

Service Definition

Robotic Process Automation (RPA) Strategy and Implementation

FUJITSU



G-Cloud 15

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Introducing RPA

Robotic Process Automation (RPA), also referred to as software robotics, optimises business processes by improving efficiency, reducing error, and freeing people to work on the human-centric tasks that deliver real value to an organisation.

Recent advances in Artificial Intelligence (AI) and Intelligent Automation have enhanced the benefits of process optimisation and RPA, by supporting increasingly complex processes and identifying further areas for improvement through techniques such as pattern recognition and data analysis. Fujitsu continues to embrace emerging technologies and trends to deliver advanced automation, taking a hybrid approach that maximises the value of multiple technologies while ensuring full compliance with a rapidly changing data ethics and regulatory landscape.

While RPA and Cognitive Automation pilots frequently struggle to implement and scale advanced automation, Fujitsu works closely with our customers to identify their bespoke challenges, designing solutions to meet them, and scaling based on organisational size and demand. Providing a high level of customisation ensures our solutions align perfectly with our customers' business processes. We move beyond generic solutions, tailoring automations to specific business needs. Coupled with an unrivalled level of service of delivery and support, we ensure the full benefits of automation 'at scale' are achieved.

Fujitsu's evidence-based approach addresses the central challenges to successful RPA strategy and implementation.

Challenge	Fujitsu Approach
Forming a clear business case for automation	Our Process Discovery phase builds a firm foundational understanding of the business processes, challenges, and outcomes that drive your organisation. We evaluate the case for automation and assess the potential benefits of doing so compared other forms of process improvement. We collect performance data as part of the operational running of the bots and use this to assess and report on the Return on Investment (ROI) achieved through automation. This provides evidence of productivity savings and is used to support the case for further investment in automation.
Information security concerns	Assessment of security and fraud risks are part of Process Discovery, with a further risk assessment conducted during the Automation Governance phase. Penetration and resilience testing form part of the Bot Build phase ahead of operational implementation. Security specialists are involved in all stages of the design and development process, and we support a range of domain and data hosting approaches.
Integration with existing systems	We follow a "non-intrusive automation" approach that supports non- disruptive cloud-based solutions, and doesn't necessitate the replacement of systems, system integration, or the deployment of agents, software or code. Our build approach is tool agnostic, and we operate on, off or in hybrid with customer domains and networks, providing customers with the option of processing data on a Fujitsu managed domain.
Support, resourcing, and cost challenges	Team and resourcing requirements are established in the Optimisation phase. Support is provided during all phases of the Fujitsu Automated Pipeline and is developed and maintained to meet organisational support requirements. Our pricing model provides flexibility and sizeable economies of scale, offering fixed price per automation or subscription- based options.
Organisational resistance to change	Our approach identifies and automates repetitive manual tasks, and frees people take on the more interesting and rewarding human centric work that delivers real organisational value. Transparent communication and updates as part of our Fujitsu Automated Pipeline approach ensure progress is routinely reported, with suitable channels for recommendations and feedback in place throughout design and delivery.

Service Delivery Approach

Fujitsu Automated Production Line

We use the Fujitsu Automated Production Line to implement RPA. Beginning with an initial evaluation of existing business processes, we identify areas for optimisation as well as candidate processes for automation. Recognising that automation isn't always the best approach, each automation candidate is evaluated through automation governance. This is followed by the building and operational running of the bot. Automation is supported by monitoring and reporting of ROI and customer experience (CX). Finally, wider organisational capability is developed through the Educate & Share phase, with support in place through all steps of the pipeline.

The pipeline model can be run continually or in response to the changing business priorities and practices, allowing new efficiencies to be identified and delivered. We commonly run the pipeline on a monthly basis, identifying and delivering on the top 3 priority areas for process optimisation.

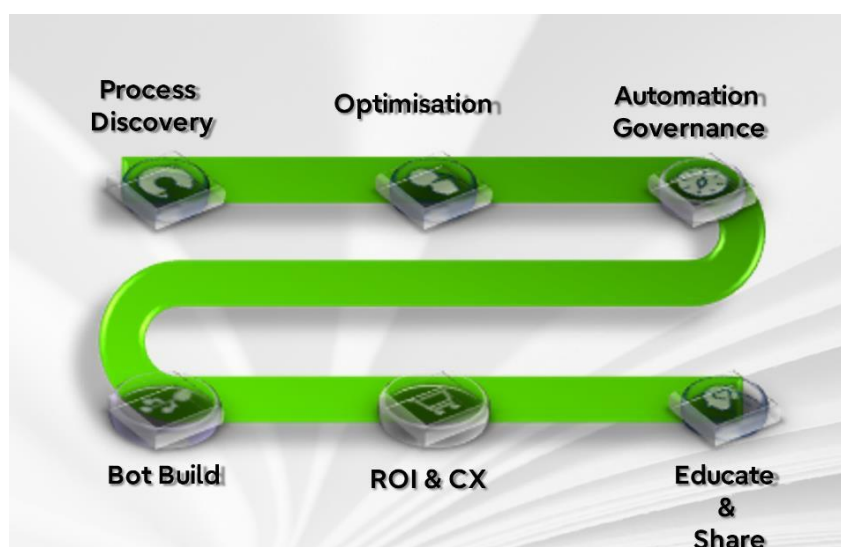


Figure 1: Automation Production Line

Process Discovery

Process Discovery is the key focus of early engagement and is used to identify an initial cohort of automation targets. Discovery work at this early stage significantly improves programme outcomes.

We use our proven workshop-based approach to map existing business processes, business needs, and the key people, processes, and technologies underpinning them. Assessment of security and fraud risks also form part of this evaluation. As an additional check, data is validation and analysed through a Soft AI bot. Findings are collated into a short report that informs the Optimisation phase.

Optimisation

The report developed in Process Discovery is used to identify automation candidates. Recognising that not all processes are best improved through automation, where automation is unsuitable we will provide clear recommendations for process improvement. If proceeding with bot development, an assessment of the complexity in design and scaling is conducted coupled with the potential benefits of doing so. Team and resourcing requirements are also assessed in the Optimisation phase.

Bots must be productive and deliver value to the business to justify their implementation and operation. Our deliver team runs an initial internal assessment of the value that a proposed bot would bring, coupled with an 'investment vs. efficiency' evaluation. Depending on our customer's organisational requirements, we define value as delivering a minimum number of hours of productivity.

Automation Governance

Effective implementation requires an evaluation of the benefits a bot might bring, and any potential challenges and risks. We have open conversations with our customers when assessing risk and benefit, using these conversations to inform automation governance. We operate a weekly governance review and countersign process.

Our automation governance process ensures compliance with data protection legislation and data management best practice. Our unique Process Based Governance (PBG) Log provides a document record of the AI decisions underpinning AI based automation. The PBG Log draws on The Alan Turing Institute's PBG Framework and incorporates UK Government and EU legislation, The Information Commissioner's Office (ICO) Data Protection Principles, the Algorithmic Transparency Recording Standard, and ICO's Algorithmic Explainability Statements best practice.

Robots go through an agreed deployment and sign-off process before becoming operational and are subject to stringent security and resilience testing.

Bot build

Our build approach depends on the complexity of the process being automated.

Automation candidates may be supported through existing 'tried and tested' templates. We maintain a catalogue of over 200 templated automations that can be 'plumbed in' to existing IT service management (ITSM) toolsets. The majority of these are ServiceNow based and with minor adjustments can be rapidly aligned to customer requirements.

Where business processes are more complex and require advanced, bespoke automation, Fujitsu works with customers to develop advanced bots. These can then be scaled based on organisational demand.

Where traditional service models treat automation as a labour-saving feature for tackling only the most repetitive, manual tasks, we take a whole process view, and using the learnings from the Process Discovery phase, can remove most manual operation requirements.

Our teams take an interlinked approach to building, deploying, and supporting bots, ensuring a high level of resilience. The build process includes security assessment and testing.

Return on Investment (ROI) & Customer Experience (CX)

During live running, we operate weekly automated tests to measure bot performance, with results compiled and shared with the customer as part of weekly reporting. We tailor reporting to reflect customer needs and interests, and commonly include metrics on running costs, manual hours saved, ROI, and implementation progress. In addition to providing an overview of the benefits of RPA implementation, data supports business case development and the organisational case for further automation.

Testing and monitoring data, coupled with customer experience insight forms the evidential basis for further development.

We work with our customers to develop tailored dashboards that provide actionable insight to inform process improvement and operational decisions. Weekly progress reports and monthly ROI reports are generated based on automated test data.

Educate & Share

Fujitsu maintain a knowledgebase in support of RPA activity. We monitor guidance, identifying frequently accessed material and older material (>21 days without updates), with a focus on improving this guidance to ensure it is current and effectively supports the delivery team. Outdated and redundant guidance is retired.

At the end of each Automated Production Line process, we develop case studies detailing process optimisation, bot development, and outcomes evidenced with performance data. We support the promotion of these examples, through sharing case studies and other engagement (blog posts, 'lunch and learn' sessions, involvement with communities of practice). We use our media capability in support of this. This promotes the

case for further automation and encourages participation in further cycles of the Automated Production Line, broadening the range of processes for consideration and delivering organisation wide automation benefits.

Support

We provide service desk support that aligns to customer operational support needs and reflects demand at each stage of RPA design and implementation, transitioning from 'service request' support at early stages to 'incident response' at the more established, operational phases. Incidents and support requests are triaged based on an agreed priority scale. We provide a monthly report of the main support requests and incidents, which informs further design decisions and improvements to RPA operation.

Key Offerings and Features

The Fujitsu Automated Production Line delivers the following key benefits:

- Uses the latest advances to maximise optimisation.
- Use a hybrid approach that combines the best elements of a range of technologies in bot design.
- Delivers advanced automation that removes most manual tasks from processes.
- Extensive experience of process optimisation and automation in the public sector, including supporting the UK's Critical National Infrastructure (CNI).
- Phased design and delivery approach starting with discovery activity ensures a strong evidence base for each automation candidate.
- Recognises that automation isn't always the best solution and supports process improvement for non-automation candidates.
- Production line model supports repeated cycles of optimisation and refinement, and the identification of new automation candidates across your organisation.
- A production line cycle can be run in response to changing business circumstances and priorities, rapidly responding to, and supporting change.
- Availability of over 200 'tried and tested' templated automations to readily support less complex automations.
- Addresses the central industry challenge of scaling advanced types of automation.
- Designed and delivered with a dedicated Fujitsu service optimisation and automation team.
- Fujitsu team operates to Security Check (SC) level and Non-Police Personnel Vetting level 3 (NPPV3) clearance.
- Monitoring and support that meets your organisation's requirements.
- Reporting and engagement that promotes and drives process optimisation and automation across your organisation.
- Tailored reporting provides solid evidence of ROI and supports the business case for further process optimisation and automation.

Service Deliverables

The following are delivered at each phase of the Automation Production Line.

Process Discovery

- Top-down evaluation of the process landscape
- Structured creation of a Business Value Framework
- Process maps identifying connections between business units and function, customer journeys, and impact on sub-processes
- Initial assessment of security and fraud risks
- Discovery report

Optimisation

- Prioritised list of automation candidates
- Clear recommendations for process improvement where automation is unsuitable
- Assessment of complexity in designing and scaling bots
- Assessment of the value of automation (investment vs. efficiency)
- Assessment of team and resourcing requirements

Automation Governance

- Benefits and risk assessment
- Development of a Process Based Governance (PBG) Log to record AI decisions and support data compliance
- Development of an agreed deployment and sign-off process
- Implementation of a weekly governance review and countersign process

Bot Build

- Deployment of RPA target architecture
- Delivery of agreed automation targets
- Test plan development and implementation
- Process design documents
- Solution design documents
- Integration requirements
- Security and resilience testing

Return on Investment (ROI) & Customer Experience (CX)

- Weekly automated tests to measure bot performance, with weekly reporting
- Tailored reporting and dashboards that delivers operational insight
- Evidence basis to support scaling and further automation
- Monthly ROI reports based on automation test data

Educate & Share

- Knowledgebase
- Case studies
- Handover documentation

Pricing

Rate Card

Rates are based on Fujitsu’s published G-Cloud 15 SFIA rate card.

Pricing Models

Fujitsu offers several alternative commercial models for delivery of automation projects, with some examples listed below. We are keen to engage with you to explore these and other approaches to ensure joint success.

Fixed Price Delivery Model

Fujitsu offer our customers the ability to manage the cost of automation through fixed price delivery. The pricing is designed based on the number and type of application, number of sequences, exceptions & workflows, and the technologies involved e.g.: Machine Learning (ML), Cognitive, Optical Character Recognition (OCR) and Surface automation and the mix of onshore and offshore resources used in delivery.

Broad categorisation is presented below.

Examples

Process Type	Characteristics
Simple	Max 2 applications (HTML, Java or Win 32). Max 30 actions/steps in the process and 5 exception scenarios.
Medium	Max 5 applications (HTML, Java or Win 32). Max 100 actions/steps in the process and 10 exception scenarios.
Complex	Max 9 applications (HTML, Java or Win 32). 100+ actions/steps in the process.

This provides you with a predictable cost model and supports a rapid assessment of the business case. It also transfers the risk of delays and underestimation to Fujitsu, ensuring you pay only what you are contracted for.

Consumption Based: Pay per Use or ‘RPA as a Service’

An RPA as a Service (RPAaaS) model bundles the full cost of the application, software, and underlying infrastructure to allow you to pay for the use of the application on a per minute, per month, or per transaction basis. This subscription-based approach provides considerable economies of scale - the larger the number of applications, the greater the reduction in cost per application.

It removes upfront investment with payment based purely on consumption and based on a catalogue purchase.

Commercial

Minimum and maximum terms

- Service delivery will commence on receipt of a purchase order.
- Fujitsu shall invoice for the service plus any applicable taxes after delivery of all our products defined in the agreed Terms of Reference. Any additional expenses shall be involved in the month after they have been incurred.
- The customer will pay the invoiced amount in full within 30 days of the date of each invoice (the “Due Date”).
- If the customer has not paid Fujitsu an invoice by its Due Date, Fujitsu may charge interest on a day-to-day basis from the Due Date at the rate of 4% p.a. over the Barclays Bank Base Rate until the payment is made in full.
- The customer shall not be entitled to offset any sums owned by Fujitsu under any contract or dispute between the customer and Fujitsu against any sums that the customer owes to Fujitsu.
- When remitting payment, the customer will include the applicable Fujitsu invoice that the payment applies to.

Termination terms

The Customer may terminate the agreement (or any part thereof), at any time, for convenience by giving not less than 30 days written notice to Fujitsu.

Supplier termination

Fujitsu may terminate the agreement (or any part thereof), at any time, for convenience by giving not less than 30 days written notice to the Customer.

Consumer responsibilities

Successful delivery of the service is subject to the following dependencies upon the Customer:

- Appropriate communications and engagement within the Customer organisation
- Appointment of a single point of contact
- Any information available and required will be shared with Fujitsu during (or within 5 working days after) of an initial alignment meeting
- Timely provision of ongoing data as requested by Fujitsu
- Timely access to appropriate/suitable resources
- Co-ordination and timely scheduling (and facilities) for workshops (and meetings), ensuring appropriate attendance and active participation

The Customer acknowledges that the timely and adequate compliance with the obligations above is essential to the performance of the service. Fujitsu will not be liable for any delay or deficiency in providing the service if such delay or deficiency in providing the service results from the Customer's failure to fulfil these dependencies. Should a delay to the service result from the Customer's failure in relation to the above dependencies, for example, if there is not full attendance at the scheduled workshops, Fujitsu shall be entitled to amend the service, schedule and/or charges with no liability and shall be entitled to charge the Customer for any cost incurred as a result.

Should the Customer request (and Fujitsu agree) that Fujitsu consultants undertake any of the obligations described above Fujitsu reserve the right to amend the charges.

Service constraints

N/A

Service exclusions

N/A

About Fujitsu

As one of the world's leading IT companies, Fujitsu is at the forefront of pioneering technology in the UK since we made our initial investment over 40 years ago. As a key strategic partner we deliver essential services, from our secure hybrid IT which underpins critical national infrastructure to our investment in emerging technologies to boost national capability. Drawing on our Japanese technology expertise we provide bespoke digital transformation solutions. This unrivalled expertise has allowed us to specialise in emerging focus areas; Hybrid IT, AI & RPA, Data analytics, Agile application development/transformation and Security. Together, we offer a full package of solutions to support the UK as a long-term industry supplier.

We believe in realising the significant alignment between the UK and Japan in emerging technologies and in creating a UK-Japan 'Innovation Bridge' to support the UK's science and technology superpower objectives. We are committed to investment in UK skills and research and development, driving customer outcomes and promoting social value. We employ 124,000 people around the globe, including around 8,000 people across the UK, promoting diversity and inclusion as a DWP Disability Confident Leader. We are recognised as a Times Top 50 employer for Women since 2017, a Stonewall Top 100 Employer for 2023 and were awarded an EcoVadis Silver Rating, the world's largest provider for sustainability ratings.

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