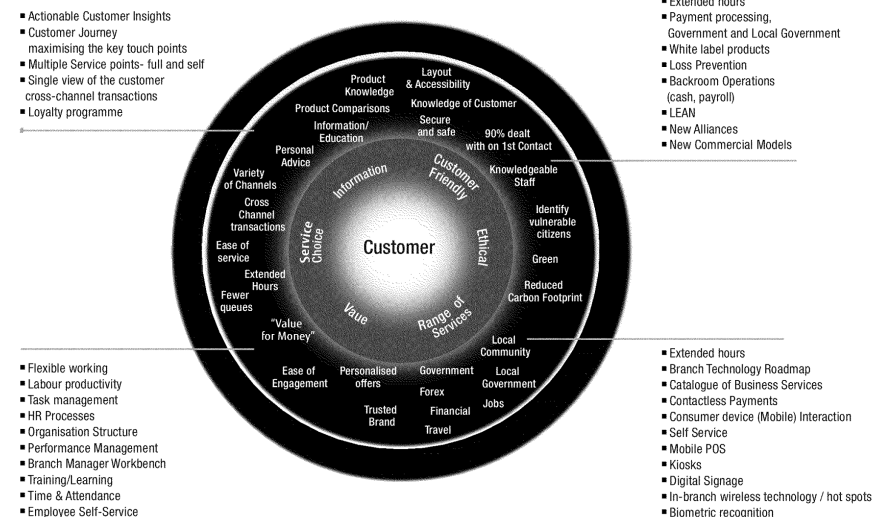
No-one launches a protest when a Post Office opens, or regrets its impact on the surrounding community; indeed there are often protests when a Post Office closes. A convenience store brand would love this.

Your brand is known by everyone and, despite many customers' poor experiences, commands affection and even pride. Customers expect personal, knowledgeable service across a very wide range of complex products. A mobile phone network provider would love this.

Your footfall and dwell time are large and untapped. Many people have no choice but to use your services, and while they're on your premises, they're inclined to cover multiple purchases if they can. A bank would love this.

Your staff are committed, well trained, and stay with the business for long periods. They are keen to improve service, to restore the Post Office to its rightful place at the heart of community life, and to repay the patience of their customers. Any retailer – actually, any organisation – would love this.

What makes the Customer Experience?

- Actionable Customer Insights
- Customer Journey maximising the key touch points
- Multiple Service points- full and self
- Single view of the customer cross-channel transactions
- Loyalty programme

- Flexible working
- Labour productivity
- Task management
- HR Processes
- Organisation Structure
- Performance Management
- Branch Manager Workbench
- Training/Learning
- Time & Attendance
- Employee Self-Service

Diagram labels: Product Knowledge, Layout & Accessibility, Product Comparisons, Knowledge of Customer, Information/Education, Secure and safe, 90% dealt with on 1st Contact, Personal Advice, Customer Friendly, Knowledgeable Staff, Variety of Channels, Information, Identify vulnerable citizens, Cross Channel transactions, Customer, Ethical, Green, Ease of service, Service Choice, Reduced Carbon Footprint, Extended Hours, Fewer queues, Value, Range of Services, Local Community, "Value for Money", Ease of Engagement, Personalised offers, Government, Local Government, Forex, Trusted Brand, Financial, Jobs, Travel

- Extended hours
- Payment processing, Government and Local Government
- White label products
- Loss Prevention
- Backroom Operations (cash, payroll)
- LEAN
- New Alliances
- New Commercial Models

- Extended hours
- Branch Technology Roadmap
- Catalogue of Business Services
- Contactless Payments
- Consumer device (Mobile) Interaction
- Self Service
- Mobile POS
- Kiosks
- Digital Signage
- In-branch wireless technology / hot spots
- Biometric recognition

Business services portfolio

At the core of our vision for the Post Office is a Business Services Portfolio approach to IT provision. The technology enables you to pay for services as they are consumed. Services are reused across channels and touch-points. You can `pick and mix' services to create different formats for agents, branch outlets or business streams. You're also free to pick what mix of fixed services and charging mechanisms you need.

The Portfolio approach builds on your current investment in Horizon Online. Portfolio services will be designed with Post Office colleagues. They will be cheaper to run than dedicated applications, and reusable. They will be value-engineered to business requirements. This means the usage charges will relate directly to business outcomes. You'll be able to see exactly how each service contributes to the business.

The Portfolio will replace the current collection of disparate systems, many of which duplicate functionality, and challenge successful integration.

We will follow a disciplined migration path that transitions the business to the portfolio without causing service disruption. By combining the best services across multiple suppliers, Fujitsu will manage a dynamic marketplace that delivers the best outcomes for Post Office. Products and services will be simple to create by combining business services to deliver solutions quickly.

Common business policies will be implemented once only, and then used by the components that need them. This means you will have greater control over your business processes, both from the strategic and the security points of view. Different front-end components will use common back-end components, so that you can implement different levels of service at different touch-points.

IT provision will become a matter of selecting service combinations from a catalogue. This is exactly what it sounds like: a defined set of allowed services that can be allocated to a role, site, or even named staff member. The catalogue will contain clear and unambiguous

charging details. Since we will only charge by consumption, you'll get automatic internal cost centre billing as a by-product, should you wish to implement it.
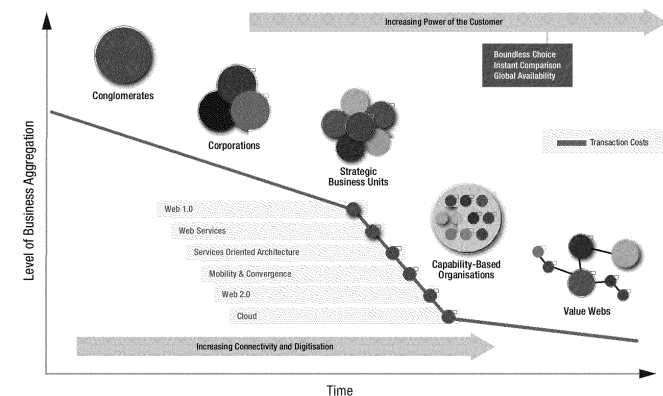
The Portfolio approach makes new service provision simple and transparent. It also simplifies service withdrawal. Rather than undertaking expensive decommissioning costs, or foregoing paid-up licence fees, you simply stop using the relevant services. Much of the cost of traditional change lies in undoing infrastructure; with this approach, there's no infrastructure to undo and therefore, no charge for these elements.

Effectively, the Post Office will materialise as a fully-functional operational business as and when you need it. We look after the necessary capabilities for you, but we only charge you for what you use.

The economics of IT delivery are changing

The emergence of new technologies and techniques such as service-orientation, cloud computing and mobile ubiquity are completely changing the delivery model and economics of IT. World class business and IT services are increasingly available to companies of all sizes over the network, removing the need for IT ownership and driving the adoption of alternative models such as Software as a Service.

As businesses evolve toward a new value-web structure, IT outsource companies must reflect the New World of High-Value, Low-Cost service provision.
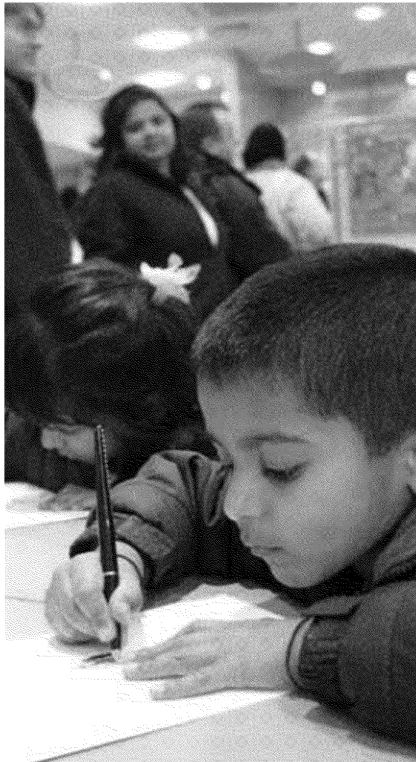

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Evolving Horizon Online

Horizon is the work-horse of the Post Office, processing more than 50m transactions every week. The upgrade to Horizon Online in 2010 cut response times at the counter, provided an improved user interface that makes the counter clerk's life easier, and dramatically reduced costs.

Horizon Online offers scale, performance and resilience. It's also a platform that can be used to deliver the Portfolio into the business. We've both made a significant investment in this platform, so let's exploit it and make it work for tomorrow.

You need to be piloting new types of branch within the next 18 months. In particular, "Front Office of Government" deliverables need to be at the forefront of any new branch concepts you trial in this period. Changes to operating models need to utilise technologies that free space in your partners' retail outlets, and improvements in customer convenience will demand cross-channel integration where transactions can flow freely between web and branch. We need to work together on a rapid, safe evolution of Horizon Online to ensure you can meet these immediate goals while simultaneously creating a long-term Portfolio.

- Horizon Online is a proven platform that has demonstrated scale, performance and resilience.

- Horizon Online can be evolved to deliver a business service portfolio engine.

- Horizon Online will deliver appreciably faster, and with significantly less investment than any replacement solution.

Evolution to a "base platform" to provide greater flexibility
- Based on Horizon Online
- Migrating business logic from the counter
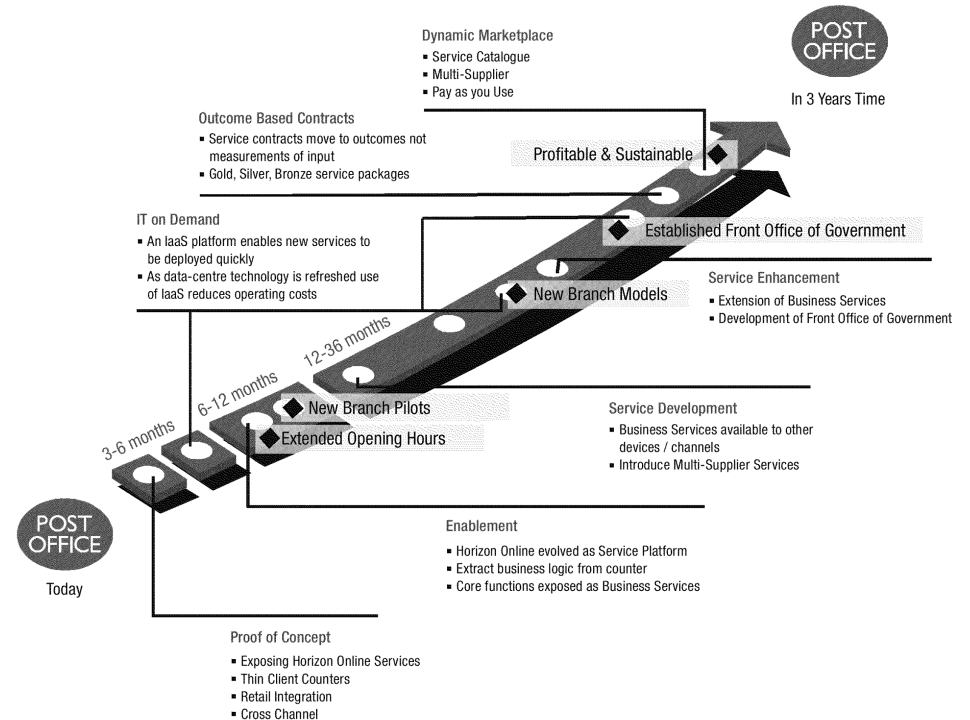- Exposing more services from Horizon Online

Addition of New Business Services
- ID Services
- Assisted Applications
- Simplified Mail
- Managed Print etc.

Enhancement of Business Services
- Extended Features
- Replace with more cost effective alternatives
- Multi Supplier ecosystem

The Journey starts now

Dynamic Marketplace
- Service Catalogue
- Multi-Supplier
- Pay as you Use

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In 3 Years Time

Outcome Based Contracts
- Service contracts move to outcomes not measurements of input
- Gold, Silver, Bronze service packages

Profitable & Sustainable

IT on Demand
- An IaaS platform enables new services to be deployed quickly
- As data-centre technology is refreshed use of IaaS reduces operating costs

Established Front Office of Government

New Branch Models

Service Enhancement
- Extension of Business Services
- Development of Front Office of Government

12-36 months

6-12 months

New Branch Pilots

Service Development
- Business Services available to other devices / channels
- Introduce Multi-Supplier Services

3-6 months

Extended Opening Hours

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Today

Enablement
- Horizon Online evolved as Service Platform
- Extract business logic from counter
- Core functions exposed as Business Services

Proof of Concept
- Exposing Horizon Online Services
- Thin Client Counters
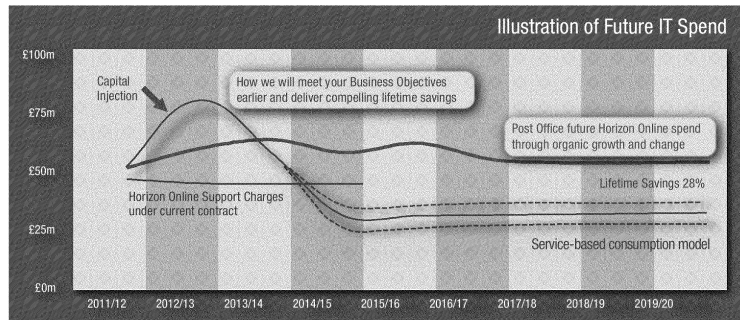- Retail Integration
- Cross Channel

Our commercial approach

We have spent some time looking at the financials that underpin our vision and see a compelling story. In this section we illustrate how the story could look and the assumptions we have made.

In the first graph we have plotted what you are currently spending with us for Horizon Online. On top of this, the blue line illustrates how projected spend might look as you strive to deliver your business goals. This line reflects the current organic model of change and the timing of available funding.

The blue line includes the following expenditure:

- Ongoing Horizon Online support
- Pin-Pads replacement
- Solutions for new Branches
- Front Office of Government
- Counter Refresh
- Data Centre Refresh
- Ongoing Horizon Online Development/Releases
- Procurement costs associated with tendering for new services

Illustration of Future IT Spend

Lets then look at how we can deliver a very different future – the red line on the graph. A capital injection through a funding solution kick-starts the process of transformation and delivers the platform that enables future change. We help you to deliver business change earlier and our platform gives you variable charging based on the services you actually consume.

The upfront capital injection will also enable us to pass on significant bottom line cost savings by moving to a new model of service delivery. The table shows the assumed saving levels that have been used as part of calculating the profile of the red line.

Category	Potential Savings	Through Initiatives
1. Hosting and Licences	36%	Cloud/Platform-as-a-service, Simplification of central system, consumption based model
2. Application Support	34%	Off-shoring of majority of 3rd / 4th line, Simplification of central system
3. Mobile Engineering	34%	Early counter refresh, enabling new branch model/lower support cost. Self-service.
4. Network	20%	Rationalisation and renegotiation
5. Service Desk	22%	Offshore, shared services
6. Service Management	19%	Simpler central system, shared service use

Working together we can establish a more accurate and informed picture of your TCO. With this agreed baseline we can jointly develop compelling Business Cases to deliver real business benefits.
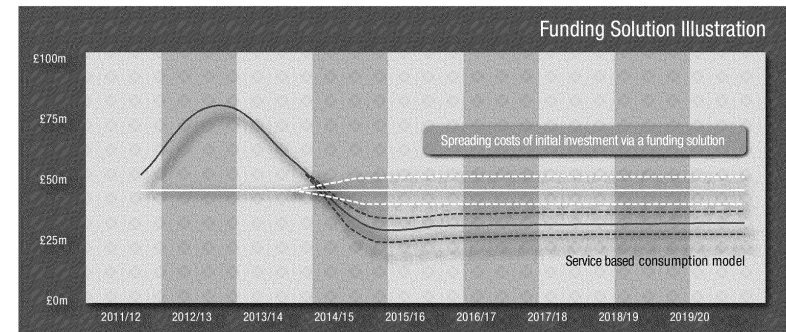
In addition to the reduced operating charges, the lifetime savings of 28% against your TCO assumes:

- A very different approach in the future to developing new business services through the dynamic marketplace of service suppliers
- You can eliminate the cost of carrying out major re-tendering exercises
- We work together to design best-fit services and support models for the future world.

We can apply a mix of charging models. We have emphasised a model that is variable based on consumption, but we can apply a mixed model – fixed and variable charging – if required.

We can tailor a funding solution to support the vision. We can wrap a payment stream into the total service agreement. In this way the cost of equipment purchase, design, set up and build will be spread over the contract life without requiring Post Office to make a large initial outlay.

The picture below illustrates the impact of a funding solution.

Funding Solution Illustration

Our proposal is much more than cost saving. It delivers you real top line benefits and positions you to maximise your advantages in the digital age.

Delivered Value

- A commodity utility-based model underpinning our delivery
- Business Services Portfolio gives you everything you get today in Horizon Online plus new services but through re-usable components that can be consumed by other point of sale systems and channels
- A Multi-Supplier Ecosystem for provision and support of new Business Services
- Refreshed Counters
- Supports Cross Channel Integration
- Supports the key Business Plan objectives of New Branch Models and Front Office of Government services
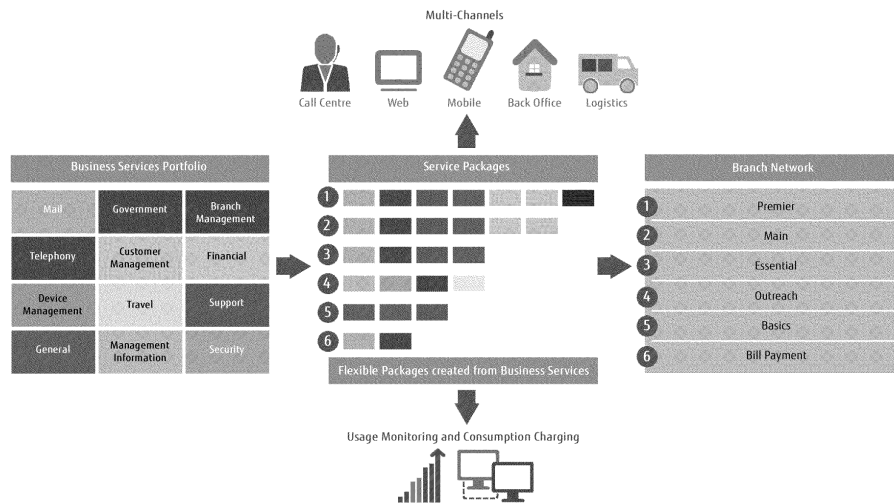- Data Centre Refresh

Enabling the portfolio

What will the Post Office's catalogue of IT services look like? We expect the services to be organised by major lines of business, complemented by services to help manage the enterprise, such as management information tools. Each business line will contain services designed to enable outcome focused delivery in that area.

Each service will be clearly assigned to the channels and branch types with which it can be used. You may choose to further structure your retail network within the catalogue by defining outlet classes such as Basics+ and Premier.

Any dependencies on other services will be highlighted. Usage cost and time-to-deploy will also be shown as standard items for each service.

Think of services being packaged like satellite TV channels. You get to create the packages of services that are attractive to your agents and partners. These could map to the current thinking for the new branch network, but changing a package is simple, fast and flexible. Should you wish, you could even allow postmasters to select their choice of services or packages.
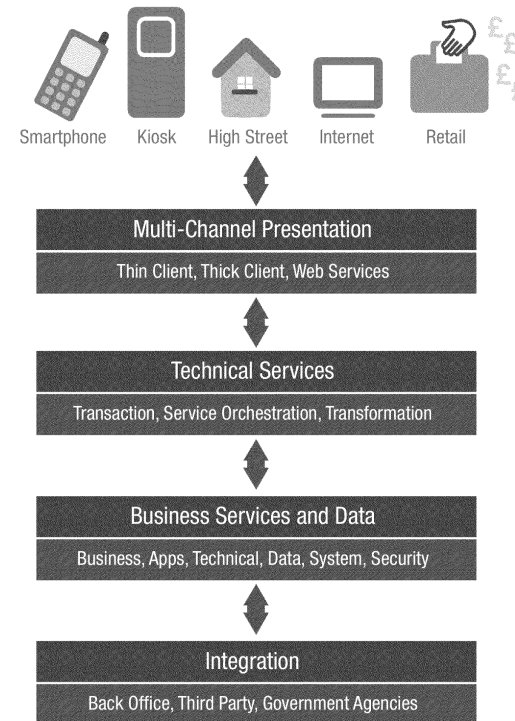

We have used this strategy in a range of complex delivery situations, and at a variety of scales. We can reference current Portfolio-style installations at clients in the retail, government and financial services sectors.

This service-led approach to IT provision builds on technology developments in the areas of component-based software, security management and cloud computing, as well as developments in the discipline and practice of IT service management. We marry these developments with our own innovations in the industrialisation of IT through hardware and software component development, and our evolution of lean IT service principles. This makes us a world leader in the delivery of "Software as a Service".

Our reference Architecture

Our portfolio approach for the Post Office is underpinned by a new reference architecture that meets the needs of your business, your customer's needs and your client's needs - now and into the future

These are the key benefits that you get from the reference architecture

- We can deliver new business services and cross-channel services by re-using technical and business logic. Re-use means faster, cheaper, and more consistent delivery.

- We can deliver the future vision faster and cheaper because we can re-use significant existing Horizon Online logic.

- We will be able to retain the key back office integration mechanisms, minimising knock-on impacts to Post Office clients.

- The reference model supports consumption-based charging through metering usage of business and integration services.

- The reference model will give potential suppliers a set of standards and guidelines for developing and delivering new business services to the Post Office.
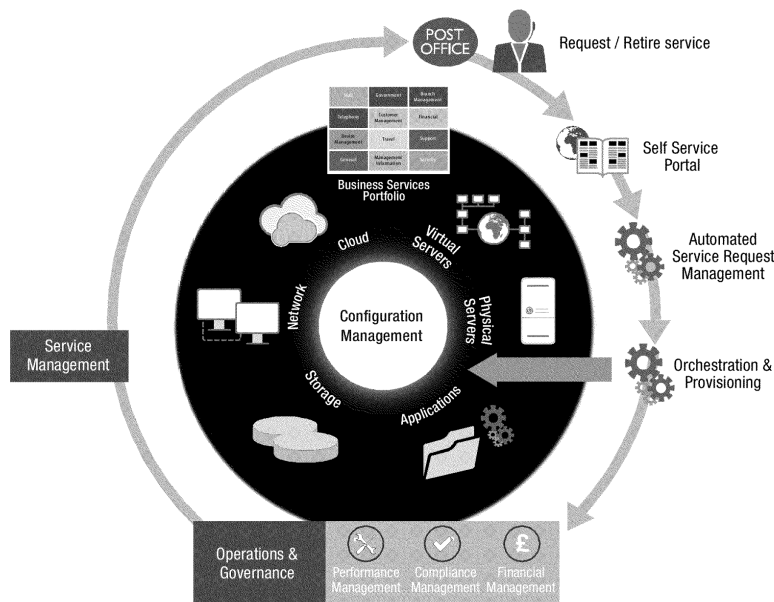
Driving business outcomes

Raising the bar in service delivery

We need to deliver service in a new way in the future. We will develop an agile model which puts you in control through a Self Service Portal.
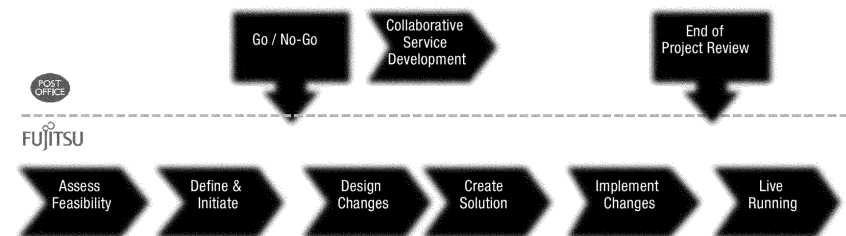
The future revolves around a life cycle for Business Service Delivery. New business services will be provided by key suppliers and made available as packages from the Business Services Portfolio. New services can be introduced, old services can be quickly retired.

Services are defined in terms of function, price, performance and compliance requirements. Service definitions and changes to definitions are strictly controlled through configuration management.

We put our Service Management wrapper around the whole service and manage the delivery of Business Services to their service definitions.

This is an opportunity to review the roles and responsibilities of both organisations to free Post Office to focus on delivering business outcomes; let your IT partner worry about the details of the best solution, whilst you retain control and fully participate in decision making.

Rapid Service Development

New business services rapidly evolved collaboratively, facilitated by re-use of existing services, IT on-demand and flexible pilots to prove concept and business case

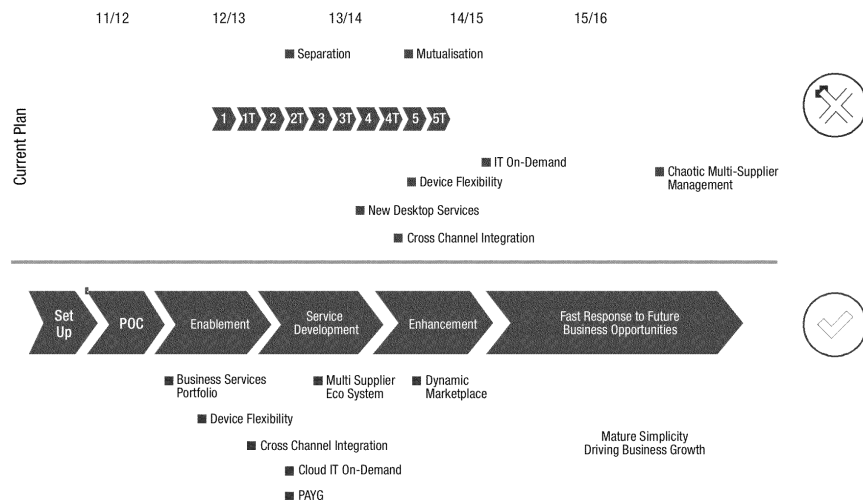| Post Office will own:	Fujitsu will provide:
• IT strategy	• Initial development investment
• Enterprise architecture	• Detailed solution design
• Business unit representation	• Overall service delivery responsibility
• Service management roles	• Continuous innovation

Fujitsu's stance

We have been your IT partner for many years, through good and bad times. We now believe the time is right to become a true business partner. This means we want to share risk with you, and take full responsibility for your IT provision. But let's be honest, we also want to share in your success.

The Portfolio will be built using leading industry standards, open source, and off-the-shelf solutions wherever appropriate. Fujitsu will ensure the availability and compatibility of every service in the catalogue, regardless of its source. This will allow us to evolve service provision to take advantage of new components without impacting the business.

We will invest up-front in developing the service components for your Portfolio. We will provide the technical and commercial platforms needed to deliver these services throughout the organisation; services that enable you to achieve more, and achieve it faster. To make this investment feasible, Fujitsu would need an extension to the term of its current contract; a new partnership where we help you reach your potential and have a share in the rewards that result.

Now is the time to break the cycle. Together we can move from an IT cost overhead to an enabling infrastructure; mature simplicity that drives business growth.
We would also be happy to look at alternative commercial structures to exploit the investment proposed within this document in other markets.

The traditional business of IT outsourcing is coming to an end

The emergence of open technologies, reductions in technology costs, increases in computing power and the ubiquity of communications networks create a perfect storm that leave many companies in difficulty.

At Fujitsu, we've been privileged to work in long and close relationships with some of the world's largest and most challenging organisations, so we've been able to

appreciate our clients' perspectives more keenly, perhaps, than some of our competitors. Our ethos is not to resist change, but to follow its logic. This means that as the industry changes, we change too.

Networks can deliver excellent services with high reliability and low cost – so there's no point in trying to impose installation licences on people. IT has become a cost of doing business, and a potential source of business growth – so it's got to play by the same business case rules as every other business area. We will make our living in the future by making sure that you survive and thrive.

Going forward

In this document we have deliberately concentrated on the business level imperatives, drivers and aspirations. Our intention is to convey a clear commitment to a new way of joint working. Fujitsu has been proactive in this respect. It is our belief that through collaboration with Fujitsu, Post Office can raise the bar in terms of business performance and thereby realise the full potential of our working partnership. To support this we have an array of supporting facts and collateral that we would like to tell you about, and even better demonstrate in action.

Time is of the essence. To move forward we urgently need to engage with you to define a compelling business transformation plan that

identifies your key drivers and goals, where the enabling technology allows you to achieve new growth and bottom line improvement.

Fujitsu is prepared to invest now in a three month exclusive, collaborative programme. During this period we would share perspectives and test the principles outlined in this document. By acting now we can have agreed terms of reference and joint critical success factors by the end of March 2011 enabling our respective businesses to efficiently and quickly proceed to contract.

We look forward to working with you. Please contact Charles Matcham on **GRO** or email charles.matcham **GRO**