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CASE STUDY – FUJITSU AND CRM

"THE IMPACT OF CUSTOMER RELATIONSHIP MANAGEMENT ON FUJITSU AS A SERVICE PROVIDING COMPANY"

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Chapter 1 - Abstract

1.0 ABSTRACT

Abstract:

This case study named "The impact of customer relationship management on fujitsu as service providing company" has as its main aim analysing the impact of CRM on a company's customer satisfaction. What are the benefits for a company by using CRM and if it would improve, using Fujitsu as our case study. How Fujitsu measures its customer satisfaction is one of the issues developed in this thesis. Some of the methods used are Customer Satisfaction Interview Programme (CSIP); Customer Satisfaction Scorecard (CSS) and User Surveys. These surveys give Fujitsu the opportunity to acquire a better overview of the customers' satisfaction.

Nevertheless, its not for sure that these aims and predictions will be completely successful and in this theses, and through this Study Case, we will try to understand the success level of these methods and prediction and analysis of a CRM tool implementation in Fujitsu, as per the objectives established in this dissertation. Therefore is the general objective of the thesis analysing the impact of CRM on a company's customer satisfaction. In order to respond to this objective we will study firstly how Fujitsu measures its customer satisfaction at this moment. By getting an answer to this objective, we will be able to identify what the company misses by not using CRM and identify what is missing in Fujitsu's current customer satisfaction measurements and what CRM could add. In a second stage, it is important to study what would change if Fujitsu used CRM - its impact. In order to respond to this, we will study several theories and concepts related to the term CRM. Also will we study the benefits, advantages and disadvantages for the organization using CRM. We predict that CRM would give Fujitsu a better knowledge of their customers, which could lead to the development of better relations with Fujitsu's existing customers. This can lead to better marketing of products and services and better deal qualification by focusing on several aspects. Besides all this, it is also very important to try to predict the risk of the implementation of using CRM.

This case study involved the use of multiple sources and techniques in the data gathering process. The analysing techniques and tools to collect data used were surveys, documentation review and observation. The variants included in this particular study case were Literature Case Study, developed by looking exclusively at

already existing/published materials and Field Case Study which involves the gathering of original research by gathering data within the context being studied, involving also direct observation.

Key words: Customer Relationship Management, Customer Satisfaction, Fujitsu, loyalty, Relationship Marketing.

Resumo:

Este estudo de caso intitulado por "O impacto de Customer Relationship Management na Fujitsu como uma empresa de prestação de serviços" tem como principal objectivo analisar o impacto de CRM na satisfação dos clientes da empresa. Quais são os benefícios de uma empresa usando CRM e ainda se esta pode vir a melhorar. Usamos a Fujitsu como nosso estudo de caso. Como a Fujitsu mede a satisfação do cliente é um dos assuntos desenvolvidas nesta tese. Alguns dos métodos utilizados são: Customer Satisfaction Interview Programme (CSIP); Customer Satisfaction Scorecard (CSS) e User Surveys - Customer Relevant Operational Measures. Estas medidas dão à Fujitsu a oportunidade de adquirir uma melhor visão geral da satisfação dos clientes.

No entanto, não temos a certezas se os objectivos e previsões vão ser bem sucedida e neste teses. Através deste estudo de caso, vamos tentar entender o nível de sucesso destes métodos e a análise da implementação de ferramenta de CRM na Fujitsu, conforme os objetivos estabelecida nesta dissertação. O objetivo geral da tese será a analise do impacto de CRM na satisfação de clientes da empresa. A fim de responder a este objectivo, vamos estudar em primeiro lugar como Fujitsu mede a sua satisfação do cliente neste momento. Ao obter uma resposta a este objetivo, somos capazes de identificar o que a empresa perde por não usar CRM e ainda identificar o que falta neste momento na Fujitsu relativamente à satisfação dos clientes. Numa segunda etapa, é importante estudar o que mudaria na organização se a Fujitsu usasse CRM e o seu respectivo impacto. A fim de responder a isso, vamos estudar várias teorias e conceitos relacionados com o termo CRM. Também vamos estudar os benefícios, vantagens e desvantagens para a organização utilizando CRM. Prevemos

que o CRM daria à Fujitsu um melhor conhecimento dos seus clientes, o que poderia levar ao desenvolvimento de melhores relações com os clientes existentes da Fujitsu. Isso pode levar a uma melhor comercialização dos seus serviços. Além de tudo isto, também é fundamental tentar prever os riscos da implementação e do uso de CRM.

Este estudo de caso envolveu o uso de diversas metodologias. As técnicas de análise foram a análise de documentação e observação. As variantes incluídas neste estudo de caso particular, foram o estudo de caso de literatura, desenvolvido pela análise exclusivamente de materiais já existentes e estudo de caso de campo que envolve a coleta de pesquisa original a coleta de dados dentro do contexto estudado, envolvendo também a observação direta.

Palavras-chave: Customer Relationship Management, Satisfação do cliente, Fujitsu, Lealdade, Marketing Relacional

Chapter 2 - Introduction

2.0 INTRODUCTION

As per Robert Shaw, Customer relationship management (CRM) is a widely implemented model for managing a company's interactions with customers, clients, and sales prospects. It involves using technology to organize, automate, and synchronize business processes - principally sales activities, but also those for marketing, customer service, and technical support. The overall goals are to find, attract, and win new clients; nurture and retain those the company already has; entice former clients back into the fold; and reduce the costs of marketing and client service. It describes a company-wide business strategy including customer-interface departments as well as other departments. Measuring and valuing customer relationships is critical to implementing this strategy.

Customer Relationship Marketing can be described as the practice of using marketing activities to establish, develop, and maintain successful long-term customer relationships. CRM has numerous implications for market planning, employee training, advertising, promotion, public relations, direct marketing, package design, and more. Make no mistake about it: customer relationship marketing is quickly becoming the wave of the future.

Customer relationship marketing incorporates the cutting-edge method of building brands while simultaneously performing up-to-the-minute market research. Every consumer wants to be heard, and they will reward companies who show an interest in building strong client relationships. Using consumer data to evolve and develop with the marketplace will allow your company to build your brand and increase market share at an astonishing pace.

This said, it is understood that CRM can give companies a competitive advantage. Competition is a factor that will always to be significant. Companies need to be able to adapt In any atmosphere in order to maintain competitive. Porter (1980) finds that there are two different ways of establishing a competitive advantage. The first one is the low-cost supplier and the second one is by differentiating the offer in a unique and valuable way.

In order to build and protect its competitive position, companies need to consider how to enter a market. They need to improve the quality of their products or services. They will be forced to find a new basis for competition. One way to create a competitive advantage is customer loyalty. According to (Asser, 1990; Zineldin 1995, 1996, 2000) the evolution of the relationship between quality, CRM and customer loyalty requires an understanding and examination of the elements of quality relative to the operations strategy. The Improvement of the attributes of quality is not necessarily achieved by higher resource spending. The probability that the quality perceives as poor is high, as intangible aspects of the service package (of product and services) are not being addressed and many companies are affected by this with many of their customers. As per Asser (1990) quality doesn't improve unless it is measured. On an economical and operational level, customer relationship and quality are very difficult to measure. Making the link clearer between the customer loyalty, CRM and quality these will be easier to measure.

How can we get a better understanding of triangle relationship between quality, customer relationship management and customer loyalty (CL) which might lead to companies competitiveness (CC)? This dissertation will provide an answer to these questions, through a case study of an international leading Japanese information and communication technology (ICT) company – Fujitsu. Fujitsu provides corporate customers around the globe with IT-driven business solutions based on advanced technology and high-quality system platforms and services. The company is divided in several sectors, being The Lisbon GDC one of them. This sector operates as a Service Desk and comprises all call logging and resolution services and operates in accordance with ITIL operational service management processes. The Service Desk is a constituent part of an end to end managed service.

Fujitsu's priority is to ensure that customers maintain total operational efficiency at all times. They meet this objective through established service level agreements between them and the customer, determined by the clients' requirements and designed according to the clients specifications. How Fujitsu measures its customer satisfaction is one of the issues developed in this thesis. Some of the methods used are Customer Satisfaction Interview Programme (CSIP); Customer Satisfaction Scorecard (CSS) and User Surveys - Customer Relevant Operational Measures, eg SLAs; Improvement

at service line level. These surveys give Fujitsu the opportunity to acquire a better overview of the customers' satisfaction regarding the Service Desk, 2nd Level and the Field Service.

Nevertheless, its not for sure that these methods are being completely successful and in this theses, through this case study, we will try to understand the success level of these methods and prediction and analysis of a CRM tool implementation in Fujitsu, as per the objectives established in this dissertation. Therefore is the general objective of the thesis analysing the impact of CRM on a company's customer satisfaction. In order to respond to this objective we will study firstly how Fujitsu measures its customer satisfaction at this moment. By getting an answer to this objective, we will be able to identify what the company misses by not using CRM and identify what is missing in Fujitsu's current customer satisfaction measurements and what CRM could add. In a second stage, it is important to study what would change if Fujitsu used CRM - its impact. In order to respond to this, we will study several theories and concepts related to the term CRM. Also will we study the benefits, advantages and disadvantages for the organization using CRM. We predict that CRM would give Fujitsu a better knowledge of their customers, which could lead to the development of better relations with Fujitsu's existing customers. This can lead to better marketing of products and services and better deal qualification by focusing on several aspects.

Besides all this, it is also very important to try to predict the risk of the implementation of using CRM.

This case study involved the use of multiple sources and techniques in the data gathering process. The analysing techniques and tools to collect data used were surveys, documentation review and observation. The variants included in this particular study case were Literature Case Study, developed by looking exclusively at already existing/published materials and Field Case Study which involves the gathering of original research by gathering data within the context being studied, involving also direct observation.

Chapter 3 - CRM – CONCEPTS AND THEORIES

3.0 CRM – CONCEPTS AND THEORIES

3.1 CRM – the concept

3.1.1 Definition of CRM

CRM for businesses are considered as a business process that addresses all aspects of building partnership relations and shaping customers' trust to the organization, with personalized treatment of the most valuable customers. This concept is important because it is much more expensive to attract new customers than to keep them. CRM is the process whereby a company builds long-term relationships with current customers so that both seller and buyer work towards a common set of specific goals. The primary goal of CRM is to let companies achieve a mutual loyalty.

All companies are affected by competition. One of the many questions we can ask regarding businesses is why they use CRM. Actually it allows them to realize a precise empowerment profile under tremendous competitive pressures. Internet's web tools began to be used for CRM, which then became a business strategy that consists of processes and technologies that enhance customer relationships in order to increase customer loyalty. Firms today realize that customer loyalty is a competitive requirement which can potentially be fostered via relationship management.

How can companies gain the loyalty?

Loyalty is the result of the effective combination between CRM factors and new information technologies facilities such as Internet's web tool. To gain the loyalty of the customers via web site recourses, companies must use the technology to build lasting trusting and personalized relationships with them and empower employees. In essence, CRM allows businesses to continuously update their partnerships with loyal customers.

3.1.2 Theoretical Justification

CRM is dependent on: Empowerment, Personalization, Partnership and Trust. Empowerment refers to the process firms adopt to encourage and reward employees who exercise initiative and make valuable creative contributions, or do everything that is possible to help customers solve their problems. When employees perceive

high levels of empowerment, they are motivated towards their jobs and are likely to experience positive accompanying consequences. Research in IS references disciplines has shown that customers prefer objects and experiences that are familiar to them. Personalization may positively affect customers' attitude towards the web site, raising their tendency to use or to visit it repeatedly. The customer tells you of some value and you personalize your product or service to meet it. Personalization can promote customer loyalty. Partnerships are created when suppliers work closely with customers and add desired services to their traditional product and service offerings. To get effective partnerships with customers, some suppliers create joint venture with them. Also, the deployment of relationship – specific assets could improve certain dimensions of partnership performance such as longevity of the supplier – customer relationship. Trust is the extent to which the customer believes that the vendor has intentions and motive that are beneficial to the customer and the vendor is concerned with creating positive customer outcomes. Trust is a critical factor is any CRM in which the trustor does not have direct control over the actions of a trustee, and there are possible negative consequences of one party not fulfilling its promises. Overall, most definitions of trust involve a belief that one relationship participant will act in the best interest of the other participant.

According to Zineldin (2006) CRM is an effective way to maintain customer data base which allows a company to best understand customer's needs - particularly their relationship needs - better than the competitors.

The relationship between the customer and the company needs to be very strong therefore firms need to gain an understanding of the market structure. Focusing on advertising and promotions only is not enough. The focus must me on developing long-term customer relationships, rather than focusing on low prices, technologies or promotions. These are aspects that are easy to change fast. On the other hand, lasting relationships with loyal customers can take a long time to create. Close relationships provide a boost to the added value. The added value creates customer loyalty (Zineldin, 2000, 2005).

3.2   History of CRM

When companies started to use the CRM technique, they believed that it was going to change the fundamental rules of marketing within the firm (Sheth and Sisodia, 1999). The expectation, as per Pine et al. (1995), was that customers would be delight with personalized service and would co-develop solutions with supply networks (Hagel and Singer, 2000) to deny greater value-in-use for their purchases (Vargo and Lusch, 2004). Most customers inherently value relationships (Sheth and Parvatiyar, 1995) and small increases in customer retention would deliver significant increases in profitability over the lifetime of these relationships (Reichheld, 1996).

Between 2000 and 2005 things had changed. Companies would invest $220 billion in CRM solutions (Payne, 2006). Even so, most of them fail to deliver targeted ROI on their investments (Roberts et al., 2005; Rigby et al., 2002; PricewaterhouseCoopers, 2002). The levels of customer satisfaction didn't improve in this time either. The US customer satisfaction index has barely changed over the past decade. This could be considered as one of the great paradoxes of these unprecedented levels of marketing investment in CRM that has left customers even more cynical and disloyal.

Different literature related to CRM successes and failures point out the critical role of motivating employees to improve customer management (Zablah et al., 2004; Bohling et al. , 2006), culture (Bohling et al. , 2006; Shah et al. , 2006; Kale, 2004), appropriate use of customer lifetime value analysis (Ryals, 2005; Reinartz and Kumar, 2002; Venkatesan and Kumar, 2004) and organisational alignment (Boulding et al. , 2005; Roberts et al. , 2005).

Stan Maklan and Simon Knox in the paper "Dynamic capabilities: the missing link in CRM investments" defend that even so, they believe that there is a possibility that CRM can be compromised even before the implementation process begins and the factors above impact the outcomes. This happens as they have learnt how customers wish to engage with the firm before, and the discounted cash flow (DCF) analysis that dominates business case thinking often locks marketers into CRM strategies. What the traditional business case assumes is that consumer behaviour will change by a pre-determined amount in order to justify the incremental revenue identified in the business case, as a result of CRM investment. This means that the CRM sequence is

regarded as linear: analysis-business case-investment-to acquire resources-implement CRM-change consumer behaviour-profit. This linear approach is considered as not very appropriate for CRM investment decision making and adopt a dynamic capabilities perspective ([80] Teece et al. , 1997). The suggestion would be that CRM investment must account for the heterogeneity of individual firms' CRM resources and capabilities. The CRM strategy and processes provided by CRM software vendors are not successful for all companies, especially if their dynamic CRM capabilities are lacking.

3.3   CRM and IT (information technologies)

3.3.1   People, process and technology

Malone et al., used the TCT to study the impact of information technologies (IT) on the choice between the firm and the market. They found that IT reduce communication costs and encourage the migration of economic activities from the firm to the market. Therefore Malone et al, were among the first to link TCT to IOS, illustrating how electronic network can lower the costs of transactions. Steinfield et al., found that using the internet rather than proprietary computer network in connection with external trading partners appears to lessen a buying firm's dependence on its primary supplier. One of their goals was to understand the internet's web tools through TCT. The foregoing analysis suggests the need to augment TCT. The foregoing analysis suggests the need to augment TCT for IS research on the internet's web tools and their impact on the relation between CRM and customer loyalty.

3.3.2   Internet web tools

Internet's web tools as a secure interactive medium for the sharing of business information and transaction between IT companies and their customers. The Internet's web tools developed in this study have been augmented and updated from the frameworks of Young and Benamati and Iver et al. Therefore in this studies the Internet's web tools are examined using three variables: the level of presence on the Internet, the level of interactivity on the internet and the level of security on the internet.

The level of presence on the Internet: managers face several challenges as they seek to determine the best way of establishing their firm's presence on the web, mostly because of several characteristics of this medium. Tam and Ho explained that the concept of presence is central to the use of electronic commerce, and therefore to the usefulness and profitability of such new technologies as the web.

The level of interactivity on the internet: the use of the web site as a dynamic, interactive portal appears to be the most widespread concept. This interactivity concept is complex and multi-dimensional. Albrecht found that like face-to-face exchange, computers mediated exchange has the capacity of enable high interactivity. The level of this interactivity on the internet refers to the extent of which organizations engage in online exchange with others without feeling affected by the constraints of distance and time.

The level of security on the internet: the level of security on the internet is defined as the risks associated with web technology assets such as loss, disruption, and unauthorized access of information, data and internet resources. The perception of unsatisfactory security on the internet is one of the primary hindrances of CRM. Companies are still concerned about using an impersonal transaction medium like the internet for secure transactions. Companies are not as concerned about the security of electronic exchange, but rather that the concern over security has decreased over the years and particularly with developments in internet payment systems that ensure confidentiality. Organizations that are willing to do online business have to make concerted efforts to allay fears by offering clear security guidelines to their partners.

3.4   The Importance of Loyalty

Loyalty can be defined as building and sustaining a relationship with customers that leads to the customers' repeated purchases of products or services over a given period of time. Customer loyalty has been conceptualized as an interaction of attitude and behaviour. Customers can demonstrate their loyalty and behaviour in several ways. Clearly, they may choose to stay with a provider, whether this continuance is defined as a relationship or not, or they may increase the number of purchases or even both. Customer loyalty is linked to the emerging theory of RM. The enduring desire to maintain a valued relationship should, in turn, impact loyalty. Not only do loyal

customers generate more revenue for more years, the costs to maintain existing customers are lower than those to acquire new customers.

Fournier and Yao found that not all interpersonal relationships possess characteristics of loyalty. When customers trust an online vendor, they will share and communicate strategic information; that electronic communication enables the company to form a more intimate relationship with customers, offering products and services tailored to their preferences, which in turn strengthens loyalty. Sanchez-Franco et al found that aesthetic attractiveness of the web site has a positive effect on e-loyalty.

To maintain high CRM and thereby customer loyalty, firms are recommended to address factors connected to interactive web site strategies that fit to their organizational goals. Indeed, the success of some well-known websites can be attributed in part to their ability to maintain a high degree of customer loyalty. CRM is important today because it is often much more expensive to acquire new customers than to keep existing or loyal ones. Internet's web tools provide excellent tools to automate maintain and exploit the relationships from the beginning over the lifespan of the relationships. Website design elements could influence the purchase intentions of customers.

3.5   Dynamic capabilities

What are dynamic capabilities and why have they been overlooked?

The dominant theory in strategy literature (Newbert, 2007) is the resource-based view (RBV). This theory explains the function of the heterogeneity of firm-specific resources such as brands, customer relationships and distribution partnerships (Barney, 1991) as a sustained, superior performance. (The resource based view (RBV) is the dominant theory in strategy literature (Newbert, 2007); it explains sustained, superior performance as a function of the heterogeneity of firm-specific resources such as brands, customer relationships and distribution partnerships (Barney, 1991).) The link between such resources and competitiveness is very much appreciated by marketing scholars. By some, RBV is even considered to be the theoretical core of marketing (Day and Van den Bulte, 2002; Day, 1999; Srivastava et al., 1998; Hunt, 2000). Others find that RBV has failed to make a major contribution

to our understanding of competitiveness as the definition of resources is vague and tautological (Priem and Butler, 2001). The theory of dynamic capabilities focus more upon exploring how these resources are created and used for competitive advantage and less upon identifying the "static" advantage creating resources, such as brands. Dynamic capabilities can be defined as the antecedent organisational and strategic routines by which managers alter their resource base to create new value-creating strategies. They are the drivers behind the creation, evolution and recombination of other resources into new sources of competitive advantage (Eisenhardt and Martin, 2000, p. 1107). This means that the firm will be better able than its competitors at learning from customers (Vargo and Lusch, 2004). Also will they be more adept at changing core business processes and routines (Winter, 2003; Eisenhardt and Martin, 2000) and continually reconfigures, enhances and deploys (Rindova and Kotha, 2001; Teece et al., 1997) resources in a manner that creates superior customer value and hence superior performance in the marketplace. The vary nature of these dynamic capabilities make it very difficult to manage and develop. The dynamic capabilities by scholars are considered to be a challenge of identifying and managing them to "observing the unobservable" (Rouse and Daellenbach, 1999; Godfrey and Hill, 1995). Dynamic capabilities emerge from the everyday tasks of the firm's employees (Eisenhardt and Martin, 2000). Because of this they are often activities that permit some firms to distinguish themselves - the competitive factor.

They are grounded in tacit knowledge (Polanyi, 1976) which ensures that they are not easily documented, transferred internally between business units and, more importantly, cannot readily be imitated by competitors. It is difficult for managers to identify and assess the impact of any one dynamic capability on market performance, as dynamic capabilities exist in complex bundles with other capabilities and resources (Black and Boal, 1994). Because of the inherent difficulties of managing and measuring these internal drivers, casual ambiguity rather clouds the picture and can deter empirical research among marketing scholars. This is as dynamic capabilities can be linked to competitive advantage and ultimately to superior profitability.

When firms implement a new business processes, for example CRM, the program changes are almost exclusively the IT function (CSC Research Services, 1994). For this reason it is crucial that those in charge of CRM implementation view the

development of relationship marketing capability not only as the training marketers to use the new technology and to deploy related business processes, but most importantly helping marketers to innovate new marketing programmes that affect customers' attitudes and behaviours favourably. Dynamic capabilities are not merely the sum of individuals' knowledge (Teece and Pisano, 1994); they originate and grow within the firm through employee collaboration. Therefor the focus on dynamic capability development must be at a team level.

3.5.1 Presenting a framework for surfacing and developing dynamic capabilities

The necessary pragmatic framework needed to invest in CRM successfully to first identifying and then developing the dynamic capabilities, lack in many marketing managers ([48] Maklan, 2004). Authors developed a framework for consumer markets from the extant work of both Webster (1992) and Coviello et al. (2002) albeit the authors focus on consumer marketing. What Webster identifies is a shift in the conceptualization of marketing to facilitate organizations align internal operations in order to support different types of marketing relationships. A seven-point continuum of marketing relationships: transactions, repeated transactions, long-term relationships, buyer-seller partnerships, strategic alliances, network organizations and vertical integration was identified by Webster. The three most important types of marketing relationships are: Transactional - comprising that which Webster identified as transactions and repeated transactions; One-to-one relationship - comprising long-term relationships and buyer-seller partnerships; and Networked - comprising strategic alliances and network organizations. These make the development of a conceptual framework possible, which can be made operational by managers.

Thompson et al. (1991) argue that consumers choose between three purchasing strategies: the market place (transactional relationship), hierarchical relationships (Malone et al., 1987) or networks of consumers (Hagel and Armstrong, 1997) to fulfil their needs for goods and services. Coviello et al. (2002) separate the term "relationship" into two forms of marketing: database and interaction marketing, although they have a similar view of the forms of possible marketing relationships. What they show is that companies deploy a mixture of marketing practices that can be

categorized by the form of marketing relationship by which firms engage with their consumers. Coviello investigates marketing practices.

The conceptual framework presented in "Dynamic capabilities: the missing link in CRM investments" was generated from a database literature search based on combinations of the search string "the role and function of marketing". As per Maklan, Stan and Knox, Simon's analysis of the literature, the largely centred discussion of marketing capabilities has been validated by a cross disciplinary review panel consisting of senior academics from the marketing, strategy and information technology domains. Their content analysis of the literature identifies four principal dynamic capabilities in marketing: Demand management - generating revenue for goods and services. Creating marketing knowledge - generating and disseminating - throughout the firm - insight about consumers, markets, competitors, environmental trends, distributors, alliance partners and online communities. Building brands - creating and maintaining brands for products, services and the organisation. Customer relationship management (CRM) - developing how the firm relates to consumers.

In the 1970s, the definition of marketing capabilities were in the context of facilitating transactions between firms and consumers (Kotler, 1972). During the 1980 s and 1990s the emersion of marketing resulting in building relationships with consumers on a 1-2-1 basis (Pine et al. , 1995) or through relationship marketing programmes (Christopher et al. , 1991) was noticeable. In this period the internet was becoming more popular so marketing scholars explored a new paradigm. This was based on networks of customers and their supply chains (Achrol and Kotler, 1999). These three distinctive forms of marketing relationships explain the contradictions in the literature and is endorsed both by marketing scholars (Coviello et al., 2002) and strategy colleagues alike (Thompson et al., 1991).

Therefore, is the framework of Maklan, Stan and Knox, Simon defined by a matrix comprising these four Dynamic capabilities set against a continuum of the three forms of marketing relationships between the firm and its customers.

3.6   Relationship and the added value

In order for marketing to add real value it has to be all-pervasive. It needs to be part of every employers' profile in the company. Marketing by many is considered a way of doing business. It's about how to integrate the customer into the design of the product/service and to design a systematic process for interaction that will create substance in relationships. It is fundamental for companies to keep adding value to stay competitive. The focus on the customers plays an important rule. If they make use of the customers, they will be able to run the business more efficiently and more effectively for the customers. Without customer relationships, it is difficult for a company to keep their clients. Firms must not count only on the customer relationship that is delivered by the core product. This is a fundamental part for a firm to focus on. According to Zineldin (2006) this involves added tangible and intangible elements to the core products and so, creating and enhancing the "product surround".

The total value offered to a customer mines the total cost to the customer can be considered as the customer delivered value. There are two main concepts that need to be separately defined - total customer value and total customer cost. What can be considered as part of total customer value is the functional value of the product, service value, emotional value, social value, conditional value, and epistemic value, and image. Total customer cost can include monetary price, time, shopping efforts, energy and psychological cost value.

Building added value is the hard work of basic business. Companies need to establish strategies in order to make them more resistant for changes in the market, as this is constantly changing. Companies need to keep up with these changes in order to be competitive, thus to be able to provide exactly what customers want - high quality at low cost. As all companies do this, it is difficult to stand out. This dynamic erodes your added value. To protect its added value, a company needs to create and enhance long-term customer relationships (Zineldin, 2000; Grönroos, 2000). How will companies be able to establishing and maintaining the added value and relationship with key consumers? Renew or improve their CRM and RM strategies of by producing and delivering high quality core products and supporting services in a more systematic manner. This way an effective process will be developed. Those who can

do this best will have a definite competitive advantage, being able to retain the customer's transactions. The most common strategy companies' use is focusing on serving some selected key market targets better than their competition. Therefore it is fundamental to emphasize deeper penetration of the existing customer data base.

3.7   Relationship Marketing

3.7.1   Relationship marketing (RM) and customer relationship management (CRM)

During the 1990s, many changed were felt in organizations and consumers. One of the reasons for companies changed regarding attention and orientation toward marketing and the consumer, were environmental factors. Companies have recognized the fact that they must change and restructure their way of establishing and maintaining business relationships. Manufacturers discovered that RM and CRM are invaluable with constantly changing technology and increasing global competition (Galbreath and Rogers, 1999; Valentine, 1999, Zineldin, 2000, 2005). According to many managers and marketers establishing long-term business relationships is about development and survival.

Relationship marketing is a complex concept that can be defined in many different ways. As per Berry et al 1983, relationship marketing is attracting, maintaining and - in multi-service organizations - enhancing customer relationships. According to Christopher et al. (1991): The relationship marketing concept is emerging as a new focal point, integrating customer service and quality with a market orientation.

Martin Christopher, Adrian Payne, and David Ballantyne at the Cranfield School of Management claim that relationship marketing has the potential to forge a new synthesis between quality management, customer service management, and marketing. They see marketing and customer service as inseparable. Relationship marketing involves the application of the marketing philosophy to all parts of the organization. Every employee is said to be a "part-time marketer". The way Regis McKenna (1991) puts it:

"Marketing is not a function, it is a way of doing business . . . marketing has to be all pervasive, part of everyone's job description, from the receptionist to the board of directors."

Relationship marketing also stresses what it calls internal marketing. This refers to using a marketing orientation within the organization itself. It is claimed that many of the relationship marketing attributes like collaboration, loyalty and trust determine what "internal customers" say and do. According to this theory, every employee, team, or department in the company is simultaneously a supplier and a customer of services and products. An employee obtains a service at a point in the value chain and then provides a service to another employee further along the value chain. If internal marketing is effective, every employee will both provide and receive exceptional service from and to other employees. It also helps employees understand the significance of their roles and how their roles relate to others'. If implemented well, it can also encourage every employee to see the process in terms of the customer's perception of value added, and the organization's strategic mission. Further it is claimed that an effective internal marketing program is a prerequisite for effective external marketing efforts. (George, W. 1990)

Relationship management, however, emphasises the organisation of marketing activities around cross functional processes as opposed to organisational functions or departments. A stronger link between the internal processes and the needs of customers is created and the customer satisfaction rises. According to Payne et al. , 1999; Reichheld, 1996; Zineldin, 2005, 2000 relationship management and customer relationship management emphasize that customer retention affects company profitability in that it is more efficient to maintain an existing relationship with a customer than create a new one.

3.8 Making relationship marketing operational

The philosophy of relationship marketing (RM) is being advocated more and more strongly by marketers. However, its operational contents are unclear: Which are the relationships of RM? How do we manage them? Which are the benefits? In this chapter, an attempt is made to specify in a broader sense than usual the relationships that constitute RM. It deals with direct market relationships between suppliers and

customers, but also with supporting relationships above and below the market proper. The philosophy of the marketing mix theory, which is the currently most prevalent approach to marketing, is condensed in a few operational concepts through the 4Ps: product, price, promotion and place. In addition, supporting approaches and activities such as market segmentation and marketing research techniques, have been developed. In a similar vein and in order to improve the applicability of RM, the philosophy of RM is transformed into 30 relationships, the 30Rs.

Relationship marketing can be considered to be a technique of communication used to build relationships between the company, brand or product and their customers. The challenge is to customize the approach to customers so they feel that the effort in developing new products or services is always based on their needs and desires. It is important that customers feel that the company or brand is about them. This communication technique emerges as a way to establish complicity between the dynamic and growing company, brand or product and customer loyalty with the objective or maintenance of lasting relationships.

In the nineties, marketing suffered a great evolution focusing all their attention on the customer, investing in their knowledge and to maintain their relationship stick. The client became the centre of the company and its activity has to be guided by the requirements and expectations of its customers. All this leads to a major transformation of the market, which is replaced, suddenly, new rules by dropping old form of action. At the same time a maturation of the consumer is to be noticed. They overcome their own stereotypes resulting of a new family organization. They spend less time with their family members to become more independent in their daily relationships.

The consumer has become more demanding and becomes having more cycles of consumption, therefore it is essential for companies to know their clients extremely well. Although we are in an era of globalization, there is a need to develop micromarketing or local marketing for companies to meet the needs of its customers. Simultaneously the brands become more vulnerable and lose their major references to their customers, due to several factors related to competition and diversity of supply.

New technologies allow the emergence of alternative channels and highly targeted to specific segments. Rising also to a great evolution in the retail and distribution systems, advantaging the distributor instead of the producer and inducing to a new player market with new rules. Given this new scenario, companies have no other choice than to overcome any difficulty, come into direct contact with the market, with customers, listen to your needs, interpret them and understand them adapting quickly.

Relationship Marketing is now a need for companies, as with practice it will be possible to have loyal customers and above all, profitable customers. Loyalty becomes the sole guarantor of the retention of business customers. It is for Relationship Marketing to ensure the maximization of customer loyalty, always buoyed by annual profitability in order to increase the value of long-term customers. Companies started to think on long term and act on short term. Although to achieve this sophistication in contact with the consumer many steps had to taken.

3.9   Data Base Marketing

The construction of a database that allows constant update and that makes it possible to assess default behaviours become a pressing necessity for companies. The manipulation of these data will facilitate an increasing and improving segmentation of their clients and target-groups, enabling the construction of a truly potent and effective tool. This tool is named CRM.

Database marketing is a management system that integrates relevant information on all types of customers, using statistical analyses and interpretations of subjective character, in order to analyse and design marketing strategies that support the actions of purchase and all processes of loyalty as important today for business. In screening every relationship between customers and organizations, it allows the research of the history of behaviour, either individual or collective, and therefore taking appropriate measures. Without the companies controlling the anticipation of market expectations it would be very difficult. Besides it helps building a relationship between the company and its customers. The elaboration of a database that allows constant updates and from there allows the measurement from the standard behaviour, becomes a pressing need of the companies. The manipulation of these data will allow

a bigger and better segmentation of the customers and target groups in order to build a truly powerful and effective tool. The tool named CRM.

3.10 One-to-one marketing

One-to-one marketing can be defined as the relationship between the company and its clients based on the knowledge of the consumption habits, purchasing habits and communication habits of the clients envisioned to be fidelized, proposing a set of measures that allow for various consumption moments, until the client is converted to a permanent source of information about all the actions that characterize the commercial relationship. To achieve this goal, you employ all possible means of communication to establish interactive relations that enable gathering and examining all the clients' suggestions and recommendations, in order to achieve quality standards in agreement with market expectations. The main goal of one-to-one marketing is to create lasting relations with its clients, generating incentives that go well beyond promotional actions based on the generation of stimuli that penetrate the private sphere of each client, in order to create a true emotional bond between the client and the companies.

3.11 Fidelization as the base for the sustenance of Relationship Marketing

Fidelizing clients means creating a value superior to the satisfaction of the use of a product or service. Fidelized clients associate positive and strengthening feelings to the company and its brand - like credibility, security, comfort, serenity – and start seeing the brand as part of their lives. According to Philip Kotler, gaining new clients costs between 5 and 7 times more than maintaining the already existing ones. Thus, the effort of maintaining clients is, primarily, an investment that will ensure an increase in sales and a reduction of expenses. Fidelization programmes allow companies to reach multiple commercial goals such as, for example, the identification of its most important clients, the creation of products and services according to purchasing habits, developing and applying a personalized service in a mass market, potentiating the increase in the frequency of clients' purchases and, consequently, increasing the profitability and being able to more effectively estimate the costs of obtaining new clients.

These goals can be summarized as follows:

- Share of wallet: that every client purchases the highest possible amount of my brand in a total of expenditures reserved for a particular category of products.
- That every client purchases my products for the longest possible period of time.
- That every client can direct my product to the largest possible number of new clients.
- A fidelization program must be developed in a particular context:
- Company – brand – client: fidelization is possible from the moment when a true connection is created between a brand and a client.
- The goal of fidelization is retaining the clients, preventing that they migrate to the rivals, and increasing the value of business deals they provide. Companies desire loyal clients to obtain financial advantages. In personal relations, on the other hand, fidelity is directly linked to emotional advantages.
- If we are loyal to our friends and companions because we built relationships based on emotions, why not act the same way in relationships with our clients, of whom we expect fidelity? As in personal relationships, fidelity can't be bought; it is conquered in the long term through attitudes that convey trust, respect, care, attention and affection to the other. And fidelization is a continuous process of loyalty acquisition, because no client is loyal now and again - nor forever.
- Loyal clients are much more likely to purchase through more than one canal (telephone, store, internet, etc.) and tend to consume more. And the more loyal, the longer the lifespan of the company's clients' wallet, the lower the cost of client recovery and the higher the financial value associated with the brand.
- Loyal clients complain when they have a bad experience, because they want to see their problem solved, they believe in the brand/company and want to improve it. Disloyal clients, on the other hand, leave without the tiniest bit of remorse and worse - they speak ill of the company. According to Kotler, 95% of unsatisfied clients don't complain, they just stop buying, and Terry Vavra, an American consultant, claims that an unsatisfied client usually contaminates another 13, while a satisfied one only influences 5.

Fidelization programs must be considered an integral part of a brand's strategy, because this is the best way for a brand to express its values, which must be easily identifiable with its clients' values.

The great challenge is humanizing the brands and slowly turning the clients into friends. It is without a doubt an ambitious goal, but it is the one through which a fidelization program should be carried out.

A fidelization program must enclose within itself a balance between rational and emotional benefits in a long-term and short-term perspective.

What influences the clients' satisfaction? Quality products and services, prices perceived as fair, satisfying payment conditions, fulfilment of deadlines and compromises assumed by the company, availability of products/Services, adequate delivery, attentive listening, commitment dialogue, discounts and special offers and ease of purchase.

Satisfaction can be measured through the relationship between what the client has received and what he/she expected to have or see (perception x expectation). If perception is greater than expectation, the client will be much more satisfied than he/she expected. But if it is lower, he/she will be frustrated and will not register it a s a positive experience.

As clients' expectations rise with time, they tend not to be satisfied if the company isn't able to accompany the changes in their need and wishes, which requires time and investment.

Satisfaction can be obtained in a single transaction, but fidelity can only be conquered on the long term. Nothing guarantees that a satisfied client will refuse offers of the competition. A loyal client, on the other hand, will think twice before betraying.

The fine line that separates total satisfaction from fidelity must be covered by a shield of trust. Only through a relationship of trust between clients and company can barriers be created against the action of the competition. People trust who respects them, hears them and surprises them. And they are loyal while they trust.

Products are no longer bought in the physical conception of the word. Everything that clients purchase are services able to attend to their needs, that can be delivered by people, companies or products. Understanding this, companies can decide the focus of their orientation: they can direct to the clients, creating bonds of involvement, or to the products.

3.12 How to companies use CRM

The strategy of companies focusing and investing on their best existing customers with great growth potential in staid of trying to acquire new businesses is supported by customer relationship management (CRM) software. It requires a different way of deploying people. This is done by using sophisticated data stores within CRM to establish lifetime customer value models. Companies are segmenting by how much potential revenue a customer might represent, and then allocating labour and capital accordingly. No longer the strategy of segmenting customers exclusively along traditional demographics is used.

As per Lisa Henderson, vice president of client services at Berkeley Enterprise Partners, a Boston CRM consulting firm, "Most companies have a traditional business structure that's organized around departments and functions: marketing, sales, customer service, operations and credit,". "If you buy off on the personalized, one- to-one CRM orientation...the traditional business model leaves you with an organizational structure that flat out doesn't work." She defends that to acquire the best customer model it requires companies to organize around customer groups instead of internal functions. Lisa Henderson finds that many companies use CRM simply to automate existing marketing functions and feel no need to undergo such a dramatic reorganization. Companies who are deploying a best customer strategy use sophisticated data stores within CRM to establish lifetime customer value (LCV) models. Companies are segmenting by how much potential revenue a customer might represent, and then allocating labour and capital accordingly, instead of segmenting customers exclusively along traditional demographics such as age, gender and income.

When it becomes clear for a company to see where it can best devote its energies, the need to rethink job roles and titles, reporting structures and compensation the

enterprise should have developed a customer scoring model.

Chapter 4 - Objectives and research methodology

4.0 OBJECTIVES AND RESEARCH METHODOLOGY

4.1 Objectives

4.1.1 General Objective:

The general aim of this dissertation is to analyse the impact of CRM on a company's customer satisfaction. What are the benefits for a company by using CRM and if it would improve. We will use Fujitsu as our case study. Therefore we developed the following specific objectives:

4.1.2 Specific Objective:

1.   Study how Fujitsu measure its customer satisfaction and what is Fujitsu Services' approach to customer satisfaction and feedback.

Three levels of measurement to facilitate this; CSIP (interview), CSS (scorecard) and USAT (user survey).

2.   Analysing what Fujitsu misses by not using CRM;

Identify what is missing in Fujitsu's current customer satisfaction measurements and what CRM could add.

3.   What would change if Fujitsu used CRM – the possible impact on CRM on Fujitsu

Prediction of the implementation of the CRM strategy based on a specific toolset - Salesforce.com (overview of what the programme is expected to deliver)

The purpose of the previous aim is to allow a check for corporate strategic alignment by comparing the outline Vision Statement and benefits against the outline estimates and risks; i.e. its broad based viability and achievability. Once validated and approved the Programme Brief provides the basis for the development of the full business case and other Programme Management information in the Defining a Programme process.

4.   Study Fujitsu's benefits by using CRM

This includes studying the possible benefits CRM would provide Fujitsu. We predict that CRM would give Fujitsu a better knowledge of their customers, which could lead to the development of better relations with Fujitsu's existing customers. This can lead to better marketing of products and services and better deal qualification by focusing on several aspects.

5.   Predicting and analysing Issues and Risks of the implementation of CRM

Predicting several issues and risk of the CRM implementation.

6.   Should Fujitsu implement CRM or not?

Advantages and disadvantages and final conclusions.

4.2   Research Methodology

4.2.1   Thematic Introduction

The case study method was introduced by Harvard University and they still uses it as a primary method of learning. It is considered the most effective method to promote and develop skills required in the management and leadership. The methodology of research is the instrument by which the investigation of the proposed problem is made possible, in order to meet the objectives are achieved. This part of the work aims to provide the reader with the procedure and scientific methods that were used in the preparation of the thesis. However, this part of the work should not be overlooked since incoherent methodological strategies may compromise the rigor that there must be a scientific work.

4.2.2   Basic features and advantages of the case study

A case study as a general approach to understanding phenomena can involve many specific methodologies such as interviews and direct observation. The art and science of creating case studies is known as the case method. Thus the case method is a set of specialized research and writing techniques designed to create rigorous case studies. It also refers to ways of teaching with case studies.

Bennasat et al. (1987) considers that a case study should have the following

characteristics:

- Phenomenon observed in their natural environment;
- Data collected using various means (direct and indirect observations, interviews, questionnaires, audio and video records, diaries, letters, etc.);
- One or more entities (person, group, organization) are analysed;
- The complexity of the unit is studied in depth;
- Research aimed at stages of exploration, classification and hypothesis development process of knowledge construction;
- Are not used experimental forms of control or manipulation;
- The investigator does not need to specify in advance the set of dependent and independent variables;
- The results depend heavily on the integrative power of the investigator;
- Changes can be made in case selection or methods of data collection as the researcher develops new hypotheses;
- Research issues involved with "how" and "why" instead of "what" and "how".

For Bell (1989) the great advantage of the case study is to allow the researcher to focus on a specific aspect or situation and identify or attempt to identify the various processes that interact in the context studied. These processes can remain hidden in large-scale surveys (using questionnaires), but are crucial to the success or failure of systems or organizations.

Yin (2001) also mentions some advantages associated with the case studies. The author states that this methodological approach can be a file descriptive material rich enough to allow subsequent reinterpretations. The author adds that the case studies are more accessible to the general public than other research data, relate theory to practice and provide insight through specific examples, events or situations.

The case method has long been accepted as an important method for training managers and administrators. It is a method of learning based on active participation and cooperative or democratic discussion of a situation faced by a group. The method of discussion also replicates the manner in which most decisions are taken in practice. It also involves replicating discussions with supervisors, peers or subordinates. If

properly used, it has the power to improve the acquisition of knowledge, skills and attitudes. There is no unified case study method in public administration. Instead, a variety of methods exist each emerging at different points in time and addressing different research needs. The proliferation of different methods however does to preclude the creation/development of hybrid approaches/methods.

The approach chosen for this study was a qualitative case study or exploration. Yin (2005) points out that the exploratory case study is the best alternative when you ask questions like 'how' and 'why', when the researcher has little control over events and when the focus is on contemporary phenomena inserted into some real-life context.

Likewise, Ponte (2006) considers that an investigation is assumed to be individualistic, that is, deliberately focuses on a specific situation that is supposed to be unique or special, at least in some aspects, trying to discover what's in it most essential characteristic, and thus contribute to the overall understanding of a certain phenomenon   of   interest.

Using this method arises in a context of criticism of quantitative methods as explanatory of the phenomena of the social sciences.

4.2.3   Choice of company for the case study

Choosing Fujitsu for this case study was strategically a good choice. As Fujitsu has still no global CRM tool implemented, it would be a good challenge predicting this scenario. In this case it would be easier to know if Fujitsu would get its customers more satisfied with the predicted changes. Also we found it interesting to investigate this particular company as it has so many different sectors. How can they manage to evaluate its customer satisfaction in different sectors and in different ways? Knowing if Fujitsu would improve using a global CRM tool and what the risks would be by implementing this, was a challenge gladly accepted with an international company like this.

4.2.4   Fujitsu's case study

This case study involved the use of multiple sources and techniques in the data

gathering process. The following analysing techniques and tools to collect data were used: surveys, documentation review and observation. This can be considered as a business school approach as it emphasizes analysing decisions and actions of managers and their consequences through using real world examples to better prepare students for on the job challenges. The variants included in this particular study case were Literature Case Study, developed by looking exclusively at already existing/published materials and Field Case Study which involves the gathering of original research by gathering data within the context being studied, involving also direct observation. In terms of context its highlights salient points about the context and circumstances affecting an issue at hand. The strategy highlights approaches adopted to address identified challenges. Outcomes, by using these methodologies, show results achieved and lessons learnt and finally will they facilitate discussions through issues and questions readers may identify.

Chapter 5 – Fujitsu, the company

5.0 FUJITSU – THE COMPANY

This chapter will describe the company and most importantly, show how its customer satisfaction is currently measured and what is Fujitsu Services' approach to customer satisfaction and feedback, in response to the specific objective number one. There will be three levels of measurement to evaluate the customers satisfaction explained in this chapter: CSIP (interview), CSS (scorecard) and USAT (user survey).

5.1 Fujitsu Introduction

Fujitsu is the leading Japanese information and communication technology (ICT) company established in June 1935, offering a full range of technology products, solutions and services. Over 170,000 Fujitsu people support customers in more than 100 countries. They use their experience and the power of ICT to shape the future of society with their customers. Fujitsu Limited (TSE:6702) reported consolidated revenues of 4.5 trillion yen (US$55 billion) for the fiscal year ended March 31, 2011. Fujitsu has several Business Segments such as Technology Solutions (System Platforms; System Products; Network Products Services; Solutions / Systems Integration and Infrastructure Services); Ubiquitous Solutions (PCs / Mobile Phones and Mobilewear) and Device Solutions (LSI and Electronic Components). With as its president Masami Yamamoto, Fujitsu today counts with over 172,000 employees.

See Consolidated Net Sales by Business Segment, including Intersegment Sales annexed – and Consolidated Net Sales to Unaffiliated Customers by Geographic Location image 1 and 2

5.2 Fujitsu's Business

Fujitsu delivers total solutions in the field of information and communication technology. Along with multifaceted services provision, their comprehensive business encompasses the development, manufacture, sales and maintenance of the cutting-edge, high-quality products and electronic devices that make these services possible. Fujitsu has three different business segments: Device Solutions, Ubiquitous Solutions and Technology Solutions. All details regarding Fujitsu's business segments can be found in the attachments, image 3.

Fujitsu provides corporate customers around the globe with IT-driven business solutions based on advanced technology and high-quality system platforms and services.

5.2.1 Main Products & Services

5.2.1.1 Services

Fujitsu provides solutions/system integration services that integrate ICT system consulting, design, application development and hardware installation, as well as infrastructure services centred on outsourcing services (complete ICT system operation and management including ICT system management via data centres) and maintenance services.

Fujitsu's services business holds the leading market share in Japan and the third-largest share worldwide. They provide services across a wide range of countries and regions, including Europe, the Americas, Asia-Pacific, and China. Outsourcing services are a key field for Fujitsu, where through their network of 100 data centres in 16 countries worldwide, mainly in Japan and Europe, they meet a wide variety of customer needs. Among other benefits, their services make operation of customers' information and communication technology (ICT) systems easier, and help to make their operations greener. Fujitsu's strengths lie in its global services structure, a wealth of experience in building large-scale, advanced systems, and the technological capabilities to support these operations. They use these capabilities to help diverse customers across countries, regions and languages in utilizing their ICT systems, including government organizations, and customers with locations around the world.

5.2.1.2 System Platforms

In system products, Fujitsu has a broad line-up of offerings to meet the needs of customers around the world. These include sophisticated and highly reliable mainframe and UNIX servers that support the backbone systems of corporations and that are equipped with proprietary CPUs—Fujitsu being one of the few global ICT companies with the technology to make its own processor chips. They also provide x86 servers for cloud computing and other promising business areas, as well as

storage systems able to hold increasingly vast amounts of data. In network products, Fujitsu holds a large market share for the optical transmission systems and mobile phone base stations used by mobile communications carriers in Japan, backed by its advanced technology and support capabilities. They also have the leading market share in the highly competitive North American market for optical transmission systems, building on our highly rated technical capabilities and track record.

5.2.1.3   IT Support Services

Fujitsu offers a wide range of support services as part of its portfolio. The offerings are geared to flexibly meet real business needs and are supported by Fujitsu's high quality regional network infrastructure and its value-added management and professional services.

The offerings range from a basic support service with a relatively high degree of customer control, to a fully outsourced managed service covering infrastructure support, monitoring, call centre, application support and full problem ownership and management.

All services are provided to an agreed SLA (Service Level Agreements), with an allocated Fujitsu Service Manager to cover the complete life cycle of the contract. This is to give the customer a single point of contact within Fujitsu to resolve issues, monitor the service, report on service levels and provide proactive advice.

Fujitsu provides the specialized skills and expertise needed to complete both large scale projects timely and in keeping with the clients budget. After implementation, they will maintain the on-going support of the installed IT systems and/or solutions.

5.2.1.4   Infrastructure Support

Integrating and managing networks is increasingly complex, requiring scarce skills. By understanding the risks, complexities and rapidly changing technologies involved in network management, Fujitsu has developed a proven approach to network service delivery. An approach that will enhance core business processes, reduce operating costs, improve service levels and enable deployment of new business applications. Their proven credentials in the design, build and operation of business critical IT

infrastructures means that we have the expertise to deliver the services you need and align them to your business.

Fujitsu's Managed Network Service framework includes:

- Best practice processes - integrated end-to-end and conforming to industry approved guidelines and standards;
- Industry leading network management technologies and process integrated with IT Infrastructure Management;
- A standard design and implementation methodology - covering all aspects of transition to a new service;
- An advanced service management methodology - covering the management and evolution of service solutions;
- Agreed SLA's (Service Level Agreements)

5.2.1.5 System Support

I-Support of an IT environment is becoming increasingly complex. In todays environment, organizations face challenges such as cost control, skills shortages and technology optimization. How do you support your IT environment, increase systems availability and keep your mission-critical systems running at peak performance within tighter budgetary constraints?

Fujitsu's System Support services are designed to minimize disruptions that affect your Company's IT systems, data and applications. Our System Support embrace every aspect of your IT infrastructure, including:

- Hardware and software redundancy
- Systems Management & Administration
- Business Continuity Services
- Network infrastructure & Redundancy planning
- High Availability Storage Systems

5.3 **Lisbon GDC (Global Delivery Centre):**

Fujitsu has several Global Delivery Centres. These centres provide customer support to a certain company through a service desk. These desks are located in countries where the employment costs are lower and from this country they provide support to countries all over the world, depending on where the client is based. These service desks give all kind of technical support to their clients. This means that all the employees need to have the knowledge of the internal IT system of the company in order to provide support and reach a high level of customer satisfaction.

One good example of the IT support service Fujitsu provides is The Lisbon GDC. This global Delivery Centre operates as a Service Desk and comprises all call logging and resolution services and operates in accordance with ITIL operational service management processes. The Service Desk is a constituent part of an end-to-end managed service. In this service the customer has an extreme relevant and direct evolvement with the company thus their satisfaction can be easily affected.

5.3.1 **Background of the Lisbon GDC**

- Initiated in December 2005 supporting a single client (BP)

- Gradual and sustained expansion during 2006/07

- Increased growth throughout 2008

- In 2008 was the location of choice within Fujitsu Services Global Delivery

- Now established as the model for multilingual service desks

- Includes the support of Fujitsu Services staff across several countries

- Users supported in over 106 countries over the world

- Supporting in excess of 75,000 end users

- 24/7 coverage via 520 team members

- Customers from the petrochemical, multi-media, transport and industry sectors, Pharmaceutical – and Fujitsu Services

- 17 Languages currently supported: Portuguese, French, English, Spanish, German, Italian, Dutch, Polish, Greek, Turkish, Swedish, Danish, Russian, Hungarian, Romanian, Czech, Finnish.

5.3.2   Services Provided from Lisbon

- Predominantly Fujitsu is the 1st point of contact for end users across client estates;

- They provide 1st Line diagnosis and resolution where appropriate, offering Advice & Guidance where possible;

- Incidents are managed through to resolution via engagement with supporting Resolver Groups and Third-Parties;

- Identification and pro-active problem management;

- Analyse demand with the view to continuous improvement;

- End to end visibility and ownership of incident life-cycle.

The Lisbon GDC operates on a competitive cost basis; Provides resilience through its relationship with Poland GDC and Operates in a political, legal and commercial framework aligned to European standards.

5.3.3   Key Principals of the GDC

Delivery of services to customers from an off-shore centre owned by Fujitsu ("GDC") is the default option for GBG for all new business. Only if there is a compelling reason why this cannot happen should a different option be considered. It should also be considered for existing business wherever practical.

GDC daily rates have been set as low as possible and are based on cost (whilst still satisfying legal & tax requirements in the GDC's local country by leaving a minimum residual operating surplus). Because the GDC's daily rates have eliminated profit and contingency, it follows that the GDC does not bear service delivery risk apart from exceptional circumstances where a different risk profile is considered (see below)

SSD management has introduced a series of reviews and controls to maximize the GDCs' effectiveness and this is monitored by measures such as SLA achievement, productivity, etc.

In the spirit of the Global Trading Model (GTM) all Fujitsu personnel should collaborate to reduce Fujitsu costs and to maximise Fujitsu margins through a Fujitsu First approach

Account teams and GDC employees should engage with each other as colleagues (not subcontractors) as they are Fujitsu employees.

5.3.4　Sales engagement

	Region / Account Responsibility	GDC Responsibility (i.e. cost included in GDC rates)	Optional GDC Responsibility (non-standard – additional cost)
GDC selection	Indicate any client direction or preference to inform the GDC selection process (which should be considered by SSD)	Selection of correct GDC for an account (by SSD)	
Bid response	Provision of all requirements to GDC team	First draft of bid response within 1 week (as standard – other timings may be agreed)	
Definition of requirements	Develop and sign a Statement of Work (which is attached to an Inter-Company Agreement) covering all GDC activities including delivery & transition etc.	Review and sign the Statement of Work	
Sales cost	Lead sales / bid / solution	GDCs will bear a limited amount of bid support costs out of its net opex overhead (in line with GTM)	Any travel costs and / or any bid costs greater than 3 working days will be chargeable to the Lead Sales Region
Working hours / shift patterns	Clarity of working hours and requirements	Standard working hours in local (GDC) country (with some flexibility)	Out of hours working (but the GDC will offer some flexibility on working hours) Extended working hours (but GDC employees are expected to work "professionally")
Collateral & sales support	Define required sales support / collateral requirements in a timely manner to avoid delays	Ensure appropriate GDC collateral is available and up-to-date to support sales opportunities	

5.3.5　End User Service of GDC's

Fujitsu's priority is to ensure that customers maintain total operational efficiency at all times. This way they provide good service and aim to reach a higher lever of customer satisfaction. They meet this objective through established service level agreements between them and the customer, determined by the clients requirements and designed according to the clients specifications.

These services include:

- **Help Desk** - Provides the single interface for support to the customer through voice, fax, e-mail and web to resolve or assign the necessary resource to resolve issues.

- **On-Site Support** - Delivers support to the customer if the issue cannot be resolved remotely.

- **Call Dispatch** - Manages on-site support and maintenance visits, updating the customer of progress on the assigned task.

- **Administration** - Provides a function for logged calls to be actioned and monitored.

5.3.6 How the customer satisfaction is measured:

In response of specific objective 1: Study how Fujitsu measure its customer satisfaction/What is Fujitsu Services' approach to customer satisfaction and feedback.

Three levels of measurement to facilitate this; CSIP (interview), CSS (scorecard) and USAT (user survey).

The Shared Service Desk is specialized in Service Request Management and Incident Management within Maintenance Contracts. It covers 24x7x365 in 7 languages based on standard Service Elements and multi-lingual, shared resources. This specialized setup makes it possible to serve low-volume contracts at a competitive cost level, but also to offer a variety of affiliated processes like monitoring and dispatch tasks or generation of reports etc. with no or little additional cost.

End User Satisfaction			
End User Satisfaction	**Service Measure**	**Performance Target**	**SLR Performance %**
Help Desk Call Handling Satisfaction	End User Satisfaction Rate	2% of closed Help Desk Incidents surveyed within 48 hours of closing ticket	90% of responses to be very satisfied or satisfied.
	Formula	Number of responses with a very satisfied or satisfied rating ÷ total number of responses	
	Measurement Interval	Measure Monthly	
	Reporting Period	Report Monthly	

End User Satisfaction			
End User Satisfaction	**Service Measure**	**Performance Target**	**SLR Performance %**
	Measurement Tool	Measurement processes and tool to be developed through the implementation of the Service Desk	

Customer satisfaction is a key factor in ensuring that the company's growth objectives may be achieved.

This process and related procedures have been established to gather quantitative and qualitative information which can help them to measure the performance of, and improve, the service they provide to our customers from both an operational perspective and with respect to the quality of the relationship.

- Well established, thorough, independent process, in place since 1996
- Customers surveyed at strategic and operational levels
- Account Action Plans and Service Improvement Plans generated
- Feedback linked back into key programmes and MTP
- High level of visibility within the organisation

Customer Satisfaction Interview Programme (CSIP)

Top 70 customer – improvement at corporate and account level Annual interview - IT Director level

Customer Satisfaction Scorecard (CSS)

Accounts with AM or SDM - improvement at account level

4 scorecards per year – operational level

User Surveys

Customer Relevant Operational Measures, eg SLAs; Improvement at service line level

5.3.6.1 CSIP: Customer Satisfaction Interview Programme

- Annual, rolling programme

- Interviews conducted by external agency; ORC

- Aimed at senior level respondent, typically IT Director level

- Scores and discussion across:

Understanding Business Requirements

Innovation

Relationship Management

Day-to-day Services

Project Management

Value

Overall satisfaction

- Larger accounts are CSIP'd more frequently

- Action Plan created and agreed with customer to address Requirements raised

5.3.6.2   CSS: Customer Satisfaction Scorecard

- Recommended to be conducted quarterly at operational level
- Completed face-to-face by Fujitsu Service Delivery Manager
- Scores and importance weightings across:

Understanding Business Requirements

Innovation

Relationships

Resources

Service

Projects

Change

- Scorecards submitted onto central database
- Reported monthly and reviewed at Division and Capability level

5.3.6.3   User Satisfaction Surveys

- Not part of formal CSAT process
- Usually dependent upon customers' requirements, often specified in contract
- Work currently being done to make consistent and provide a best practice and recommended process.

Customer Perceptions

Interview includes:

- Customer's perceptions of Fujitsu; link to brand attributes, comparison with competitors, differentiation;
- Loyalty questions - would customers recommend and renew the business?
- Ask a question of the CEO

Feedback

- Regular analysis and key themes produced

- Influencing factors and key driver analysis identified

- Shared with communities across Fujitsu

- Linked to Mid Term Plan activities

- Successes and Lessons Learnt fed into Delivery Assurance

- Customer Satisfaction measurement is included in AM/SDM and corporate incentive plans

Chapter 6 - The case study: prediction and analysis of a CRM tool implementation in Fujitsu

6.0 THE CASE STUDY: PREDICTION AND ANALYSIS OF A CRM TOOL IMPLEMENTATION IN FUJITSU

In response to the specific objectives 3, 4 and 5, this chapter will provide answers to the following questions: What would change if Fujitsu used CRM – the possible impact on CRM on Fujitsu; Study Fujitsu's benefits by using CRM e Predicting and analysing Issues and Risks of the implementing CRM.

6.1 Fujitsu and CRM – current state

Industry experts suspect that most organizations don't effectively manage their customer relationship assets, but those that do enjoy a competitive advantage. According to Wendy Close, research director at Gartner, Inc., "Less than 10% of enterprises have a single, integrated view of their customers, and those that do are just beginning to leverage their investments to improve customer loyalty and profitability." The same holds true among mid-sized companies as "less than 10% of mid-sized companies have developed comprehensive systems and processes to actively manage and maximize the value of their market-based assets," says Kevin Myers, vice president of Regional Sales for SalesLogix, a leading CRM software provider. Fujitsu is clearly one of that 10 %.

The way Fujitsu measures its customer satisfaction could be more successful than it currently is. By having so many different sectors and almost all having there own ways and tools to measure the customer's satisfaction, this remained inconsistent. All business divisions need to speak the same language.

What Fujitsu needs is to have a single view of contacts and relationships to support an efficient and effective 'go to market' strategy across all the Business Divisions. As currently business divisions across Fujitsu are operating their own approaches to CRM with varying degrees of success, there is effectively no joined up view of clients or contacts and much useful market information is lost because of lack of management of the data. Many processes are very manual and time consuming as well as providing only limited support to Account Planning.

The perceived key business challenges are:

- Unquantifiable but material loss in revenue from missed opportunities;

- Elevated amount of money spend on poorly qualified deals due to lack of information;

- No single consolidated view across Fujitsu business;

- Weak Account Planning with poor understanding of overall client relationship map;

- Poor visibility and lack of ownership of Contact and Relationship Data;

- Heavy reliance on spread sheets;

- Poor visibility of active client engagements;

- Very limited tracking of key individuals as they move within their industries;

- Limited understanding of contacts, relationships and past engagements with clients when sales/AMs/others leave the company;

- Multiple disconnected systems using similar functionality.

This requirement is elevated by the new corporate operating model given the increased number of divisions potentially engaging with the same clients and the overall corporate strategy to grow business through leveraging other Divisions' existing client relationships.

What CRM can do, is helping companies to unlock the full value of their relationship assets, accelerating revenue and profit growth. Industry experts indicate that nearly 90% of all companies have yet to adopt the new tools and methods of CRM and continue to fall behind by adhering to the old method for managing their relationship assets.

If Fujitsu's business divisions would approach CRM the same way, this would improve customer satisfaction, by providing a much clearer overview of its customers. This way, they are able to access a great amount of information about their customers in a very small amount of time. Time is money and therefore the organization would gain more profits. This is, in case we assume customer satisfaction is related to gaining more profits.

In this chapter we will describe the proposed programme objectives for the Customer Relationship Management strategy based on a specific tools' - Salesforce.com - implementation.

There are several different software options to consider when planning a CRM implementation. Some of the well-known packages to consider, depending on your company size, include:

Large Fortune 500 Companies. Siebel is considered the market leader. Oracle and SAP deliver good solutions that integrate well with their back-office financial and supply-chain modules.

Mid-Range Companies. SalesLogix, owned by Best, provides full integration with some of Best's accounting packages, notably the MAS 90 family of products. Gold-mine is another popular choice.

Small Companies. Salesforce.com offers a formidable ASP solution while Best's ACT! offers a refined desktop solution. Even though Fujitsu is not a small company, we believe this would be the most appropriate.

This chapter documents the objectives, goals and vision and provides an overview of what the programme is expected to deliver. Its purpose is to allow a check for corporate strategic alignment by comparing the outline Vision Statement and benefits against the outline estimates and risks; i.e. its broad based viability and achievability.

The Customer Relationship Management solution will provide Fujitsu with a single solution to manage its sales, marketing and customer relationship management. The implementation will deliver the following high level benefits:

- Implement streamlined, holistic, consistent business processes supported by best of breed tools;
- Introduce better methods for managing contacts, opportunities, pipeline, and marketing information;
- Ensure effort and costs directed towards business growth is more effectively targeted;

- Build competitive advantage through greater visibility of corporately owned collateral;
- Build a capability that is a showcase for their market offerings;
- Simplify their current systems landscape and reduce their running costs.

The goal of this possible project would be to implement a specific CRM tool - Salesforce.com across all Fujitsu. It is however anticipated that all businesses would subsequently move to the Salesforce.com solution for their Customer Relationship Management processes.

The business benefits to Fujitsu of adopting a uniform CRM strategy and tool will prove that this possible solution will give a positive impact. As Fujitsu is divided into horizontal and vertical business divisions, these business divisions clearly need to understand the full range of interactions taking place between Fujitsu and a particular client. This is not possible today and there are numerous examples of Fujitsus' executives not having the full picture of a client engagements with us when they are at client meetings.

A better knowledge of their customers can lead to the development of better relations with their existing customers, which can lead to:

- Increased sales through better timing by anticipating needs based on historic trends;
- Identifying needs more effectively by understanding specific customer requirements;
- More effective cross-selling of other products and services by highlighting and suggesting alternatives or enhancements;
- Identifying which of their customers are of true value to us – i.e. likely to do further business with Fujitsu.

This can lead to better marketing of products and services and better deal qualification by focusing on:

- Effective targeted marketing communications aimed specifically at customer needs;

- A more personal approach and the development of new or improved products and services in order to win more business in the future.

Ultimately this could lead to:

- Enhanced customer satisfaction and retention;
- Increased value from existing customers and reduced costs associated with supporting and servicing them, increasing overall efficiency and reducing total cost of sales;
- Improved profitability by focusing on the most profitable customers and dealing with the unprofitable in more cost effective ways.

The more Fujitsu knows about their customers, the easier it is to identify new prospects and increase customer base – particularly where there are cross Divisional opportunities to be leveraged.

Clearly Fujitsu would benefit from these changes. Especially would their marketing benefit from it as there would be a better awareness of programme activity and more relevant programmes. This solution would avoid overlaps between the types of programme. It would also improve campaign targeting and the access and visibility of information. The management of relationship data and management information would definitely be better. With all this the business processes could improve for the better.

6.2 Requirements for the new CRM tool to work and its benefits

Mismanagement of relationship assets is widespread in Corporate America because many organizations have yet to migrate from the old traditional method to the new paradigm. Those companies that no longer view relationship assets as objects owned by the salespeople but rather as assets of the enterprise are employing the advanced tools and methods of the new paradigm to actively manage these assets. By supporting this initiative along with other key stakeholders, companies avoid the financial exposure risk inherent with the old traditional method. All stakeholders benefit from increased visibility into the sales pipeline, a reduction in inventory exposure risk, and a shorter sales cycle. Costs to manage these relationship assets

decrease, thus maximizing customer profitability, return on investment performance on marketing initiatives, and overall competitiveness.

Benefits from investing in a single tool for Fujitsu would only be realised if there is widespread take up. Use of the system will need to be in line with newly defined business processes, which would be designed as part of the implementation programme. A proactive benefits realisation plan would need to be enacted to ensure results are achieved. This would include system and process training as well as a corporate wide communication plan to ensure everyone understands the overall aims of the CRM strategy and their role in that strategy.

The following measures are benchmarks of results achieved across a range of businesses through implementing Salesforce.com. In each case the lowest of the average range 'target' is cited here. If there is sufficient adoption of the new tools and ways of working, the real predicted benefits could exceed these figures:

- o   Profit Margin Improvement 5%
- o   Revenue Improvement 5%.
- o   Win Rate Improvement 5%
- o   Opportunity Size Increase 5%
- o   Sales Cycle Time Decrease 5%
- o   Sales Productivity Improvement 10%
- o   Reporting Time Reduction 20%
- o   Forecast Accuracy/ Revenue Visibility 10%
- o   Accuracy level of forecasts vs. actual revenues. 10%
- o   Sales Content Management Improvement 10%
- o   Marketing Campaign Effectiveness 10%
- o   Contact Volume Increase 10%
- o   Conversion Rate Increase 10%
- o   Customer Retention Increase 5%
- o   Customer Satisfaction Increase 10%

A benefits realisation plan will need to identify which measures are going to be deemed critical success factors. These will need to be base-lined and tracked after implementation. Full benefits will be derived post full deployment so benefits

tracking should continue for a predicted 12 months period after the full roll out is complete.

6.3 Predicted issues and Impacts

Issue:
This business case is premised on the information available at this point in time. There are a great many stakeholders all providing information with varying degrees of accuracy.
Impact:
Some of the assumptions and data used to formulate this business case may turn out to be incorrect once a more detailed requirements study is undertaken as part of the full project.
Mitigation: • Document all assumptions   • Test and validate all data used as much s possible   • Add contingency into figures known to be likely to be incomplete or inaccurate

Issue:
Senior Stakeholder support exists but is not yet highly visible. There is scepticism that there will be sufficient cultural shift to facilitate adoption of the processes and tool and hence the goals and vision will not be achieved.
Impact:
The negativity could deliver a self fulfilling prophesy and make cultural change more difficult to effect. It is currently having the impact of getting engagement with stakeholders challenging and making the business case discovery activity difficult and labour intensive.

Mitigation:

- Factor in significant effort for communications and business change into the Business Case.

Issue:

This business case assumes UK Instance of Siebel will be demised in 12 months. There are European users currently on this instance.

Impact:

Non UK & I users will need to be informed and consulted as they will be impacted.

Mitigation:

- Investigate moving non UK & I users to Salesfoce.com
- Explore other options with the relevant stakeholders

6.4 Risks

Risk:	Likelihood:	Impact:
There is a risk that the newly document processes and tool set to support the CRM visions and goals will not be widely adopted unless there is clear direction and leadership from senior stakeholders. **Impact:** The goal of single, consistent view of the client will not be achieved, benefits will not be realised and vision not achieved.	High	High

Mitigation:

- Senior stakeholders proactively demonstrate support for the strategy
- The desired behaviours are clearly communicated to all parties and there are incorporated in communications and training materials
- Senior management implement effective incentives to drive the desired behaviours.

6.5 Impact

6.5.1 Adoption of new processes and new ways of working

For this project to achieve its objectives, the scope must include more than simply implementing a new tool set. The programme of work would therefore include business process redesign and business change activities to support the Salesfore.com implementation.

6.5.2 Scope of Functionality within the Toolset

The CRM system would be the corporate system to enable people in Fujitsu to manage information about relationships and contacts. The end-to-end system would also support marketing, opportunities management as well as providing reporting and analytics functionality.

6.5.3 Contacts and Relationships

This covers managing relationships and contact planning on Accounts, in Sales Campaigns, Marketing Campaigns, on going Services and Projects. Specifically the CRM system will manage appropriate information about:

- **Contacts** in Organisations that are our prospects, customers, suppliers, competitors, partners and advisors;
- **Relationships** that exist between Fujitsus' employees and these contacts (and between relevant contacts);

- **Engagement Activities** such as those between -
  - o Fujitsu Services (e.g. Marketing campaigns and Hospitality) and Contacts or
  - o FS Employees (e.g. Communication, meetings, engagements) with Contacts.

6.5.4 Marketing

This covers management and tracking of Campaigns, targeting clients for inclusion in campaigns, integration between Salesforce.com and Eloqua (Eloqua Corp. is a marketing automation SaaS company which develops automated marketing and demand generation software and services for business-to-business marketers. The company has been described as a pioneer and industry leader in lead generation services - (Scott Duke Harris (29 May 2009). "Mercury News Interview: Marketo's CEO and Building Bridges Between Sales, Marketing". *Mercury News*.) to provide sales users with insight and transparency as to which campaigns their contacts have been included in and what activities have taken place as a result.

6.5.5 Opportunity Management

Opportunity management allows teams to track not only the value and sales stage of an opportunity, but to include who the sales team is and the roles they play, who the key contacts are and the roles they play. All sales related activities can be associated to the opportunity to provide insight and transparency.

For complex deals, the opportunity can be split into various components and be related to the relevant Fujitsu teams or partners.

Opportunities are the sales and pending deals that you want to track. By adding opportunities, you are also building your "pipeline", which will contribute to your forecast. In addition, you can create quotes, which show proposed prices for products and services, from an opportunity.

6.6 Disadvantages

The core processes of a customer relationship management system merge the so-called islands of relationship information into one comprehensive database. In the old method, islands of information prevailed as customer leads and existing relationship information were retained by the salesperson in their own paper-based system or elementary computer-based tracking system. As a result, all vital relationship information was owned by the sales-person rather than existing as an enterprise asset that could be viewed, leveraged, and retained by the organization. As a result, many of these relationship assets had a short lifespan, and they weren't always passed on to management when the salesperson moved on. Corporations were forced to duplicate their investments as the new salesperson rebuilt the relationship intelligence.

The CRM system would not:

- Manage any other information about an Organisation – such as financial information held in Financial Systems;
- Manage basic information about Fujitsu employees – these are managed in the HR database to café vik (an internal forum) and outlook;
- Manage the detailed interactions that take place between end users of our services and Fujitsu – as these are managed by call management systems;
- Manage supplier information or contracts information (although these may constitute subsequent phases of the implementation project);
- The TSD opportunities management currently handled by Siebel GD and SAP.

Chapter 7 - Conclusions

7.0 CONCLUSIONS

Customer relationship management (CRM) helps companies unlock the full value of their relationship assets, accelerating revenue and profit growth. The core processes of a customer relationship management system merge the so-called islands of relationship information into one comprehensive database. The value generated by these relationship assets can be quantified from a cash flow perspective. Finance is a credible champion for this type of initiative because CRM ensures that the assets of the corporation are maximized and well-managed while generating a healthy return on investment. Mismanagement of relationship assets is widespread in Corporate America because many organizations have yet to migrate from the old traditional method to the new paradigm. Those companies that no longer view relationship assets as objects owned by the salespeople but rather as assets of the enterprise are employing the advanced tools and methods of the new paradigm to actively manage these assets. Overall, after all the analyses made, we can conclude that CRM overall gives a positive impact to companies.

In this case, Fujitsu's customer satisfaction would improve by implementing a global CRM tool. Clearly there are risks involved, as in any changes made in companies of this dimension. The question is if these risks are worth it and if the improvement of the customer's satisfaction will actually improve Fujitsu's revenues. This is something that can only be proved in the future. Years need to pass to be able to compare the before and after numbers. This could be interesting to investigate for another dissertation.

Below see the results of every specific aim of this thesis providing a global conclusion:

AIMS OF THE CASE STUDY		
	Objectives	**Results**
1	How does Fujitsu measure its customer satisfaction and hat is Fujitsu Services' approach to customer satisfaction and feedback?	Three ways of measuring customer satisfaction: CSIP - Customer Satisfaction Interview Programme (interview), CSS - Customer Satisfaction Scorecard (scorecard) and USAT - End User Survey.
2	What does Fujitsu miss by not using CRM?	Fujitsu misses a global overview with standard measures of its customers, in all its sectors.
3	What would change if Fujitsu used CRM – the possible impact on CRM on Fujitsu?	Fujitsu's customer satisfaction would improve, as the customers would get a more specialized and customized service. This way Fujitsu would be more successful.
4	What are Fujitsu's benefits by using CRM?	CRM would give Fujitsu a better knowledge of their customers, which could lead to the development of better relations with Fujitsu's existing customers. This can lead to better marketing of products and services and better deal qualification by focusing on several aspects.
5	What are the biggest Issues and Risks by implementing CRM?	The biggest risk would that after the investment the results not being the expected ones and that the tool set to support the CRM visions and goals will not be widely adopted unless there is clear direction and leadership from senior stakeholders.
6	Should Fujitsu implement CRM or not?	Yes, Fujitsu should implement a global CRM tool, as there are more pro's than con's. However, they could not expect it to give results instantly. This process would be a long-term investment.

In our opinion Fujitsu would definitely improve, however it would feel some difficulties, as it is a big organization. Although the results will be shown on long-term, Fujitsu will get a better overview of its customers, being able to provide better and more customized service to their customers.

A possible limitation of the project would probably be the risk that the service at a certain point would not be as customized as the customer wishes. As the tool would be general and the same for all services, it would be less specific and have less flexibility to adjust the service to its customer. Due to the fact that the organization is big, and with it, the variety of its customers needs, these could be difficult to analyse and measures though the same tool.

A company can never be 100% sure that the predicted and expected results will be the final out come of any new project. Also in this thesis, this is what limits the accuracy and precision of this case study, as this is extremely hard and almost impossible to predict.

Chapter 8 – Bibliography

Chapter 8 – Bibliography

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Chapter 9 - Attachments

9.0 ATTACHMENTS

Index attachments:

- Image 1 - Consolidated Net Sales by Business Segment, including Intersegment Sales annexed;

- Image 2 - Consolidated Net Sales to Unaffiliated Customers by Geographic Location;

- Image 3 - The 3 Business Segments;

- Image 4 - General Roles and Responsibilities – table 1;

- Image 5 - Incident Management Roles and Responsibilities – table 2;

- Image 6 - Response Time SLRs – table 3;

- Image 7 - End User Satisfaction SLRs – table 4.

Attachments:

Image 1: Consolidated Net Sales by Business Segment, including Intersegment Sales annexed

Others
¥82.5 billion
1.7%

Device Solutions
· LSI
· Electronic Components
· Others
¥630.6 billion
13.0%

Ubiquitous Solutions
· PCs/Mobile Phones
· Mobileware
· Others
¥1,125.6 billion
23.2%

Technology Solutions
· Services
  Solutions
  System Integration
  Infrastructure Services
· System Platforms
  System Products
  Network Products
¥3,014.3 billion
62.1%
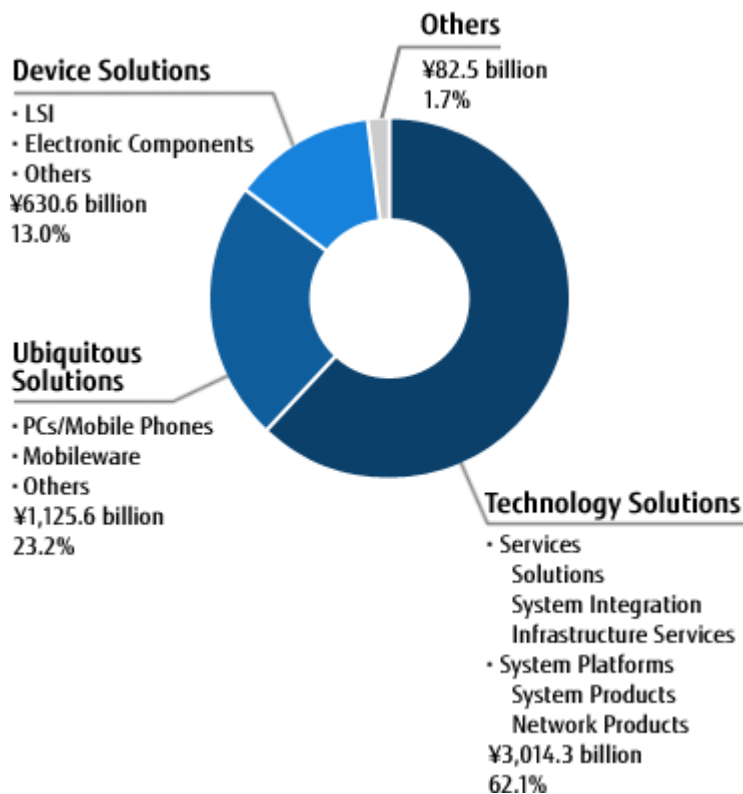
Note: Net sales include intersegment sales.The "Other" segment includes Japan's Next-Generation Supercomputer Project, facility services and the development of information services for Fujitsu Group companies, and retirement and healthcare benefits for Fujitsu Group employees.

Image 2 - Consolidated Net Sales to Unaffiliated Customers by Geographic Location:
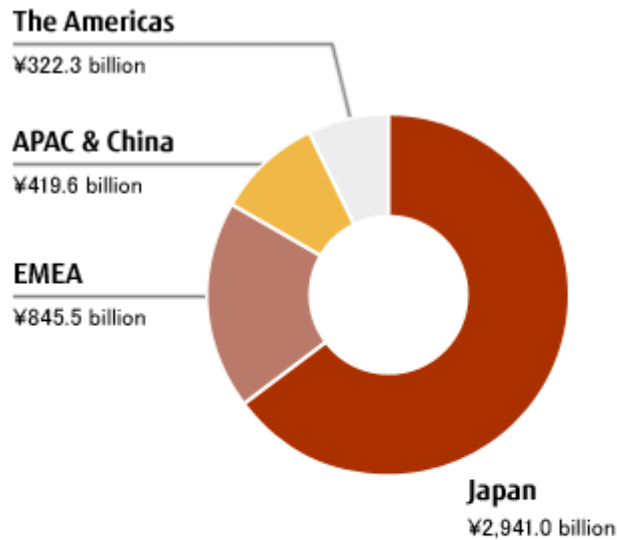
Note: Regional sales outside Japan are sales to customers based in those regions by Fujitsu Limited and Fujitsu Group companies, including subsidiaries within or outside that region. FY 2010 is the fiscal year ended March 31, 2011.

Image 3 - The 3 Business Segments

FY 2010 Revenue by Business Segment

Device Solutions
630.6 Billions of Yen

Ubiquitous Solutions
1,125.6 Billions of Yen

Technology Solutions
3,014.3 Billions of Yen
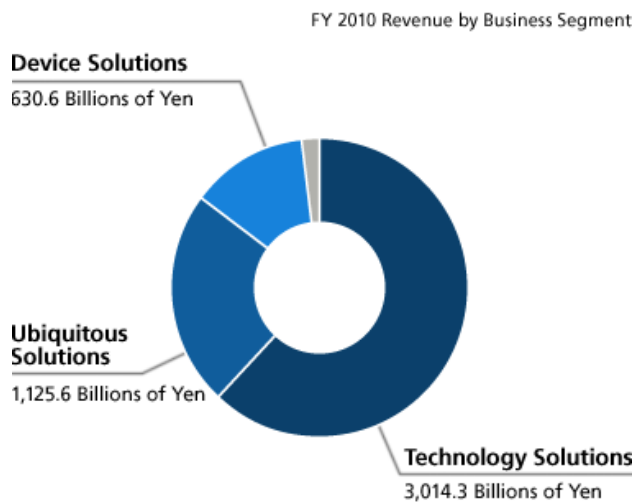
Note: Net sales include intersegment sales.The "Other/Elimination and Corporate" segment includes business related to Japan's Next-Generation Supercomputer Project, facility services and the development of information services for Fujitsu Group companies, and retirement and healthcare benefits for Fujitsu Group employees.

Image 4 – table 1

EXTRA INFO:

Help Desk Services Overview and Service Objectives

Help Desk Services Overview

This Schedule 2E (Help Desk Services) is the Schedule that sets forth the roles and responsibilities of the Parties for the Help Desk Services ("Help Desk Services") provided under the Agreement as part of the Services. Help Desk Services are the Services and activities, as further detailed in this Schedule, required to coordinate and respond to Incidents, Complaints, Queries (a "how-to" or "how do I" question) and Service Requests ("Help Desk Calls") made by Astellas or nominated Third Parties. Provider is responsible for providing a toll-free Help Desk single point of contact (SPOC) and for providing end-to-end ownership (e.g., logging, tracking, Resolution and reporting) of Help Desk Calls. Help Desk Calls can be Resolved by Help Desk staff or may need to be referred/escalated to more specialised entities for Resolution, such as Provider Specialists, Astellas staff, a vendor or other designated Third Parties.

All Services shall be provided in accordance with the Agreement. In addition to the Services described in this Help Desk Services Schedule, Provider is responsible for providing the Services described in Schedule 2A—Cross-Functional Services.

Within each service description detailed in this Schedule the capitalized term (utilized in the heading and throughout the service description) refers to the service as set out in the relevant section, as further developed and detailed throughout the term of this Agreement.

Service Objectives

The following are the key high-level Service objectives Astellas expects to achieve through outsourced Help Desk Services:

■ Improve IT customer service and Incident Resolution through expanded Service Hours, self-service abilities and skilled Help Desk Staff

■ Improve Astellas efficiency and effectiveness by adopting Provider-leveraged knowledge databases and best practices in the areas of customer reporting, logging, tracking, Resolving of Help Desk Calls

■ Improve efficiency and effectiveness by early identification and addressing of the Root Causes of Incidents including working with specialized entities for Resolution such as Provider's specialists, Astellas staff, a vendor or other designated Third Parties, before they become trends

■ Have the ability to acquire skilled Help Desk support for new technologies while maintaining support for older technologies

■ Delivery of a seamless IT Help Desk service to the End-Users, in a multi-vendor support environment

■ Scalable Help Desk service with the ability to flex according to planned demand

■ Multi-lingual service

■ Achieve the Service Level Requirements specified in Section 4 of this Schedule

Service Environment

Scope of the Service Environment to be Supported

This paragraph describes the scope of Services described in Section 2. This includes Assets, Service Locations, personnel, policies and procedures, licenses and agreements, work-in-progress and future initiatives. The following sub-sections and related Service Environment Appendices further describe and scope the Help Desk Services environment to be supported and/or with which Provider shall comply. These Service Environment Appendices are to be maintained by Provider, reviewed with Astellas, updated by Provider and made available to Astellas on a quarterly basis, or as otherwise requested by Astellas.

The types of Calls to be handled by Provider Help Desk include:

- Infrastructure Incidents:
- Hardware (i.e. desktops, laptops, printers)
- Systems software (i.e., operating systems, middleware, utilities)
- Network connectivity
- Applications Incidents:
- Packaged (COTS) business productivity software
- Astellas applications
- End User Account Support:
- Password Resets
- Requests for account privilege change requests
- Requests for End-User account activation, suspension and termination
- Assistance with VPN, dial-in, service location wireless connectivity
- File restoration
- Problems with or requests for hand-held devices, cellular data cards
- Service Requests
- IMACs requests and departmental moves
- "How To" IT Support

- ■   Hardware and software requests
- ■   Complaints

Provider shall provide a Help Desk with the following hours of operation:

- ■   Manned Help Desk:
- ■   Monday – Friday: 05:00 to 21:00 Lisbon time
- ■   Saturday – Sunday: 05:00 to 21:00 Lisbon time (English only)
- ■   Voicemail, Portal & E-mail Help Desk:
- ■   Sunday – Saturday: 00:00 to 24:00

Provider shall provide 1st line support; the scope for 2nd and 3rd line support is described in Appendices C1 – Distributed Computing Hardware, C.2 – Distributed Computing Software and C.3 – Distributed Computing Core Image.

Provider will provide Help Desk Services specified in this Schedule for the following Service Towers:

- ■   Schedule 2B—Data Center Services
- ■   Schedule 2C—Distributed Computing Services
- ■   Schedule 2D—Data Network Services

Help Desk Supported Hardware

A list of Astellas Help Desk supported Hardware is provided in Schedule 2C - Appendix C.1 – Distributed Computing Hardware.

Help Desk Supported Software

A list of Astellas Help Desk supported software is provided in Schedule 2C – Appendix C.2 – Distributed Computing Software and Schedule 2C – Appendix C.3 – Distributed Computing Core Image.

Personnel

Provider will be responsible for providing appropriately skilled staff to meet the Help Desk Services Roles and Responsibilities and Service Level Requirements set forth in this Schedule.

Policies and Procedures

The policies and procedures with which Provider shall provide Help Desk Services are listed in Appendix A.4— Policies, Procedures and Standards

Required Languages

English is the primary required language. Astellas requirements shall involve Help Desk support in additional languages as set out within Table 1 herein.

Astellas reserves the right to confirm through an interview process that Help Desk agents assigned to Astellas can speak and understand the required language(s) clearly and fluently and Astellas shall reject not acting unreasonably any agent not fulfilling it's expectations with regard to such language capabilities. The following table specifies additional language requirements:

Table 1.   Language Requirements

Language requirements	
Service Locations	Language
Austria	German
Belgium	Dutch, French & German
Bulgaria	English
Czech & Slovak Republics	English
Denmark	Danish
Finland	English
France	French
Germany	German
Greece	Greek

Hungary	English
Italy	Italian
Netherlands	Dutch/English
Norway	Danish
Poland	Polish
Portugal	Portuguese
Romania	English
Russia & CIS	Russian
South Africa	English
Spain	Spanish
Sweden	Danish
Switzerland	French, German & Italian
Turkey	Turkish
UK	English

The knowledge database and self help portal shall support the same languages as the Service Desk. The primary language for both oral and written communication between the Service Desk and other resolver groups shall be English.

Help Desk Baseline Information

Astellas' current and projected Help Desk Usage is presented in Schedule 4 (Charges). This Baseline represents Astellas' most realistic projection of the Service requirements at the Effective Date, based on a combination of past trends and anticipated business growth over the term of the Agreement.

Help Desk Services Requirements

Service Descriptions and Roles and Responsibilities

In addition to the Services, activities, and roles and responsibilities described in Schedule 2A—Cross-Functional, Provider shall be responsible for the following Help Desk Services.

Where either party is required to "define", "review" or "approve" (or similar act) a requirement, plan, policy and/or procedure (or similar process), that party shall be required to perform this role or responsibility acting reasonably.

See figure 4 in the attachments

Service Management

Objectives

A key objective of the Agreement is to attain Service levels with Charge Reductions where business is impacted through failure to meet Service performance requirements, mission-critical system requirements or meet Critical Milestones or objectives. SLRs are detailed in the following sections and those associated with Charge Reductions are identified in Schedule 6—Charge Reductions.

Provider shall provide written reports to Astellas regarding Provider's compliance with the SLRs specified in this Schedule.

Service-Level Requirements (SLRs)

The following minimum Service levels are required from the completion of the rollout of the Service Desk in each country as specified in as specified in Appendix B - SLR mapping document to SOW 001 - Programme Management.

Provider must consistently meet or exceed the following SLRs. SLRs associated with Charge Reductions are detailed in Schedule 6—Charge Reductions. All times referenced are in Greenwich Mean Time.

See Image 5 table 2 in attachments for the detailed service lever agreements.

Reports

Provider shall provide written reports to Astellas regarding Provider's compliance with the SLRs in addition to the reports specified in this Section. Reports are required per the Appendix A.2

End User Satisfaction			
End User Satisfaction	**Service Measure**	**Performance Target**	**SLR Performance %**
Help Desk Call Handling Satisfaction	End User Satisfaction Rate	2% of closed Help Desk Incidents surveyed within 48 hours of closing ticket	90% of responses to be very satisfied or satisfied.
	Formula	Number of responses with a very satisfied or satisfied rating ÷ total number of responses	
	Measurement Interval	Measure Monthly	
	Reporting Period	Report Monthly	
	Measurement Tool	Measurement processes and tool to be developed through the implementation of the Service Desk	

General Responsibilities

The following table identifies the general roles and responsibilities associated with this Schedule. An "X" is placed in the column under the Party that will be responsible for performing the task. Where an "X(C)" is indicated the task is a Critical Dependency.

Table 2.   General Roles and Responsibilities

General Roles and Responsibilities	Provider	Astellas
1. Provide expert Level 1 assistance to inquiries on the features, functions and usage of hardware and software per Appendices C.1, C.2 and C.3	X	

General Roles and Responsibilities	Provider	Astellas
2. Identify, classify, escalate (e.g., Level 2 and Level 3 escalation), manage Incident Resolution and Close Help Desk Calls including those escalated to Third Parties	X	
3. Provide appropriately trained Help Desk Staff for Level 1 remote support, where appropriate, to meet the Astellas requirements	X	
4. Coordinate the Root Cause Analysis, Known Error processes on recurring Incidents	X	
5. Allow network connections and security configurations from the Service Desk to Astellas systems and infrastructure as reasonably requested by the Provider this is a Critical Dependency upon Astellas for the provision of the Help Desk Services.		X(C)

Help Desk End-User Services

Single Point of Contact

Single Point of Contact Services provide toll-free support for logging, tracking, Resolution and reporting of Help Desk Calls for the Astellas Environment. The following table identifies the SPOC roles and responsibilities that Provider and Astellas will perform.

SPOC Roles and Responsibilities

SPOC Roles and Responsibilities	Provider	Astellas
1. Define SPOC requirements and policies.		X
2. Recommend SPOC procedures	X	

SPOC Roles and Responsibilities	Provider	Astellas
3. Develop, document and maintain in the Standards and Procedures Manual SPOC Provider procedures that meet the agreed Astellas requirements and adhere to Astellas policies as set out within Appendix E.5 to this Schedule 2E.	X	
4. Review and approve (acting reasonably) SPOC procedures		X
5. Astellas shall ensure that all End Users authorized to contact the Service Desk have been issued with a unique End User identifier.		X
6. Tailor existing Provider help desk service to meet the Astellas agreed requirements.	X	
7. Provide SPOC call-in access via a toll-free number for Astellas	X	
8. Provide SPOC and coordination for all Help Desk Calls for the Service Towers supported, as defined in Section 2.1	X	
9. Provide multiple alternative communications channels, including voicemail messages, e-mail, and Portal. ACD system(s) to record call date, time and duration information; and electronic interfaces to all systems for monitoring and reporting. Calls are also raised via the enterprise management toolset that provides monitoring of the servers and networks within the Astellas estate.	X	
10. Record and redirect out-of-scope Service Tower Help Desk Calls to an appropriate support group (including Astellas, 3rd Parties), as defined in the Standards and Procedures Manual, for resolution.	X	

Help Desk Operations and Administration

Help Desk Operations and Administration Services are the activities associated with providing a stable Help Desk environment and to effectively and efficiently perform

procedures to ensure Services meet SLR targets and requirements. The following table identifies the Help Desk Operations and Administration roles and responsibilities that Provider and Astellas will perform.

Help Desk Operations and Administration Roles and Responsibilities

Help Desk Operations and Administration Roles and Responsibilities	Provider	Astellas
11. Define Help Desk Operations and Administration requirements and policies		X
12. Advise Astellas in Help Desk Operations and Administration requirements and policies	X	
13. Develop, document and maintain in the Standards and Procedures Manual Help Desk Operations and Administration procedures that meet the agreed requirements and adhere to the agreed defined policies	X	
14. Review and approve (acting reasonably) Help Desk Operations and Administration procedures		X
15. Provide additional Resources as needed during planned and unplanned critical events where reasonably requested	X	
16. Track/manage/report Help Desk utilization	X	
17. Provide escalation paths and contact list(s) for Astellas contacts including all applicable third parties. Authorise these third party resolver groups to receive calls from the Provider. This is a Critical Dependency upon Astellas to deliver the Help Desk Services.		X(C)
18. Maintain and provide, within the Help Desk tools, escalation paths and contact list(s) for all Service Towers (including Third Parties)	X	

Help Desk Operations and Administration Roles and Responsibilities	Provider	Astellas
19. Issue broadcasts or other notices to provide status updates as required for planned and unplanned events	X	
20. Provide authorized End-User online/Portal access to Help Desk Calls and other Incident reports	X	
21. Define Help Desk End-User Satisfaction policy		X
22. Define Help Desk End-User Satisfaction procedures	X	
23. Develop, document, maintain and execute procedures for conducting Help Desk End-User Satisfaction surveys	X	
24. Review and approve (acting reasonably) procedures for conducting Help Desk End-User Satisfaction surveys		X
25. Maintain a Continuous Improvement Program that improves Help Desk Service delivery	X	
26. Recommend solutions that minimize the need to call the Help Desk (e.g., additional End-User training, Self-Help Support opportunities, Root Cause Analysis, Known Error)	X	
27. Review and approve (acting reasonably) solutions that minimize the need to call the Help Desk		X

Image 5 - Incident Management

Incident Management Services are the activities associated with end-to-end Incident Management processes including escalation to Level 2 and Level 3 specialists, including Provider Staff, Third Parties and Astellas' internal staff. The following table identifies the Incident Management roles and responsibilities that Provider and Astellas will perform.

Reference should be made to Schedule 2A – Cross Functional Services for additional roles and responsibilities for Incident Management.

Table 2 - Incident Management Roles and Responsibilities

Incident Management Roles and Responsibilities	Provider	Astellas
28. Define incident management requirements, policies and standards.		X
29. Assist Astellas in incident management requirements, policies and standards.	X	
30. Document and maintain in the Standards and Procedures Manual Incident Management procedures, including procedures to receive and respond to Astellas Service Request Calls according to defined prioritization and Resolution targets that meet the agreed Astellas requirements and adhere to Astellas policies set out in Appendix E.5.	X	
31. Review and approve (acting reasonably) Incident Management procedures		X
32. Ensure that responses to Help Desk Calls are based on priority and impact levels rather than the method used to notify the Help Desk (e.g., telephone, e-mail, direct input to Service Request system by End-Users)	X	
33. Provide end-to-end Incident Management including those escalated to Third Parties	X	
34. Categorize, prioritize and log all Help Desk Calls in the Help Desk Tool. All information logged in the system will be held in English.	X	

Incident Management Roles and Responsibilities	Provider	Astellas
35. Monitor Incidents and escalate as per policies and procedures until Resolution to the satisfaction of the End-User	X	
36. Troubleshoot Incidents using the Provider knowledge databases, troubleshooting scripts and reasonable effort to aid the resolution of incidents.	X	
37. Resolve Incidents at Level 1 if possible, otherwise escalate to appropriate Level 2 or 3 as required	X	
38. Key Astellas Resolver Groups will use the TRIOLE for Services tool to update logs assigned to their stack in English.		X
39. Provide expert functional and process "How To" assistance for in-scope applications and technologies at Level 1 and escalate to Level 2 or 3 as required	X	
40. Document solutions to Resolved Incidents in knowledge database	X	
41. Verify acceptance of Services by contacting the End-User to confirm results.	X	
42. Verify that all records (e.g., inventory, asset, software license management and configuration management records) are updated to reflect completed/Resolved Service Request (e.g., IMACs)	X	
43. Provide authorization for Closing of Service Requests, Complaints, Queries and Incidents		X
44. Send Service Requests, Complaints, Queries and Incident Closure notices per Astellas policies	X	

Remote Device Support, Troubleshooting and Software Management

Remote Device Support, Troubleshooting and Software Management Services are the activities associated with managing, maintaining and trouble shooting devices and software remotely over the Network to minimize the need to dispatch technical personnel for Incident Resolution. The following table identifies the Remote Desktop Management roles and responsibilities that Provider and Astellas will perform.

Remote Device Support, Troubleshooting and Software Management Roles and Responsibilities

Remote Device Support, Troubleshooting and Software Management Roles and Responsibilities	Provider	Astellas
45. Recommend remote device and software management procedures	X	
46. Define requirements and policies for the use of Help Desk remote control tools		X
47. Develop, document and maintain in the Standards and Procedures Manual Help Desk Remote Device Support, Troubleshooting and Software Management procedures that meet agreed requirements and adhere to defined policies as set out in Appendix E.5	X	
48. Review and approve Remote Device Support, Troubleshooting and Software Management procedures		X
49. Resolve Incidents and diagnose underlying Problems using remote-control capability and when possible implement corrective actions to Resolve Problems. If Resolution is not possible, escalate per the escalation procedures.	X	
50. Utilize remote controls to manage, update, distribute and install Software, and to maintain configuration and inventory information	X	

End-User Administration

End-User Administration Services are the activities associated with End-User Account Management (i.e. account activation, termination, Changes, expiration). The following table identifies the End-User Administration roles and responsibilities that Provider and Astellas will perform.

End-User Administration Services Roles and Responsibilities

End-User Administration Services Roles and Responsibilities	Provider	Astellas
51. Define requirements and policies regarding End-User Administration.		X
52. Assist Astellas in requirements and policies regarding End-User Administration	X	
53. Develop, document and maintain in the Standards and Procedures Manual End-User Administration Provider procedures that meet the agreed Astellas requirements and adhere to Astellas policies as set out within Appendix E.5	X	
54. Review and approve (acting reasonably) End-User Administration procedures		X
55. Astellas shall provide the appropriate details of the End Users, and all joiners, movers and leavers with authorization levels. Astellas shall enforce their End User policies and ensure that End Users are aware of the need to provide information to the Service Desk to enable it to perform its function. This is a Critical Dependency upon Astellas for the provision of the Help Desk Services.		X(C)
56. Receive, track and process requests for End-User Account requests (i.e. account activation, changes and terminations)	X	

End-User Administration Services Roles and Responsibilities	Provider	Astellas
57. Coordinate End-User account administration, activation, changes and terminations (e.g., Password/account setup and Password Reset, remote access connectivity, e-mail accounts, End-User IDs)	X	
58. Create, change and Terminate End-User accounts as per requests, in accordance with the agreed Astellas' security policies	X	
59. Coordinate as necessary with other specialized areas (i.e. Astellas resources, Provider specialists, and third parties) to manage End-User accounts	X	
60. Perform password resets as required, in accordance with Astellas' security policies as set out within Appendix A.4	X	
61. Provide an automated password reset facility for use by End Users for the Windows network password.	X	

Installs, Moves, Adds, Changes (IMAC)

IMAC Services are the activities associated the end-to-end management and coordination of IMAC Service Requests including gathering the business requirements, providing authorization, logging the request, and facilitating fulfillment. All authorized IMAC requests are passed automatically to the local support team depending on the location and the product or Service being requested. Local support team could be Provider, Astellas, or a combination depending on location. Examples of IMACs include, without limitation, adding PCs and moving local printers. The following table identifies the Installs, Moves, Adds, Changes (IMAC) roles and responsibilities that Provider and Astellas will perform.

In circumstances where greater than 20 IMACs are required in a single request (i.e. office relocation) then such activity shall be deemed a Project and the provisions within Schedule 3B – Project Services apply.

IMACs for users based at the Leiderdorp and Staines locations are included in the scope of the service at a rate of one per user per year. Additional IMACs and IMACs for users at other locations shall be requested through the Service Catalogue and charged accordingly.

Any IMACs for devices not using the Astellas core image need to be approved through the Change Control Procedure.

IMACs do not include the decommissioning of devices and associated new/replacement equipment costs.

Installs, Moves, Adds and Changes (IMAC) Roles and Responsibilities

Installs, Moves, Adds, Changes (IMAC) Roles and Responsibilities	Provider	Astellas
62. Define requirements and policies regarding IMACs		X
63. Assist Astellas in requirements and policies regarding IMACs	X	
64. Develop, document and maintain in the Standards and Procedures Manual IMAC Provider procedures that meet the agreed Astellas requirements and adhere to Astellas policies as set out within Appendix E.5	X	
65. Review and approve (acting reasonably) IMAC procedures		X
66. Receive and track IMAC Service Requests	X	
67. Approve individual IMAC Service Requests. Astellas shall ensure that any new location is clearly identified and is suitable for the equipment involved, this is a Critical Dependency upon Astellas for the Provision of the Services.		X(C)
68. Contact the End-User, or appropriate Astellas representative and schedule an agreed time for the work to take place	X	

Installs, Moves, Adds, Changes (IMAC) Roles and Responsibilities	Provider	Astellas
69. Approve IMAC schedule (acting reasonably)		X
70. Coordinate approved IMAC requests with local support teams for delivery of IMAC services	X	
71. Track and report status of IMAC requests	X	
72. Contact End-User, or appropriate Astellas representative to confirm completion of IMACs and satisfaction	X	
73. Verify completion of IMACs		X
74. Astellas to define requirements for the disposal of assets		X
75. Provider to agree the disposal procedure	X	
76. Provider to dispose of the assets in line with the agreed disposal procedure	X(P)	

Self-Help Support

Self-Help Support Services are the activities associated with Portal-based automated Self-Help Support. The following table identifies the Self-Help Support roles and responsibilities that the Provider and Astellas will perform.

Self-Help Support Roles and Responsibilities

Self-Help Support Roles and Responsibilities	Provider	Astellas
77. Define Self-Help Support requirements and policies		X
78. Assist Astellas in Self-Help Support requirements and policies	X	
79. Develop, document and maintain in the Standards and Procedures Manual Self-Help Support Provider procedures that	X	

Self-Help Support Roles and Responsibilities	Provider	Astellas
meet agreed Astellas requirements and adhere to the Astellas policies as set out within Appendix E.5		
80. Review and approve (acting reasonably) Self-Help Support procedures		X
81. Implement the approved Self-Help Support capabilities	X	
82. Monitor and review the effectiveness of Self-Help Support capabilities and usage		X
83. Develop and provide recommendations for improvements to Self-Help Support capabilities	X	
84. Review and approve (acting reasonably) recommendations for improvements to Self-Help Support capabilities		X
85. Implement approved recommendations for improvements to Self-Help Support capabilities	X	

Catalogue Procurement

Catalog Procurement Services are the activities associated with developing and maintaining an online services and product catalog available to approved End-Users for the procurement of approved services and products. The following table identifies Catalog Procurement Services roles and responsibilities that Provider and Astellas will perform.

Catalog Procurement Services Roles and Responsibilities

Catalog Procurement Services Roles and Responsibilities	Provider	Astellas
86. Define Catalog Procurement requirements and policies		X
87. Recommend Catalog Procurement procedures	X	

Catalog Procurement Services Roles and Responsibilities	Provider	Astellas
88. Develop, document and maintain in the Standards and Procedures Manual Catalog Procurement procedures that meet the agreed Astellas requirements and adhere to Astellas policies as set out within Appendix E.5	X	
89. Review and approve (acting reasonably) Catalog Procurement procedures		X
90. Provide and maintain an electronic services and product catalog, and ordering function that is accessible to Astellas End-Users.	X	
91. Provide product catalog variations by country and/or region. The catalogue shall be provided in English only and pricing shall be provided in Euros.	X	
92. Define content and approve (acting reasonably) pricing for product catalog. Astellas will agree pre-approvals for any Catalogue items which the parties agree are within the scope of the Provider to approve.		X
93. Validate and process product requisitions (e.g., validate accuracy of request or requisition, obtain proper approvals from Astellas create orders from requisitions). Workflow tasks will be notified to End Users by email messages incorporating links to enable completion of the task.	X	
94. Astellas will approve or reject requests from End Users for catalogue items in a timely fashion.		X
95. Provide ongoing tracking and reporting on the status of all requisitions	X	

Catalog Procurement Services Roles and Responsibilities	Provider	Astellas
96. Place product orders based on processed requisitions per approved procedure	X	
97. Provide order fulfillment estimate and commitment date	X	
98. Provide ongoing tracking and reporting on the status of all orders for Astellas approved End Users	X	
99. Invoice Astellas in accordance with Astellas approved invoicing procedures. Charging for a service or product in the catalogue may include a combination of one-off, periodic or usage charges.	X	
100. Provide order tracking and reporting until order closure	X	

Exception Requests

Exception Requests Services are the activities associated with fulfilling End-User requests for products or Services that are outside of standard Astellas policies. The following table identifies the Exception Requests roles and responsibilities that the Provider and Astellas will perform.

Exception Requests Roles and Responsibilities

Exception Requests Roles and Responsibilities	Provider	Astellas
101. Define Exception Requests policies and requirements		X
102. Assist Astellas in Exception Requests policies and requirements	X	
103. Develop, document and maintain in the Standards and Procedures Manual Exception Requests process, procedures and required forms that meet agreed Astellas requirements and adhere to Astellas policies as set out within Appendix E.5	X	

Exception Requests Roles and Responsibilities	Provider	Astellas
104. Review and approve (acting reasonably) Provider Exception Requests procedures		X
105. Document Exception Requests in Help Desk Incident management system, collect and analyze the request, recommend Exception Request action and process the request to fulfillment or denial, and advise the originator of the status	X	
106. Review and approve (acting reasonably) exception requests		X
107. Take the necessary action to implement the request.	X	
108. Provide Exception Requests status to requestor and Astellas Vendor Management when approved	X	
109. In case of frequent exception, Services to be provided as standard when agreed with Astellas under the Change Control Procedure	X	

Other Responsibilities

Planning and Analysis

Planning and Analysis Services are the activities associated with providing Astellas the most appropriate and effective level of Service, through ongoing Planning and Analysis. The following table identifies Planning and Analysis roles and responsibilities that Provider and Astellas will perform.

Planning and Analysis Roles and Responsibilities

Planning and Analysis Roles and Responsibilities	Provider	Astellas
110. Identify and recommend evolution of the solution for Help Desk services that best meets Astellas emerging business needs and cost/service level expectations	X	

Planning and Analysis Roles and Responsibilities	Provider	Astellas
111. Review and approve (acting reasonably) recommended Help Desk solutions		X
112. Perform operational planning for Help Desk capacity and performance purposes	X	
113. Conduct analysis of Astellas' environment, including acquiring Astellas End-User satisfaction feedback to identify the appropriate sets of skills, training and experience needed by Help Desk staff	X	
114. Review and approve (acting reasonably) Provider's Help Desk evolution proposal		X

Help Desk Reporting

Help Desk Reporting Services are the activities associated with the preparation of and access to Help Desk reports that are based on defined criteria. The following table identifies Help Desk Reporting Services roles and responsibilities that the Provider and Astellas will perform.

Help Desk Reporting Services Roles and Responsibilities

Help Desk Reporting Services Roles and Responsibilities	Provider	Astellas
115. Define Help Desk Management report requirements		X
116. Recommend a list of Help Desk management reports	X	
117. Review and approve (acting reasonably) list of Help Desk management reports		X
118. Report on Help Desk statistics and trends as specified in the Standards and Procedures Manual (e.g., Service Request volumes and trends by types of End- Users)	X	

Help Desk Reporting Services Roles and Responsibilities	Provider	Astellas
119. Report on trends in Help Desk Calls that highlight a need for corrective action	X	
120. Audit report results and Help Desk operations periodically		X

Image 6 – table 3

Response Time SLRs

Definition	Response Time is the number of seconds it takes an End-User to connect with Provider's contact centre representative.

Response Time			
Help Desk Responsiveness	Service Measure	Performance Target	SLR Performance %
Speed-to-Answer	Time from call connection to talking to Help Desk Agent	≤20 seconds	90%
Call Abandonment Rate	Number of calls (excluding wrong number / immediate hang up (<20 secs))	≤5%	100%
E-Mail, Voicemail and Portal Response Rate	Help Desk Agent Call Back	≤1 hour	98%

Response Time			
Help Desk Responsiveness	**Service Measure**	**Performance Target**	**SLR Performance %**
	Formula	Number of events per event Type within Performance Target ÷ Total number of events per Type during Measurement Interval = "Percent (%) Attained"	
	Measurement Interval	Measure Monthly	
	Reporting Period	Report Monthly	
	Measurement Tool	This information will be reported from the Service Desk toolset, (TRIOLE for Services).	

Incident Resolution SLRs

Definition	The time elapsed from the initiation of the Help Desk Incident until Operational Service is restored.

Incident Resolution			
Help Desk Incident Resolution	**Service Measure**	**Performance Target**	**SLR Performance %**
First Contact Resolution (excluding calls passed to non-Provider managed resolver groups, self help, password resets.)	Time to Resolve	40% for the first six months with 5% monthly increases until first call resolution rate equals or exceeds 70%	100.0%
Follow on calls due to problem repeated after initial fix failed	Follow on calls	<5% of calls	99%
Incident Closure Notice (via e-mail)	Elapsed Time	<20 minutes following Incident Resolution as agreed by the End User	98.0%
	Formula	Number of instances within Performance Target ÷ Total number of instances during Measurement Interval = "Percent (%) Attained"	
	Measurement Interval	Measure Monthly	
	Reporting Period	Report Monthly	

Incident Resolution			
Help Desk Incident Resolution	**Service Measure**	**Performance Target**	**SLR Performance %**
	Measurement Tool	This information will be reported from the Service Desk toolset, (TRIOLE for Services).	

End-User Account Management SLRs

Definition	Routine functions, such as setting up End-User IDs, changing End-User authorization tables, changing account codes and similar functions, which are handled by Provider.

End-User Account Administration			
End-User Account Administration Tasks	**Service Measure**	**Performance Target**	**SLR Performance %**
New End-User Account (up to 5 per request)	Elapsed Time	Completed within 2 Working Day of authorised request	90.0%
New End-User Account (6–20 per request)	Elapsed Time	Completed within 3 Working Days of authorised request	90.0%
New End-User Account (20+ per request)	Elapsed Time	Completed within 5 Working Days of authorised request	90.0%
Password Reset (Active Directory)	Elapsed Time	Completed within 5 minutes of receipt of request	95.0%

End-User Account Administration			
Privilege Changes (Active Directory)	Elapsed Time	Within 2 Business hours of Astellas authorised request	95.0%
Disable End-User Account (Active Directory)	Elapsed Time	Within 5 minutes of Astellas authorised request	95.0%
Terminate End-User Account (Active Directory)	Elapsed Time	After 14 Working Days of authorised request	95.0%
	Formula	Number of instances within Performance Target ÷ Total number of instances during Measurement Interval = "Percent (%) Attained"	
	Measurement Interval	Measure Monthly	
	Reporting Period	Report Monthly	
	Measurement Method	This information will be reported from the Service Desk toolset, (TRIOLE for Services).	

Figure 7 - End User Satisfaction SLRs – table 4

Definition	End User Satisfaction is the measurement of satisfaction with the in scope services received by the entire End User community (or a random sample) using a consistent assessment method, at agreed intervals or following defined events (i.e. upon closure of an incident).

End User Satisfaction

End User Satisfaction	Service Measure	Performance Target	SLR Performance %
Help Desk Call Handling Satisfaction	End User Satisfaction Rate	2% of closed Help Desk Incidents surveyed within 48 hours of closing ticket	90% of responses to be very satisfied or satisfied.
	Formula	Number of responses with a very satisfied or satisfied rating ÷ total number of responses	
	Measurement Interval	Measure Monthly	
	Reporting Period	Report Monthly	
	Measurement Tool	Measurement processes and tool to be developed through the implementation of the Service Desk	