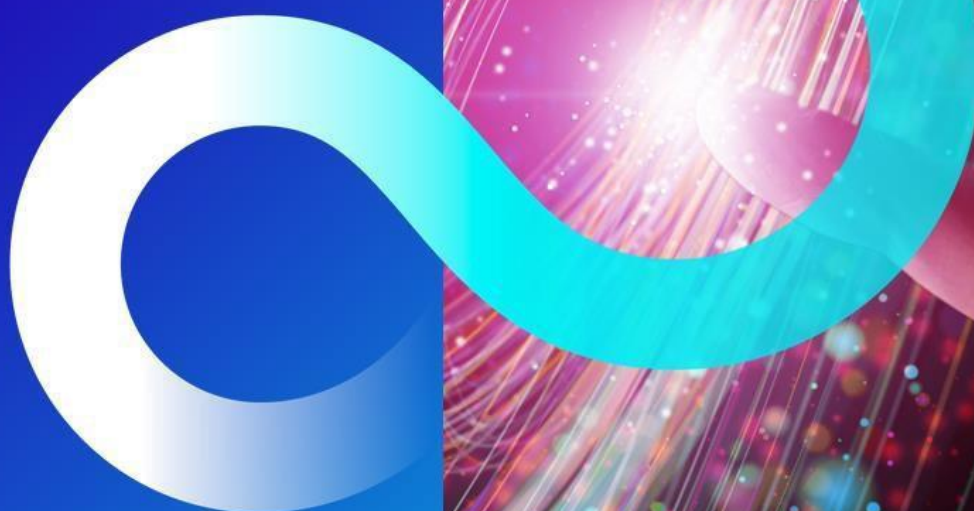


Service Definition

Benefits Management With ResultsChain™



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Business Benefits Overview

All too often, projects are conceived and initiated with the best of intentions. Only later do organisations find that the project, whilst potentially successful by many measures, has failed to deliver the benefits that formed part of the initial business case.

Organisations often struggle with benefits management. Done successfully it sets a clear strategy for investment, knowing precisely how each investment initiative contributes to the delivery of the business plan. It drives robust planning, ownership and delivery of benefits realisation based on industry best practice and compliance with Managing Successful Programmes. It also increases stakeholder buy-in and collaboration.

Many organisations assume that the expected value of an investment programme will materialise without any coherent plan for benefits realisation; once projects are delivered business outcomes will follow – reality is often a large gap between programme delivery and strategic outcomes. Often there is a lack of ownership, direction & measurement which then leads to either unrealistic expectations, missed opportunities or unrealised values that go unaccounted for, all of which undermine the perceived or actual success of the investment. Failing to manage benefits realisation effectively can impact reputation, customer experience, productivity, and costs.

Some Business Cases pay minimal attention to benefits realization. The return on investment is often aspirational in their predictions which in turn can undermine business confidence and ability to make strategic investment decisions. Large transformation programmes are often complex and when budgets are tight, it is often difficult to determine investment priorities.

ResultsChain™ is a Fujitsu globally proven approach which clearly defines the objectives of an investment and how those objectives will be achieved, creating a robust failsafe way for organisations to realise business outcomes and strategic goals. It is fully compliant with Managing Successful Programmes, is scalable and proven to work in any context or sector.

Delivery is through a series of interviews and workshops with key sponsors and stakeholders to understand their expectations from investments and define the scope of initiatives required to deliver the target business outcomes. The engagement creates benefits models and benefits realisation plans; this also enables better dependency analysis, management of risk and improves assurance of investments.

Fujitsu have successfully worked with a variety of organisations to enable them to benefit from this service:

- A Rail Company created the Early Contractor Involvement (ECI) programme inviting suppliers to collaborate and solve problems via nine workstreams. Fujitsu contributed directly to six of these workstreams, using ResultsChain□ to focus solution ideas on delivery of business outcomes.
- A Water Company had struggled for many months to define the scope and business benefits for their Customer Experience programme. Using ResultsChain□ Fujitsu consultants defined the programme benefits and scope of investment aligned with strategic business plans. Through a series of workshops, all stakeholders were engaged and an agreement was reached for the programme scope & benefits. A benefits realisation plan was created & ownership of the benefits agreed.
- An International Legal Firm needed urgent help to determine replacements for their aging BlackBerry devices. Using ResultsChain□, Fujitsu consultants transformed Pinsent Masons mobile strategy, focussing investment on a roadmap of mobile technology, applications and business change initiatives designed to increase business revenues and user productivity aligned with global strategic goals. Using benefits forecasting, the company were able to estimate return on investment within 18 months.

Benefits include:

- Clear alignment of investment with strategy detailing how to maximize value from investments. All benefits realised and accounted for with “no money left on the table”
- Smart management of benefits clarifies programme complexity and improves stakeholder understanding of the programme

- Strong benefits realisation plan will underpin a robust business case, demonstrate line of sight between investment and tangible business outcomes and increase confidence in return on investment.
- Decreased delivery risks and increased awareness of programme / project dependencies
- Creates benefits accountability to assure delivery of expected business outcomes
- Detailed plan to manage benefits realisation during and beyond programme delivery
- Access to highly experienced Fujitsu Smart Value Management consultants providing help for business stakeholders to assure return on investment and increase skills and knowledge in benefits realisation.

The program will be delivered by a team of Fujitsu specialists, who will utilise the Fujitsu toolset ResultsChain□.

Service Delivery Approach

Either a Full or Light approach can be taken, depending upon the requirements identified.

Light Project Approach

Starting on an agreed date the project will be delivered in four short stages of work with an expected completion within four weeks depending upon the organisation.

The Fujitsu resources deployed are usually:

- Engagement Manager – Working closely with the Client Project/Programme Manager and Sponsor to manage the overall delivery, including the role of scrum master for the sprints.
- Fujitsu ResultsChain™ Consultant

Scope and Define

The project will be initiated with a workshop with the Project Sponsor to agree the approach, scope, timescales, identify stakeholders for interview, dependencies, deliverables and agree a single point of contact to support engagement with stakeholders.

During this iteration, Fujitsu will review existing documents to understand the vision, strategic goals and business outcomes required from the investment. Our consultants will need access to the business plan, strategy documents and policies and any work undertaken to date to scope the project/programme. This will inform the stakeholder interviews and the Benefits Modelling.

Fujitsu will work with the nominated single point of contact to schedule all stakeholder interviews and provide appropriate documentation.

Capture and Analyse

The consultant will conduct short, structured interviews (maximum 1.5hrs each) with up to 7 senior stakeholders to understand different perspectives and benefits that are expected to be delivered by the investment. The interviews will focus on identifying and capturing potential delivery initiatives, key delivery assumptions and dependencies, any significant potential risks, the expected business outcomes and how, from the stakeholder's perspective, the investment will contribute to the delivery of strategic goals defined in the Business Plan. The consultants will use the information to build a Benefits Model (using ResultsChain□) in sprint 3.

Model and Review

Fujitsu will develop a Benefits Model in a graphical format using our ResultsChain□ approach. An illustrative Benefits Model is shown below:

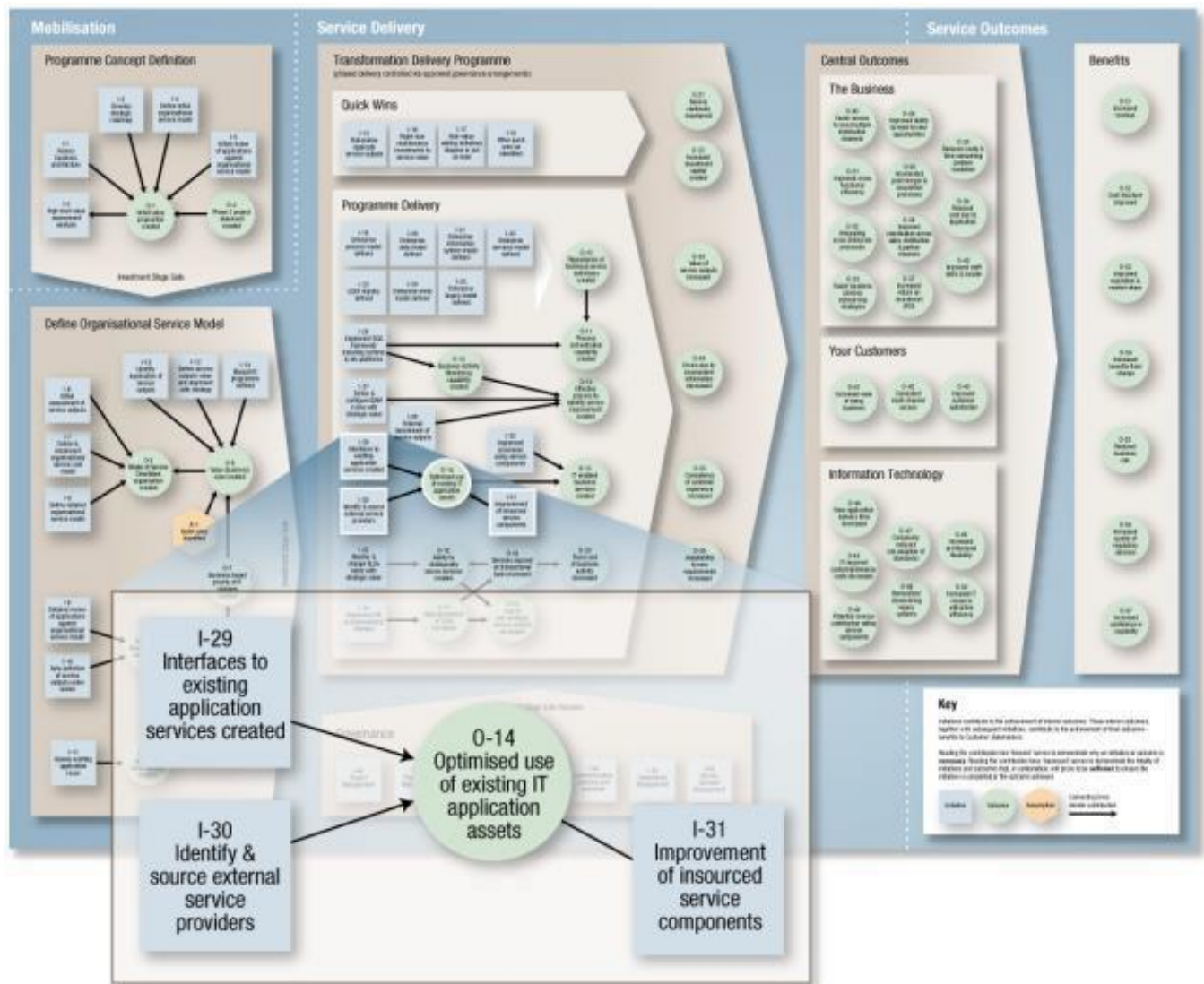


Figure 1: Benefits Model

Using the information gathered from document reviews and stakeholder interviews, Fujitsu will develop a draft Benefits Model for the project. Upon completion of the draft Benefits Model, Fujitsu will validate the model through a workshop with the organisations Subject Matter Experts (SMEs). The Benefits Model will contain:

- The strategic goals for the project
- The business outcomes [benefits] required from the project to deliver the strategic goals
- The KPIs required to measure business outcomes
- The capabilities provided by the project that provide the business outcomes
- Initiatives [projects] required to deliver any gaps in capabilities e.g. new technology, training, user engagement, business process re-design, change to values and behaviors, etc.
- Any key assumptions that underpin benefits realisation

SMEs will need to be able to contribute to the review by:

- Being empowered to make decisions on behalf of their department / group and actively participate in the workshops.
- Identifying any missing business outcomes
- Challenging the validity of any business outcomes that have been identified and
- Checking the logic of the business outcomes chain

Refine and Validate

The Benefits Model will be updated with any SME comments and a final version submitted to the Project Sponsor to validate the changes and accept the final Benefits Model.

An Executive Summary will be produced and presented to the Project Sponsor and relevant stakeholders. The executive summary will contain an overview of the stakeholder interviews, a benefits model management summary. It will also contain recommendations to support project/programme, benefits realisation, and/or development of the business case.

Full Project Approach

This adds additional steps to that outlined and requires further time.

The Fujitsu resources utilised are:

- Engagement Manager – Working closely with the Client Project sponsor to ensure the assignment aligns with expectations and agreed scope.
- ResultsChain™ Consultant – Trained in the ResultsChain™ methodology, will assist with conducting interviews and collation of content.

The Project Activities in which the Fujitsu resources will be involved are as follows:

Kick-Off & Design Finalisation

On the agreed date, there will be an Implementation Kick-off meeting where the joint project teams will come together to review the scope, timelines and dependencies on the organisation and the responsibilities of the Client project team. This will ensure the project commences in a controlled way.

There will then be five stages of work, running until the conclusion, to produce a benefits plan and register in line with strategic objectives.

Week 1 Scope and Define	Week 2 Analyse and prepare	Week 3 Draft and Review	Week 4 Refine and Validate	Week 5 Mobilise and Operate
Agree Sponsorship	Access to stakeholders	Draft initial strawman Of ResultsChain	Create final results chain	Define Accountability and ownership for harvesting benefits map
Review key documentation (vision, strategy, business plan etc)	Conduct interviews	Review with sponsors and key stakeholders	Validate understanding with all key stakeholders	Identify Quick Wins
Refine expectations	Identification of additional initiatives and assumptions		Create Executive summary	Plan timebound initiatives in line with strategy
Agree strategic objectives to be supported				Design Benefits Register and review with stakeholders

Figure 2: Five Stages of Work

The usual duration of undertaking a Benefits exercise is, for the Light, Three (3) weeks, or for the Full Five (5) weeks, depending on the organisational readiness. This will be confirmed during discussions prior to the assessment taking place.

Service Deliverables

The following are delivered at the conclusion of the Light Engagement:

- Executive summary
- Benefits Model

For a Full Engagement:

- Executive summary
- Benefits Model and Register
Tooling (if appropriate)

Commercial

Ordering and invoicing Process

- We will commence delivery of the service 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 invoiced in the month after they have been incurred
- The customer will pay the invoiced amount in full within thirty (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% per annum over the Barclays Bank Base Rate until the payment is made in full
- The customer shall not be entitled to offset any sums owed 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

Customer Termination

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

Supplier Termination

Fujitsu may terminate this Agreement (or any part thereof), at any time, for convenience by giving not less than thirty (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 for the Assessment
- Any information available and required for the assessment will be shared with Fujitsu during (or within 5 working days after) the 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 Fujitsu Service. Fujitsu will not be liable for any delay or deficiency in providing the Service if such delay or deficiency 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 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.

Contact: government.frameworks@fujitsu.com

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