The New Power of Post-Sales Service
# Table of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Overview</td>
<td>1</td>
</tr>
<tr>
<td>Overcoming the &quot;Value Squeeze&quot;</td>
<td>2</td>
</tr>
<tr>
<td>Breaking the Grip with Service</td>
<td></td>
</tr>
<tr>
<td>The Potential of Post-Sale Service</td>
<td>3</td>
</tr>
<tr>
<td>Service Lifecycle Revenue Potential</td>
<td></td>
</tr>
<tr>
<td>Seeing Through the Eyes of Your Customer</td>
<td>4</td>
</tr>
<tr>
<td>Understanding Customer Value</td>
<td></td>
</tr>
<tr>
<td>Steps Manufacturers Can Take to Improve Post-Sale Service</td>
<td>5</td>
</tr>
<tr>
<td>Supporting Post-Sale Service with IT</td>
<td>6</td>
</tr>
<tr>
<td>Options to Consider</td>
<td></td>
</tr>
<tr>
<td>Critical Needs of Service</td>
<td></td>
</tr>
<tr>
<td>Required Post-Sale Service Functionality</td>
<td>8</td>
</tr>
<tr>
<td>Field Productivity Tools</td>
<td></td>
</tr>
<tr>
<td>Spare-Parts Inventory Management</td>
<td></td>
</tr>
<tr>
<td>Installation Management</td>
<td></td>
</tr>
<tr>
<td>Service Lifecycle Cost Tracking</td>
<td></td>
</tr>
<tr>
<td>Knowledge Sharing and Collaboration</td>
<td></td>
</tr>
<tr>
<td>Configuration Management</td>
<td></td>
</tr>
<tr>
<td>EJMTG G2 Support for Post-Sale</td>
<td>0</td>
</tr>
<tr>
<td>Meeting the Needs of Manufacturers</td>
<td></td>
</tr>
<tr>
<td>Strengthen Your Business</td>
<td>13</td>
</tr>
</tbody>
</table>
Executive Overview

Many manufacturers are finding it increasingly difficult to improve their financial performance. At the same time they are getting decreasing returns from their cost reduction initiatives, they are being buffeted by powerful market forces—growing customer expectation, rapid product commoditization, and global competition.

However, manufacturers do have an overlooked asset they can leverage to overcome these challenges: their post-sale service business.

Long considered a second-class corporate citizen by many, service businesses are finally being recognized for the valuable contribution they make to the bottom line. Recent studies have shown that a manufacturer gets up to 40 percent of its revenues and more than 50 percent of its profits from services.

Leading manufacturers are now realizing an important fact about their service businesses—customers spend a great deal more on services for a product than they do on its initial purchase. Industry experts have analyzed the total revenue generated by a complex manufactured good over its useful lifespan and found that up to 90 percent comes from services and service-related products, not its initial sale.

To capitalize on this financial opportunity, manufacturers must work to improve the internal perceptions they have about their service business. They must also better understand the critical role service plays in delivering value to their customers.

This white paper explores the growing importance of post-sale service to manufacturers and the steps manufacturers must take—and the investments they must make—to revitalize their service businesses.
Overcome the "Value Squeeze"

Manufacturers—especially complex manufacturers—are caught in the grip of a classic value squeeze. On one side they face stagnating performance: slowing revenue growth, static profits, and shrinking market share. On the other side they face diminishing returns from their cost reduction and performance improvement initiatives.

To break free, manufacturers must re-examine their businesses and address the market factors behind the value squeeze, in particular:

- **Soaring Customer Expectations**
  Customers have become much more demanding. Companies that fail to meet these new expectations lose customers. According to Paul R. Timm, author of *Seven Power Strategies for Building Customer Loyalty*, U.S. companies lose an average of half their customers every five years. Unfortunately, few companies even bother to ask their customers what drove them away. Timm has an ongoing survey and the results are surprising: 97 percent of respondents sited poor customer service as the primary reason they stopped using a particular product or service.

- **Increasing Product Commodityization**
  While manufacturers hate to admit it, they know the products they make will become commodity items. Once this happens, they lose their ability to command premium prices. Manufacturers have attempted to overcome commoditization by investing heavily in research and development. This has had an unexpected side effect: dramatically shorter product lifecycles.
  Today, even the most complex manufactured good has an average lifecycle of just 18 months. Some simpler products have it worse—their lifecycle can be measured in just weeks.

- **Falling Prices**
  The explosion of global manufacturing is forcing many manufacturers to lower their prices. They have outsourced portions of their production to remain competitive, but the pressure to reduce prices remains. The National Association of Manufacturers, a Washington, D.C.-based industrial trade association, reports that it costs North American manufacturers 22 percent more to make a product domestically than it does to make the same product overseas and ship it to its final destination.

- **Decreasing Returns on Cost Reduction Initiatives**
  For decades, manufacturers have focused on reducing their costs. They invested in technology solutions, such as Enterprise Resource Planning (ERP), supply chain management, and e-business, and implemented quality and Lean Manufacturing programs. Unfortunately, these initiatives have reached a point of diminishing returns. Manufacturers must now look beyond their production operations for new ways to cut costs.

**Breaking the Grip with Service**

Fortunately, manufacturers have an untapped resource they can use to overcome these challenges: their post-sales service business. While traditionally viewed as an afterthought, many manufacturers are beginning to realize that post-sales service can be a powerful tool to improve customer satisfaction, increase profits, and stand apart from the competition.
The Potential of Post-Sale Service

Often referred to as “post-sales service and support,” “service management,” or “aftermarket service,” businesses have long been the neglected stepchildren of manufacturing. Manufacturers have preferred to focus on engineering and production rather than how they provide parts, maintenance, and other services to customers after the original product sale.

Manufacturers’ preference for the product side of their business, however, is based on an inaccurate perception of the contribution service makes to the bottom line. Industry experts estimate that post-sales service contributes between 10 and 40 percent of a manufacturer’s annual revenues and 25 to 50 percent or more of its profits.

The appeal of service becomes even stronger when manufacturers consider the revenue that can be generated by servicing products throughout their entire lifespan.

**Service Lifecycle Revenue Potential**

By nature, manufacturers are product-driven companies. They know how to manage product lifecycles—develop, introduce, and, ultimately, phase out product lines. However, many manufacturers do not know how to maximize the revenue potential of their products.

The key is to understand that the vast majority of potential revenue for a product comes not from its initial sale, but from service. A recent article in the Harvard Business Review analyzed the lifetime revenue potential for products from two very different industries—personal computers and locomotives—and found that less than 25 percent of the total revenue potential of a product came from actually selling it. Instead, the vast majority came from the services and service-related products the product consumed over its lifespan, such as maintenance, insurance, financing, replacement parts, and other consumables. In fact, service revenues had the potential of exceeding the revenue generated by product sales by 500 to 2,000 percent.

A recent study by the consulting firm Accenture highlighted the tremendous revenue potential within services for manufacturers. The study found that complex manufactured goods only generated 10 to 20 percent of their total revenue potential from their initial sale, while generating 80 to 90 percent from services.

**Service Revenues Dwarf Product Revenues**

The vast majority of revenue potential for a complex manufactured good comes from the services and service-related products it will consume over its useful lifespan.

Leading manufacturers have begun to realize the tremendous financial opportunity of service. To ensure they capture as much of the revenue potential of their products as possible, they are reevaluating their service businesses.
Seeing Through the Eyes of Your Customers

The first step manufacturers must take to realize the true revenue potential of their products is to reexamine the role of their service businesses. Although many manufacturers might not want to admit it, there are two separate and unequal sides to their business—products and service.

By nature, most manufacturers are product-centric. They see the products they make as the core of their business and what sets them apart from the competition. They invest heavily to improve their products and reduce their costs.

Manufacturers’ service businesses, on the other hand, are considered second-class corporate citizens. At best, they are viewed as a cash cow of spare parts sales that should be milked dry with an absolute minimum of care and feeding. At worst, they are seen as a cost center that drains valuable resources from the product-side of the company.

The depth of this divide is highlighted in a recent survey of manufacturers’ IT spending habits. The study, conducted by Boston-Massachusetts-based industry research firm AMR Research, found that manufacturers typically invest four times as much in their product business than they do in their service business.

Understanding Customer Value

The inequity of how manufacturers allocate their IT budgets makes little sense, especially when the bottom-line contribution of service is considered. This dramatic funding gap makes even less sense when it is viewed from the perspective of your customers.

One of the hardest things for manufacturers to accept is that their customers do not particularly care about products. For them, products are merely a solution to a problem. They can buy your product, or a similar one from your competition.

What customers really care about is getting value from their investment. By definition, they are the only ones who can determine “customer value.” The simple reality is that if a customer cannot see how an activity creates value for them, no value was created—regardless of how much time, effort, or money was expended in that activity.
Only when manufacturers examine operations through the eyes of their customers—by being customer-centric—can they truly understand the essential role their service businesses play in creating and delivering customer value.

Consider a customer whose business has been disrupted because they are waiting for a critical spare part. From that customer’s perspective, all the investments a manufacturer made in teams of talented engineers and in world-class production facilities are absolutely worthless simply because its service business failed to deliver.

### Steps Manufacturers Can Take to Improve Post-Sale Service

Leading manufacturers are realizing that their customers will spend far more time interacting with—and getting the greatest value from—the service side of their business than they will from the product side. They are taking several critical steps to improve their service businesses and better deliver customer value:

- **Understand Service from your Customers' Perspective**
  Manufacturers can no longer view service as a series of isolated events, such as shipping a spare part or performing routine maintenance. Instead, service must be seen as a continuous process that begins when a customer purchases a product and ends when they stop using that product, which, for complex manufacturers, can easily be months or years. Each post-sale service activity—each discrete event—contributes to a customer’s overall perception of service and the value it contributes.

- **Make Services a Core Part of the Company**
  Manufacturers must recognize the critical role service plays in their overall financial health. They should make their service business into a profit/loss center so that its financial contribution can be adequately measured and future investments in people, process, and technology be properly allocated.

- **Integrate Services with the Rest of the Company**
  Manufacturers must also understand that their service businesses cannot be operated as an isolated department. Instead, service must become an integral part of the entire company. Manufacturers that have integrated the product and service sides of their businesses successfully have realized significant benefits: better products, higher revenues, and happier customers.

After these steps have been taken, manufacturers must then properly support their service businesses. A key element of this support is investing in technology.
Over the years, manufacturers have consistently invested in technology to support and improve the product side of their businesses. These investments have paid off handsomely, delivering reduced costs, increased productivity, and improved efficiency.

Unfortunately, most manufacturers have not done the same for the service side of their business.

**Options to Consider**

The right technology investments can benefit a manufacturer’s service business in much the same manner as its product business. Manufacturers have several different ways they can support service businesses with technology:

- **Developing an in-house solution**

  Creating an in-house service management application is a popular choice for many manufacturers. According to Stamford, Connecticut-based technology advisory firm Gartner Group, 90 percent of companies that have a service management application created it with internal IT resources. The logic of developing such homegrown solutions is simple—who better understands a company’s unique business requirements than itself?

  While homegrown service solutions may seem to be a wise investment, they have serious drawbacks. These systems are often based on older technologies and are poorly integrated, if at all, with a company’s critical business systems such as engineering, engineering change, production planning, and inventory management.

  This lack of integration disrupts business process flows and results in poor information accessibility, duplicated activities, and other inefficiencies. In fact, Gartner Group highlighted poor or non-existent integration as the single largest hurdle facing 75 percent of manufacturers who wanted to improve their service business.

- **Purchasing a best-of-breed service management or CRM application**

  Manufacturers can also chose to purchase a dedicated service management software package or attempt to retrofit a Customer Relationship Management (CRM) application to meet the needs of their service businesses.

  While dedicated service management applications provide rich functionality, their best-of-breed approach forces manufacturers to invest a significant amount of time and effort to integrate them with other enterprise applications. Without this integration and constant maintenance, service management applications become much less effective.

  Retrofitting CRM applications has also been an option for manufacturers. However, many of these applications are focused almost exclusively on improving sales and marketing efforts and contain little or no means for managing the service needs of customers.

- **Investing in an ERP system**

  The last option for manufacturers is to invest in an ERP system that provides dedicated service capability. While the service capability of ERP software packages varies considerably from vendor to vendor, they do have a distinct advantage over other service solutions: integration. ERP systems, by nature, are designed to manage all corporate operations and provide a high level of business process and data integration.
This integration is essential as data and business process flows often span both sides of a manufacturer’s business. ERP systems provide a common backbone to manage and improve all of a manufacturer’s critical business functions such as finance, materials management, engineering, production planning, and more.

Manufacturers who want to support their service businesses should consider investing in an ERP system with dedicated service solutions. However, when evaluating such systems, manufacturers should look at packages with specific service components.

**Critical Needs of Service**

When evaluating ERP applications, manufacturers should look for packages that can support the unique requirements of their service businesses—including three critical needs: materials, labor, and information.

- **Materials**
  ERP systems should support the complex materials management needs of service businesses including the management of spare parts inventories, preventative maintenance, parts remanufacturing and repair, and service kits. This functionality should also be integrated with the product side of a manufacturer’s business to aid in product enhancements and quality improvements.

- **Labor**
  ERP systems should enable manufacturers to manage all service-related labor—from product installation and field service to call centers and technical support.

- **Information**
  ERP systems should track and manage all information essential to delivering service such as warranties, maintenance contracts, technical documentation, site registries, and engineering changes.

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**The Three Critical Needs of Service**

ERP systems must support the three critical needs of service businesses: materials, labor, and information.
Required Post-Sale Service Functionality

Beyond the three critical needs, manufacturers must also look for ERP systems that provide specific service functionality:

Field Productivity Tools
Maintaining a team of skilled Field Service Engineers (FSEs) represents a significant—but necessary—cost for a manufacturer’s service business. According to Gartner Group, sending even a single service technician to a customer can cost manufacturers $150 to $400 per visit. Obviously, any improvements manufacturers can make to the productivity of their FSEs will have an immediate and positive impact on the bottom-line. ERP systems must provide functionality that helps FSEs automate administrative tasks, eliminate costly paperwork, and reduce the service-to-invoice cycle time such as electronic service order approvals, warranty management, customer entitlement verification, and more.

Spare-Parts Inventory Management
ERP systems must also provide the capability to manage another critical and costly piece of a manufacturer’s service business: spare parts inventory.

According to a recent study by Aberdeen Group, a Boston, Massachusetts-based technology advisory firm, spare parts inventory accounts for up to 50 percent of manufacturers’ total inventory investment. This is primarily due to their service businesses, which need to carry large amounts of inventory to support customers properly. In fact, service businesses typically have to carry 20 times more Stock Keeping Units (SKUs) to maintain their legacy products than is required to manufacture a current product.

Managing spare parts can be a challenge as they are consumed at different rates. This affects replenishment frequencies and requires tight coordination with production and suppliers. As a result, service businesses must walk on a tightrope: carry too much inventory and they hurt the bottom line; carry too little inventory and customers will be kept waiting for that one critical part.

Manufacturers also need to track their spare parts inventory granularly—from production facilities and suppliers to regional warehouses, service depots, and “on truck” inventory of field technicians.

To be effective, ERP systems must be able to manage spare parts inventory and provide enterprise-wide visibility. The solution must be seamlessly integrated with both production planning and supplier management to cope with varying inventory replenishment cycles and it must support advanced inventory management concepts such as Vendor Managed Inventory (VMI), consigned inventory, and Kanban.

Installation Management
Many ERP systems overlook an essential element of service businesses—product installation. Product installation, especially for manufacturers of complex goods, is often the first physical interaction companies have with their customers. Naturally, a smooth installation goes a long way in making satisfied customers.

Product installation cannot be treated as an isolated activity—it must be treated as an integral part of a manufacturer’s operations and a key activity to generating customer value. There are significant challenges to installing products successfully. Manufacturers must coordinate many resources—installation technicians, manufactured components, third-party supplies, customer personnel, and more—to ensure product installations go as smoothly as possible.

ERP solutions help manufacturers plan, coordinate, and execute the complex ballet of people, materials, and skills required to install a product successfully.
Service Lifecycle Cost Tracking
An essential part of managing post-sale service as a profit/loss center is to have visibility into both service revenues and costs. To be effective, manufacturers must be able to do this by individual product or by customer.

Unfortunately, most manufacturers simply aggregate their service costs, including inventory, facilities, labor, and more. As a result, manufacturers often struggle to define the financial value and contribution of their service businesses accurately and fail to price their service contracts and warranties properly.

Manufacturers must be able to track costs and revenues by individual projects or as part of related programs to determine the profitability of their service businesses.

ERP systems should provide manufacturers with visibility into the financial health of their service businesses. The solution should track both service revenues and costs by individual products as well as by customer.

Knowledge Sharing and Collaboration
Improving information access and collaboration is another way manufacturers can support their service businesses.

Manufacturers need a solution that connects their field technicians with their back- offices and encourages collaboration between traditionally isolated departments such as FSEs, sales, and engineering. They must be able to leverage cost-effective communications—most notably the Internet—to connect their customers with their services organization directly.

Manufacturers require ERP systems that easily enable field technicians to access critical information such as customer histories, warranty information, product site registers, inventory information, service schedules, and more. They also require advanced functionality such as customer self-service that places technical documentation, product knowledgebases, and even the ability to place and track service orders at the fingertips of their customers.

Configuration Management
Finally, manufacturers should look for ERP systems that provide configuration management capabilities, specifically site registers. Site registers allow field technicians to see exactly which parts and components are installed at a customer site and help them to overcome one of the most common customer complaints—bringing the wrong part.

According to AMR Research, companies that can diagnose customer problems at the point of initial contact can reduce the overall cost of service and inventory by up to 60 percent. Providing service technicians with access to site register information allows them to determine accurately what part or parts are required for a service call as well as to estimate the length and number of service calls required to solve a problem.
Support for Post-Sale Service

While other ERP systems provide partial support for the demanding requirements of a manufacturer’s service business, only one—Glovia International’s extended ERP suite GLOVIA G2—provides comprehensive, fully integrated post-sale service functionality.

GLOVIA G2 helps manufacturers manage all service-related processes from a single, integrated system. The solution provides you with complete visibility into your service activities, status, and even costs. Glovia’s service solution helps you manage all service activities cost-effectively, including: call handling, service quotation, service order handling, field service dispatching, installation management, preventative maintenance, service contract management, resource planning, warranty management, and more.

The solution also helps you integrate the delivery of projects and product seamlessly as well as provide customers, service representatives, and field service personnel with real-time, web-based access to critical information.

GLOVIA G2 provides lasting business benefits for manufacturers by:

- Improving customer satisfaction and loyalty
- Reducing cost of service
- Increasing “up sell” revenue
- Decreasing service response times
- Improving first-call problem resolution rates
- Streamlining service processes and activities

Meeting the Service Needs of Manufacturers

GLOVIA G2 provides the critical service functionality manufacturers need to manage their businesses effectively and profitably:

Field Productivity Tools

GLOVIA G2 service capabilities were designed from the start to improve the productivity of service personnel by automating routine administrative functions and improving information access.

Field service personnel are valuable resources for manufacturers because of their technical and product knowledge. Glovia understands this and developed GLOVIA G2 to minimize and automate administrative functions so that experienced service personnel can focus on what they do best—solve customer problems.

GLOVIA G2 delivers a wide variety of tools to improve the productivity and efficiency of service personnel. The solution provides capabilities to track and manage the schedules of field technicians as well as provide managers and other personnel with visibility into those schedules.

The solution automates tedious but necessary administrative tasks such as warranty management and billing. GLOVIA G2 automatically recognizes the warranty status of parts at customer sites as well as the details of their service contracts so technicians only have to worry about providing service. The solution tracks and manages billing rates so technicians simply have to enter their time and the system handles the rest.

GLOVIA G2 also provides an exception-based event management system that automatically notifies service personnel about issues that need to be resolved and helps keep activities on track.
Spare-parts Inventory Management
GLOVIA G2 excels in managing spare parts inventory, which helps manufacturers reduce inventory levels without compromising service levels.

The solution provides service personnel and their managers with enterprise-wide visibility into inventory, which it tracks and manages at any level of detail—across the entire company, at regional warehouses, in service depots, and even “on truck.”

Since GLOVIA G2’s spare parts inventory management capabilities are fully integrated with the rest of your operations, you can execute cutting-edge inventory management programs such as Vendor Managed Inventory (VMI) and consigned inventory, as well as leverage advanced replenishment strategies such as Kanban.

GLOVIA G2 also provides service personnel with powerful search capabilities to help them find the closest available inventory rapidly no matter where it is located so that needed components can be quickly ordered and shipped.

Finally, GLOVIA G2’s inventory management capabilities go far beyond managing spare parts. The solution also provides the capability to track and manage components that are removed from a customer’s site and sent back for repair, including reverse logistics. The solution also tracks the entire service history of these components and provides complete visibility and traceability.

Installation Management
GLOVIA G2 is also unique in that it supports the complete lifecycle of your products—from initial order through production, installation, and support—in a seamlessly integrated manner. For manufacturers of complex products, GLOVIA G2 delivers often overlooked capabilities to plan, manage, and execute product installations.

GLOVIA G2 installation management helps manufacturers easily coordinate the materials, services, and people required to install a product successfully. The system enables manufacturers to plan for and to manage the materials and service required for product installation. This includes those provided by a third-party. The system also accounts for the necessary people and skills required during installation.

Powerful planning and project management coordinates the necessary resources, materials, and even skills intelligently so that they arrive at the customer’s site on time and ensure a smooth installation.

Service Lifecycle Cost Tracking
Because manufacturers must be able to track the costs of their service accurately to operate their service businesses as profit/loss centers, GLOVIA G2 allows you to track service costs and revenues of a product throughout its useful lifecycle. This provides the critical financial information manufacturers need to manage their service businesses and justify their various service programs.

The solution enables manufacturers to track costs and revenues either by projects or programs. Projects can be established for individual products and allows manufacturers to track all service costs and revenues over their entire lifespan, whether months or years. When combined with service history information, this allows manufacturers to identify potential sales opportunities for new products or services.

Manufacturers, by creating programs, can group multiple projects together and accurately track their costs. Service businesses can leverage this capability to create comprehensive cost accountings for each of their customers, even if they have multiple products.
Knowledge Sharing and Collaboration

GLOVIA G2 provides manufacturers with a variety of ways to share critical service information both internally and externally. Internally, the solution captures a wide range of information about the service history of customers and makes this information available to service technicians, managers, sales, engineering, and other departments. Externally, the solution’s web-based interface allows field representatives and even customers to access information quickly and easily.

GLOVIA G2 can improve the productivity and effectiveness of service technicians as well as provide customer self-service. The solution captures information about every service order—from initial call logging, creation of problem codes, determination of expected resolution, and actual resolution. This information can then be used to develop an ever-expanding product knowledgebase that can be easily shared with other service technicians and, if desired, directly with customers via the Internet. The solution also allows service personnel or customers to access technical documents and other materials remotely and in any format desired.

By making service information readily available to a wide audience, GLOVIA G2 encourages collaboration. For example, sales representatives can analyze the service history of customers to recommend new products or services and engineers can use this information to improve product quality.

Configuration Management

By tracking the site register for all products, GLOVIA G2 delivers critical configuration management capabilities to manufactures. This functionality ensures that service personnel know exactly what products, component, and sub-components are installed at each customer site.

This provides service personnel with a tremendous tool to reduce service costs and improve customer service: they know exactly what to expect on site and what parts to bring.

GLOVIA G2 configuration management capabilities can be used as a powerful proactive customer service tool. Since GLOVIA G2’s service solution is seamlessly integrated with its product management, manufacturers can link engineering changes directly to a customer’s site register. If engineering improves a component or identifies a potential fault, the solution will automatically inform the service technician to replace the part before it fails.
Strengthen Your Business

Leading manufacturers are just beginning to understand the potential of their post-sale service business. By better meeting the needs of their customers and creating true customer value, manufacturers can strengthen with service.

Post-sale service is a tremendous financial opportunity for manufacturers. They must take the steps required to improve their service business and ensure they support it with the proper technology investments.

Glovia International, a leading provider of extended ERP solutions, can help manufacturers make the right investments to improve their service businesses, grow their profits, and increase customer satisfaction levels.

If you would like to learn more about how ERP solutions can support manufacturer’s post-sale service business, please visit www.glovia.com.
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