Blueprint for Change

Endeavor Management
2008-2012

The Needed Element for Understanding and Action
BLUEPRINT FOR CHANGE COMPETENCE

This blueprint has been developed for Endeavor Management (EM) and our EM counterparts. We don’t expect you to read the complete blueprint in one sitting. We suggest reading the Executive Summary plus the Introduction and then select from the Table of Contents those sections that are of most interest to you.

The Blueprint is a living document that will be updated periodically to reflect accomplishments, changing conditions and lessons learned. As we introduce the Blueprint version 1.0, we invite your feedback on how you are using this tool and how we can make version 2.0 even better.
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Endeavor Management (EM) has been very successful in building a world-class company, recognized throughout the industry for bringing new ideas that address market needs and for going the extra mile for our clients. This ‘extra mile’ took the form of many different value-added services that were bundled as part of the sale of the package. Over time the extra mile became longer, often representing as much as xx% of product ‘sale’. But we are not managing this substantial portion of our revenues – and potential profitability – as a business. No organization can afford to have xx% of its revenues unmanaged, which is the reason EM formed a Change organization in 2007 and launched a major strategic initiative to build a world-class change business on par with our technology business.

We have set some challenging goals to grow the Change business to $xxx million in revenue by 2012, with net at xx%, and to become the undisputed market leader in the Change market. Achieving these goals will require a significant change to the way we organize and deliver our Change business. As a business, we must…

True customer satisfaction is ultimately about relationships. We want to professionalise and institutionalise Change ‘excellence’ processes, actions and behaviors across the enterprise so our clients experience the same high interaction, high quality outcomes with a Change team from one country to another, from one engagement to another. To achieve this level of ‘Change Competence,’ we are focusing our transformational efforts on…

- Leveraging our unique position at the niche area to create a total value proposition that is significantly better than any competitive option
- Collaborating in innovative partnerships with other Endeavor Management segments and with selected companies that have broad client relationships but lack the expertise and/or global coverage that are recognized EM strengths
- Moving from a customer transaction mindset (one-way street) to a customer interaction mindset (two-way street) – going beyond ‘the next deal’ to mutual and ongoing exploration of solutions
- Demonstrating and validating operational value in every client engagement (business value to clients and financial results to EM) – going beyond just delivering on price, quality and service and striving to give clients unique, comprehensive ways to win in their business
The five-year Change Competence transformation program is organized into three phases.

1. **INITIATION PHASE (2008):** Building the foundation for a robust services business by analysing and strengthening those business practices, processes, competencies and skills, tools and measures of performance required to meet our 2012 goals...
   - Strategic focus areas for Business Development are Technical Consulting Services, Project Delivery Services, Education Services and Support Services
   - Strategic focus areas for Capabilities Development are Marketing, Sales Engagement, Human Capital, Business Models and Delivery Efficiency
   - Strategic focus areas for Field Engagement and Account Engagement that were selected to give us the largest return and our customers the greatest value

2. **IMPLEMENTATION PHASE (2009-2010):** Achieving a standard minimum level of capabilities in all countries – segmenting the market, coordinating a large portfolio of end-to-end services, choosing (and winning) the best opportunities within the framework of our portfolio and delivering efficiently

3. **EXPERTISE PHASE (2011-2012):** Achieving a higher level of capabilities in all countries, successfully implementing a fundamental shift in the Change business model, solidifying our market leadership position and earning valued, trusted advisor relationships with all key clients with whom we ‘share destinies’

We are targeting initial projects with a high degree of leverage. Most of the projects will strengthen multiple capabilities, which in turn enables us to build the initiation for achieving our 2012 goals. Program rollout begins in January with meetings. We invite your support and participation as we begin this arduous but ultimately rewarding journey.
INTRODUCTION

WELCOME TO THE FUTURE … together we will build it. This Blueprint portrays Change as a different business than it is today, one that is more structured, customer-focused and professional. Achieving the level of business transformation and excellence in relationship management described in the story represents a performance breakthrough on par with the change breakthroughs that position EM as the thought leader, partner of choice and dominant provider of seamless change solutions.

The company has set forth some challenging goals to grow the Change business – defining and implementing a Change business model and reaching $xxx million in revenue by 2012, with net at xx%. The Change business will play a key role in achieving the company’s goals to double overall revenue to $x billion by 2012 and be the undisputed market leader in the petrotechnical countriespace by:

IMPROVING…

• Improving the depth and breadth of our client relationships to increase customer loyalty and cross-segment sales opportunities
• Leveraging local successes throughout all countries

CHANGING…

• Building proven, repeatable solutions and methodologies
• Standardizing key business processes for consistent execution in all countries
• Working together in new ways, both inside EM and with external partners

GROWING…

• Developing a portfolio of ‘good net’ services
• Ensure alignment of EM change initiatives with all Endeavor Management initiatives
• Growing our core organization’s capabilities and individual skills levels to provide new levels of service to customers, attract industry leading experts to work at EM and open more career doors within EM

The way we operate our Change business today – disparate systems, ad hoc processes, unallocated labor costs, etc. – is neither desirable nor scalable to reach our goals. In addition, our customers need to get the support of a professional and efficient team. Achieving this higher level of performance globally will require transformational effort across our entire organization. We will need a practical, implementable, measurable plan – a blueprint for change – to successfully transform today’s Change business into a high performance global business.

WHAT IS THE BLUEPRINT AND WHY DO WE NEED ONE?

The Blueprint provides a visual framework – a mental picture – of how an EM Change Business would look, after completing all the projects that will be required over the next few years to build the structure, processes and tools and to develop the requisite competencies and performance systems.

Consider a major home remodeling project. Most homeowners would not give a general contractor a check for $250,000 to start remodeling their home based on a few conversations and some magazine pictures. They expect to see the plan. A professional architect is called in to produce the necessary set of blueprints. Architects use blueprints to depict in precise detail the changes that must be made to turn the current home into the homeowners’ vision of their remodelled home. The Change Competence Blueprint is our framework for remodeling Change within EM and to the marketplace in a phased, systematic fashion.
PHASE 1 - INITIATION:
Phase 1 is building the foundation for a robust change business by analysing and strengthening those business practices, processes, competencies and skills, tools and measures of performance required to meet our longer term goals. We will establish a minimum service standard and focus initial efforts on key accounts, key countries and core services offerings. We will also leverage and knowledge-share our successes and best practices in selling both goods and services at local levels.

PHASE 2 - IMPLEMENTATION:
Phase 2 is establishing implementation for a robust change business by achieving a Competence Level in capabilities in all countries – segmenting the market, coordinating a large portfolio of end-to-end services, choosing (and winning) the best business opportunities within the framework of our portfolio and delivering efficiently.

PHASE 3 - EXPERTISE:
Phase 3 is expertise of a robust change business where we have successfully implemented a fundamental shift in business model and achieved Expertise Level capabilities in all countries. EM is recognized as the market leader all key clients. At this point we can declare ‘mission accomplished’ and focus on incremental improvements in Change delivery.

OUR INITIATION BLUEPRINT IS ORGANIZED IN THE FOLLOWING SECTIONS:
- **Strategic Drivers:** A discussion on the drivers behind our Change strategy
- **The New Direction:** A picture of the Change business in 2012.
- **The Change Competence Program:** A more detailed discussion of the strategic focus areas… (1) Business Development (2) Capabilities Development (3) Field Engagement (4) Account Engagement
- **Building the Initiation:** An explanation of the program governance structure plus an overview of the strategic projects for 2008, measures of success and plans for the program rollout

The Blueprint is intended for use by management and business owners in order to facilitate cooperation and coordination in support of Endeavor Management-wide business efforts. The Blueprint also demonstrates to Endeavor Management leadership that we are prepared to deliver winning results.

HOW TO USE THE BLUEPRINT:
**Communication:** Introducing our Change strategy is a top down effort. Executing it is an all-hands effort. The Blueprint is a useful communication tool for leadership to use in discussions with your direct reports. We encourage you to use it in kick-off meetings – to challenge your management team to create their own team and individual action plans that support the strategy and key initiatives.

**Alignment and Resource Allocation:** We cannot do everything at once … nor should we even want to do ‘everything.’ We must make smart choices and prioritize our initiatives. The Initiation Blueprint serves as a reference guide to ensure that our initiatives and projects are aligned with the strategy.

**Rigorous Execution:** Our initiation for improvement, change and growth lies in delivering the basics of the business in a consistent and profitable manner, independent of the location and project type. We must have both the resources and the capabilities to deliver key projects that support the goal of the organization. In addition, we must constantly be looking for ways to do our work more efficiently and effectively to surpass our competition in the marketplace.

**Advocacy:** No strategy or plan provides 100% satisfaction to every person in the company. There is always more that we want to do or ways to do it differently. The Change Blueprint represents the approach that we as a Change group are taking in our business. It’s about discipline and focus on opportunities and programs that we believe will deliver maximum benefits to the company and to our customers.

Bottom Line:
We are very proud of what we have achieved so far but we also believe that the BEST IS STILL AHEAD. We request your support and invite your participation to help us get there.

James Smith                  Chris Johnson
President                  Vice President

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Strategic Drivers

THE DRIVERS BEHIND OUR CHANGE STRATEGY:
In 2006, EM set out with major programs to achieve excellence in Operations, Marketing and Services. Building our Change business to perform (and complement) our other businesses will provide our customers with best-in-class solution unmatched by any other company in our marketplace.

EM has a unique value proposition. We are positioned in the niche between the change vertical market and horizontal change technologies – enabling the application of IT technologies in deploying change solutions. We are the glue that helps all the pieces fit together – databases, workflow information, decision support systems, telecommunications, storage, and infrastructure.

EM has unique differentiators that can become even stronger competitive advantages:
- Intellectual property – large investment in R&D and best-in-breed services
- Intellectual capital – a global community pool of diverse, highly experienced experts with a robust knowledge base

If we base our offerings solely on our change expertise, we are diminishing our competitive advantage, considering our global footprint and investment in human capital. We can bundle our technology and services into solutions, where technology is the necessary component and services is the value-added component for our customers. Our business cannot be fully successful in value extraction for customers unless we are on the leading edge, and excellence in change is a critical success factor for our business and our customers.

Equally important, what we learn in the change business can be leveraged back into improving existing processes. We need feedback from customers and deep customer relationships that are derived from services engagements to go back into planning for our next generation technology.

We have not yet ‘professionalised’ our change business so that people – internally and externally – recognise change as a core EM business. We know the formula ‘technology + services + market understanding = solutions’ and we know the approach must be market-driven, customer-driven. What remains is the challenging but rewarding task of execution. This is the only way to outdistance the competition and to deliver winning performance and financial results.

THE FORMULA FOR COMPETITIVE ADVANTAGE AND SUCCESS
Technology + Services + Market Understanding = SOLUTIONS
The New Direction

A FRAMEWORK FOR VISUALISING OUR CHANGE BUSINESS:
EM has made the strategic decision to grow and leverage sales of EM change products and grow in an integrated fashion, each one fueling the other – in essence, transitioning from product-centricity to solutions-centricity.

As you look at the graphic below, the mix is approximately 50% product and 50% services, with an estimated profitability from services in the region of x-x%. Looking forward, we want to execute two strategic moves:

Move #1: Upwards. The first move is to build high value on top of what we have already accomplished.
- We strengthen our services by going for **higher value creation for our clients**.
- We strengthen our services by displacing and **creating more distance between EM and our competitors**.

Executing the change competence initiatives and creating the means to address consulting for solution design and delivery, we will not only develop profitability but we will also create a space in which we have much less competition and where we get a better price premium for our services.

Move #2: Expand Business Models. The services we offer to our clients today is based on the single transaction – the transaction related to change competencies and the implementation of solutions. We need to position and market **change access as a service** – to provide clients with **more services in the realm of change management** that help them extract more value ... while protecting the price and value of our change services at the same time. In the future, we will have increasing opportunities to offer change services and continue to differentiate ourselves.

In addition, we will have to **move from the independent success that we are enjoying today in EM to joint Endeavor Management value creation**. The opportunity to work and to create additional value with the rest of Endeavor Management is dramatic.
The New Direction - cont.

The Payoff: By 2012, we have elevated EM from a reputation of selling great change knowledge to providing great client solutions. The change business is standing on its own feet, with revenue at $xxx million and profitability at xx%. In addition, the strength and growth has had a positive effect in growing our products business. EM is the company adding the most visible value to our clients. We are now as good at CHANGING the Business as we are at RUNNING the Business ... and ultimately as good at SOLUTIONS for the whole enterprise.

Based on what we know today, the anticipated contribution to revenue on the road to Change competence is represented in the table below:

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<tr>
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A VISION FOR CHANGE COMPETENCE: WHAT HAS CHANGED BY 2012...

CUSTOMER RELATIONSHIPS: We have built a robust change business with a significant number of customers among a wide base of clients. We have built deep customer relationships at multiple levels by engaging with clients to learn about their business, their goals and how we can work together to increase their productivity and return on their investment.

We recognize that if we don’t get and keep close to our customers, someone else will. We approach each new target prospect as if they were already a client, with an account management plan already in mind. We are able to do this because we have a process for developing market data profiles and customer information before we make the first ‘sales’ call. We don’t even call them ‘sales’ calls anymore; we call them ‘client engagement’ calls – meaning that we ask, listen and discuss before we present our portfolio of services.

• ‘Client engagement’ starts at the first meeting.
• We have deep customer relationships at multiple levels.
**A Vision for Change competence**

**REPUTATION:** With both unequalled change expertise and high quality client relationships and high quality service delivery, we are seen as best-in-class for both change and implementation – a highly desirable solutions provider for change operations and a highly desirable partner for those who require best-in-the-business change expertise for their implementations. We have a number of strategic partnerships on a global and regional basis – partners who we are sometimes competing against for big contracts, partners who we sometimes use for project delivery personnel, partners who sometimes use us for consulting and sometimes also for project delivery personnel.

We are the thought leader in our marketplace
- EM continues to win Excellence Awards
- Over the last five years, EM Product Marketing and services managers have published over 50 articles in publications such as the *Journal of Petroleum Technology, Energy Risk* and *Digital Energy*
- EM has been a keynote speaker at the annual *PMI Houston Conference* and conferences sponsored by *World Oil*
- The CEO of EM has taught Executive Programs at *The University of Houston, The University of Texas* and the *Wharton School’s Securities Industry Institute*, and is currently on faculty at *Rice University*.

**COLLABORATION:** We have launched half a dozen projects based on our openness, reputation and significant presence in change solutions. These projects involve developing strong partner relationships with clients and third parties along with a deeper understanding of change management. This collaboration is rooted in the openness of EM to partner and work together to build client realtionships that benefit the client/

EM has embraced the concept of ‘coopetition,’ a buzzword at the turn of the century that is closer to standard operating procedure now. Depending on the line of service, EM partners with competitors in the same or another related industries. We are very selective about these strategic partnerships. In some cases, our local partners own the client relationship and look to us for scale and global coverage. In others, we provide the specialized expertise and manage these relationships and measure results from the client’s perspective, our perspective and our partner’s perspective – always looking for ways we can work together more effectively.

• Joint programs with other Segments to market, sell and deliver solutions that add value for customers and for shareholders
• Key strategic partnerships that create new client relationships and expand market share
**PEOPLE:** We have recruited highly experienced, mature change professionals and trained new skills and competencies in our employees. We have also added more program managers to support growth in our business and deliver value to clients. Many are certified in their respective fields. We even have an alumni program where retired EM employees can work on projects in their areas of expertise. There is a knowledge-sharing portal for the EM Community, with special interest groups that give members an opportunity to collaborate both informally and formally. We may be scattered around the globe, but our several hundred EM employees have an open forum to share information and talk with one another.

**PROCESSES:** We utilize standard methodologies for all client interactions – from initial ‘sales’ call through client delivery as well as managed services. A manager who worked with our consulting group or a change team the UK and then relocates to the US will find the same engagement and delivery processes in place with the EM-US team. Utilizing the same business models and standard processes ensures that clients receive the same high quality services in operations worldwide. With standard measures of performance, all EM personnel understand how their performance will be evaluated. In addition, standard business models and processes enable smoother transitions when employees move from one location to another.

With such an outstanding reputation and high levels of professionalism, EM personnel are considered the top talent pool. EM works diligently to provide enriching development and career advancement programs as well as competitive compensation packages.

**MEASURES OF CLIENT SUCCESS:** EM has become very client-centric. Customer satisfaction is measured throughout the year. As a matter of fact, the customer satisfaction index is part of the bonus structure for all managers. And ‘customer’ is defined as both our external clients as well as our internal Endeavor Management joint business partners.

On the external customer front, rewards are based on acquiring new accounts and on maintaining business with current accounts. Everyone involved with the account – from the account manager to the people working on projects for that account – are jointly evaluated and compensated based on client activity and satisfaction. The same basic principle applies for work with our internal clients. In this way, our internal teams ‘share their destinies’ based on client engagement in the same way that EM ‘shares destinies’ with the client.

**MEASURES OF INDIVIDUAL AND TEAM SUCCESS:**

Changeexpertise is one of the requirements for all managers.

- Account managers are evaluated and rewarded based on strengthening and growing relationships with clients
- Account managers are evaluated and rewarded based on winning the opportunity and the success of the project delivery
- All members of the delivery team are recognized and rewarded based on successful delivery and client satisfaction.

- Services quality and customer satisfaction are measured frequently, and the feedback is used to improve technology, service and delivery performance.
- We are known for ‘the company we keep’ … for the long term.

**A Vision for Change competence**

- EM personnel are considered the top talent pool.
- World-class business practices and methodologies are used consistently throughout the EM world.
- Measurement of change performance is embedded in evaluations and rewards.
The New Direction

AN ORGANIZATIONAL STRUCTURE FOR CHANGE:
As demonstration of the EM commitment to growing the change business, a dedicated change management team has been put in place:
Overview of the Five Year Transformation Plan

- Technical Consulting Services
- Project Delivery Services
- Managed Services
- Education Services
- Software Support Services
- Marketing
- Sales Engagement
- Human Capital
- Business Models
- Delivery Efficiency

**Self Assessments:** Capabilities, Services Performance, Progress and Benefits

**Goal Setting:** Services Measures, Customer Targets and Offerings, Progress and Results

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**TRANSFORMATION PHASES**

**2008: Initiation**
- **Getting the house in order**
  - Leverage (globalize) local and best practices and successes
  - Establish minimum services standards
  - **Measures:** Sales (# and size of deals) and customer satisfaction

**2009-2010: Implementation**
- **Choosing the best business opportunities**
  - Maintain and coordinate a large portfolio of end-to-end services
  - Reach Implementation Level capabilities in all Markets
  - **Measures:** Sales + profitability and customer satisfaction

**2011-2012: Initiation**
- **Fundamentally shifting the business model**
  - Share destinies with clients
  - Reach Initiation Level capabilities in all Markets
  - **Measures:** Sales + profitability and customer satisfaction
Strategic Focus on Business Development

The Five Focus Areas for Business Development:

To better understand our Change business at a strategic level, we have categorized it into five lines of business:

1. Technical Consulting Services
2. Project Delivery Services
3. Managed Services
4. Education Services
5. Software Support Services

These five lines of business have very porous boundaries requiring robust cross-area communication to provide winning performance for our customers and for the company.

From both internal and external perspectives, these lines of business may be differentiated by one or more factors:

- Drivers for customer needs and requirements
- Sales cycle
- Experience level and skills set required for effective EM performance
- Pricing structures
- Length of engagement
- Business models
- Need for scale
Strategic Focus on Business Development

TECHNICAL CONSULTING SERVICES

Professional resources with expert domain knowledge who work with customers to analyze, counsel, design and plan the implementation of solutions and services that address a specific problem within their workflows. Typically, consulting services have bounded price structures, and some contracts may specify some oversight responsibilities during implementation and/or operation of a planned solution.

Why clients would want this service from EM:
- Access to professional domain knowledge, with credible outside/third party perspective, thought leadership and industry best practices
- Intimate knowledge of change work processes and a global footprint that few others have
- Unique domain knowledge

How clients measure performance and success:
- Domain knowledge coupled with industry experience
- Actionable understanding of client’s problem / situation to help them resolve situation / achieve their goals
- Knowledge transfer

TECHNICAL CONSULTING SERVICES

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PROJECT DELIVERY SERVICES

A turnkey solution – project design, implementation, deployment and project management of EM-designed solutions and services. Typically, project delivery services have specific tasks with a definable end deliverable, including a business case, project plan with milestones and a ‘go-live’ deadline, a project manager and a flexible resource plan.

PROJECT DELIVERY SERVICES

FUTURE SCENARIO:
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Why clients would want this service from EM:
- First-class project management experience and skills for on time, on target, on budget delivery – wherever in the world clients need the work
- Risk reduction, with domain expertise and depth of bench in a company with longevity, financial strength and a proven track record
- Availability of professional resources -- clients lack staff capacity to ramp up to deliver key projects
- Total cost of operation is less than implementing it themselves

How clients measure performance and success:
- Efficiency – good, consistent processes
- On time, on target, on budget delivery plus measurements agreed upon at the time of the contract, with defined acceptance testing procedures, proving the value delivered
- Competent people resources; the right people with the right tools

MANAGED SERVICES

Management of specific customer services under a long-term contract (one or more years). Typically, managed services have a defined scope of work or activity level. Managed services can be delivered on-site or clients can outsource the whole operation. On-site and outsourced services have different dynamics and requirements.

Why clients would want this service from EM:
- We provide domain knowledge and a fast turnaround time and deliver scale to bring down the customer’s costs
- Scalability / re-use / leverage – we know these processes better than anyone else
- Predictable cost structure for designed services
- We deliver where the client needs the service – no one else can match EM’s global footprint

How clients measure performance and success:
- Scale, cost
- Responsiveness, reliability
- Good processes
- Competence of our people resources; skills we offer and level of personal assistance given on-site

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MANAGED SERVICES FUTURE SCENARIO:
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Strategic Focus on Business Development

EDUCATION SERVICES

Training our clients, including public or private classes at EM dedicated training centers, private classes at client-sites and distance learning (self-instruction modules, e-learning). Clients may also have a longer-term education services contracts with EM to provide customized, professional development for their employees.

Why clients would want this service from EM:
• Expertise to increase productivity – maximize change management and project management knowledge and capabilities
• Time to value realization, especially where clients lack internal experts
• No one knows EM processes like EM

How clients measure performance and success:
• Employee use performance improvement

SOFTWARE SUPPORT SERVICES

In general terms, Help Desk service that provides a minimum standard of support as defined in the EM sale agreement. Providing customer support enables EM to interact and build quality relationships with customer users. Analysis of help desk support calls leads to opportunities for sales of training and technical consulting services and even longer-term on site managed services.

Why clients would want this service from EM:
• Availability of EM technical expertise
• Increase user knowledge and productivity

How clients measure performance and success:
• Response time
• Service quality and consistency – one-call resolutions and time-to-solution for call-backs
• Agent professionalism

EDUCATION SERVICES FUTURE SCENARIO:
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RESULT:
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BUSINESS VALUE:
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SOFTWARE SUPPORT SERVICES FUTURE SCENARIO:
Raesequi piscips usciliquat praesto ectet vulla faccumsan hent exercidunt veliqua tiscilit eugue dolore conulpute veros alit ut ut dolobore ver iurerat. Tem zzrit, cortis et lam dolor adio cons doluptaties tis duis nos et alissim nonullu ptatuer sis elismodolare modo.

RESULT:
• Raesequi piscips usciliquat praesto ectet vulla faccumsan hent exercidunt veliqua tiscilit eugu.
• Er adit, sum veliqui eugiam aciduissi blaore feuis delendre consectetum vel dunt ex enis etum venim quam volore

BUSINESS VALUE:
Raesequi piscips usciliquat praesto ectet vulla faccumsan hent exercidunt veliqua tiscilit eugue dolore conulpute veros alit ut ut dolobore ver iurerat. Tem zzrit, cortis et lam dolor adio cons doluptat tie tis duis nos et alissim nonullu ptatuer sis elismodolare modo. Er adit, sum veli.Tem zzrit, cortis et lam dolor adio cons doluptat tie tis duis nos et alissim nonullu ptatuer sis elismodolare modo.
LEVERAGING THE CHANGE AREAS:
These change areas are interdependent. For instance, almost every Project Delivery plan should contain a user training component. On-site Managed Services personnel are often in a privileged position to hear about a big project the company is planning or a big problem the company needs to resolve where the Technical Consulting team could provide some expert insight. Software Support agents can often spot a training or technical consulting need before customer productivity with the application is negatively impacted.

The graphic below illustrates the high degree of leverage we can achieve to (1) more effectively understand and meet (and exceed) our customers’ ongoing needs and (2) meet (and exceed) our financial targets at the same time.
In any successful change business, you would expect to see a high level of focus on the customer. Looking at our businesses focus areas helps us determine the respective experiences and skill levels referred to create the kinds of priority customer engagements that earn EM the ultimate position of ‘trusted advisor’ to our clients. These capabilities are developed at two levels:

- Organization capabilities: Core competencies that are found in all countries. Typically these organizational capabilities are standards, business processes and performance metrics that are consistent wherever EM operates – from Mexico to Mali to Malaysia, from Alberta to Aberdeen to Azerbaijan.
- Individual capabilities: While the change areas have some core individual skills and competencies in common, each area also has some specific sets of skills and experiences that are key to high performance on the job and with our clients.

To build a strong Change Competence Program, we have identified five focus areas for capabilities development:

1. MARKETING
This capabilities area involves...
- Research and analysis to develop ‘customer personality’ profiles and segment and target priority customers
- Marketing strategy and planning, with a practical plan and calendar to support our 2008 Initiation goals
- Identification and promotion of an EM service offerings/bundles with service attributes and value propositions for the five change areas and for target market segments
- Launch / go-to-market
- Communications tools (print/digital) to support business goals

2. SALES ENGAGEMENT
This capabilities area involves...
- Managing our sales talent to ensure they have a sales process, required levels of skills, and performance measures that match compensation
- Strategic account planning methodology and account plans for targeted clients
- Develop market-driven sales offerings with marketing group
- Sales/risk management processes with tools for scoping and bid management used consistently across all countries

3. HUMAN CAPITAL
This capabilities area involves...
- Defining and documenting skills and performance profiles for each service area
- Training and development to upskill employees and refine career paths
- Reviewing performance measures and compensation packages in line with the industry
- Providing resource planning and time tracking tools that are used consistently in all countries
4. BUSINESS MODELS
This capabilities area involves…
- Financial models with restructured overheads for improved competitiveness … moving toward 100% completion
- Defined, implemented, consistently practiced processes across all countries
- Simplified approach to change
- Defined change inputs and process to Products Development

5. DELIVERY EFFICIENCY
This capabilities area involves…
- Developing and implementing systematic guidelines for project team definitions, client feedback mechanisms and project steering approaches
- Implementing standardized delivery processes and procedures for key clients
- Developing and implementing a Service Delivery Checklist for all projects
- Ensuring consistency and quality control
- Institutionalizing knowledge sharing via standard processes and an enhanced tools
- Agreeing on principles of our Delivery Model with other segments

INITIATION PHASE CAPABILITIES ASSESSMENT:
To meet our service quality and financial targets in the five change focus areas, we need high performance in core organizational capabilities and individual skills. The Capability Maturity Model (CMM) is a methodology used to develop and refine an organization’s overall change business development process. This model describes a five-level evolutionary path of increasingly organized and systematically more mature capabilities. The use of an EM-customized project will help us assess ourselves in terms of where we stand with respect to a change business and generate the actions that will move us to the next level of performance.

CAPABILITIES MATURITY MODEL

<table>
<thead>
<tr>
<th>Capabilities</th>
<th>Chaotic Level 0 - Initial</th>
<th>Reactive Level 1 - Repeatable</th>
<th>Operationalized Level 2 - Defined</th>
<th>Pull strategy</th>
<th>Media mix and messaging based on intimate market and customer knowledge and feedback</th>
<th>Media mix and messaging based on corporate + Line of Service (LOS) levels</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketing</td>
<td>Non-strategic</td>
<td>Push strategy</td>
<td>Media mix and messaging</td>
<td>Pull strategy</td>
<td>Media mix and messaging based on intimate market and customer knowledge and feedback</td>
<td>Media mix and messaging based on corporate + Line of Service (LOS) levels</td>
</tr>
<tr>
<td>Sales Engagement</td>
<td>EM known mostly to</td>
<td>Change sales recognized as</td>
<td>Change sales process designed</td>
<td>Consistent sales process execution of strategic selling model</td>
<td>Consistent sales process execution of strategic selling model in all countries</td>
<td></td>
</tr>
<tr>
<td></td>
<td>technical staff in</td>
<td>a process</td>
<td>supported strategic selling model</td>
<td></td>
<td></td>
<td>EM well known to both technical management and leadership in all key client sites</td>
</tr>
<tr>
<td></td>
<td>customer sites</td>
<td>Salespeople broadly</td>
<td>Account team model designed</td>
<td></td>
<td></td>
<td>Customers recognize depth and breadth of knowledge, skills and experience in all project teams</td>
</tr>
<tr>
<td>Human Capital</td>
<td>Selection of best available person for the service project or single ‘customer favorite’</td>
<td>Capabilities and skills defined and communicated for typical projects in all lines of service</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Business Models</td>
<td>No consistently defined business models, processes, tools, Measures for Lines of Service</td>
<td>Change delivery models, processes and tools identified based on best practices, current successes and internal knowledge sharing</td>
<td>Enterprise process map maps with delivery procedures, tools, templates and techniques defined and communicated</td>
<td>All countries trained and using applicable key business models, processes, procedures and tools</td>
<td>Continuous improvement in all business models, processes and procedures</td>
<td>Institutionalised use of Toolkit</td>
</tr>
<tr>
<td>Delivery Efficiency</td>
<td>No standard procedures, tools and templates for managing the Change business or individual projects</td>
<td>Procedures, tools and templates identified for the Change business and for individual projects</td>
<td>Change Delivery Toolkit developed for the complete delivery process</td>
<td>All countries trained on Change Delivery Toolkit</td>
<td>Toolkit utilized in all $1M+ projects</td>
<td></td>
</tr>
</tbody>
</table>
Strategic Focus on Field Engagement

THE 2008 PROGRAM

It is critical to engage our key customers and Field Operations as we refine and build up core capabilities in each of the change focus areas. Our approach will be to prioritize and coordinate these efforts based on client type, geography and offerings that can be sold and delivered today.
and Account Engagement

The fundamental rationale for our strategic choices is the potential for growth, identified client need, potential client team success, and opportunity to develop reputable projects for next year.

COUNTRIES: The choice was driven by a key factor – the potential for change growth. Some of them are already beginning to realize that potential, and it is important that they start off in the right way by taking a professional approach provided by the Change Competence Program. Others have significant room for improvement and have a need for additional support and tools to analyze their performance and establish a consistent, continuously improving route to success for their change business.

ACCOUNTS: The key accounts all have potential for change growth. Some accounts are already experiencing it, while in others it is more dormant and needs to be ignited. Input from these key customers towards improving EM as a change company will be major driver for the direction, objectives and measures for growth.

SERVICES OFFERINGS: The key offerings cover the areas that will impact the change business strongly in 2008.

- Production & Operations, which is a future growth area for EM, has a dominant services portion. This is covered by the two offerings Production Services and others.
- We believe that ‘Access to Change Methodology’ will be one of the new, important business models in the future. It has a role to play in this arena in the appropriate areas of the globe.
- Leveraging our knowledge will be a critical services differentiator for EM

2008 LAUNCH

After the initial global/area/regional roll-out of the Change Competence Program in January, February and March 2008, the focus will be on the key GMs that have been selected based on the Area VP recommendations.

CAPABILITIES: The CMM self-assessments will be done in the GMs based on an agreed schedule where one or more of the Change team representatives are present. This self-assessment is carried out to establish the baseline for the GM’s capabilities and to guide improvement programs where indicated.

CHANGE PERFORMANCE: The minimum service standard for 2008 will provide a scorecard approach towards measuring a set of change KPIs that will be implemented. The KPIs will cover each of the change business lines that may exist in the GM and will help establish a baseline for performance.

GOAL SETTING: Usage of change business tools will be monitored and measured in order to reach the goal of full deployment and coverage in the key GMs. This is a critical milestone for the program since it will enable GM leadership to measure and analyze performance of the ‘Change Business’ in each GM. An action plan will be developed for each GM based on the existing and future business scenario of the GM and the goals for reaching the next level of performance.

After the initial global/area/regional roll-out of the Change Competence Program, we will also be focusing on the key accounts that have been identified based on Area VP recommendations and indications of significant interest from the customers.

USA
UK
Japan
Australia
Brazil
Ford
Toyota
BMW
Mercedes
Lexus

• USA
• UK
• Japan
• Australia
• Brazil

• Ford
• Toyota
• BMW
• Mercedes
• Lexus

• Change Management
• Training
• Implementation
• Project Management
• Program Management

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ENGAGEMENT STRATEGY ASSESSMENT AND PLANNING: A joint team of account manager, market leadership and change team representatives will evaluate the key account based on…
- Direct customer feedback and input (A formal customer service quality review interview will be developed. This feedback will be a key component for planning the engagement strategy.)
- Match-up between customer needs and EM change offerings and capabilities
- Client engagement history, results and projections
- Market research and intelligence
This assessment is the framework for developing the engagement goals and strategy for change.

GOAL SETTING: Based on the assessment and account engagement strategy, we will be able to propose a group of targeted, high-value change offerings that meet both the customer’s needs and EM’s capability to deliver the requisite performance levels. The offerings will include joint measures of success so that we evaluate performance and progress together. We will strengthen and expand the client relationship for future growth and ultimately share our destinies.

Getting Started

PROGRAM GOVERNANCE: All successful organizations have the need to change and improve – reacting to changes in competitive conditions, developing new products and services, acquiring new customers, increasing share of customer – while continuing to operate the business. Implementing our strategy will lead to a step change in our business and to the organization at large. Our challenge is to implement the strategy at the same time as we continue to manage ongoing operations.

KEY STRATEGY IMPLEMENTATION MILESTONES:

<table>
<thead>
<tr>
<th>Date</th>
<th>Milestone</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mid-January 2008</td>
<td>Initiation Phase Blueprint and detailed action plan completed and approved by EM Management</td>
</tr>
<tr>
<td>By end of January 2008</td>
<td>Start implementation of Initiation Phase (including segment and field objectives) along with metrics and means for continuous measurement and communication of progress</td>
</tr>
<tr>
<td>August 2008</td>
<td>Start planning for Implementation Phase</td>
</tr>
<tr>
<td>December 2008</td>
<td>Implementation Phase Blueprint and detailed action plan completed and approved by EM Management</td>
</tr>
<tr>
<td>January 2009</td>
<td>Start Implementation Phase along with metrics and means for continuous measurement and communication of progress</td>
</tr>
<tr>
<td>August 2010</td>
<td>Start development of Expertise Phase Blueprint and detailed action plan</td>
</tr>
<tr>
<td>December 2010</td>
<td>Expertise Phase Blueprint and detailed action plan completed and approved by EM Management</td>
</tr>
<tr>
<td>January 2011</td>
<td>Start implementation of Expertise Phase along with metrics and means for continuous measurement and communication of progress</td>
</tr>
<tr>
<td>December 2012</td>
<td>Mission accomplished – Expertise Phase completed</td>
</tr>
</tbody>
</table>
Getting Started

Governance Process: Active management support and structured oversight are required to effectively prioritize projects, allocate resources and mitigate risks. The Change Competence Program governance consists of:

- Group A, headed by the VP Services with membership from A, B, C and D
- Group B that oversees the prioritization and execution of the various transformation projects
- Group C who analyze the improvement needs and propose transformation projects

<table>
<thead>
<tr>
<th>Group A</th>
<th>MEMBERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Make key decisions fast</td>
<td></td>
</tr>
<tr>
<td>• Address critical issues</td>
<td></td>
</tr>
<tr>
<td>• Agree on actions and the way forward</td>
<td></td>
</tr>
<tr>
<td>• Agree on budget and approve costs</td>
<td></td>
</tr>
<tr>
<td>• Free up resources</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Group B</th>
<th>PMO MEMBERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Ensure the program is on track</td>
<td></td>
</tr>
<tr>
<td>• Support project streams and projects - provide content / process skills as required</td>
<td></td>
</tr>
<tr>
<td>• Report progress at workstream level with insight into project issues</td>
<td></td>
</tr>
<tr>
<td>• Identify critical issues and resolve / escalate to steering group</td>
<td></td>
</tr>
<tr>
<td>• Put in place a resolution strategy to address issues raised</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Group C</th>
<th>Operational Excellence Team</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Manage projects within the project stream</td>
<td></td>
</tr>
<tr>
<td>• Manage dependencies on other projects within the program</td>
<td></td>
</tr>
<tr>
<td>• Mobilize projects at the project stream level</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Group D</th>
<th>Business Owners and Coordinators</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Implement projects</td>
<td></td>
</tr>
<tr>
<td>• Scope projects</td>
<td></td>
</tr>
<tr>
<td>• Identify and manage risks and issues / cascade to workstream if required</td>
<td></td>
</tr>
<tr>
<td>• Identify resource requires and recruit them</td>
<td></td>
</tr>
</tbody>
</table>
The goal for the Initiation phase is to ‘get the house in order.’ Accordingly, we have structured five Program Tracks that have both capabilities development and process development projects.

### Program Track: Marketing

**Track Owner: Name Here**

**Objectives:**
- To develop the definition and positioning of the services offerings in terms of value proposition, unique differentiation, business model and service delivery model
- To develop communication guidelines and collateral that position the services offerings in the context of EM and the clients' expectations

<table>
<thead>
<tr>
<th>Slate of Initial Projects</th>
<th>Key Project Deliverables</th>
</tr>
</thead>
<tbody>
<tr>
<td>Market Positioning</td>
<td>• Key marketing messages&lt;br&gt;• Catalog/Menu of Change and Pricing List&lt;br&gt;• Guidelines for using Price List (rules, approvals, etc.)&lt;br&gt;• Collateral materials&lt;br&gt;• Marketing plan</td>
</tr>
<tr>
<td>Event Planning</td>
<td>• Event and communication guidelines&lt;br&gt;• Calendar of relevant internal and external events, including event goals, target audiences, and key messages</td>
</tr>
<tr>
<td>Attribute Mapping</td>
<td>• Best-in-class marketing capabilities for each line of service</td>
</tr>
</tbody>
</table>

**Marketing Processes**

<table>
<thead>
<tr>
<th>Slate of Initial Projects</th>
<th>Key Project Deliverables</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change Marketing Research and Analysis</td>
<td>• Change marketing research and analysis process design and process metrics&lt;br&gt;• Change marketing tools and templates&lt;br&gt;• Internal education plan</td>
</tr>
</tbody>
</table>

**Benefits:** A common understanding and shared language are keys for successful communications to both internal and external stakeholders. As we become a change market leader, we must develop and communicate a compelling story describing our value to clients and support the story with service teams demonstrating best-in-class attributes.

### Program Track: Sales Engagement

**Track Owner: Name Here**

**Objectives:**
- From a longer-term perspective, to transform the sales organization and arm it with a sales methodology and tools that support the sales of the EM portfolio of services and solutions
- For the Initiation Phase, to address and improve key components of the sales process and complete testing

<table>
<thead>
<tr>
<th>Slate of Initial Projects</th>
<th>Key Project Deliverables</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales Engagement Capabilities</td>
<td>• Rationalized sales and account management teams (structural)</td>
</tr>
<tr>
<td>Change Sales Engagement Model</td>
<td>• Sales engagement process model for each link of services including process metrics&lt;br&gt;• Proposal development process&lt;br&gt;• Proposal template&lt;br&gt;• Cost models and tools&lt;br&gt;• Pricing and contract models and tools&lt;br&gt;• Risk management model and tools&lt;br&gt;• Training for new processes and tools</td>
</tr>
<tr>
<td>Change Sales Process Design and Development</td>
<td>• Evaluation and compensation incentives, also aligned with Technology sales</td>
</tr>
</tbody>
</table>

**Benefits:** This program track aims to elevate our client relationship from supplier to trusted advisor. Results and learnings from the program will be used to fine tune sales engagement for broader release in all countries.
### Program Track: Human Capital  
**Track Owner: Name Here**

#### Objectives:
- To identify critical job roles supporting the targeted change offerings
- For each role, to identify, develop and implement a plan to address the gaps in nine HR categories: Resource Planning, Recruiting, Staffing, Job Design, Competencies, Attitude/Behavior (cultural norms), Training, Career Development, and Compensation and Rewards

<table>
<thead>
<tr>
<th>Slate of Initial Projects</th>
<th>Key Project Deliverables</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Human Capital - Change Capabilities</strong></td>
<td>Human Capital Change Model</td>
</tr>
<tr>
<td>Certification (Instructors, Project Managers, etc.)</td>
<td>• CMM - HR Competency model</td>
</tr>
<tr>
<td></td>
<td>• Talent pool assessment and gap analysis</td>
</tr>
<tr>
<td></td>
<td>• Skills catalog</td>
</tr>
<tr>
<td></td>
<td>• Recruiting profile</td>
</tr>
<tr>
<td></td>
<td>• EM target staff profiles for key positions for each line of service</td>
</tr>
<tr>
<td><strong>Human Capital - Change Processes</strong></td>
<td>Human Capital Change Process Design</td>
</tr>
<tr>
<td></td>
<td>• Recruiting process and metrics</td>
</tr>
<tr>
<td></td>
<td>• Development process and metrics</td>
</tr>
<tr>
<td></td>
<td>• Career pathing process and metrics</td>
</tr>
</tbody>
</table>

**Benefits:** Aligning people practices and competencies with the needs of our change business supports success in the program. Results and learnings can be applied to other countries to support their business growth as well.

### Program Track: Business Models  
**Track Owner: Name Here**

#### Objectives:
- To deliver to the field and HQ a tool to generate Services and Products and guidelines for each cost line of service business … plus provide for project-level ones via drill-down from the top level
- To develop and implement a Risk Management framework for the full life cycle of change – from discovery of an opportunity to service delivery – and to introduce a culture of risk awareness that includes proactive and reactive risk management

<table>
<thead>
<tr>
<th>Slate of Initial Projects</th>
<th>Key Project Deliverables</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Business Models Capabilities</strong></td>
<td>Change Economics - Time Reporting and Allocation</td>
</tr>
<tr>
<td></td>
<td>• Integrated TRS with SAP HR</td>
</tr>
<tr>
<td></td>
<td>• Standard project numbering convention in Lawson and SAP</td>
</tr>
<tr>
<td><strong>Change Economics - P&amp;L Tracking</strong></td>
<td>Detailed services, applying a minimum threshold for tracking project profitability and against GPP</td>
</tr>
<tr>
<td><strong>Business Models Processes</strong></td>
<td>Change Risk Management Framework - Proactive</td>
</tr>
<tr>
<td></td>
<td>• Risk management process and metrics</td>
</tr>
<tr>
<td></td>
<td>• Rules parameters</td>
</tr>
<tr>
<td></td>
<td>• Templates</td>
</tr>
<tr>
<td></td>
<td>• Links with other services process and tools</td>
</tr>
<tr>
<td></td>
<td>• Communicating and training via train-the-trainers and/or e-learning</td>
</tr>
<tr>
<td><strong>Change Risk Management Framework - Reactive</strong></td>
<td>Rules and measures to systematically assess existing projects and managed services contracts</td>
</tr>
<tr>
<td></td>
<td>Links to Change Quality Management and QHSE alerts</td>
</tr>
</tbody>
</table>

**Benefits:** A detailed and available Services P&L is critical for proper management of the Change business. Similarly, the availability of individual project P&Ls enables the Project Manager/Operations Manager team to manage the project successfully and generate a healthy bottom line. Additionally, by discovering and mitigating risks early, we avoid pitfalls related to cost model, scope, technology, resources, contract terms and/or quality problems. Risk management reduces the unplanned tasks that decrease EM margin on service delivery/project and managed services contracts.
Initial Projects for 2008: Initiation Phase

Program Track: Delivery Efficiency  
Track Owner: Name Here

Objectives:
- To develop a Change Capability Maturity Model (CMM) that enables EM to clearly define a baseline and monitor progress in a meaningful, measurable way
- To develop and deploy an EM Service Quality Management framework

<table>
<thead>
<tr>
<th>Slate of Initial Projects</th>
<th>Key Project Deliverables</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Delivery Efficiency Capabilities</strong></td>
<td><strong>Metrics</strong></td>
</tr>
<tr>
<td></td>
<td>• Minimum service delivery standards</td>
</tr>
<tr>
<td></td>
<td>• Business KPIs</td>
</tr>
<tr>
<td></td>
<td>• Operational metrics</td>
</tr>
<tr>
<td></td>
<td>• Service Level Agreement Repository</td>
</tr>
<tr>
<td><strong>CMM Development</strong></td>
<td><strong>CMM Assessment</strong></td>
</tr>
<tr>
<td></td>
<td>• Deployment plan for CMM</td>
</tr>
<tr>
<td><strong>Delivery Efficiency Processes</strong></td>
<td><strong>Service Quality Management Framework</strong></td>
</tr>
<tr>
<td></td>
<td>• Service quality model process and metrics</td>
</tr>
<tr>
<td></td>
<td>• Customer satisfaction and feedback management methodologies (annual and transactional)</td>
</tr>
<tr>
<td></td>
<td>• Customer satisfaction improvement campaign</td>
</tr>
</tbody>
</table>

Benefits: A CMM provides a place to start – a framework for defining improvement and prioritizing actions, a common language and a shared vision, and a means to share and build on experiences. The Service Quality framework helps everyone see the key role quality plays in successful and profitable delivery of products and services … and the resulting customer satisfaction.

INITIATION PHASE 2008

The overview graphic illustrates the high degree of impact from successful implementation of our projects. Each project strengthens multiple capabilities, which in turn enables us to reach our longer-term goals.

Building a World Class Service Organization

<table>
<thead>
<tr>
<th>Initial Initiation Phase Projects</th>
<th>Capabilities Impact Areas</th>
</tr>
</thead>
<tbody>
<tr>
<td>Market positioning</td>
<td>Marketing</td>
</tr>
<tr>
<td>Event planning</td>
<td>Marketing</td>
</tr>
<tr>
<td>Attribute mapping</td>
<td>Marketing</td>
</tr>
<tr>
<td>Change Marketing Research &amp; Analysis</td>
<td>Marketing</td>
</tr>
<tr>
<td>Change Sales Engagement Model</td>
<td>Marketing</td>
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<tr>
<td>Change Sales Process Design and Development</td>
<td>Marketing</td>
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<tr>
<td>Change Sales Compensation Review</td>
<td>Marketing</td>
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<tr>
<td>Human Capital Change Model</td>
<td>Marketing</td>
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<tr>
<td>Certification</td>
<td>Marketing</td>
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<tr>
<td>Human Capital Change Process Design</td>
<td>Marketing</td>
</tr>
<tr>
<td>Change Economics - Time Reporting &amp; Allocation</td>
<td>Marketing</td>
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<tr>
<td>Change Economics - P&amp;L Tracking</td>
<td>Marketing</td>
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<tr>
<td>Change Risk Management Framework - Proactive</td>
<td>Marketing</td>
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<tr>
<td>Change Risk Management Framework - Reactive</td>
<td>Marketing</td>
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<tr>
<td>Metrics</td>
<td>Marketing</td>
</tr>
<tr>
<td>CMM Development</td>
<td>Marketing</td>
</tr>
<tr>
<td>Service Quality Management Framework</td>
<td>Marketing</td>
</tr>
</tbody>
</table>
HOW WE TRACK AND MEASURE PROGRESS:
As we begin the transformation to change competence, it will be important to establish and track some key measures using a combination of ‘progress’ measures and ‘results’ or outcome measures. Initially, we measure progress by completing key milestones. We will measure performance in five dimensions: (1) Financial Results, (2) Client Satisfaction, (3) Industry Recognition, (4) Expertise Pool and (5) Delivery Efficiency.

PERFORMANCE MEASURES FOR CHANGE COMPETENCE
Ultimately, we measure our change business performance in terms of specific results, such as profitability and growth, productivity, new change-related skills and competencies, and customer satisfaction. Our targets for 2008:

<table>
<thead>
<tr>
<th>Change Performance Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Results</td>
</tr>
<tr>
<td>• Revenue</td>
</tr>
<tr>
<td>• Profitability</td>
</tr>
<tr>
<td>Client Satisfaction</td>
</tr>
<tr>
<td>• Client satisfaction rating improvement</td>
</tr>
<tr>
<td>• Service quality meetings feedback</td>
</tr>
<tr>
<td>• Transactional satisfaction survey</td>
</tr>
<tr>
<td>• % of issues resolved</td>
</tr>
<tr>
<td>• # escalations from customer</td>
</tr>
<tr>
<td>Industry Recognition</td>
</tr>
<tr>
<td>• Case studies</td>
</tr>
<tr>
<td>• International conference presentations</td>
</tr>
<tr>
<td>• White papers</td>
</tr>
<tr>
<td>Expertise Pool</td>
</tr>
<tr>
<td>• Development plan</td>
</tr>
<tr>
<td>• Grade X promotions</td>
</tr>
<tr>
<td>• Response / action to employee survey</td>
</tr>
<tr>
<td>• Attrition</td>
</tr>
<tr>
<td>Delivery Efficiency</td>
</tr>
<tr>
<td>• Change revenue per head</td>
</tr>
<tr>
<td>• Support resolution time</td>
</tr>
<tr>
<td>• Daily effective fee rate</td>
</tr>
<tr>
<td>• Resource utilization</td>
</tr>
</tbody>
</table>
CHANGE COMPETENCE PROGRAM ROLLOUT: COMING SOON TO YOUR MARKET…

In the coming weeks, we will be meeting with you face-to-face to review the Change Competence Program Blueprint and to help you translate program goals into meaningful actions and projects for your area.

<table>
<thead>
<tr>
<th>Regions and Areas</th>
<th>Jan 09</th>
<th>Feb 09</th>
<th>Mar 09</th>
<th>Rest of 09</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Introduction at Revenue Program meetings</td>
<td>• Change and Solutions Business Owners meeting</td>
<td>• Change and Solutions Business Owners meeting</td>
<td></td>
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<tr>
<td>countries</td>
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</tr>
<tr>
<td></td>
<td>• Introduction of the CMM into countries – start self-assessments</td>
<td>• Rollout to pilot countries</td>
<td>• Rollout continues in other countries</td>
<td>• Follow on action based on assessments</td>
</tr>
<tr>
<td>Customers</td>
<td>• Customer survey acknowledgement</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Scheduled visits to key clients</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Follow on actions based on visits</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• EM Global Conference</td>
</tr>
<tr>
<td>Other Segments</td>
<td></td>
<td>• Alignment with other projects</td>
<td></td>
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</tr>
</tbody>
</table>

OUR COMMITMENT:

The Change Competence Program is a transformational undertaking – one we believe to be absolutely critical to meeting our 2012 strategic goals. With active leadership, careful planning, and a phased approach to execution, we can be successful in bringing value-added services and world-class solutions to our clients. Ultimately, this effort will earn EM the role of trusted advisor with our clients in every market.

Attention to milestones and performance measures ensures that we are all moving in the right direction for our organization and for our clients. This is a dynamic program that will evolve over time. We expect to adjust our course along the way. We also recognize that the only way to succeed is through communicating, motivating and empowering our employees to take ownership of their individual and collective impacts and action – an environment of positive transformation.

This is really your program to grow your business profitably … helping solve not only your clients’ challenges but unlocking the value for their business.

We are committed to your success. We are always available to you and look forward to making this journey of transformation together.
The Needed Elements for Understanding and Action