IPT-PI Group meeting

17 October 2024

AGENDA

- Tenders response rates project
- Electricity contracts
- Consulting category analysis
- New scoring/award table for BVFM
- AOB

Procurement Procedure Response Rate Project

Procurement Group Meeting

Project team: Jessica Metcalfe, Julia Bentchikou, Emeline Lesage Leuvrey

October 2024

Project Brief and Objectives

Step 1: Analyse data
- Analyse response rates across all procurement procedures
- Categorise reasons why firms are declining to participate

Step 2: Identify Trends
- Review responses by procurement code, department/group
- Deep dives and feedback with key stakeholders

Step 3: Propose Solutions
- Propose recommendations on actionable changes to our procedures and practices

Step 4: Implement changes
- Implement sourcing policy, update the procurement procedures and best practices
- Identify strategies to improve responses from firms

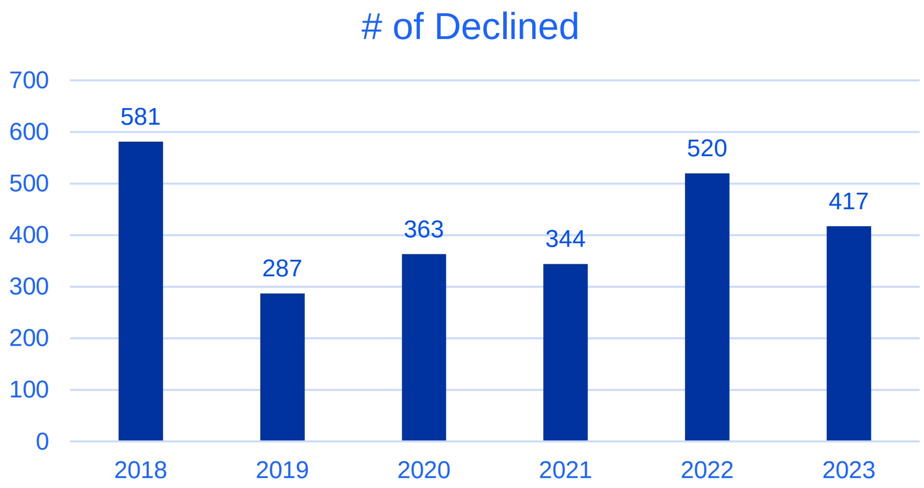
Step 5: Ongoing monitoring
- When firms decline they must select pre-determined categories and reasons for declining our procedures.

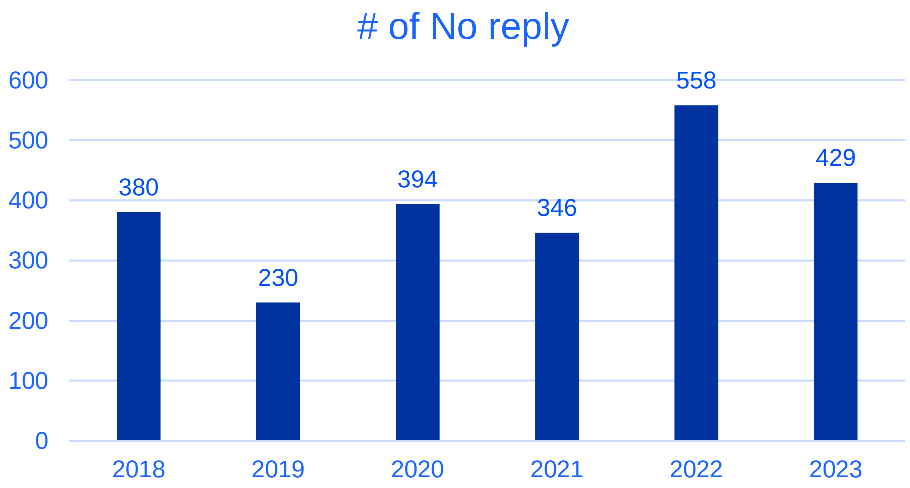
Step 1: Data Analysis
Data Definition and Categorisation

Generic Decline	Procedural Decline	Technical Decline
• Capacity / Resources • Competitiveness • Location • Language • Supply Chain • Not interested in working with CERN • No details given	• Timescales • Commercial conditions • Tendering process complexity • Country of Origin • Adjudication • Subcontracting restrictions • Qualification requirements	• Technical requirements • Delivery schedule • Location of the work (FR/CH) • Quantities/Volume • Out of scope of services/supplies

Data source: CDS data on responses and declines 2018-2023; Qualiac for procurement codes per procedure

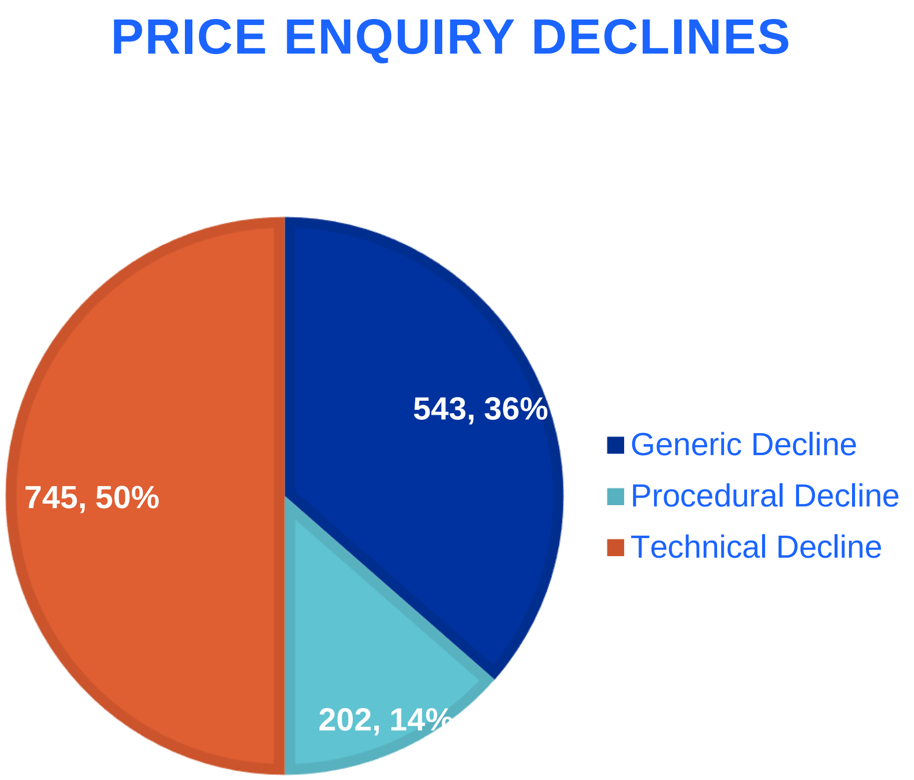
Step 1: Data Analysis
Initial Findings – Price Enquiries

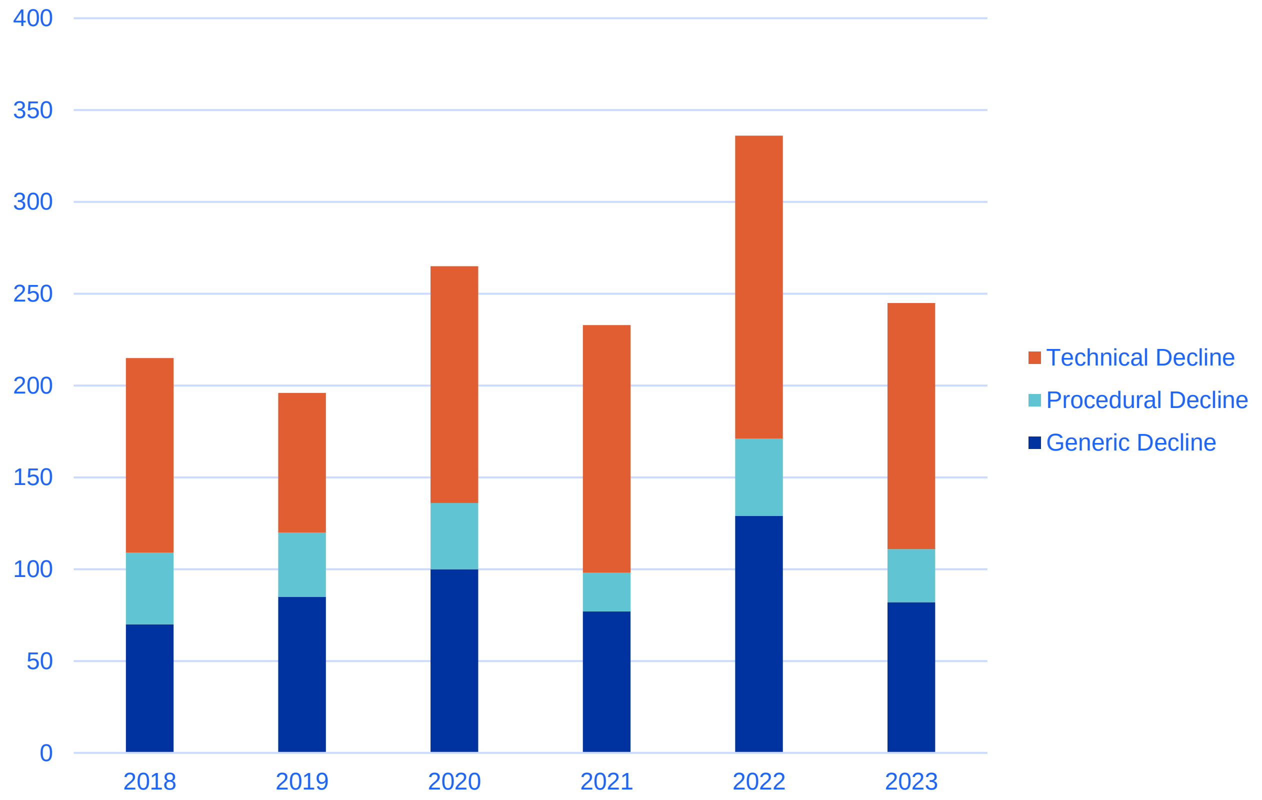




Years	Count of Procedure	Sum of Total Firms invited	Sum of Decline Number	Sum of Percentage Declined	Sum of No Reply Number	Sum of Percentage No Reply
2018	180	1635	581	35.5%	380	23.2%
2019	98	886	287	32.4%	230	26.0%
2020	114	1242	363	29.2%	394	31.7%
2021	190	999	344	34.4%	346	34.6%
2022	151	1572	520	33.1%	558	35.5%
2023	135	1331	417	31.3%	429	32.2%
Grand Total	**768**	**7665**	**2512**	**32.8%**	**2337**	**30.5%**

Step 1: Data Analysis
Initial Findings – Price Enquiries





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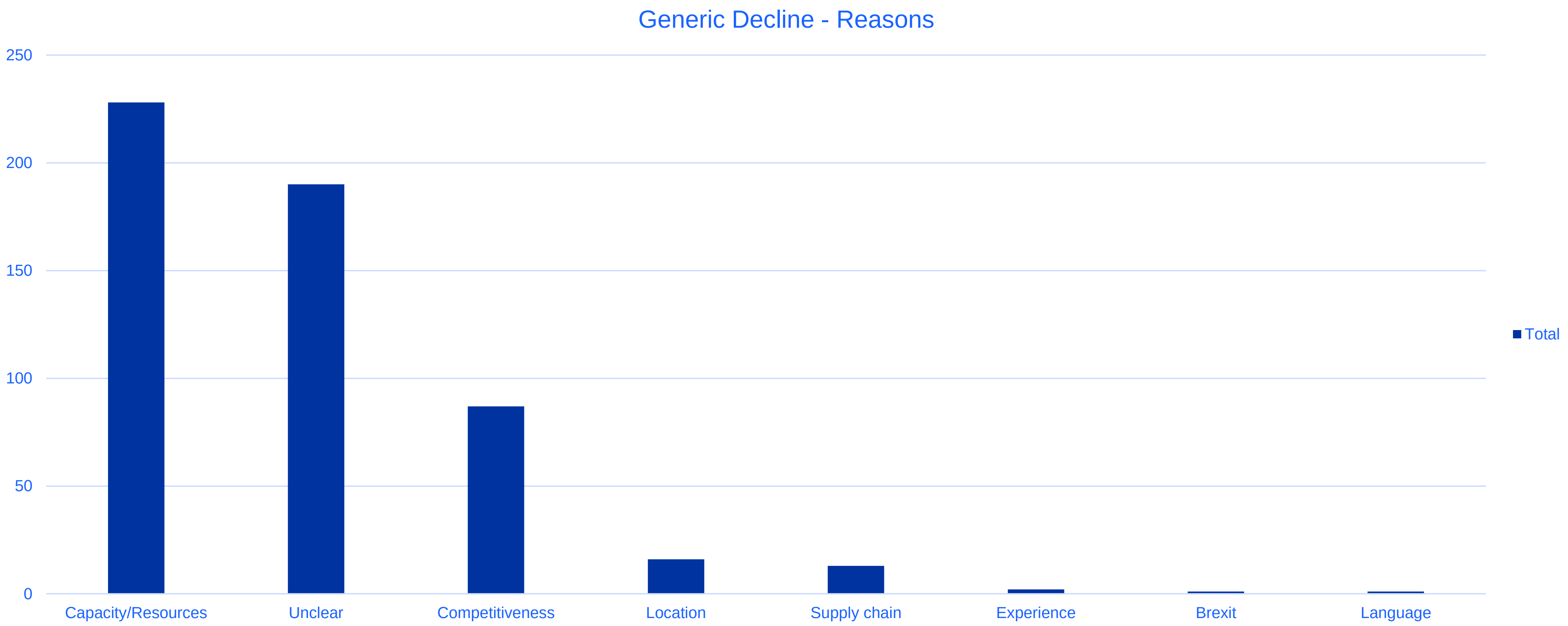

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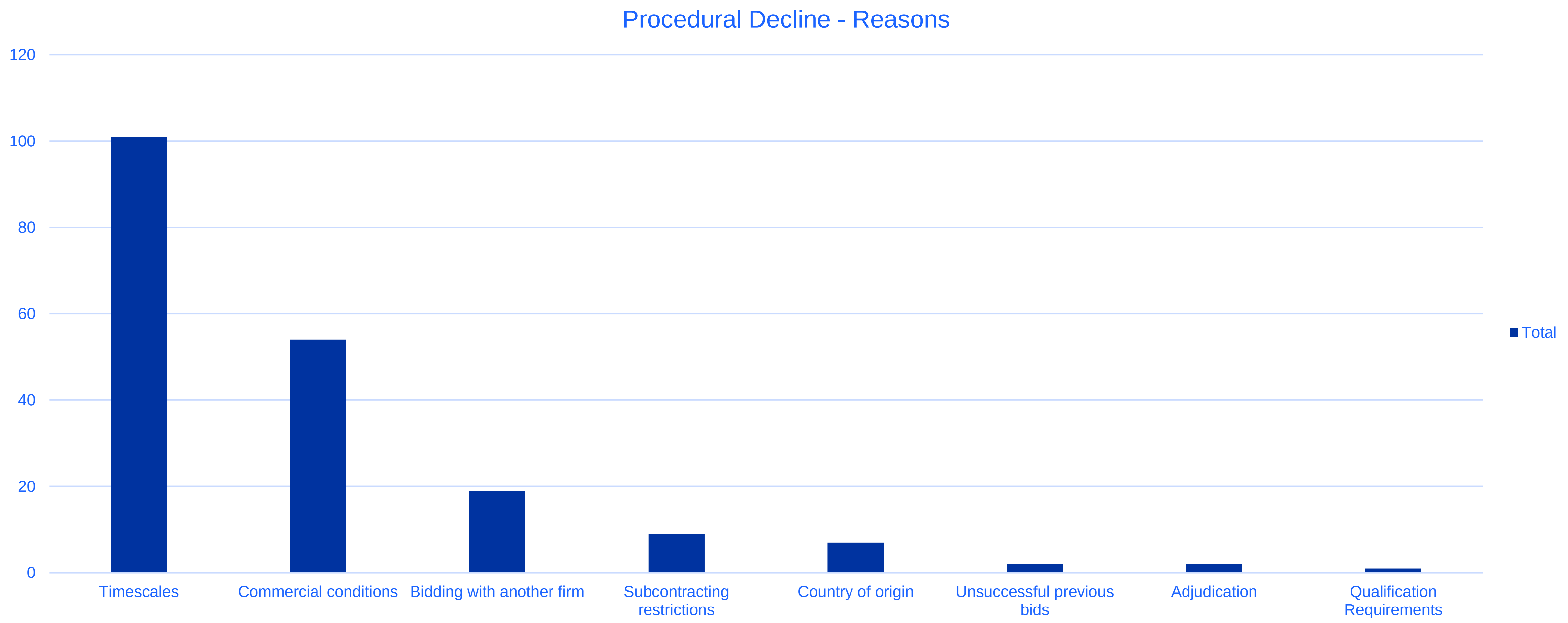

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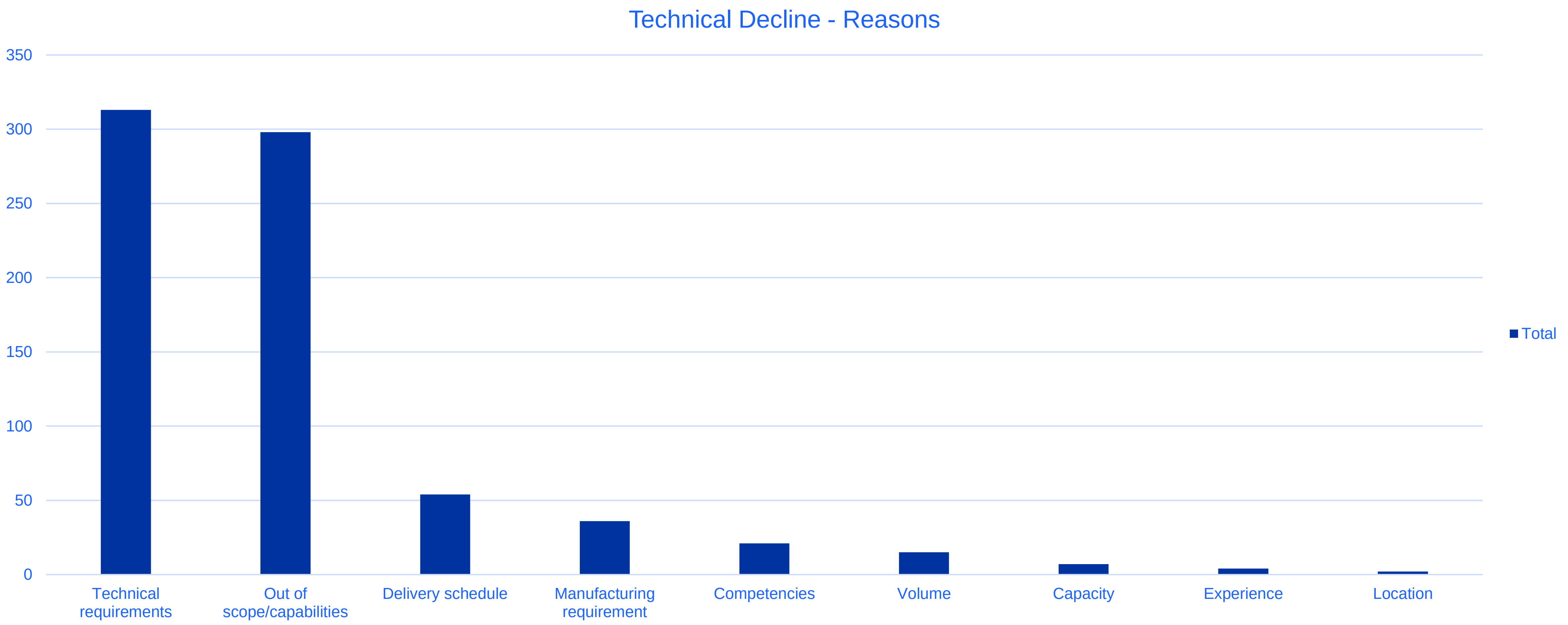
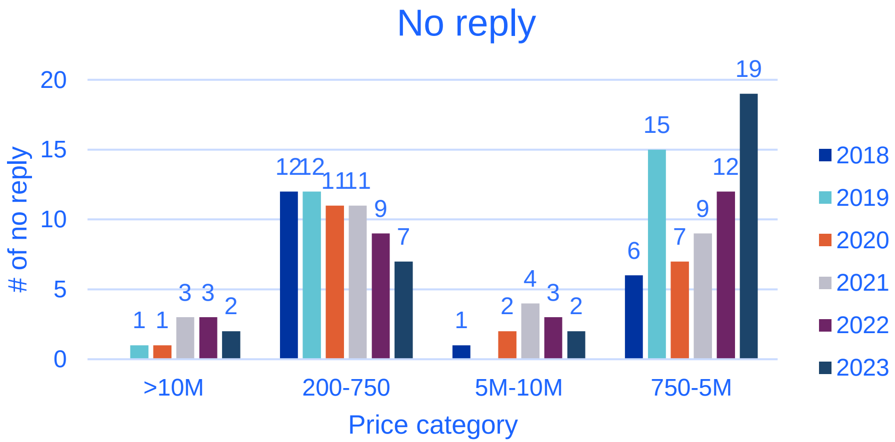
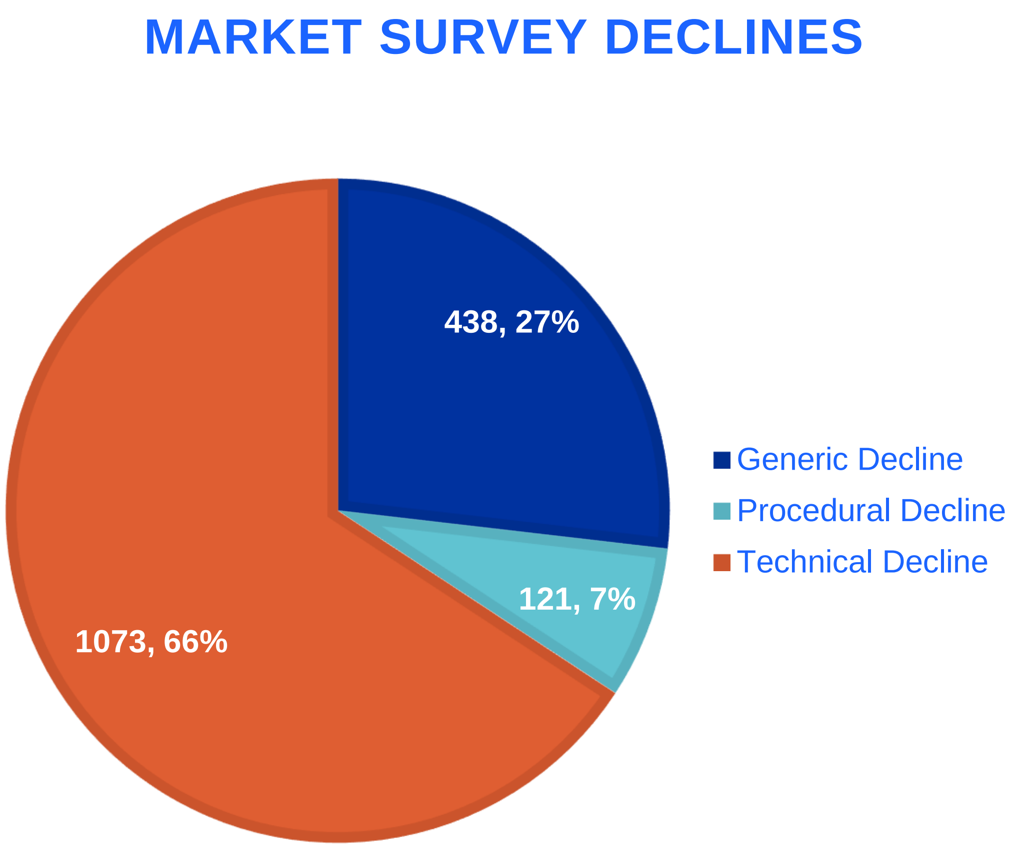


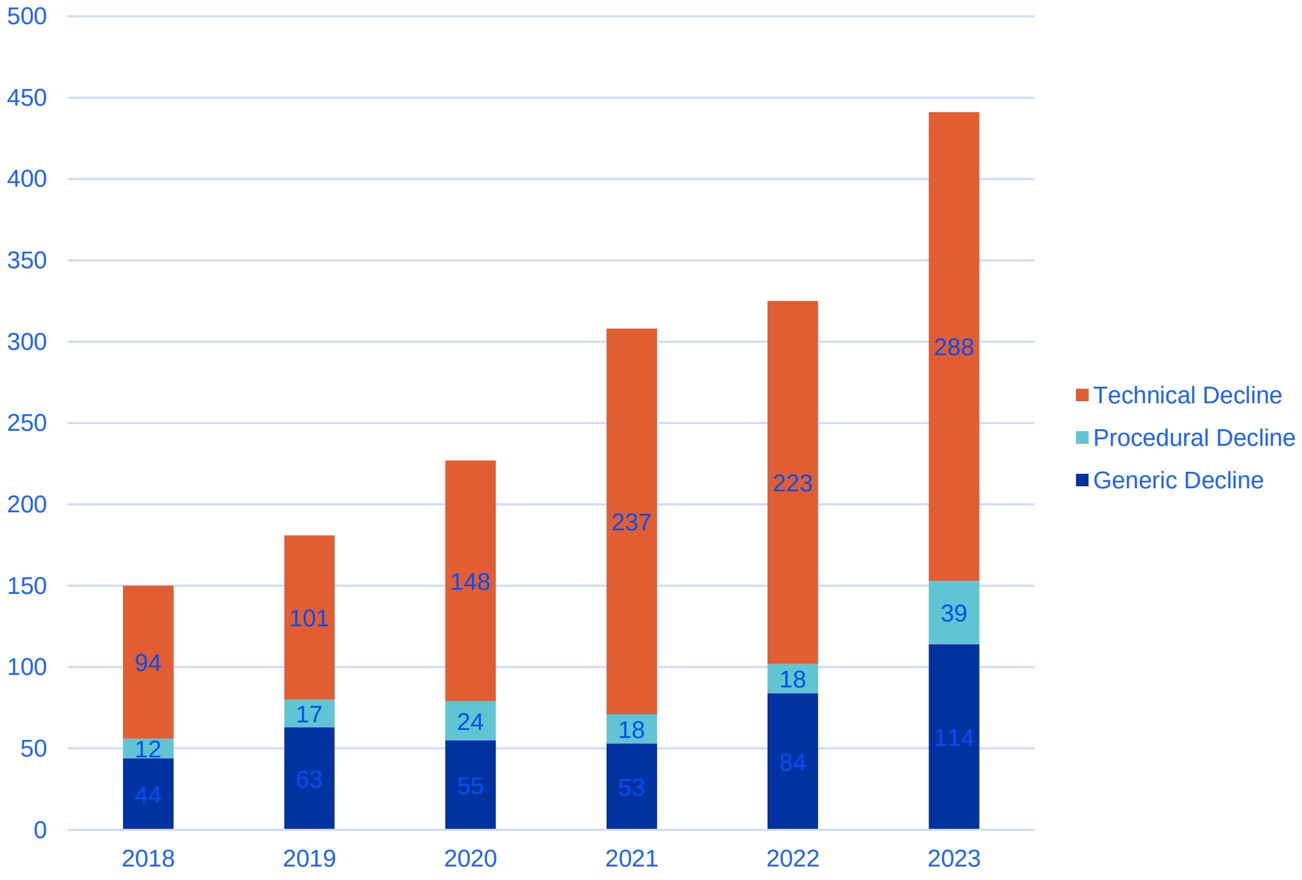
Step 1: Data Analysis
Initial Findings – Market Survey



Price Category/Year	Count of Procedure	Sum of Total Firms invited	Sum of Decline Number	Sum of Percentage Declined	Sum of No Reply Number	Sum of Percentage No Reply
200-750K	**131**	**4574**	**489**	**10.7%**	**2853**	**62.4%**
2018	23	624	82	13.1%	312	50.0%
2019	20	589	69	11.7%	340	57.7%
2020	15	410	49	12.0%	224	54.6%
2021	28	1156	120	10.4%	765	66.2%
2022	15	678	67	9.9%	482	71.1%
2023	30	1117	102	9.1%	730	65.4%
750K-5M	**174**	**7172**	**772**	**10.8%**	**4631**	**64.6%**
2018	36	923	115	12.5%	515	55.8%
2019	17	559	58	10.4%	344	61.5%
2020	28	1299	136	10.5%	873	67.2%
2021	23	970	95	9.8%	628	64.7%
2022	33	1740	189	10.9%	1187	68.2%
2023	37	1681	179	10.6%	1084	64.5%
5M-10M	**37**	**1905**	**162**	**8.5%**	**1093**	**57.4%**
2018	6	160	13	8.1%	75	46.9%
2019	3	157	7	4.5%	83	52.9%
2020	5	245	35	14.3%	127	51.8%
2021	3	253	22	8.7%	144	56.9%
2022	8	448	40	8.9%	249	55.6%
2023	12	642	45	7.0%	415	64.6%
>10M	**33**	**1680**	**178**	**10.6%**	**943**	**56.1%**
2018	3	111	4	3.6%	55	49.5%
2019	4	227	30	13.2%	123	54.2%
2020	7	332	45	13.6%	157	47.3%
2021	6	269	29	10.8%	151	56.1%
2022	6	365	35	9.6%	229	62.7%
2023	7	376	35	9.3%	228	60.6%

Step 1: Data Analysis
Initial Findings – Market Surveys





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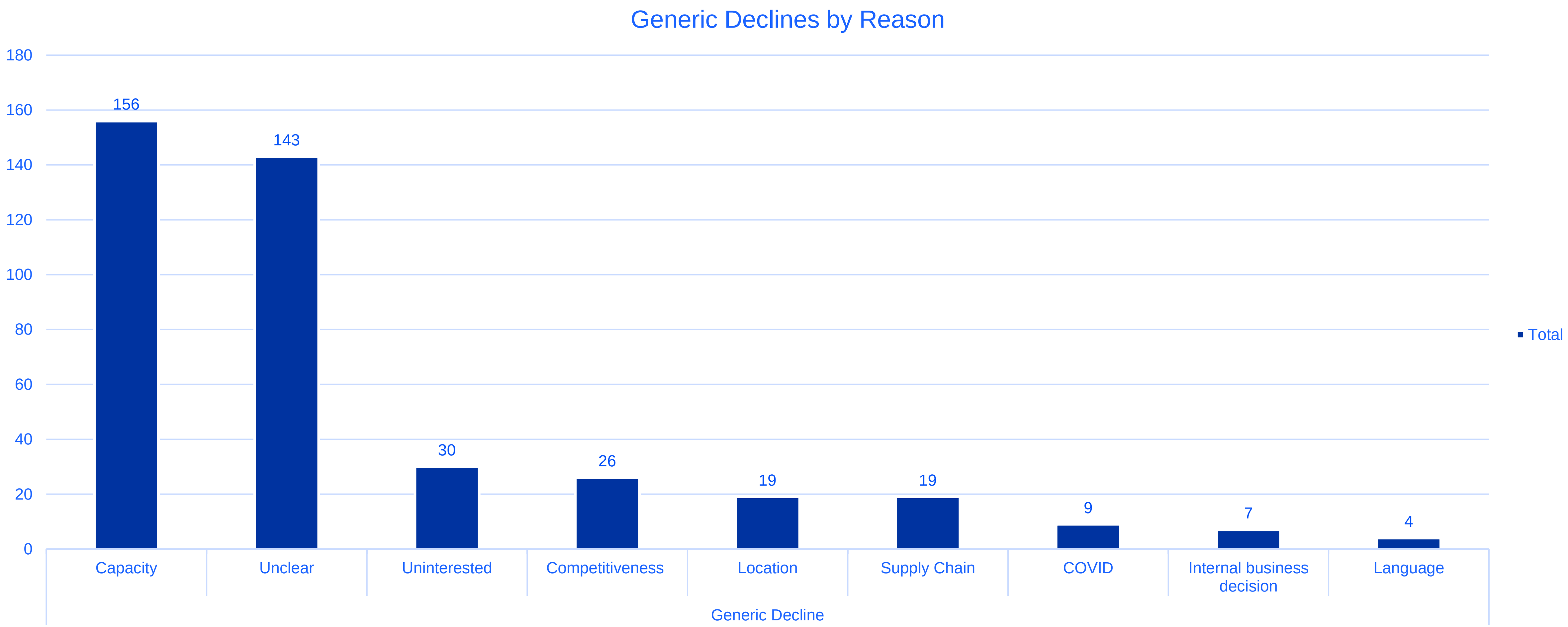

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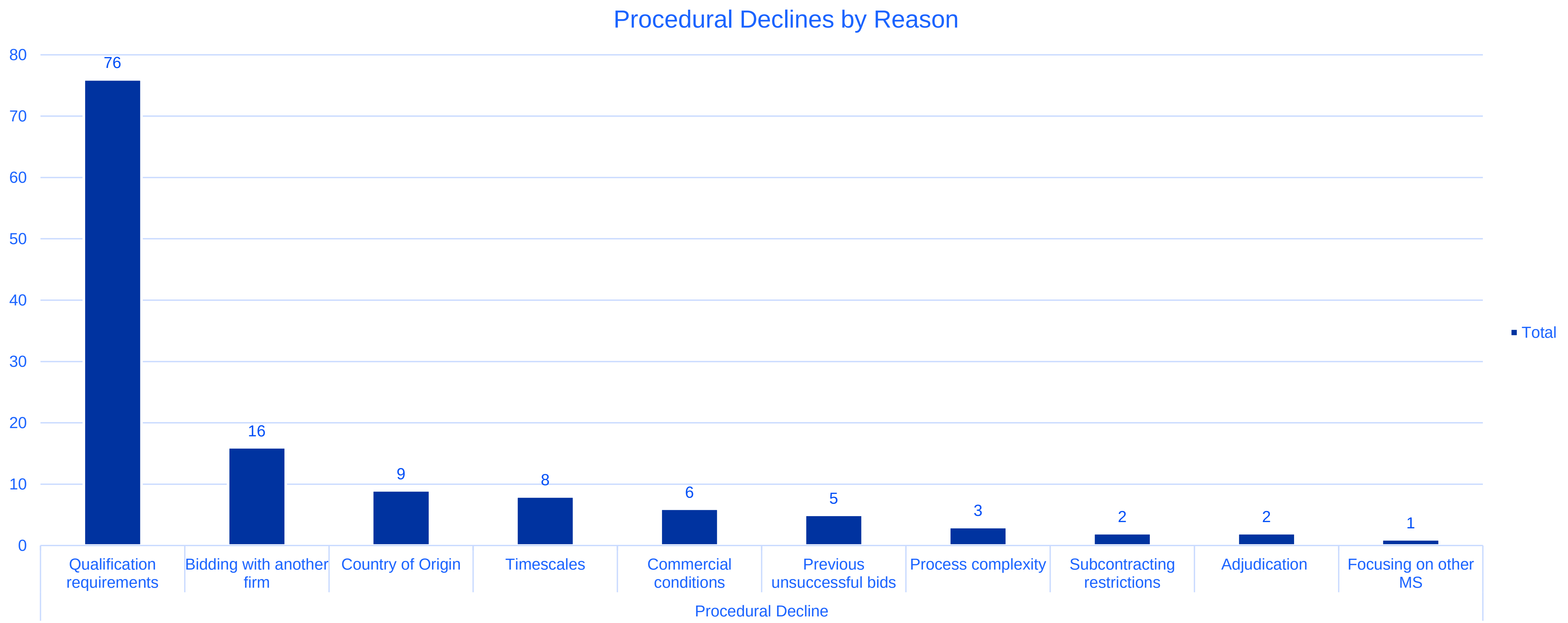

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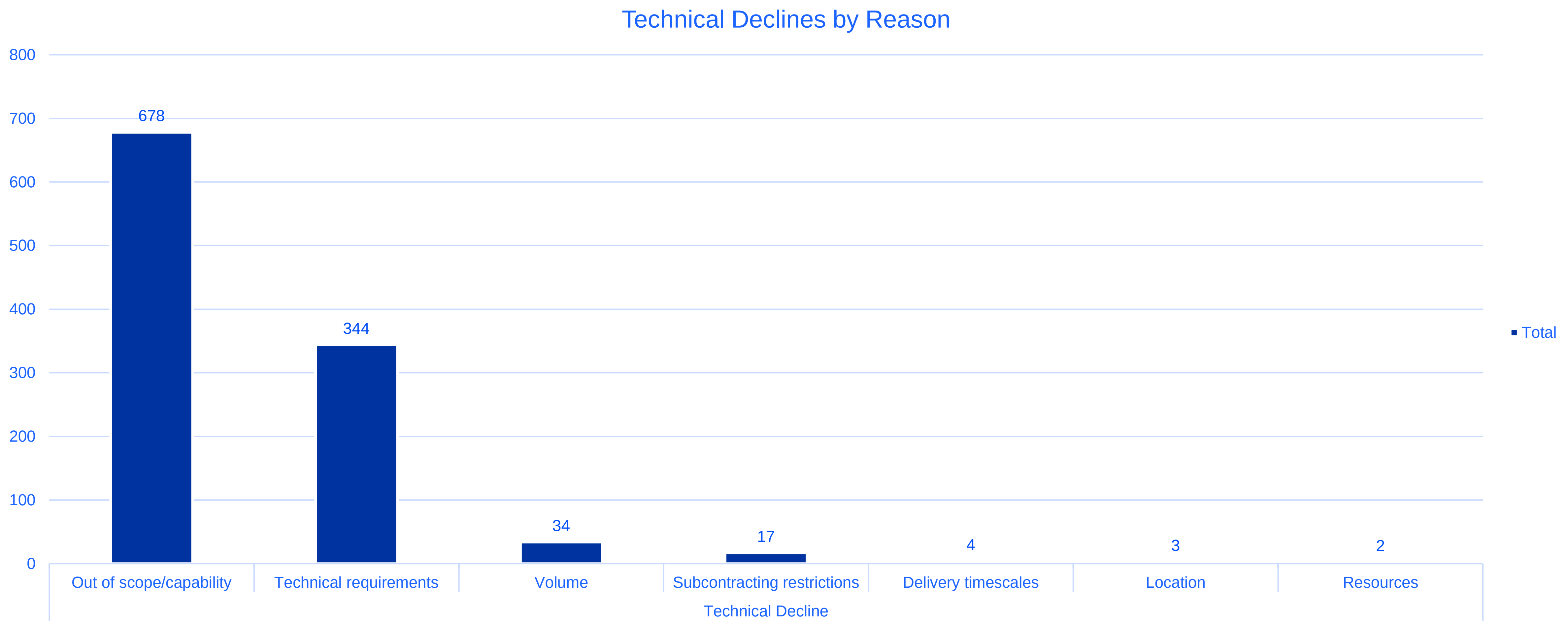
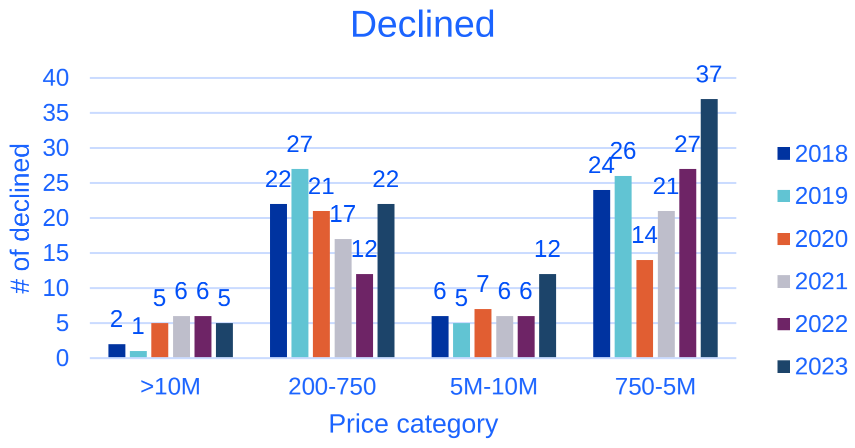
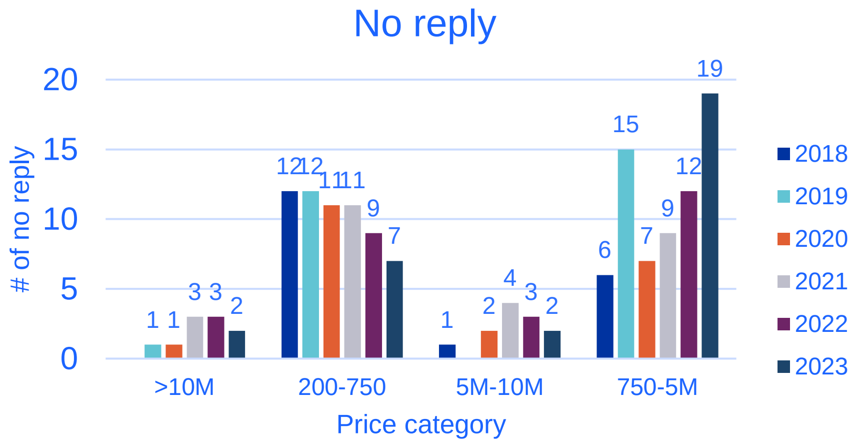


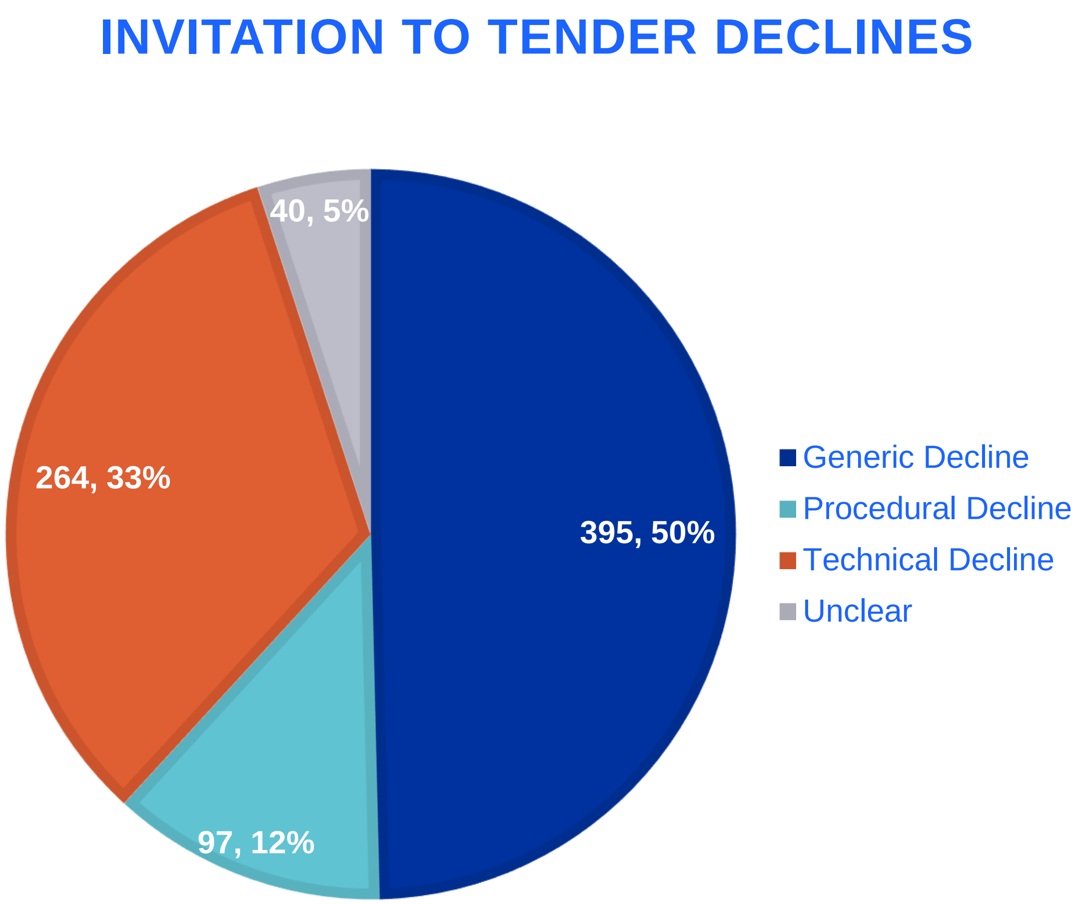
Step 1: Data Analysis
Initial Findings – Invitation to Tender

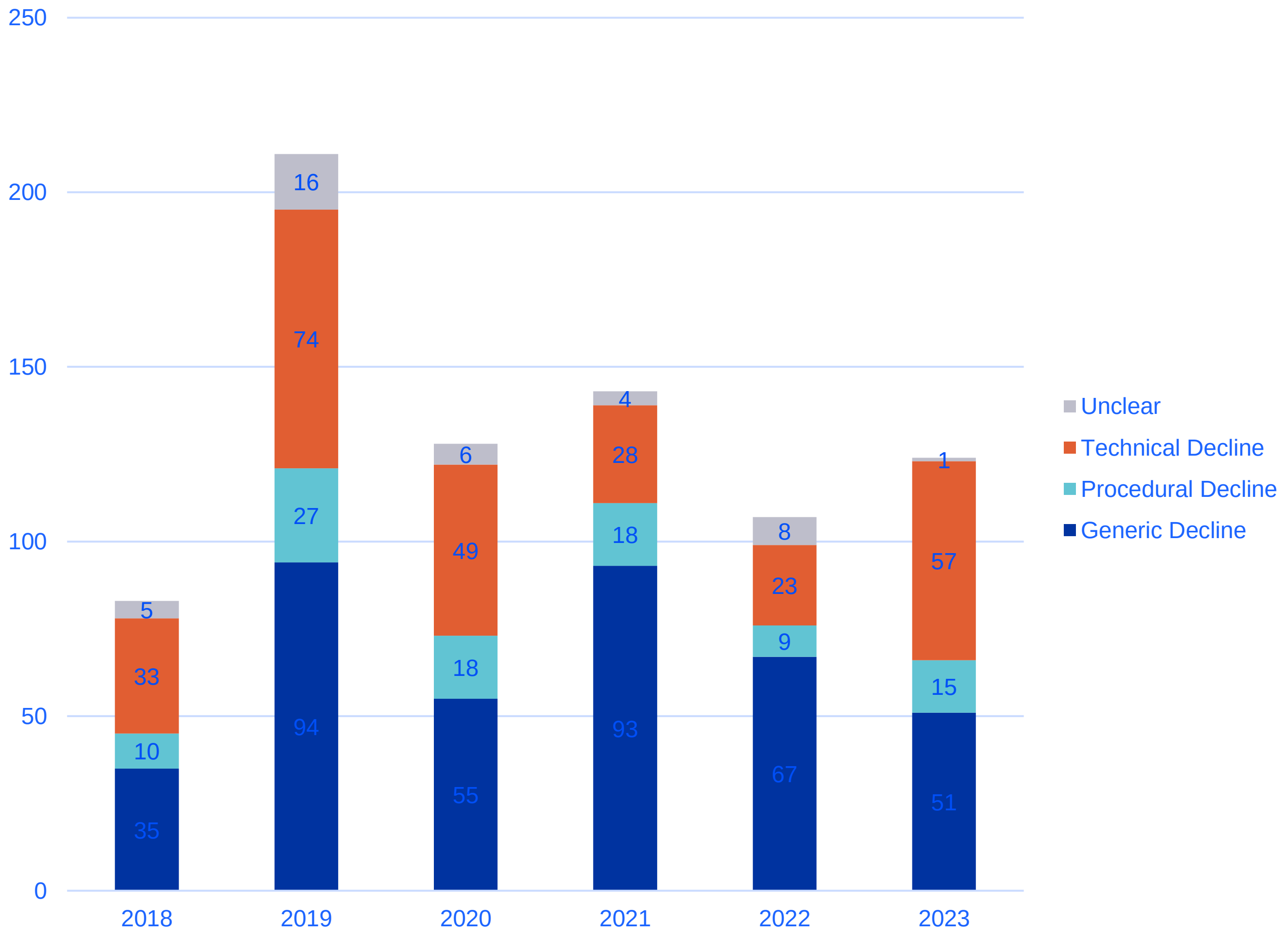




Price Category/ Years	Count of Procedure	Sum of Total Firms invited	Sum of Decline Number	Sum of Percentage Declined	Sum of No Reply Number	Sum of Percentage No Reply
200-750K	**170**	**1149**	**367**	**31.9%**	**142**	**12.4%**
2018	29	232	78	33.6%	29	12.5%
2019	36	298	115	38.6%	33	11.1%
2020	25	188	52	27.7%	26	13.8%
2021	26	134	32	23.9%	21	15.7%
2022	22	128	29	22.7%	19	14.8%
2023	32	169	61	36.1%	14	8.3%
750K-5M	**213**	**1482**	**524**	**35.4%**	**146**	**9.9%**
2018	42	210	70	33.3%	7	3.3%
2019	36	346	152	43.9%	47	13.6%
2020	19	118	37	31.4%	9	7.6%
2021	24	223	80	35.9%	27	12.1%
2022	34	232	77	33.2%	23	9.9%
2023	58	353	108	30.6%	33	9.3%
5M-10M	**47**	**455**	**176**	**38.7%**	**28**	**6.2%**
2018	6	66	38	57.6%	3	4.5%
2019	5	48	25	52.1%	0	0.0%
2020	7	106	40	37.7%	2	1.9%
2021	8	73	26	35.6%	10	13.7%
2022	8	70	19	27.1%	9	12.9%
2023	13	92	28	30.4%	4	4.3%
>10M	**34**	**250**	**76**	**30.4%**	**28**	**11.2%**
2018	3	12	3	25.0%	0	0.0%
2019	4	26	6	23.1%	4	15.4%
2020	5	49	16	32.7%	2	4.1%
2021	8	85	27	31.8%	11	12.9%
2022	7	47	14	29.8%	7	14.9%
2023	7	31	10	32.3%	4	12.9%

Step 1: Data Analysis
Initial Findings – Invitations to Tender





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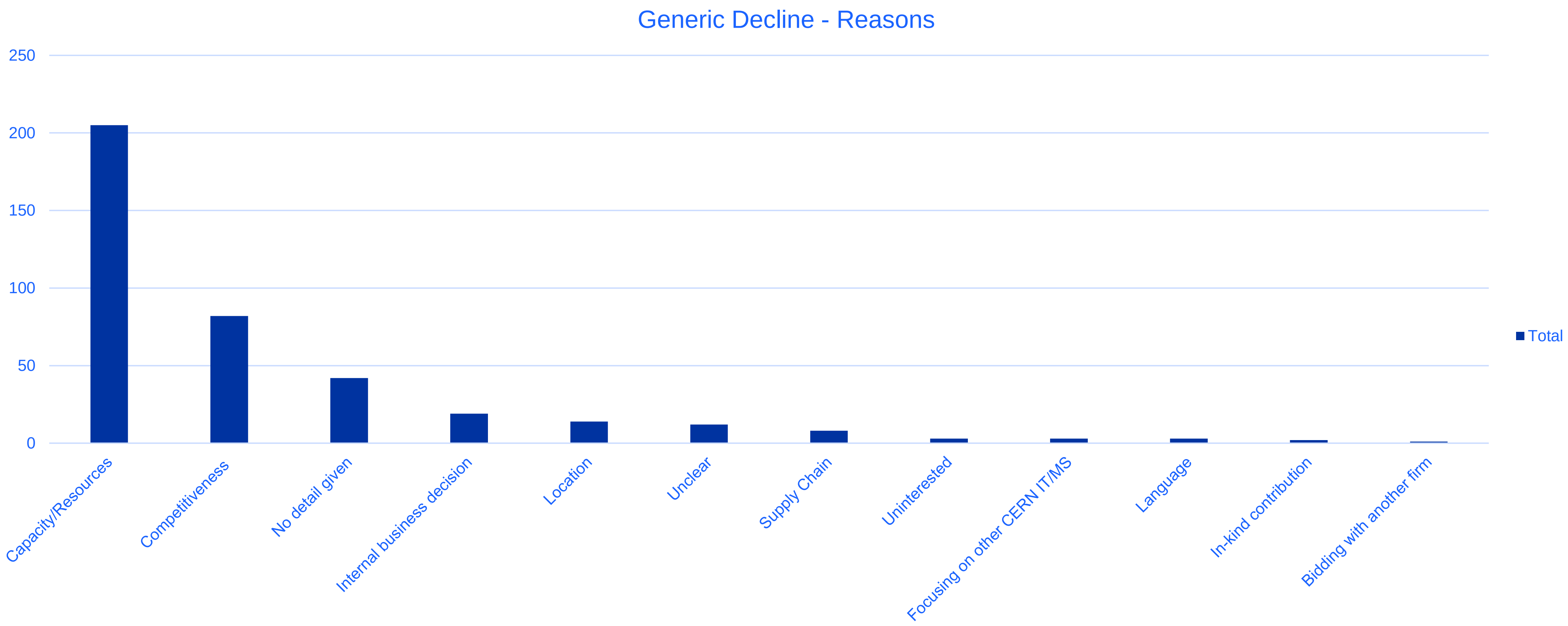

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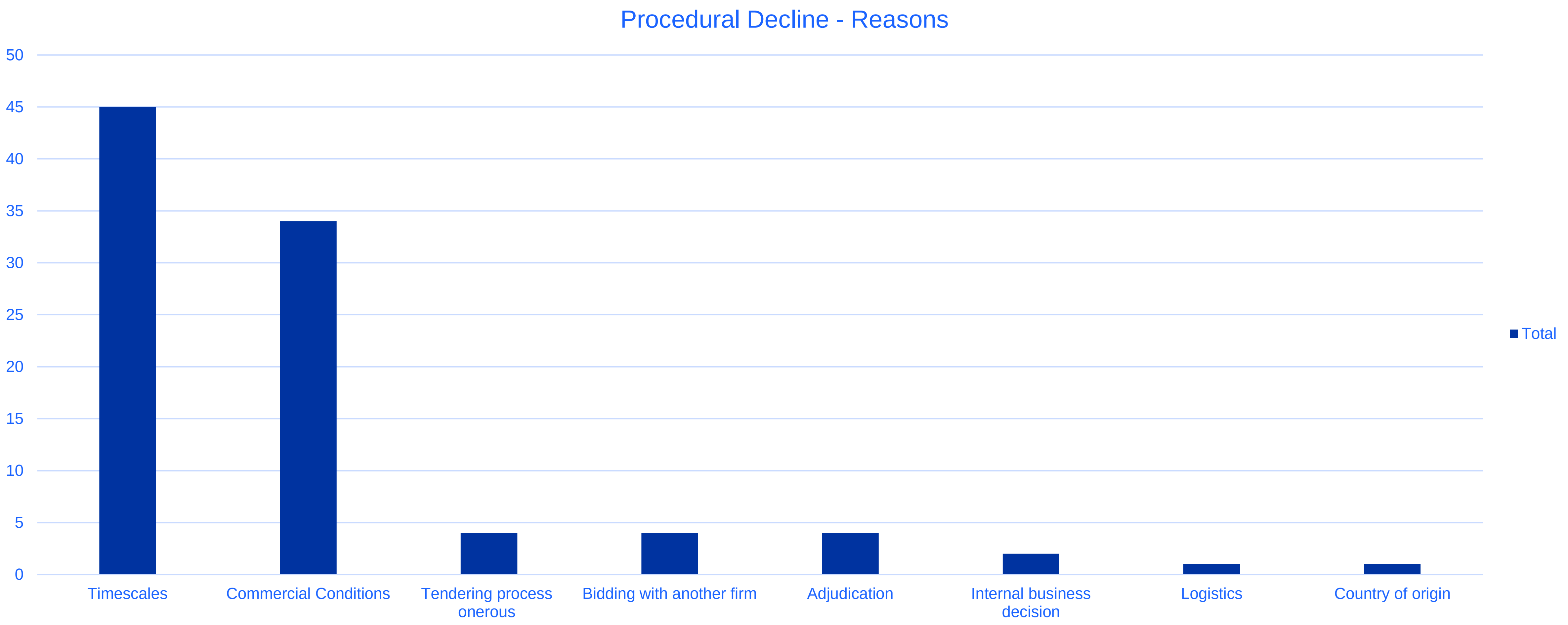

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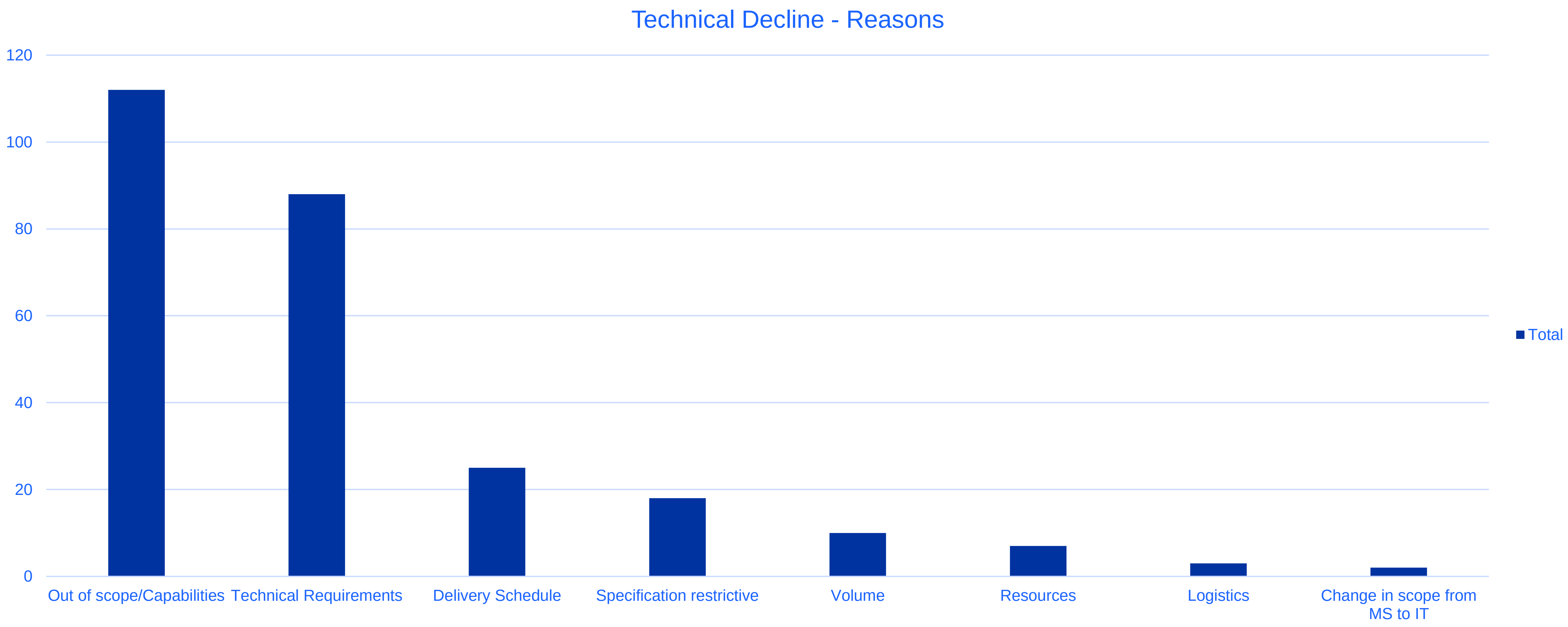


Step 2: Identify Trends
Stakeholder Feedback and Discussion

Information Sharing

- Direct feedback received by technical teams from bidders;
- Technical teams' perception of supplier participation rates;
- Supplier selection strategies used by technical teams;
- Criticality of subcontracting restrictions

Improvements – Brainstorming

- What changes can we implement to become a more attractive customer to suppliers?
- What sourcing strategies should we use to increase participation?
- Can we make the process easier for bidders?

Step 2: Technical Stakeholder Feedback

CERN Attractiveness	Planning & Market Conditions	Process
• Low volumes, technically demanding client • Research organizations not a core market for many industries	• Many firms at capacity / order booked out 6-12 months in advance • Project delivery schedules • Commercial risk for small companies	• Time investment for firms and technical teams to prepare a tender • Timescales

Step 2: ILO Feedback

ILO Survey sent on August 13th

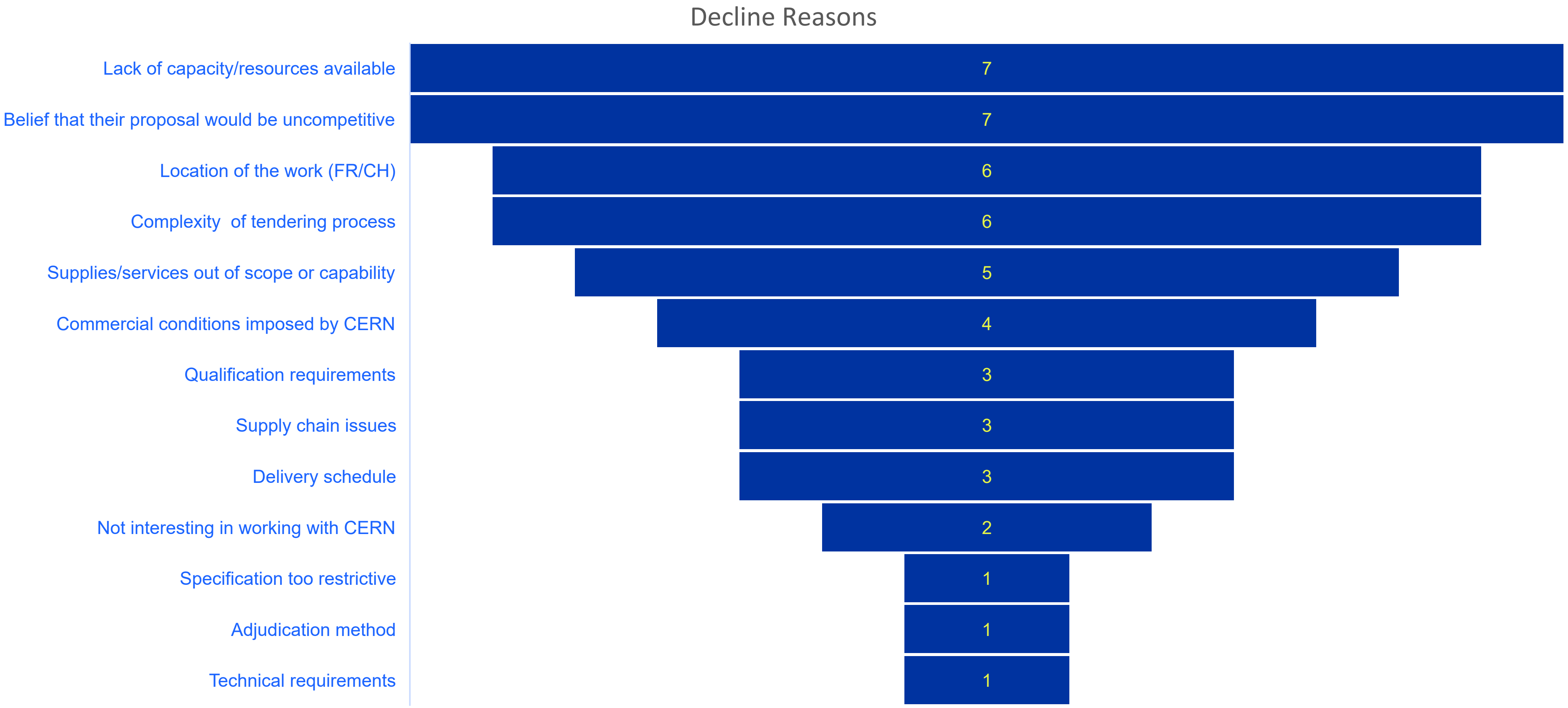
- ILO perspective on firm's deciding to decline or not respond to procurement procedures
- Suggestions to improve our processes to improve overall response rates
- Insight into spend categories and subjects for upcoming thematic events

Thank you to those of you who responded and took the time to send your insights separately via email

Step 2: ILO Feedback
Reasons for a ‘No Response’

- **Capacity of the sales office or resource availability**
- **Sent to a generic email addresses or wrong contact within the firm**
- **Uninterested working with CERN**
- **Firms may ‘self-disqualify’ after reviewing the requirements**
- **First point of contact is the procedural invitation with no prior notice or information about the requirements or CERN in general**

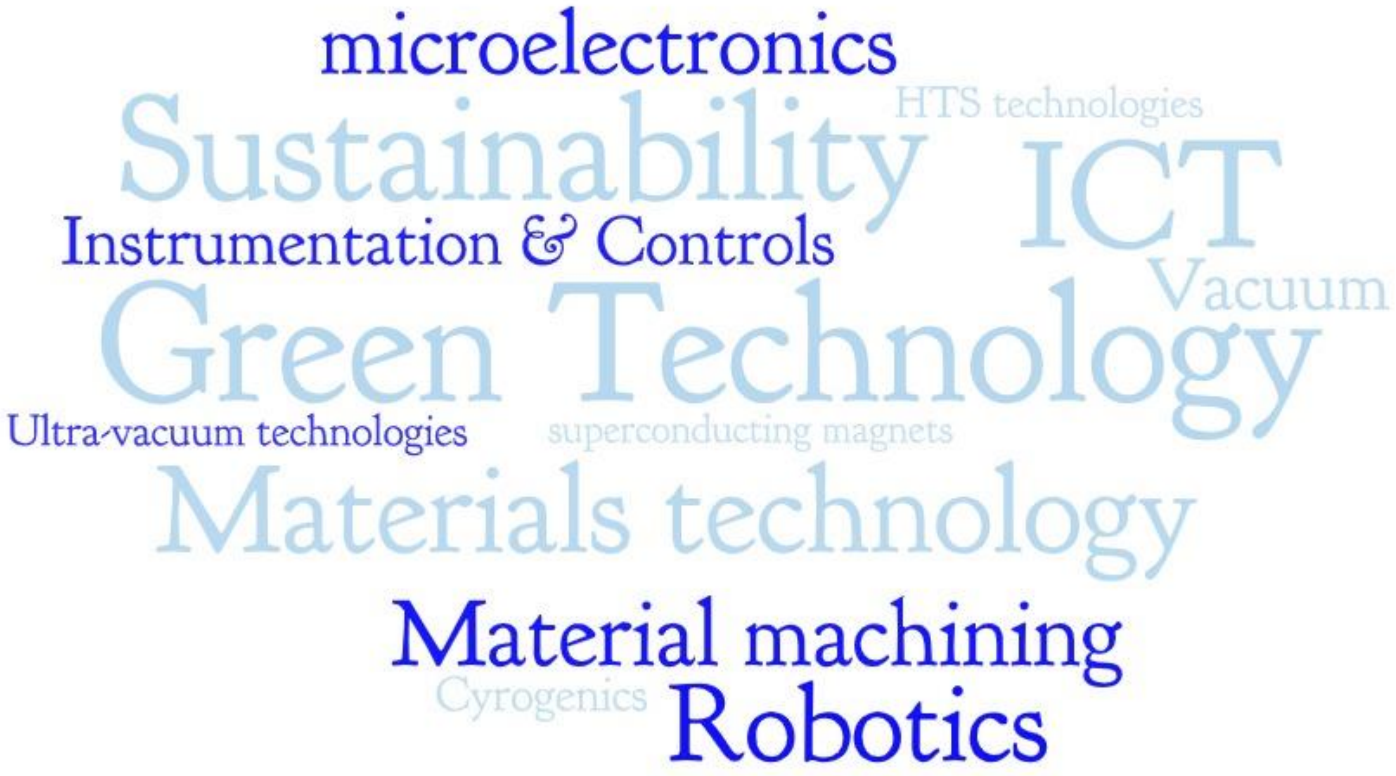
Step 2: ILO Feedback
Reasons firms decline



Step 2: ILO Feedback
Proposals for consideration

- **Supplier database clean up**
  - With ILO support
  - Annual confirmation of contacts
  - Removal of firms that do not respond to multiple procedures
- **Procedural and commercial condition flexibility**
  - Provide longer timescales to complete and/or grant extensions
  - Provide some flexibility on commercial conditions if appropriate
- **Procedural status dashboard**
  - Creation of a place where firms could check the status of the procedure they have submitted a bid or registered interest
- **Focus on areas with low levels of responses/participation**
- **Increase the use of BVFM adjudications and increase overall transparency in the adjudication process**

Step 2: ILO Feedback
Request thematic events



**Areas where we have low levels of participation and areas where we expect to award a high number of contracts*

***1 response stating these thematic events are not relevant unless there is a large project (HL-LHC) otherwise the annual industry webinars are sufficient*

Step 3: Proposed Preliminary Actions

Category-specific strategies

- Increase utilization of framework blanket order contracts for low volume individual orders, standardized and frequently purchases items/goods.
- Understand technical barriers to entry and analyse solutions to increase market competition
- Increase scrutiny on technical ‘must haves’ versus ‘nice to haves’

Sourcing & Planning

- Assess procurement codes where participation is the lowest and reasons why.
- Review and determine appropriate sourcing strategies

Communication, Feedback & Outreach

- More communication on upcoming opportunities and explanation of CERN procurement processes with industry/firms ahead of tenders (e.g. LinkedIn, industry webinars)
- Increase frequency of check ins and communication with bidders ahead procedure publication
- Require firms to respond with more detail when they decline a procedure → use data to review ‘lessons learned’ with procurement and technical teams

Next steps

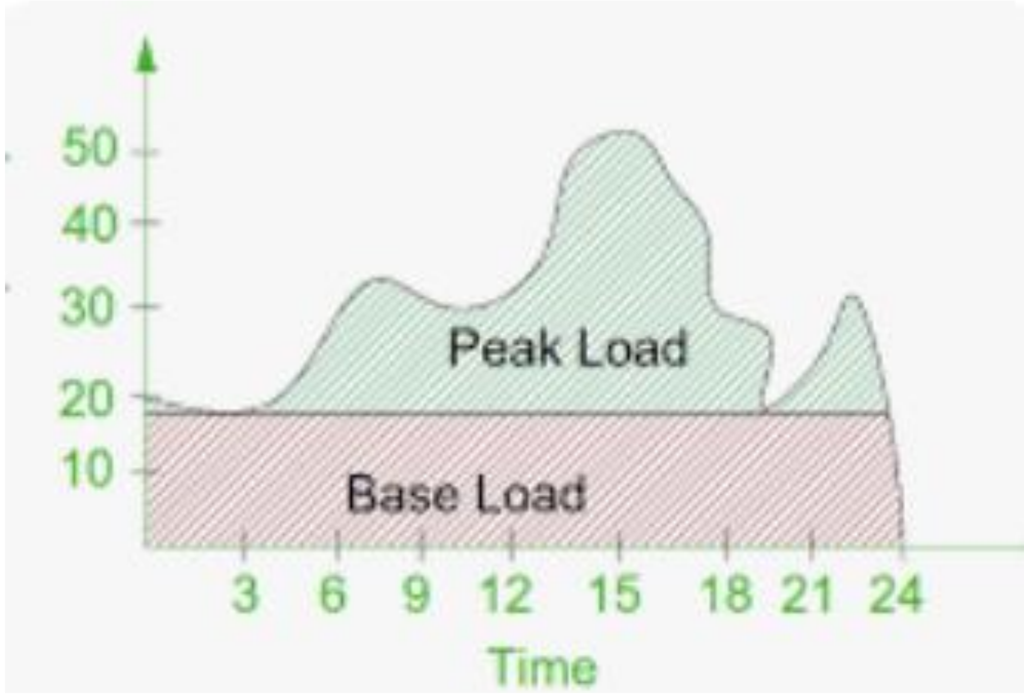
- Continue analysing data by procurement codes
- Establish a sourcing policy including category specific sourcing plans
- Follow up in March ILO forum on the actions taken and continuous improvement

Electricity contracts

Bjorn Jenssen

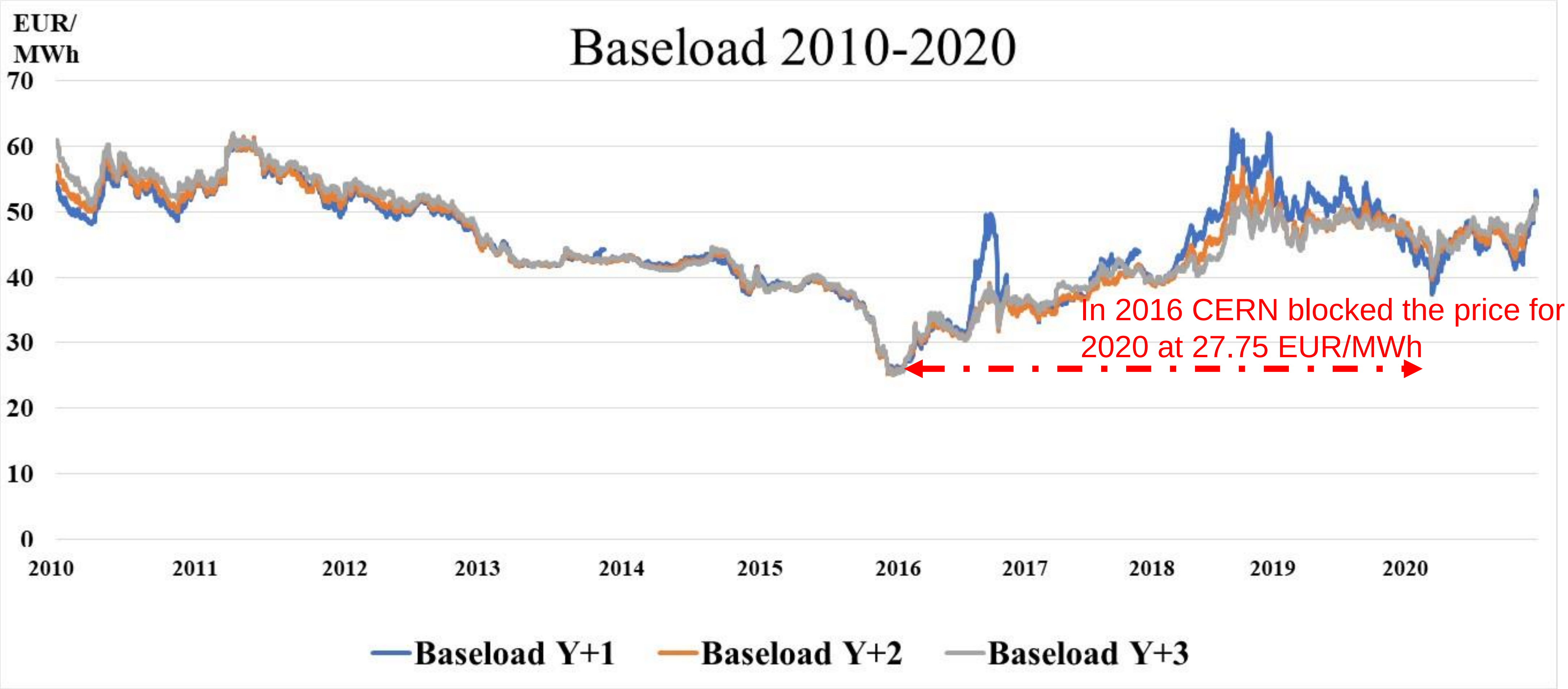
October 2024

Electricity



- Some historic: France put a system in place called ARENH «Accès Régulé à l'Électricité Nucléaire Historique » in 2011 after agreemeent with the European Union. This system would be in place until end 2025
- ARENH : according to your consumption profile you have the right to buy electricity to a preferable tariff: 42/EUR/MWh
- Volume available at ARENH tariff: 100 TWh (~25% of France nuclear production)
- How to buy electricity: tariff or on the market?

Electricity



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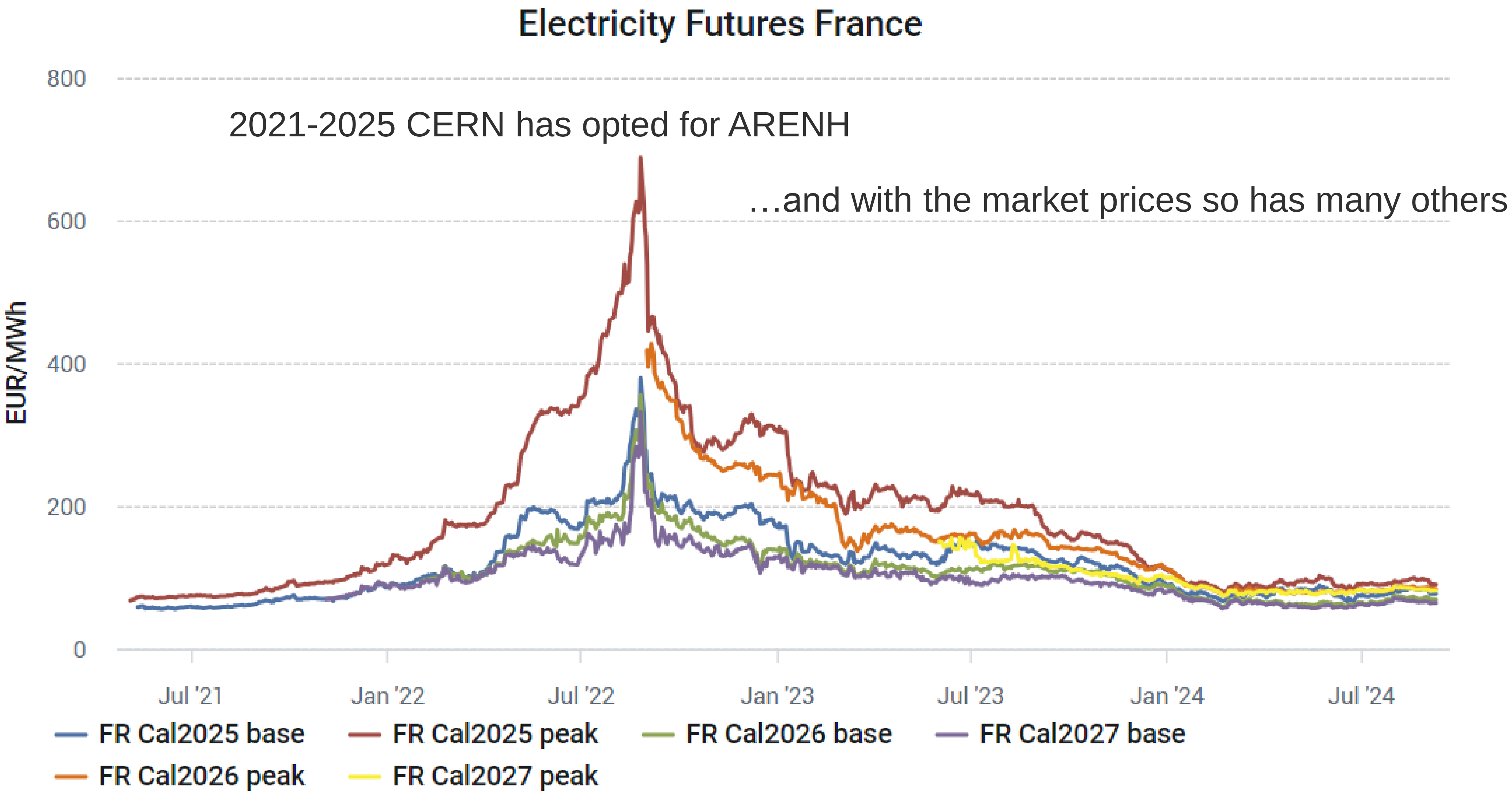


Electricity

Année de livraison	Date de l'écrêtement	Demandes ARENH (TWh)	Taux d'écrêtement	Prix du marché (CAL+1 le jour de l'annonce)
2013	30/11/2012	40		
2014	29/11/2013	36		
2015	28/11/2014	33		
2016	30/11/2015	2		
2017	30/11/2016	30		
2018	01/12/2017	95		
2019	30/11/2018	133	25,0%	57,67
2020	29/11/2019	147	32,0%	49,14
2021	30/11/2020	146	31,6%	46,59
2022	01/12/2021	160	37,6%	169,25
2023	**01/12/2022**	**148**	**32,57%**	**445,16**

What this is?

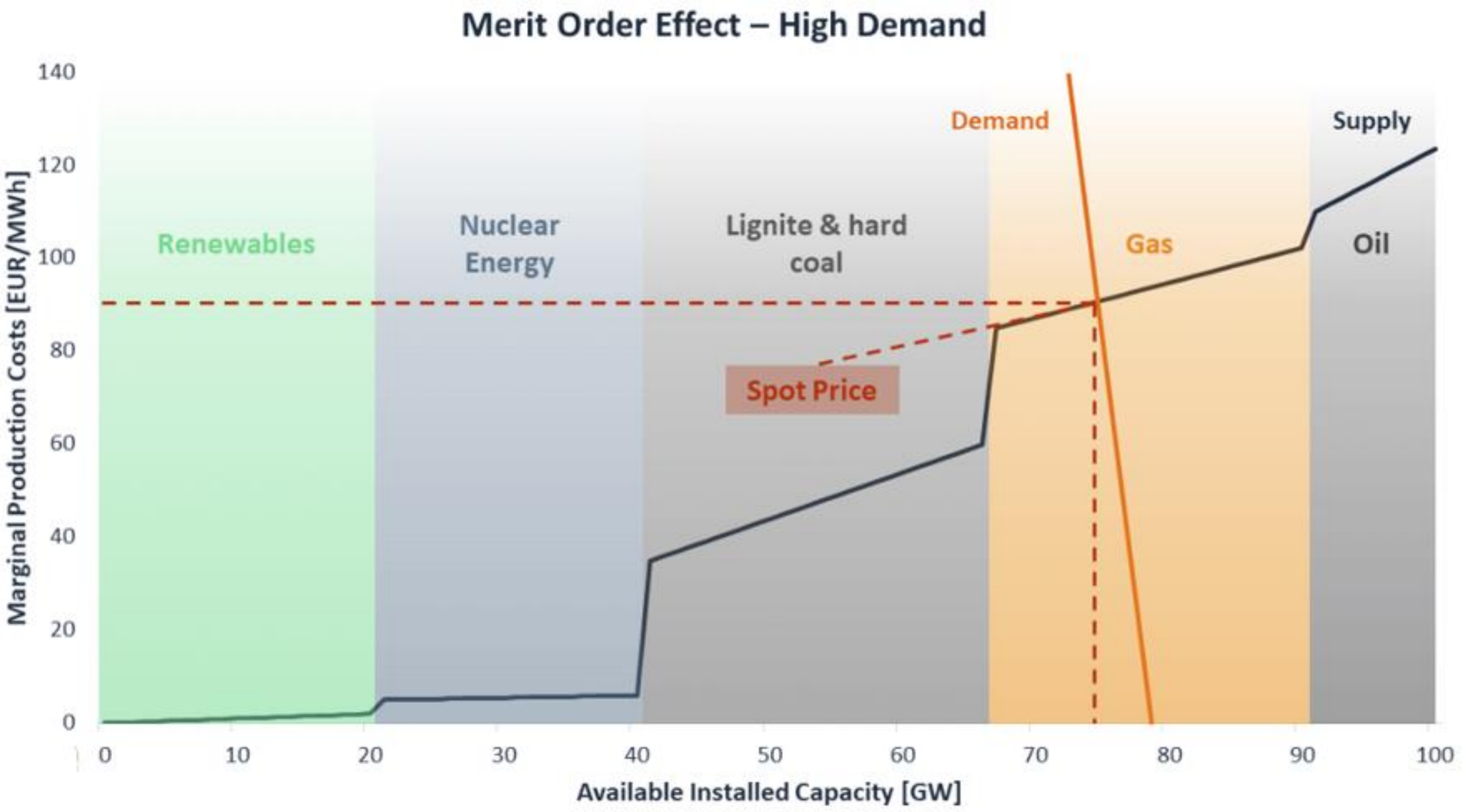
Q: What can we do?

A: We anticipate the cut by buying on the market. We follow the market and try to buy at the best moment and the estimated right quantity.

- Looking into the past «technical analyses»
- Budget
- Present and future situation (geopolitical and legislation)
- An eye on “order of merit”

Electricity

Market price based on «Merit of order»: price impact Ukraine/Russia gas



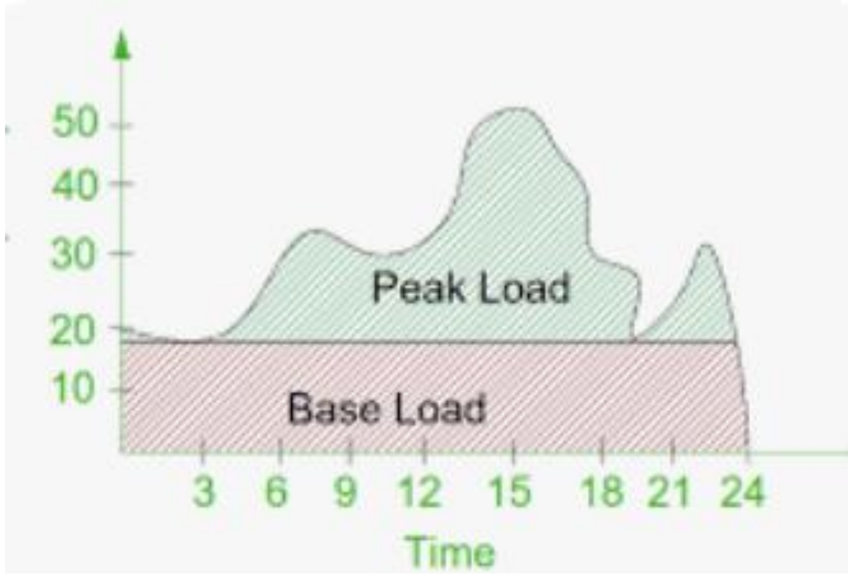
Coverage Ratio of Power demand by [Nuclear + Wind + Solar + Run-of-River Hydro] France

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
January	97%	99%	80%	104%	88%	93%	87%	84%	90%	99%
February	91%	99%	92%	89%	99%	102%	93%	91%	87%	105%
March	97%	95%	100%	93%	105%	100%	93%	82%	92%	105%
April	104%	99%	103%	108%	103%	111%	93%	85%	101%	110%
May	112%	108%	107%	115%	112%	110%	109%	88%	116%	122%
June	112%	110%	100%	114%	112%	95%	111%	85%	105%	
July	112%	103%	100%	105%	104%	90%	113%	77%	104%	
Augsut	117%	101%	105%	102%	107%	94%	118%	78%	105%	
September	107%	92%	102%	107%	104%	86%	107%	77%	110%	
October	100%	87%	90%	100%	101%	97%	102%	86%	112%	
November	102%	84%	81%	89%	86%	95%	82%	83%	101%	
December	103%	82%	88%	100%	94%	91%	82%	82%	100%	

kpler

Electricity

- Electricity supply we buy will have to cover the consumption profile (baseload/peakload)
- Fixed price with 15% consumption allowance, possible update of forecast
- Electricity supplier will charge a different margin depending on season (winther-summer) and the time of consumption (day-night)



EEX FRENCH POWER FUTURES

2024-09-09 | Year | Quarter | Month | Week | Weekend | Day

Base

Future	Last Price	Last Volume	Settlement Price	Volume Exchange	Volume Trade Registration	Open Interest
Cal-25	76.60	8,760	76.89	332,880	376,680	11,120
Cal-26	68.50	8,760	68.52	665,760	192,720	7,134
Cal-27	64.00	8,760	63.99	192,720	8,760	2,208
Cal-28	-	0	63.01	0	0	366
Cal-29	-	0	63.35	0	0	4
Cal-30	-	0	-	0	0	0

Peak

Future	Last Price	Last Volume	Settlement Price	Volume Exchange	Volume Trade Registration	Open Interest
Cal-25	-	0	89.83	0	0	2,020
Cal-26	83.25	3,132	83.62	28,188	0	693
Cal-27	81.40	3,132	81.50	3,132	0	488
Cal-28	-	0	79.30	0	0	27
Cal-29	-	0	-	0	0	0
Cal-30	-	0	-	0	0	0

Electricity

- Other challenges::
  - Bonus arrangements for accurate forecasts
  - Modification real consumption vs forecasted consumption changes the cost
  - Changing regulation (i.e. «new market design» in EC from 2026)
  - Integration of green energy : PPA (Power Purchase Agreement)
  - CAPN «Contrat d’Allocation de Production Nucléaire»
  - Post ARENH: VUN (Versement Universel Nucléaire) EDF may reimburse part of benefit to consumer

Questions & Answers

Consulting category analysis

Anthony Veyret

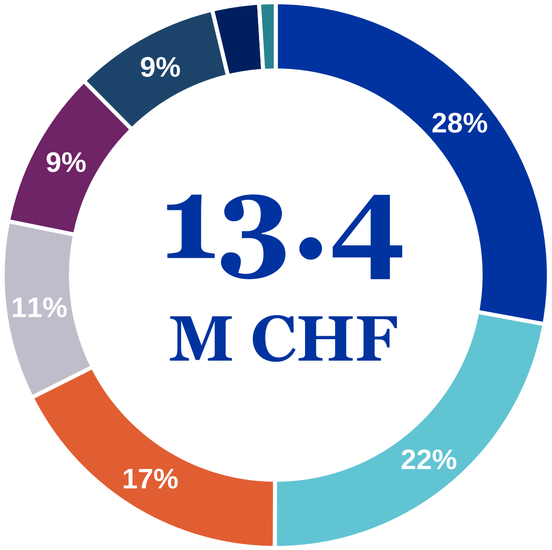
October 2024

1 › Consulting Spend Overview

› Key figures, Sub-Categories & Suppliers

CERN

Spend Overview – 2023 – External Consulting*



- Corporate Services
- Trainings
- IT Consultants
- Technical Consultants
- HSE Consultants
- Offsite engineering services
- Editorial & Linguistics Services
- Other

1. **Civil Engineering** is **excluded** from the overview (activities followed by the Civil Engineering procurement team)
2. **4 categories** represent **78 % of the total spend**
3. **1.1 M CHF** linked to FCC in 2023 (1.6 M CHF in 2024 YTD)
4. **Biggest suppliers** – SETEC, AKSIA, LEVEL UP (1.9 M CHF)
Only **14 suppliers** with a spend **above 200 K CHF**
91% of suppliers (594) with a spend below 50 K CHF
5. **62%** of the spend is **not linked to a contract**

Key Figures

8	652	1456
Categories	Suppliers	Orders

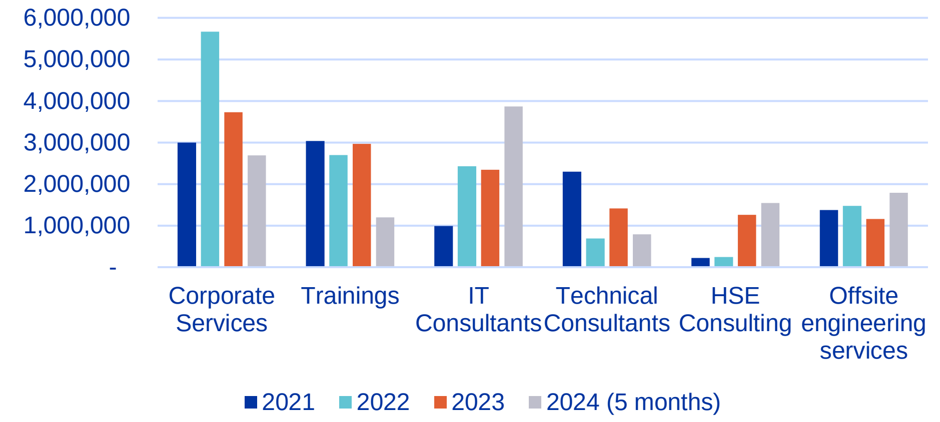
CERN

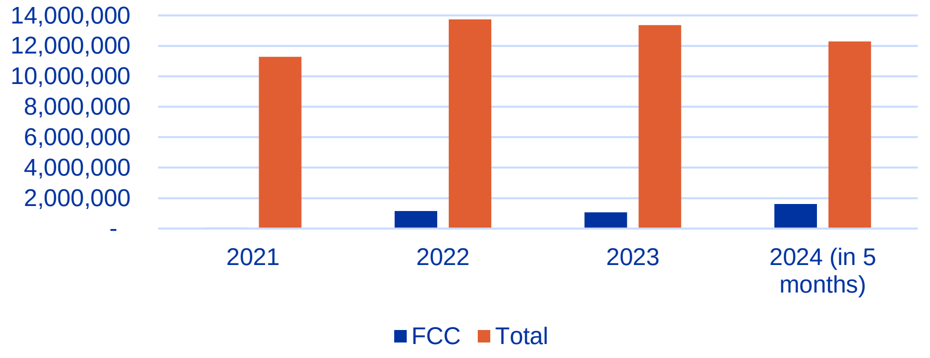
*Analysis based on procurement codes – a clean up has been made but some expenses might still be wrongly classified

Spend Trend, FCC and Supply Base

Increasing needs and consolidation opportunities

Outlook – M CHF

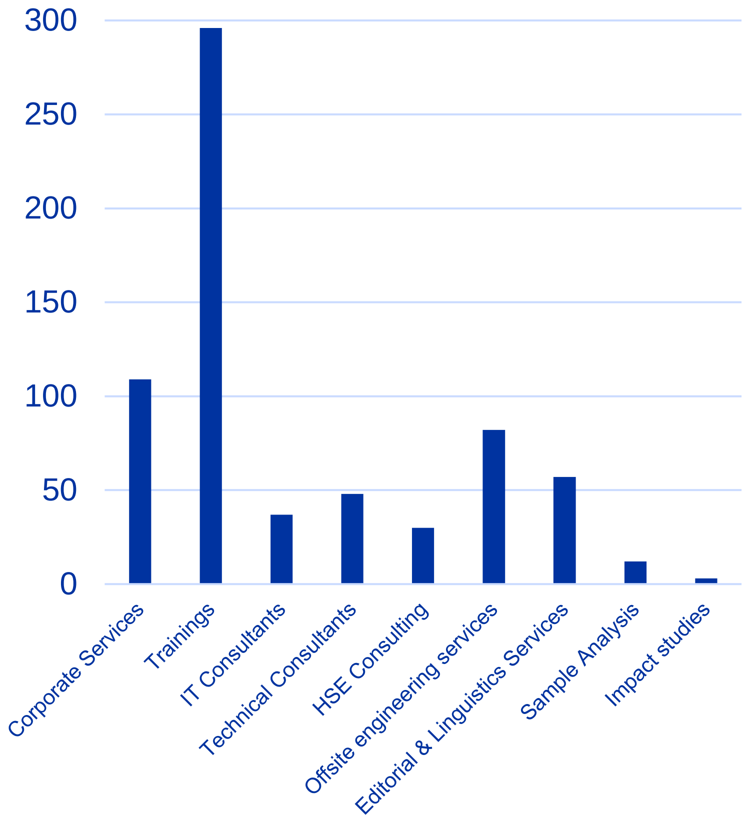




Actions Needed & Key Benefits

- Engage on **long term partnership** with few supplier and implement **SRM program**
- **Huge increase** of Consulting spend in 2024, optimize further Services and KPI's
- **FCC consulting spend** is **ramping up** and is likely to keep increasing in the years to come
- **Tail spend consolidation possible** – too many suppliers for low amounts in many categories – Procurement is not rationalized / optimized ➔ need to have a cross-department approach
- Mid-term needs to be gathered within departments

of suppliers



SWOT Analysis

Strengths

1. CERN's recognition and attractiveness
2. Increasing needs toward consultancy and more to come with FCC
3. Some stakeholders open to develop / start new way of working

Opportunities

1. Improve drastically the Industrial Return (consultancy services can be done from pretty much anywhere in the world)
2. Explore unseen territories (deep dive into outsourcing model (i.e. HR services and so on)
3. Develop agility / flexibility / time to react / compliances with frameworks agreements

Weaknesses

1. Lack of communication between departments to gather mid-long-term needs
2. No long-term visibility in IPT of upcoming projects (forum to be created?)
3. CERN processes might limit our flexibility (budget codes / amounts / criteria of selection etc…)
4. Typical buying habits different vs. private sectors (no category mindset within CERN stakeholders & procurement)
5. Limited spend on those categories

Threats

1. Business too small to be interesting on the market and attract big players
2. Internal (CERN) resistance to change
3. Difficulty to build a specification (too broad vs. too specific)
4. Extensive legal conversations between consulting firms and restrictive GCCC from CERN

2 › Sub-Categories Deep Dive

› **Overview and opportunities**

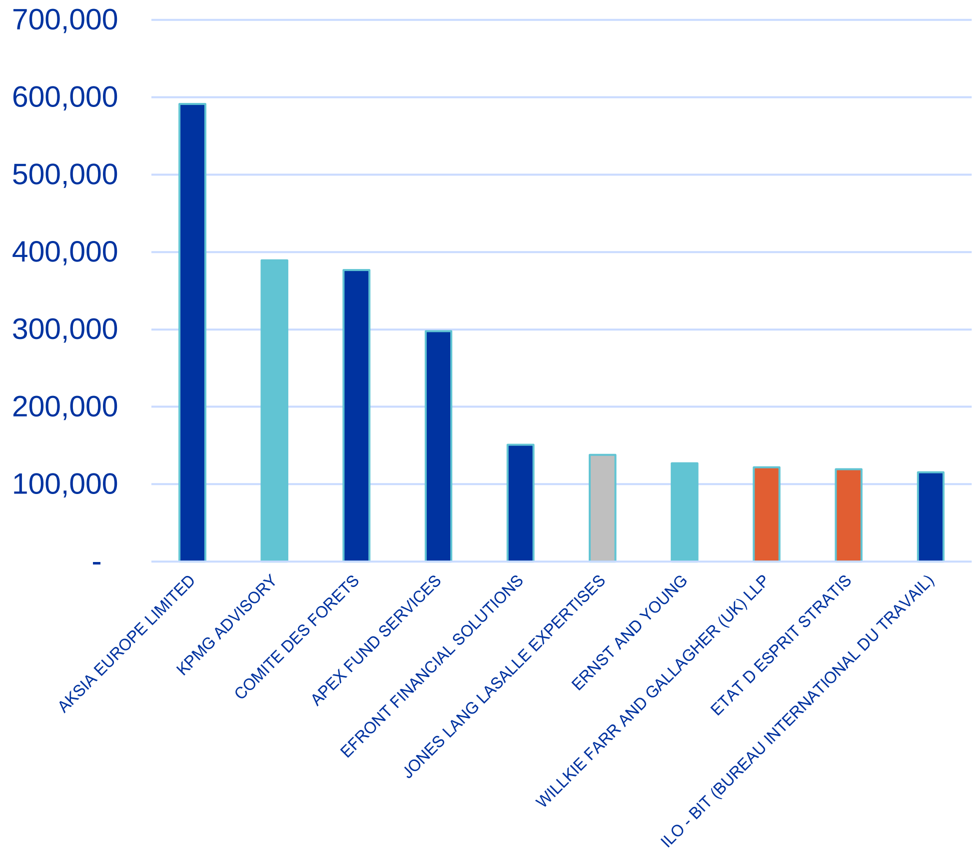
Corporate Services

Category to be developed / consolidated

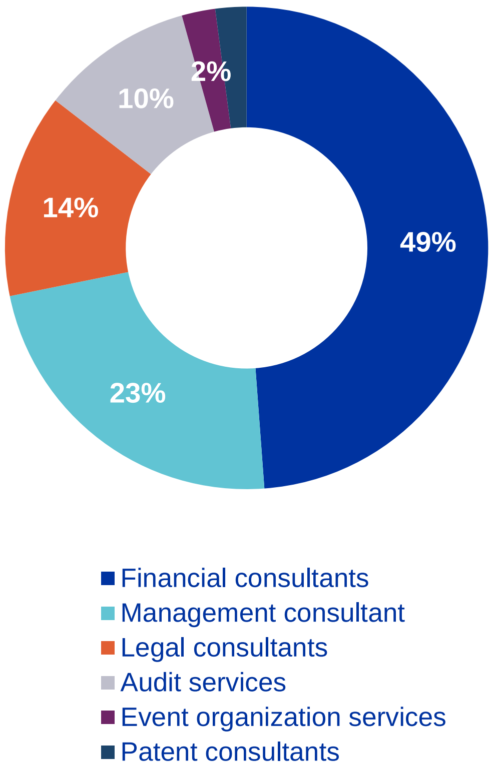
4.1 M CHF

110 Suppliers

Top 10 suppliers



Split by spend



Key takeaways

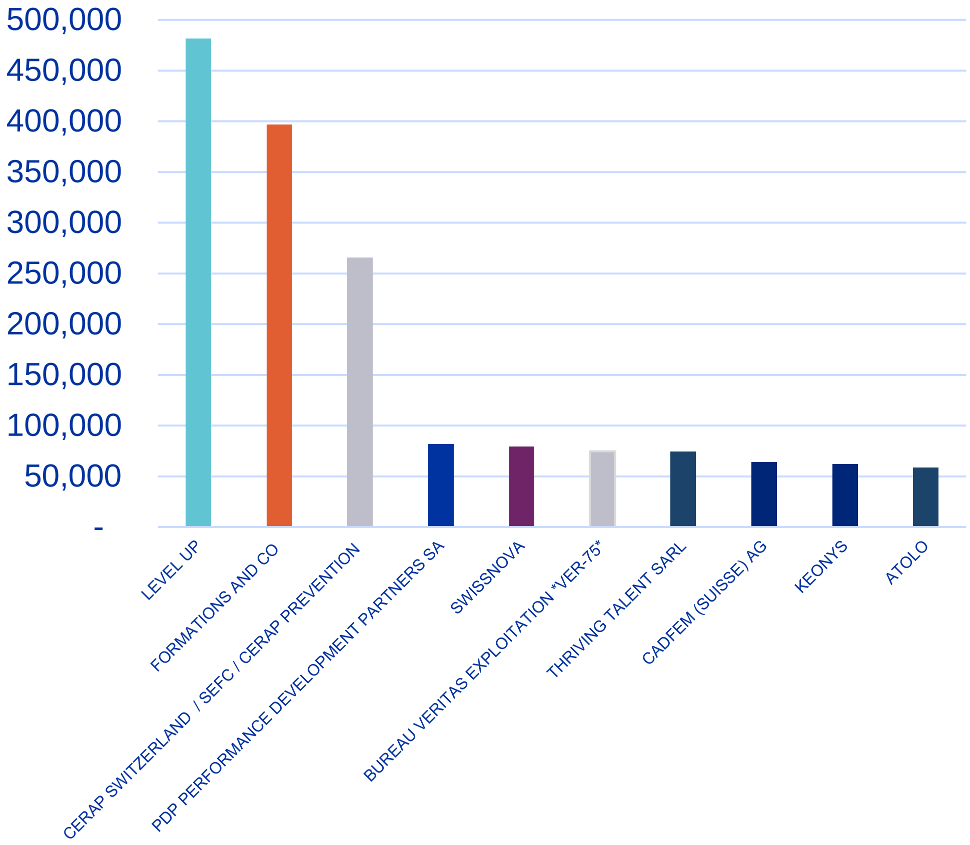
- **Top 10 suppliers: 5 out of 10 in Financial Services**
- **24 contracts** in place mainly KE with the pension fund (Framework agreements to be put in place ? difficulty to consolidate with CERN contracts?)
- 220 K CHF on FCC in 2023 – foreseen to increase substantially in 2024 and beyond
- Category likely to fall into **core services of the Big 4** and large consulting companies => consolidation possible?
- **Many new projects happening**: Leadership assessment – Talent Acquisition – BCP – Impact study (IPT). Framework agreements with several consulting companies could have **speed up the process** of those projects

Trainings

Fragmented category with many specific areas

3 M CHF | **296** Suppliers

Top 10 suppliers



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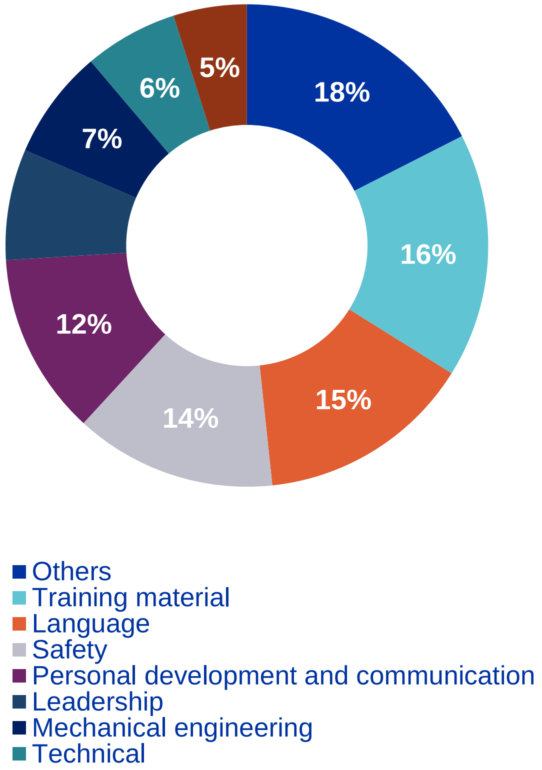


Key takeaways

- **Many subcategories** (29) with specific specialties
- **5 large contracts** in place with the biggest suppliers
- Category doesn't seem to have much room for improvement

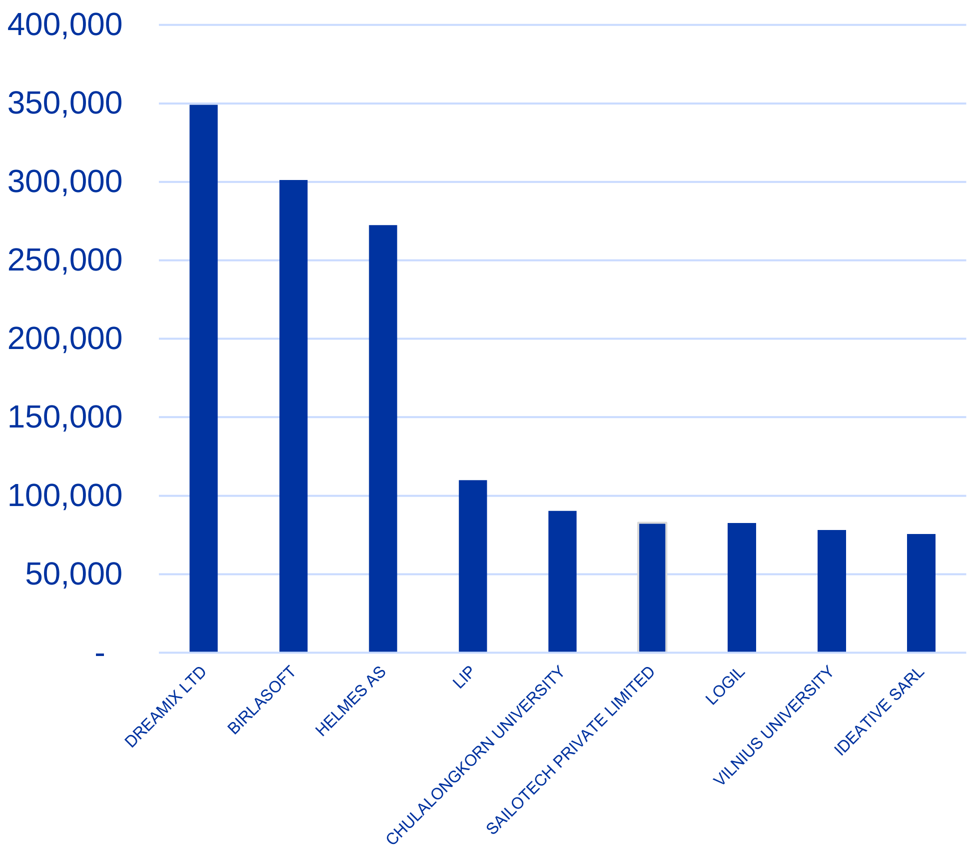
IT Consultants

Category mature – well managed - spend foreseen to increase significantly

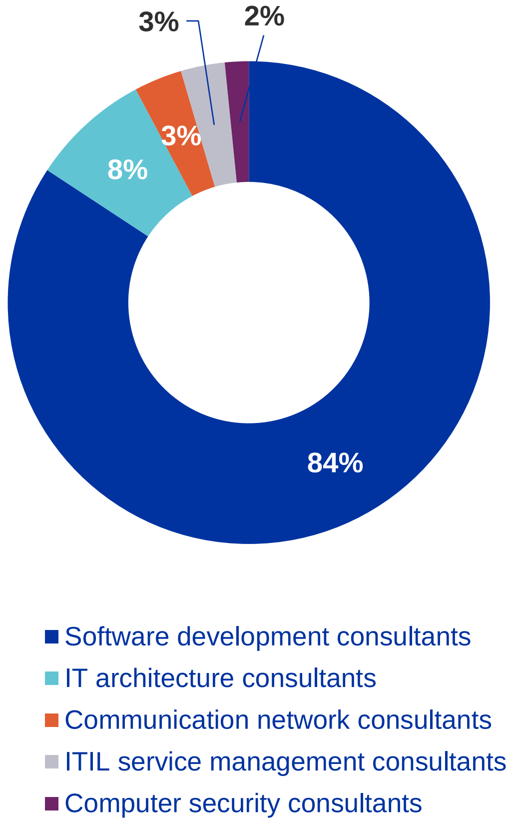
1.9 M CHF

36 Suppliers

Top 10 suppliers



Split by spend



Key takeaways

- The category is foreseen to be the biggest in terms of spend for the offsite services in 2024 and beyond
- Spend of 2.3 M CHF in 2023 but **already 3.9 M CHF in 5 months in 2024**
- **5 large contracts signed*** in 2024 for Application Development services for 5 years (Total approved amount = **15 M CHF)**
- Other needs should probably be more limited
- **Large supply base** on the topic interested to work with CERN
- Supply base in “interesting” countries regarding the **Industrial Return** (Greece, India etc…)

** Altia (ES) - NRB (GR/BE) - Innowave (PT) – HCL (IN) – Sailotech (IN)*

3 Summary

- Propositions

Summary – External Consulting

Observations

- **Large spectrum of activities** behind off-site services
- Many “**urgent**” requests for external consulting leading often to single source orders or collaboration agreements
- External consulting used by **CERN** but also by the **Pension Fund** (combination possible?)
- **Big 4** not really present at CERN
- **Increasing demand** for external consulting (FCC, Management, IT etc…)
- Evolution of **procurement trend** (outside of CERN): many services are outsourced as much as possible

Propositions

- Gather mid-long-term needs in external consulting across all departments (formal requests / interviews of group leaders?)
- Increase collaboration between departments within CERN
- Launch a cross-department MS and IT for External Consulting (mainly on corporate services)
- Secure 3-4-5 framework agreements with pre-agreed consultant cost to react quickly to internal requests
- Improve industrial return with framework agreements in Poorly Balanced Countries (Limited Tendering)
- Depending on the scope/spend - stabilise a way of working with Key suppliers, a Key Account Manager, regular meetings etc…
- Develop specific templates for the External Consulting categories (a mix between Services & Supplies)

4 › Annexes

› Other sub-categories

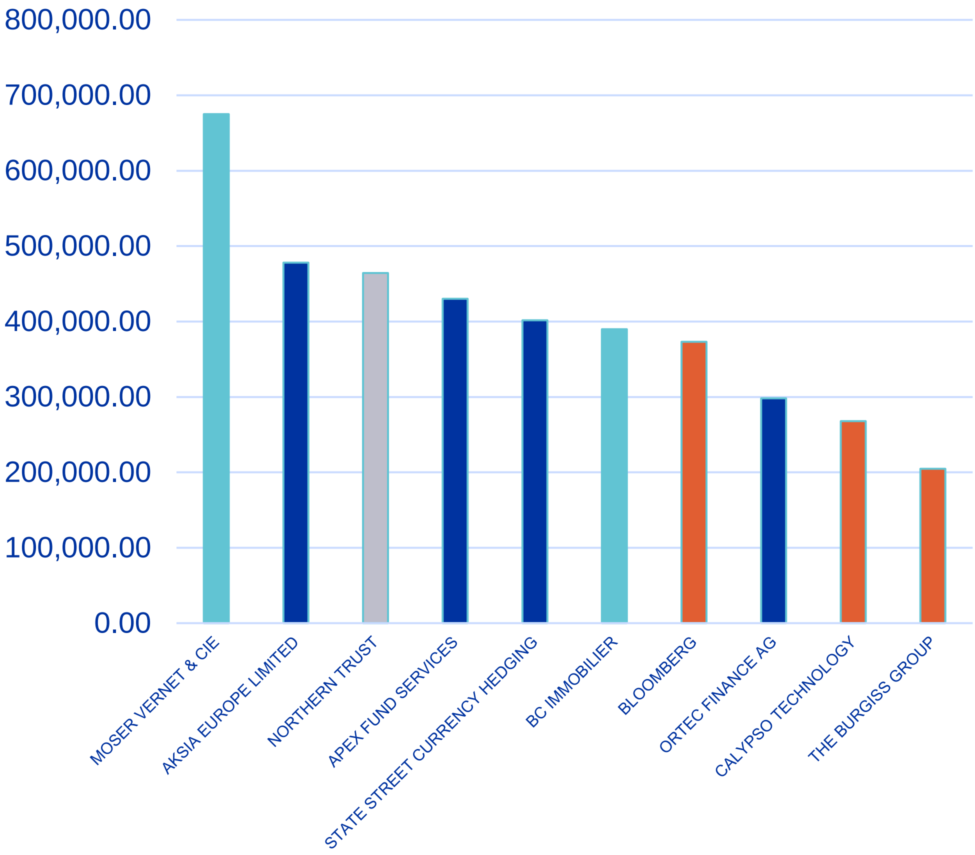
Focus on Pension Fund

Specific needs and suppliers – no strategic opportunities foreseen

5.5 M CHF

50 Suppliers

Top 10 suppliers



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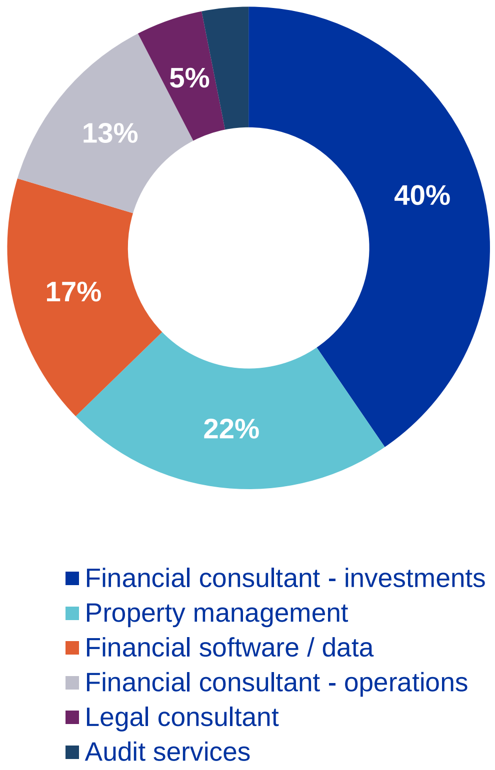


Key takeaways

- **Majority** of expenses are related to **investment activities** (financial consultants, property management, financial software and data) – no overlap with CERN needs
- Financial consultants for **operations** may overlap with **CHIS and FAP** (custodian, actuary are needed for the CHIS fund too) but represent few contracts.
- Some categories are **rarely tendered** for continuity (common to have 10-year contracts, change can have direct impact on fund performance)
- **Specific needs** and large dependency on external consultants, long-term contracts
- Difficulty to consolidate with CERN **(too specific)**

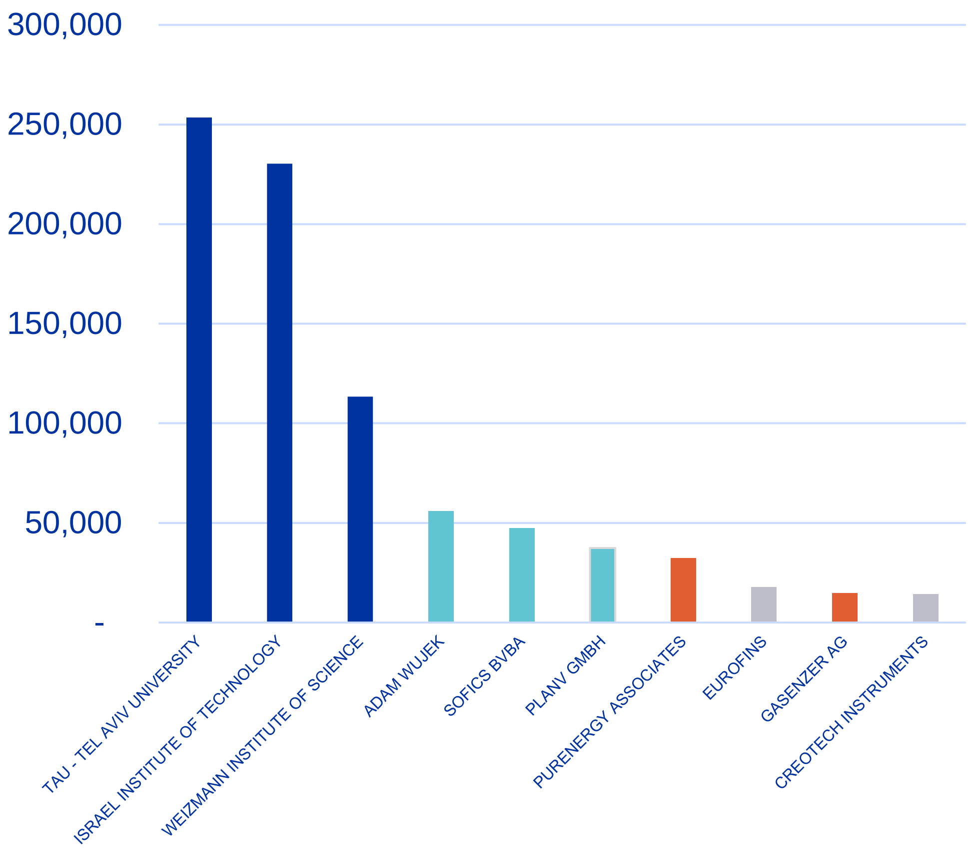
Technical Consultants

Specific category with specific needs and suppliers – no strategic opportunities foreseen

1 M CHF

47 Suppliers

Top 10 suppliers



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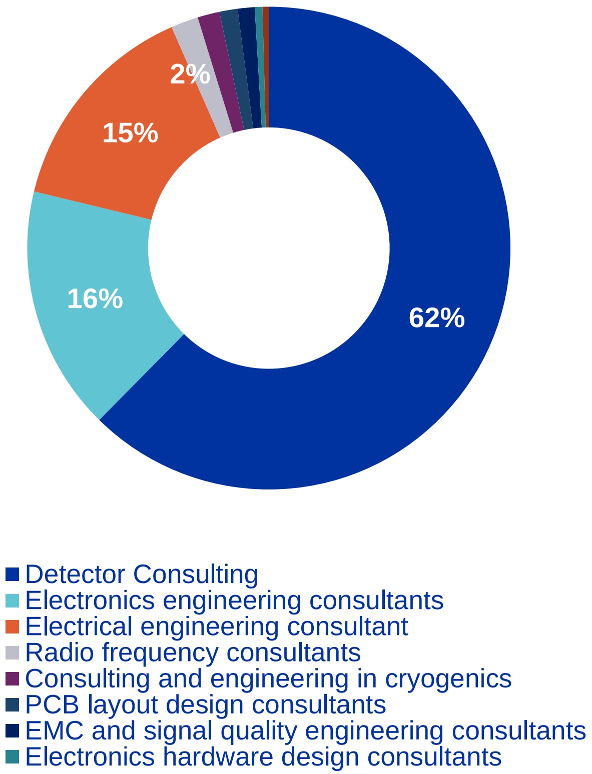


Key takeaways

- Fragmented category with specific needs / suppliers
- 3 biggest suppliers are universities partners under **collaboration agreements**
- **3 contracts signed** (with the 3 biggest suppliers)
- No strategic opportunities foreseen **(too specific)**

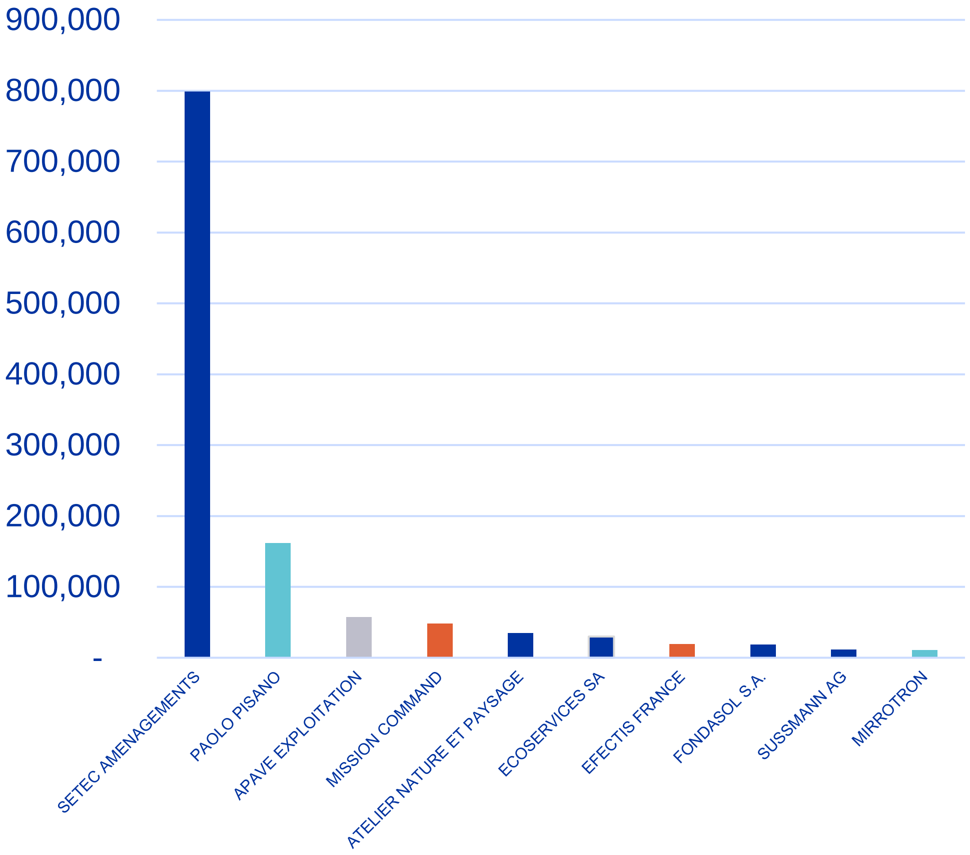
HSE Consultants

Large increase in 2024 due to FCC study

1.3 M CHF

30 Suppliers

Top 10 suppliers



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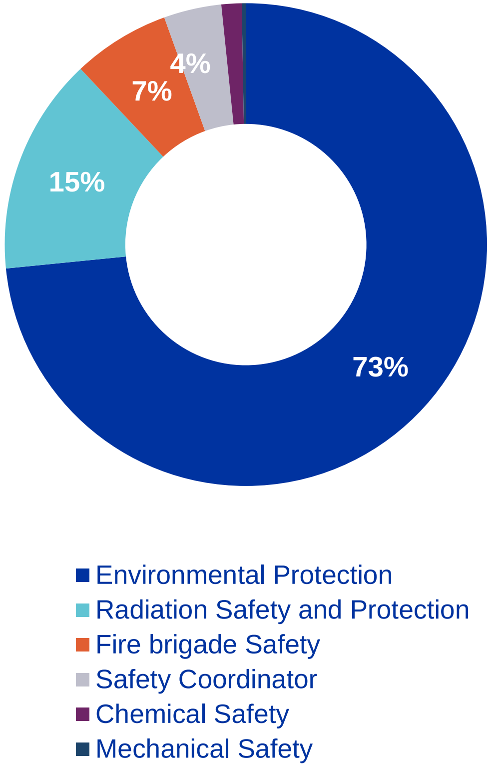


Key takeaways

- Spend in progression: already 1.5 M after 5 months in 2024 due only to FCC and work done with SETEC (environmental studies)
- Rest of the spend is fairly small and fragmented
- No opportunities foreseen **(too small)**
- 5 years contract recently signed for acoustic studies
- DO to be initiated for external diagnostics (asbestos etc…)

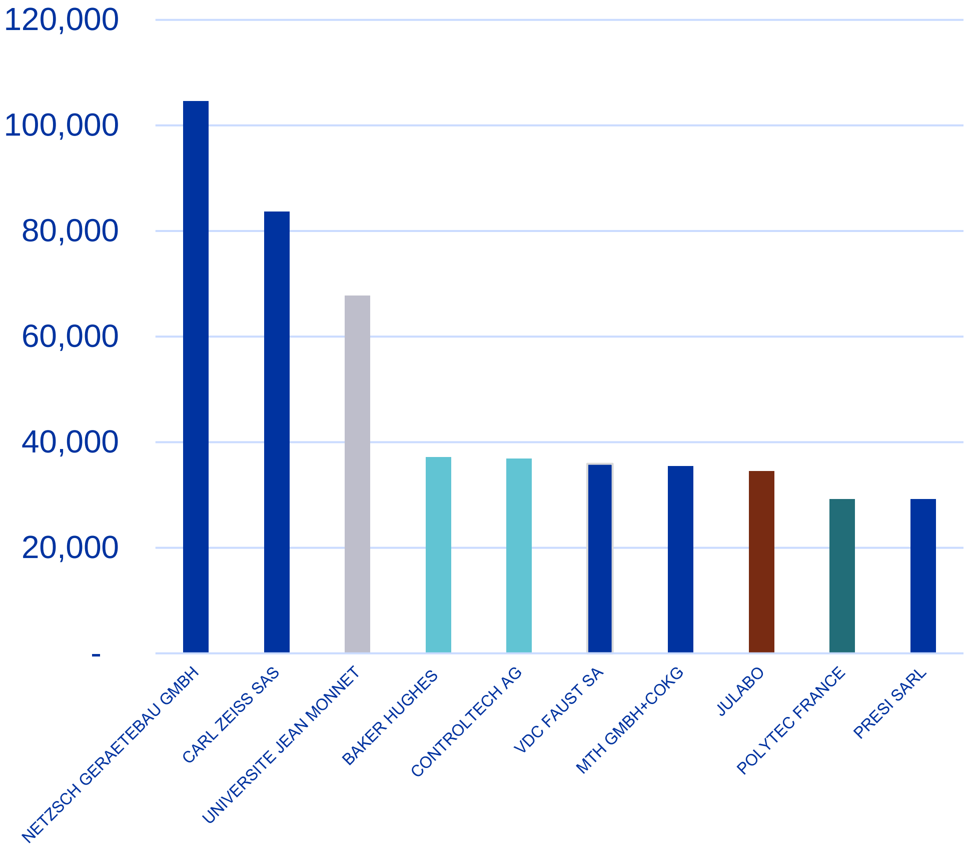
Offsite Engineering Services

Many suppliers – more knowledges needed to understand if consolidation is possible

0.9 M CHF

80 Suppliers

Top 10 suppliers



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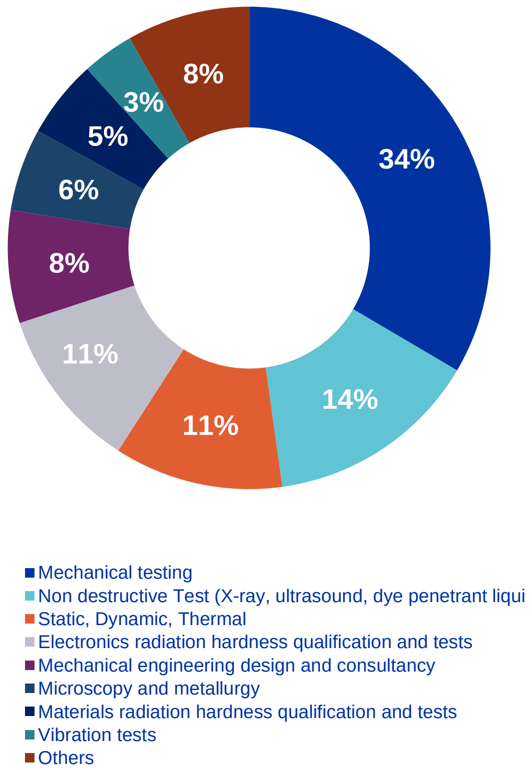


Key takeaways

- **Many subcategories** (14)
- Insufficient knowledge to understand if rationalization is possible
- **Small amount** per suppliers (in 2023)
- **Almost no contracts** (only 1 and one KE)

CERN

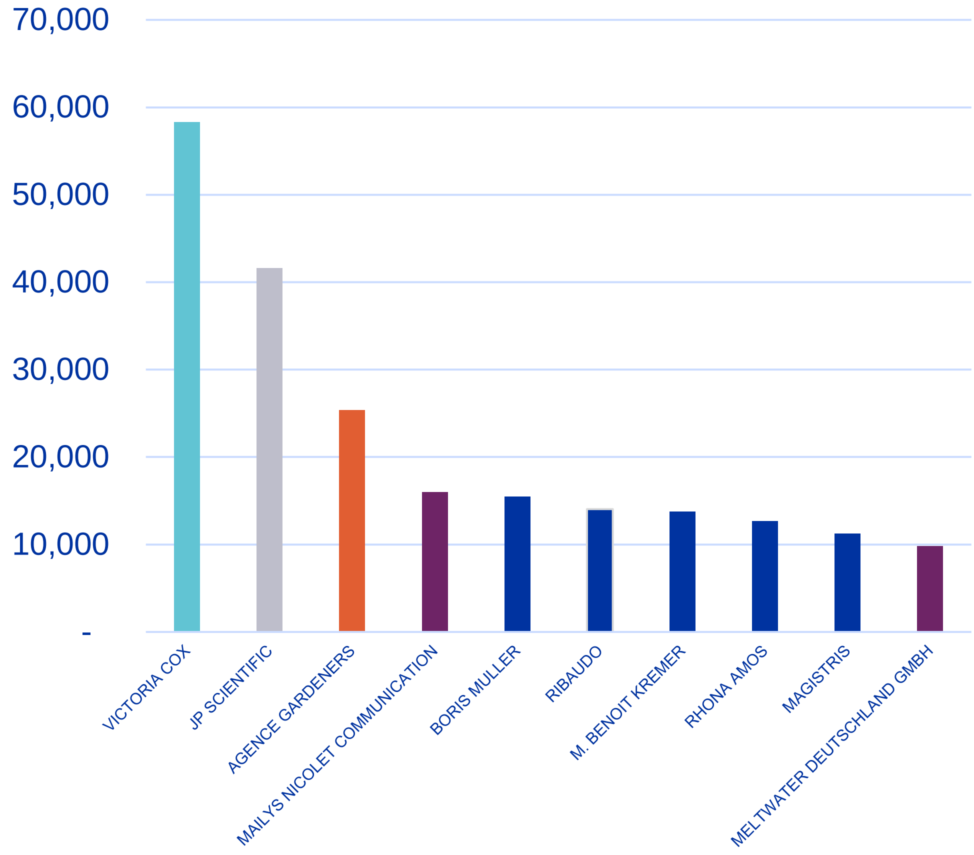
Editorial & Linguistics Services

0.4 M CHF

57 Suppliers

Suppliers are mainly "individuals" – opportunities to consolidate but is it really needed?

Top 10 suppliers



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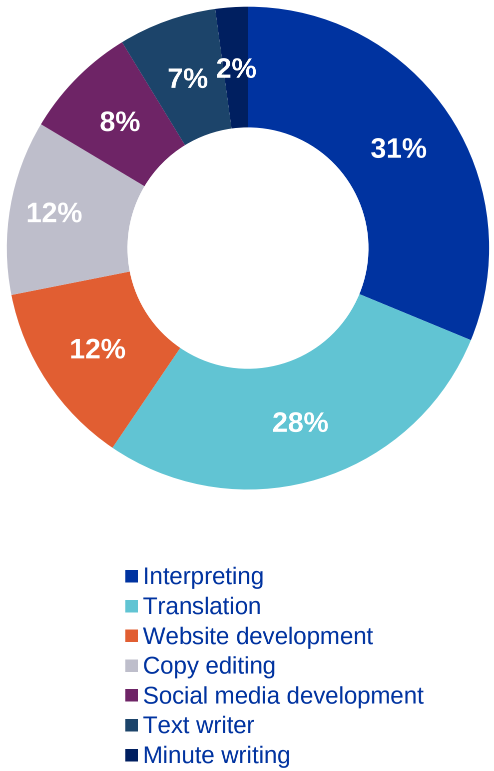


Key takeaways

- Suppliers are mainly individuals.
- Spend is fairly small and fragmented
- No opportunities foreseen **(too small)**
- **Small amount** per suppliers / **no contracts**
- **"Portage"** to be investigated?

AOB

Save the dates

- 2nd December (Open Space): Buffet canadien* + Secret Santa

**Potluck meal, all guests bring food to share.*

- 5th December (evening): IPT party in Geneva

Contractors’ contact persons

- New EDH workflow for HSE/EN-HE (Arlett – autorisation to use CERN’s handling equipment)
  - Safety manager required for contracts involving onsite interventions
  - By default, when sending the draft contract to the contractor, please ask:
    - Contract manager
    - Sustainability manager
    - Sales manager

12.6 Correspondence with the Contractor shall be sent to:

Contract manager: [First Name Last Name] [email address]

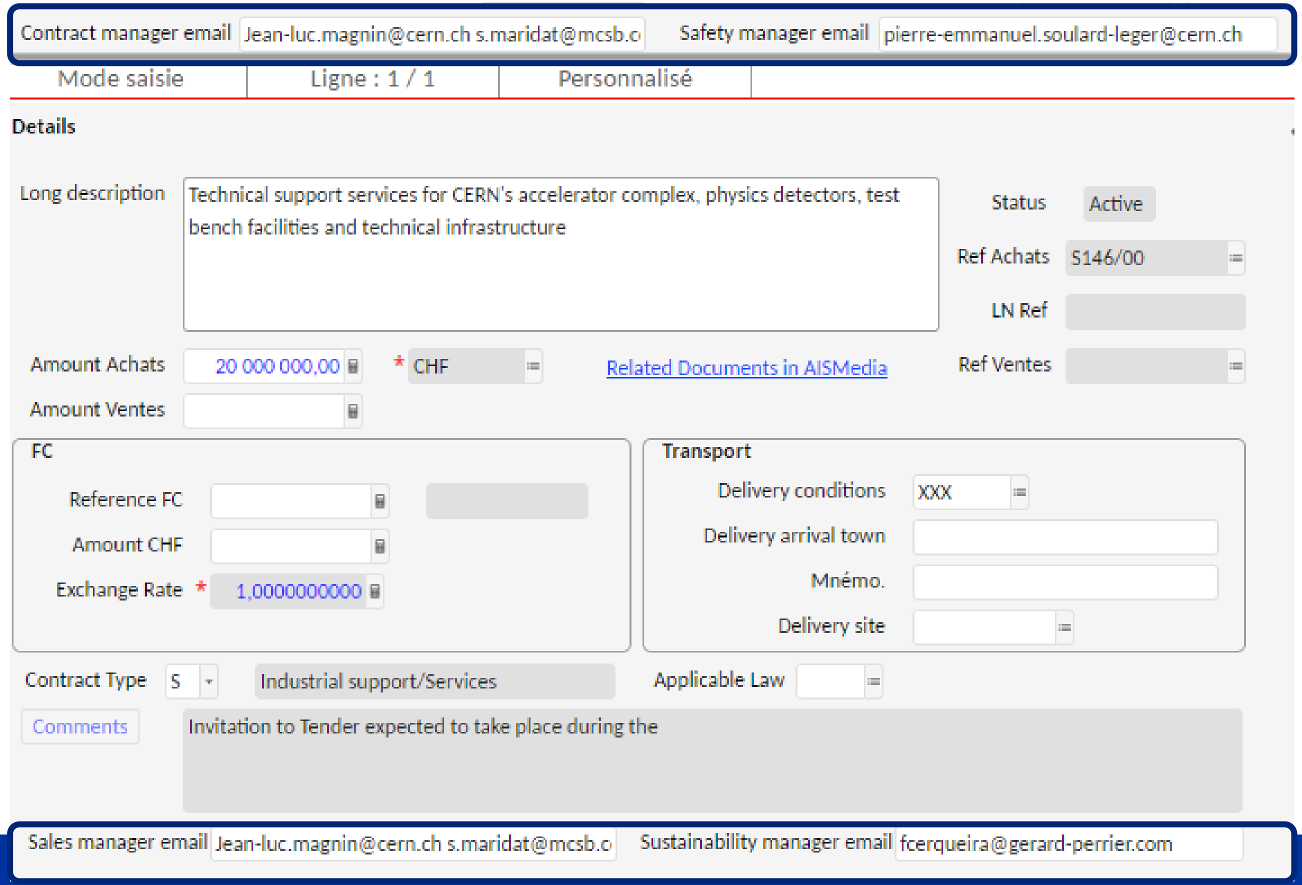
Safety manager: [First Name Last Name] [email address]

Sustainability manager: [First Name Last Name] [email address]

Sales manager: [First Name Last Name] [email address]

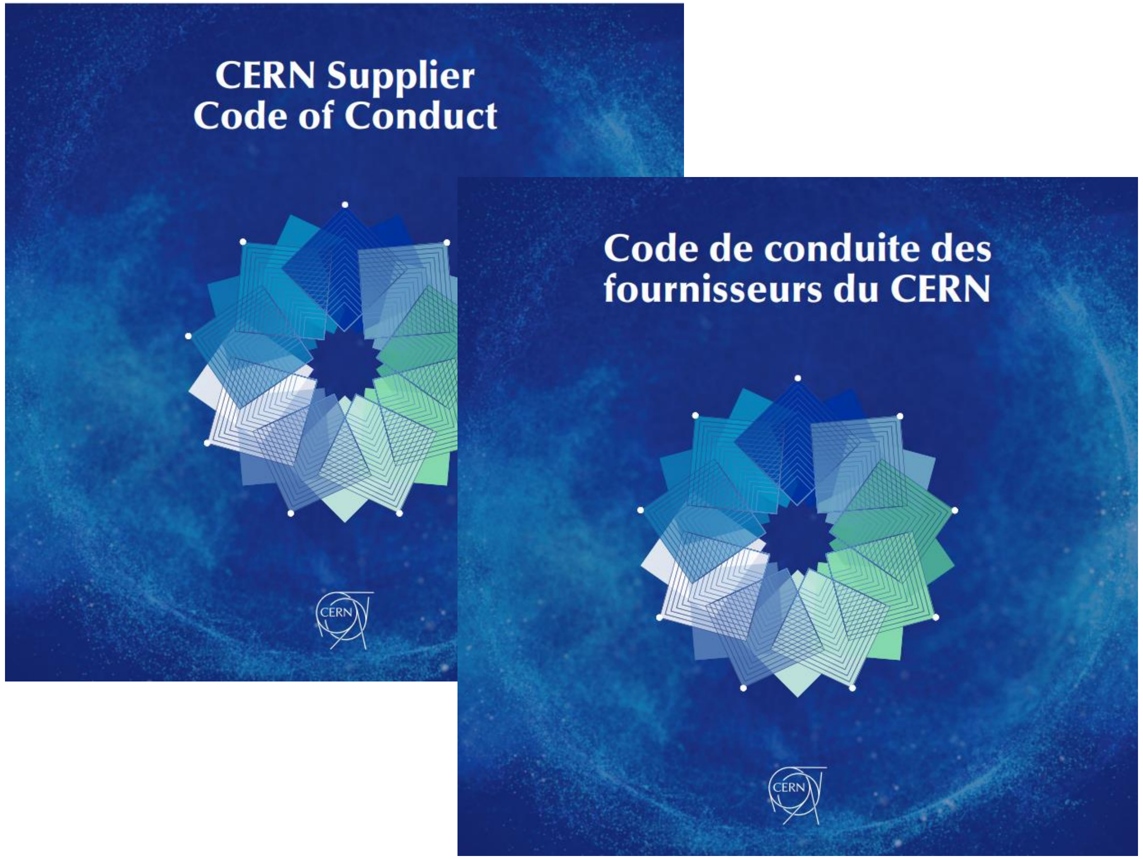
The Contractor shall inform CERN as soon as there is a change in the above-mentioned list of contacts.

=> The contract templates were updated



Supplier Code of Conduct

- EN version: supplier-code-conduct_2.pdf (cern.ch)
- FR version: supplier-code-conduct_3.pdf (cern.ch)



Documents: Key Reference Documents

VAT and Invoicing Guide, Packing and delivery instructions

Title	File	
Packing and shipping instructions	Read	Edit

Data privacy & Integrity

Title	File	
CERN Code of Conduct	EN , FR	Edit
Data brochure	EN , FR	Edit
Integrity at CERN	EN , FR	Edit
Supplier Code of Conduct	EN , FR	Edit
Survey Privacy Notice	Read	Edit
CERN Data Privacy	Read	Edit

New amendments - refer to the supplier CoC please :

" [...] In addition, reference is made to the CERN Supplier Code of Conduct (link), which is now part of the Contract. [...]"

Link: 1/4 d'heure qualité

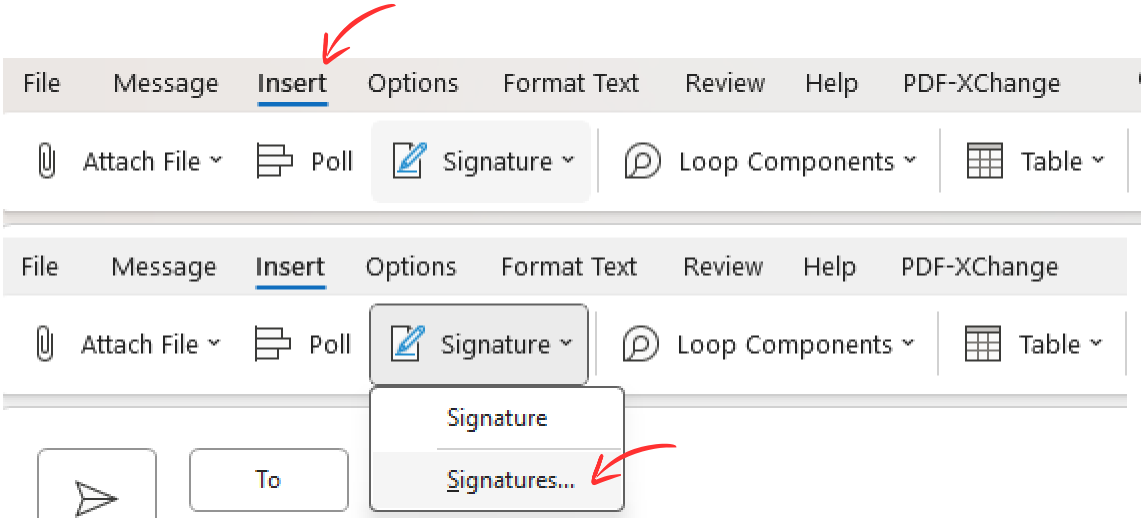
Reminder: change virtual background

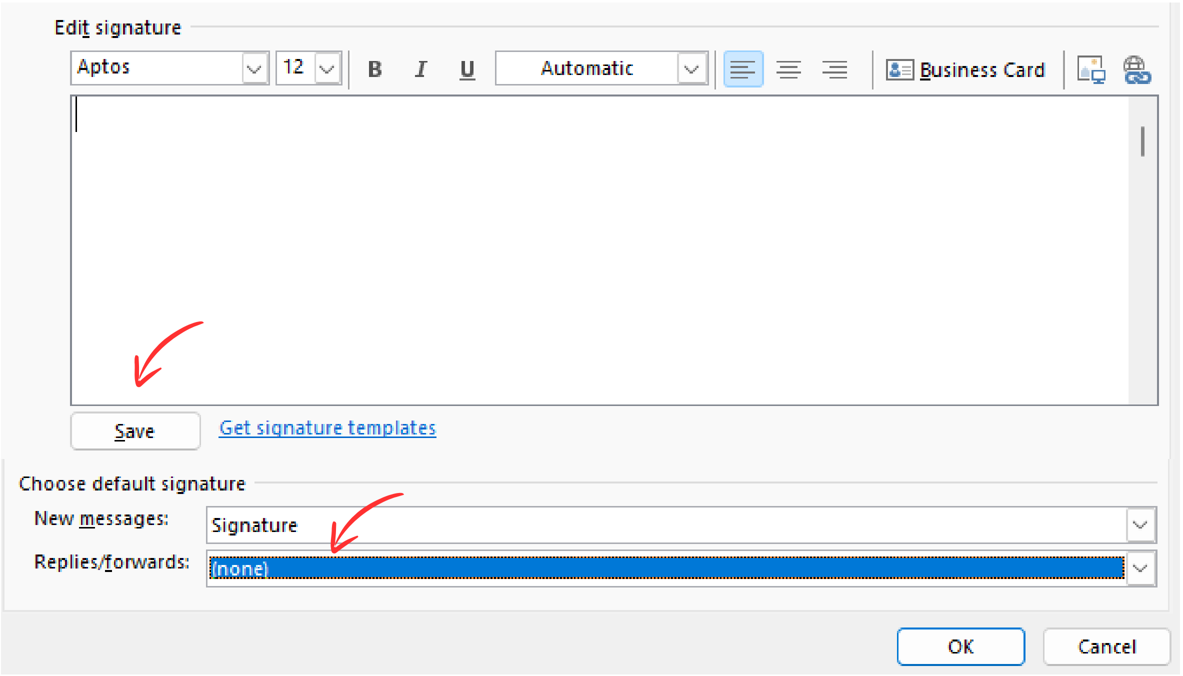
Backgrounds

Reminder: Email signatures

Steps to follow in Outlook:

- Head to “New”
- Then to “Insert”
- Next, press on “Signature”
- After, go to “Signatures…”
- Finally, change the following template with your information, copy and paste.
- Remember to “Save”
- Set “Signature” for replies changing the “default signature settings”





THANK YOU

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