Paper Code: FZ01A1719

Winning British American Tobacco's "Best Global Project" Award

with AGILE Service Management.

EMEIA MIS PPS UKI PS&IS SD&I SA
Jake Reeves

Abstract: Business and IT landscapes are becoming more dynamic and complex, and the rate of change is increasing with each passing year. Today, if an organisation is unable to manage high volumes of change, maintain end-to-end visibility and control of its supply chain and align all business and IT services with business objectives, it is working at a significant competitive disadvantage.

As new IT service opportunities such as DevOps, AGILE, BYOD, Mobility, social media, and Hybrid Cloud become more mainstream, critical decisions need to be made up front, whilst adoption of these technologies may come later. Effective IT Service Management continues to ensure organisations are more agile and responsive, and better able to respond to the ever-changing needs of the business.

What is IT Service Management? It is a defined set of capabilities, including processes, to direct and control an IT service provider's activities and resources, to design, transition, deliver and improve business and IT services. IT Service Management continues to provide proven guidance to frame and deliver business value by embracing IT trends within the overall framework of IT Service delivery. [1]

Today our customers our facing challenging questions: How can I reduce cost and risk while increasing quality and agility? How can I maintain end-to-end visibility and control of all IT and IT-enabled services through an integrated management system? How can I balance the focus on technology, people, organisational culture, processes, partners and suppliers?

This paper explores how I implemented an award-winning approach to Service Management from FY2017 to FY2019 for British American Tobacco [BAT], by introducing an Agile Service Management Framework during transition. By driving efficiency, collaboration and cost savings under an initial contract worth £5m for Western Europe, we were able to secure an additional 4 contracts worth a total of £80m covering the rest of the globe. In total we transitioned 47,500 end users across 750 sites in over 140 countries with minimal disruption and seamlessly migrated over 58 global suppliers into a single Service Management Eco-system.

Keywords: Agile, Service Management, Project Management, Transition, Service Model

1. Preface

Demands on IT for innovation and reliability have been steadily increasing since technology became a critical success factor for most businesses. IT has always been asked to do more with less, to improve its integration with business goals and to ensure the ongoing quality of IT services. With the rise of mobile technology, the cloud and an "app" mentality, IT is being asked to do all that and more at an ever-increasing rate. [1]

Whilst devices and applications are being introduced faster than ever before, it is the service behind the technology that is still most important to our customers. As a result, IT will always need to manage its services and IT Service Management [ITSM] practices and processes will always be necessary. The challenged we face with our customers is adapting Service Management practices to changing times, so they can enable IT to go faster and deliver more ongoing value.

Fast changing IT requirements require fast changing IT capabilities. New capabilities require new ways of thinking and performing. IT must learn to be more agile.

Regardless of purpose or ownership, business or market sector, for-profit or not-for-profit, every organisation today operates in a world characterised by volatility, uncertainty, complexity and ambiguity.

If organisations are to survive, they must be able to respond positively and effectively to the fast-changing stimuli of today's volatile world.

In a commercial world, to thrive requires the ability to pre-empt such stimuli and sometimes, perhaps, to create turbulence that a less agile organisation will struggle to deal with.

Even without a commercial drive, government organisations, charities and other non-profit organisations need to respond to the expectations of the individuals and organisations they serve by providing valuable, cost-effective

services.

Agile Service Management is designed to help organisations thrive in today's world by harnessing the power of their people – taking the concepts of agility beyond their origins in software development, beyond projects and programmes, and right to the heart of the way the business operates. [1]

2. Why AGILE Service Management?

Agile Service Management, in many respects, can be described using the same ITIL® based terminology as any traditional implementation. The scope and process set are the same with the same objectives and outcomes; the key difference comes down to the speed in which operational delivery happens, the way in which project and operational teams interact and the way in which the users and other "customers" of IT become the focus of the delivery. [2]

Agile Service Management aims to take Agile values and apply Scrum-like development practices to process design and improvement, taking an iterative approach to make more frequent changes, rather than design and implement a total end-to-end process in the traditional way [2].

This iteration can come in different forms, whether it is finding small ways to streamline a process or discovering an area where the process can be automated and then building out that automation in an incremental way.

The Agile manifesto has four important values:

- Focus should be more on individuals and interactions instead of processes and tools.
- A working solution is more important that comprehensive documentation.
- Customer collaboration is more vital than contract negotiation.
- The process should respond to change rather than follow a plan. [2]

By adopting an Agile approach, we ensured that the IT Service Management processes reflected Agile values and were designed with "just enough" control and structure in order to effectively and efficiently deliver services that supported BAT outcomes, when and how they were needed.

Our goals and objectives in using Agile Service Management included:

- Ensuring that Agile values and principles were embedded into the primary service management activities.
- Designing through implementation and continual improvement.
- Improving our ability to meet BAT's requirements faster.
- Being effective and efficient [lean].
- Designing processes with "just enough" scalable control and structure.
- Providing services that deliver ongoing customer value.

Agile Service Management encourages a continuous learning environment and promotes better collaboration between development and operational teams by cross-pollinating vocabulary and methods.

3. Customer Collaboration

We placed great emphasis on individuals, teams and interactions during our engagement with BAT. Workshops, site-visits, videoconferencing, co-location and regular review meetings etc. were all used to accommodate new ideas, new requirements and new approaches. This enabled us over our three-year engagement with BAT to continually focus on innovation and the ability to solve problems. Our processes and tools continually evolved to directly support the delivery of services.

With people front and centre, we were able to create a highly effective participatory environment which could adapt to the ever-changing circumstances and ensure project delivery success.

We created a plan with BAT to enable us to maintain service continuity across 120 global end-markets by breaking up the project into four phased Tranches. Each Tranche was carefully profiled to contain the optimum mix of geographical regions, business criticality and complexity. 21 end-markets required an additional secondary workstream within the tranches, all managed under our Agile Service Management Framework.

4. Focus on Working Solutions

We knew that complex documentation would not support the rapid deployment of services across 120 global end-markets each with local operational variances and propensity for change.

Although documentation is important to all projects, it was necessary to dramatically simplify the administrative paperwork relating to time, cost control, scope control and reporting.

An Agile Service Matrix template was produced to confirm each end-markets requirements and enable rapid

review, change and feedback. By producing fewer and more streamlined solution documents that were easier to maintain, we were able to provide better visibility into potential issues. With more time to focus on developing and delivering service's by quickly understanding requirements and assessing the status daily we were able to maximise the efficient delivery of successful solutions.

5. Responding Rapidly to Change

Traditional approaches to Service Management usually involve the customer at three key points:

1. Start of the Project.
2. Any time the scope changes during the project.
3. End of the project.

This focus on negotiation at these three intervals often discourages valuable customer input and can foster an adversarial relationship between the customer and project teams. Too many projects fail because the project delivered the solution that was designed, but not the solution that was required.

From experience, we knew that you will never know less about a project than at the start. Locking details in at the beginning means that decisions can be made on incomplete knowledge. By introducing the flexibility for change as we learnt more about BAT's disparate end-markets and complex operations, we were ideally positioned to ultimately deliver a better service.

We developed a collaborative approach with BAT supported by a suite of tools and key project data to enable us to accommodate change systematically. This allowed our project teams to respond quickly to change. By recording and reporting on changes early, we were able to start forecasting and feeding back to BAT, increasing project stability as change became more predictable and manageable.

6. Agile Service Management Framework

The Agile Service Management Framework we developed composed of three major components. Each of these intrinsically linked with the programme, project and service phase of delivery. The following table expands on these components.

Programme	
Establish Foundation	Identify initiatives to deliver the changes needed to achieve the programme vision. Establish framework for coordinating and measuring the value delivered by these.
Deliver the Change	Establish and coordinate projects and other initiatives to deliver capabilities required to achieve programme benefits.
Keep it Current	Encourage early and incremental delivery of business capability change. Measure benefits realised and feed back to programme plans as required
Project	
Establish Foundation	Provide a foundation of understanding of what will be delivered. Agree the approach to making this a reality Engage the right people to get it done
Deliver the Change	Evolve integrated elements of the business solution in small manageable increments – ensuring each increment enables vision-aligned business benefit
Keep it Current	Start realising the benefits of the new business capability as early as possible. Achieved by the earliest sensible delivery of the solution increments.
Service Evolution	
Establish Foundation	Establish an iterative, incremental, customer-centric approach to service evolution that can remain true to the service vision and within business/legal/ technical constraints
Deliver the Change	Evolve the service with the active involvement of business stakeholders and service users. Focus on early realisation of value.
Keep it Current	Make valuable service changes a reality as early as possible Make changes incrementally.

The Agile process breaks a larger project into several smaller parts that can be developed in increments and iterations. Studies have proven that there is a negative correlation between project size and success (i.e.: the shorter the project, the higher the success rate).[3]

The Agile approach reduces the size of the project by creating several smaller projects. This iteration approach distinguishes Agile management from other management methods.

We used Agile management iterations during the planning and development phases. During these sessions, we collaborated with BAT to prioritise what needed to be added

to the iteration.

The result was a working solution delivered quickly to the BAT in a production-like environment. BAT was able to review the service's and make changes if needed. Many changes were made throughout the process as changes to the programme were made. This iteration process was repeated until the project was completed.

To support an Agile approach, we developed 4 key functions:

1. AGILE Knowledge Hub.
2. AGILE Service Matrix.
3. AGILE Tools.
4. AGILE Management Team.

These are described in the section below.

7. Agile Knowledge Hub

Together with BAT we developed a shared repository enabling all members of the project with the ability to collaborate and share information on the services provided. The Knowledge Hub was provided via SharePoint but could have exploited any knowledge repository.

The Agile Knowledge Hub empowered teamwork across the board, with dynamic and productive team sites for each area of the project team. We were able to easily share files, data, news, and resources. The Hub supported the migration of services within the service model without losing quality during service transition.

8. Agile Service Matrix

The Agile Service Matrix featured in Appendix A, provided an operational feedback loop and was at the heart of the Agile Service Management Framework. It brought together people, purpose and collaborative creativity to evolve services and ways of workings across 120 global end-markets and was used primarily to:

- Baseline detailed operational data to support implementation, including volumetrics, people, processes, products, partners and site locations.
- Provide a Gap Analysis, capturing changed or additional service and resource requirements.
- Prepare resolver group routing for all Incidents/Requests via the Global Service Delivery Centres.

The Service Matrix for each end-market moved along the change journey, tracked by the Agile Dashboards and initially dealt sequentially with:

- Establishing the driver for the change.
- Establishing the foundation of understanding for how it will be achieved.
- Delivering the change required to meet the identified need.

9. Agile Tools

Agility is often supported by automation. If done well, automated processes or procedures can be more consistent, effective, efficient, expeditious and provide long term data repositories.

We developed a suite of tools to support our approach to Agile Service Management and Delivery including:

- Dashboards.
- Metrics and analytics.
- Flowcharts.
- Project Management.

9.1 Agile Dashboard

We developed dynamic and interactive monitoring via real-time dashboards and created a direct touchpoint between Dev, Ops, and BAT. This enabled problems to be identified, treated or escalated directly where they emerged and:

- Made work visible.
- Limited work in progress.
- Continually monitored and elevated constraints.
- Eliminated waste.

The real-time Dashboards below enabled both BAT and suppliers to track the Service Matrix lifecycle and end-market deployment by each tranche.

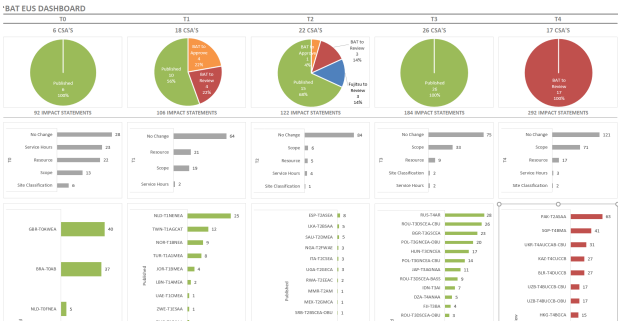

Figure 1. Agile Service Dashboard

In developing the Agile Service Dashboard, we incorporated three principles:

- Visualise what we do: see all the items within context of each other - more informative.
- Limit the amount of work in progress (WIP): balance the flow-based approach so teams are not committed to doing too much work at once.

- Enhance the flow - as soon as one task is finished, start on the next highest job from the backlog

This method promoted continued collaboration by both suppliers and BAT project teams. It encouraged ongoing learning and improvements to provide the best possible workflow for the project. In addition, the Dashboard was a particularly useful tool for understanding impediments and team velocity and was used to manage the flow of process design activities or to identify bottlenecks in processes.

9.2 Transition Timeline

Setting expectations for delivery time was one of the most challenging aspects of the BAT project.

We developed an Agile Transition Timeline updated in real-time and published on the Agile Knowledge Hub. It clearly showed a chronological order of events, showing what phases were already in the past, what was currently in progress now and what was supposed to be finished in the future.

The Agile Transition Timeline view encouraged transparency, and allowed us to analyse what had already happened, create plans for the future, and stay on track in the present.

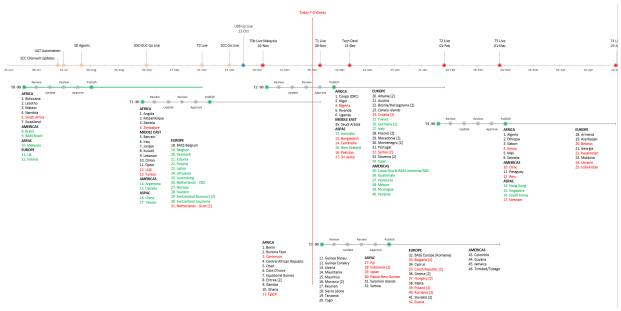

Figure 2. Real Time Transition TimeLine

The ability to display all four tranches on one screen and show how they all coincided with each other proved to be invaluable. The project teams were able get a visual comparison between planned and actual end dates and also see automatic forecasts for when the projects were expected to be completed.

We were able check estimations against real work to identify and correct any deviations from the plan.

Milestones (those colored in green) added significant value to the project scheduling. Other colour coding helped us to synchronise work across different site types and tranches.

The main difference between our Agile Transition Timeline and our more traditional Gantt Charts were their respective application areas. In an Agile environment, when you compare timeline vs Gantt Chart, the latter proves to be too inflexible.

Gantt Charts assume that work will be completed in a linear fashion, and they don't do a good job of illustrating how the total amount of work left on a project, changes with each iteration.

9.3 Service Matrix Lifecycle

Change was delivered incrementally, with each increment agreed, prioritised and delivered according to the needs of BAT.

With each delivery of a solution increment, and/or when driven by internal or external events, there was an opportunity to review the driver and/or the foundations of the change initiative before evolving the solution further - effectively resetting the Service Matrix to a previous step in the process before passing rapidly through the early steps to recommence evolution.

The Service Matrix lifecycle is shown in the figure below and was fundamental in:

- Providing structure & control over processing the Service Matrices.
- Increase collaboration between all reviewers, stakeholders, approvers.
- Increasing efficiency & reducing costs.
- Ensuring quality of the final models.

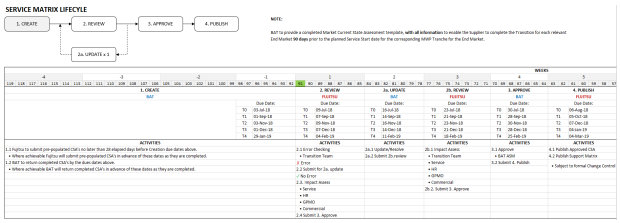

Figure 3. Service Matrix Lifecycle

9.4 Metrics

On a project the scale of BAT's Global End User Services, it was crucial to develop a set of Agile metrics to help us to measure the development process, gauging productivity, work quality, predictability, and health of the team and services being developed. A key focus of Agile metrics was on value delivered to BAT i.e. instead of measuring "what" or "how much" we were doing, we measured how it impacted BAT.

Lead Time: The Lead Time Metric measured the total time from the moment a Service Matrix entered the system until it was completed as part of a Tranche. It measured the

total time for a requirement to be realised and start earning value – the speed of the value chain. In many ways, lead time was more important than velocity because it measured the entire Agile system from end to end. Reducing lead time meant the entire development pipeline was becoming more efficient

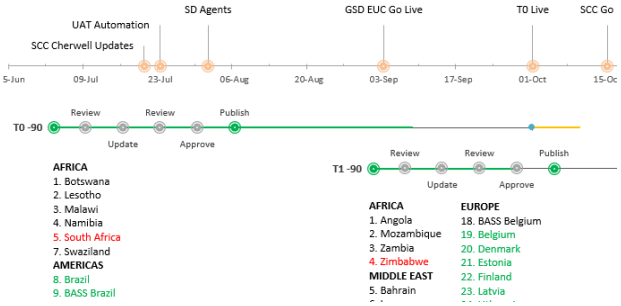

Figure 4. Lead Time Metric

Velocity: Velocity measured how many Service Matrices were completed by each team, on average, over each of the 4 tranches. Velocity proved to be powerful because it was a result metric i.e. how much value was actually delivered to BAT in each tranche. It was used to predict the team's output for each upcoming Tranche.

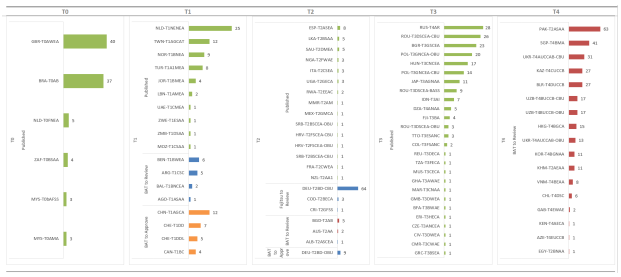

Figure 5. Velocity Metric

Scope Change: "Scope creep" is the injection of more requirements into a previously defined project. As the teams moved through the project, we were able to decide to take on or remove work based on what was being revealed. The Scope Change Metric kept everyone aware of the ebb and flow of work inside each tranche.

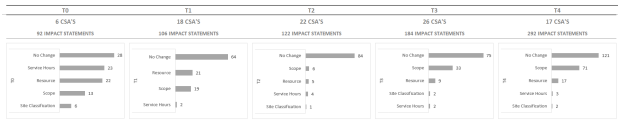

Figure 6. Scope Change Metric

10. Agile Management Team

The Agile Management Team was a self - organising team that clearly understood what it took to get things done.

For each increment of work, they were provided a goal, a backlog of tasks, a completion date and a clear and shared "Definition of Done". The Team agreed on an approach for completing the work and meeting the goal. Essentially, the Team was given the "what"; they collectively determined the "how."

The Team always had a least three members but no more than nine to ensure sufficient cross functional skills and the ability to self-organise and included members from Design, Project, Contract and Service.

11. Agile Process Owner

Most service management frameworks advocate for a Process Owner role that is accountable for the end-to-end results of the process.

Frameworks such as ITIL® do a good job of describing the responsibilities of a Process Owner for a specific process. The Agile Process Owner role supplements the Process Owner role description by adding responsibilities for integrating Agile practices and instilling agile thinking into the process.

The key responsibility of the Process Owner was to create, manage, prioritise and own the Service Matrix Lifecycle. This was the single source of current or future requirements for a service, including activities, tools, plans, interfaces, documentation, training and improvements.

The Process Owner had ultimate authority over the items in the Service Matrix Lifecyle and ensured that the items were clear and visible. This role understood how to prioritise items in the and helped the Team understand the next process increment.

Other responsibilities of the Process Owner included:

- Communicating the process' vision and goals
- Ensuring that Agile values are embedded into the process so that outcomes and collaboration are prized over tools and artifacts
- Clarifying a Definition of Done for each process increment
- Inspecting the progress and status of the process after each Sprint
- Auditing and reviewing the process on a regular basis
- Prioritizing improvements in the Process Backlog
- Being accountable for overall process quality and deliverables

The Process Owner was not necessarily responsible for performing any or all of the tasks associated with managing a service. Depending on the size and complexity of the project, the Process Owner assigned one or more roles to oversee day to day process execution.

12. Key Agile Takeaways

Agility does not happen overnight. Moving an organisation to an Agile mindset and an Agile Service Management approach takes practice and perseverance. Identifying an organisation's "just enough" level takes time and experience.

Changing the thinking and behavior of individuals takes repetition, openness and patience. Embracing the values of Commitment, Focus, Respect, Openness and Courage is essential. Wherever you are in the Agile Service Management journey, it is important to understand what it means to "be agile" before you attempt to "do agile". Start simple and stay simple. Pick one process to pilot as a learning experience. Identify a Process Owner, Agile Service Manager and stakeholders. Build a small self-organising team with cross - functional skills and appropriate levels of ITSM and Agile Service Management training. Engage stakeholders and encourage feedback. Start with a Minimum Viable Process and move forward from there. Introduce the new or improved process in small, frequent increments. Give the customer time to absorb, adopt and adapt to new behaviors. Mature the processes holistically and organically. Small, short-term wins will deliver greater wins in the long term.

- Do - provide structure & control over processing the Support Matrix [Requirements]
- Do - understand the aim of the change for the client, what is the business value they are aiming for.
- Do - increase collaboration between all reviewers, stakeholders, approvers.
- Don't – scare the client, Agile can be achieved by clients with very low service maturity.

13. Conclusion

According to Gartner, "By 2020, more than 50% of infrastructure and operations (I&O) organizations will adopt business value dashboards (BVDs), which will be a significant increase from today's level of less than 10%."[5]. These business-oriented dashboards create the foundation for demonstrating and improving value and effectiveness of service and project delivery by improving the speed and accuracy of decision-making.

Agility concerns the ability to react and adapt to expected and unexpected changes and opportunities as they arise. While agility encompasses numerous aspects, the constant is "time." It's the ability to identify new risks and opportunities and develop a strategic response quickly, with the flexibility to execute on the response

Agile management is an exciting and fascinating approach to delivering services. By integrating the project teams and customers in the planning and implementing processes, the result is a more rewarding experience for everyone involved.

Complex global solutions are in demand and Agile Service Management is the best answer to integrate disparate services in order to deliver business value. As this trend continues, our customers will need our help to collaboratively design and build a service model for their business.

The recent award for BAT's "Best Regional Project" and the signing of 4 new contracts worth £80m on the back of this success, provides demonstrable evidence that we can deliver a comprehensive Service and Project Management Framework founded on effective Agile principles.

We must now build upon this successful approach and continue to find ways to increase the value to our customers. It gives more meaning to those who are actively working on the project and creates a more positive experience for our customers, producing more generous end results for the company.

Reference

[1] Available at Forrester Glossary https://www.forrester.com/staticassets/glossary.html#heading-i [Accessed 05/05/19]

[2] Gartner's Agile in the Enterprise Report https://circle.gartner.com/portals/2/resources/pdf/agile%20in%20the%20enterprise%20-%20Full%20report%202017.pdf [Accessed 03/04/2019].

[3] A Correlational Study Assessing the Relationships among Information Technology Project Complexity, Project Complication, and Project Success. https://www.academia.edu/1294316/A_Correlational_Study_Assessing_the_Relationships_among_Information_Technology_Project_Complexity_Project_Complication_and_Project_Success [Accessed 03/04/19]

[4] Gartner 2019 Magic Quadrant for Enterprise Agile Planning Tools https://www.ca.com/us/collateral/industry-analyst-report/gartner-magic-quadrant-for-enterprise-agile-planning-tools.html [Accessed 23/08/2018].

[5] 20 Gary Spivak and Robert Naegle, Market Guide for I&O Business Value Dashboards, Gartner, May 2015. Accessed January 19, 2016. https://www.gartner.com/doc/3059017/ market-guide-io-business-value [Accessed 03/04/19]

Appendix A – Agile Service Matrix

FUJITSU
BAT
3RD PARTY SUPPLIER

	AREA	REF	BAT ACTIVITY DESCRIPTION	SUPPORTED SITE SATELLITE SITE	SUPPORTED SITE DELIVERY	SATELLITE SITE DELIVERY
AS IS GLOBAL 3RD PARTY	END USER COMPUTE PRINTING	OS01	Office Printers, Field Force Mobile/Barcode Printer Support		NCR-MPS Konica Minolta Hardware / NCR-MPS Konica Minolta Software	
	LOCAL APPLICATION & DATABASE SUPPORT	OS02	Back End Application Database [Oracle/MS SQL] Support		DC T2/3-DC Wintel	
	FOLDER MANAGEMENT	OS03	Granting permissions to folders		Commodity Support	
	FACILITIES SUPPORT	OS04	Cabling, Displays, etc.		Commodity Support	
	SECURITY SYSTEM SUPPORT	OS05	On-site security systems, monitors etc.		Commodity Support	
	WAN NETWORKING SUPPORT	OS06	WAN Networking Support		HDI-GWAN-BT-T1	
	LOCAL NETWORKING DEVICE SUPPORT	OS07	LAN local devices [switches, routers and firewall] Support		Commodity Support	
	PC BUILD CONFIGURATION	PC01	Equipment O/S Win10, Application Build Process		BAT User Self Service	BAT User Self Service
		PC02	Exceptional Installing / rebuilding O/S for Users		MWP Technician	Postal service by MWP Technician from Supported Site
		PC03	VPN & O365 simple application configuration		Remote Service	Remote Service
		PC04	Exceptional install and User intro of applications	–	MWP Technician	NA
		PC05	Data Migration as consequence of equipment replacement		BAT User Self Service	BAT User Self Service
	EQUIPMENT DELIVERY	EQ01	Physical delivery of equipment to an equipment store.		User Device Supplier servi	User Device Supplier service
		EQ02	Physical delivery of equipment toequipment store following repair.		User Device Supplier servi	User Device Supplier service
	IT PROCUREMENT	PR01	Validation & processing of an approved user request for new equipment		Remote Service	Remote Service
		PR02	Transfer of an equipment purchase order to Lenovo once received from BAT		Remote Service	Remote Service
	ASSET TRACKING	AS01	Transfer of asset data from incident/request tickets to central asset register		Remote Service	Remote Service
	WARRANTY COORDINATION	WA01	Validate, invoke and manage warranty repair		Remote Service	Remote Service
	DISPOSAL	DI01	Co-ordinate for device disposal inc data removal		MWP Technician	Postal service to MWP Technician at Supported Site
	TELEPHONY SUPPORT	TS01	Raising request to Telco (phone/sim)		MWP Technician	MWP Technician from relevant Supported Site
		TS02	Tarrif coordination / Limits		BAT User Self Service	BAT User Self Service
		TS03	Telephone Replacement / Refresh cycle		MWP Technician	Postal service by MWP Technician from Supported Site
		TS04	Configuration of mobile device		BAT User Self Service	BAT User Self Service
	AUDIO VISUAL SUPPORT	AV01	Projectors and TVs break/fix	–	MWP Technician	NA
		AV02	Meeting room proactive monitoring	–	MWP Technician	NA
		AV03	Coordination of replacement / new AV equipment	–	MWP Technician	NA
		AV04	Installation of newly purchased AV equipment	–	MWP Technician	NA
		AV05	AV equipment disposal	–	MWP Technician	NA
	EXECUTIVE PERSONA SUPPORT	EP01	Offsite support for conferences	–	MWP Technician	NA
		EP02	PC / Mobile phone configuration	–	MWP Technician	NA
		EP03	User training	–	MWP Technician	NA
	INVENTORY & ASSET MANAGEMENT	IA01	Give out a specified device/peripheral to a User		MWP Technician	Postal service by MWP Technician from Supported Site
		IA02	Receive a specified device/peripheral from a User		MWP Technician	Postal service by MWP Technician from Supported Site
		IA03	Track assets / updates assets on central register		Remote Service	Remote Service
		IA04	Ad-hoc (annual) inventory / stock take	–	MWP Technician	NA
	IMACD	IM01	Install/Move/Change Desktop PC		MWP Technician	Self Service
	LOCAL LICENSE MANAGEMENT	LL01	Keeping a track of locally procured licenses, procuring new licenses		Remote Service	Remote Service
	COORDINATION OF GLOBAL 3RD PARTIES	GS01	Coordinating global 3rd parties [MPS, AV, Security Systems, factory shop etc]		Remote Service	Remote Service
	PRINTING	PR01	Maintaining printers and papers		3rd Party	3rd Party
		PR02	Basic troubleshoorting of printer errors	–	MWP Technician	NA
	FACTORY, LAB, SHOPFLOOR SUPPORT	SF01	Lab/Shop floor support and PC maintenance	–	NA	NA
	APPLICATION INSTALL	AP01	Install and configuration of non-packaged apps		Remote Service	Remote Service
	FOLDER MANAGEMENT	FM01	Granting permissions to folders		Remote Service	Remote Service
	DATA PRIVACY & HOLD ORDERS	DP01	Data restoration based on LEX requests [BAT Legal]		Remote Service	Remote Service
	USER TRAINING	UT01	Training for new joiners and Field Force		BAT User Self Service	BAT User Self Service
	HANDS/EYES & LOCAL 3RD PARTY LIAISON	HE01	Technical tasks at request of third parties	–	MWP Technician	NA
	RESIDUAL SITE BASED USER SUPPORT	RB01	Residual User Support		MWP Technician	BAT User Self Service
	DEDICATED EXECUTIVE PERSONA SERVICE	DE01	Provide dedicated service to Executive Persona Users.	–	MWP Technician	NA
	DEDICATED AUDIO VISUAL SERVICE	DE02	Provide dedicated Audio Visual Service.	–	MWP Technician	NA
	ADDITIONAL ACTIVITIES NOT COVERED BY MWP STANDARD SERVICES	AA01	DRP		Local Support	
		AA02	Network Yearly Maintenance		Local Support	
		AA03	FF Tablets configuration (40 Reps) post PETRA		Local Support	
		AA04	Virtual reception support		MWP Technician	
		AA05	Globalguest account/pwd creation		Remote Service	

Appendix B - Large Format Figures

Figure 1 – Agile Service Dashboard

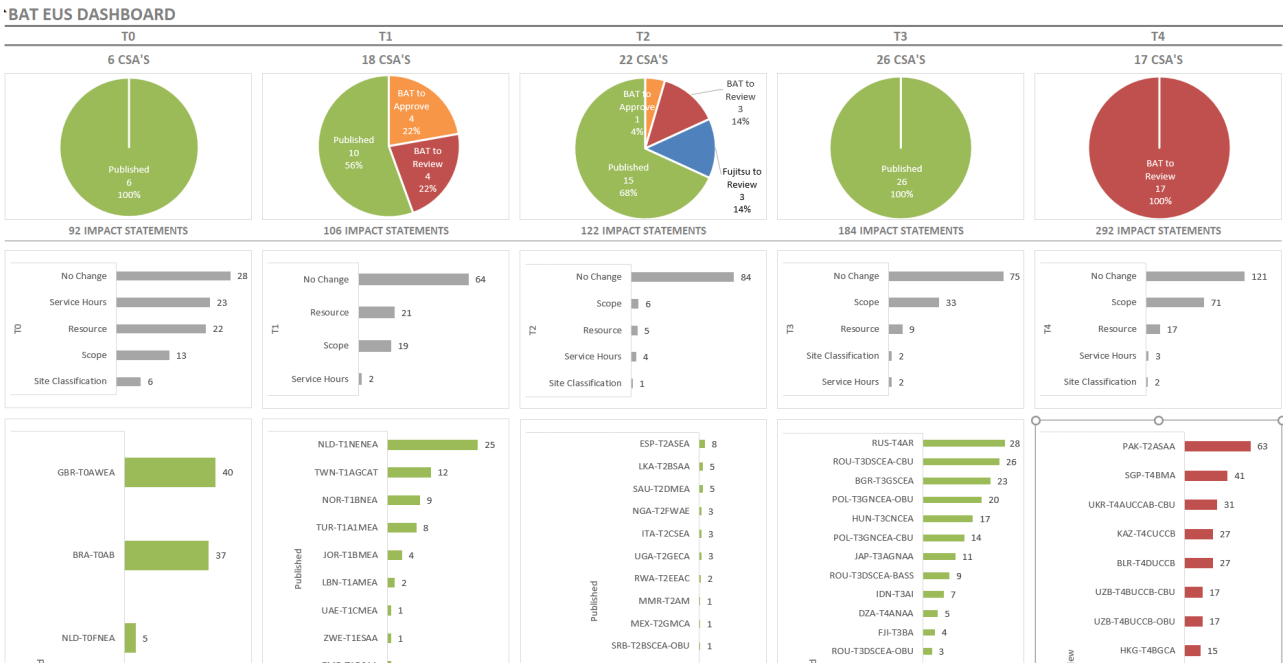

Figure 2 – Agile Transmission Timeline

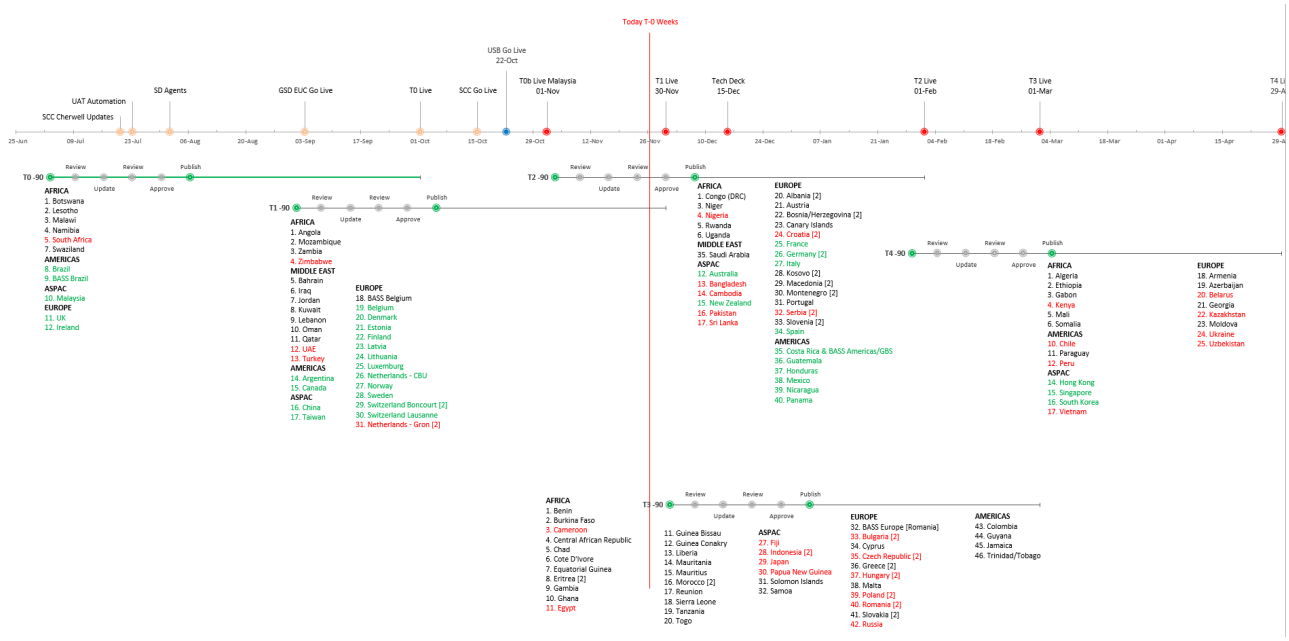

Figure 3 – Agile Service Matrix Lifecycle

SERVICE MATRIX LIFECYLE

1. CREATE → 2. REVIEW → 3. APPROVE → 4. PUBLISH

2a. UPDATE x 1

NOTE:

BAT to provide a completed Market Current State Assessment template, **with all information** to enable the Supplier to complete the Transition for each relevant End Market **90 days** prior to the planned Service Start date for the corresponding MWP Tranche for the End Market.

WEEKS					
-4	-3	-2	-1	1	2	3	4	5
119 118 117 116 115 114 113	112 111 110 109 108 107 106	105 104 103 102 101 100 99	98 97 96 95 94 93 92	91 90 89 88 87 86 85	84 83 82 81 80 79 78	77 76 75 74 73 72 71	70 69 68 67 66 65 64	63 62 61 60 59 58 57
1. CREATE				**2. REVIEW**	**2a. UPDATE**	**2b. REVIEW**	**3. APPROVE**	**4. PUBLISH**
BAT				FUJITSU	BAT	FUJITSU	BAT	FUJITSU
			Due Date:	Due Date:	Due Date:	Due Date:	Due Date:	Due Date:
			T0 03-Jul-18	T0 09-Jul-18	T0 16-Jul-18	T0 23-Jul-18	T0 30-Jul-18	T0 06-Aug-18
			T1 01-Sep-18	T1 07-Sep-18	T1 14-Sep-18	T1 21-Sep-18	T1 28-Sep-18	T1 05-Oct-18
			T2 03-Nov-18	T2 09-Nov-18	T2 16-Nov-18	T2 23-Nov-18	T2 30-Nov-18	T2 07-Dec-18
			T3 01-Dec-18	T3 07-Dec-18	T3 14-Dec-18	T3 21-Dec-18	T3 28-Dec-18	T3 04-Jan-19
			T4 29-Jan-19	T4 04-Feb-19	T4 11-Feb-19	T4 18-Feb-19	T4 25-Feb-19	T4 04-Mar-19
ACTIVITIES				**ACTIVITIES**	**ACTIVITIES**	**ACTIVITIES**	**ACTIVITIES**	**ACTIVITIES**
1.1 Fujitsu to submit pre-populated CSA's no later than 28 elapsed days before Creation due dates above.				2.1 Error Checking	2a.1 Update/Resolve	2b.1 Impact Assess	3.1 Approve	4.1 Publish Approved CSA
• Where achievable Fujitsu will submit pre-populated CSA's in advance of these dates as they are completed.				• Transition Team	2a.2 Submit 2b.review	• Transition Team	• BAT ASM	4.2 Publish Support Matrix
1.2 BAT to return completed CSA's by the dues dates above.				X Error		• Service	3.2 Submit 4. Publish	• Subject to formal Change Control
• Where achievable BAT will return completed CSA's in advance of these dates as they are completed.				2.2 Submit for 2a. update		• HR		
				✓ No Error		• GPMO		
				2.3. Impact Assess		• Commercial		
				• Service		2b.2. Submit 3. Approve		
				• HR				
				• GPMO				
				• Commercial				
				2.4 Submit 3. Approve				

Figure 4 – Lead Time Metric

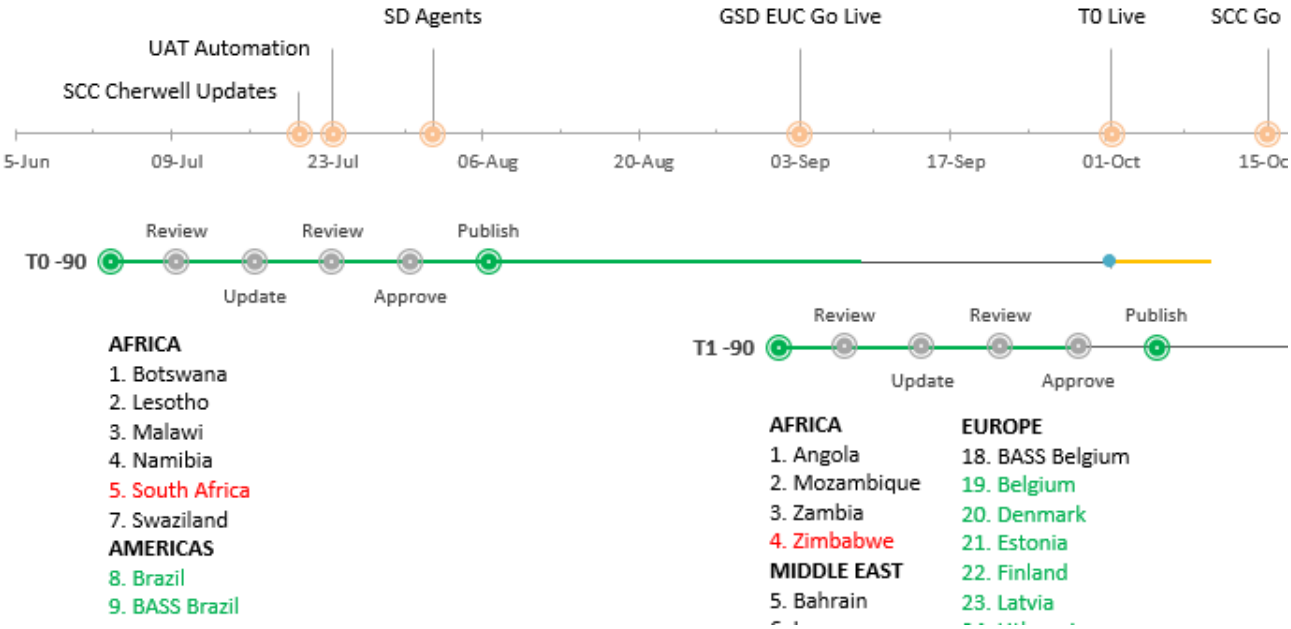

Figure 5– Velocity Metric

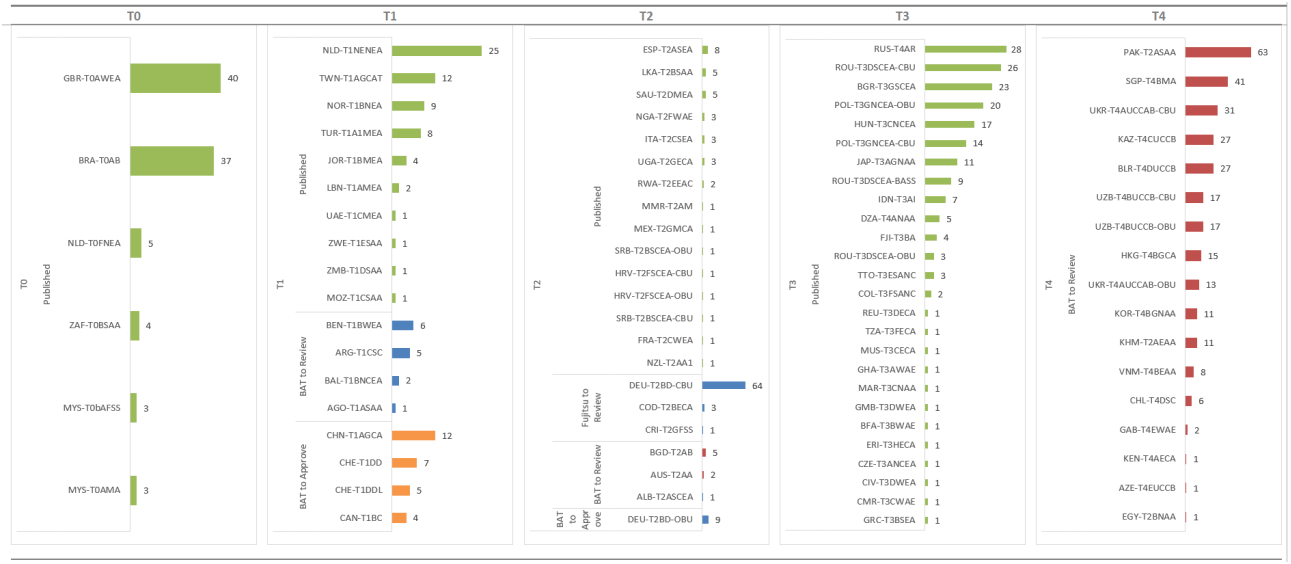

Figure 5– Scope Change Metric