

This and the following X pages comprise Schedule 1b to the Framework Agreement between the Scottish Ministers and «Konica Minolta Business Solutions (UK) Ltd.»

OFFICE EQUIPMENT

SCHEDULE 1b – TECHNICAL RESPONSE

Tender Reference: SP-16-013

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1. INSTRUCTIONS (Section Weighting 0%)

1.1. Instructions (Weighting 0%)

Unlike the Qualification Response, the Technical Response does not contain any questions linked to the information contained in the Supplier Profile.

The Technical Response contains questions relating to the Framework Agreement and supporting Schedules. All questions should be answered using this document, which should then be attached to the question titled 'ITT - Schedule 1b (Technical Response)' in Section 2.3 of the Technical envelope in PCS-Tender, question 1. Please ensure you have answered all of the questions in the template before uploading and submitting your response. The Technical Response question has been set as mandatory so the system will not allow you to submit your tender without first attaching your response document.

Please enter your response to each question within the boxes provided. These will expand to accommodate your full response; however, Contractors should aim to keep their answers as concise as possible. You are not required to provide a response directly into PCS-Tender for any of the questions contained in this document. These are in the PCS-Tender system to allow the evaluators to score each response individually.

Contractors should answer each question contained in this document, with a specific focus on the scope of the Office Equipment Framework. Contractors must be able to deliver on every aspect of their Technical Response.

Contractors responses must clearly identify in response to any question, when there is a reliance on a sub-contractor and/or Consortium members, explaining their capability and experience as the context of the question requires.

Only the information contained within the tender submission will be evaluated.

The document *ITT - Instructions to Tenderers – Office Equipment* provides further information about the scoring and weighting of each section and the questions contained within, and is located in the General Attachments area of PCS-Tender.

Where applicable, Contractors should identify any Contractor Sensitive Information contained within their Technical Response (as per clause 18 of the Framework Agreement) in document *ITT - Schedule 7 (Contractor Sensitive Information) – Office Equipment*. The information will be treated as confidential, and will be used by the evaluation panel to score the response, with all evaluators required to complete and sign a confidentially, non-disclosure and conflict of interest declaration prior to being given access to the Contractors responses.

This document will form part of the overall Framework Agreement; however, winning Contractors will be given the opportunity to redact any details of a commercially sensitive nature (e.g. other customer case studies) they do not feel is appropriate in the contract document.

2. FRAMEWORK AND ACCOUNT MANAGEMENT (Section Weighting 15%)

2.1. Framework Management (Weighting 30%)

The Authority requires a dedicated Framework Manager to act as a single point of contact for the purposes of operating the Framework. The dedicated Framework Manager will ensure the agreed service levels are maintained and will work on an on-going basis with their Account Management Team to ensure that a good level of service is consistently delivered, best value is assured throughout the term of the Framework and that opportunities to develop best practice are maximised.

Contractors will be required to provide support for a wide variety of Scottish public sector organisations, from small third sector organisations to large Local Authorities. The quality of service should be consistent across all Framework Public Bodies, but should also take into consideration each organisations unique requirements.

Contractors should describe how they will support the management of the Framework and how they will provide the following account management functions. An organisation structure should be provided to show the relationship between the account management functions, and should also provide details of relevant experience for all key named personnel managing similar frameworks:

- Dedicated Framework Manager
- Operational Account Management
- Pre-Sales & Project Implementation Management
- Technical Account Management
- Escalation Process

Contractors should also describe the processes in place for dealing with any complaints. This should include details of how they would propose to communicate with the Authority and/or the Framework Public Bodies on the status of any complaint and how issues will be managed and escalated to ensure resolution.

Response:

Konica Minolta has worked with the Scottish Government (the Authority), its Framework Public Bodies (end customers), and the wider public sector in Scotland for several years, providing office, production and specialist print devices and document services and solutions to a wide range of customers, both large and small, across all verticals.

During this time, our machine placement and customer base has grown month-on-month, and should Konica Minolta be successful in securing a place on the Authority's new Framework, we will utilise our experience of working with the Authority and other national Public Sector Framework contracts, to implement, manage and develop our offering through it.

It is fair to say that over time, these Frameworks have helped shape our business, including our offering, systems and processes; this alone helps ensure that we as a company are ready to become a trustworthy and strategic partner to the new Framework and customers alike.

Konica Minolta seeks to increase its Scottish market share with the new Framework, and the following provides an outline of our intended approach to managing the Framework Agreement, and to working with the Authority to deliver increased awareness and growth in use of the Framework Agreement across all areas of public sector throughout Scotland.

Dedicated Framework Manager

An alignment to the Konica Minolta Public Sector Sales and Account Management function is the role of a dedicated [REDACTED], who will act as a single point of contact for the purposes of operating the Framework. He will ensure the agreed service levels are maintained, and will work on an on-going basis with our Account Management team to ensure that a good level of service is consistently delivered, best value is assured throughout the term of the Framework, and that opportunities to develop best practice are

Scotland offices – in Livingston and Aberdeen – as well as our operational centre in our Basildon Head Office, and our showrooms in Central London. This will allow the opportunity for the Authority to meet with Sales and other staff, who will be involved in one way or another in the delivery of the Framework requirements. We also believe that this will further strengthen the strong relationship that Konica Minolta already has with the Authority.

2. **Framework Education** – Educating the Public Sector Sales and Account Management teams on the Framework requirements, and thus empowering AMs to pro-actively guide customers on appropriate routes to market for their print and document requirements, and aligning appropriate solutions accordingly. The education piece is also extended to other staff throughout the business, including service engineers, Sales Operations (including Bids and Tenders teams), Logistics (including our warehouse, workshops and transport teams responsible for device deliveries to customer sites), back-office teams such as contracts, billing, etc., and applicable 3rd party sub-contractors; it supports a smooth delivery of services to Framework Public Bodies. We have provided more information on this further below.
3. **Marketing Campaigns** – Working with the dedicated Public Sector Marketing team to create a bespoke marketing plan for the new Framework.

Konica Minolta has dedicated Public Sector and Scottish Marketing Partners, who will work closely with the Authority, as well as with [REDACTED], to design a bespoke marketing plan for the new Framework, and support the creation of campaigns (mailers), seminars, and Innovation Days within Scotland.

Plans will include a number of key actions throughout the proposed contract term, including [REDACTED]. We can also issue various HTML communications and other communication campaigns, and support any conferences and/or exhibitions that the Authority may hold and/or participate.

Additionally, a new Public Sector Business Generation team can also work alongside in promoting the Framework across Scotland, [REDACTED] with the Authority. Examples of these are the [REDACTED] we have produced to promote print and document management solutions in partnership with the Authority, covering various verticals including education, various managed print services, and various products including hardware printing devices and print management software solutions. Copies of these documents are available on request.

Further information on our marketing and communication strategy has been provided in our response to Question 2.3 further below, where it has been requested.

4. **Other Tasks** – Upon Framework award, other activities [REDACTED] will conduct, include [REDACTED]; ensuring order paperwork is live and embedded in Konica Minolta's systems, including [REDACTED]; and providing an updated Principal Catalogue with full price lists and CCNs.

Strong Scotland Focus and Coverage, with Locally Aligned Resources and Strategy

The introduction of a *Sales Director Scotland* at the end of 2014 saw the move of our Scottish Sales and Account Management structure, from being part of a UK-wide model, and into a set regional-base, dedicated in its strategy and management for Scotland, with a focused approach to the Scottish market.

The restructure saw the realignment of our Scottish presence, where services were perceived as diluted within a UK-wide scope; and into a "one-Scotland" structure where dedicated teams and resources for Scotland now sit as part of the one unified and dedicated function.

The change was brought about in part by Konica Minolta's own strategic business goals ([REDACTED]) and the associated economic and social benefits.

The need for this change was further enhanced by the *Scottish Independence Referendum 2014*, which although voting against independence in September 2014, the close margin (55.3% voting against, and 44.7% voting for) highlighted the significance of Scotland as an individual entity, and thus the need to take a strategic approach with our Scottish presence. It meant a dedication of crucial roles that will strengthen our Sales and other support teams in Scotland, thus enabling us build on our extensive opportunities, and deliver outstanding

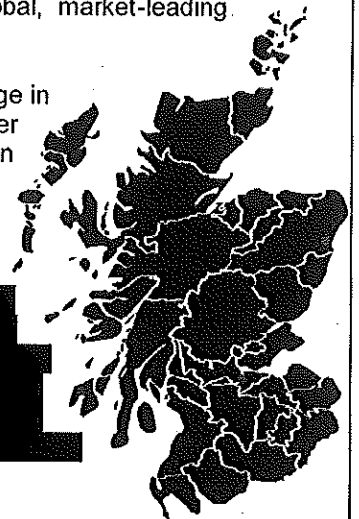
results.

To further strengthen our presence in Scotland, in July 2016, Konica Minolta Business Solutions (UK) Ltd. completed its acquisition of *Capture Imaging Ltd.* – a Scottish dealership established in 2005 and located in Aberdeen, which is dedicated to meeting customers' document solution needs, by providing product ranges from the world's leading manufacturers of multi-functional devices.

By combining Capture Imaging's extensive local reputation and customer intimate approach (it has a very high customer-retention rate, currently standing at 99.7%), with Konica Minolta's enhanced print, document management and associated services expertise, the acquisition is aimed at building on Konica Minolta and Capture Imaging's already strong presence in the Scottish market place, and opening up new opportunities.

Konica Minolta and Capture Imaging have worked together since 2005, and this acquisition allows us to further develop and deliver a complete and unrivalled service to the Authority, new and existing Framework Public Bodies, and other customers, with a focus on the Aberdeen and North East of Scotland area. The coming together of Konica Minolta and Capture Imaging enables us to offer customers a premium, cost-effective, locally driven service offering, supported by the knowledge and expertise of a global, market-leading business.

This additional presence in Aberdeen and North East of Scotland gives us coverage in areas where we historically utilised the services of 3rd-party resources to deliver service and support elements on the Framework. This strategic decision, in addition to Konica Minolta's existing location in Livingston, means that we are now able to deliver these services in-house, across the Scottish mainland.



Redacted diagram



Each of these functions now has dedicated Scotland/Public Sector resources, enabling the delivery a full and detailed solution-led conversation with customers across all verticals. Indeed (and as the Authority is aware of through MI and scorecards we issue regularly on the current Framework), Scottish-based roles, such as the Project Manager and Service Delivery Manager, were created to cater to the large customer accounts we were awarded through the current Framework. These include Glasgow Caledonian University, South Ayrshire Council, West Lothian Council, and University of Aberdeen.



Redacted diagram



Firstly, it sets an overriding strategic route to market, with very clear scope for each team, ensuring that all verticals are covered within the Framework, including education, NHS and other blue light services, Local Authority Councils, charities and housing associations, and enabling us to deliver a consistent quality of service across all Framework Public Bodies.

Furthermore, it ensures that there is appropriate and dedicated support to deliver all products and services to Framework Public Bodies, taking into consideration each organisations unique requirements. The slide below illustrates our Scotland engagement model.

Redacted diagram

Secondly, it also creates a strong platform to support this future growth within our own organisation, and it will enable us to increase [REDACTED] and other headcount to match increasing customer bases when and where needed. As an example, our new structure now includes a base in Aberdeen, which will enable us better support the Framework and our customers in this geographical area (such as the University of Aberdeen account we were awarded in 2016), and in the North of Scotland.

Increases in head count and resulting vacancies are filled in one of two ways:

1. by developing skill sets through our own new trainee programme, in line with clear career growth paths and career opportunities available in the new structure, or
2. via external recruitment of the required talent (such as our Scottish-based Project Manager, Service Delivery Manager, and Marketing Partner), enabling us bring such employment benefits to the Scottish community.

Additionally, because our new Scotland structure is linear in nature, it clearly identifies authority, responsibility and accountability at each level; authority is embedded in the hierarchy, and flows in a direct line from the top, to managers, and further down to operational staff. The relatively small nature of the team also means that:

1. Managers in particular are fully aware of their teams' resources, workload and availability, and so they can plan sufficient cover in times of planned or unplanned absences.
2. The linear nature ensures a consistent approach is followed, as it is all overseen by the Sales Director, and therefore in line with our "one-Scotland" strategy.

Ultimately, the partnership with the Authority and our redesigned Scotland structure will enable us to continue to strive towards our own strategic business goals of increasing revenue with the Framework, increasing customer satisfaction of current and future Framework Public Bodies, be an employer of choice to our staff through the new opportunities generated, and continue to work with the Authority and Framework on:

- New 'focused' public sector strategy
- Vertical market campaigns, including via our Business Generation team, which will be focused in line with the Authority's activities
- Increase Framework case study and testimonial content – vertical specific
- Go-to-market solutions for each vertical, such as scan to PAS for health, student / staff solutions for Education, etc.

Evidence of Strategic Engagement Under the Framework

As part of our Sales pre-engagement strategy, we have been advising several Housing Associations and registered/3rd sector charities to utilise the Framework when looking to go to market to replace their existing print equipment.

In a number of instances, these pre-engagement discussions, following due diligence, have allowed Konica Minolta to bring new customers to the current Framework, which has been mutually beneficial to us in our partnership approach with the Authority. The additional new business opportunities have typically been where guidance in our pre-engagement approach, and/or our Response-to-Tender has guided the customer to take advantage of the Framework and use the benefits of its membership.

[REDACTED]

The contract was subsequently awarded to Konica Minolta in December 2016 for devices and software solutions across two locations in Glasgow.

Other examples include the independent Scottish Borders Housing Association (SBHA), and the Office of the Scottish Charity Regulator, both of which prior to issuing their tenders for MFDs in September 2015 and March 2016 respectively, were unsure of a suitable approach to market. Following pre-engagement and pre-tender consultation advice from Konica Minolta that the Framework provided a robust and transparent mechanism for these organisations to procure their new devices, they both selected to issue their ITTs accordingly, agreeing following due diligence that it was indeed their best option.

With Konica Minolta further promoting the benefits of the Framework in our Response-to-Tender, and ensuring that we fully addressed their requirements, alongside a robust and cost-effective pricing structure, we were award the contracts for both organisations in October 2015 and April 2016 respectively.

The SBHA was particularly a key account. It was to deliver devices and software solutions across three sites, and gave the chance to deliver new technologies to the Association, such as the implementation of a print management solution, which it did not have previously. The solution further promotes efficiency gains and cost reduction for their organisation.

In its awarding the contract to Konica Minolta, SBHA wrote that the Konica Minolta proposal was much better in price and professionally put together, covering all aspects compared to other suppliers' proposals.

All advice given to customers, and activities conducted on the Authority's behalf, are in line with the Framework's aims, ensuring that customers follow the right procedures and routes when choosing suppliers, which is beneficial to them, the Authority, the Framework, and Konica Minolta alike.

Framework Education to Ensure a Tailored Service Provision

Konica Minolta's [REDACTED], and [REDACTED] will work with our Learning and Development teams to deliver Framework training to personnel involved in the delivery of the Framework.

The aim of these workshops is to educate the Sales force and appropriate colleagues about the Framework, and would typically include the following topics:

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

Key Personnel

For each Framework Public Body customer account, Konica Minolta will appoint a local and experienced Account Manager, who will be responsible for consultation and advice, along with overseeing all aspects of successfully placed contracts, including installations, training, and final sign-off, right through to the account becoming Business-as-Usual (BAU). They will manage the account ongoing for the entire contract duration, continuing to advise customers of new ways of working – e.g. how document workflows can be made more efficient, getting the best out of our services, and potentially saving time and costs for the customer.

Depending on the scope of the services (and particularly for fully Managed Print Services customers), a Service Delivery Manager will be allocated to the contract alongside the Account Manager. They will act as the main operational contact, and will remain involved at a strategic level across the life of the contract – in its implementation, tactical and operational delivery.

The chart below illustrates a typical Account Management Structure, particularly during the BAU phase (i.e. once any assessments have been conducted, and the products and services implemented):

Redacted diagram

For the sake of clarity, whilst we will have dedicated Service Delivery and Account Managers responsible for all operational activities and commercial matters, they do not operate alone; they are supported by a team of professionally trained individuals specialising in various support functions, along with operational and strategic sponsorship from appropriate senior managers within the business.

This robust and efficient structure is in place to protect customers, and ensure that we are able to fully deliver and support a robust business solution. We remove the risk of reliance on only one individual, and instead have a strong internal structure to ensure that our team is involved at both an executive and operational level in the delivery of the contract.

The overall Contract Management team work together with other key personnel in various areas of the business in organising various account management services for customers throughout the contract terms, including routine and regular Account Reviews, and Management Information reports.

In terms of geographical location, customer contracts are delivered from our service centre(s) closest to the customer's key and other sites. Where members of the proposed account team are field based, they are selected due to their geographical proximity to the customer's site locations, as well as their experience and qualification in meeting the requirements of the opportunity.

The list below provides brief summary descriptions of the various key roles typically allocated to Optimised Print

and Business Services contracts (i.e. Konica Minolta's unique Managed Print Service offering), with specific arrangements confirmed on a case-by-case basis. Please note that some of the staff names used are simply representations of the typical provision within their wider teams. Upon award of customer contracts, the relevant function heads will allocate appropriate resources from their departments to deliver the requirements of the opportunity.

Operational Account Management, including Service and Support

- **Account Manager:** Main commercial contact, remaining involved at a strategic level across the contract life – in its implementation, tactical and operational delivery.
- **Public Sector Regional Sales Manager:** Overseeing the account management function, and ensuring delivery of customers' requirements, and fulfilment of contract conditions. Also ensuring sufficient cover is provided for customer contracts in times of planned and/or unplanned key personnel absences.

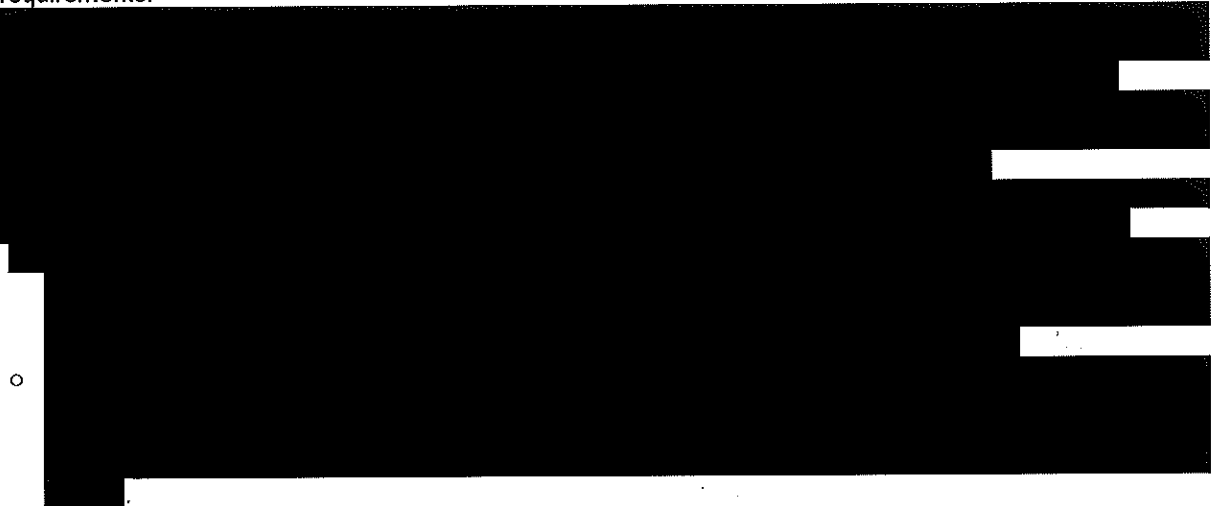
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- **Sales Director Scotland:** Supporting in operational and strategic activity as Executive Sponsor, with authority across all involved internal departments. A senior functional head reporting directly to Konica Minolta's UK board, working to support customers' savings projects, and ensure we deliver on current and future requirements.



- **Service Engineers:** Throughout contract terms, customers have access to Konica Minolta's ISO 20000 accredited service provision. Konica Minolta is the only organisation in our Industry with its UK service practises accredited to the ISO 20000 standard – a service management system (SMS) standard specifying the requirements for the design, transition, delivery and improvement of services to fulfil agreed service requirements.



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- **Help Desk Analysts:** An ITIL governed Support Desk, providing customers with a "Single Point of Contact" via easy access to a Telephone Hotline Support service. The Service Desk logs support calls received via e-mail, phone or service portal.

- **Customer Training:** Providing comprehensive training to enable users get the most effective and efficient use from our devices, and offer advice on the most efficient way of achieving regular tasks.

Pre-Sales and Project Implementation Management

- **Audit Business Consultants (Consult):** Conducting print/document assessments (audits) to establish cost, environmental and process efficiencies, from standard studies up to Business Process Optimisation (BPO).
- **Project Manager (Implement):** Overseeing the implementation project – from analysis and design stages, initiation, installation and project closure – until they handover to the Account Management and Service Delivery teams. The Project Management team work to PRINCE2 methodologies.

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- **Service Delivery Manager, SDM (Manage):** Fundamental to delivering Optimised Service contracts is the alignment of a dedicated SDM and the application of our service delivery approach. The SDM will be the pivotal role in ensuring pro-active operational delivery of the contract; they will address the common problems found in most organisations, and will take personal accountability for closing all outstanding issues, focusing on core ITIL best practices: Strategy, Design, Transition, Operations, and Continuous Service Improvement.

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Technical Account Management

- **Public Sector Software/Technical Consultants and Architects:** Overseeing all IT-related activity, and responsible for software development, implementation, integration and support. They will co-ordinate the design and roll out of software solution required throughout the term of the contract, ensuring suitability to your requirements.

They provide technical advice and support; their responsibilities throughout the term include ownership and production of relevant customer documentation, e.g. Statement of Works, Install and User Guides for implemented projects, architecture design, systems integration, implementation & configuration, and training of any associated software.

Our team comprises Technical Consultants who are highly skilled resources, well-versed in IT infrastructure and architecture, and possess a range of certifications across the team – from Cisco, Microsoft, PRINCE2, ITIL, and Lean Six Sigma, to name a few.



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- **Production Print Specialists:** Working in partnership with the Account Managers to ensure that we capture, map and fully understand customer requirements and identify opportunities where the Konica Minolta range of Production Print hardware, solutions and services would be suitable for their estates.
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Management Information and Back-Office

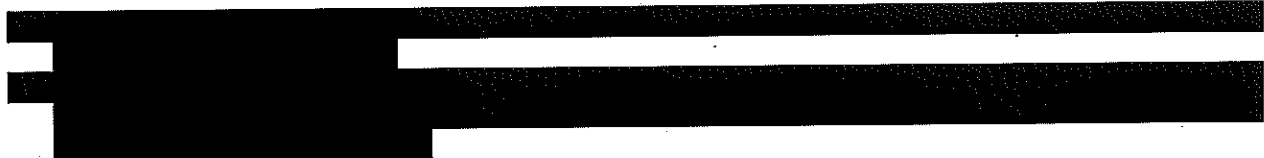
- **Business Consultants (Management Information):** Big data business analytics, offering insight into productivity and performance in workflows, establishing a link between intelligent use of data and our customers' needs throughout the relationship.
- **Other Support Functions and Back-Office Services:** Customer contracts are also supported by other support functions, including (but not limited to) Logistics, Administration, I.T. Support Functions, Billing/Finance, and Contracts Management.

Complaints, Escalation, and a Pro-Active Approach to Account Management

Konica Minolta strives for 100% customer satisfaction, and a pro-active approach in responding to our customers' needs and meeting their requirements is of paramount importance.

For occasions when problems exist and/or persist, Konica Minolta's Complaints and Escalation Procedures – broken into three key functions of hardware (including service), software (including technical and support services), and account management (including commercial, contractual, and billing) – contribute to resolving the issue, and delivering the overall performance measure of the contract.

We operate this three-function approach to ensure that any issues encountered are reacted to in the most effective manner possible. If a single escalation procedure were used, particularly considering the varied nature of our services to customers, it becomes too broad. With the three-function approach, we ensure individual issues are addressed by the most suitable member of staff to arrive at quick resolutions.



Hardware and Service Escalation





Escalation Level	Action
1	[Redacted]
2	[Redacted]
3	[Redacted]
4	[Redacted]
5	[Redacted]



Software and Technical Support Services Escalation

For software incident management and escalations, the support levels implemented within Konica Minolta ensure incident resolution times are minimised and managed effectively.

On occasions where a fault cannot be rectified, the technician can escalate it to a Team Leader, who will advise them, attend themselves if required, or further escalate the incident to the Technical Support Group (TSG) if they cannot reach a resolution themselves, all the while keeping the customer updated.

TSG comprises Technical Consultants who are highly skilled resources, well-versed in IT infrastructure and architecture, and possess a range of certifications across the team, and we work to ensure the best use of their resources in resolving customer incidents:

- Level 1 Support** – Technician and the customer.
 Activities carried out include, but are not limited to, validating entitlement to support, logging the incident with an appropriate level of detail to determine the severity and internal escalation for incident resolution. Our Hotline is operated by a team of individuals, working to an ITIL methodology, and all individuals are technically trained in Konica Minolta's portfolio, ensuring that any agreed SLAs are met, and workarounds or solutions are identified in a timely manner.
- Level 2 Support** – Involving the Service Team Leader, who would involve the Technical Help Desk if required.
 The support is provided by our dedicated Technical Desk on a remote basis. This is in the form of trained specialists, who may work on incident isolation and trouble-shooting using trouble-shooting guides, Konica Minolta's and 3rd party knowledge bases. Our trained and skilled Support Specialists do not utilise 'scripts', and instead are capable of providing valuable and skilled support immediately. Level 2 escalations may require assistance in re-creating incidents and/or extracting further information, such as device logs, server logs and error messages; and our skilled Service Desk Analysts and Technical Consultants are also on hand to deal with all cases.
 Operating from our Basildon Head Office, the Technical Hotline Team resides in a "lab" environment, where we have a wide range of pre-built servers and solutions for test and development purposes. This allows us to respond quickly, efficiently and technically to the business challenges that our customers face.
 The provision of both Level 1 and Level 2 support ensures that we can offer continuity to our customers in terms of process and understanding. Our Hotline aims to resolve 90% of all technical queries, and regularly

exceeds this figure.

- **Level 3 Escalation** – Service Team Leader (or Branch Service Manager) and TSG.
For queries and business challenges that are escalated, we have a robust and clearly defined escalation process to ensure that we are providing a strong focus on incident resolution of all integrated software solutions.

Escalations are progressed to our Technical Consultants and Technical Architects, who are field-based nationally, and able to provide advanced remote and on-site support where required. This may include, but is not limited to, in-depth analysis of the issue, incident re-creation, fix or workaround resolutions and escalations to product development and/or 3rd party development where applicable.

- **Level 4 Escalation** – On occasion TSG may need to escalate issues further. Our Systems Development & Integration Team (consisting of a Systems Development & Integration Manager, and Technical Architects), can complete full IT environment re-creation, and they have escalation routes to our European and/or Global Head Offices, if truly required. Reactive visits may occur to resolve the issue here.

TSG Consultants are typically assigned specific products to support. This focus allows them become the experts, ensuring that they can provide the most accurate information for their specialised product. They take full ownership of issues escalated to them, and lessons learned are made available as technical bulletins on our internal *Knova* support portal, and as part of technical seminars and meetings. Where appropriate, these are also incorporated into technical training plans, which the technical teams undergo as part of their formal training and developments.

Before issues can be escalated to the next level, all technical criteria must have been met. Upon resolution, the outcomes will be passed back to the Service Team Leader and then filtered to the teams, thus ensuring the loop is closed. Technical bulletins may then be raised as aforementioned.

Underpinning this is our Document Framework – each software installation comprises of a Statement of Work document, detailing the implemented solution and any associated implementation or configuration details. Thus, when taking calls on our Solutions Hotline, we are able to view this report and fully understand the environment within which we are working.

This robust and efficient structure is in place to protect you, the customer, and ensure that we are able to fully deliver and support a robust business solution. We remove the risk of reliance on specific individuals and have a strong internal Document Framework to ensure that requirements, implementation plans and configuration details are covered.

Account Management Escalation

We explain further above that for each Framework Public Body customer account, Konica Minolta will appoint a local and experienced Account Manager (AM), who will be responsible for all aspects of the contract, ensuring all requirements are met or exceeded.

Depending on the scope of the services (and particularly for fully Managed Print Services customers), a Service Delivery Manager (SDM) will be allocated to the contract alongside the Account Manager. They will act as the main operational contact, and will remain involved at a strategic level across the life of the contract – in its implementation, tactical and operational delivery.

AMs and SDMs will be further supported by a team of professionally trained individuals specialising in various functions, including:

- Administration
- I.T. Support Functions
- Billing/Finance

Any issue arising that does not specifically relate to hardware or software will fall under the Account Management escalation process. This process includes areas such as billing, credit control, deliveries, relocations, removal of equipment; training, installations, contract queries and so on, and the AM / SDM will liaise with the appropriate teams and Team Leaders as necessary to resolve customer issues.

Our Scottish-based AMs and support services mean that we local knowledge to tailor our approaches to customer needs. We operate with innovation, collaboration, accountability and passion, and this, combined with

customer-centricity through an open and honest approach, helps us achieve timely resolutions for customer complaints.

Overseeing the [REDACTED], with whom the Authority and many customers will already be familiar. Paul will follow up on all matters escalated, ensuring delivery of customers' requirements, and fulfilment of contract conditions.

Working alongside [REDACTED], our [REDACTED], who also has access to key Managers across the business, and our Quality and Compliance teams. He ensures that complaints escalated are logged, followed up, and resolved within agreed SLA timeframes.

Furthermore, as the [REDACTED] will support the Framework and customer contracts in strategic activity as Executive Sponsor, with authority across all involved internal departments. A senior functional head reporting directly to Konica Minolta's UK board, he has direct access to this Leadership Team, and will work to support the Authority and customers' issues, ensuring appropriate resolution.

To further demonstrate our commitment to the Authority and Framework Public Bodies, we can agree Account Management specific SLAs, such as:

- Accepting queries from customers by phone, fax, e-mail, letter, portal, and any other agreed means.
- Acknowledging all complaints from customers, and documenting them within an agreed number of working days of receipt.

- [REDACTED]
- Escalating unresolved complaints within set timeframes.
 - Providing customers with a detailed written response to all complaints within an agreed number of working days.

Pro-Active Approach to Account Management

To prevent situations arising, Konica Minolta has a pro-active approach to managing the Framework and customer contracts. The following summarise some of the processes currently in place:

- **Service Performance and Account Reviews:**
Konica Minolta reviews contract performance levels within the contract through 'Account Review Meetings'. This well-established Konica Minolta practice allows our major account customers to monitor Konica Minolta's contracted performance. Meetings are typically held at monthly or quarterly intervals and ensure that customers are fully satisfied with the service levels that they are receiving.

Additionally, these performance review meetings provide customers with the opportunity to review any issues and complaints, how they have been resolved and within what specific timeframe. This approach enables us to create a "lessons learned" log to ensure that best practices are shared throughout support staff, and which in turn will support continuous improvement processes.

- **Continuous Improvement:**
Konica Minolta employs a continuous improvement methodology in partnership with customers. This methodology is implemented by the "Continuous Improvement Team" within a contract, comprising representatives from the account management team and the customer's own lead department. The responsibilities of this team are broken down into two areas: "Implementation of Actions" and "Report Impact on Changes".

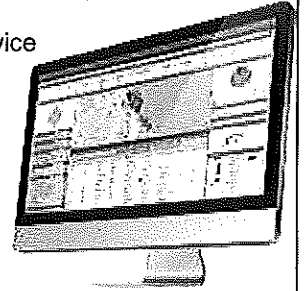
The approach taken is cyclical. First, actions are taken based on performance reports generated by Konica Minolta in account review meetings. These actions fall into one of the following categories: Operations, Technology, Finance, Quality and Account Management (Service Review Feedback). Subsequently the

team seek out feedback concerning the actions taken and changes that have been implemented. This feedback provides the information for the team to report impact of changes made. At this point the cycle starts again by reviewing the impact of previous action and agreeing within the team what new actions and changes must be implemented.

By using this cyclical format the Continuous Improvement Team can be sure that not only are they providing best value within a contract, but also that they are self-governing enabling both accountability and progress.

- **Service Performance Monitoring:**

Konica Minolta uses [redacted] – an online portal which allows our Service Management to truly understand what is happening on the front line; helping to determine actions to drive efficiency gains for our customers, whilst improving customer satisfaction. Innovative dashboards give real-time views of Operational & Employee performance, identifying areas for improvement, allowing Service Management to see the impact of change.



Some of the key benefits of [redacted] include:

- Providing an overview of daily service activities and status.
- Real time daily, weekly or monthly reporting for First Time Fix rates, Response Times and Engineer Productivity.
- Facilitates better resource planning and future-proofs service requirements.
- Easy identifies where efficiency gains can be made.

Our entire Service Division is tracked against set targets on a sample day, allowing the business to better understand where to make changes to improve service provision, such as increasing engineer numbers etc.

- **Customer Service Satisfaction Reviews:**

Konica Minolta has adopted the *Net Promoter Score (NPS)* model as our chosen method to assess our business. NPS is an index ranging from 1 to 100 that measures the willingness of customers to recommend a company's products or services to others. It is used as a proxy for gauging the customer's overall satisfaction with a company's product or service, and the customer's loyalty to the brand.

After each and every service visit, we ask customers a simple question:

"Based on your most recent experience, how likely is it that you would recommend Konica Minolta to a friend or colleague?"

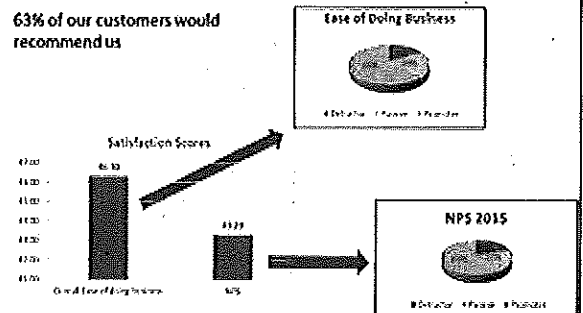
Customers who give a score of 10/10 are randomly called back and thanked. Similarly, anyone who gives a score of 6/10 or less is called within one-working hour of leaving the feedback, and asked what Konica Minolta could have done better. This has the added advantage of picking up other issues that are not necessarily related to the engineer's performance, which can then be resolved by our service management.

This tool is used to measure our performance, but more importantly assists in improving our performance on a continuous basis.

In the NPS for the full year of 2015, 63% of our customers were positive about us. We are currently on track to obtain an NPS of 70% by 2018.

OVERALL SATISFACTION

63% of our customers would recommend us



2.2. Implementation Services (Weighting 25%)

Contractors must have a robust Mobilisation Plan for commencing the Framework, and should provide their proposed mobilisation plan including allocation of resources to meet the Authority's Framework Commencement Date.

Contractors should also demonstrate, with examples, how their experience in supporting customers, to identify suitable products and/or solutions which meet their business requirements, will be applied to this Framework.

Contractors examples should include details of the technical services and support which can be provided to Framework Public Bodies and demonstrate how their experience in facilitating the refresh of an office equipment estate, in a public sector environment, will be applied to this Framework.

Response:

Konica Minolta confirms we will have a robust Mobilisation Plan for commencing the Scottish Government's (the Authority) Framework, and will provide a mobilisation plan including allocation of resources to meet the Authority's Framework Commencement Date. As requested, Konica Minolta will submit our final Principal Catalogue in advance of the Framework Commencement Date and it will be available on the day the Framework goes live to allow customers to place orders by email, fax and post throughout the life of the Framework Agreement. Please see indicative mobilisation plan attached in Appendix 2.2.

Framework Implementation Team

In order to ensure Konica Minolta meets the Authority's planned implementation date, upon contract award, the following Konica Minolta resources will be dedicated to the mobilisation of the Framework:

[REDACTED], Operational Framework Management - Ensuring all contractual aspects of the Framework are completed (Documents Signed, Framework guides produced for sales teams' etc.).

[REDACTED], Strategic Framework Management - Overall responsibility for meeting implementation plans. We now have a strong team of five Public Sector Account Managers (AMs) throughout Scotland, who report to Paul for our Scotland locations and will assist in the delivery of the Framework.

[REDACTED], Operational Framework Management - Work with the Regional Public Sector Manager and Public Sector Framework Manager ensuring all service support aspects of the contract such as SLA's and KPI's are agreed.

[REDACTED], Operational Framework Management - Ensuring all contractual aspects of the Framework are completed (Documents Signed, Framework guides produced for sales teams etc.).

[REDACTED], Operational Framework Management - work with the Authority to produce information for the buyer's guide, and establish joint marketing plans.

Finance Team - Creation of the pricing catalogues.

Contract Administration Teams - ensure all internal systems are updated to reflect the new Framework.

Framework Mobilisation

The following is a list of Framework action points for mobilisation should Konica Minolta be successful. We have based the dates on the Authority's aim of contract award in mid-May and contract go live date of 3rd June 2017.

- Notify Konica Minolta employees of successful Framework award – May 2017.

- Ensure Framework coding and relevant documentation is live for order, billing & Management Information purposes – w/c 22nd May 2017, ready for Framework “go live” 2nd June 2017.
- Ensure order paperwork is live and embedded in Konica Minolta systems, including eSign – w/c 22nd May 2017, ready for Framework “go live” 2nd June 2017.
- Framework education to all areas of business, including – 15th of May to 15th June 2017.
 - Branch Administration, Sales Order Processing,
 - Bids and Tenders
 - Service and Service Desk
 - Logistics, Workshop, Warehouse, Transport,
 - Sales, Sales Support, Marketing and Business Generation
 - Finance, Billing and Credit Control
 - MOS Audit Team, Project Management and Service Delivery
 - CSD/PSD
 - Training
- Provide updated Principle Catalogue, full price lists, and CCN's – w/c 22nd May 2017, ready for Framework “go live” 2nd June 2017.
- Send communication out to Public Sector customers and prospects notifying them of new Framework, our supplier status, and benefits of – 15th of May to 15th June 2017.
- Utilise Business Generation team to follow up communication and arrange appointments – Within 1 month after Framework start date – 5th to 30th June 2017.
- Arrange Framework launch meeting to include presentation, demonstration and team introduction at the Konica Minolta Livingston office – As instructed by the Authority.
- Present and agree Konica Minolta's Framework sales and marketing strategy – As instructed by the Authority.
- Review the Authority's Launch Plan – 5th to 30th June 2017.
- Sign off – Dependant on action directly above

Customer Implementation Team (Key Personnel):

Below are the key individuals and roles that will manage the customer implementation

Project Manager: Overseeing analysis and design stages, initiation, installation and project closure.

A Project Manager will be allocated to the customer contract, who will be responsible for all activity overseeing the analysis and design stages, to initiation, through installation and project closure. The Project Manager will co-ordinate and plan the installation, ensuring agreed deadlines are met, thus minimising downtime during the transition. The Project Manager will be the single contact point during the implementation, and the first call for all project-related escalations. The Project Manager will:

- Take ownership of deployment activities, both internally and externally.
- Develop a relationship with the project management resources.
- Plan the deployment – Assessment, Design, Approval, Ordering, Pre-Delivery Inspections (full functionality testing and customer configurations before dispatch), Potential pilots or proof-of-concepts, Delivery, Installation, and Handover to BAU.
- Get customer approval and commitment from stakeholders on timelines and quality.
- Execute the plan; manage stakeholders; tracks and mitigate issues and risks.
- Lead project meetings, and manage project reporting internally and externally, including lessons learned.
- Establish and execute a communication plan; and manage customer expectations throughout the project.

The activities of the Project Manager are supported by PRINCE2 project management methodology and an

extensive set of project management tools, ensuring that the roll out preparation, site surveys, individual proposals and implementations, delivery, installation and customer training, all take place to pre-agreed conditions, and aligned in all sites if required.

Once the implementation project phase is completed and the contract becomes BAU, the Project Manager will 'handover' to the Account Management and Service Delivery teams, who will become responsible for all operational activity relating to the delivery of the contract.

Project Manager Key qualifications and skills:

- PRINCE2 accreditation
- Leadership Skills
- Interpersonal Skills
- Time Management

Service Delivery Manager: Once the implementation project phase is completed and the contract becomes BAU, a dedicated, ITIL-qualified member of our Service Delivery function will be allocated to the contract. The Service Delivery Manager will be fundamental to delivering the customer contract and the alignment and application of Konica Minolta Service Delivery (SD) approach.

Service Delivery Manager Key qualifications and skills:

- ITIL Practices Certification
- Operational Excellence
- Staff Management
- Leadership Skills
- Remote Staff Management

Account Manager: Acting as the main commercial contact, remaining involved at a strategic level across the contract life – in its implementation, tactical and commercial delivery, ensuring that all customer requirements are met or exceeded.

Account Manager Key qualifications and skills:

- Konica Minolta Product knowledge.
- PRINCE2
- Interpersonal Skills

Business Analysts, Managed Office Services (MOS): Conducting print/document assessments to establish cost, environmental and process efficiencies, from standard studies up to Business Process Optimisation (BPO); and offering insight into productivity and performance in workflows, establishing a link between intelligent use of data and the customers' needs throughout the relationship. This will identify the most suitable products and solutions to meet the customers' business needs and requirements.

Business Analysts Key qualifications and skills:

- Konica Minolta Product knowledge
- Lean Six-Sigma
- AIIM
- PRINCE2
- ITIL

Transport and Installation Teams: Responsible for managing the timely delivery of products to the customers' site. Also, responsible for remove all packaging and waste from site following implementation.

Transport and Installation Teams Key qualifications and skills:

- Konica Minolta Product knowledge
- In-house training courses – Colour products training, colour theory training, customer awareness, connection workshop training, basic networking, utility and administration training
- Time Management

Software and Technical Consultants: Overseeing all IT-related activity, and responsible for software development, implementation, integration and support. They will co-ordinate the design and roll out of software solution required throughout the term of the contract, ensuring suitability to the customer requirements. Providing technical advice and support, their responsibilities throughout the term includes ownership and production of relevant customer documentation, e.g. Statement of Works, Install and User Guides for implemented projects, architecture design, systems integration, implementation & configuration, and training of any associated software.

Software and Technical Consultants Key qualifications and skills:

- Konica Minolta Product Training
- CDIA (Certified Document Imaging Architect)
- CompTIA (Computing Technology Industry Association)
- PRINCE2 training
- Microsoft Certification

Customer Training Consultant: Providing comprehensive training to enable users get the most effective and efficient use from our devices, and offer advice on the most efficient way of achieving regular tasks.

Customer Training Consultant Key qualifications and skills:

- **In-house training courses** – Colour products training, colour theory training, customer awareness, HV training, Apple Mac training, demonstration skills, connection workshop training, basic networking, company induction at head office, utility and administration training.
- **eLearning (MPlus system)** – basic networking, demonstration skills and further technical courses leading to national industry qualifications
- **Skillssoft** – eLearning personal development training, service training, Microsoft training, telesales training plus optional 30 plus personal development courses added each year to encourage self-learning.

Service Engineers: Will be responsible for ensuring maintenance service delivery on the customers contract, including response times, first time fix, routine service engineer visits, and the implementation of agreed SLAs.

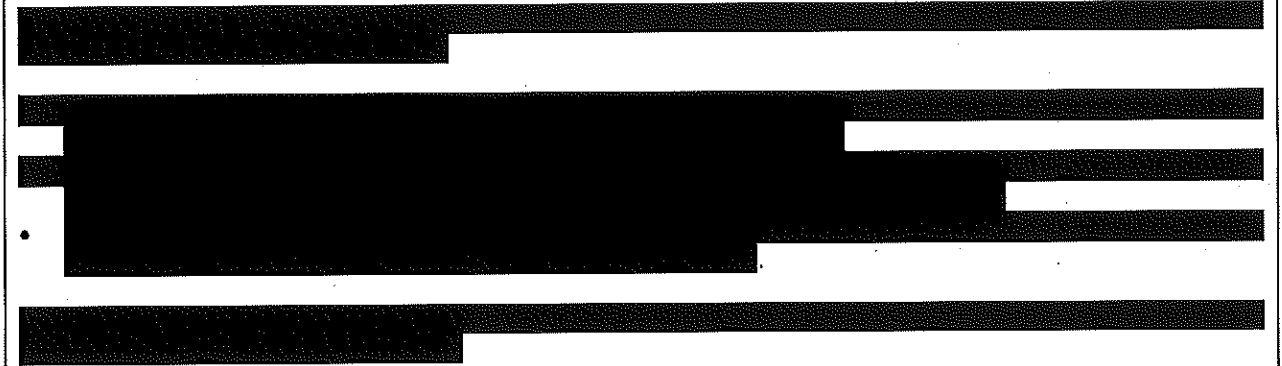
Service Engineers Key qualifications and skills:

- Konica Minolta OUTWARD Technical Certification
- Konica Minolta Product knowledge
- Time Management

Customer Mobilisation

Konica Minolta confirms our service provision will be available to all Framework customers across Scotland. We will provide customers with the same level and quality of service, irrespective of their geographical location and we will undertake deliveries and installations throughout the whole of Scotland. Konica Minolta has a vast experience of supporting customers to identify suitable products and/or solutions that meet their business requirements. Konica Minolta has successfully implemented and facilitated the refresh of an office equipment estate within the following Scottish customers:

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Redacted diagram

Our specialist teams are qualified, and work to recognised industry standards such as Lean Six-Sigma Green Belt, PRINCE2, Project Plus, and ITIL. In addition, they undergo various other technical and non-technical training, such as health & safety, customer awareness, developing people skills, client confidentiality, and confidence building to better support and understand our client needs. They also receive regular one-to-one performance reviews to ensure their on-going development and continual service delivery improvement. The following details our end-to-end OPS process.

Consult

Due Diligence Overview

Prior to any implementation of MPS devices, Konica Minolta will carry out due diligence, i.e. a print or needs assessment (audit). The goals for this will be in line with the customers aims, as well as to demonstrate baselines for the current total cost of ownership of document output, including:

- Current device costs.
- Service and support costs.
- Consumable/Running costs.
- Output volumes.
- Duplex and paper usage.
- Energy costs.
- CO₂ emissions.

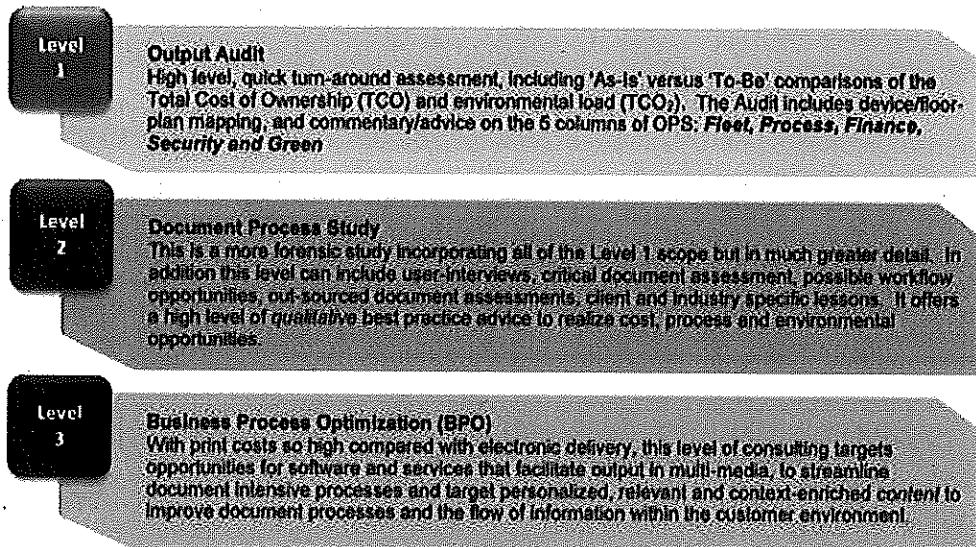
Our Business Consultants visit each location in scope, mapping all detail relating to printers, MFDs, scanners and fax machines onto tablet PCs pre-loaded with floorplans, so current workflows can be understood. Discussions are held with key stakeholders to understand user requirements, the aim being to gain a better understanding of both current use and any future developments so that we can deliver solutions that will enhance user experience.

Post-audit the Business Consultant will design the new print estate and report on other recommendations, the aim being to optimise the fleet as opposed to merely rationalising, thus enhancing the user experience rather than limiting output functions. The final report will include the most suitable products and solutions to meet the customers' needs and specific requirements. Governing principles are:

- Standardisation: reduce number of device types (and thus, associated consumables, and service provision).
- Centralised Management: consolidate device acquisition, maintenance and support.
- Shared Resources: network all devices (where possible), desktop devices limited by business need; optimising the device-to-user ratios across all areas.
- Digitise Workflows: establish print guidelines, incentives, print less.
- Print on Demand: users get the quality needed, when needed, where needed.

- Reduce:
 - Device costs
 - Space required (newer, fewer, smaller footprint devices where possible).
 - Print volume
 - Paper costs (via increased duplex utilisation plus scanning & electronic document management)
 - Consumables and running costs
 - Energy usage (by optimising the fleet and utilising more environmentally friendly devices).

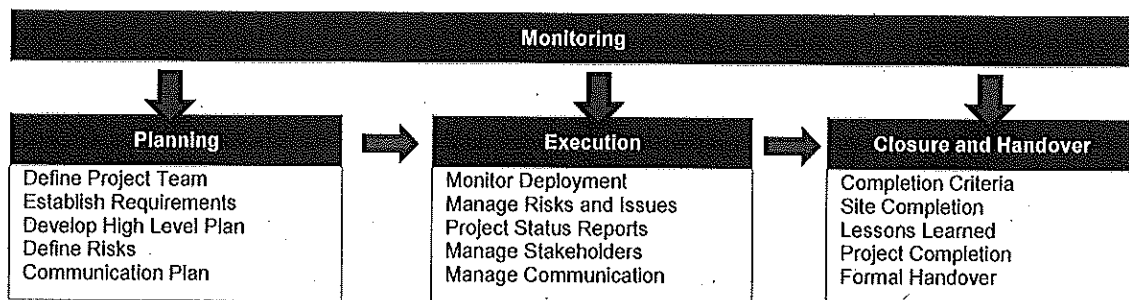
Due Diligence Process



Implement

Project Management Overview

Konica Minolta has a dedicated Project Management Office (PMO), with an established process for managing our projects. Our current project methodology is based on extensive experience, as well as best practice, including PRINCE2 methodology. The following illustration gives an overview of our Project Management methodology:



A Project Manager will be allocated to the customer contract, who will be responsible for all activity overseeing the analysis and design stages, to initiation, through installation and project closure. They will co-ordinate and plan the installation, ensuring agreed deadlines are met, thus minimising downtime during the transition. They are the single contact point during the implementation, and the first call for all project-related escalations. The Project Managers activities include:

- Taking ownership of deployment activities, both internally and externally.
- Developing a relationship with the customer's project management resources.
- Getting the customer approval and commitment from stakeholders on timelines and quality.

- Establishing and executing a communication plan; and managing customer expectations throughout the project.
- Planning the deployment – Assessment, Design, Approval, Ordering, Pre-Delivery Inspections (full functionality testing and customer configurations before dispatch), Potential pilots or proof-of-concepts, Delivery, Installation, and Handover to Business-as-Usual (BAU).
- Executing the plan; managing stakeholders; tracking and mitigating issues and risks.
- Leading project meetings and managing project reporting internally and externally, including lessons learned.

The activities of the Project Manager are supported by PRINCE2 project management methodology and an extensive set of project management tools, ensuring that the roll out preparation, site surveys, individual proposals and implementations, delivery, installation and customer training, all take place to pre-agreed conditions, and aligned in all sites if required.

Implementation Project Plan

Konica Minolta will manage the deployment of devices and solutions according to the agreed implementation project plan, which will be put in place in order to facilitate the transition, with Konica Minolta taking full ownership of this on behalf of the customer. Special consideration will be taken, as part of the planning phase, to ensure minimal disruption to the customer. Planning will be done for each location, including special considerations that may require bespoke installation times; the important factor here is that Konica Minolta is happy to be as flexible as possible.

We will work with each Framework customer and its existing providers, to co-ordinate removal of existing devices with the installation of the new devices, so that old devices are removed as we install the new equipment, ensuring there is no breakdown of service during transition.

Specific planning sessions, together with the customer and their existing providers, will ensure all aspects and requirements are covered. The Konica Minolta Project Manager will manage all internal resources to ensure the customer is only working with one interface that can quickly address any issue that might occur. The Project Manager will be the main contact during the implementation, and it will be their responsibility to co-ordinate and plan the installation of the machines and software being implemented at the customer premises, ensuring that all our departments are geared to meet the agreed deadlines.

Following contract award, and once we have established the full scope of the customer's exact requirements (e.g. following due diligence and scoping requirements); Konica Minolta will develop, in close co-operation with the customer, a comprehensive and agreed final project schedule based on the complete scope of the project as part of the Project Initiation.

A full Statement of Works (SoW) will be provided as part of the initial planning stage, Konica Minolta will work with the customer to define the requirements, develop the required schedules, and get commitments from all sides (The Framework customer, Konica Minolta, and its existing providers) in order to achieve the customer defined objectives.

Our approach is to start with a planning phase, where we will work together with the customer and the existing providers, to develop an optimal project schedule that meets urgent and longer term needs. We will do this by identifying the sites or areas where an urgent swap-out is required, and at the same time ensuring that we have enough time to provide an optimal solution.

We will create a detailed plan for the implementation, which will have clearly defined activities and timelines, and will be adjusted over time to align with the customers own timeframes, and we will confirm the associated Project Management resource requirement for the confirmed scope.

Konica Minolta regularly manages implementation projects with challenging timelines, and will work closely with each Framework customer to understand the requirements of each site, and its specific installation date. In addition, we can work with existing providers in their management of the outgoing services to ensure a smooth transition period, and allow the customer to take full benefit of the existing assets and infrastructure. This will allow customers to replace fleet and implement new services at the optimal time to maximise ROI and value of existing assets. Please see a sample customer indicative project plan in Appendix 2.2.

Implementation Project

The implementation project will include:

- **Project Initiation** – As part of our mobilisation best practice, as soon as we have notification of the customers intent to proceed with Konica Minolta, we will look to arrange a full project meeting with the customer. Typically, we will look to allocate project owners from Konica Minolta who will form our team and be able to interact at the correct level with the customer. Specific activities include:
 - Define project baseline plan and sign-off.
 - Create detailed project stage plans on an on-going basis.
 - Iteratively review and update plan or part of plan.
 - Establish commitment to tasks by project team members.
 - Set-up of Project roles & responsibilities.
 - Develop Project Initiation Documentation.
 - Define key milestones.
 - Define risks.
 - Define Communication Plan.
 - Define Project Governance Plan.
 - Agree Change Control mechanisms.
 - Establish project control documents.
 - Define the acceptance criteria (User Acceptance Tests, UAT).
 - Seek approval (formal sign-off) of initiation documents.
 - Prepare for next stage.
 - Project kick-off.

- **Change Management** – This process aims at ensuring that the users and other key stakeholders have a good understanding of the purpose, and a positive view regarding of the project from the start. Konica Minolta can work with customers to inform and prepare users of upcoming changes, and thus minimise any resistance to change, or confusion around it. A number of activities and tools can be used. For example:
 - Intranet postings at agreed time intervals
 - Public e-mails
 - Leaflets, in advance, during and after deployment per site
 - Posters
 - Marketing material
 - Open days
 - Show rooms, at customer and Konica Minolta sites
 - Road shows

Konica Minolta regards communication and engagement with end users as critical to project success. The Change Management activities would start early as part of the initiation phase. "Communication champions" will be sought from the customer to act as internal ambassadors for the project. There could also be user forums that encourage questions and feedback to the project team. This will ensure any concerns and queries are picked up quickly. Examples of Change Management activities include:

- Pre go-live communication
- Coming Soon posters
- Short communication, a few days before implementation
- One the day communication
- User Satisfaction Surveys
- Post Go-live information/meetings ; to cover any remaining issues

Change Management activities will be discussed and agreed as part of the project initiation phase, and would highlight:

- What the new state solution will offer
- The benefits to end users and the customer as a whole
- FAQs
- Project timelines and details of when changes (hardware, software, and related services) will take place in the various locations
- Details of whom to contact in case of additional queries.

- **Audit Phase** – As part of the customers plan to implement a new print solution, the locations will have

been visited as per the mutually agreed project plan, and site surveys and risk assessments carried out, to ensure Konica Minolta can deliver items on time.

- **Hardware and Software User Acceptance Testing (UAT)** – In support of the project, Konica Minolta can provide testing requirements, including via proof-of-concept (PoC), ensuring we are well placed to meet or better the go live date. We will also support testing and sign-off of any agreed software model applications, and will provide the necessary onsite resource to support customer-testing objectives/criteria. Konica Minolta has a strict and controlled process that applies for all installations, including PoCs. This includes a Statement of Requirements (SoR), which allows for the capture of detailed requirements, and will ensure that both the customer and Konica Minolta have full understanding of the expectations that are required from the proposed solution. We are happy to work with each customer for specific UAT processes and procedures should they wish for us to work to any pre-set conditions, and we can incorporate that into our documentation. This ensures that we have a full understanding of what has been agreed and provided, and provides a valuable document to our Service Desk for any future support issues that may be arise.
- **Handover** – Once the implementation project phase is completed and the contract becomes BAU, the Project Manager will 'hand over' to the Account Management and Service Delivery teams, who will become responsible for all operation activity relating to the delivery of the contract, including service level management, capacity management, contingency planning, availability & cost management, service operation, and continual service improvement.

Deployment – Roll-out Plan for Hardware and Software

In terms of the main device deployment itself, Konica Minolta will provide the customer with realistic timescales for delivery. No deliveries will take place outside of defined working hours unless otherwise mutually agreed. The main milestone activities that will occur during the installation are explained below, and these cover the planning, execution, closure and transition to the business-as-usual (BAU) phase:

- **Site Analysis and Collation of Site Information** – Site surveys / risk assessments and information gathering, to establish device locations, access and security requirements, ensuring consideration of all workflow areas. We will also the customer to complete our 'PRANG' form (Pre Attendance Network Guide) to record the network details, IP addresses, connection requirements, etc., for use in the pre-configuration. The customer can also provide specific server/device configuration and installation information with the appropriate signed order form.
- **Pre-Installation Planning** – This is primarily discussed with the main day-to-day contact at the site(s), and is basically the co-ordination of the complete logistical installation of new equipment. We are completely flexible to handle the installation whenever it best suits the customer needs. We will ensure that all departments within Konica Minolta are geared up to achieve the delivery times that are set, and will organise a complete delivery and installation schedule of all machines. We will make full contact with all key customer contacts at least five days before installation, and then again the day before installation, to confirm arrangements.
- **Pre-Delivery Inspection (PDIs)** – Rigorous, full-functionality, and fit-for-purpose testing in our warehouses, prior to device deliveries. Devices are run and tested in all modes (copy, print, scan, warm-up, sleep, stand-by and energy-save), and configured to specification requirements, with accessories fitted and tested. Additionally, where software forms part of the solution, preliminary settings are carried out, such as fitting card readers, which are then tested to ensure full functionality. We also configure IP addresses using information from the PRANG form (as explained above). This will ensure that the on-site implementation activities are completed quickly and efficiently, as the bulk of the preparations will be completed at our warehouse beforehand; thus minimising disruption and/or loss of service.
- **Co-ordination of Installations** – We will manage our internal departments, ensuring deadlines and agreed installation times are fully met. We will flag-up any special requirements to the Konica Minolta Transport and Service teams, ensuring sufficient level of resources will be available to match the delivery and installation schedule agreed. Although all arrangements will be made within working hours, and aligned with the customers own timeframes, we can arrange bespoke installation times, if required.
- **Co-ordination with the Customer and/or its Ex-Suppliers, and Removal of Existing Devices** – We will

work with the customer and its existing providers to co-ordinate removal of existing devices with the installation of the new devices, so that old devices are removed as we install the new equipment, ensuring there is no breakdown of service during transition.

Subject to an agreement with the customer and/or the current supplier, Konica Minolta can support the removal and handover of end-of-life devices, which are no longer fit-for-purpose, under our Waste Electrical and Electronic Equipment (WEEE) Directive. This will be done in line with an agreed project plan and BAU requirements, when we deliver new devices to a site.

- **Delivery and Equipment Set-Up** – Konica Minolta will contact the customer prior to delivery (products, services or consumables) to agree delivery, date, time, location and access details. Our own delivery and installation teams will install the equipment as per the agreed delivery schedule. All machines will be delivered to the machine locations that have been specified. At this point, a fully trained Konica Minolta engineer will be on site to set up the machine, configure all the appropriate accessories, connect to the power source and the network (if and where required), and carry out tests to ensure it is in working order (as part of our PDIs, all machines will be fully configured and tested prior to dispatch, to ensure full functionality, and that they are fit for purpose). After set up by the engineer, and once the customer is happy that the machine is fit for purpose, it will normally be expected that the sign-off procedure for equipment acceptance is completed at this point.
- **Packaging Disposal** – Konica Minolta will be responsible for the disposal of supplies and packaging when it delivers equipment to a site. The bulk of device packaging is already removed for the PDI, prior to device delivery, and only minimal protective covering is used during the delivery and installation. Once a machine has been installed, all packaging materials will be removed from site and returned to our warehouse for recycling.
- **Roll-Out of Training** – Full product (hardware, and software where applicable) training will be conducted soon after installation. We will arrange with the dedicated on-site contact as part of the implementation plan, and re-confirm the arrangements with device delivery; the important factor here is that Konica Minolta is happy to be as flexible as possible. Engineers can provide Installation Training (“Blue Button” training for basic device operations) from the point of install; in addition, Quick Guide Booklets and Manuals are supplied with devices.
- **Satisfaction Surveys** – Upon delivery and installation, Konica Minolta will ensure that the customer is satisfied with the delivery, installation and general condition of the product ordered. We will ensure that all instructions, operating manuals and a logbook for repairs are delivered with the products. Satisfaction surveys will be conducted once all the machines have been installed and all end users have been trained to ensure that there is a complete understanding and appreciation of the service that has been received to date. Dependent on the circumstances and the customer preference, these can be performed by telephone, or by post / e-mailed documentation. These surveys are designed to ensure that Konica Minolta has performed in every aspect and met customer expectations. It is envisaged that the results of these surveys are presented at the Post Installation Review Meeting.
- **Post-Installation Review Meetings** – These meetings will be held within a suitable time period after the initial installation of the machines, to review the installation process and pick up on any areas that require any further attention. This meeting will be conducted by the relevant implementation project team members, and used as a platform to manage and schedule further account reviews and additional meetings that may be required.

Risk and Mitigations

Konica Minolta has extensive experience of managing large deployments for customers. Our Project Managers will work with each customer to understand all requirements and translate them into a realistic plan. The key contingency is to plan the project in detail before commencement of any deployments. Our experience shows that a well-planned project, with realistic timelines from the start, is the best way to avoid disappointment and delays.

There are a number of specific contingencies that can be put in place as part of the plan:

- Order devices well in advance of deployment to ensure against any stock availability issue

- Where possible, deliver devices in advance of installation
- Pre-configure devices before delivery
- Only remove legacy devices once the new device is proven to be working
- Plan for "mop-up" days to allow for issues to be solved without impacting the main project schedule
- Well defined test and acceptance criteria to ensure solution meets the requirements
- Plan for proof-of-concepts, pilots and other such tests and trials to ensure the solution is fit for purpose and works before any deployment
- Define a "Plan B" to ensure print capability is available for all users in the event of major issues and delays

Whilst it may not be possible, prior to the due diligence print audit, to highlight all potential risk and likely contingency, the following table highlights the main risks we will anticipate associated planned actions and contingencies.

Specific Items for Risk Register	Actions to mitigate Risks
A common risk is related to the schedule of the deployment, as well as delivery problems, and Force Majeure.	Konica Minolta has extensive experience of managing similar projects. The most efficient way to avoid this risk is to plan well and spend enough time in the initiation phase. Site surveys will also be carried out including the project steps within the Logistical Prerequisites. Additionally, lead times for delivery have planned contingency, potential weather conditions etc.
Poor project co-ordination within the customer organisation.	Konica Minolta's Project Manager has one main point of contact – the customer's Project Manager. The customer to ensure a dedicated Project Manager is assigned from start and throughout the project phase. If issues occur with assignment, escalate to customer Project Board.
Solution not fit for purpose or not compatible with the customer's infrastructure and other solutions.	This is mitigated and avoided through analysis of the specific customer requirements. Konica Minolta has a dedicated team of Technical Consultants, who understand the solutions we are providing. They will be able to match customer requirements and lead the analysis. They will produce two documents, a Statement of Requirements and a Statement of Works, which will be reviewed and signed by the customer.
Users unwilling to accept the new solution.	Change Management is an important aspect of any project of this nature. By anticipating the reaction of users, a plan can be developed to ensure that all users are well informed and understand the purpose of the project and the outcome.
Users not trained on new devices and solutions, and are therefore not confident in using MFD.	Training and communications with a helpdesk provision & support contact from Konica Minolta for all devices. Konica Minolta has a dedicated team of trainers. They will be working with the customer to ensure that the training requirements are well understood and develop a training plan to cover all aspects of the training requirements. This is part of the Initiation phase.

Implementation Project Reporting

Konica Minolta will use its established project management approach to ensure all stakeholders are kept up to date, and issues and risks are shared and documented. The following table details the various tools, techniques and communication approaches used during the project phase:

What	Who/Target	Why/Purpose	When/Frequency	How/Type/Method(s)
Initiation Meeting	Selected stakeholders	Distribute information for Project Plan and give Project Overview	FIRST Ideally Before Project Start Date	Ad-hoc Meeting/ Teleconference/ E-mail communication follow-up
Project Kick Off	All stakeholders	Communicate plans and stakeholder roles/responsibilities. Encourage communication among stakeholders.	At or near Project Start Date	Meeting/Teleconference/E-mail communication follow-up
Status Reports	All stakeholders and Project Office	Update stakeholders on progress of the project.	Regularly Scheduled. Bi-weekly or Monthly as agreed per project	Distribute electronically and post on SharePoint. Status Report (PSR)
Regular Project Meetings (external &	Project Managers (Konica Minolta & client), technical	To review detailed plans (tasks, assignments, and action items, issues etc.)	Regularly Scheduled. Weekly is recommended for entire team. Weekly or bi-	Meeting/Teleconference (review also with other teams if available for this)

internal)	team, and other involved		weekly for sub-teams as appropriate.	
Executive Sponsor Meetings (this may apply only to selected projects and if an executive Sponsor is nominated)	Executive Sponsor(s) and Project Manager	Update Sponsor(s) on status and discuss critical issues. Seek approval for changes to Project Plan.	Not regularly scheduled. As needed when issues cannot be resolved or changes need to be made to Project Plan.	Meeting
Post Project Review	Project Manager, key stakeholders/clients, SDMs and sponsor(s) (if available)	Identify improvement plans, lessons learned, what worked and what could have gone better. Review accomplishments.	End of Project or end of major phase	Meeting/Report Project Manager will produce report as part of the project closure report
Quarterly Project Review (for long-term projects)	Project Office, Project Managers, and key stakeholders/clients.	Review overall health of the project and highlight areas that need action on either Konica Minolta or client side.	Quarterly depending on size and criticality of the project. Scheduled by the Project Office.	Meeting/Report Project Office will produce report using internal template.
SDM / Account Manager Handover Meeting (internal & external)	Project Manager, SDM/ Account Manager and client team	Review overall project goals are met and implementation activities are complete	End of Project implementation, based on handover "check sheet" template and project closure report	Meeting
Other	To be determined by the Project Team	General communications	As needed	Distribution of PSRs

Deliverables and Benefits of the Konica Minolta Project Management Approach

- **Transparent Approach** – we will develop realistic plans from the start, indicating what is possible and when.
- **Predictable Outcome** – we will manage the projects from start to finish.
- **Time Saving** – less need for re-planning and re-work.
- **Easy To Understand** – pragmatic approach based on established principles.
- **Best Practice** – used in many projects and continuously improving.
- **Single Point of Contact** – all project related communication through the Project Manager.
- **Escalation Paths** – reduces confusion and finds solutions efficiently.
- **Decision Points** – relevant information available at right times.
- **Adaptable Approach** – if the customer has specific process requirements we can adjust our processes in most cases.
- **Change Request Management** – if the customers scope changes, we can adjust the project accordingly through an established process.
- **Define Risks from Start** – we use our methodology to identify risks.
- **Continuous Risk Management** – throughout the project.

Expected Resource Involvement from the Customer

Konica Minolta will take full ownership of the implementation on behalf of the customer, and to allow this, our proposed approach to deliver the service will require access to customer resources to deliver the key stages of the project.

The two key project participants are the customer Project Manager and the Konica Minolta Project Manager. They will manage and co-ordinate all resources on respective sides, to ensure the agreed project schedule and deliverables are managed successfully.

The following is an outline of the customer Project Manager's responsibilities:

- Appointment of further customer project assignments.

- Work closely with Konica Minolta's Project Manager, providing advice as appropriate.
- Accountable and responsible for all operational decisions within the customer organisation.
- To be the main escalation point for the customers internal issues.
- Management of customer plans and schedules.
- Management of the customer's 3rd party IT outsourcing suppliers and their milestone plans, if applicable.
- Communication & documentation within the customer organisation.
- Issue management, escalation and resolution with Konica Minolta.

Specific tasks required of the customer (via the customer Project Manager) include:

- Access to all sites to be implemented under the service. Updated site contact changes during contract lifecycle.
- Notification of any site specific requirements for Health and Safety.
- Communication to all customer locations of the scope and deliverables of the project; including supporting the organisation of "Communication champions" from the customer to act as internal ambassadors for the project.
- Completing our 'PRANG' form (Pre Attendance Network Guide) to record all IP addresses, connection requirements, etc. for use in the device (and software) pre-configuration. Konica Minolta can provide customers with the device MAC addresses, so that the customer Network Team can reserve the necessary IP addresses on the network.

Manage

A key component of our proposal to our customers is the provision of a dedicated Service Delivery Manager (SDM) and the application of our service delivery approach; and once the implementation project phase is completed and the contract becomes BAU, the Project Manager will 'handover' to the SDM, who will become responsible for all operational activity relating to the delivery of the contract, including service level management, capacity management, contingency planning, availability & cost management, service operation, and continual service improvement.

The SDM will be the pivotal role in ensuring a pro-active operational delivery of the contract. We believe Service Delivery and Operational Account Management is the mechanism that is critical to deliver and exceed customer expectations. Typically this approach covers the support of hardware, software and all services covered within the contract.

The SDM will provide the operational point of contact for customers, acting as a facilitator for all other Konica Minolta functions. Among their key responsibilities will be:

- Provide Continual Service improvement throughout the duration of the contract lifecycle.
- Ensure there is a clear process in place for measuring SLAs & KPIs.
- Provide accurate and timely Management Information Reports.
- Ownership of formal Monthly & Quarterly Business review meetings.
- Identify & implement Service Improvement Plans.
- Introduce Innovation & incremental service lines.
- Measure customer satisfaction.
- Ensure all contracts operate efficiently and strive for continuous optimisation.
- Work with the central billing team to ensure accurate and timely invoices.
- Take personal accountability for closing all outstanding issues.
- Provide Business Continuity Planning (BCP).

The following diagram illustrates the overview Contract Account Management Structure, giving the personnel roles involvement, particularly for the BAU stage.

Redacted diagram

Best Practice – ITIL

Our Service Delivery programme will provide best in class Operational and Contractual Management by implementing and establishing a robust set of ITIL best practices, designed to deliver Operational Excellence to customers.



Service Delivery defines the People, Processes and Technology used to successfully manage and deliver contractual obligations. A Service Delivery plan will be created and agreed between Konica Minolta and the customer, which will be bespoke to the individual needs and requirements of each customer account. To address the common problems found in most organisations, the operational team will focus on core ITIL best practices, which include:

- Strategy
- Design
- Transition
- Operations
- Continuous Service Improvement

The Operational and BAU phase of Service Delivery will typically concentrate on Capacity Management, Availability Management, Device Utilisation and Asset Management. These are fundamentals in demonstrating tangible value within the customer environment. The Service Delivery processes will assist in defining how to measure service results with meaningful metrics and using these metrics to drive continuous service improvement.

Service Delivery Management

Whilst the specific Service Delivery Plan will be finalised during the due diligence and project phases, the following are the key stages and objectives that will be delivered by the dedicated SDM within the Service Delivery lifecycle:

Stage 1 – Deliver Operational Excellence – Business in Control:

- Provide a consistent & reliable customer experience
- Evidence attainment of Key Performance Indicators and SLA
- Customer Relationship Management
- Become the single point of contact for all operational activity
- Management Information (MI) reviewed in monthly and quarterly business reviews
- Understand commercial mechanics

Stage 2 – Deliver Mutual Value – Stabilise:

- Optimise device utilisation across the entire fleet
- Cost reduction strategies
- Issue resolution, including route cause analysis
- Debt management

Stage 3 – Account Retention – Improve:

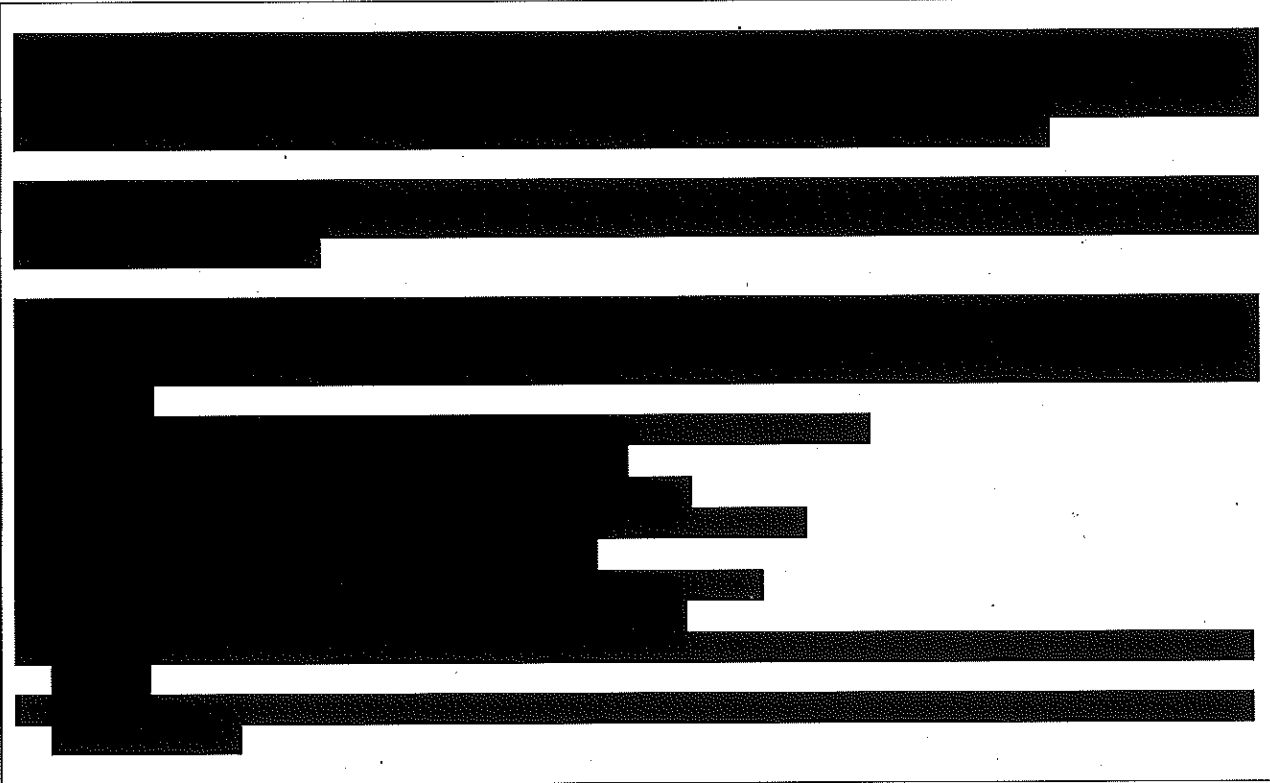
- Build trust with customers and stakeholders
- Consistent approach across all locations & regions
- Build credibility with key stakeholders
- Knowledge – Understand customer critical business drivers
- Reliability

Stage 4 – Identify Mutually Beneficial New Services – Innovate:

- Support new bid opportunities
- Pre-sales engagement
- Account Manager support
- Build resilient Statement of Works documentation
- Conversant with all Konica Minolta solutions

Stage 5 – Continuous Service Improvement:





2.3. Improvement Initiatives (Weighting 25%)

Contractors should provide details of any improvement initiatives which could be made available through the delivery of the Framework Agreement. This could include, but not be limited to:

- Cost reduction
- Technology or innovation, and the process for identifying complementary or new products and services to be introduced to the Framework
- Communication and marketing
- Order management and eCommerce
- Community benefits, reference section 15.9 of document *ITT - Schedule 1a (SoR & KPIs) - Office Equipment*

A Contractors response should demonstrate how any proposed initiatives will enhance their service offering and differentiate their service provision from their competitors, at no additional cost to the Framework Public Bodies.

Response:

Fundamental to delivering [REDACTED]

[REDACTED] contracts is the alignment of a dedicated Service Delivery Manager and the application of our service delivery approach. The SDM will be the pivotal role in ensuring pro-active operational delivery of the contract, focusing on core ITIL best practices: Strategy, Design, Transition, Operations, and Continuous Service Improvement.

In some contracts (where appropriate, and the scope allows), and in line with the current Framework, we commit to introducing an agreed number of improvement initiatives annually, in partnership with the customer. These are intended to include:

[REDACTED]

A core element to delivering on-going value, continuous service improvements and service innovation is the ability to leverage our experience and lessons learned across our portfolio of OPS accounts. Mechanisms that will be considered include:

- Carrying out agreed business reviews that ensure governance is adhered to and progress monitored; these will include Monthly and Quarterly Business Reviews and an Annual contract appraisal
- Understanding and agreeing the longer-term strategy and what will need to happen to achieve that aim
- Instigate and present proposals for the continuous improvement of the provision of services
- Engaging subject matter experts and reviewing business areas where opportunity or improvement is highlighted
- Ensure that Best Practice is transferred between Konica Minolta sites
- Monitor the overall effectiveness of the set of SLAs in line with customers' business strategies
- Review strategic risks and issues, and approve proposed mitigating actions
- Carry out regular end user and stakeholder satisfaction surveys, and agree actions with the customer
- Benchmark services and solutions on a periodic basis to ensure prices remain competitive

[REDACTED]

As an ISO 9001 accredited supplier, our fully trained and experienced specialists not only utilise the Six Sigma DMAIC (Define, Measure, Analyse, Improve, Control) method for improving existing processes that fall below specifications, but are supported by our own Quality and Compliance Department in the continual improvement and streamlining of operations in line with our customers' requirements.

To further support continual service improvement, we offer a series of proactive applications, such as online interactive reporting, remote monitoring, automated service notifications, preventative maintenance schedules, and call-scheduling systems. Engineers and Analysts access real-time technical data through an online service portal, enabling efficient remote fault finding and problem fixing, all of which delivers significantly improved response times throughout the duration of call-off contracts.

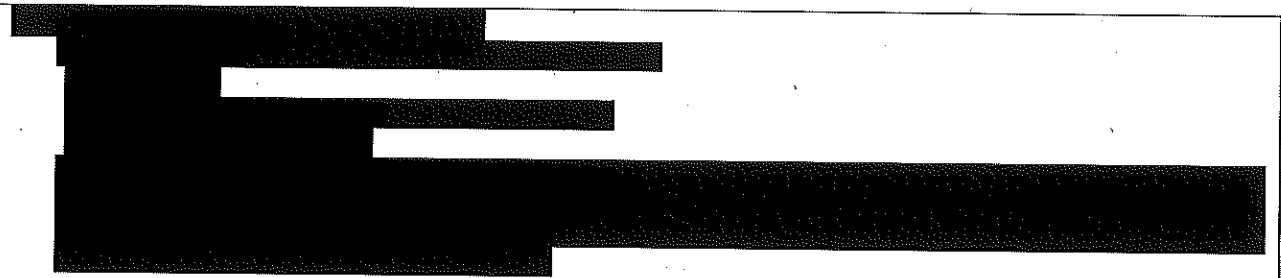
Cost Reduction

At Konica Minolta, we believe in providing the best pricing to all customers, regardless of the size of the opportunity. This approach applied in proposal to customers, for example in tenders and further competitions where, following full P&L reviews, we regularly bid with pricing that has been heavily discounted from the Framework.

Where the scope comprises a large number of devices with high volume output, we are often able to offer further discounts due to economies of scale. This approach is evident in the following contracts that Konica Minolta has been awarded over the past 18 months on the current Framework.

[REDACTED]

Our best-pricing approach also applies to contracts with smaller scope, and across other verticals, as showed in the further example below:



Other cost reduction approaches and initiatives for Framework Public Bodies can include those aimed at ensuring sustainable best value, such as:



- **Lower Energy Consumption:** Our machines are designed to use less power, e.g. through features such as induction heating fusing (IH) technology, a dynamic eco-timer, and a low typical electricity consumption (TEC) value.



- **Reduced Input of Resources:** Paper is a valuable resource. Our machines feature several technologies that reduce paper input and avoid wastage, e.g. duplex printing, N-up printing (combining several document pages onto a single sheet), proof print and print preview (to avoid wasted output), and automatic skipping of blank pages. Other efficiencies such as default-mono settings are also available, and of course all these functions are also available for copying.



- **Improved Carbon Footprint:** Some of the materials in our Simitri HD polymerised toner are made from biomass, which reduces the environmental impact of the toner in production, use of recycling. Besides, the toner's lower fusing temperature saves energy, and the ultra-fine particles are much smaller than in a conventional toner, meaning less toner is needed.

Further specific measures can include promotion of the customer's Central Reprographics Unit (Print Room), where applicable. A key component of our proposals, particularly for larger Managed Print Services contracts, is the alignment of our Service Delivery approach, which is one of efficiency, and we can work with customers towards this initiative, which can include measures such as rules-based printing to re-direct large print jobs to the more efficient Print Room devices.

Technology, Innovation, and Introducing Complementary or New Products and Services to the Framework



[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

ECM and Business Process Optimisation (BPO) are areas in which Konica Minolta has invested heavily. In June 2016, Konica Minolta Business Solutions (UK) Ltd. completed its acquisition of *ProcessFlows UK Ltd.*, creating a new and exciting future for both companies and being a key enabler of our business transformation.

ProcessFlows is a leading supplier of technology and services in the capture, processing, management and delivery of documents, information, voice and data. It represents a great strategic fit with our existing markets and portfolio of services to drive hybrid sales, as well as opening opportunities in new markets, addressing client's pain points. We also believe it will significantly enhance our Information Technology Services (ITS), Managed Content Services (MCS) and Business Process Services (BPS) capabilities and create new opportunities to deliver enhanced services to our clients, and the coming together of Konica Minolta and ProcessFlows will be a significant driver toward achieving these goals.

Through working with key subject matter experts, our Account Managers will be able to offer Framework Public Bodies appropriate DM and ECM solutions to meet their requirements, and delivering the benefits that they bring.

Further technologies exist at Konica Minolta – from 3D printing to Augmented Reality – and innovation remains in our DNA, and Research & Development is key. We have *Business Innovation Centres (BIC)* across globe (including European Head Quarters in London, UK) where our teams are focused on giving shape to ideas in a creative environment, through technology and business incubation.



Passionate about creating new technologies to improve the lives of our global community, we have a strong focus on collaborating and co-innovating with clients, start-ups companies, academics and leading-edge partners to develop new offerings in the areas of digital workplace, sensing and information management, business technology and healthcare.

These are some of our current projects; we are happy to discuss with the Authority and customers as required and appropriate on the Framework. Any new products agreed with the Authority for supply on the Framework can be included into the Principal Catalogue.



1. Next Generation Workplace Platforms:

These new platforms make access to technology services easy from a single footprint device. Services such as desktop virtualisation, environmental sensing and high performance storage and processing will be managed through a single managed service contract. Such platforms aim to make working life simpler and costs more transparent for organisation with little or no in-house IT skills and resources.



2. Wearable Technologies:

For decades Konica Minolta has been famous for its optical skills and innovation – in recent years, the Research & Development teams have been working on applying high grade optics to wearable technologies. The result is a prototype device, which includes gesture control, rapid response software, and a holographic lens that allows the user to see data and the real world simultaneously.



3. Collaboration Platforms:

There are many online collaboration technologies, but very few that allow simultaneous working with onscreen content, both in the room and remotely. Konica Minolta has prototype software technologies that enhance collaboration through the use of multimedia, which connects individuals and groups in an effective, collaborative environment, and does not require special hardware.



4. Augmented Reality:

With world-leading partners in augmented reality technology, Konica Minolta has developed an easy-to-use augmented reality toolset that can make invisible data visible on packaging or paper, through mobile devices and wearables. In addition to the toolset, pre-assembled applications are being developed for customer loyalty programmes, indoor navigation, meter reading, and augmented maintenance in industrial environments.



5. Ideas Management:

[Redacted]

Further information on all the above is available on request, and/or via our website.

In summary, as part of our OPS strategy, an essential element of account review meetings will be to present our customers with clear, detailed proposals of any new technological advancements, which may be of benefit. The introduction of any upgraded hardware or software will be based upon operational and financial benefits measured against the established baseline costs and print strategy. This process ensures that our customers are able to make informed decisions based on potential cost reduction and operational efficiencies to be gained. If the upgrade proposal is accepted, Konica Minolta, through the dedicated SDM will create a business case detailing the necessary resource and timescales, as well as any operational impact to our customers, ensuring that continuation of service is maintained during this transitional period. Additionally, a full communication plan will be created and agreed with our customers, ensuring all users and key stakeholders are aware of the upgrades and the benefits they will bring, helping to build a positive attitude to the changes, and increase user adoption.

Communication and Marketing

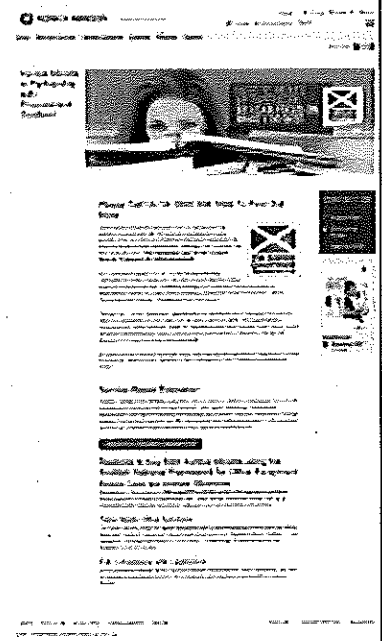
Konica Minolta has an appointed and dedicated Public Sector Marketing Manager, who will work closely with the Authority, Framework Manager, and Regional Sales Manager, to design a bespoke marketing plan for the new Framework [Redacted]

- Upon contract award, and in partnership with the Authority, we will develop a national press release promoting the Framework and our place as an approved supplier, aimed at targeting the current Framework Public Bodies and the wider Scottish public sector marketplace. The communication will be distributed via e-mail, social media platforms such as Twitter and LinkedIn, and through the Konica Minolta website.

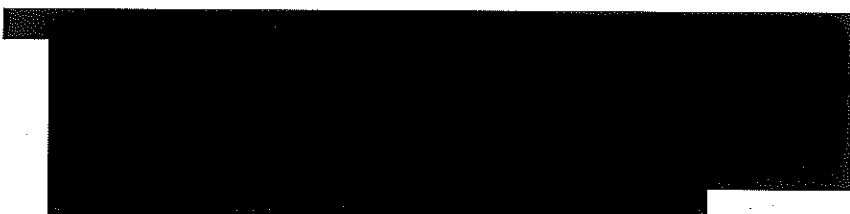
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- From the very start of the Framework Agreement, Konica Minolta hold regular marketing meetings with the Authority to collaborate, share and exchange ideas around areas such as joint presence at exhibitions, case studies promoting the supplier and Framework performance, and promotional events aimed at both internal and external audiences. Held on a regular basis, these meetings will ensure a joined-up and collaborative approach is maintained, with all activities measured and reviewed as part of our ongoing commitment to the Framework.



Some exhibitions in Scotland, and in which Konica Minolta will be participating this year include:

- o Procurex Scotland in October 2017 (Konica Minolta attends this event annually)
- o ACPME, in June 2017

We also regularly publish in Holyrood Communications – Scotland's leading political and current affairs magazine, which is issued fortnightly.

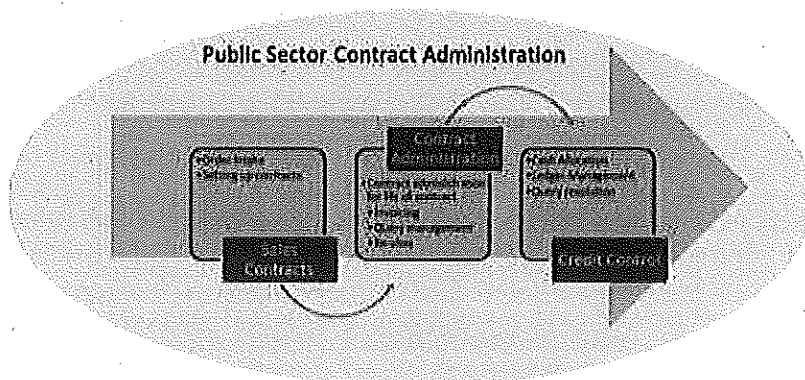


Order Management

Framework Public Bodies will have a number of options available for ordering products from Konica Minolta, ranging from placing an order face-to-face with an Account Manager, through to the creation of a bespoke electronic ordering system.

In line with our reformed Public Sector strategy, our dedicated Public Sector Contract Administration Team ensures a full end-to-end process is captured within one department, rather than separate functions.

This dedicated Public Sector department, consisting of Sales Contracts, Sales Order Processing, Contract Administration and Credit Control, provides consistency, assurance and accountability in dealing with any order, regardless of its size or complexity.



Konica Minolta equipment deliveries are normally made within 5 to 10 working days (10 to 15, for very-high-volume Production Print Devices) of receipt of the appropriate signed order, and all machine deliveries and installation dates are mutually agreed with the customer as part of our pre-installation planning.

Please note that where software forms part of the solution, installation timescales for software will be subject to scope; this is due to software being an unknown quantity, and dependant on multiple variables both inside and outside our level of control.

All orders are received into our Public Sector Contract Administration Department, where the details of the order and the requested installation dates are recorded. The order is placed on the system ensuring that any delivery dates are clear for the Transport Department to meet. In the rare event of any delays, customers will be notified and kept up to date to ensure that they know exactly when the goods will be delivered.

Order Management communications typically start with the Account Manager. From the first engagement and contract signing, the Account Manager works with other relevant Konica Minolta resources to co-ordinate and plan the implementation of all the products and services being installed at customer sites, ensuring that all departments within Konica Minolta meet the agreed deadlines that are set, and thus minimising down-time during the transition. Our Transport and Logistics team liaise with customers to confirm the delivery of machines, ensuring a smooth installation.

An outline of the overall Sales Order Process (SOP) from receipt of order, through to the delivery of a device has been illustrated below, and a copy of our full SOP process manual is available on request.

Redacted diagram

Full details of our order fulfilment (delivery and installation) process has been provided within our response to Question 2.2 above where it has been requested; however, a summary of the key milestones is provided below:

- **Site Analysis and Collation of Site Information** – Site surveys / risk assessments and information gathering, to establish device locations, access and security requirements, ensuring consideration of all workflow areas.
- **Pre-Installation Planning** – Co-ordination of the complete logistical installation of new equipment.
- **Pre-Delivery Inspection (PDIs)** – Configuration, and rigorous, full-functionality, and fit-for-purpose testing in our warehouses, prior to device deliveries.
- **Co-ordination of Installations** – Managing internal departments to ensure deadlines and agreed installation times are fully met.

- **Co-ordination with Ex-suppliers and Removal of Existing Devices** – Arranging removal of old devices as we install the new equipment, ensuring no breakdown of service during transition. Disposals will be under our WEEE Directive, subject to an agreed plan and arrangements.
- **Delivery and Equipment Set-Up** – To detailed locations as per the agreed schedule.
- **Packaging Disposal** – Once a machine has been installed, all packaging materials will be removed from site and returned to our warehouse for recycling.
- **Roll-Out of Training** – For equipment and software, conducted soon after installation, and this can be done in a number of ways, including onsite/offsite face-to-face training sessions and workshops, our iTraining Online Platform, and training documents including Quick guide booklets and Quick reference posters. Our response to Question 3.1 below provides full details on Konica Minolta's training options, where this information has been requested.
- **Satisfaction Surveys** – Conducted post-installation to ensure we have performed in every aspect and met your expectations.
- **Post-Installation Review Meetings** – To pick up on any areas that require any further attention.

eCommerce

Konica Minolta is capable of creating "bespoke" administrative systems to suit individual customer requirements. Our ERP platform is SAP; this manages all billing, and provides the functionality and flexibility to tailor customers invoicing requirements, and all members of our Contract Administration are fully trained on this system. We also have detailed guides for all billing processes, ensuring key information is at hand, and billing matters are conducted accurately the first time.

In order to set up and implement the appropriate billing for customers' requirements, we would arrange an "information gathering" call or visit with their key contacts prior to the go-live date, with the aim of ensuring we collate the correct data required for accurate billing.

Konica Minolta typically invoices usage (cost-per-copy) rates in arrears, and leasing costs (hardware and software) in advance; and invoicing can occur at variable frequencies specific to the customer, including monthly, quarterly, half-yearly, or annually.

Our Administration Department will typically issue invoices to a single billing address to be provided by customers. Duplicate and e-billing copies can also be issued, if requested – these are typically in PDF, with a backing-sheet in Excel as appropriate; though we are able to discuss and provide other file formats to customers, such as XML and CSV to suit their requirements.

Payment to Konica Minolta can then be made in a variety of ways, including cheques, BACS, direct debit, and credit card payments.

Our standard billing options are as follows:

- **Single Machine Invoicing** – This represents the billing for one single machine.
- **Consolidated Billing** – This represents the billing for multiple machines on one invoice, but with one set of detail for each machine defined on the contract. A consolidated invoice can be set up to bill for groups of machines (e.g. Cost Centre or Location).
- **Billing Extract** – Multiple invoices, or a single consolidated invoice details can be extracted to a spreadsheet to suit the customer's needs. This option that we provide on request allows the customer to block the charges in any order (e.g. Cost Centre or Location).

Our standard billing processes are generally in line with most customers' requirements; it however remains our intention to work with all customers to ensure that they receive the billing service that they require.

Community Benefits

Konica Minolta is committed to supporting the communities within which we, and our respective customers, operate. To this end, we support a number of community programmes throughout the UK, even going beyond the Authority's requirements.

Targeted Recruitment

REQUIREMENT: *The targeted recruitment and training of the long-term unemployed and those further from the job market (by way of apprenticeships, work placements etc.);*

Within our recruitment activity, we seek diversity in our candidates and therefore look at various ways to attract the best candidates.

We work with a number of Universities and Colleges, and our talent strategy has a huge focus on apprenticeship activity.

We have access to a number of Universities' job boards, which are accessed by current students, as well as those who have graduated or otherwise left, and may still be seeking employment.

Some of our current and past initiatives and commitments are detailed below:

- **Skilled Job Opportunities:**

As the Authority is aware (through MI and scorecards we issue regularly on the current Framework), some of our current Scottish-based roles, such as the full-time Project Manager and Service Delivery Manager, were created to cater to the large customer accounts we were awarded through the current Framework.

Furthermore, a new Marketing Partner role has been created, to better meet the needs of promoting the Framework should we be fortunate enough to retain our place on new Framework. This growth in Scotland has enabled us bring such employment benefits to the Scottish community, and we hope to continue this into the new Framework.

- **Skills Careers Fairs:**

Konica Minolta regularly attends Career Fairs to support students in their career decision making processes; we inform them of the company and industry as a whole.

We have forged direct relationships with 8 colleges across the West Midlands and North East regions, and have attended several such events in the last year, with more to follow over this year.

A recent Career Fair at *Leeds City College* was success, with over 25 students registering their interest in a career with Konica Minolta.

We have since recruited 3 of these candidates into permanent paid apprenticeships programmes as part of our *Pathfinder Career Development Programme*, which aims at developing the skills of our entry level Trainee Technicians, through to the Professional and Expert Technician levels, and finally to our Master Technician accreditation. The Pathfinder programme and associated training offers our technicians the opportunity to gain the industry-recognised "Outward Associate" qualification.

Furthermore, as a large University, we have already contracted for two additional placements to join us in January 2018.

- **Enterprise Skills Careers Education Programme:**

The *Enterprise Skills Careers Education Programme* forms supports our commitment to becoming an 'Employer of Choice'; we work with local schools to encourage talented young people to consider a career with Konica Minolta.

We recently sponsored a number of events organised by the *Enterprise in Education Partnership Limited*. Groups of around 75 pupils attended Career Educational Days to learn about different career options available to them; we also broke down myths relating to stereotypes of gender-specific roles.

The pupils were also introduced to skills required in the workplace, including the importance of communication, team-work, and leadership. Each session ended with a challenge, with pupils being required to work together in teams and present their final recommendations to a panel, thus allowing them practice their new learnings.

- **Networking Event – Changing Perceptions:** In September 2016, Konica Minolta's Women's Network (details further below) hosted the first 'Networking Event' exclusively for women across different business departments to meet. The event was a chance for female staff to:
 - Understand how to progress their careers
 - Learn from other women's experiences
 - Meet with colleagues in a social and professional environment
 - Expand their network and elevate their own profiles
- **Previous Initiatives:**
 - **Prince's Trust:** Although no longer a corporate sponsor of the *Prince's Trust*, some of our past initiatives have included partnerships with organisations such as the Prince's Trust, which helps to support young, disadvantaged people in the UK to gain the key skills, confidence and the motivation required to change their lives for the better. The Prince's Trust targets and supports the long-term unemployed, educational under-achievers, offenders, ex-offenders, and care leavers. A particular focus of The Prince's Trust is a programme aimed at enabling 16-25 year olds develop their confidence, motivation and other skills through team work in the community, and the Trust has developed courses aimed at guiding the hardest to reach people into a suitable programme.
 - **Recruiting Leavers from HM Armed Forces:** Partnering with *Help for Heroes* and a national supplier, Konica Minolta recruited leavers from HM Armed Forces, including trainees in our Field Service Technician roles.
 - **Apprenticeships:** In September 2012 Konica Minolta launched an apprenticeship scheme for Field Service Technicians. Delivered by *Pearson in Practice* – rated as outstanding at its OFSTED inspection, and cited by them as one of the top 12 work based learning providers – the scheme was developed and is supported by Konica Minolta and other major players in our sector. Its aim was to give 8 young people, between the ages of 16 – 24, the opportunity to undertake an apprenticeship called *The Advanced Apprenticeship for Print and Document Solutions*. On successful completion of the Apprenticeship, an Edexcel BTEC Level 3 Qualification would be awarded.
 - **NVQ Qualifications:** Konica Minolta offered employees the opportunities to register on government sponsored 'Apprenticeship' programmes, and undertake NVQ qualifications at various levels. The programmes delivered were in Management, Team Leading, Customer Service and Business Administration. Learners selected the programme most applicable to their job role to ensure that they could produce the evidence required to gain their qualification. Roughly 60 colleagues registered for this qualification.

Educational Benefits

REQUIREMENT: Educational benefits to communities, including working closely with educational establishments and community groups to maximise educational opportunities that arise through performance of the agreement, increasing awareness, skills and digital accessibility;

It is well known and evidenced that the Managed Print Services industry is not the most gender neutral, particularly in departments such as Service and Sales. Although the industry is continually defined by changing customer ambitions, new priorities and a different set of challenges, it remains challenged in attracting a diverse workforce.

In the UK, Konica Minolta has recognised this trend, and noting that businesses with an all-male board missed out on £430billion of investment in the last financial year, it is seeking to change perceptions, and has created an initiative to rectify this imbalance.

Globally, Konica Minolta's workforce is made up of 85% men and 15% women; in its UK operations, the statistic is only slightly improved, with females making up 26% of the total of over 900 employees.

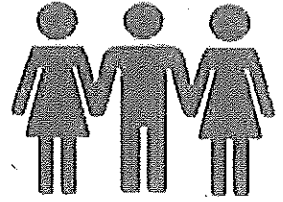
A little over a year ago, the [REDACTED], gathered like-minded staff across the business to discuss how this trend could be remedied. The first item on the agenda was to examine the reasons for the unconscious bias, and the resulting possibilities encompassed.

The challenges around being a 'minority' worker were discussed, and the need for group support was evident, and thus the '**Women's Network**' was established.

Intent not to create reverse biases within the network, despite the name, it was decided from its creation that the

'Women's Network' would be a support vehicle for all members of staff, both female and male alike, creating and promoting a workplace that attracts, and is inclusive of everyone:

- Providing a trusted environment
- Aiding external recruitment
- Celebrating difference
- Aiding career progression
- Driving competitive advantage
- Providing business value to our customers through diversity



The core members of the Women's Network are women from across all departments across the UK arm of Konica Minolta, featuring representatives from:

- Logistics
- Sales
- Talent Acquisition
- Finance
- Communications and Employee Experience

Specific promotional activities that the Women's Network has conducted across various educational establishments include **promotion in primary schools**.

Noting that the awareness and influence of gender bias in different industries and role choices generally manifests itself in the last year of primary school, when children are between 10 and 11 years of age, the Women's Network was keen to promote female-centric leadership and engineering as a career option to this target group.

In June 2016, the Women's Network visited three primary schools local to the Konica Minolta headquarters in Basildon, Essex, in conjunction with *Women in Engineering*. Here, they led a discussion, and ran an interactive engineering exercise with the children. This promoted engineering as a career option for girls. The feedback was very positive, leading to further series of talks at primary schools being scheduled.

Other educational, community based CSR activities with which we have been involved include:

- **National Women in Engineering Day** – run by Konica Minolta's Women's Network, through visiting UK schools to inspire girls into technology and engineering roles.
- **Essex Skills Board Tutor CPD** – Show cases Konica Minolta to local college tutors; demonstrating the skills and experiences required from engineering and technical trainees, to help them apply practical, real-life scenarios to students' learning.
- **Essex Education and Industry STEM Programme** – A Careers Education Programme supporting Career Advice Days for five schools based within close proximity to our UK head offices in Basildon. At these events, students learn about career options and the professional world at large.

Working with Local SMEs

REQUIREMENT: *Awareness of opportunities, either in a prime or sub-contracting role, for small to medium (SME) sized businesses and social enterprises. This should include opportunities for organisations with expertise in:*

- *Provision of the requirement*
- *Service delivery*
- *End of life management of equipment, promoting their re-use, re-manufacture and recycling as well as compliance with security and WEEE requirements*

Konica Minolta prides itself on working with locally-based suppliers, and further building economies in which we operate, and we give small businesses the opportunities to compete for supply and sub-contracting opportunities resulting from the contract delivery; we work with local teams, and use local business directories to source potential suppliers.

The example relating to the current and new Framework is specifically in Orkney, where Konica Minolta's engineer resource is sub-contracted to *Orkney Office Supplies Ltd.* – a local, strategic sub-contractor with whom

we have worked for several years.

Please note that where we utilise the services of third parties to deliver against an element of a contract, all obligations and liabilities will remain with Konica Minolta.

In order to ensure that the 3rd party adheres to the SLAs within the contract, Konica Minolta will only use our strategic Alliance Contractors with whom we have a robust general trading contract, and we also establish back-to-back contractual terms and conditions that mirror the agreements we have in place with the Authority (where applicable), and our customers.

Further UK Community Initiatives

REQUIREMENT: *The Authority will work with Contractors to voluntarily go beyond contractual requirements and the minimum legal requirements in pursuit of environmental and social objectives in their daily business operations.*

Between June and July of 2015, Konica Minolta undertook a *Global Engagement Survey* of all its employees across the world. Conducted by the Human Resources team in the Japanese global Head Quarters, and an external HR Consultancy, the survey invited employees to give open and honest feedback on the company as a whole and their role within it. The purpose was to evaluate the current situation in each of the Group's companies and confirm the position of each organisation through comparisons, both within the wider Konica Minolta Group, and with global enterprise benchmarks provided by the HR Consultancy.

The Global Engagement Survey was designed to prompt action from the leader of each organisation within the Konica Minolta Group, keeping our goals at the forefront, and ensuring the feedback was used as a tool improve Konica Minolta's competitiveness.

In the UK, the survey feedback highlighted a lack of opportunity to connect with local and wider communities through charitable and fundraising activities.

As a result of the survey feedback, our [REDACTED], set up the 'Charity Committee' – a group of staff from across the UK business, chaired by the [REDACTED] with an aim of ring-fencing a portion of the annual budget to support national charities and further enhance our CSR commitment.

In August 2015, the Committee identified a group of potential charities to support, all with a focus on either female-centricity or the environment. In order to receive full support from employees, it was decided that at the company-wide event in October 2015, all staff would have the option to vote for two chosen charities (out of a shortlist of four in each category) for the company to then support in 2016.

The charities selected were *Refuge* and the *Woodland Trust*, each chosen with overwhelming majority, and discussions began to establish how these charities could be best supported.

Support was designed to be provided via fundraising, as well as through engagements aimed at raising awareness; and to educate Konica Minolta employees on the work of both charities, and the important causes for which they campaign.

Alongside a significant annual contribution to each charity, a calendar of activities for each charity was designed, and fundraising commenced across all Konica Minolta regional offices throughout the UK.

Further information on each charity, and the work Konica Minolta is doing to support them, is provided below.

- **The Woodland Trust:**

As the UK's largest woodland conservation charity, the Woodland Trust is the leading voice for woods and trees, seeking to protect existing woodland, restoring ancient woodland, and creating new woodland.

In March 2016, Konica Minolta became an 'Oak Member' of the Woodland Trust, the highest level of Corporate membership available.

As an 'Oak Member', our initial donation enables the Woodland Trust to buy and plant an acre of new native woodland and maintain it forever.

By demonstrating our support and sponsorship of the Woodland Trust, we hope to subsequently impact on the buying behaviour of our customers, as well as ourselves.

Specific projects Konica Minolta has conducted with the Woodland Trust include:



Save the Pine Forest at Loch Arkaig, Scotland:



irreplaceable pine forest.

Loch Arkaig Pine Forest is being sold by the *Forestry Commission Scotland* under the National Forest Land Scheme, which gives community organisations the chance to buy land where this will provide increased public value.

The Woodland Trust is partnering with Arkaig Community Forest – a small group of local residents who share an ambitious, far reaching and long-term vision for the 2,500-acre site – to fully restore this exceptionally rare and

Woodland Trust has a goal of raising £500,000 to buy the forest and save it from development, before raising a further £4million to restore it to past glories, encouraging growth of new wildlife rich pine forest; a restoration goal that will take approximately 20 years to achieve.

The staff at Konica Minolta chose to support the Loch Arkaig campaign, and in July 2016, raised £5,652 towards the £500,000 purchasing. On Friday 7th October 2016, representatives from Konica Minolta – including [redacted] – presented the cheque to the Woodland Trust.

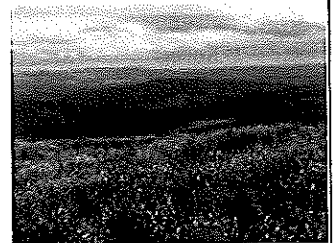
Tree-Planting Days, Stirling and Hertfordshire:

In November 2016, Konica Minolta took part in a 'Tree Planting Day' in the Woodland Trust owned Heartwood Forest, near Sandridge in Hertfordshire, involving 80 delegates, including staff, customers and prospective customers.

A further 'Tree Planting Day' is set for 10th March 2017 at the Woodland Trust's Glen Finglas site, in Stirling, Scotland. As an 'Oak Member', Konica Minolta has enabled the Woodland Trust to buy and plant this acre of new native woodland, and maintain it forever.

15 staff from our Livingston office, and others from our Aberdeen and other offices throughout the UK will be attending.

We have also extended invitations to several customers, who plan on also attending the event.



Refuge:



For women and children.
Against domestic violence.

Refuge is the leading charity campaigning against domestic violence in the UK. Since they opened their doors in 1971 in West Chiswick, they have offered support and refuge to innumerable women escaping violence in the home. On any given day, they support 3,800 women and children.

In March 2016, Konica Minolta became a corporate supporter of Refuge, and over the past year we have done a huge amount to raise money for Refuge and support the many families using their services.

Including our business contribution, we gave **£35,913** during 2016, and this is equal to 700 nights in a refuge, including the emotional and practical support.

Specific fundraising activities have included the following.

March 2016:

Employees took part in a collection of hundreds of toiletries and other essentials of daily life, to donate to Refuge throughout the UK.

All donations from Konica Minolta's regional offices in Scotland and other locations, were transported and delivered free of charge to Refuge's sites using our transport partners.

June 2016:

Konica Minolta pledged to donate £12 per employee (£1 per month) to one of the charitable causes – all staff had to do was nominate the charity to which the donations would go to. 506 employees chose to donate their £12 to Refuge, raising £6,072.

In the same month, Konica Minolta's hosted a sports day event, during which £780 was raised. Over 80 colleagues started with an Insanity warm up, and then took part in a series of team activities, including mind games, athletics and football. Refuge joined the event highlighting how funds raised was being spent, and the difference Konica Minolta is making.

August 2016:

On Friday 5th August 2016, Konica Minolta staff members began the '**3 Peaks Challenge**' – an ambitious attempt to climb the three highest peaks in the UK, Ben Nevis, Scafell Pike and Mount Snowdon.



Twelve staff from across the business made their way to Glasgow to begin the journey to Ben Nevis. Beginning the trek at 6pm, the climb was done in freezing conditions and total darkness, but all climbers completed the peak in 5.5 hours.

After a long journey to Scafell Pike, the climb was successfully completed in just 3.5 hours, thanks to the favourable weather conditions.

In conditions that could not have been more different, the trek to the summit of Snowdon was undertaken in heavy rain. Despite an exhausting climb, the challenge was completed at 22:20 on Saturday 6th August 2016, just over 30 hours after the trek up Ben Nevis began.

Through this challenge alone, Konica Minolta raised £11,981 for Refuge – a staggering amount that will enable a woman and her children to be supported in a Refuge for over 230 nights.

For all staff who didn't take part in the '3 Peaks Challenge', there were several other fundraising activities to get involved in, and help reach this target including:

- Pedometer Challenge – all staff were given a pedometer and tasked with walking 10,000 steps a day for 2 weeks
- Dress down days in all regional offices
- Quiz evening

November / December 2016:

Employees took part in a collection of hundreds of toys to donate to Refuge throughout the UK, in a bid to bring joy to children and families during the Christmas period.

All donations from Konica Minolta's regional offices in Scotland and other locations, were transported and delivered free of charge to Refuge's sites using our transport partners.

Additional fundraising activities conducted included Dress Down Days, and Christmas Jumper Days.

March 2017:

8th March 2017 is International Women's Day – a global day celebrating the social, economic, cultural and political achievements of women.

At Konica Minolta, we see this as an opportunity to support our chosen charity and provide women in Refuge's throughout the Country with the essentials they need for daily living.

Due to the haste in arriving at a Refuge, women and children often arrive with nothing. Through donations of much needed baby products throughout our offices, we believe can help make their lives a little easier.

Accordingly, from 6th to 10th March, collection stations will be available at each of our offices for baby products including nappies, baby wipes and new baby clothes.

As an alternative, there are also donation boxes for staff to donate money.

On 10th March, all donations will be sent to Refuge, who will distribute to their centres.

2.4. Exit Management (Weighting 20%)

The Contractor must ensure an efficient migration to their services at the beginning of a contract and likewise to an alternative service at the end of the contract. Contractors will be expected to establish robust Exit Management plans at both a Framework and Call-off Contract level in line with the documents *ITT – Schedule 1a (SoR & KPIs) – Office Equipment* and *ITT - Framework Agreement Terms and Conditions – Office Equipment*.

Contractors must describe how they will facilitate these Exit Management requirements and ensure a seamless transfer between services. Contractors should also describe how Exit Management at a Framework and Call-off level will differ, and how this will be managed. Contractors may find it useful to provide relevant examples of how Exit Management has been successfully managed previously.

Response:

Konica Minolta confirms we will have a robust Exit Plan when the Framework Agreement comes to the end of its duration, and shall include or address the matters as specified in Clause 45.4 of the Framework Agreement terms and conditions. We will facilitate exit management processes and procedures to ensure a seamless transfer between services.

Konica Minolta has been fortunate to retain its position as a leading supplier on many National Public Sector Framework Agreements. Having never been unsuccessful in retaining our position on a Framework Agreement, the information below details our exit processes and procedures if we were unsuccessful.

Konica Minolta's [REDACTED] has recently submitted a copy of this Exit Strategy to the Authority.

Framework Exit

Konica Minolta is committed to undertaking a smooth transfer of services upon the expiry and termination of the Framework Agreement. Konica Minoltas approach to exit management will be based on full disclosure of all information relevant to the provision of the service to ensure that all parties are appropriately prepared for contract termination and that each party understands its responsibilities (and associated costs) and the dependencies on it leading up to and during any exit transition.

Generally, three months prior to the expiry of the Framework Agreement or upon notification of termination, an Exit Project Manager will be appointed who will be a single point of contact for all information requests from the Framework contract team or a potential future service provider. The Exit Project Manager will be supported by the following key Konica Minolta stakeholders:

- [REDACTED] – addressing financial and contractual areas, including novation
- Other technical resources as required.

The Exit Plan will define the responsibilities of Konica Minolta in preparing for, leading up to, and during exit. The Exit Transition Manager will be responsible for the execution of this plan and will act as the single point of reference for matters related to the plan.

Methods and Procedures

In line with our internal methodologies, we will formally constitute the Exit Plan as a project. Konica Minolta will produce a project document based on the outline plan that will describe, amongst other things, resourcing, dependencies and risks.

Resources

The Exit Plan will be overseen by the Exit Project Manager, who will be responsible for the preparation of a resource plan. The following table outlines the resource requirements from the parties to address the required

issues and to achieve a smooth transition (times are for example purposes).

Description	Konica Minolta	Framework
Exit Project Manager to manage the Exit Plan	3 months part time	3 months part time
Service Delivery Manager to facilitate knowledge transfer	2 months part time	2 months part time
Legal Team to undertake Third Party Contract negotiations	As required. Minimum 5 days full time	5 days full time
Account / Business Manager to facilitate commercial processes	As required. Minimum 5 days full time	5 days full time
Technical Resources	As required.	-

The cost (and amount) of providing any resource to undertake the Exit Plan will be identified in the plan.

Scope of the Exit Plan

The Exit Plan will cover all aspects of the service that will be subject to transition on exit, including:

- **Due Diligence** – Where appropriate, the Exit Plan will make provision for supporting due diligence activities of the Authority's chosen supplier of service.
- **Other Documentation** – Konica Minolta will provide other documentation necessary for the provision of the service, including:
 - Relevant processes and procedures;
 - Details incidents during the previous 12-month period;
 - A list of work in progress, including but not limited to ordered services and product supply. This list will identify who will be responsible for the completion of each outstanding item of work;
 - Details of all advance payments for services not yet fully delivered.
- **Communication** – Three months prior to expiry of the Agreement or upon notification of termination, if earlier:
 - The Authority and Konica Minolta will agree a communication plan to apply up to and during transition;
 - A set of workshops will be agreed with the Authority and any new service provider for Konica Minolta to deliver the information identified in this plan to the new service provider.

All information to be communicated with staff, relevant trade unions, suppliers and the Authority will be subject to prior agreement of both the Authority and Konica Minolta.

Preparation of Exit Plan

Within sixty (60) days of the Commencement Date, (or the time agreed by both parties), Konica Minolta shall prepare a draft Exit Plan in accordance with the Authority's requirements and submit that plan for approval.

Konica Minolta shall prepare draft updates to the draft Exit Plan from time to time to ensure that it is up to date and accurately reflects the then current Services and the manner of their provision. Such draft updates will be prepared by Konica Minolta at least one per annum, and in any event within:

- (a) Thirty (30) days after any change in the scope of the Services; and
- (b) either:
 - (i) Seven (7) days after the date of any notice of termination; or
 - (ii) Sixty (90) days prior to the expiry of the Framework Agreement.

In preparing the draft Exit Plan or any draft updates thereto the Konica Minolta shall cooperate in good faith with any reasonable requests of the Authority.

The Authority shall provide such information and assistance to Konica Minolta as is reasonably required for the

preparation of the draft Exit Plan and any draft updates thereto.

The draft Exit Plan and any draft updates thereto shall be subject to mutual approval. If the Authority have any comments on the draft Exit Plan or any draft updates thereto, Konica Minolta shall promptly prepare a revised Exit Plan which meets the Authority's concerns and submit it to the Authority for its approval, provided that if the costs associated with any such requests are material these shall first be discussed in accordance with the Change Control Procedure. Konica Minolta shall not unreasonably withhold or delay its agreement to making any changes proposed by the Authority.

Once the draft Exit Plan is approved by the Authority it shall be the "Exit Plan" for the purposes of this Agreement. Once any draft update of the Exit Plan is so approved, any references in this Agreement to the "Exit Plan" shall be deemed to be references to the Exit Plan as updated.

Once approved, the Exit Plan may not be amended except where agreed by both parties in accordance with the Change Control Procedure.

Each party shall comply with their respective obligations under the Exit Plan.

Exit Plan

As a minimum, the Exit Plan shall set out:

(a) the activities required to be undertaken by the Konica Minolta in order to facilitate the smooth handover of the Services (or part thereof), to the Authority or Replacement Service Provider;

(b) the timetable and manner in which the Services (or part thereof) are to be transferred to the Authority or Replacement Service Provider;

(c) a detailed description of the:

(i) continuing provision of the Services during the Exit Period;

(ii) activities to be undertaken by both parties in effecting the transition of the Services from Konica Minolta to the Authority or Replacement Service Provider;

(d) the management structure to be employed during the transfer and cessation of the Services;

(e) appropriate measures to minimise:

(i) disruption to the supply of Services to the Authority during the Exit Period;

(ii) the costs payable to third parties by the Authority as a result of termination or expiry

(A) the Exit Data not less than twenty (20) days prior to the termination or expiry of this Agreement (or, where termination of this Agreement is on less than twenty (20) days' notice as soon as reasonably practicable after the date of the notice of termination);

(B) an updated version of the Exit Data:

(I) on termination or expiry of this Agreement;

(II) at the end of the Exit Period; and

(III) also at such other times as the Exit Plan may specify.

Exit Obligations

During the Exit Period the Service Provider shall:

(a) provide reasonable assistance and appropriate resources to the Authority and Replacement Service Provider to facilitate the orderly transfer of the Services to the Authority or the Replacement Service Provider in accordance with the Exit Plan;

(b) continue to provide the Services in accordance with:

(i) any relevant Service Levels in force at the date of termination or expiry; and

(ii) terms of this Agreement;

(c) provide such assistance to the Authority with regard to the transfer of the Service

(d) provide such information and assistance as agreed.

(e) return to the Authority all Data save that where any Authority Data is in a form incapable of being returned or has been copied into another document, it shall be destroyed or erased, as appropriate (in which case the Service Provider shall certify such destruction or erasure in writing to the Authority);

(f) carry out such security tasks necessary to identify security and operator risks inherent in the transfer of the Services and inform the Authority of such risks and possible preventative and curative measures necessary to deal with such risks;

(g) immediately prior to the end of the Exit Period:

(h) provide to the Authority a detailed description and status report of all:

(A) errors which have not been corrected;

(B) problems not resolved and any planned or agreed changes to the Services which have not been fully implemented at the termination of the Exit Period;

(i) vacate any of Konica Minolta, agents or subcontractors from the Premises; and

(ii) remove all Konica Minolta Assets (other than Konica Minolta Assets which are to be transferred to the Authority) causing as little damage as possible to such Premises and making good any damage that is caused in the course of vacating the Premises and/or removing the Service Provider Assets.

(iii) carry out the Exit Obligations and any other activities pursuant to the Exit Plan in such a manner so as to cause as little disruption as possible to the Authority's business.

If for any reason there is no Exit Plan at the start of the Exit Period, Konica Minolta shall provide, at the request of the Authority, all reasonable assistance to the Authority, including the performance of the Exit Obligations, to accomplish the smooth handover of the Services.

Exit Plan – Framework Requirements

Timescale for the transfer period, including an understanding that once the final date is agreed and passed, orders/arrangements can still be fulfilled but not under the Framework T&Cs.

If the situation arises where Konica Minolta are no longer an approved Framework supplier under the replacement Scottish Government Framework, SP-16-013, we will ensure our sales function is notified that no new orders can be placed, unless there are call-off contracts in place which require fulfilment. Any further interaction with Public Sector customers in Scotland, and any subsequent orders, would be contracted under different terms and conditions.

Outline a task schedule, showing all tasks that are required before the end of the Framework, including task durations and a "responsibility matrix" i.e. what is required from the Authority to fulfil all responsibilities. Examples of the tasks may be; ending the Framework pricing (Supplier responsibility); removal of supplier contact details and catalogues from SharePoint (the Authority responsibility); production of an Exit Management PID (Supplier/the Authority shared responsibility).

[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

- Creation of the Exit Management Project team, create and agree objectives, agree frequency of the meetings. Implementation of the Exit Management delivery phase.
 As per the previous table, Konica Minolta will assign an Exit Management Team at the start of the exit process. This team will be responsible for the production of the exit management PID in conjunction with the requirements of the Authority. This PID will include details of the agreed objectives, frequency of meetings, and the overall strategy for the exit management phase.

 - Provide a named individual to act as the single point of contact and liaison with the Authority and to coordinate the necessary activities.

As confirmed in an earlier section, Konica Minolta will assign an Exit Project Manager if unsuccessful with our bid for Framework reference SP-16-013. [REDACTED]
- Deliverables to be set and agreed, including resources required and risks/issues identified. These areas are listed in previous sections of this exit strategy document. All deliverables will be agreed and set by both parties.

 - Agree the content and frequency of communications to stakeholders (prior sign off of content from the Authority if required)

As per the point above, Konica Minolta will work closely with the Authority to ensure all deliverables are met and agreed by both parties, including the content and frequency of communications to internal and external stakeholders.
- Sign off exit management delivery.
 All actions, objectives and plans will be agreed between both parties and signed off before delivery.
- Understanding of the length of time the single point of contact will be in place to perform the activities outlined in the Exit Plan after end the end of the current Framework.

Konica Minolta will not place any restrictions on the length of time our chosen contact will be in place to work

with the Authority during the transition period. We will ensure the assigned Exit Project Manager and Framework Manager, Andrew Nixon; will be in place for the duration of the change process, until project sign off by both parties.

Individual Customer Exit

Konica Minolta's service is about managing our customers' fleet from day one, and the first thing is to get a clear view of the devices which need to be swapped out as a matter of urgency to allow the continued seamless service delivery. Konica Minolta will work with all suppliers within the customer organisation to ensure there is no breakdown of service during the transition phase, and all potential problems will be identified early. The Konica Minolta approach to exit management will be based on full disclosure of all information relevant to the provision of the service to ensure that all parties are appropriately prepared for contract termination and that each party understands its responsibilities.

Konica Minolta is committed to undertaking a smooth transfer of services upon the expiry and termination of the Agreement. Generally, six months prior to the expiry of the Agreement or upon notification of termination, an Exit Transition Manager will be appointed who will be a single point of contact for all information requests from the customer or a potential future service provider. The Exit Transition Manager will be supported by:

- Account Manager – Konica Minolta Public Sector Named Account Manager
- Contract Manager – addressing financial and contractual areas, including novation
- Other technical resources as required.

The Exit Plan will define the responsibilities of Konica Minolta in preparing for, leading up to, and during exit. The Exit Transition Manager will be responsible for the execution of this plan and will act as the single point of reference for matters related to the plan.

Methods and Procedures

In line with our internal methodologies, we will formally constitute the Exit Plan as a project. Konica Minolta will produce a project document based on the outline plan that will describe, amongst other things, resourcing, dependencies and risks.

Konica Minolta's contract exit strategy is governed and controlled by our standard PRINCE2 aligned process of project management and co-ordination. The control process is an end-to-end solution managed throughout the contract, in order to minimise any adverse impact on the customer business activities.

At approximately six months prior to the end of the contract term, Konica Minolta will prepare a draft exit plan for joint review with the customer, engaged procurement organisation, the new service provider and Konica Minolta.

As a minimum, the Konica Minolta contract exit plan will include the following items:

- (a) the activities required to be undertaken by Konica Minolta in order to facilitate the smooth handover of the services (or part thereof), to procurement organisations, or to the new service provider(s);
- (b) the timetable and manner in which the services (or part thereof) are to be transferred to buying organisations, or to replacement service providers;
- (c) a detailed description of the:
 - (i) continuing provision of the services during the exit period;
 - (ii) activities to be undertaken by both parties in effecting the transition of the services from Konica Minolta to buying organisations, or to replacement service providers;
- (d) the management structure to be employed during the transfer and cessation of the services;
- (e) appropriate measures to minimise:
 - (i) disruption to the supply of services to buying organisations during the exit period;
 - (ii) the costs payable to third parties by buying organisations as a result of termination or expiry;
 - (iii) identification of, and a timetable for, the transfer to buying organisations, or to replacement service providers