

848

848 Efficient Business – Ongoing Efficiency Enablement Service

Part of

The Efficient Business

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Service Overview and Context

What Our Customers Experience

Organisations invest significant time and effort into improving processes, enabling digital tools, and establishing clearer ways of working. However, once initial improvements are delivered, day-to-day pressures, new priorities, staff turnover, and evolving system features often cause efficiency to decline over time.

Processes drift from their intended design, teams adapt informal workarounds, and digital tools become underused or used inconsistently. These conditions gradually erode the operational benefits that organisations expect from their transformation efforts.

Leaders and managers struggle to maintain visibility of how work is actually performed, and employees lose clarity about the best way to complete tasks. As the operating environment changes, organisations find it difficult to keep working practices aligned to business goals.

This creates a need for an ongoing, structured service that helps organisations maintain efficiency, reinforce clarity, and continue to optimise how work gets done.

Our Framework for Clarity and Improvement

848's Intelligent Business Framework provides the structure organisations use to sustain efficiency over time. It enables regular review of working practices, ensures teams continue to follow agreed processes, and aligns digital tools to evolving needs.

The Framework brings together process design, workflow governance, digital platform enablement, and continuous improvement into a single model for maintaining operational clarity.

Using this Framework, organisations receive structured cycles of assessment, refinement, and reinforcement that help maintain the value of previous improvements.

It ensures that efficiency gains are not one-off events but part of an ongoing approach to achieving predictable and effective ways of working.

The Efficient Business Outcome Area

The Efficient Business outcome area focuses on improving clarity, reducing manual effort, and creating dependable ways of working across the organisation. Achieving this outcome requires more than one-time improvement projects; it requires ongoing support that ensures processes remain aligned, tool usage stays consistent, and operational practices adapt as the organisation evolves.

Ongoing Efficiency Enablement plays a vital role in this outcome area by providing the sustained support needed to retain and enhance operational efficiency. It ensures that improvements delivered through other Efficient Business service streams continue to provide value and that teams maintain confidence in their working practices as systems, roles, and business requirements change.

848 Efficient Business – Ongoing Efficiency Enablement Service

The Ongoing Efficiency Enablement Service strengthens how organisations sustain, evolve, and derive value from the capabilities established across The Efficient Business.

While the other service streams focus on implementing defined improvements to processes, workplace tools, operational systems, and customer experience, this service provides the structure that ensures those capabilities continue to perform effectively over time.

It supports organisations in maintaining clarity of use, reinforcing adoption, and embedding operational practices so that efficiency does not stagnate once the initial delivery work is complete.

As environments, processes, and user needs change, efficiency can erode without deliberate effort. New features appear, teams adapt their working patterns, and operational assumptions shift.

The Ongoing Efficiency Enablement Service addresses this by creating a measured, predictable, and evidence-based approach to improving how systems and processes operate after implementation. It helps organisations maintain alignment between their people, workflows, and digital tools, ensuring that improvements deliver sustained operational value rather than short-term benefit.

This service completes The Efficient Business by providing the mechanisms customers need to continually refine, uplift, and embed the capabilities already delivered, supporting future-focused efficiency and long-term operational maturity.

Purpose of This Document

This document defines how 848 delivers the Ongoing Efficiency Enablement Service within the Efficient Business outcome area. It explains the purpose of the service, how it supports sustained operational performance, and what organisations should expect from its delivery.

It outlines the methodology, scope, and engagement model used to maintain and enhance efficiency across processes, teams, and digital platforms.

The document is intended for procurement teams, operational leaders, process owners, and digital platform stakeholders who require clarity on how ongoing efficiency will be supported.

It should be read alongside the Intelligent Business Framework and the Efficient Business Overview, which together explain how this service contributes to predictable and effective ways of working.

The Intelligent Business Framework

Modern organisations depend on technology that support clear outcomes: reliable operations, effective protection, efficient processes, informed decisions, and the ability to adapt. Achieving these outcomes requires more than individual systems or isolated projects. It demands a structured approach that links technology, governance, and operational practice to the results the organisation is working toward.

The Intelligent Business Framework provides this structure. It is the model 848 uses to organise, deliver, and improve services in a way that aligns directly to business need. Rather than presenting a catalogue of independent services, the Framework shows how each area of capability connects to a defined aspect of organisational performance. This gives customers a consistent way to understand what each service is designed to achieve and how it contributes to wider improvement.

The Framework also brings coherence across the 848 portfolio. It defines the outcome areas that modern organisations typically strengthen and introduces a common language for discussing priorities, risks, and investment decisions. This supports focused planning and ensures work progresses in a coordinated and integrated manner, regardless of where an organisation chooses to begin.

Introduction to 848's Intelligent Business Framework

An Intelligent Business is an organisation that develops and operates its technology, processes, and governance in a way that directly supports its core outcomes. It uses platforms, data, security controls, and ways of working to maintain resilience, reduce risk, improve performance, and adapt to change in a controlled and predictable manner.

In an Intelligent Business, technology is not implemented as a set of isolated systems. It functions as an integrated part of how work is carried out, how decisions are made, and how the organisation meets its obligations. Stability, protection, efficiency, insight, and innovation are treated as connected aspects of the operating model rather than separate technical concerns.

An Intelligent Business has clear visibility of its environment, understands how its services and processes interact, and makes decisions based on evidence, risk, and organisational impact. It can respond effectively to new demands, maintain operational continuity as conditions change, and introduce new capability without undermining what is already in place.

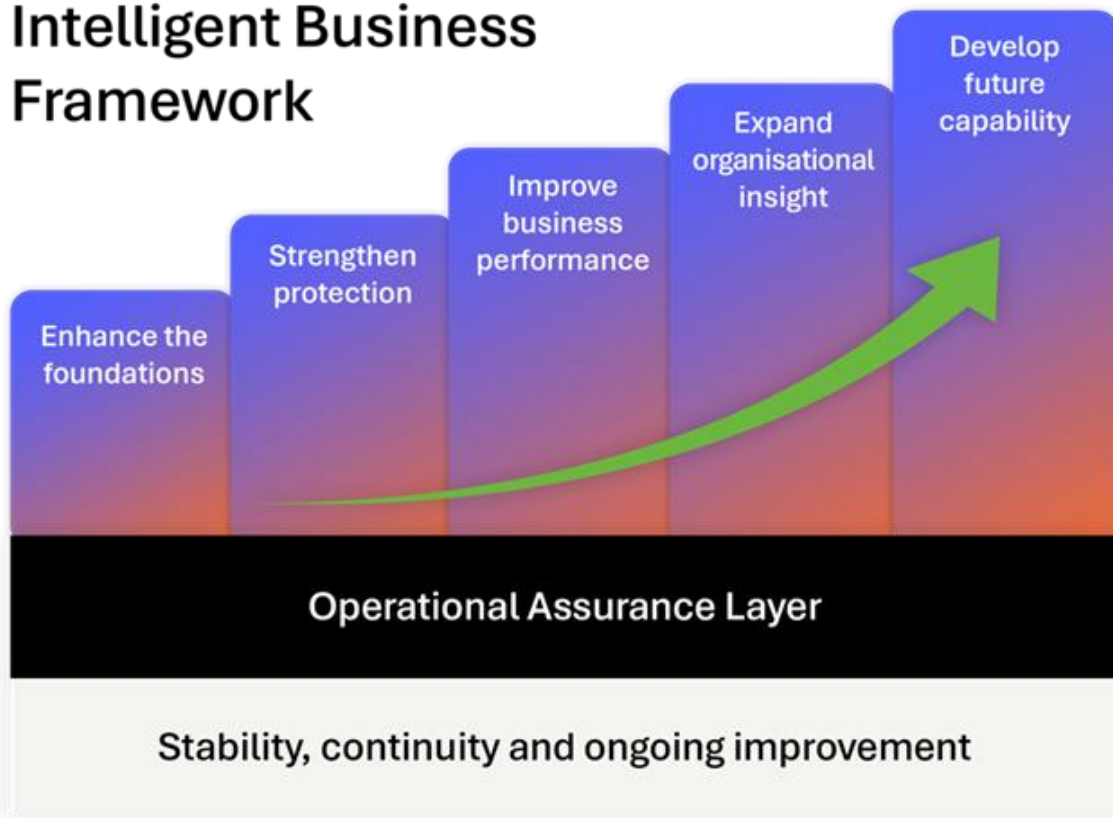
Ultimately, an Intelligent Business uses technology, governance, and operational practice to support reliable, secure, and continually improving performance. It focuses on outcomes, aligns effort to organisational need, and ensures that improvements contribute to long-term capability rather than short-term fixes.

The Intelligent Business Framework is the structure 848 uses to help organisations develop the capabilities required to operate in this way. It translates these characteristics into clear areas of focus, showing how different types of work contribute to stability, protection, efficiency, insight, and future capability. By organising services around these areas, the Framework provides a predictable way to understand what each service achieves and how it supports wider operational goals. This creates a practical link between the outcomes an Intelligent Business depends on and the work required to build and maintain them.

The Operating Domains of The Intelligent Business

An Intelligent Business strengthens capability across several interconnected domains that influence how effectively the organisation operates. These domains reflect the areas where stability, protection, performance, insight, and future capability are developed over time. Each domain represents a different aspect of organisational need, and improvements in one area support progress in others. Organisations may focus on any domain depending on their priorities, with no fixed starting point or prescribed order.

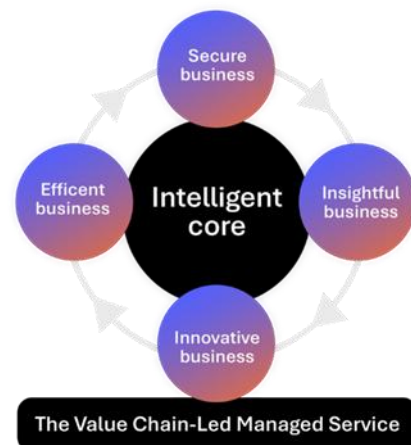
Operating Domains of the Intelligent Business Framework



The Operating Domains describe where organisations strengthen capability, while the Outcome Areas show how the 848 portfolio is structured to support that development. Each Outcome Area represents a defined category of work within the Framework, organising services into clear themes that align to organisational performance. Together, they translate the operating domains into a practical, service-aligned structure that enables consistent planning, delivery, and improvement.

The Six Outcome Areas

The Outcome Areas represent the structured way the Intelligent Business Framework organises capability. Each area describes a distinct aspect of organisational performance and provides the lens through which 848 designs, delivers, and aligns its services. Together, they form a connected model that supports stable, secure, efficient, insightful, and adaptable operations. These areas are not sequential; organisations may focus on any one of them depending on priorities, pressures, or the state of their current environment.



The Intelligent Core

The Intelligent Core provides the technical foundations that support the organisation's ability to operate reliably and scale responsibly. It focuses on the architecture, platforms, and engineering practices that underpin modern digital environments. This includes establishing stable cloud environments, defining coherent enterprise architecture, and applying disciplined platform engineering approaches such as DevOps and SecDevOps.

Strengthening the Intelligent Core ensures that technology aligns to organisational objectives, reduces operational fragility, and creates the structural consistency required for higher-level capability. It enables the organisation to introduce new services, adapt to change, and maintain performance without compromising stability or security.

The Secure Business

The Secure Business focuses on protecting people, data, applications, and operations. It helps organisations understand their risk landscape, implement appropriate safeguards, and maintain resilience as threats and environments evolve. This outcome area ensures that security is embedded into everyday operations rather than treated as a separate or reactive activity.

By strengthening this area, organisations gain clearer visibility of their exposure, greater confidence in their protection measures, and a structured way to govern risk. It supports responsible decision-making and ensures that security contributes directly to safe, predictable, and well-managed operations.

The Efficient Business

The Efficient Business strengthens how work flows across the organisation. It focuses on reducing friction, improving process reliability, and supporting teams to deliver work consistently and effectively. This outcome area addresses the operational constraints that affect performance, from duplicated effort and unclear responsibilities to inconsistent ways of working.

By improving efficiency, organisations reduce operational drag and increase the capacity of teams to deliver value. This supports better utilisation of technology, clearer accountability, and smoother end-to-end processes that contribute to predictable, scalable performance.

The Insightful Business

The Insightful Business enables organisations to make informed, timely, and confident decisions. It focuses on improving visibility of operations, strengthening reporting, and ensuring that data is captured, managed, and interpreted in a way that supports organisational objectives.

Developing this outcome area improves the organisation's ability to understand current performance, identify emerging issues, and assess the impact of change. It provides the foundation for measurement, analysis, and evidence-based planning across all areas of the Intelligent Business.

The Innovative Business

The Innovative Business supports the development of new capability and structured improvement. It enables organisations to explore new approaches, adopt modern tools and methods, and respond effectively to changing needs or opportunities. This outcome area covers areas such as automation, AI adoption, and the creation of new service models or ways of working.

Strengthening this area helps organisations evolve at a controlled pace. It ensures that innovation is introduced safely, aligned to organisational priorities, and built on a stable foundation, without disrupting existing operations or increasing the organisation's level of risk.

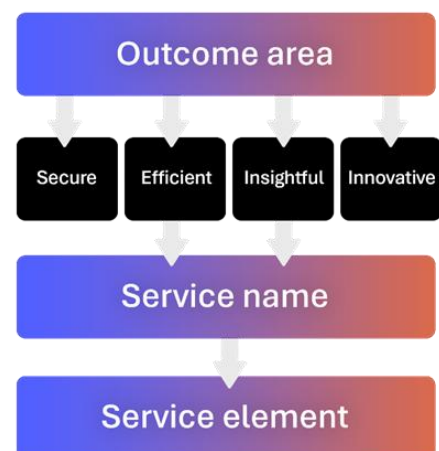
The Value Chain-Led Managed Service

The Value Chain-Led Managed Service provides the operational assurance that underpins every other outcome area. It maintains continuity, stability, and performance by aligning support to the organisation's value chain — the real end-to-end flow of work that keeps the organisation operating.

This outcome area ensures that services are monitored, governed, and improved through a structured, consistent approach. It reduces operational friction, maintains alignment between service delivery and business need, and supports the organisation's ability to sustain improvements made across the other outcome areas.

How Services Align to the Outcome Areas

Each Outcome Area is supported by a set of Service Streams, and each Stream contains the individual Service Elements that make up the work delivered. This structure provides a clear line of sight from each Service Element to the organisational outcome it supports. It ensures that services are delivered consistently, contribute to defined areas of performance, and can be selected according to the organisation's priorities without needing to follow a fixed sequence or maturity path.



The Efficient Business

The Efficient Business is the outcome area that focuses on how organisations execute the work that supports their strategic goals. It addresses the operational systems, processes, and activities that underpin daily performance across the value chain. Where The Intelligent Business defines how organisations create clarity, alignment, and control, the Efficient Business applies those principles to the way work is structured, routed, and completed.

What the Efficient Business Is

The Efficient Business is the operational layer of The Intelligent Business. It provides the methods, services, and capabilities that streamline operational work, remove friction, and ensure that activities are executed in a consistent and controlled way. It aligns business applications, process design, automation, data flows, and workplace tools into a coherent operational framework. This framework supports predictable execution by simplifying processes, reducing manual effort, and enabling information to move cleanly between systems and teams.

It ensures that the operational environment reflects the organisation's strategic intent and is able to adapt to changes in demand, scale, or operating model.

How Work Is Structured Within the Efficient Business

Work within the Efficient Business is structured around the flow of operational activity through the value chain. The structure focuses on four areas of operational enablement:

- **Process and workflow design:** Activities are analysed, standardised, and optimised to reduce variability, improve accuracy, and establish repeatable patterns of work.
- **Applications and line-of-business capability:** Systems that support operational roles are configured and maintained so they reflect defined processes and provide users with the information and functions required to complete tasks efficiently.
- **Automation and integration:** Routine tasks, handoffs, and data movements are automated. Systems are connected to minimise rekeying, reduce error rates, and enable real-time flow of operational information.
- **Workplace productivity:** Employees are supported with structured digital tools, role-based guidance, and collaborative environments that provide clarity and consistency across dispersed teams.

These components work as a single operational ecosystem. Each Efficient Business service focuses on a specific part of the ecosystem, but all are aligned to improving throughput, accuracy, and the quality of operational decision-making.

What the Efficient Business Helps Organisations Achieve

The Efficient Business enables organisations to operate with greater reliability and reduced operational overhead. It ensures that core processes are executed in a consistent way, supported by the right systems, data, and automation. This improves productivity and reduces the dependence on manual intervention, complex workarounds, or individual knowledge.

The outcome is an operational environment that is easier to manage, easier to scale, and easier to continually improve. Organisations gain clearer insight into performance, faster execution of routine activity, improved accuracy in operational data, and a structured foundation for targeted automation and transformation.

It also supports operational resilience. When processes, systems, and data flows are standardised and integrated, organisations can sustain performance through change, growth, and external pressure.

How This Outcome Area Supports the Intelligent Business

The Efficient Business delivers the operational capabilities required for The Intelligent Business to function. The Intelligent Business defines how organisations achieve connected strategy, secure operations, and outcome-led governance. The Efficient Business provides the reliable operational environment that allows those principles to take effect.

By aligning processes, applications, automation, and data, the Efficient Business provides the operational integrity necessary for secure, intelligent decision-making. It ensures that information is accurate and timely, that operational activity is controlled and consistent, and that the tools used by employees support the organisation's strategic intent.

The result is an operating model where strategic intelligence, secure practices, and operational execution reinforce each other. The Efficient Business acts as the bridge between strategic ambition and the day-to-day activity required to deliver measurable outcomes across the value chain.

848 Efficient Business – Ongoing Efficiency Enablement Service

848 EFFICIENT BUSINESS PORTFOLIO

WORKFORCE PRODUCTIVITY & COLLABORATION	PROCESS AUTOMATION & OPTIMISATION	CONNECTED BUSINESS OPERATIONS	CUSTOMER AND SERVICE EXPERIENCE	ONGOING EFFICIENCY ENABLEMENT SERVICE
Microsoft 365 Modern Workplace Foundation	Business Process Discovery and Mapping Workshop	Dynamics 365 Business Central Implementation	Dynamics 365 Sales Implementation and Automation	Efficient Business Adoption Framework Continuous Capability Maturity Uplift Improvement Implementation Sprint Packs Evergreen Release and Change Readiness Support
Microsoft Teams Deployment and Optimisation	Automation Governance and Environment Setup	Business Central Upgrade and Modernisation Service	Dynamics 365 Customer Service Implementation and Optimisation	
SharePoint Online Intranet, Knowledge Hub, and Content Management Enablement	Automation Workflow Design and Deployment	Dynamics 365 Project Operations Deployment	Dynamics 365 Field Service Deployment	
Modern Device Management	Automation Development and Integration Service with Microsoft Power Apps	Financial Management and Reporting Enablement	Dynamics 365 Marketing Implementation	
Viva Suite Deployment and Employee Experience Programme	AI Builder and Intelligent Automation Enablement	Supply Chain and Inventory Optimisation Service	Dynamics 365 Customer Self-Service Enablement	
Hybrid Meeting and Collaboration Device Standardisation	Dynamics 365 Process Automation and Optimisation	Business Process Standardisation and Optimisation	Dynamics 365 Contact Center Deployment	
Collaboration Governance and Lifecycle Management Framework	RPA and Legacy Process Modernisation	Operations Integration and Data Connectivity Service	Dynamics 365 Customer Insights Enablement	
Microsoft 365 Copilot Readiness and Enablement	Automation Adoption and Citizen Developer Enablement	Power Platform Extensions for Business Central	Dynamics 365 Customer Voice Deployment	
Microsoft 365 Adoption and Change Management Service	Process Analytics and Continuous Improvement Review	Connected Operations Performance Review	Power Platform Extensions for Customer Experience	
Digital Workplace Continuous Improvement Review		Business Central Support and Managed Service	Customer Experience Support and Improvement Service	

Alignment to The Intelligent Business

The Ongoing Efficiency Enablement Service strengthens the Intelligent Business by ensuring that operational processes, working practices, and digital tools continue to function as intended over time.

It provides the ongoing clarity, refinement, and reinforcement needed to maintain reliable and predictable operations. By sustaining efficiency improvements, the service supports the Intelligent Business principle of enabling organisations to operate with confidence, consistency, and control.

Within the Intelligent Business Framework, this Service Stream enhances operational reliability by regularly reviewing how processes are executed and identifying where drift, workarounds, or inefficiencies have emerged.

It ensures that workflows remain aligned to organisational priorities and that digital platforms continue to support the working practices designed for them. Through structured improvement cycles, the service keeps operational performance aligned to expected outcomes.

The stream also improves value flow across the organisation by identifying points where activity slows, becomes unclear, or no longer reflects the process design.

By addressing these issues early, the service helps prevent inefficiency from accumulating and ensures that teams remain able to deliver work predictably and effectively. This strengthens the organisation's ability to maintain smooth and coordinated operations.

Ongoing Efficiency Enablement further supports human-centric operation by providing employees with the clarity and reinforcement needed to perform tasks efficiently. As teams change, new features become available, or working practices evolve, employees benefit from

continued guidance and support. This reduces uncertainty, improves adoption, and ensures individuals remain confident in how their work should be carried out.

Through these contributions, the Service Stream reinforces the Intelligent Business vision by creating a sustainable model for maintaining efficiency, supporting continuous improvement, and enabling operational practices to evolve in a controlled and purposeful manner.

Service Purpose

The Ongoing Efficiency Enablement Service exists to help organisations maintain and improve the effectiveness of their operational processes and working practices over time.

Initial improvements often deliver significant clarity and productivity gains, but without continued reinforcement, processes can drift, digital tools become underused, and informal workarounds re-emerge. These changes reduce efficiency and weaken the consistency of day-to-day operations.

This service provides the structured support required to sustain those improvements. It strengthens organisational capability by regularly assessing how work is performed, identifying emerging friction points, and implementing targeted refinements.

It ensures that teams continue to use processes and systems as intended, that digital tools remain aligned to operational needs, and that efficiency gains are protected as the organisation evolves.

The purpose of Ongoing Efficiency Enablement is to create a dependable model for maintaining clarity, consistency, and productivity across the organisation.

It enables employees to work with confidence, ensures operational processes remain effective, and supports continuous improvement within the Efficient Business outcome area. Through recurring cycles of uplift and optimisation, the service helps organisations operate predictably and adapt efficiently to new demands.

What This Service Provides

The Ongoing Efficiency Enablement Service provides individuals across the organisation with the support, clarity, and reinforcement required to maintain efficient and predictable ways of working.

It ensures that processes remain aligned, system usage stays consistent, and teams continue to benefit from previous improvements. Each role group gains sustained visibility, confidence, and operational stability.

Role Group	What They Gain	Why They Matter
Executive Teams & Senior Leaders	Visibility of how operational efficiency is maintained over time. Confidence that improvements continue to deliver measurable value. Insight into where emerging inefficiencies or capability gaps may impact performance.	They sponsor efficiency initiatives and depend on sustained operational clarity to deliver organisational goals.

Governance, Risk & Compliance Stakeholders	Consistency in how processes are followed across teams. Clarity on where working practices have drifted from defined standards. Improved traceability of process execution and documentation.	They ensure that operational processes are executed reliably and in line with organisational expectations.
Operational and Business Leaders	Regular insight into workflow performance and areas requiring improvement. A structured mechanism for addressing operational friction before it accumulates. Support in maintaining process clarity as teams or priorities evolve.	They oversee daily operations and rely on efficient processes to meet service and performance targets.
Knowledge Workers and Operational Staff	Clear and consistent working practices that remain relevant over time. Reduced confusion as processes evolve and systems are updated. Confidence that workflows, guidance, and digital tools continue to support their work effectively.	They experience the direct impact of process clarity and are essential to maintaining operational efficiency.
Security Operations & Monitoring Functions	Insight into control coverage and telemetry quality. Clarity on gaps that influence detection and response. Understanding of conditions affecting operational security.	They identify, analyse, and respond to security events. Accurate baseline understanding improves detection quality.

How This Service Is Delivered

The Ongoing Efficiency Enablement Service is delivered through a structured methodology that supports continuous refinement of processes, systems, and working practices. This method ensures that efficiency improvements are sustained, process drift is addressed early, and employees remain confident in how to perform their tasks. Each stage builds clarity, alignment, and long-term operational stability.

Method Component	Stage 1: Review Current Working Practices & Identify Efficiency Drift	Stage 2: Prioritise Improvements & Define Target Outcomes	Stage 3: Deliver Targeted Efficiency Improvements	Stage 4: Reinforce Adoption & Embed Improved Practices	Stage 5: Monitor Performance & Prepare the Next Improvement Cycle
Stage Description	This stage assesses how processes, workflows, and digital tools are being used in practice, and identifies where inefficiencies, workarounds, or deviations from expected workflows have emerged.	This stage identifies and prioritises the improvement actions required to restore clarity, strengthen adoption, or enhance workflow performance.	This stage delivers the agreed improvements to workflows, system alignment, documentation, or team behaviours.	This stage ensures improvements are understood and adopted across teams, and that updated workflows are consistently followed.	This stage assesses the effectiveness of recent improvements and prepares for the next cycle of enablement.
Purpose of the Stage	To provide evidence-based insight that guides targeted improvement activity.	To ensure improvement activity is purposeful, aligned, and focused on the areas that matter most.	To implement the changes required to improve day-to-day operational performance.	To ensure improvements are embedded into daily work and not treated as one-off changes.	To ensure organisations benefit from continuous optimisation rather than temporary improvements.
Activities Included	Reviewing operational processes and team working patterns Identifying variations from intended workflows	Prioritising improvement opportunities based on impact and effort Defining specific efficiency uplift outcomes	Refining processes and workflow steps Updating system configuration to reinforce desired behaviours	Providing targeted enablement for individuals and teams Supporting managers in reinforcing new or updated working practices	Reviewing workflow performance and adoption Gathering feedback and evaluating outcomes

	Assessing system usage against expected behaviour	Aligning improvement priorities to operational goals	Improving guidance, documentation, or workflow clarity	Ensuring documentation and guidance are accessible and accurate	Identifying new or emerging areas of inefficiency
	Gathering feedback from employees and managers	Confirming the scope and sequencing of upcoming enablement cycles	Introducing minor automation or simplification where appropriate	Establishing routines that help maintain process clarity	Updating the improvement backlog with future opportunities
	Highlighting areas where clarity, adoption, or alignment has weakened		Supporting teams through changes to their working practices		Setting focus areas for the next enablement cycle
What This Provides	A clear understanding of where efficiency has drifted and which areas require refinement or reinforcement.	A clear and structured plan for targeted efficiency improvements.	Refreshed processes, reinforced system behaviours, and clearer working practices that restore efficiency.	Greater consistency in how processes are executed and increased confidence in updated workflows.	A sustainable, repeatable process for maintaining efficiency over time.

Service-Level Benefits

The key business-level benefits of the service are:

- Improves clarity in daily tasks and workflows.
- Strengthens employee confidence in using digital tools.
- Reduces friction in common operational activities.
- Supports consistent adoption of established processes.
- Helps individuals adapt to new system features.
- Maintains reliable workflow behaviour over time.
- Prevents efficiency loss as working patterns evolve.
- Improves visibility of operational improvement opportunities.
- Reinforces responsible and predictable system use.
- Enhances employee productivity through incremental refinement.

Service Scope

In-Scope Summary

The Ongoing Efficiency Enablement Service provides structured, recurring support to help organisations maintain efficient working practices, reinforce adoption of processes and digital tools, and identify opportunities for ongoing improvement.

It focuses on sustaining the value delivered by previous transformation work, addressing emerging friction points, and ensuring processes remain aligned to business needs as teams, systems, and priorities evolve.

The scope includes continuous assessment, refinement, enablement, and optimisation activities that strengthen long-term operational performance within the Efficient Business outcome area.

Theme	Description
Process & Workflow Review	Assessing how current processes operate in practice and identifying deviations, inefficiencies, or drift.
Efficiency Opportunity Identification	Highlighting areas for refinement based on operational feedback, workflow performance, or system usage.
Targeted Process & Workflow Optimisation	Refining or clarifying process steps, improving documentation, and strengthening workflow clarity.
System Usage Alignment	Supporting updates to system configuration, data structures, or platform behaviours that reinforce efficient practices.
Operational Enablement & Reinforcement	Providing guidance, clarification, and targeted support to help teams maintain consistent working practices.
Change Adoption Support	Helping employees adapt to incremental changes in processes or system behaviour as they arise.

Governance & Process Sustainment	Establishing recurring routines that maintain clarity, consistency, and process ownership.
Continuous Improvement Cycles	Reviewing performance over time and preparing improvement actions for future enablement cycles.

Out-of-Scope Summary

The Ongoing Efficiency Enablement Service does not include large-scale redesign of business processes, major system implementations, enterprise change programmes, or remediation of underlying technical issues.

It is not a managed service and does not perform operational tasks on behalf of the organisation. These exclusions ensure the service remains focused on sustaining efficiency and providing targeted, incremental improvement.

Exclusion	Description
Full Process Redesign or Transformation	Delivering end-to-end process re-engineering or large process overhaul programmes.
Enterprise System Implementation	Deploying or configuring major platforms such as ERP, CRM, or line-of-business systems.
Custom Application Development	Building new applications, integrations, or complex automations outside light-touch refinement.
Technical Issue Remediation	Fixing system faults, data quality issues, or infrastructure problems discovered during review.
Managed Operations or Business Processing	Performing day-to-day operational tasks or running processes on behalf of the customer.
Organisation-Wide Change Programmes	Delivering large-scale organisational change or redesign activities.
Comprehensive Training Programmes	Providing broad workforce training beyond targeted enablement for updated workflows.
Compliance, Audit, or Regulatory Services	Conducting formal compliance reviews, certifications, or audit preparations.
High-Code Engineering or Major System Enhancement	Implementing major system changes requiring specialist engineering or solution architecture.
Unscoped Teams or Processes	Reviewing or refining operational areas not included in the agreed service boundary.

Service Element: Efficient Business Adoption Framework

Description

The Efficient Business Adoption Framework strengthens how employees use the systems, workflows, and tools deployed across The Efficient Business. It provides a structured, evidence-led approach that focuses on understanding how work is performed, identifying adoption gaps, and reinforcing behaviours that support reliable and consistent workflow execution.

The framework helps employees gain clarity in their daily tasks by removing ambiguity, simplifying steps, and ensuring they understand when and how to use the capabilities available to them.

The service examines role-based usage patterns, workflow interactions, and areas where friction or uncertainty affects productivity. It introduces targeted interventions that help employees adjust their working practices, adopt improved ways of working, and incorporate new features introduced through evergreen updates.

These interventions are lightweight and focused on practical, real-world scenarios, ensuring that adoption enhancements can be applied without disrupting established responsibilities. The outcome is a more confident, consistent, and efficient workforce that uses digital tools and processes as intended, supporting sustained operational performance over time.

Deliverables

Deliverable	Description
Adoption Insight Assessment	Analysis of usage patterns, workflow behaviour, role-based adoption gaps, and friction points.
Adoption Improvement Plan	Prioritised recommendations for reinforcing adoption across tools and workflows using evidence from the assessment.
Role-Focused Adoption Aids	Lightweight guidance, prompts, and scenario-based instructions to support consistent system use.
Workflow Clarity Adjustments	Small configuration improvements to simplify steps, reduce confusion, or streamline data entry where appropriate.
New Feature Adoption Support	Guidance and support to help employees understand upcoming evergreen changes and incorporate them into daily work.
Adoption Monitoring Dashboard	Tracking of key adoption metrics to measure progress and highlight further opportunities for improvement.
Usage and Behaviour Feedback Loop	Mechanism for capturing employee feedback to refine adoption interventions.
Adoption Reinforcement Actions	Periodic activities designed to strengthen behaviour, encourage consistent use, and embed improved working patterns.
Micro-Learning Content	Short, targeted instructions or reminders supporting specific workflows or tools.
Adoption Uplift Summary Report	Document summarising changes delivered, adoption improvements, and recommended next steps.

Dependencies

Delivery of this Service Element requires:

- Access to relevant systems and usage analytics.
- Availability of employees or subject matter experts for usage insight gathering.
- Agreed operational processes and defined workflow responsibilities.
- Customer provision of stakeholders for validation of adoption interventions.
- Stable environments where changes are aligned to existing configuration.

Constraints

This Service Element is subject to the following constraints:

- Only small, configuration-level refinements are delivered; no major redesign or new capability implementation.
- Adoption support is limited to tools and workflows deployed under The Efficient Business.
- Guidance and adoption aids are lightweight and operational; they do not constitute formal training programmes.
- Behavioural reinforcement activities are targeted and limited in scope, not full change management initiatives.
- Insights and improvements are based on available usage and workflow data provided by the customer.

Benefits

This Service Element strengthens The Intelligent Business by improving the consistency and reliability with which employees use established workflows and digital tools. It enhances clarity, reduces friction, and ensures that users apply systems in ways that support efficient value flow.

By reinforcing effective working practices and helping employees adjust to new features introduced through evergreen change, the service supports sustained operational efficiency and enables teams to work with greater confidence and alignment.

848 Responsibilities

Under this Service Element, 848 will:

- Conduct usage and adoption assessments.
- Produce an adoption improvement plan based on identified insights.
- Provide targeted adoption aids, guidance, and prompts to support employees.
- Deliver small configuration adjustments that improve workflow clarity.
- Support adoption of new features introduced through evergreen updates.

- Monitor adoption metrics and provide feedback to customer stakeholders.
- Capture employee feedback to inform further adoption interventions.
- Supply summaries and documentation covering adoption uplift activities.

Customer Responsibilities

The customer must:

- Provide access to systems, dashboards, and usage analytics.
- Make users available for input where adoption insights are required.
- Validate recommendations and approve configuration-level adjustments.
- Ensure communication of changes or adoption aids to affected teams.
- Maintain alignment between operational responsibilities and workflow expectations.
- Review documentation and confirm acceptance of uplift activities.

Assumptions

This Service Element is delivered on the basis that:

- Employees will engage with adoption interventions and provide feedback where requested.
- Existing workflows and tools are configured using supported platform capability.
- Required licensing for analytics and usage visibility is active and available.
- Operational processes are stable and aligned to system capability.
- Adoption interventions remain small and incremental rather than transformational.

Exclusions

This Service Element does not include:

- Full change management programmes or organisation-wide adoption strategies.
- Formal training courses or multi-day training design.
- New system implementations, feature enablement, or platform expansion.
- Redesign of end-to-end processes or operating models.
- Support, issue resolution, or managed service activities.
- Large-scale configuration changes or complex workflow redesign.
- Integration work, development, or customisation.

Success Measures

This Service Element is successfully delivered when:

- Adoption insight assessment completed and approved.
- Prioritised adoption improvements implemented as planned.
- Employees demonstrate clearer and more consistent use of workflows.
- Reduction in reported friction or confusion in daily tasks.
- Usage metrics indicate measurable adoption uplift.
- Adoption aids support improved execution of role-based activities.
- New evergreen features adopted with minimal disruption.
- Stakeholder feedback confirms increased operational clarity.

Service Element: Continuous Capability Maturity Uplift

Description

The Continuous Capability Maturity Uplift service helps organisations strengthen how effectively their people, processes, and digital tools operate across The Efficient Business.

It provides a structured way to examine capability maturity in areas such as workflow execution, data handling, automation use, and decision-making clarity.

The service identifies gaps that impact operational efficiency and introduces controlled, incremental actions that improve how work is carried out without requiring large-scale change or system redesign.

Using evidence from operational insight, employee behaviour, and process performance, the service produces a clear view of current maturity and the practical steps required to enhance it.

Improvements focus on refining ways of working, aligning responsibilities, strengthening governance, and removing inconsistencies that develop over time. These actions remain small and manageable, ensuring that uplift is achieved safely and predictably within existing system capability.

By providing a structured maturity progression model, the service enables organisations to evolve steadily, build resilience into their operations, and maintain efficiency as demands change.

The outcome is a more mature and dependable operational environment in which employees can work with greater clarity, confidence, and consistency.

Deliverables

Deliverable	Description
Capability Maturity Assessment	Structured review of maturity across workflows, data handling, digital usage, automation, and operational clarity.
Maturity Gap Analysis	Identification of capability weaknesses that impact efficiency or create operational friction.
Maturity Progression Roadmap	Sequenced actions designed to enhance maturity within the boundaries of existing systems and processes.
Operational Practice Improvements	Light-touch adjustments to responsibilities, workflow steps, or role execution to support maturity uplift.
Governance Alignment Guidance	Recommendations for clearer decision-making, role alignment, or governance rhythms that reinforce maturity.
Data Stewardship Recommendations	Practical actions that improve data quality and support consistent process execution.
Cross-Stream Maturity Mapping	Consolidated view of maturity across Productivity, Automation, Operations, and Customer Experience.

Maturity Uplift Interventions	Targeted, incremental adjustments delivered within existing capability to remove friction or ambiguity.
Maturity Monitoring Dashboard	High-level indicators used to track progress over time.
Uplift Summary Report	Summary of uplift actions completed, outcomes achieved, and recommended next steps.

Dependencies

Delivery of this Service Element requires:

- Access to relevant systems, usage analytics, and workflow information.
- Availability of operational stakeholders to provide insight into current practices.
- Agreement on the maturity areas to be assessed.
- Defined responsibilities or process ownership within each functional area.
- Stable system configuration aligned to supported Microsoft capability.

Constraints

This Service Element is subject to the following constraints:

- Only small, operational and configuration-level improvements are included; no large-scale redesign or major enhancement.
- Improvements must sit within the boundaries of existing digital capability.
- The service does not implement new systems or introduce new features.
- Maturity recommendations rely on the accuracy of available operational data.
- Governance adjustments remain lightweight and operational, not structural or strategic.

Benefits

This Service Element strengthens The Intelligent Business by improving operational maturity across core business functions, ensuring that workflows, data, automation, and roles operate in a clear, predictable, and efficient way.

It reinforces the conditions required for sustained efficiency, enabling teams to work with greater consistency and confidence. By incrementally improving capability maturity, the service reduces operational risk, enhances the reliability of daily work, and supports a more resilient and adaptable operating environment.

848 Responsibilities

Under this Service Element, 848 will:

- Conduct maturity assessments using defined criteria and operational evidence.
- Produce a maturity gap analysis and progression roadmap.

- Deliver targeted uplift interventions within existing system boundaries.
- Provide guidance on operational alignment and lightweight governance improvements.
- Monitor maturity progress and provide feedback to stakeholders.
- Document uplift actions and provide clear recommendations for ongoing progression.

Customer Responsibilities

The customer must:

- Provide access to systems, performance insights, and key stakeholders.
- Review and approve uplift recommendations and roadmap items.
- Facilitate discussions with process owners, data owners, and operational leads.
- Apply internal governance or communication where changes affect team working practices.
- Validate uplift actions and confirm acceptance following implementation.

Assumptions

This Service Element is delivered on the basis that:

- Customer processes and systems are stable and align to supported capability.
- Operational data is available and sufficient to assess maturity accurately.
- Stakeholders will participate in assessments and validation sessions.
- Uplift actions remain small, incremental, and non-disruptive.
- Major improvements or redesigns will be handled as separate projects.

Exclusions

This Service Element does not include:

- Full process redesign, optimisation programmes, or end-to-end transformation.
- Implementation of new features, new systems, or major enhancements.
- Formal change management, stakeholder planning, or organisation-wide change activity.
- Custom development, integrations, or advanced workflow design.
- Data migration, large-scale remediation, or data engineering work.
- SLA-driven support or operational managed service responsibilities.

Success Measures

This Service Element is successfully delivered when:

- Maturity assessment completed and approved by the customer.

- Identified maturity gaps addressed through targeted uplift actions.
- Improved clarity and consistency in operational behaviour.
- Measurable improvements in maturity indicators or usage evidence.
- Adoption of maturity improvements sustained over time.
- Stakeholder feedback confirming reduced friction and improved efficacy.

Service Element: Improvement Implementation Sprint Packs

Description

The Improvement Implementation Sprint Packs provide a structured and controlled way to deliver small, targeted enhancements that refine how employees use the systems and workflows deployed across The Efficient Business.

These sprint cycles focus on resolving friction in daily tasks, simplifying the steps involved in completing work, and strengthening the reliability of operational processes. Changes remain low-risk and configuration-level, ensuring improvements can be introduced without disruption or the need for project governance.

Each sprint pack applies the findings from adoption insight, capability maturity assessments, and evergreen readiness reviews to implement practical refinements that enhance employee efficiency.

Improvements may include adjustments to forms, views, workflow steps, or automation behaviour where these changes support clearer, more consistent working practices. The sprint packs follow a predictable cadence, allowing organisations to incrementally improve operational performance in a manageable and sustainable way.

The outcome is a working environment that evolves steadily, supporting employees with more intuitive and reliable tools that help maintain clarity and efficiency over time.

Deliverables

Deliverable	Description
Sprint Planning Summary	Prioritised list of improvement items selected for delivery within the sprint pack.
Configuration Refinements	Small changes to forms, views, fields, rules, or workflows to remove friction or improve clarity.
Automation Adjustments	Light modifications to low-complexity Power Automate flows or rules to improve workflow behaviour.
Workflow Step Improvements	Simplification or clarification of steps within existing processes.
User Interface Streamlining	Adjustments that refine the experience for employees, improving ease of use.
Role and Responsibility Alignment	Minor updates to queues, roles, or assignments to support efficient workflow routing.
Testing and Validation	Controlled validation of configuration changes to ensure accuracy and correct behaviour.
Sprint Completion Report	Summary of implemented improvements, validation outcomes, and recommended next actions.
Updated Adoption Aids	Revised prompts or guidance reflecting the refinements introduced.
Backlog Review Update	Updated record of remaining improvement items and future sprint options.

Dependencies

Delivery of this Service Element requires:

- Access to customer environments and configuration areas.
- Approved list of improvement items for the sprint cycle.
- Availability of stakeholders to validate refinements.
- Stable system configuration aligned to current platform capability.
- Customer approval for configuration changes prior to implementation.

Constraints

This Service Element is subject to the following constraints:

- Improvements are limited to small, low-risk configuration changes; no major functional enhancements.
- Workflow changes must stay within existing frameworks and cannot redesign end-to-end processes.
- Automation adjustments must be low complexity and limited to existing flows.
- No new modules, capabilities, or features are introduced.
- Sprint cycles do not replace support or managed service responsibilities.
- Improvements must remain within the boundaries of supported Microsoft platform capability.

Benefits

This Service Element strengthens The Intelligent Business by ensuring that employees benefit from ongoing refinements that improve workflow clarity and operational reliability. By removing friction and simplifying routine tasks, the sprint packs support consistent, efficient execution across established processes.

They enable continuous improvement without the complexity of project-based change, helping organisations sustain efficiency and maintain alignment between people, processes, and digital tools over time.

848 Responsibilities

Under this Service Element, 848 will:

- Review and confirm improvement items for inclusion in each sprint pack.
- Implement configuration-level enhancements aligned to agreed priorities.
- Adjust workflows or automation components within low-complexity boundaries.
- Validate refinements to confirm correct behaviour and operational fit.

- Update adoption aids to reflect changes introduced during the sprint.
- Document completed work in a sprint completion report.
- Maintain an improvement backlog to support future sprint cycles.
- Engage with stakeholders to confirm priorities and validate outcomes.

Customer Responsibilities

The customer must:

- Provide access to systems and configuration areas required for improvements.
- Confirm sprint priorities and approve agreed refinements.
- Validate workflow and system changes once implemented.
- Ensure that changes are communicated internally where appropriate.
- Maintain clarity of operational responsibilities to support uplift.
- Review and approve sprint completion documentation.

Assumptions

This Service Element is delivered on the basis that:

- Systems are configured using supported Microsoft capability and do not require remediation.
- Improvement items are small, achievable, and within configuration boundaries.
- Customer stakeholders are available for validation and approval.
- Platform stability is maintained throughout the sprint cycle.
- Any major improvements or redesigns will be handled as separate project work.

Exclusions

This Service Element does not include:

- Redesign of end-to-end processes or major workflow reconfiguration.
- Implementation of new modules, features, or major system enhancements.
- Custom development, including scripts, plugins, or PCF controls.
- Integration work beyond standard connectors.
- Data migration, data cleansing, or large-scale remediation.
- SLA-bound support, incident handling, or managed service activity.
- Transformation, training programmes, or organisation-wide change initiatives.

Success Measures

This Service Element is successfully delivered when:

- Sprint pack delivered on time with approved improvements implemented.
- Employees experience reduced friction and improved clarity in targeted workflows.
- Adjusted automation components behave reliably within defined boundaries.
- Measurable uplift identified through role-based usage or adoption indicators.
- Stakeholders confirm positive operational impact and acceptance of changes.
- Backlog updated accurately to support future sprint cycles.

Service Element: Evergreen Release and Change Readiness Support

Description

The Evergreen Release and Change Readiness Support service helps organisations prepare for and adopt ongoing updates introduced through Microsoft's evergreen release cycles.

It provides a structured approach to understanding upcoming changes, assessing their impact on day-to-day work, and ensuring employees remain confident and capable as new features and behaviours appear across the digital estate.

The service focuses on identifying changes that affect established workflows, communications, processes, and low-complexity automation, and introduces small adjustments that maintain operational stability.

The service reviews release information across Microsoft 365, Dynamics 365, Business Central, Power Platform, and supporting workplace tools to determine which updates may influence how employees work.

It translates these updates into clear, relevant guidance that helps individuals understand what will change and how to adapt. Where necessary, minor configuration refinements are introduced to maintain clarity, prevent disruption, and ensure workflows continue to operate as intended.

The outcome is a predictable and controlled release experience that protects efficiency and supports continuous readiness across the organisation.

Deliverables

Deliverable	Description
Release Scan and Impact Summary	Review of upcoming platform changes across relevant Microsoft services, highlighting those affecting daily work.
Impact Assessment Report	Analysis of how changes influence workflows, roles, data, or automation behaviour.
Employee Readiness Guidance	Clear, targeted communication describing what will change and how employees should adjust.
Role-Focused Change Aids	Lightweight instructions for specific roles impacted by new features or behaviour changes.
Minor Configuration Adjustments	Small refinements to forms, views, rules, or automations to maintain workflow clarity.
Workflow Alignment Actions	Updates that ensure existing processes continue to operate correctly following a release.

Feature Adoption Notes	Recommendations for adopting relevant new capabilities introduced through evergreen updates.
Readiness Validation	Confirmation that updates and adjustments operate as expected and support daily work.
Change Tracking Dashboard	Summary of assessed changes and actions taken to maintain operational reliability.
Release Support Summary Report	Documentation covering impacts, actions taken, and remaining considerations for future releases.

Dependencies

Delivery of this Service Element requires:

- Access to release notes, tenant information, and relevant Microsoft environments.
- Agreement on which product areas and user groups are included in the review.
- Customer stakeholders available for validation of impact assessments.
- Defined workflows, responsibilities, and operational processes.
- Stable system configuration aligned to supported Microsoft capability.

Constraints

This Service Element is subject to the following constraints:

- Only minor configuration changes are included; no major updates or new feature enablement.
- No regression testing or full release assurance activities.
- No issue resolution or break/fix activity; these belong to support services.
- Change guidance is lightweight and role-focused, not formal training.
- No platform administration, environment management, or infrastructure change.
- No implementation of new functionality introduced by evergreen updates.

Benefits

This Service Element strengthens The Intelligent Business by helping employees adapt to ongoing platform changes without disruption. It maintains clarity in daily work by ensuring workflows, interfaces, and automations continue to operate predictably as new features are introduced.

By preparing users for change and providing straightforward guidance, the service supports consistent adoption, reduces operational risk, and sustains the efficiency gains achieved across The Efficient Business.

848 Responsibilities

Under this Service Element, 848 will:

- Review upcoming evergreen changes across relevant Microsoft services.
- Produce impact assessments and identify affected workflows and user groups.
- Provide targeted readiness guidance and change aids for employees.
- Implement low-risk configuration adjustments required to maintain workflow reliability.
- Validate that updates operate as expected after release.
- Document all actions taken and provide release support reports.
- Maintain a change tracking dashboard across release cycles.
- Engage with stakeholders to confirm readiness and validate outcomes.

Customer Responsibilities

The customer must:

- Provide access to environments and release-related information.
- Confirm priority areas for review and approve any configuration refinements.
- Ensure employees receive readiness guidance before changes are applied.
- Validate workflow and system behaviour following evergreen updates.
- Review and approve documentation covering impacts and adjustments.
- Maintain internal communication to support adoption of changes.

Assumptions

This Service Element is delivered on the basis that:

- Systems are configured using supported platform capability and do not require remediation.
- Customer stakeholders are available for impact review and validation.
- Evergreen updates do not introduce major changes requiring project delivery.
- Operational processes are stable and aligned to existing system design.
- Minor adjustments are sufficient to maintain clarity following release.

Exclusions

This Service Element does not include:

- Implementation of new modules, features, or major enhancements.
- Custom development, scripting, or advanced workflow redesign.

- Regression testing or structured testing cycles.
- Break/fix incident resolution or ongoing support activities.
- Integration work beyond standard connectors.
- Data modification or remediation tasks.
- Enterprise release management or governance frameworks.
- Training programmes or large-scale change initiatives.

Success Measures

This Service Element is successfully delivered when:

- Release impacts correctly identified and assessed.
- Employees understand upcoming changes and adjust accordingly.
- Workflows remain stable and predictable following updates.
- Minor configuration refinements operate as intended.
- Adoption of relevant new features occurs with minimal disruption.
- Stakeholder feedback confirms operational continuity across release cycles.