

# Europe Services Assurance Handbook

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# 1 Introduction

## 1.1 Assurance in Fujitsu

The Assurance function is responsible for enabling authorizers to make informed decisions by providing reliable and holistic deal proposition and risk assessments. The Assurance function defines, enables and manages the business to ensure Bids, Programs and Service Delivery is delivered in accordance with approved and commercially acceptable practices. The Customer Solution Lifecycle (CSLC) in line with the sales stages and the Fujitsu Global Assurance standards builds the frame of the Assurance Framework.

The Assurance functions in Europe Services covers the following countries Austria, Belgium, Denmark, Finland, France, Germany, Ireland, Luxembourg, Netherlands, Portugal, Spain, Sweden, Switzerland and United Kingdom.

All countries above are under Europe Services but there will be references throughout this document to Germany specifically and United Kingdom (UK or UKI when Ireland included).

The Assurance Framework is the detailed outline of the Assurance and Authorizations steps. Detailed information to all presales activities are described in the Presales Playbook

Fujitsu continues to operate based on an integrated business management system that promotes a consistent approach to fulfilling Customer requirements and the pursuit of continual improvement in Customer satisfaction and business performance.

The Best Practices and Processes are described within the Europe Business Management System (EBMS) and Fujitsu bid, delivery activity and governance is standardized through the Customer Solution Lifecycle (CSLC). *NB: not all references to the CSLC in this document will be linked to the diagram*

In essence, what we do in an engagement is apply hard thinking to represent the capabilities and assets of Fujitsu so that a customer wants to buy from Fujitsu and not a competitor. Just as important is to win good business that makes the right level of margin and profit and has a positive impact on the end-to-end reputation of Fujitsu in the market.

The Presales Playbook focusses on the activities in all the stages of the sales cycle; also detailing the activities and management support during the sales process until the engagement is successfully handed to central and / or country operations for activation, transition and delivery.

It describes the guidelines, templates, processes and tools required to:

- Structure the presales and engagement process;
- Define work products, deliverables, roles and responsibilities;
- Ensure compliance with approval and review processes;
- Ensure full alignment with the Customer Solution Lifecycle.

Embedded in the pre-sales and engagement process CSLC, the Assurance and Authorization steps are milestones in the overall process to move to the next sales stage.

Presales is far wider as it is about leading a team with Sales and the applicable Business Lines (BL), Verticals and Functions to beat the competition and win the deal, often with a significant portion of activities prior to the release of any tender, RFI or RFP. This covers a wide range of knowledge, acumen and experience. The Bid Manager, driving the overall engagement and the lead architect, driving the solution design, are expected to bring the right level of knowledge, acumen and experience to support this within the team in close collaboration with the Business Lines and Functions

### Glossary:

Term	Europe Services
Services	Services & Connected Services

Delivery	Service Delivery
Service Line (when P&L is concerned) Sales Growth, Own the Customer Relationship	Sales Verticals (Germany), Platform Business (Products), Enterprise Platform Services (EPS), Delivery Service Lines (Uvance Vertical, Uvance Horizontal, Regional Offerings, Legacy Offerings UK ring-fenced accounts -Defence & National Security (DNS)
Service Line (when Delivery is concerned) Own Delivery Cost and Quality	Service Delivery, Products, EPS, Delivery Service Line DNS (UK only)

## 1.2 About this Handbook

Fujitsu's approach to Bid, Program (Transition & Transformation) and Service Delivery is outlined in the Customer Solution Lifecycle ([CSLC](#)). The content and importance of the CSLC for Europe Services Region is further described in the section below. This handbook:

- Is applicable to all Service Lines, Portfolios and all Opportunities (regardless of the level of risk)
- Describes the key activities to be undertaken in each of CSLC Sales Stages;
- Explains which processes and tools need to be used to manage, authorize and assure Opportunities, Transition & Transformation Programs and Service Delivery;
- The processes and tools are designed to achieve standardization and a consistent approach across Europe Services and will be implemented in a way that avoids causing major disruption to current country specific approaches.
- References specific Assurance guidelines, the Europe Business Management System (EBMS) and the other subsequent phases of the Customer Solution Lifecycle ([CSLC](#)).
- Digital Accessibility should be considered throughout all stages of the process.

Fujitsu continues to operate based on an integrated business management system that promotes a consistent approach to fulfilling customer requirements and the pursuit of continual improvement in Customer satisfaction and business performance.

## 1.3 Post Sales Activity

The Post Sales Activities cover the CSLC Stages from 7-11, but actually start during the Bid phase with the commencement of Preparations to Mobilize and Deliver to our Customers once a Contract is signed.

The stage commences with the [BA Program Gateways Reviews](#), where responsibility passes from the Sales Team that have negotiated and secured the Contract to the Delivery Team and they will then take Accountability for delivering the contract to meet the Customers' requirements and achieve Fujitsu's Business objectives.

- The normal structure for the Delivery Team will be as defined by the Business Lines in their Operating Handbooks.

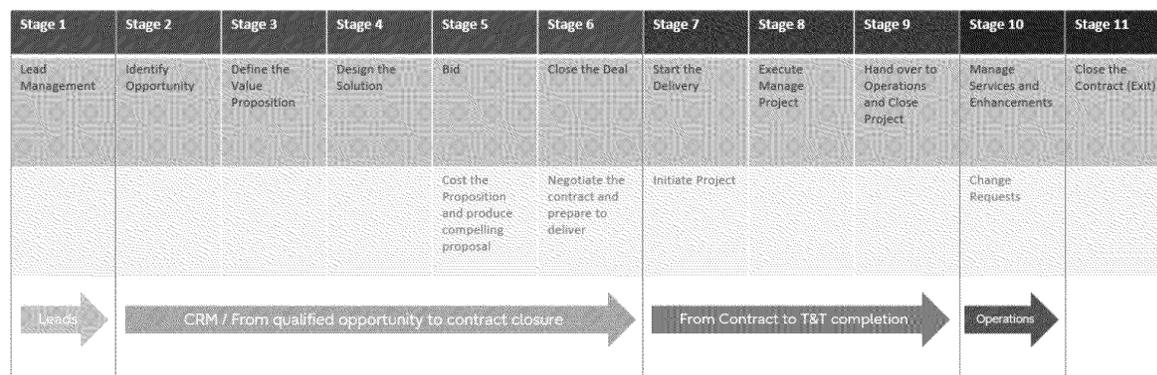
The Fujitsu Team must strive to deliver all of the contracted customer requirements in a seamless and pro-active manner achieving both Fujitsu's and the Customers defined Business outcomes. They need to work on building long term relationships with the customer and achieve high levels of customer satisfaction, whilst ensuring our services continue to deliver benefits to the customers' business.

## 2 The Customer Solution Lifecycle (CSLC)

The Customer Solution Lifecycle (CSLC) is a Global framework that defines how Fujitsu controls the winning and delivery of good business. It describes the stages of progression from an initial lead, through description of the proposition and solution to bid and contract signature and delivery. Stages 1 to 6 cover all stages of the sales activity from qualifying an Opportunity to contracting. Whilst 7-11 describe the stages of take-on of the contract through Implementation followed by ongoing service management, to exit of the contract.

The CSLC additionally identifies the mandated assurance and authorization points, activities and knowledge that all of the Europe Services countries must undertake and acquire when bidding and delivering to the Customer. The risk profile classification determines the layers of engagement of stakeholders, which may require independent assessment for large complex opportunities

The following graphic illustrates the different base stages



More information on the CSLC can be found [here](#):

The Customer Solution Lifecycle provides an understanding of the logical order of all Customer facing activities. It defines the stage of any Customer deliverable through a life cycle that begins with the discovery of a possible opportunity, through the qualification and development of the opportunity, through the Winning of the deal, Transition and Transformation, service delivery and finally end of contract.

The Customer Solution Lifecycle documents core principles and processes that are understood and operated throughout Fujitsu Europe Services to respond to the right Customer Opportunities in time, with the required quality and in an efficient way.

The Customer Solution Lifecycle enables Fujitsu to be faster, less expensive, and more reliable at the Customer interface, including the required internal interfaces that Fujitsu operates to create a Customer proposal and to deliver what was contracted. It combines existing best practices and aims to ensure that within Fujitsu, only one set of processes and tools is used to support Opportunities for the complete portfolio (product-led to services-led).

The Customer Solution Lifecycle always applies for all Risk Level projects, the general ideas and principles must be reflected across Europe Services for all projects on all risk levels.

### 2.1 Opportunity Classification

The Opportunity Classification Tool (OCT) is designed to do the following things and it is embedded in Salesforce (see Salesforce Implementation Table below for details on this implementation):

1. Determine the level of authorization required for an Opportunity – based on the [EUROPE Delegation of Authority](#)
2. Determine which route can be taken to gain authorization to submit a priced proposal or sign a contract
3. Determine the complexity of an Opportunity – based on key topics that drive risk within that Opportunity

It is important to note that if a topic would lead us to qualify out of an opportunity it is not picked up through opportunity classification; instead, it is addressed through the qualification activities. The overall opportunity

classification (of Low, Medium or High) is an indicator of the relative business risk to the company and takes into account the Total Contract Value (TCV) of the opportunity.

From Sales Stage 2 the OCT will be completed for each Opportunity. It is also mandatory to complete the OCT again when moving from Sales Stages 3 to 4 and again when moving from Sales Stage 4 to 5.

The OCT is not required for Churn Run Rate entered into Salesforce as a monthly rolled up entry for an account;

4. For the authorization level: the OCT will perform a lookup against the EUROPE Delegation of Authority thresholds for each Country within Europe Services Region. It will also take the following criteria into consideration to determine which level of authorization (Levels 1 – 5, where Level 5 is a Regional (Global) Review authorization) is required. In addition to the the Regional defined TCV threshold (> 65m US \$ which equates to > 55m EUR) Level V Authorization Review is also required if:
  - Requirements for Parent Company Guarantees. \* Note: PCG requested under local entity follow local guidelines with the Legal Representative and inform DoA Office.
  - Multi-Region Sales (where TCV /Revenue flow outside Lead Sales Region (LSR) is ≥ US \$2m ) **Note:** The utilization of a GDC/GPMO/Uvance/CoE by a single Region does not create a Multi Region Sale.
  - Strategic Accounts for Japanese Owned Company (JoC) as determined by Region Head and/or Global Panel Members jointly from time to time during sales cycle
  - Opportunities identified as high risk above a threshold of US\$35m (30m EUR) will require a Regional Authorization Review (Level V).
  - Financial investments are needed (e.g., buy company, equity in joint venture) \*
    - \*Following Europe Services Region Authorization, EMC Approval must also be obtained
  - Where there is a Material Change in the contents (eg. Risk, scope, financing, onerous terms) of the business proposition occurs, or the amount approved increases or decreases that exceeds the amount (below) after the approval is given by the Authorizer. The Sales team must submit again an updated business proposal for approval for change and obtain approval from the Authorizer. (Article 19 of Group DoA)
    - **\*Either 20% (TCV) of the approved amount or USD 1M, whichever is lower.**
  - **Expiration of Approval** is set at 6 months after authorization of the approved application fails to be started within said period. (Article 20 of Group DoA)

Please note that from time to time the business may change or add parameters, which may be managed outside of the OCT by Assurance (via Central or local Assurance representatives).

For the authorization route: the outcome will be influenced by the complexity of the Opportunity and the type of submission that is being made to a customer. The Opportunity will be deemed eligible for one of the following methods of authorization:

- Rapid Assessment (see Rapid Assessment (RA) section for further details)
- Indicative Offer authorization (see Indicative Offer section for further details)
- Bid Authorization (BAR) & Contract Authorization (CAR) Reviews

For the complexity (also known as risk) classification: it is applicable for all Opportunities regardless of which Business Line/country they are led from. The low, medium or high outcome determines the level of bid assurance that will be applicable for the Opportunity. The classification is also referred to by Sales, the bid process and the delivery assurance steps post contract signature.

NB: Changes to contracts requiring a CAR

All changes to a contract are subject to the rules regarding Churn. However, for **significant** changes, it is expected that such changes will require approval at a CAR at the same level that the original contract was approved.

For example, if a deal was approved at a Level IV CAR, if there is a significant change to that contract, such change will be subject to approval at a CAR at Level IV regardless of the value assigned to that change. See guiding principles [document here](#)

During the lifetime of a contract (beyond SS7) we may need to revisit the classification of the risk of a contract from time to time.

The following table shows an Overview of Complexity Classification:

AUTHORIZATION & ASSURANCE TRACK	Europe Services/EPS Service Delivery
HIGH	Full Track (by Business Line & Central Business Assurance) *
MEDIUM	Medium Track (by Business Line and Local Assurance) *
LOW	No Assurance – straight to Rapid Assessment via eAuthorization
MEDIUM/HIGH	<i>Indicative Offer (option applicable to Medium &amp; High complexity opportunities)</i>

\*Full track means that all Authorization and Assurance steps as described below have to be completed. Medium track means that only a selection of the Authorization and Assurance steps as described below have to be completed, but explicit approval must be sought and granted from the Chairperson for each review and the Delivery function to skip an Assurance step.

NOTE: For DNS Low, Medium and High are the same as shown for UK Services.

General Process Flow for Services diagram – click [here](#)

General Process Flow for EPS – click [here](#)

The effort, in time and cost, associated with assuring and governing a High Assurance Opportunity is generally substantially more than for a Low or Medium Opportunity. Whilst this is intuitively correct, pragmatically it may not be appropriate for all High Assurance Category Opportunities to receive the same level of extensive assurance as is described in the standard Bid Assurance approach. There are also circumstances where the full process application is judged upon by the Business Assurance team. These scenarios could be:

- Low TCV – where the customer is requesting a PCG which drives High categorization
- Low TCV – where multinational/Region delivery drives High categorization
- Extension to existing contract – High categorization driven by High TCV
- An opportunity with a significant volume of standard services/product which drives a High TCV

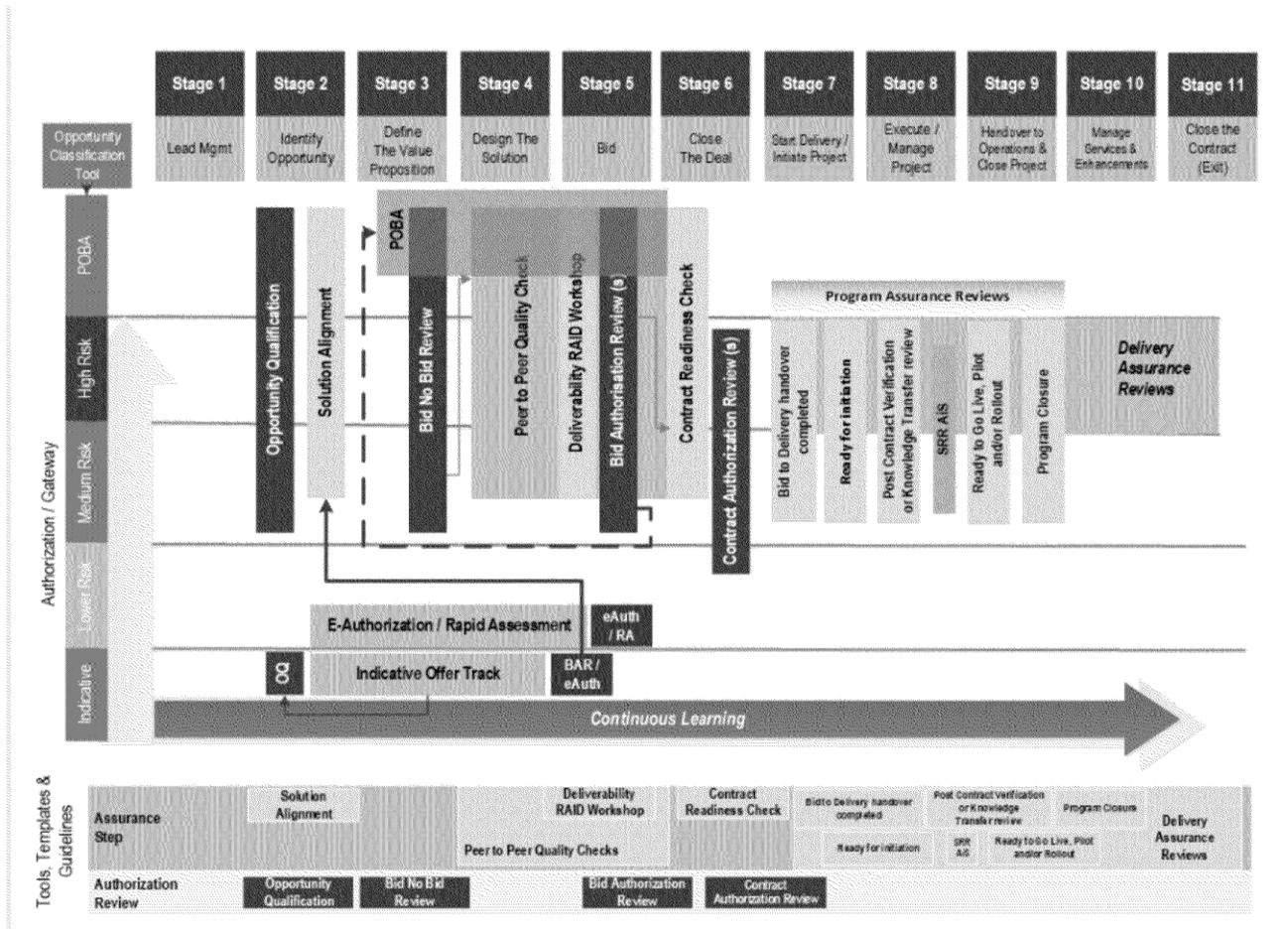
In such scenarios, the person identifying it should reach out for Germany to [CEEAssurance@GRO](#) and for the rest of Europe to [EuropeGovernanceOperations@GRO](#) to discuss the assurance approach for the specific opportunity at hand. Within Business Assurance there is an agreed way of handling such exceptions.

**Salesforce Summary Table:**

OCT ELEMENT	Europe SALESFORCE
Complexity Level – informing the user of the level of Assurance required for an opportunity (High, Medium or Low)	Yes
Authority Level – using the <u>Europe Services Delegation of Authority (DofA)</u> (Levels I-V)	Yes
Authorization Route – eligibility for Rapid Assessment, Indicative Offer or Bid Reviews (OQ, BNB, BAR & CAR)	Yes
Mandatory triggers to complete the OCT at specified Sales Stages	Yes

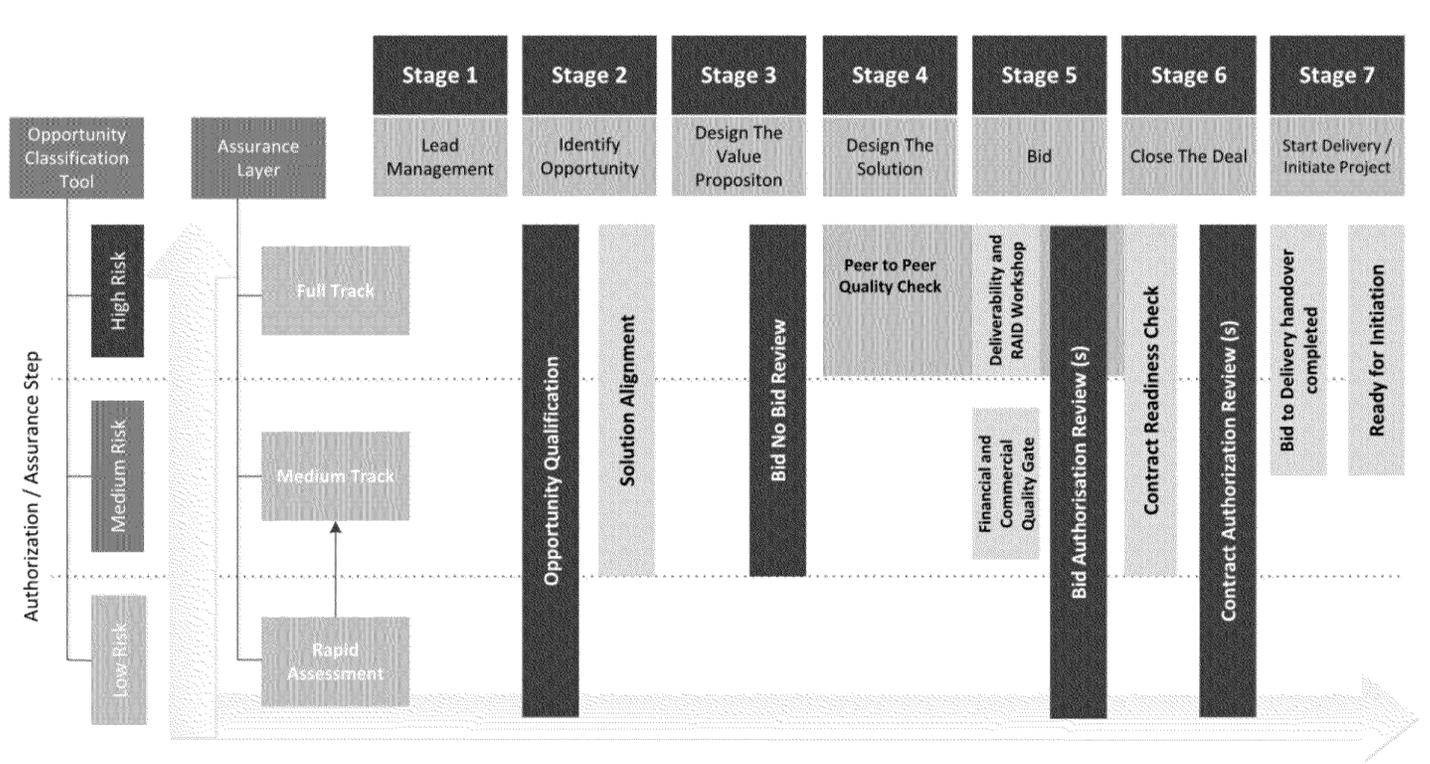
## 2.2 General Review Process Flows for Europe Services: Services

The following diagrams illustrate the overall approach and guidelines



### General Bid Review Process Flows for EPS

The following diagrams illustrate the overall approach and guidelines.



### General Review Process flow for EPS

### 3 Overview of the Stages within the Customer Solution Lifecycle

The following table defines on a high level the key actions during the Stages and Assurance activities that are required

Stage	Description
<p>CSLC STAGE 1: LEAD MANAGEMENT</p>	<p>An unqualified opportunity, called a Lead “Above the Funnel”. The Sales Lead / Opportunity Owner needs to investigate whether this is an opportunity for Fujitsu.</p> <p>This stage enables Presales to identify the volume of bids to expect and perform the initial planning, initial resource management and scheduling. Leads are registered in the eCRM tool (salesforce.com) by the Sales Lead / Opportunity Owner or by Marketing (if the Opportunity was generated by a marketing campaign) and the Presales team is informed the moment it becomes relevant. <a href="#">Review Steps Stage 1</a></p>
<p>CSLC STAGE 2: IDENTIFY OPPORTUNITY</p>	<p>This Stage is about identifying and “qualifying in” the sales opportunities on which to focus our bid resources; and “qualifying out” those which are judged too unlikely to win against strategy, scalability, and alignment to Fujitsu’s portfolio</p> <p>This is done in close collaboration with the applicable Delivery function and Sales Operations thus ensuring all key stakeholders are informed and implicated and the eCRM System is up to date.</p> <p>The Presales team undertakes an initial scoping of Stages 3-6 outputs that will be required, with an evaluation of complexity, risk, and investment of effort as appropriate in the form of a first pass at the Capture Plan. Much of this initial scoping should invoke Standard Offerings as much as possible and the right Best Practice.</p> <p>This Stage concludes with an <a href="#">Opportunity Qualification (OQ)</a> review. If positive, the Opportunity Review will authorize an “initial bid budget” to carry out sufficient work on solution strategy that a quality decision can be taken at Stage 3 Bid/No Bid (BNB).</p> <p><a href="#">Review Steps Stage 2.</a></p>
<p>CSLC STAGE 3: DEFINE THE VALUE PROPOS ITION</p>	<p>This Stage is about agreeing if the solution is viable from a high-level perspective and mobilizing to win. This is achieved by building and documenting the understanding of the Customer’s requirements and business drivers, shaping a compelling proposition that can be delivered successfully, and securing the appropriate resources to bid, win and deliver the project.</p> <p>The Lead Architect starts the creation of the Architecture Overview Document (AOD) which describes all the primary architectural aspects of the solution, including but not limited to the architectural choices and interpretation of the functional and non-functional requirements. The AOD form the basis for the High-Level Design documents that are created by the Capability Solution Architects (Sales) in collaboration with the assigned Delivery Architects (Business Line) and Delivery Domain Architects (Business Line). The Business Line Architects are part the virtual team that is created for the specific Opportunity.</p> <p>For retention and renewals (rebid, extension, expansion and auto-renewals), we engage the account team and secure the current account view/data as incumbents for building our strategy. A decision at the</p>

	<p>Opportunity Review may be given to the team to skip Bid No Bid and move to the next stage as it will be assumed Fujitsu as incumbent will be bid to retain the account.</p> <p>The key output from this Stage is to determine if Fujitsu has the capability and capacity to deliver the solution and the value proposition i.e. why Fujitsu?</p> <p>Presales supports this endeavor by an initial view of the solution strategy to establish strategic fit, provide direction and define the skills that will be required during the balance of the actual bid process.</p> <p>This stage can be repeated if there is a material change to the value proposition requiring a decision to authorize additional bid budget or re-qualify the Opportunity through further assessment.</p> <p>The bid project documentation library must be set up by this stage and managed until handed over to the Delivery Manager at Stage 7.</p> <p>This Stage starts with the <u>Solution Alignment (SA)</u> concludes with a Bid No Bid (BNB) Review. <u>Review Steps Stage 3.</u></p>
<p>CSLC STAGE 4: DESIGN THE SOLUTION</p>	<p>The aim during this Stage is to confirm that Fujitsu has a viable solution that meets the Customer's mandatory requirements and selection criteria and that it is deliverable by the Business Lines.</p> <p>The aim during this Stage is to confirm that the solution that Fujitsu has developed is deliverable and compelling. The solution is expected to be a balanced view between price and time. It should comply with the Customer's requirements and differentiates Fujitsu from the competition. The design and any limitations need to be logged as part of the Solution baseline</p> <p>This stage happens, usually when the Customer publishes the requirements document (possibly as part of the Tender documentation), and the team moves into proposal creation.</p> <p>During this stage further development and refinement of the Capture Plan should be completed, with the focus on refining the value proposition and critically defining the solution to deliver it.</p> <p>This stage can include a second BNB Review if there is relevant additional information requiring a management checkpoint.</p> <p>Ongoing <u>Peer to Peer Quality Checks</u> ensure Fujitsu has a viable and compelling solution that will meet Customer needs and be deliverable without undue risk. If positive, the Review will confirm the Bid Budget. If negative, it may result in a No Bid decision.</p> <p><u>Review Steps Stage 4.</u></p>
<p>CSLC STAGE 5: BID</p>	<p>During this stage, the team brings together all the elements of the opportunity response in a way that presents a compelling proposition to the Customer and that will also work for Fujitsu. Generally, the proposal is created at this stage.</p> <p>Elements of the opportunity include the technical solution, the service descriptions, the commercial solution and the Implementation Plan. We bring these together into a proposal that will deliver an acceptable margin, cash and risk profile for Fujitsu, building on the initiated solution design work carried out at Stage 4. The Lead Architect completes the Architecture Overview Document</p>

	<p>(AOD) that describes all the primary architectural aspects of the solution. Development of the overall technical solution including costs. The High-Level Design documents are finalized by are created by the Capability Solution Architects (Sales) in collaboration with the assigned Delivery Architects (Business Line) and Delivery Domain Architects (Business Line).</p> <p>Prior to moving to the Bid Authorization Review (BAR) <u>Peer to Peer Quality Checks</u> are conducted, defined per scope and risk profile of the opportunity.</p> <p>For Medium and High-Risk Opportunities, a <u>Deliverability and RAID workshop</u> is mandatory. This is not applicable for the Low-Risk Opportunities (<u>Rapid Assessment</u>) and <u>Indicative Offer</u> Opportunities. These only require a BAR including a special commercial sign off (Contact Legal and Commercial (L&amp;C) via their <u>ASK Legal</u> portal to access L&amp;C support)</p> <p>The Sales and Presales team provides the whole proposition presented to the Bid Authorization Review (BAR). All opportunities must undertake the BAR authorization before submission of the proposal to the customer. The bid team are expected to return for approval each time there is a significant change* that requires a submission to the customer. In the case of Indicative Offer (budgetary estimates) and during Rapid Assessment this can electronically submitted.</p> <p><u>Review Steps Stage 5.</u></p>
<p>CSLC STAGE 6: CLOSE THE DEAL</p>	<p>Stage 6 indicates that Fujitsu has been selected as preferred supplier. During stage 5 Fujitsu needs to submit multiple documents to the Customer who then goes through down-select evaluation and decision process. Unless these down select to just Fujitsu, the Stage remains 5 even if a Best and Final Offer (BAFO) or preliminary contractual documents needs to be created.</p> <p>At this stage, the team takes into account all Due Diligence (DD; if applicable) findings and any other open issues and address them through price and/or timescale changes to be negotiated with the Customer to arrive at a contract that is ready to be signed. The signature is always subject to <u>Contract Authorization Review (CAR)</u>.</p> <p>For Medium and High-Risk Opportunities, a <u>Contract Readiness Check</u> workshop is mandatory. This is not applicable for the Low-Risk Opportunities (<u>Rapid Assessment</u>). Prior to Contract Readiness Checks, Peer to Peer Quality Checks should be performed to agree on the final position and to cover any changes since last BAR.</p> <p>The account delivery team, including the Transition and Transformation Program Team is appointed and preparations made to initiate the Mobilization to Program Delivery upon contract signature.</p> <p>It is considered Best Practice and highly recommended that these teams have already been involved as early as possible in the process, even as early as Stage 4 and 5 so potential handover gaps are closed even during Presales phases.</p> <p>All dependencies and obligations must be validated in the contract</p>

	<p>and agreed and considered in the costing and pricing. The Business Delivery Lead accountable for ensuring that the solution is deliverable must ensure that the review takes place and confirm their understanding and acceptance of the contract they will have the oversight to deliver, with the last chance to influence</p> <p>A Legal Review should take place with mature information available, but this information might still not be final. It shall ensure that the Terms and Conditions are consistent across all parts of the Customer facing documents and that the schedules are consistent, unambiguous and commit Fujitsu to only what we have proposed and costed.</p> <p>At the end of the stage, the responsibility is handed over to the account team within the (lead) Business Line. Similarly, from an Assurance perspective responsibility transfer from Bid Assurance to Delivery Assurance and for all contracts assessed as High Risk through the Opportunity Classification Tool, Delivery Assurance will appoint a Lead, who will be the primary contact for the Account Team through the delivery of the contract and particularly the T&amp;T Phase.</p> <p>The Bid to Delivery Handover Process that can be found <a href="#">here</a> is the point where responsibility transfers from the Sales / Bid Team to the Account Team and this process will be assured through the Bid to Delivery Quality Gate. <a href="#">Review Steps Stage 6.</a></p>
<p>CSLC STAGE 7: START PROJE CT</p>	<p>The objective of this stage is to get formal authorization to pass accountability to the delivery team and start the Project</p> <p>To establish the Project and Account governance. To understand, assess and complete handover of the work done during the bid.</p> <p>To review the contract and understand our obligations as well as any aspects that cause concern for delivery.</p> <p>To ensure that the pre-requisites for the start of delivery stage are completed before commencing delivery. To undertake Post Contract Verification (PCV), if detailed in the contract, to assess any changes that result and take through CAR2, if required</p> <p>Stage 7 starts on the day of contract signature and is authorized by the Business Delivery Lead. No work must be undertaken on the Project until the contract has been signed or written authorization has been given according to the Delegation of Authority for <a href="#">working at risk</a></p> <p>This stage is in two parts. The first is the work covered by the 'Start of Project' gate and the second is the work to 'start implementation' which effectively completes the stage. The criteria for both is defined in the Delivery Assurance Checklist.</p> <p>The Account Delivery team, other key resources, Parent company guarantees, Inter-Company Agreements (ICAs), Statements of Work, sub-contracts are all in place and signed prior to start of Stage 7. Purchase Orders should also be raised to allow third parties and capability units to commence work.</p> <p>The Account Delivery Lead takes over accountability for the contract from the Bid team at the point that the contract is signed, having been involved in the latter stages of the bid. It establishes the Business Governance of</p>

the Program by the business and moves the accountability from the bid team to the Account Lead and the Project Lead for Delivery.

The Account Delivery Lead is accountable for establishing a review of the contract within 2 weeks of Contract signature. This is the Contract Baseline Review (CBR) which will look at the key contractual obligations and levers. It takes place with appropriate stakeholders who need to understand the Contract and what it stipulates we need to deliver, this includes Project and Service Leads, it should also include the equivalent team from the bid stages. Contractual obligations should be logged in an appropriate tool and incorporated into the Project Baseline.

The Internal Governance regime is established, including the corresponding reporting regime. This will be weekly Project reporting and Monthly Cockpit reporting (if applicable). Data-based metrics should be agreed and used as the basis of reporting progress.

The external Governance and reporting regimes should be established in accordance with the contract or if not defined in accordance with established best practices to allow Fujitsu to best manage the Customer.

As part of the handover representatives from the bid team should provide knowledge transfer, background and the intent behind the decisions reached. The RAID Plan in particular must be carried through from Bid and into delivery with risks tracked and closure agreed and authorized at The Business review of the Project

The Project Manager will establish the review and reporting regime for the workstreams including data-based metrics by which progress can be judged. This is different from the Governance reviews.

The Project Manager will create the Project Baseline Documents (Such as a Project Initiation Document or Project Charter) that describes how the project will be delivered, its scope. These works should be formally approved by The Business Review of the Project .

The Project Lead is accountable for inducting and recruiting the Project Organization ensuring that agreed Terms of Reference are in place for all.

The Project Solution Lead to review all designs produced in the Project and ensure that they reflect the contract, and we have a cohesive solution; this is known as technical governance. Ensuring that the Overarching Designs are matured and complete as they will set the framework for the designs that will follow, any changes resulting from PCV must also be incorporated. Any changes to the solution from that approved at BAR / CAR must be presented to the Business review of the Project. as a change control for approval. All design assets produced during the bid need to be assessed, confirmed as complete and agreed during this stage as part of technical governance

If Post Contract Verification (PCV) of the baseline has been agreed within the contract, including any Assumptions that need to be clarified, then this is carried out during stage 7 and prior to implementation work commencing in Stage 8. Differences identified through the PCV need to be assessed, dealt with under Change Control and negotiated with the customer. The objective is to retain the profitability and risk profile of the deal to what was agreed at

	<p>the Contract Authorization Review (CAR). Significant variations, affecting profit, schedule or risk to the Fujitsu business case detected as part of Post Contract Verification need to be authorized through a second CAR2 at the same level as the original deal, minor variations that do not have a material implication can be authorized in the Business review of the Project according to the Delegation of Authority Stage 7 is closed when the following have been completed.</p> <ul style="list-style-type: none"> <li>▪ Internal governance and reporting have been established.</li> <li>▪ The Stage 7 Gate: Start Implementation gate has completed and been signed off with the Quality Criteria for the Gate reviewed and the risk of proceeding to stage 8 agreed as part of the Business review of the Project.</li> <li>▪ Any Post Contract Verification (PCV) has completed.</li> <li>▪ The solution has been baselined Overarching Designs have been completed and signed off by the Project Solution Lead.</li> <li>▪ The Contract Baseline Review has been completed.</li> <li>▪ Project Finance structure has been established</li> <li>▪ Data-based metrics established</li> <li>▪ The Project Plan has been approved by the Business review of the Project.</li> </ul> <p><u>Review Steps Stage 7.</u></p>
<p>CSLC STAGE 8: MANAG E AND IMPLEM ENT PROJE CT</p>	<p>Stage 8 is to implement the Project solution successfully, to quality, time and budget, in accordance with the contract whilst maintaining the customer relationship. If applicable to take into service phases of the solution and to commence provision of the service.</p> <p>This stage reviews the solution delivery, in the manner and timescales described in the contract. The contract takes precedence over any methodology or Delivery Unit view on what and how we are delivering. It is incumbent on all individuals working on the Project to make sure that they understand and are compliant with the aspects of the contract that relate to their aspects of the solution/work with the Account Delivery Lead, Project Lead and Project Solution Lead responsible for ensuring this happens.</p> <p>The exact approach to delivering this stage will vary dependent upon the type of Project being implemented and the regional methods associated with that scope.</p> <p>As well as managing the Project in accordance with the contract the Account and Project need to manage the contract in accordance with Fujitsu’s financial and commercial policies.</p> <ul style="list-style-type: none"> <li>▪ All changes must be proactively managed under Change Control making sure that all changes are formally logged even if there is no cost to the client. Ensuring that any changes are proactively managed and approved by the individual in Fujitsu with the appropriate level of Delegation of Authority. Maintaining a register of changes, including internal and external authorizations.</li> <li>▪ Contract obligations making sure that we deliver what the contract says in the way that the contract specifies including any milestone acceptance criteria or rights of review. We show each contractual requirement, a process of how to fulfil that obligation, what the output is (deliverable) to clearly show that it’s being delivered to the</li> </ul>

- frequency laid out in the contract.
- Customer's dependencies, regularly formally reminding the customer that they have dependencies that will become due and raising formal delay events detailing the occurrence and implications of any failure and holding a record of all such events. Dependencies should have quality criteria associated with them and be tested against those criteria rejecting if they do not achieve.
- Contract assumptions, where these are found not to be correct should be raised utilizing the mechanisms detailed in the contract to seek recourse including the raising and negotiation of any changes to the contract and getting those approved before release to the Customer.
- Not commencing any work that is not within the current scope of the Project, even if it is planned to be a Change control until such time as work has been agreed and the contract or change control is signed by both parties. This is defined as working at risk and any such occurrence needs to be formally agreed in advance by the Fujitsu individual with the appropriate Delegation of Authority.
- Technical governance is working effectively to ensure that the solution remains consistent with the contract, is cohesive, complete and all designs are baselined, held in a dedicated repository and signed off.
- Any Settlements or disputes including waivers of payment must be done in accordance with the Delegation of Authority.

Every project with a value over \$100k is required to submit a project status report and update the Risk Plan, and to update the project financial information on the Regional Finance platform monthly

Regular reviews will be held with the designated Customer contacts to track progress, manage dependencies and mitigate issues. The Customer review cannot place actions on the Project that conflict with Fujitsu Policies, such as requesting working at risk.

Milestones, where applicable, are delivered in accordance with the contract and formal acceptance certificates signed and held that confirm successful completion of the associated deliverables to the required quality. Where accreditation is required, the Project must ensure that the appropriate internal and external audits have been undertaken with sufficient time to achieve any aligned milestone.

All projects will have some element of testing associated with their outcome, which will be defined in the test strategy document baselined in Stage 7. This will contain associated detail regarding the tests to be carried out and when they will be performed. This is elaborated in Stage 8 in the test plan and individual test cases. There will be an associated set of criteria that indicates whether the solution has passed testing. Once testing has completed and agreed criteria achieved, there will also be an agreed set of defects and an approach to manage or resolve those.

For many Projects, it is expected that Fujitsu will conduct a series of internal Service Readiness Reviews (SRR) prior to Service Commencement during Stage 8. The successful outcome being confirmation that the organization is ready to deliver the service, achieved via sign-off from all Operational and Functional Units involved. The service is accepted during

	<p>an Acceptance into Service by the Account Lead and confirmed at the Business Review of the Project.</p> <p>There may be a requirement to conduct an Acceptance into Service Review with the Customer, potentially as a contractual requirement. This is a different review and the material, meeting structure and attendees needs to be orchestrated; accordingly, the customer doesn't attend the internal Service Readiness Reviews.</p> <p>Once the Service has been accepted the activities required to achieve cut-over into live operation can commence. These will have been tested as part of establishing the solution including any fallback processes, detailing what happens if cut over is not successful and associated criteria / triggers. Once the cut-over criteria have been confirmed as achieved the responsibility for the on-going service transfers from the Project to Operations (either Fujitsu or Customer). It is important that the Service Readiness Review confirms that the service about to go-live is compliant with the contract. As part of Acceptance into Service there needs to be a documented set of accountabilities for early life support, risks and defects.</p> <p>The Project may be completed in Phases. At the completion of Stage 8, both Fujitsu and the Customer should have met their contractual obligations for all the project phases of the contract.</p> <p style="text-align: center;"><u>Review Steps Stage 8.</u></p>
<p>CSLC STAGE 9: CLOSE PROJEC T</p>	<p>The objective of this stage is to ensure that all the contracted deliverables to be delivered by the project have successfully completed and we are able to close the Project.</p> <p>At this stage, the Program Lead is looking for Go / No Go decision to go-live with part or all the Service. This stage may be run a number of times as different phases of the service are implemented. The Project Lead is accountable, if in scope, for handing over to Live Operations. If Fujitsu are providing a managed service, then this will be to Fujitsu Operations but in other circumstances it could also be Customer Operations or in certain circumstances there may be no associated service. The transfer into service is expected to have already completed as part of Stage 8. This may include multiple SRRs, followed by an acceptance into service, for each phase taken into service dependent on the contract and type of Project.</p> <p>There must be a formal handover of responsibility from Project Lead to the Account or Client Service Delivery Lead which is approved by the Account Delivery Lead. The Business review of the Project will review the Closure Report as a prerequisite to closure and highlight any potential items for re-use. It is the Project Lead's responsibility to make sure that the collateral to support closure is available.</p> <p>All contractual obligations required to be achieved by the Project are expected to be complete. The decision to close the Project can also be a risk-based decision in which case there needs to be a</p>

	<p>clear plan to achieve the contracted outcomes formally agreed to by the client</p> <p>Specific and agreed deliverables will be handed over to the account team, support, operations, service units and Customer in line with the plan. These will include all required process deliverables (e.g., Service Level Agreements (SLAs), Operational Level Agreements (OLAs), Capacity Plan, tooling etc.)</p> <ul style="list-style-type: none"> <li>▪ Contractual Assets including Contractual Obligations Log, Acceptance certificates, Contract Terms and Conditions and schedules, Service Level Agreements (SLAs),</li> <li>▪ The Project Baseline consists of the key design and build assets. At this stage it describes what the Project has delivered and may need to be updated to ensure it accurately details the solution delivered by the project and which is now in Service. The Project Baseline will be handed over to the Service teams so that it can be maintained as the service develops in the future such that there is always a clear understanding of what supports the live operations.</li> <li>▪ Any outstanding issue is highlighted and the plan for resolution has to be agreed with relevant stakeholders, or they may be transferred to the Incident/Problem management system with the agreement of the receiving groups and functions. The RAID will be updated to reflect the current position.</li> </ul> <p>The completion of Stage 9 will be marked by a final <u>Program Closure Readiness Review</u> to confirm that there are no outstanding delivery or service issues that need to be resolved by the Implementation team and that we are ready to close the Project. Once Closure approval has been given by the Business review of the Project then the final steps to complete the handover to "steady state" mode of operation.</p> <p>We complete lessons learnt, release the final members of the Project and close the project budget.</p> <p>Any minor outstanding delivery or service issues at this stage should be managed until completion by the relevant Service Delivery Teams, unless Project resource is still available to do so.</p> <p>Stage Outputs</p> <ul style="list-style-type: none"> <li>▪ Project Closure Report produced and approved, including Lessons learned.</li> <li>▪ Customer approves all Milestones, if appropriate.</li> <li>▪ Closure Readiness completed successfully</li> <li>▪ Updated Project Baseline</li> <li>▪ Project Budget is closed</li> <li>▪ Updated RAID</li> </ul> <p><u>Review Steps Stage 9</u></p>
<p>CSLC STAGE</p>	<p>This stage is the day to day running of the service and making sure that we continue to meet our contractual obligations, service levels and nurture the</p>

<p>10: MANAGE SERVICE S AND ENHANC EMENTS (Change Requests )</p>	<p>client.</p> <p>During this stage the Account and Delivery teams deliver Customer satisfaction by effective execution of the contracted service to Service Level Agreements (SLAs), Key Performance Indicators (KPIs) and Customer Experience Level Agreement (XLAs), as appropriate. As well as seeing the service from the customer's perspective and adapting to changes within the Customer and Fujitsu environments. As a team they improve the service delivered whilst potentially improving Fujitsu's margin by effectively managing the risks and issues, creating efficiencies and selling new services / solutions as well as enhancements to existing service</p> <p>A contract may move into Stage 10 in phases during Stage 8 and completely following Stage 9 with the builds on the service / solution completing handover at that time. The vast majority of the contract is typically delivered in this stage, staying there until the contract comes up for extension and or rebid (at which point it reverts to Stage 2) or we lose the account and go into Stage 11, Exit.</p> <p>The Account Lead ensures that:</p> <ul style="list-style-type: none"><li>▪ The contract is actively managed,</li><li>▪ That governance is in place, with the Customer over all aspects of the contract</li><li>▪ Fujitsu meets our contractual obligations</li></ul> <p>The Account Lead, Account team and Delivery Teams form an account partnership with each owning the responsibility to deliver all contractual obligations to cost based on the solution that was contracted.</p> <p>The Account Lead is accountable for the Fujitsu Business results this includes margin and revenue delivering the budgeted Profit &amp; Loss (P&amp;L) and cash flows over the contract term. They also develop the customer's business with Fujitsu using the account plan to communicate to and involve the wider Fujitsu organization and leverage experiences from other Fujitsu customers to demonstrate innovation and thought leadership through a joint strategy board</p> <p>The Account Lead and Service Management Team should establish the Fujitsu operational governance based upon data-driven metrics against which the account will review the performance of the service with the Delivery teams including any third parties. The more accountable Fujitsu is for Business outcomes the more this will influence the data-driven metrics including key drivers for the business process in addition to the more traditional service orientated areas. They will report comprehensively, regularly and in timely fashion on all aspects of delivery performance.</p> <p>The Account Lead and Service Management team will manage Change through the pro-active use of Change Control and ensure compliance with Fujitsu commercial and financial policies. This includes <b>NOT</b> undertaking work without a signed contract being in place for that scope or written approval for the value of working to be undertaken at risk as per the delegation of authority. The Account Lead will ensure that Fujitsu, if the contract allows, is</p>
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reimbursed for the work it has done to investigate and impact assess any change controls or in responding to such requests. The Account Lead will ensure that the mechanisms to log, manage and report on progress of these requests through to delivery are in place and that new business or changes are appropriately authorized in accordance with the formal Delegation of Authority, for that size and complexity of business. Typically, this will be in accordance with a local regional policy with assurance and sign-off gates based on Business Approval Levels. These should ensure that risks are called out and considered to the same level of detail as new pursuits.

Before 'Churn' business is moved into Service a simplified Service Readiness review commensurate with the complexity of the service will take place with formal acceptance from the Service Delivery teams confirming that they are in a position to take on and execute service.

The Service Management organization will ensure that the mechanisms are in place to meet the contracted Fallback, Data, Security and patching requirements to adequately protect the customer's business and that they are regularly tested.

For those Accounts, where it is applicable, Cockpit reporting will be undertaken, typically this is those approved at Level 4 /5 or those with, or at risk of, a negative margin; see the Cockpit Reporting Guidance for further information.

The milestones/work products for Stage 10 are to:

- Deliver the contracted Service Level Agreements (SLAs) to the Customer and delight the Customer (evidenced through high Customer satisfaction ratings);
- Ensure sound Governance, with the Customer, over all aspects of the contract;
- Exercise technology and thought leadership through the joint strategy board;
- Manage Change through pro-active use of Change Control and service quality through pro-active Problem management - apply Fujitsu Standard Practice, ITIL and ISO/IEC20000 standards as appropriate;
- Up-sell profitably through Change Control;
- Deliver new projects successfully, on time and budget;
- Improve processes and productivity and reduce delivery costs year on year over the term through continuous improvement and exploitation of technology;
- Protect and account for Fujitsu and Customer assets;
- Report comprehensively and in timely fashion on all aspects of delivery performance;
- Deliver the budgeted financial performance and cash flows over the contract term;
- Ensure that Fujitsu is well positioned for contract extension without a re-compete
- If a contract is ending, the exit activities should be considered a T&T project and dealt with under appropriate guidance.

	Review Steps Stage 10.
<p>CSLC STAGE 11: CLOSE THE CONTRACT (EXIT)</p>	<p>The objective of this stage is to ensure that there is an orderly closure of the contract, that Fujitsu manages the risks to its business, that there is an agreed scope and basis for the work to be performed, a formal sign-off between customer, new service provider or other third party that work has been completed in accordance with the contract, and any post project work is handed over to the functional parts of the business to complete.</p> <p>A compelling event and decision to end the contract precede this stage and could occur during any CSLC stage either as part of the original contract or a recomplete.</p> <p>This is normally when the contract is prematurely ended prior to the completion of the full term, where monies are going to be given back to the client, where the contract will extend past the current term and the existing contract does not provision for that and where services are being reduced and that reduction is not in accordance with existing contract provision</p> <p>As a precursor, in this stage, is a negotiation with the customer governed within Fujitsu's delegation of authority and according to the local settlements / negotiation policy, ensuring adequate briefings and reporting to management. It is important that negotiation is informed by the right subject matter experts and dependent on circumstances, could include consideration of the following:</p> <ul style="list-style-type: none"> <li>▪ The strategy we wish to adopt with this customer given the likelihood of further business, impact in marketplace, reputational risk and charging opportunities.</li> <li>▪ The current contract provisions,</li> <li>▪ Local legal regulations,</li> <li>▪ Any pre-existing exit plans. The contract with the customer will often include an Exit Schedule, which will state the terms of Fujitsu's departure from the contract. This document will likely have been created at contract start and may not have been updated during the life of the contract</li> <li>▪ The implications on service,</li> <li>▪ The implications on people,</li> <li>▪ The implications on our third parties</li> <li>▪ The implications on the GDCs, GPMO and other capability units</li> <li>▪ Costs to break pre-existing arrangements such as third-party contracts, leases and license costs</li> <li>▪ Stranded costs – costs planned to be recovered during the contract term but now outstanding</li> <li>▪ Compensation for loss of forecast profits</li> <li>▪ Redundancy costs and/or pension provisions</li> <li>▪ The work that needs to be performed and the costs of doing that work</li> <li>▪ Whether or not there is an expectation to meet SLAs, KPIs, etc. right through the end of the contract in addition to transition out work or if a let has been agreed, to alleviate additional cost to the client to run programs concurrently.</li> <li>▪ Intellectual Property rights</li> <li>▪ Customer requirements for Fujitsu staff to be available for eventual</li> </ul>

- help over a considerable time period after contract end. This is not Fujitsu's policy as the staff may have been redeployed with no time to spare or have left the company leaving an open obligation on Fujitsu.

It is recommended that this is formalized with the client through a Change Control Notice (CCN) that describes the scope, treatment, accountabilities, price, charging approach and acceptance process. This will be consolidated by the commercial lead who is responsible for updating the appropriate schedules in line with the negotiation and the services currently being delivered and the agreed approach to closure. It is vital that Fujitsu has strong commercial management in place during this period to ensure that Fujitsu's obligations are correctly understood and accurately represented in the Change Control Notice CCN and that the associated pricing terms are agreed with the customer

There should be an Authorization Review chaired and signed off according to the Delegation of Authority, looking into the adjusted solution, scope of work, additional cost implications, budgets and the updated business case. That review should consider marketplace and reputational impact, if appropriate.

It is key to establish with the client a joint Governance Forum, which will become a point of reference, control and decision making during the 'End of Contract' project with auditable decision making and authorization of acceptance. All organizations involved need to ensure that they have a senior designated representative to act as a point of escalation sitting above the projects.

Fujitsu will run the end of contract event in a controlled and managed manner. In most scenarios this will be through the delivery of an 'End of Contract' project to hand over services to a new supplier or the customer themselves. Fujitsu will usually allocate a dedicated Project Manager, who is fully briefed on Fujitsu's strategy, intent and the CCN itself. A dedicated project team will commonly support 'End of Contract' transfer and will go through the normal project lifecycle including start of project, start of implementation and closure of project (described in stages 7-9). This implementation activity will typically include:

- Knowledge Transfer to the customer or new supplier
- Transfer of artefacts to the customer or new supplier
- Transfer of Hardware Assets to the customer or new supplier
- Transfer of Network connections to the customer or new supplier
- Transfer of VMs to the customer or new supplier
- Transfer of staff to the customer or new supplier
- Close of services (including decommissioning where required)
- Changes to ICAs and statements of work
- Termination or changes to contracts and leases
- Transfer or termination of licenses
- Return of admission right / access rights
- Secure deletion of data in accordance with the negotiated agreement or local data policies

All the above will be subject to the negotiated position as agreed in the Contract Change Notice.

When the 'End of Contract' project completes there will be some remaining work outstanding, but no account or project to perform that work. This should be handed over to the functional parts of the business to progress and may include.

- Charges
- Financial reporting, adjustments and de-books
- Disposal of assets not transferred
- Project codes & administration closed down

Request Authorization Review from your local Assurance representative.

NB: Lost in the OneCRM system will be categorised under Stage 7.

### 3.1 REQUESTING AUTHORIZATION AND ASSURANCE MEETINGS

The following Authorization and Assurance meetings are to be requested through Salesforce (there is a link on each Opportunity record) where the facility is available to that country:

- [Opportunity Qualification](#)
- [Solution Alignment](#)
- [Bid No Bid](#)
- [Peer Quality Checks](#)
- [Deliverability & RAID Workshop](#)
- [Bid Authorization Review](#)
- [Contract Readiness Check](#)
- [Contract Authorization Review](#)

Full functionality is available in Salesforce. Please use this function unless specific exemption has been granted.

Where meeting invitations need to be issued, they will be sent via Outlook to the relevant participants.

Apart from the regular series of Assurance meetings (e.g. for high-risk programs or contracts deviating substantially from the initial business case) the following meetings can be requested on as per need-basis via e-mail to [CEEAssurance@GRO](mailto:CEEAssurance@GRO) for Germany or [EuropeGovernanceOperations@GRO](mailto:EuropeGovernanceOperations@GRO) for the rest of Europe Services

- [Delivery Assurance Review](#)

**NOTE:** [Readiness Reviews](#) will be organized between the Delivery Leads and the Business Lines/Verticals (or Delivery Assurance where they are involved).

Participants Matrix in Assurance Steps - Participant Matrices can be found by clicking [here](#)

Participants Matrix for Authorization Steps can be found by clicking [here](#).

#### 3.1.1 HOUSE RULES: AUTHORIZATION MEETINGS

The following rules are applicable to Authorization Meetings:

- The Opportunity Owner is accountable for the [Capture Plan](#) and it being available to Review attendees at least 1 working day prior to each Review.
- Invitations are not to be forwarded under any circumstances. If you cannot attend and need to send a delegate or deputy then decline and advise the meeting organizer (Local Assurance for Levels I-III, or [CEEAssurance@GRO](mailto:CEEAssurance@GRO) for Germany or [EuropeGovernanceOperations@GRO](mailto:EuropeGovernanceOperations@GRO) for the rest of Europe Services for Level IV, Global Business Assurance for LV) of who needs to be invited to represent you.

- Where an invitation is forwarded, the recipient may be removed from the invitation by the meeting organizer. Additionally, they will not receive notice of change of the meeting or the review documentation.
- If you are in receipt of a placeholder invitation, you are expected to respond to ALL placeholders. Please decline any you cannot make and advise the meeting organizer of your delegate/deputy.

### 3.2 DELEGATION OF AUTHORITY (DofA)

For the full Delegation of Authority (DofA) – Bids and Contracts (CSLC 1 – 6) click [here](#)

The DofA defines the types and limits of authority designated by the executive management team of Europe Services which is aligned with the Group Delegation of Authority (Group DofA) to specified roles. These roles are given authority to make commitments on behalf of Fujitsu to its Customers (including committing to bid costs). The individuals holding the designated roles are accountable on behalf of their respective Countries, Verticals and /or Business Lines.

The following represents the standard authority to enter single, domestic customer contracts for products and / or services based on standards for good business and commercial principles.

The standard authority covers

- Bid Budget Authorization (in relation to the TCV thresholds)
- Bid Authorization
- Contract Authorization also applies to related Letters of Intent (LoI), Memorandum of Understanding (MoU), Working at Risk, Authority to Proceed (ATP).

There are key principles that are applicable to the DofA. The limits of authority are in alignment with the Group DofA and are designated by the Europe Services Leadership Team to specified functions, which are responsible to establish the types and maximum number of obligations that may be authorized by individuals holding the designated Business Lines and Functions.

Following key principles are applied

- Sales & Country Leadership own all sales activities (in alignment with EPS sales and Europe Platform Business if applicable) with the exception of [churn](#)
- Authorization (OQ, BNB, BAR, CAR) of Services Led Opportunities will take place in Opportunity Authorization Reviews. Consisting of the members defined in the Opportunity Authorization Review's Terms of Reference, including Head of Sales, Head of Business Line/or Vertical and Head of Finance and others as nominated. Head of Sales is the Chairperson of the Opportunity Authorization Reviews.
- The Head of Sales has the final decision-making authority where to bid and allocate the bid budget (Opportunity Qualification (OQ), Bid No Bid (BNB)).
- Bid and Contract Authorizations (BAR, CAR) are decided in consensus of the members. CAR presentation to be run through by the Delivery Team.

**NB:** Any authorization gained outside of a formal OQ, BNB, BAR or CAR must be in written form and must be uploaded either to the Opportunity Record in Salesforce or in the Deal Tracker in the Opportunity email folder. This is valid for all opportunities, including the ones that qualify for Rapid Assessment

In case no agreement could be reached during an authorization meeting the topic should be escalated to the senior managers – not simply escalated to the next Level BAR/ CAR.

The full DofA document including Authorizers and Escalation matrices can be found [here](#)

### 3.3 MULTI REGION BIDS

#### REGIONS IN THE FUJITSU ORGANIZATION:

Region	Countries	Leader
Special Management Countries	China, Hong Kong, Korea, and Taiwan and Brazil.	Junichi Saito
Europe Services Region	Austria, Belgium, Denmark, Finland, France, Germany, Ireland, Luxembourg, Netherlands, Portugal, Spain, Sweden, Switzerland, United Kingdom.	Paul Patterson/ Mikihito Saito
Global Platform Business	All countries Fujitsu location.	TBA
Americas	North America, Canada, Caribbean, South America, Brazil	Asif Poonja
ASEAN+I	Singapore, Philippines, Indonesia, Malaysia, Vietnam, Indonesia, Thailand, and India.	Alfee Lee
Oceania	Australia, New Zealand, Singapore.	Graeme Beardsell
JAPAN & GROUP	Japan and Group	Tatsuya Tanaka

A Multi-Region Sale (MRS) is a bid that will be delivered in more than one Region (see notes below) where TCV /Revenue flow outside Lead Sales Region (LSR) is  $\geq$  US \$2m (see notes below)

It is important to note that for all bids that span across multiple Fujitsu Regions it is necessary to get commitment from all participating Regions during the bid process. This is managed by Sales directly with participating Regions; where Sales requires support to find contact points into participating Regions, they can contact their Local Assurance Team.

Where Europe Services is the lead Region, Sales will ensure information about the opportunity is distributed to all participating Regions and concerned delivery units. Prior to the Bid & Contract Authorization Reviews, the written commitment from all Participating Regions (PRs) must be obtained to carry out the Statement of Work and obtain agreement as to pricing, SLAs and any risk transfer the LSR may seek over and above the default [Global Trading Model](#) Time and Material (T&M) terms.

Representation from PRs at the Level V Bid & Contract Authorization Reviews will be necessary where PRs have a material involvement in the bid or where non-standard terms are sought. Sales is to tell Europe Services or Germany Assurance which countries meet this criterion, so their presence can be requested for the Level V review.

### 3.4 PARENT COMPANY GUARANTEE

There are different types and levels of Parent Company Guarantee (PCG) that may be required when we are bidding. The Europe Delegation of Authority defines the level of authorization required for each type and level of guarantee.

It is the Company's policy to approve requests for the provision of a PCG only in limited circumstances, taking into consideration the business value and strategic importance of the proposed business transaction or other matter which is to be guaranteed.

The approval of a PCG must be done in conjunction with Bid Authorization and Contract Authorization Reviews. No commitment is to be made to the Customer to provide guarantees at any level in advance of approval being confirmed to do so.

If you have been asked to provide a PCG of any type, contact the Group DoA office through your local Legal department. Business Management Unit based in Japan must be informed if a PCG from Fujitsu Limited is sought.

Please contact the relevant departments as soon as possible as it takes time to get the necessary approvals, particularly for a Parent Company Guarantee from Fujitsu Limited. Only contracts of significant value and/or strategic importance will be considered for a PCG from the ultimate parent (Fujitsu Limited)

There are new guidelines for PCGs requested from subsidiaries of Fujitsu Limited - contact DoA Office through Regional Group Legal Representative.

### 3.5 GENERAL DATA PROTECTION REGULATION (GDPR) PRIVACY BY DESIGN

Data Privacy by Design is a core requirement under GDPR and is intended to:

- Ensure the protection of personal data is considered from the earliest stages onwards ensuring data protection is an integrate part of every solution and contract.
- Ensure all legal and contractual data protection requirements are fractured in and priced before contracts are agreed and signed.
- Ensure that Fujitsu only agrees to solutions it can deliver and are compliant with data protection legal and contractual requirements.
- Ensure that Fujitsu is transparent on data processing and data protection towards all parties concerned.

To support customer discussions and the design of compliant services and solutions, specific GDPR guides, and tools are now embedded into the EBMS and Bid Management and Bid Assurance Processes.

Resources are available for Sales and Pre-Sales; located in the Europe Services Europe Data Protection GDPR SharePoint:

For additional support and information, contact EMEIA DPOffice **GRO**

### 3.6 RAPID ASSESSMENT

Rapid Assessment (RA) is an authorization route that allows an Opportunity to move from CSLC Stage 2 – Stage 6 without the requirement for authorization and assurance meetings. The Opportunity Classification Tool (in Salesforce) will advise a user if their Opportunity is eligible for Rapid Assessment; Low complexity deals typically will qualify for Rapid Assessment (RA6) which would mean no BAR or CAR but eAuthorization (RA6) in Salesforce.

Criteria - All Rapid Assessments are subject to:

- Completion of a Rapid Assessment form

- This is to be completed in Salesforce, where the facility is available. Otherwise, it can be completed by e-mail. A record of any email authorization is to be logged with the opportunity in Salesforce or uploaded to the opportunity record in the Deal Tracker and retained.
- Including acceptance of an undertaking that confirms the person submitting the RA6 is accountable for the accuracy and integrity of the submission
- Europe Services Delegation of Authority limits
- Any other conditions set at a Contract Authorization Review (particularly relevant for Framework/Frame Contracts)
- Where no formal Authorization meeting takes place; written authorization is required via the Review Request form in Salesforce or via email. All evidence of authorizations are to be retained in Salesforce or the Deal Tracker.
- Periodic audit

RAPID ASSESSMENT	<i>During CSLC Stage 2-6</i>	<p>Rapid Assessment route of authorization can be used in any of the following circumstances providing the criteria described in section 4.6.2 are met:</p> <ul style="list-style-type: none"> <li>• New business to an existing Customer</li> <li>• New business to a new Customer</li> <li>• Extending business with an existing Customer</li> </ul>
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#### Inputs

- P&L (\*Capture Plan Lite for Germany)
- Statement of Work (\*Capture Plan Lite for Germany)
- Customer Requirements
- Contract pack (contractual documentation such as Change Note)
- Confirmation from Global Delivery Centers (GDC) via the Business Lines (if GDCs are involved in the opportunity)

#### Outcomes

- Authorized proposal or contract

### 3.7 INDICATIVE OFFER

The Indicative Offer authorization allows an Opportunity Owner to present an indicative pricing estimate that is not capable of acceptance to a customer. Because even this level of pricing may set customer expectations that can be awkward to change, Indicative Offer pricing must be managed through the process outlined in this section.

**NB:** Indicative Offers are sometimes referred to as Rough Order of Magnitude (RoM)

Indicative Offer pricing is separate and distinct from other mechanisms for establishing price information for communications to customers, including Rapid Assessment approaches. These processes are further described in sections 3.9 and 4 of this Handbook.

Indicative Offer pricing is intended to:

- Meet customer requests for non-binding price indications (e.g., to enable the customer to shape their business case) In response to an RFP where the customer has indicated one of the following and approval is given by Assurance and Governance:
  - Draft indicative response with a follow-on response to refine requirements in that same RFP timeline. E.g. Timeline is draft submission, presentation to refine, final RFP submission.
  - Clear statement in the document that the request is for indicative pricing for business case e.g. an RFI with some elements of pricing.

- To be based on standard offerings but where these are not available it can cover minor gaps in our standard offerings (e.g., where no price catalogue or standard pricing exists). In total there should be very little or no bespoke solutions.
- Enable short notice responses to additional customer requests (e.g., provision of an indicative price to include an extra language in a service desk which was not part of the original proposal)
- Enable fast unsolicited proposals

Indicative Offer pricing **shall not be submitted** under any of the following circumstances:

- Together with a Parent Company Guarantee
- In a multi-country deal where pricing has not been confirmed by all affected Countries (whether inside or outside of Europe Services) or Business Lines
- Where a financial investment by Fujitsu is required (buying a company, equity in joint venture, etc.)
- In response to multiple pricing requests over a period of time which could lead to an expectation of a binding offer on short notice
- In any event where not expressly approved by the Legal & Commercial department, for example where Indicative Offer pricing is too risky or simply not the right approach (e.g., not capable of acceptance is not allowed by law in a country).
- Submission that are in the procurement process but are “Not Capable of Acceptance” do not fall under the Indicative Offer process.
- Where an RFP is part of a detailed process e.g., as follows:
  - Supplier Questions
  - ITSIT – Invitation to Submit Initial Tender
  - Negotiation
  - ITSFT – Invitation to Submit Final Tender

Indicative Offer pricing can never constitute an offer capable of acceptance.

Opportunity Qualification and the relevant level BAR authorization are required before submission of an Indicative Offer. The authorization for levels I-III may be done in Salesforce using the eAuthorization function. LIV and LV will be done via a meeting (and not electronically in Salesforce).

Where a level of interest has been confirmed in response to an Indicative Offer then the next step should be the start of the standard bid, assurance and authorization activities according to CSLC (i.e., request for Bid/ No Bid) or the continuation of these where they have been started already.

INDICATIVE OFFER	<i>During CSLC Stage 2-6</i>	<p>The Indicative Offer aims to:</p> <p>Provide guidance pricing for information only as a rapid response to requests for information or for inclusion in an unsolicited submission</p> <ul style="list-style-type: none"> <li>- Ensure that the pricing information submitted has been subject to management authorization in line with the DoFA</li> <li>- Ensure that accompanying documentation and covering letters (both individually and collectively) make it clear that the Indicative Offer does not represent an offer capable of acceptance.</li> </ul> <p>This allows the customer to undertake analysis and budgeting activities and allows Opportunity Owners to demonstrate to the customer that Fujitsu has an interest in the opportunity and or further development of the relationship.</p>
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Inputs

- Request for non-binding pricing information (from a customer)

- Request to provided unsolicited pricing estimate (from an Opportunity Owner)
- Commercial protective wording
- Confirmation from Legal & Commercial that an Indicative Offer authorization is acceptable
- Confirmation of approved multi-country pricing

Outcomes

- Authorized Indicative Offer pricing document

A flow chart describing the steps for Indicative Offer can be found in Appendix 1 of this Handbook.

### 3.8 PRICE ORIENTED BID APPROACH (POBA- Update WIP)

This approach enables the submission of bids based on top-down pricing. This means that some deals still in early stages will not be required to produce a full P&L, full Bottoms Up cost base or full solution documentation.

Instead, bid teams will be able to submit a priced offer to a customer by:

- Pricing the deal to the Customer ‘top down’, based on applicable benchmarks – as defined by the Fujitsu Solution builder tool
- No requirement for bottom-up costing (except for areas that cannot be benchmarked – as defined by the Fujitsu solution builder tool and confirmed with POBA team)
- A solution documented in the AOD Lite
- Estimated Direct Margin Percentage (DM%) based on mix of services, with these top-down DM% based on the price levels submitted and their position in the Pro-Benchmark pricing range.

The agreement to use POBA needs to be secured at Bid no Bid as this impacts your Bid Budget in the early stages.

This does not change the process for later deal stages.

The aim is to reduce internal documentation during the early deal stage work, to at least partially re-invest in customer facing activities. All proposals made using POBA as a pricing mechanism shall be non-binding and not capable of acceptance basis.

POBA is used only for proposals requiring Fujitsu to deliver IT services we deem our capability is ‘mature’ - defined as services, which

- Fujitsu has significant experience in delivering from the relevant delivery locations,
- such that it is confident it can deliver the said services at a market competitive price, and return a direct margin % that is in line with the expectation of direct margin of that country or region and,
- For which a comprehensive ISG benchmarks exist.

*NB: the agreement to use POBA is limited to countries piloted and agreed to do so.*

Applicable at BAR.

Price Oriented Bid Approach	<i>During CSLC Stage 2-6</i>	<p>The POBA approach aims to:</p> <ul style="list-style-type: none"> <li>- Reduce internal documentation during the early deal stage work to enable a quicker way to respond to the customer.</li> <li>- Ensure that the pricing information submitted has been subject to management authorization in line with the DofA</li> <li>- Ensure what Bid Team are proposing to offer the Customer is something Fujitsu is capable of delivering (note – not deliverable to the proposed prices, but simply deliverable or not).</li> <li>- Ensure Fujitsu has the capacity available to do what we are offering the Customer.</li> <li>- Call out any obvious/major risks in what we are proposing, such that we should be factoring that into our offer. For example, if, based on the SME’s experience, the T+T timeline is too short, or if the roll out of user support is too fast.</li> </ul>
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-Approve the bottom-up costs for the scope that falls outside the benchmarks.

- NB: POBA price levels are likely to be higher than final 'win' prices – i.e., those we would approve at BAFO or CAR. Deals using POBA are to be authorized in line with the Europe Services Delegation of Authority limits including the POBA price

#### Inputs

- Request for non-binding pricing information (from a customer)
- Request to provide Target pricing via POBA approach (from Sales Lead or an Opportunity Owner)
- Commercial protective wording
- Written confirmation from the POBA team that the POBA approach is acceptable
- Confirmation of assurance of bottom-up costs for the scope that falls outside the benchmark (non POBA element)

#### Outcomes

- An early assessment of the likely revenue, cost of bidding, cost of delivery and profit margin
- Assessment of the Customer's budget availability and ability to pay, with a focus on obtaining an estimation of the winning price.
- Authorized POBA pricing document

A diagram to show the overlay of POBA with the CSLC diagram can be found in Appendix 2 of this Handbook.

### 3.9 CHURN

Churn business is defined as additional business in an account arising from an existing service contract. In most cases, churn business will be a non-competitive business contracted under the terms and processes of an existing contract Churn is broken down in two categories under Opportunity Type available in Salesforce

- Churn Normal - Churn-Normal: This is mostly but not exclusively non-competitive services opportunity at existing customer extending the service scope and typically leading into new contract addendum. Work based on customer requests but not included in original scope of services.
- Churn - Monthly rollup: Additional non-competitive business contracted under the terms and processes of an existing contract. It may include change controls, project work at pre-agreed rates or T&M and RPI changes. Churn opportunities should be forecast at least twelve months in advance that includes (but not limited to):
  - Change controls.
  - Project work at pre-agreed rates or T&M
  - Project work in the in-scope environment, like upgrade project work or IMAC services
  - RPI changes.
  - Exit project work
  - Growth in capacity, volumetric or estate size, only if above the scope of the original contract
  - Other non-competitive opportunities driven by client request.
  - Not value limited but generally less than (€500k Germany ) (€5m (c. £3.9m) rest of Europe Services).??

The following scenarios are not classified as churn business:

- New services from additional business lines, even if handled under the existing frame contract
- Growth in capacity, volumetric and estate size within the scope of the original contract
- Product sales under an explicit framework contract (non-competitive or competitive) are excluded from Churn (this is driven by Product specialist sales).

In principle, churn business is managed within an account and authorized in accordance with the Europe Delegation of Authority. Where the authorizations are managed within an account, this may be via a BAR, Change Advisory Board (CAB) or similarly constituted meeting and is subject to the conditions below. *Please note: if a BAR or CAB are held within the account, then a Rapid Assessment authorization is not required in addition but evidence of approvals must be available if required.*

- The criteria for Churn identified above are met and the following conditions are applied where there are pre-authorized and contractually agreed rate cards in use:
  - Where the direct margin is below that normally required for Level I / II/III due a pre-authorized and contractually agreed rate card, then no escalation is required to a higher level of authorization.
  - Where it is proposed to discount from a pre-authorized and contractually agreed rate card then a higher level of authorization is required even if the direct margin remains within that normally required for Level I / II/III authorization.
- Authorization must be obtained from the Delivery Executive (DE) and Business Line Finance, who must have sufficient authority confirmed in the Delegation of Authority – Bids and Contracts. Where the DE's authority limit is exceeded then subsequent authorization (e.g., by e-mail by the next level authorizer) would be required.
- Approval must be obtained from the relevant supporting functions, to include, as a minimum
  - Finance,
  - Commercial; and
  - Contributing Business Lines.
- When a CAB is held, a record of each meeting must be maintained with attendees and the outcome of the authorization (or otherwise) of each opportunity detailed. This should be uploaded to the opportunity in Salesforce.
- Where an appropriate approver is not present then evidence of their support must be provided (e.g., e-mail) or authorization of the opportunity should be subject to subsequent approval.
- Where the DE is not present then:
  - Evidence of delegation to someone in their reporting line must be provided (e.g., e-mail); or
  - Subsequent authorization by the DE may be given via e-mail; or
  - The opportunity may be submitted for authorization via Rapid Assessment (subject to meeting the criteria) / BAR or CAR (depending on where in the bid cycle the opportunity is).
- For Churn Monthly Roll-up - value of these authorizations is to be recorded on Salesforce and this will be exempt from the Opportunity Classification Tool (OCT).

Where authorizations are not managed within an account, they will be managed by the Local Assurance teams in country. Individual entries for each churn opportunity would need to be recorded on Salesforce to enable this. It is likely that most of these opportunities will be of Low Complexity and therefore Authorization will be via Rapid Assessment; however, the Opportunity Classification Tool must be completed to confirm this.

Whilst an Opportunity Qualification meeting or Bid No Bid may not be applicable for Churn opportunities it is good practice for Accounts to qualify major changes which are not contractual obligations to ensure the resources required to respond are appropriate to the size of the opportunity. This could be done via a meeting on the Account with minutes captured (such as a CAB used on some UK accounts).

If the Customer is requesting to extend or renew the existing contract or **\*\*Framework**, then the opportunity cannot be treated as churn business. The full bid process becomes applicable and as a start the Opportunity Classification Tool must be completed.

**NB:**

- Authorization as per the Europe Delegation of Authority is required for Frameworks or Framework extensions. This table provides guidance of the treatment of Churn opportunities

- Framework without any volume commitment – authorization should be as per estimated TCV/DM (assurance is required at least from Finance and L&C). Call offs/mini tenders are to be at least BAR'd/ CAR'd in their own right as per TCV/DM
- Framework with pricing commitment (e.g., rate card) but without volume commitment, the customer can just place an order(s) in the future/or call off using the original pricing. Individual tenders are to be authorized either via Rapid Assessment (RA) or BAR'd/CAR'd as per TCV/DM
- Re-BAR/CAR required if call offs are not meeting originally approved DM or if the call offs are over the TCV limit originally approved

\*\*A Framework agreement is a type of contract that is commonly used as a multi-supplier agreement to deliver services as an approved supplier into a customer.

For Fujitsu, the outcome is a set of terms and conditions that are used as a basis for future business. Public bodies use the framework regularly to enter into call-off contracts with suppliers. It must however be noted that the terms and conditions need to be revisited and considered for each call-off opportunity Fujitsu is interested in. Framework without any volume commitment – authorization should be as per estimated TCV/DM (assurance is required at least from Finance and L&C)

### 3.10 Global Rate Card

In order to transform Fujitsu business in which we receive appropriate compensation matched with the value we provide to our customers, the CRO introduced the concept of Value Pricing and deploy globally common Rate Card which applies to all regions. This is to enable increase in profitability, clarify focus area and establish front end strategy governance.

The Global rate card is applicable to SAP, ServiceNow, Agile, Consulting and Cloud Engineering.

Contact the CRO by following the link for more details [Rate Card Deployment to All Regions \(sharepoint.com\)](#).

You should initiate your approval request from your opportunity page within Salesforce.

## 4 ASSURANCE & AUTHORIZATION STEP DESCRIPTIONS

To ensure that Fujitsu targets and wins business that is good for Customers and good for Fujitsu, the teams need to operate a series of reviews. As Fujitsu undertakes opportunities of different levels of complexity and value, it is vital to review each with an effective assurance path.

The Assurance framework defines the reviews and timing that an opportunity needs to undertake. Fujitsu identifies the relevant review path through the mechanics described in the Opportunity Classification section of this document.

The following section contains the general summary of the various Authorization Reviews, Readiness Reviews and Assurance Steps

- Opportunity Qualification
- Authorization steps: [Bid no bid](#), [Bid Authorization Review](#), [Contract Authorization Review](#)
- Assurance steps: [Solution Alignment](#), [Peer Quality Check](#), [Deliverability and RAID Workshop](#), [Finance & Commercial Quality Gate](#), [Contract Readiness Check](#)
- Delivery Assurance steps: Bid to delivery handover completed, Ready for Initiation, Post Contract Verification or Knowledge Transfer review, [Service Readiness Review Acceptance into Service](#) (SRR AiS), Ready to Go Live, Pilot or Rollout, Program Closure

A specific process exists for [Indicative Offer](#) opportunities which are defined as high level estimates containing a pricing approximation that is not capable of acceptance to a Customer, because this may set Customer expectations that can be awkward to change, indicative offers must be managed carefully by Sales and the Opportunity Owner. It is clear that the indicative offer document must contain the agreed Commercial statement.

It is good practice, to plan the Review path early in the bid. Discuss and confirm your understanding with the Assurance lead and get dates book it the diaries early, even if they may need changing later.

- Each step of the CSLC contains certain activities. The following section shows by each CSLC Stage the activities taking place for the review and assurance steps. Please note, this section here is reduced to authorization and assurance only and does not reflect all activities which are required within the bid process.

RACI for Bid can be found [here](#),

All steps include the following

- General description, which is giving a short overview on the purpose.
- Input, work products or deliverables and primary outcomes
- Participants – which are further described in the [assurance](#) and [authorization](#) participant lists.

### 4.1 STAGE 1 – LEAD MANAGEMENT

At Stage 1 leads are entered into the eCRM tool for qualification. This stage covers all Lead Generation activity (e.g., marketing campaigns, sales prospecting, account planning) and will result in specific leads being entered into Stage 1 for qualification in the CRM tool (Salesforce).

Leads will be entered by the assigned Sales Lead / Opportunity Owner (Sales), Delivery Executive (Business Line) or by Marketing (Function, if the opportunity was generated by a marketing campaign).

The Sales Lead / Opportunity Owner (Sales) needs to investigate whether this is an opportunity for Fujitsu. Opportunities in this stage enable Presales to identify the volume of bids to expect and perform the initial planning and scheduling.

The Presales team is informed by Sales Lead / Opportunity Owner (Sales) the moment it becomes relevant.

The expected output from Stage 1 is to define the owners of the relationships with key target Customer contacts. Activities defined in this Assurance Framework are starting in Stage 2 only. If qualified, then the opportunity will be moved to Stage 2.

## 4.2 STAGE 2 – IDENTIFY OPPORTUNITY

### 4.2.1 Opportunity Qualification

<b>OPPORTUNITY QUALIFICATION</b>	<i>During CSLC Stage 2</i>	<p>The Opportunity Qualification provides sales management with early notification of business opportunities and helps determine whether they are consistent with business aims.</p> <p>The Review enables bid teams to seek guidance and coaching and test the boundaries within which a deal can be shaped and assigns a specific budget including resource assignment, if relevant, to get the Opportunity to the <a href="#">Bid No Bid Review</a></p> <p>This meeting provides a decision point about “qualifying in” the sales opportunity on which to focus our bid resources; and “qualifying out” those which are judged too unlikely to win against strategy, scalability, and alignment to Fujitsu’s portfolio</p> <p>This type of review should initially take place as part of CSLC Stage 2. It may then be held as frequently as desired to highlight any changes and/or updates as the opportunity progresses.</p>
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#### Inputs

- Opportunity Classification tool – 1st view within Salesforce
- Sales Section Opportunity Qualification slides

#### Outcomes

- A clear decision to “qualify in” or “qualify out”
- Defined owners of relationships with key Customer people
- Initial overview of the requirements (technical, selection criteria and otherwise) in terms of the business outcomes that the customer wishes to achieve, and in the context of the business environment
- Identification of risks, blockers and tactics around competition, key stakeholders, and value proposition
- Identification of differentiators that could enhance our ability to win
- Initial identification of the areas of skill and capability (resourcing and availability) that will be required for the bid and for the subsequent contract fulfilment, either within Fujitsu or with third party suppliers
- An early outline of the win strategy
- Updates in the Regional CRM tool
- Provide early information to plan for global/regional presales involvement
- A set of actions where applicable
- An outline of the likely solution, together with any assumptions made
- An early assessment of the likely revenue, cost of bidding, cost of delivery and profit margin
- Assessment of the Customer’s budget availability and ability to pay, with a focus on obtaining an estimation of the winning price
- Initial bid budget authorized

The Terms of Reference for the Opportunity Qualification can be found [here](#)

Outputs

- Status update from the review logged in the Deal Tracker.
- Information points and Actions recorded in the Deal Tracker and distributed to review participants.
- Actions send via Deal Tracker workflow to individual assigned owners.

4.2.2 Solution Alignment

**SOLUTION ALIGNMENT**

*During CSLC Stage 2*

The Solution Alignment provides a first high level solution view and delivery outline and approach based on the already identified Customer needs and sets out how Fujitsu addresses the solution and delivery strategy (strategies, capabilities and standards)

The primary target is to involve the Business Line early in the bid and work based on an agreed strategy on the solution from the onset. Assurance functions are to be involved for high and medium risk deals

Inputs

- Customer requirements;
- How to address them, which portfolio used Architecture Overview Document (AoD), Lite (AODL);
- High Level solution and delivery view;
- Required potential partnering;
- Complexity consideration;
- Sales strategy (Capture Plan) incl. competition information and target win price;
- Opportunity Classification Tool (confirm if AI included and contact AI Ethics team if yes)
- Relevant slides from the Capture Plan

Deliverables or Work packages

- Initial definition of the Solution Requirements in terms of the business outcomes that the Customer wishes to achieve, and in the context of the business environment;
- Initial definition of the requirements, encompassing the relevant slides from the AoD, Capture Plan, the Customer's Business Case; and possibly including selection criteria;
- Identification of the areas of skill and capability (resourcing) that will be required for the bid and for the subsequent contract fulfilment, either within Fujitsu incl GDC's or with third party suppliers;
- identification of any Fujitsu delivery standards that cannot be met; identification of the process owners from whom an exemption will be gained; the risk to Fujitsu of not adhering to those standards
- An outline of the likely solution, together with any assumptions made, and an initial indication of the risks; address internal compliance requirements, our baseline security measures
- An early assessment of the likely revenue, cost of bidding, cost of delivery and profit margin;
- Assessment of Customer's budget availability and ability to pay, with a focus on obtaining an estimation of the winning price;
- Assessment of the bid resources required and their availability.

Outcomes

- Agreement on how the customer requirements is addressed
    - Agreed portfolio elements to be used
    - Agreed delivery units and 3rd party
    - Agreed on how Fujitsu standards in delivery are to be met
    - Agreed solution overview in a PowerPoint
  - Potential risk already visible;
  - Achievement of winning price possible;
  - Confirmed Opportunity Classification tool;
- NOTE:* until standardization of costing models/ tools are implemented across Europe, an agreement on model, tools etc. shall be done in this meeting
- The Terms of Reference for the Solution Alignment can be found [here](#)
- Outputs
- Status update from the review logged in the Deal Tracker.
  - Information points and Actions recorded in the Deal Tracker and distributed to review participants.
  - Actions send via Deal Tracker workflow to individual assigned owners.

### 4.3 STAGE 3 – DEFINE THE VALUE PROPOSITION

#### 4.3.1 Bid No Bid

<p><b>BID NO BID</b></p>	<p><i>Start of CSLC Stage 3</i></p>	<p>The Bid No Bid Review is a Sales qualification review to obtain management commitment, authorization and budget to proceed with bids that match the company's business objectives and align to the account growth plan.</p> <p>During this review the sales and win strategy are confirmed, the tactics to counter the competition and the value proposition are reviewed. The bid budget and resourcing plan is agreed.</p> <p>This is the final stage at which the initial formal agreement between the Sales, country management and Business Lines is confirmed as to who will be the Leading Business Line and who the Participating Business Line (i.e., which Business Line reports the external order and revenue).</p> <p>The <a href="#">Europe Services Delegation of Authority</a> determines the level of bid budget authorization required.</p> <p>This type of review should take place as early as possible in the sales cycle but typically in/ at the end of CSLC Stage 3.</p>
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<u>Inputs</u>	<u>Deliverables or Work packages</u>
<ul style="list-style-type: none"> <li>▪ Early development of the Proposition depicted within the Capture Plan;</li> <li>▪ Early High-Level solution view;</li> <li>▪ Early view on Risks identified in Solution Alignment</li> <li>▪ Current Capture Plan;</li> </ul>	<ul style="list-style-type: none"> <li>▪ The Value Proposition - Fujitsu's unique selling proposition articulated (i.e., why buy from us?)</li> <li>▪ Solution strategy to achieve the Value Proposition identified;</li> <li>▪ Solution description, building on what was agreed at Solution alignment in particular</li> </ul>

- Initial Bid Budget spent to date (as relevant);
- Bid Plan; Presales resource plan
- Bid Budget to achieve contract signature
- Opportunity Qualification Documentation
- Updated Opportunity Classification Tool Assessment
- Check list for ANÜ to be considered and provided if relevant
- identifying degree of applicability of standard Portfolio Offerings, use of GDC's, Global Project Management Office (GPMO), etc., likely third party
- Win price and strategy defined, either as a freestanding document, or within the Capture Plan
- Outline tactical plan to beat competition
- Plan to strengthen relationships with key customer contacts
- Initial Risk Management Plan documented
- Bid Plan documented, budget defined;
- First major iteration of the Capture Plan produced - to be enhanced through subsequent stages;

Outcomes

- The team confidently presented the case for bidding that is evidenced by a 'qualify in' (or have confidently presented the case for not bidding which is evidenced by a 'qualify out'). Decisions made: Agreement will result to proceed to Bid or No Bid
- Win and Price Strategy Methodology and tactics confirmed
- How Fujitsu is going to undertake the bid project, evidenced through a Bid Plan,
- The end-to-end bid team is identified and initial members engaged.
- The infrastructure to run the bid is available.
- Early engagement with capability/portfolio owners
- Bid Budget approved

The Terms of Reference for the Bid no Bid can be found [here](#).

Outputs

- Status update from the review logged in the Deal Tracker.
- Information points and Actions recorded in the Deal Tracker and distributed to review participants.
- Actions send via Deal Tracker workflow to individual assigned owners.

## 4.4 STAGE 4 – DESIGN THE SOLUTION

### 4.4.1 Peer Quality Check (PQC)

PEER QUALITY CHECK	<i>During CSLC Stage 3 through 6</i>	<p>The Peer Quality Check is an independent review / assurance of proposition and associated deliverables. The focus is on solution quality and completeness of individual deliverables, metrics and KPIs used for sizing and costing. The check is performed by peers from the Bid Team, Opportunity Lead Business Line and Assurance with the focus on bespoke elements and end to end integrity.</p> <p><i>NOTE:</i> for medium risk opportunities, Peer Quality Checks can be reduced to bespoke parts of the solution only.</p> <ul style="list-style-type: none"> <li>▪ The Opportunity Lead Delivery Business Line is to perform the PQC's as a reviewer incl Assurance (on high-risk deals).</li> <li>▪ Assurance and BL SME to complete high risk deal assurance in a joint approach. The Business Line would complete on medium risk deals.</li> <li>▪ The PQC is not required on pre-approved components from a participating Business Line or from the Delivery Business Line again. They can be used by Pre-sales without further check. PQC on component level will no longer be taking place.</li> <li>▪ The PQC must focus on bespoke components. The scope of the check(s) will have to focus on non-standard components/configurations. The check shall be taking place on opportunity BL capability unit level.</li> <li>▪ The number of the Peer Quality Check (PQC) will depend on the complexity of the bid submission on the defined level. They might be iterative all the way through to Contract Readiness Check.</li> <li>▪ Those performing PQC's must have appropriate knowledge and experience of the subject matter and will therefore be selected from the approved reviewer list for each Business Line/ Function</li> <li>▪ Provide a set of recommendations to improve the bid and to mitigate the identified risks.</li> </ul>
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<u>Inputs</u>	<u>Deliverables or Work packages</u>
<ul style="list-style-type: none"> <li>▪ AOD and associated TADs – as agreed at Solution Alignment</li> <li>▪ KSVI</li> <li>▪ Bid FM or POBA inputs – Cost inputs only required at PQC;</li> <li>▪ L&amp;C Deal Risk Assessment;</li> <li>▪ T&amp;T Plan and/or PIDs;</li> <li>▪ Contract Schedules (where available)</li> <li>▪ Stream RAID Plan;</li> <li>▪ Resourcing Plan</li> <li>▪ Meeting customer requirements and deviations (RCTM)</li> <li>▪ Deviations from standards and KPI's;</li> </ul>	<ul style="list-style-type: none"> <li>▪ Stream individual products will be the baseline for the check;</li> <li>▪ The required work products and its expected maturity is available under <a href="#">Bid Review Guidance</a></li> </ul>

- Scope of individual stream; individual deliverables (products);
- There is support capability in place that meets the customer SLA needs;
- The security technologies for both customer requirements and Fujitsu standards are in place
- Latest contract documents and schedules as preparation for Contract Readiness Check

Outcomes

- Confirmed stream RAID Plan
- Confirmed KPI's
- Stream individual RAG status
- Commentary and peer recommendations

The full Terms of Reference for the Peer Quality Check can be found [here](#)

Outputs

- Status update from the review logged in the Deal Tracker.
- Information points and Actions recorded in the Deal Tracker and distributed to review participants.
- Actions send via Deal Tracker workflow to individual assigned owners.

## 4.5 STAGE 5 – BID

### 4.5.1 Deliverability and RAID Workshop

<p><b>DELIVERABILITY AND RAID WORKSHOP</b></p>	<p><b>CSLC Stage 5</b></p>	<p>This workshop ensures a fully integrated view (all streams, all offerings and Business Lines) and customer compliant holistic view on the solution and financial position with a fully understood and accepted RAID. The focus is on the cohesiveness of the bid and underpinning collateral</p> <p>The objective of the meeting is to ensure there are:</p> <ul style="list-style-type: none"> <li>▪ Fully integrated accepted and signed off solution, T&amp;T/Program, service</li> <li>▪ Fully integrated and signed off financial and commercial proposition</li> <li>▪ Overall agreed and understood RAID Plan</li> <li>▪ Recommendations and actions to improve the bid</li> <li>▪ Management summary for the BAR</li> </ul> <p>Provide a set of recommendations to improve the bid and to mitigate the identified risks.</p>
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Inputs Deliverables or Work packages

- Overall deal update;
- Overall solution outline with confirmation on customer requirements and Fujitsu delivery standards;
- Open areas of Proposition;
- Confirmed stream RAID Plan;
- Confirmed KPI's;
- Stream individual RAG status;
- Commentary and peer recommendations;
- Cost Model
- Financial assumptions including P&L
- Contractual structure
- Terms and Conditions including customer requirements and our proposed mitigations
- Stream individual products will be the baseline for the check;
- The required work products and its expected maturity is available on the CSLC products framework (currently under development);
- Available Bid collateral;
- Requirements (RCTM);
- Solution Document;
- Transition and Transformation Plan;
- Cost Base and P&L;
- RAID;
- Outcome peer-2-peer SME review inputs

Outcomes

- Fully integrated, accepted and signed off solution, T&T/Program, FMO, Service Delivery Model;
- Fully integrated and signed off financial and commercial proposition;
- Overall agreed and understood RAID Plan;
- Recommendations and actions;
- Management summary for the BAR

The Full Terms of Reference for the Deliverability RAID Workshop can be found [here](#).

Outputs

- Status update from the review logged in the Deal Tracker.
- Information points and Actions recorded in the Deal Tracker and distributed to review participants.
- Actions send via Deal Tracker workflow to individual assigned owners.

4.5.2 Financial and Commercial Quality Gate

FINANCIAL & COMMERCIAL QUALITY GATE	CSLC Stage 5	<p>This Quality Gate is only for EPS and Products in Medium Risk. Medium Risk is defined as being standard products with no other major risk – besides: NON-standard T&amp;C's, FRAMECONTRACTS. The purpose is to validate if the pricing for the solution fairly reflects all the EPS and Products costs including the contingency and the payment mechanism when flexed still gives the desired margin and profit (OPPL).</p> <p>During the Quality Gate the team also needs to confirm that the commercial agreement with the Customer protects us to a known extent with a maximum on potential liabilities and that the obligations are described and reflect the business requirements of both parties.</p>
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Inputs

Deliverables or Work packages

- Capture Plan updated
- Contractual overview
- Deal Snapshot, FJ Master Clauses
- Financial Overview
- P&L, Cash Flow
- Risk Register
- Value Flow
- Volumetric Information: Solution baseline, Key Assumptions and Dependencies recorded in the RAID;
- Customer contractual requirements and our mitigation approach
- Financial Model and attached assumptions and billing models
- Negotiation Strategy
- DD outcome peer-2-peer SME review inputs

Outcomes

- Overview of the contractual risks
- Quality Gate Log File including protocol and defined actions
- Risk Summary for BAR

The Full Terms of Reference for the Financial and Commercial Quality Gate can be found [here](#)

4.5.3 Bid Authorization Review

BID  
AUTHORIZATION  
REVIEW

*End of  
CSLC Stage 5*

This Review authorizes Sales and bid team to submit an offer to a customer, subject to satisfactory assessment via the Bid Assurance Process.

The authorities confirm that the proposed deal is a compelling proposition for both the Customer and Fujitsu (particularly in terms of margin, cash and risk), taking into account concerns raised from Bid Assurance activities.

Identify any conditional actions that must be completed prior to submitting the proposal to the Customer. Actions can be placed on specific individuals identified at the Review.

The input from [Delivery and RAID workshop](#) are essential inputs, if applicable.

The [Europe Services Delegation of Authority](#) determines the level of authorization required.

A BAR is also held if Europe is only a participating region.

If an E-Authorization is deemed acceptable by the authorizers it must be completed in Salesforce wherever possible, otherwise e-mail is acceptable. An E-Authorization must be submitted along with the required supporting evidence for authorization by the relevant authorities.

Inputs

- Capture Plan (BAR section)
- Financial Executive Summary
- RAID Plan
- Global Rate Card approval *if required*
- Outcome from bid assurance (Deliverability and RAID workshop including summary of risks that may influence authorization) and/or and previous BARs (where applicable)

Check list for ANÜ to be considered and provided if relevant

Outcomes

- Authorization to submit an offer to the Customer
  - Understood and accepted RAID
  - Confirm that the panel are happy with the outcome and recommendations from the Solution Review
  - Confirm that all issues relating to financials, commercials, delivery (including management and governance of third parties) have been resolved or addressed and documented
  - Verify the capability and resources to deliver the proposed solution
  - Signed off and approved financial position of the proposal
- The Terms of Reference for the Bid Authorization Review can be found [here](#)

- Outputs
- Status update from the review logged in the [Deal Tracker](#).
  - Information points and Actions recorded in the Deal Tracker and distributed to review participants.
- Actions send via Deal Tracker workflow to individual assigned owners.

## 4.6 STAGE 6 – CLOSE THE DEAL

### 4.6.1 Contract Readiness Check (CRC)

<p><b>CONTRACT READINESS CHECK</b></p>	<p><i>Start of CSLC</i> <i>Stage 6</i></p>	<p>This workshop ensures the contract Fujitsu is negotiating with the Customer is understood and aligned with the Business Lines and functions and reflects the latest changes since BAR.</p> <p>All dependencies and obligations must be agreed and considered in the costing and pricing. The Business Line must confirm their understanding and acceptance of the contract they must deliver, with the last chance to influence.</p> <p>The workshop should take place with mature information available, but this information might still not be final. It shall ensure that the Terms and Conditions are consistent across all parts of the Customer facing documents.</p>
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- Inputs, Deliverables or Work packages
- Overview of the changes since last submission/ or after DD.
  - Reflection of the impact of those changes, especially accounting for any risks that have changed significantly or newly emerged
  - Final delivery model and resource plan
  - 3rd Party B2B agreements
  - Agreement/ sign off, of the changes by capabilities and Functions (in PQC)
  - DD finding consideration and implementation. Where the deal is not subject to pre-contract DD, all Assumptions and Dependencies (from the RAID) to be expressly baselined in the contract (in a Schedule) as being subject to Change Control following Post Contract Verification (to fulfil the same function as DD)
  - Understanding on what the Delivery function have to deliver according to the contract
  - Overall contractual model
  - Deal snapshot incl. deviation from FJ redlines
  - Outline of the key contractual schedules service descriptions
  - Open items not agreed yet with customer
  - Latest RAID Plan, AOD, RCTM and KSVI, Final P&L and cost models

- Outcome peer-2-peer SME review inputs with focus on final contract documents and schedules

Outcomes

- Consistency across all areas
- Remaining recommendations and actions
- Agreed negotiations strategy with fall back scenarios
- Impact on costing/ pricing
- Agreement on remaining RAID

The Terms of Reference for the Contract Readiness Check can be found [here](#).

Outputs

- Status update from the review logged in the Deal Tracker.
- Information points and Actions recorded in the Deal Tracker and distributed to review participants.
- Actions send via Deal Tracker workflow to individual assigned owners.

4.6.2 Contract Authorization Review (CAR)

<p>CONTRACT AUTHORIZATION REVIEW</p>	<p><i>End of CSLC Stage 6</i></p>	<p>Authorize the signature of the negotiated contract, prior to presentation to the Customer for signature, subject to satisfactory assessment via the Bid Assurance Process.</p> <p>Provide confirmation from the authorizers that they are satisfied with any changes made to the proposed deal since the Bid Authorization Review (“BAR”)</p> <p>Confirm that all criteria of the BAR have been satisfied.</p> <p>Confirm that all issues relating to financials, commercials, delivery (including management and governance of third parties) and resourcing will be managed as defined in the bid review process.</p> <ul style="list-style-type: none"> <li>▪ Where this is not possible, all outstanding issues MUST be flagged at the CAR and documented in the RAID</li> <li>▪ Bid teams may propose negotiation strategies for authorization that would allow them to proceed to contract signature with the Customer without returning to a further CAR</li> </ul> <p>Verify the readiness of all activities and resources within the program to ensure the successful transition into delivery (CSLC Stages 7-9). The Lead Business Line confirms that an effective account structure and governance is in place, both with the Customer and internally.</p> <p>Confirm who will be authorized to sign the contract for and on behalf of Fujitsu.</p> <p>Identify any conditional actions that must be completed prior to submitting the contract to the Customer.</p> <p>This type of review takes place at the end of CSLC Stage 6.</p> <p>The <a href="#">Europe Services Delegation of Authority</a> determines the level of authorization required. A CAR is also held if Europe is</p>
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only a participating Region.

### Inputs

- Customer Decision;
- Capture Plan;
- Output from the Contract Readiness Check/Legal Review
- Submitted Proposal;
- Due Diligence plan and output; Resource plan;
- Bid collateral;
- P&L and Cost documents;
- Initial Contractual documents

### Deliverables or Work packages

- Account team appointed;
- Commitments available on all resources required for the intended start date for the contract;
- All third-party subcontracts available for signature once the head contract is signed;
- All Participating Region (for multi-region delivery), GDC and GPMO commitments underpinned and formally signed off (all Inter-Company Agreements in place);
- Any Financing arrangements in place;
- Confirmation from Customer that he can meet his obligations and dependencies under the contract
- All Program and Delivery plans reviewed and updated in light of Due Diligence findings, especially accounting for any risks that have changed significantly or newly emerged;
- Changes to the Contract negotiated with Customer to get the deal back to the levels of P&L, cash flow and risk (net) that were approved at Bid Authorization Review;
- Completeness check against Implementation Project PID, Resource Plan, RAID and Quality Plan;
- Where the deal is not subject to pre-contract Due Diligence, all Assumptions and Dependencies (from the RAID) to be expressly baselined in the Contract (in a Schedule) as being subject to Change Control following Post Contract Verification (to fulfil the same function as DD);
- RAID updated to reflect the contract and all the above;
- For High Risk/ High Value deals (those requiring Regional-level bid authorization), the contract readiness check to have been completed and responded to by the bid team and Line of Business prior to proceeding to CAR;
- Any Parent Company Guarantee approved if required;
- Delegation of Authority to the nominated contract signatory authorized at the CAR

### Outcomes

- Contract Authorization Review decision to proceed/sign the contract;
- There is a smooth handover to the delivery team with all documentation in place and of the right

standard;

- If applicable, approved Working at Risk and associated parameters are agreed in-line with the local Delegations of Authority limits (refer to Finance);
- Lessons for improving bid performance are identified and acted upon;
- Bid budget is closed with actual spend tracking the forecast;
- Bid area is cleared and available for the next bid team;
- All re-usable assets are identified.

The Terms of Reference for the Contract Authorization Review [here](#).

Outputs

- Status update from the review logged in the Deal Tracker.
- Information points and Actions recorded in the Deal Tracker and distributed to review participants.

Actions send via Deal Tracker workflow to individual assigned owners.

## 4.7 STAGE 7 – START PROJECT

### 4.7.1 Bid to Delivery Handover

BID TO DELIVERY  
HANDOVER  
COMPLETED

*Start of CSLC  
Stage 7*

At this stage, the handover of the deal from the bid team to program team should have been completed. The purpose of this review is to ensure that proper handover has been done and the program team can start preparations of the program. The prerequisite is that the correct documentation is in-place, the solution and contract are understood, and the delivery team has taken formal accountability for implementation.

This review takes place once the contract has been signed or the program will **start** if we have a Letter of Intent (LoI) or formally approved to start Working at Risk

Inputs

- Signed contract or LoI
- A formal Responsibility Handover meeting between the bid team and T&T/Program team has been held and the minutes of the meeting have been written
- All relevant bid and contract documents have been handed over
- The full list of deliverables to be verified at the gateway review can be found in the BA Program Gateways Reviews, ideally being prepared before the review by the T&T/Program team.

Outcome

- The T&T/Program team is deemed to be ready for preparation measures.

Outputs

- Review status update and actions recorded in the BA Program Gateway Review file. The internal steering group of the program has been informed about possible shortcomings and significant risks.

#### 4.7.2 Ready for initiation

READY FOR INITIATION	<i>Between Stage 7 and 8)</i>	<p>The purpose of this review is to confirm that the T&amp;T/Program teams at FJ and customer side are nominated. A T&amp;T/Program plan is updated and contains a good level of detail, kickoff is planned, delivery units are aligned and all required resources are in place. The successful outcome of this gateway will show that the program can be initiated.</p> <p>This review takes place between the CSLC Stage 7 and 8. Ideally before the kickoff event with the customer.</p>
<p><u>Inputs</u></p> <ul style="list-style-type: none"> <li>Detailed Program plan is ready and approved by the customer</li> <li>Program governance structure is in place</li> <li>All relevant resources are allocated for the program</li> <li>The full list of deliverables to be verified at the gateway review can be found in the <a href="#">BA Program Gateways Reviews</a>, ideally being prepared before the review by the T&amp;T/Program team</li> </ul>		

<p><u>Outcome</u></p> <ul style="list-style-type: none"> <li>The T&amp;T/Program is deemed to be ready to be initiated</li> </ul>
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<p><u>Outputs</u></p> <ul style="list-style-type: none"> <li>Review status update and actions recorded in the BA Program Gateway Review file. The internal steering group of the program has been informed about possible shortcomings and significant risks</li> </ul>
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### 4.8 STAGE 8 – POST CONTRACT VERIFICATION OR KNOWLEDGE TRANSFER REVIEW

#### 4.8.1 Post Contract Verification or Knowledge Transfer review

POST CONTRACT VERIFICATION/ KT REVIEW	<i>During CSLC - Stage 8</i>	<p>The purpose of this gateway is to check what discrepancies were found, either during the Post Contract Verification (PCV) or Knowledge Transfer (KT from the customer or incumbent supplier) sessions. This gateway is quite critical to ensure that (Project) Change management process was properly setup, change log is available and all discrepancies compared with CAR will be properly managed. Also Contract Change management process is valid and properly set up. Solution may need to be updated and if so, impact to costs and timelines needs to be assessed and managed thru change management.</p>
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<p><u>Inputs</u></p> <ul style="list-style-type: none"> <li>PCV and/or KT has been performed and possible discrepancies compared to CAR have been documented</li> <li>The full list of deliverables to be verified at the gateway review can be found in the <a href="#">BA Program Gateways Reviews</a> , ideally being prepared before the review by the T&amp;T/Program team</li> </ul>
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Outcomes

- The program is re-baselined considering the findings and related changes (changes to contract, solution, P&L, program plan etc)

Outputs

- Review status update and actions recorded in the BA Program Gateway Review file. The internal steering group of the program has been informed about possible shortcomings and significant risks

4.8.2 Ready to Go Live, Pilot and/or Rollout

<p>READY TO GO LIVE, PILOT AND /OR ROLLOUT</p>	<p><i>Between CSLC 8 and 9</i></p>	<p>The purpose of this review is to ensure that the Program deliverables meet the acceptance criteria and are on the right track to be approved by the customer so that we can start invoicing and recognition of the program revenue and cost. This gateway also aims to ensure that all deliverables are in place before service commencement (Go Live), to avoid additional risk to the BAU team taking over uncompleted or partial deliverables. This will be verified through the <a href="#">Service Acceptance Process</a> (SRRs and AiS), which will be run during the CSLC stages 8 and 9. Note: there might be an agreement between BAU and Program that BAU take over the program as-is. A clear overview of what is completed, not completed should be agreed and documented. There might be multiple gateway 4 session needed, depending on the number of Go live waves, pilots and/or rollouts.</p> <p>This review takes place before Go Live of each service or pilot or rollout.</p>
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Inputs

- The Program deliverables meet the acceptance criteria and are ready to be approved by the customer
- Service Readiness Reviews and Acceptance into Service has been completed for the services which are subject to this review
- Uncompleted deliverables are being aligned and documented and agreed between the program and BAU team
- The full list of deliverables to be verified at the gateway review can be found in the BA Program Gateways Reviews, ideally being prepared before the review by the T&T/Program team

Outcome

- The program deliverables are considered completed and readiness to commence the services which are subject to this review, or move to the pilot or implementation phase, depending on the phase of the program.

Outputs

- Review status update and actions recorded in the BA Program Gateway Review file. The internal steering group of the program has been informed about possible shortcomings and significant risks.

## 4.9 STAGE 9 – PROGRAM CLOSURE

### 4.9.1 Closure Readiness Review

PROGRAM CLOSURE	CSLC Stage 9	In this review, the objective is to confirm that the deliverables and program milestones have been completed. The agreed changes were implemented, lessons learned collected and informed to the right FJ instances to take up actions were required to improve our FJ processes and ways of working. Also, the program related documents are updated and saved correctly, financial status reports completed, financial milestones are invoiced, the program resources can be released, and program can be officially closed. Also, the Service Acceptance/ Acceptance into Service have been completed and excepted items have been either completed by the program or handed over by agreement to the BAU team
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<u>Inputs</u>	<ul style="list-style-type: none"> <li>All the T&amp;T/Program deliverables are ready and formal approval for the program milestones has been gained</li> <li>All project documents are up-to-date and ready to be handed over to the delivery organization.</li> <li>Responsibility Handover meeting scheduled with the BAU delivery team</li> <li>The full list of deliverables to be verified at the gateway review can be found in the <a href="#">BA Program Gateways Reviews</a> , ideally being prepared before the review by the T&amp;T/Program team</li> </ul>
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<u>Outcomes</u>	<ul style="list-style-type: none"> <li>The program is considered ready to be closed</li> </ul>
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<u>Outputs</u>	<ul style="list-style-type: none"> <li>Review status update and actions recorded in the BA Program Gateway Review file. The internal steering group of the program has been informed about possible shortcomings and significant risks</li> </ul>
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## 4.10 STAGE 10 – MANAGE SERVICES & ENHANCEMENT (Change Requests)

### 4.10.1 Manage Service & Enhancements

MANAGE SERVICE & ENHANCEMENT	CSLC Stage 10	At this stage, the business will establish a monthly review of each of its Accounts. This will review the Business position, performance of the Service, Customer Relationship and performance of the Project portfolio. This will be chaired by either the Business Executive or Business Head of Delivery and will inform their business reporting.
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Business Assurance will attend or facilitate the Account review for those accounts which are subject to Cockpit reporting or as the Business has specifically requested. Ideally the account will be reviewed once in a joint meeting between the Business and Assurance with the focus on financial and high-level delivery performance. Assurance will provide support to specific problem resolutions where these are complex and by request through the regional Alert and Crisis management teams, dependent upon the regional model.

#### Inputs

- The outputs from Stages 8 and 9.
- Contract and Contract obligations tracker

#### Outcomes

- Agreement to proceed with the business position
- Recommendations and actions
- Agree business reporting standards
- Review timetable

#### Outputs

- Adherence to Fujitsu Financial and Commercial policies including working at risk and Delegation of Authority
- Customer Governance and Reporting
- Management and compliance to the contract and contractual obligations
- Management and reporting on customer satisfaction
- Monthly Operational reviews of the service
- Cockpit reporting
- Governance and processes for taking additional business
- Management of the Portfolio of Projects
- Technical governance of the solution and maintaining solution integrity
- Relevant reporting of data-driven metrics as a measure for Business (if applicable) and BAU performance
- Maintaining the service baseline
- Integrity of the Customer solution and service through managed and testing contracted, Data, Fallback, Security and Patching services.

## 4.11 STAGE 11 – CLOSE THE CONTRACT

### 4.11.1 Close the Contract

CLOSE THE  
CONTRACT  
(EXIT)

CSLC  
Stage 11

An Authorization Review is held for the negotiated 'Exit of Contract' CCN based on delegation of authority. This is normally when the contract is prematurely ended prior to the completion

of the full term This could be where monies are going to be given back to the client, where the contract will extend past the current term and the existing contract does not provision for that and where services are being reduced and that reduction is not in accordance with existing contract provisions.

#### Common Reasons for Exit of Contract

- Key milestone failure
- End of contract or Break point
- Termination for Convenience
- Termination for Cause
- Termination for prolonged force majeure
- Termination for customer change of control

An Exit Authorization Review will be made up of panel members who play a part in the outcome decision, account or delivery team members who provide supporting detail / respond to points raised and other key stakeholders who have an interest.

The authorizing Exit Authorization Review is chaired by the Authorizing Business Executive with the appropriate Delegation of Authority. The Account Delivery Lead presents the business case behind the 'End of Contract' CCN having confirmed that it is sufficiently mature and capable of being delivered. Please note that in some cases there is provision in the contract for early termination, that will stipulate the terms of the terminations.

The Business review of the Project will be established to direct, support and review the Closure Project and to take input from the Service Exit Reviews and approve the Service Closure review.

It is good practice to include either a 'Stabilization Phase' or 'Early Life Support' as a mechanism for members of the project to support the receiving party but only if defined in the CCN

#### Inputs

- The contract in its current terms
- Third party contracts
- Service Assets
- SOW if so requested and negotiated by the customer
- ICA and SOW's with GDC's, GPMO and other Capability units or Regions

#### Outcomes

- Formal approval to proceed as well as any conditional actions that must be completed prior to submitting the CCN / price to the Customer.

#### Outputs

- The negotiated CCN
- 'End of Contract' approved BAR/CAR
- 'End of Contract' Plan (scope of services, Ownership and transfer of IP, conditions on exit,

- Change Management strategy, Organization structure and Governance, people aspects)
- Customer acceptance certificates reflecting the transfers.
- Final financial statement

#### 4.12 SWARM, ALERTS AND CRISIS MANAGEMENT

The Alerts Process can be applied to any area of the business at any stage after contract signature.

The Europe **Swarm**, Alerts, and Crisis Management tool manages high impacting issues across the business. It is the highest form of corporate escalation, designed to facilitate positive outcomes for critical business and reputational issues.

Swarm is an early-stage escalation, often proactive, designed to positively influence a deteriorating issue prior to a need for full Alert status. Swarms are short in duration (less than 10 working days) and designed to be handed back to Business 'As Usual' as quickly as possible. If a Swarm does not meet its objectives quickly it can be moved into Alert status

To request a new Swarm or Alert that requires an immediate response, please contact the 24/7/365 Service Desk on **GRO**. Requests that require a next working day response should be raised via the [Online Form](#)

The Manage **Alerts process** provides a mechanism for invoking the highest levels of escalation within the organization in the event of serious issues and/or formal customer complaints which impact Fujitsu Europe. The process facilitates consistent management of the Alert, including senior level management visibility, reporting, and the tracking of remediation activities to a conclusion. Alerts are usually invoked for scenarios where issues put our customer's business, or Fujitsu's ability to operate, at risk. The process is independent from any other problem escalation processes and is also used proactively in cases where a major risk is identified in order to prevent it from becoming an issue that would result in a higher severity Alert or damage to Fujitsu's reputation.

<a href="#">Alert and Swarm Management Process</a>
<a href="#">Guidance on Managing Swarm, Alerts and Crises in Europe</a>

**Crisis Management** can be applied at any time to any area of the business when Fujitsu's ability to deliver Services is compromised. It provides Fujitsu Europe with a framework for the control, co-ordination, escalation, and communication activities required to manage Fujitsu's response to the most serious events or issues including, for example, terror, pandemic, and weather events. The framework is used when a situation has been identified that has led to, or presents risk to, the safety and wellbeing of Fujitsu or Customer employees, significant disruption to key Fujitsu or Customer products and services, or Reputational impact to Fujitsu or its Customers.

The documents below provide information and instructions in what to do in the event of a Major Incident affecting Fujitsu, Customers or Interested Parties. The documents should be read in conjunction with the [Manage Crisis Procedure](#).

<a href="#">BCP14 Common Services Standard Incident Response</a>
<a href="#">BCP13 Crisis Management Plan</a>

**Immediate steps to take in the event of a Crisis affecting one or more of our locations are as follows:**

- **Follow normal emergency evacuation procedures** if you are working in a customer location or in one of our buildings and there is an emergency, please follow the usual emergency procedures and evacuate the building promptly if told to do so. Do not take any laptops; just leave in an orderly fashion.
- **Confirm your whereabouts to your manager** in the event of an emergency, it is imperative that we quickly locate all our people and be assured of their safety. It is the responsibility of all employees to proactively inform their manager that they are safe. If you can't reach your immediate manager – then escalate the call to their manager. We appreciate there may be issues with phone lines but please keep trying until you get through, use any means available. If you are a people manager, make sure you are familiar with the Business Continuity plan for your area. Our prime concern in the event of an incident is to locate all our employees and ensure they are safe. If you are unable to locate an employee, then follow your own area's plan and escalate the issue to HR.
- **Use the Crisis Information Line:**  (or  **if calling from outside UK**). This is a recorded message service to let employees know important instructions if there is a crisis which affects one or more of our locations. This Crisis Information Line will be updated in the event of an incident.

All the above processes are subject to in-house **Root Cause Analysis**, designed to ensure that repeat issues are minimized and that lessons are learnt within the business.

Please visit the [Swarm, Alerts, and Crisis Management \(sharepoint.com\)](#) or

**For general enquiries, please email [europa.alerts](mailto:europa.alerts@fujitsu.com)**  *[Note that this mailbox is not monitored outside UK core office hours]*

#### 4.13 LESSONS LEARNED AND CONTINUOUS IMPROVEMENT/LEARNING

It is important that we document and share our learnings with the wider community to allow other teams to avoid issues or to repeat the successes.

Fujitsu operates in a highly competitive marketplace, our colleagues face challenges daily. **Not** learning from our experiences is a risk to the future of our organization.

Lessons Learned capture the learning experiences and identify improvement actions from won or lost Bids, concluded Projects or from delivery activities / onerous or loss-making Contracts, that will inform Learn Before activities and drive continuous Improvement action.

The **Germany** Lessons Learned, and Continuous Improvement framework (Germany LL&CI) aims to enable a "**learning culture**" in Fujitsu through a holistic process where **you** can:

- document the lessons learned in **your** daily business, either challenges or successes that **you have** experienced,
- keep informed what improvements were initiated for the lessons you **collected**, and
- gain tactical advice(s) that will make **your** job easier and better for next time

For Germany your access to [Global - Germany Lessons Learned & Continuous Improvement \(sharepoint.com\)](#)

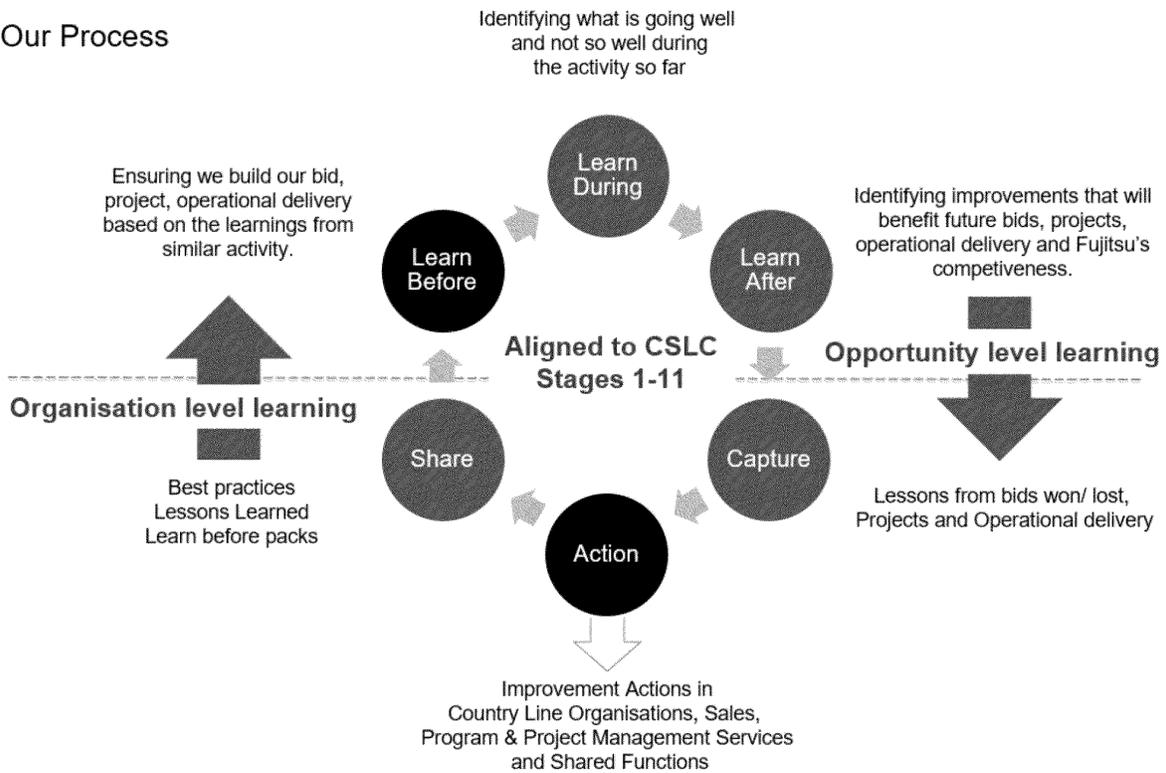
For Europe Region the Lessons Learned & Continuous Improvement process supports our Bid, Project and Operational Delivery teams to 'learn before, during and after', ensuring that the lessons from past experience are applied to all future activities.

Lessons are captured and disseminated through:

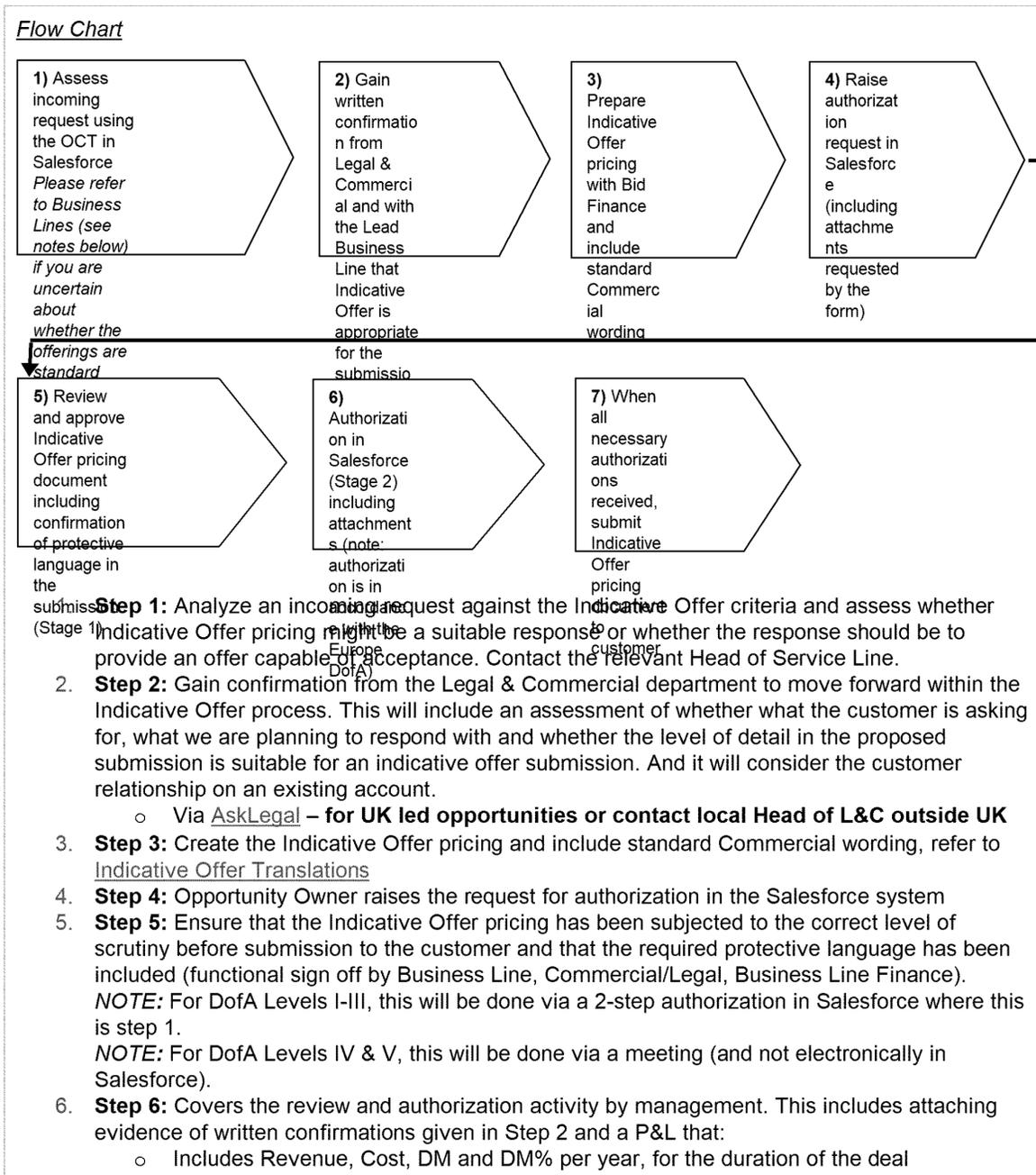
- Individuals contributing Lessons they have Learned via an [online form](#) which is available for reuse on the Lessons Learned & Continuous Improvement Portal
- Teams or individuals can upload their own Lessons Learned reports in the [“Reports Repository” section](#).
- The “Lessons Repository” can be consulted to check all submitted lessons and recommendations. Information can be grouped and sorted by different categories and filters, depending about interest.
- The [“Guides and templates”](#) section contains best practice forms and instructions ready to use.

The diagram below provides an overview of the Lesson Learned & Continuous Improvement process

### Our Process



4.14 APPENDIX 1 – INDICATIVE OFFER FLOW CHART



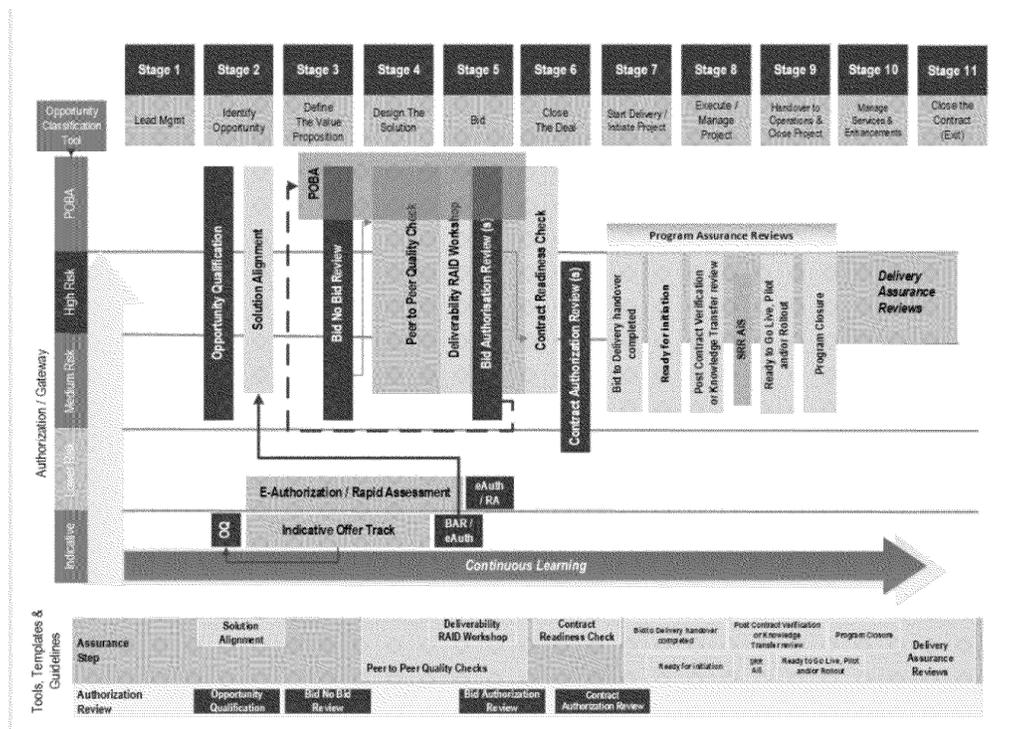
- Includes an early indication on cash flow (i.e. – payback and peak cash period and amount)
- Is costed in a way which is approved by the relevant delivery unit/Business Line. In some circumstances they may request a formal review.
- Is aligned to the commercial terms that are going with the offer (i.e., indexation, etc.)

**NOTE:** For DoFA Levels I-III, this will be done via authorization in Salesforce where this is step 2.  
**NOTE:** For DoFA Levels IV & V, this will be done via a meeting (and not electronically in Salesforce).

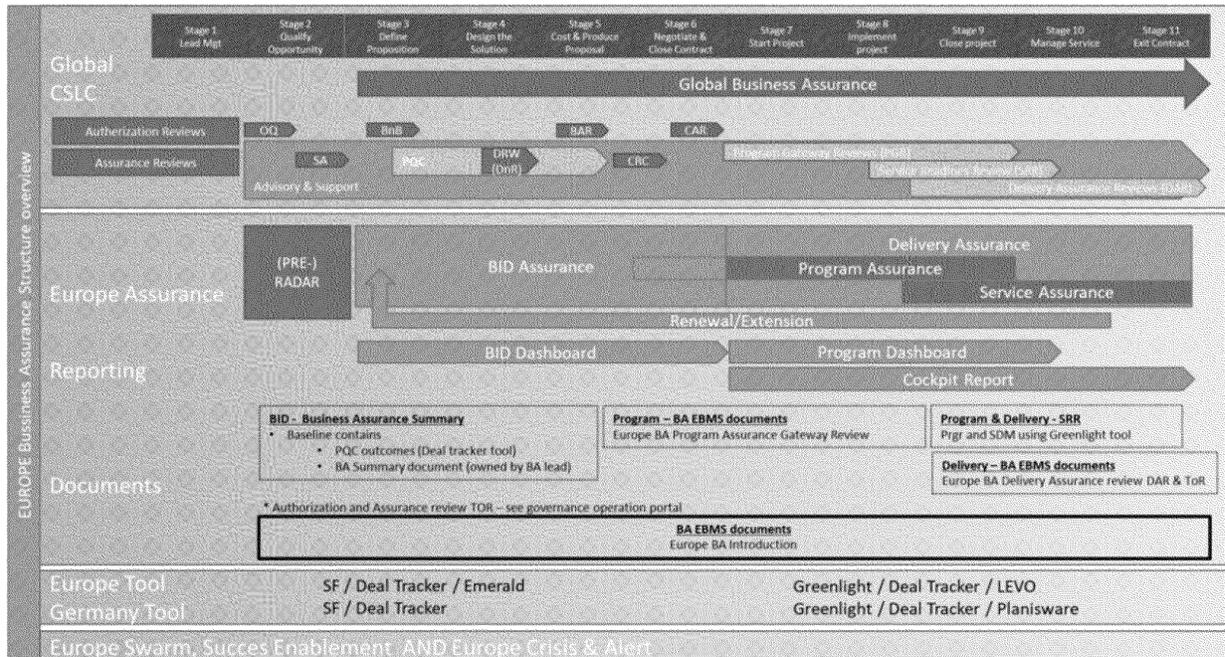
7. **Step 7:** Supports the final submission to the customer.

#### 4.15 APPENDIX 2- POBA WITH CSLC

POBA is an overlay to the CSLC process (represented in the diagram below)



### 4.16 APPENDIX 3 – EUROPE BUSINESS ASSURANCE STEP ALIGNMENT WITH CSLC GLOBAL GATEWAY



**Author:** Grace Kelly

**Author Role:** Head of Bid Governance Operations

**Authorizer Name:** Nicola Sibley

**Authorizer Role:** Head of Risk, Business Continuity, Quality Assurance and Bid Governance, Europe Shared Services

**Related Process (all accessible via the [EBMS Portal](#), [Bid Management Procedure](#))**

**Effective Dates/Revision Number**

Effective from: 1<sup>st</sup> April 2016

Last Revision date: 14<sup>th</sup> February 2024

Next review date: 31<sup>st</sup> July 2025

Revision number: 23.0

**Change History**

<b>Versio n</b>	<b>Date</b>	<b>Comments</b>
23.0	18 <sup>th</sup> July 2024	Annual Update, interim version. Further review to take place at end of October-24 Changes - Material change percentage; Global Rate Card; definition for MRS; confirm in SA if AI included.
22.0	14 <sup>th</sup> February 2024	Material change requiring re-BAR changed from greater than to less than
21.0	1 <sup>st</sup> January 2024	Work at Risk link updated.  Indicative Offer criteria updated  Europe Business Assurance Alignment with CSLC Global Gateway diagram updated
FF	1 <sup>st</sup> September 2023	CSLC stages 7-9 Gateway reviews updated  References to Gross Margin (GM) amended to Direct Margin (DM)
19.0	1 <sup>st</sup> May 2023	Annual Update  Churn definition  CSLC stages 7-9 Gateway reviews updated  Assurance Framework Diagram updated to reflect changes to stages 7-9 add stage 11  References to RAID Log changed to RAID Plan  References to Contract Documents for PQC into CRC  References to DACH removed as per company announcement 8 <sup>th</sup> March 2023
18.0	31st October 2022	Annual Update  Organization changes. References to NWE and CEE changed to either Europe Services or DACH as appropriate  References to Products Business Line removed or changed to Europe Platform Business as appropriate

		References to Full Portfolio Countries removed Stages updated in line with revised CSLC project Kyoko Removed – Appendix 3, Delivery Assurance Step Alignment with Solution Process Diagram
17.0	30th September 2022	Document review date extended. Awaiting some clarifications Updates to be captured in version 18
16.0	31st August 2022	Document review date extended. Awaiting some clarifications Updates to be captured in version 17
15.0	6th Jan 2022	P33 - Terms of Reference for the Bid Authorization Review link updated
14.0	31st Dec 2021	Minor changes around abbreviations. Minor clarification on Frameworks
13.0	30th April 2021	Annual Update Updated to include reference to Digital Accessibility, authorization for Framework extension and input for Security clarification for PQC GDPR requirements updated
12.0	2nd June 2020	Updated to remove references to DTS for NWE Delivery.
11.0	6th March 2020	Some links and headings updated. Note added re check for ANÜ list at BNB stage
10.0	28th February 2020	Note added section 3.6 to state written authorization required and should be retained. Delivery Assurance sections updated. CSLC diagrams updated to reflect updated Delivery Assurance sections
9.0	31st December 2019	Clarification regarding authorizations obtained outside of formal reviews added to section 3.2
8.0	22nd October 2019	Output included to process steps 4.2 to 4.6 to include the completed Deal Tracker actions Lessons Learnt diagram updated to include clarification of how Lessons Learned can be utilized References to EMEIA replaced with Europe where appropriate
7.0	2nd August 2019	Updated to reflect changes for CE to CEE and EMEIA to NWE as per communications received from Global Communications 29th July 2019
6.0	3rd April 2019	Some links within the document updated.
5.0	28th March 2019	Updated to include reference to Region CE and POBA
4.0	1st September 2018	Replacement of MIS and BAS to DTS and DBS. GDPR added. Other minor updates to fix broken links
3.0	18th September 2017	Further clarifications for Churn included. Document control updates. Removal of wording in section 4 because of corrective action identified through an internal audit. Amended Author. Fixed broken links.
2.0	6th July 2017	Added section 3.1.1 – House Rules
	20th November 2016	

1.1		Included additional information in section 2.1 to clarify focused approach to high complexity/risk opportunities	
1.0	20 <sup>th</sup> September 2016	Final version agreed for publication	