

848

848 Value Chain-Led Managed Service

Part of

The Intelligent Business

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Driven by **people.**



Powered by **intelligence.**



Value chain **led.**

Service Overview and Context

The Intelligent Business is 848's model for helping organisations operate effectively in complex, technology-dependent environments. It recognises that sustainable performance is achieved when security, operational efficiency, insight, and innovation are treated as connected disciplines and managed with clear intent. Within this model, managed services provide the operational structure through which live environments are stabilised, governed, and progressively improved.

The Value Chain-Led Managed Service (VCLMS) is how 848 applies this model to the operation of live technology services. It defines a managed service system that brings together day-to-day support, service management, and governance within a single operational framework. The service is designed to provide dependable support for production environments, with clear ownership, predictable processes, and consistent service management practices.

At a fundamental level, the service delivers what organisations expect from a managed service. Incidents and requests are handled through defined processes, services are monitored and supported, and performance is reviewed against agreed measures. This provides the stability and reliability required for organisations to operate with confidence and continuity.

In many organisations, managed services are effective at restoring service when issues occur, but operational experience is often treated as transient. Recurring incidents, service friction, and performance patterns are addressed individually, without a consistent mechanism for identifying underlying causes or addressing them systematically over time. As a result, services may remain stable but do not materially improve.

The Value Chain-Led Managed Service is designed to address this gap. While maintaining reliable day-to-day operations, the service introduces a structured approach to capturing, reviewing, and learning from operational activity. Service data and delivery experience are used to identify recurring issues, inefficiencies, and risks, which can then be prioritised and addressed through agreed service management and improvement processes.

The service therefore operates as a managed service system, not a collection of isolated support functions. It provides a consistent operational framework that supports dependable service delivery while enabling controlled, evidence-led improvement where it is required and appropriate. This ensures the service meets the needs of organisations that require reliable “keep-the-lights-on” operations, while also providing a practical mechanism for improving service quality, resilience, and efficiency over time.

Service Purpose and Outcomes

The purpose of the Value Chain-Led Managed Service is to provide a reliable, structured managed service for live technology environments, ensuring that services remain stable, supported, and governed over time. The service exists to give organisations confidence that essential systems are operated predictably, with clear accountability and consistent service management disciplines.

The Primary Outcome: A Managed Service That Improves Itself

The defining outcome of the Value Chain-Led Managed Service is that operational experience is systematically converted into service improvement.

Day-to-day support activity does not end at restoration alone. Incidents, requests, and service events are treated as operational signals that are reviewed, understood, and used to inform service management decisions. Recurring issues, service friction, and performance trends are identified and addressed through structured governance, rather than repeatedly resolved in isolation.

This ensures that the managed service does not remain static. Over time, effort invested in support contributes to improved service quality, reduced disruption, and greater operational predictability. Improvement is not dependent on separate initiatives or transformation programmes; it is embedded into how the service operates.

Supporting Operational Outcomes

To enable this improvement-led behaviour, the service delivers a set of disciplined operational outcomes that ensure reliability and control:

- **Operational stability**, achieved through defined support processes, clear ownership of incidents and requests, and controlled handling of changes affecting live services.
- **Service transparency and governance**, through structured reporting, service reviews, and visibility of service health, recurring issues, and operational trends.
- **Controlled service evolution**, where changes and improvements are introduced in a managed and traceable way.
- **Reduced operational risk**, through structured handling of recurring issues, changes, and service improvement activities.

The Value Chain-Led Managed Service is designed to provide dependable, predictable operation of live services while continuously learning from how those services run. Service stability and improvement are treated as inseparable aspects of managed service delivery.

Operational experience informs how services are governed and refined over time, ensuring that improvement is a natural outcome of normal service operation rather than a separate or optional activity.

Scope of the Managed Service

Scope Overview

The scope of the Value Chain-Led Managed Service is defined by operational responsibility, not by individual products or technologies. This section sets out the service domains for which 848 assumes responsibility in the operation and management of live technology environments.

The managed service covers the day-to-day operation, support, and governance of in-scope services once they are live in production. It focuses on maintaining service stability, responding to incidents and requests, coordinating change, and governing service performance over time.

Scope is expressed through a defined set of service domains. Each domain represents an area of operational responsibility within the managed service. Together, these domains form a single, integrated managed service, governed through common service management, reporting, and improvement processes.

In-Scope Service Domains and Responsibilities

Service Domain	Operational Responsibility Included in Scope
Service Management and Governance	Service delivery management, performance monitoring, reporting, and governance activities required to manage, measure, and coordinate the managed service as a whole. Includes service reviews, escalation management, and oversight of service health and improvement actions.
Service Insight & Automation	Collection, analysis, and use of operational service data to support monitoring, trend identification, and service improvement. Includes the identification and implementation of appropriate automation to reduce manual effort, improve service consistency, and address recurring operational issues as part of managed service delivery.
Service Desk and End User Support	Provision of a central point of contact for users and operational teams, responsible for logging, triage, coordination, and resolution of incidents and service requests relating to live services. Includes user-facing support, escalation management, and coordination across technical teams to restore service and maintain agreed service levels.
End User Computing (EUC)	Operational support of end user devices and digital workspaces required for day-to-day work. Includes support for user access, device operability, and coordination of remediation for device- or user-related issues impacting productivity or service access.
Infrastructure and Cloud Operations	Ongoing operation and support of live infrastructure environments, including on-premises, cloud, and hybrid platforms that support production workloads. Includes operational oversight of compute, storage, networking, and platform availability, and coordination of incident response and remediation.
Core Platform and Connectivity Services	Operational support of shared platform and connectivity services that underpin the wider technology estate. Includes identity and access services, directory services, and network connectivity components required for secure access and system integration.

Managed Service Disciplines Included in Scope

The Value Chain-Led Managed Service includes a set of **core managed service disciplines** that apply consistently across all in-scope service domains. These disciplines define how live services are operated, governed, and improved once they are under managed service control.

Application to Live Services

The managed service applies to services and components that are live in production and have been formally transitioned into the managed service. Once in scope, services are operated under a common service management framework, regardless of domain, technology, or platform. This ensures consistency in how incidents are handled, changes are governed, and service performance is reviewed.

Activities relating to the design, build, or initial implementation of services are not included within this scope unless explicitly agreed as part of a separate engagement.

Value Chain-Led Service Improvement

The managed service includes a structured mechanism for converting operational activity into service improvement. Day-to-day service interactions generate operational data and delivery experience that are reviewed through agreed service management and governance forums.

Recurring incidents, service friction, and performance trends are identified, assessed, and prioritised through this process. Where improvement actions are agreed, they are coordinated and tracked as part of managed service delivery, ensuring that operational learning is applied in a controlled and accountable manner. This improvement mechanism is embedded into the service and does not rely on separate improvement programmes or ad-hoc initiatives.

Core Service Management Practices

The managed service includes the application of standard service management practices across all in-scope domains. These practices provide the operational structure required to maintain service stability, control change, and manage service performance consistently.

Core practices applied within the managed service include:

- Incident Management
- Request Management
- Change Enablement
- Problem Management
- Service Level Management
- Service Reporting and Review
- Continual Improvement

These practices are applied proportionately and pragmatically, aligned to the scale and complexity of the client environment.

Operational Responsibility and Coordination

The managed service assumes end-to-end responsibility for the coordination and management of in-scope services. This includes ownership of incidents, service requests, and improvement actions, even where resolution activity involves multiple internal teams, third-party suppliers, or vendors.

Service Delivery Management retains accountability for service outcomes, ensuring that issues are progressed, communicated, and resolved through appropriate channels. This model ensures clear ownership and avoids fragmentation of responsibility across the service lifecycle.

Scope Boundaries Within the Managed Service

The Value Chain-Led Managed Service operates through defined service domains and managed service disciplines. Within each domain, the service assumes clear operational responsibility, applied to live services, and governed through agreed service management practices.

This section clarifies the intended depth and boundaries of that responsibility, ensuring consistent interpretation of scope across service delivery, governance, and client engagement.

Service Domain	Scope Boundary
Service Management and Governance	Governance activities focus on the performance, health, and improvement of in-scope services. Service reviews provide structured insight and recommendations, but do not replace client decision-making or assume ownership of business strategy or technology direction.
Service Insight & Automation	Insight is derived from operational service data to identify trends, risks, and improvement opportunities. Automation is applied where it reduces recurrence or operational friction and is prioritised through governance, rather than implemented as blanket optimisation or experimentation.
Service Desk and End User Support	Support activities focus on restoring service, fulfilling requests, and coordinating resolution. The service does not redesign user processes, deliver formal training programmes, or provide adoption-led change outside agreed service management activities.
End User Computing (EUC)	EUC services ensure the operability of live user environments. Responsibility does not extend to device estate transformation, persona design, or continuous customisation of user configurations beyond governed change and improvement activity.
Infrastructure and Cloud Operations	Infrastructure services maintain the stability, availability, and performance of live platforms. Optimisation and improvement are evidence-led and governed; the service does not continuously re-engineer platforms or drive architectural change as part of standard operations.

Core Platform and Connectivity Services	Core platform services focus on the operation of identity, access, and connectivity components. Responsibility does not include redesign of identity models, security architecture, or connectivity strategy, which are addressed through separate specialist services.
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Service Interfaces and Dependencies

The Value Chain-Led Managed Service operates as part of a wider service ecosystem. While it provides end-to-end operational coordination for in-scope services, it also depends on, and interfaces with, a number of adjacent services, teams, and third-party providers.

Interface	Nature of the Interface and Dependency
Managed Security Services	Managed security services operate under a distinct delivery and governance model. The Value Chain-Led Managed Service interfaces with security services to coordinate incident response, apply approved remediation actions, and reflect security-related events in service reporting. Responsibility for threat detection, security monitoring, and security-led response remains with the relevant security service.
Application Support Services	Application support services provide functional and application-specific support using practices appropriate to the application lifecycle. The managed service coordinates incidents, availability issues, and operational dependencies affecting live services, while application teams retain responsibility for application behaviour, configuration, and functional change.
Projects and Advisory Services	Project and advisory services deliver design, build, migration, and transformation activities. The managed service supports the transition of services into live operation once implementation is complete, and provides operational input where required. Responsibility for delivery outcomes during project phases remains with the relevant project or advisory engagement.
Client Internal Teams	Where client internal teams retain responsibility for specific platforms or services, the managed service coordinates incidents, escalations, and operational activity in line with agreed responsibilities. Clear hand-offs and communication channels are maintained to ensure continuity of service and accountability.
Third-Party Suppliers and Vendors	The managed service coordinates with third-party suppliers and vendors where they provide components of in-scope services. This includes incident escalation, information exchange, and progress tracking. Commercial management and contractual accountability for third-party services remain outside the scope of the managed service unless explicitly agreed.

The Value Chain Loop

The Value Chain Loop defines how the Value Chain-Led Managed Service converts day-to-day operational activity into sustained service improvement. It provides a structured mechanism through which operational experience is captured, assessed, and acted upon as part of normal service delivery.

Rather than treating incidents and service events as isolated occurrences, the loop ensures that operational signals are reviewed in context, recurring issues are identified, and improvement actions are governed and delivered in a controlled manner. The loop operates continuously across all in-scope service domains and is embedded within the managed service operating model.

Value Chain Stage	How the Managed Service Applies the Stage
Support	Live services are operated and supported through defined service management practices. Incidents, requests, and service events are logged, prioritised, and resolved to restore service and maintain agreed service levels.
Observe	Operational activity and service performance data are captured and reviewed to establish visibility of service behaviour over time. This includes incident patterns, service friction, and indicators of emerging risk.
Analyse	Observed data is assessed to identify recurring issues, underlying causes, and opportunities for improvement. Analysis focuses on service behaviour and operational impact rather than isolated events.
Recommend	Findings are translated into clear recommendations for improvement, remediation, or optimisation. Recommendations are prioritised through service governance, aligned to service objectives and operational constraints.
Deliver	Approved actions are planned, coordinated, and delivered through controlled change and improvement activity. Outcomes are tracked and reflected in ongoing service operation and review.

Outcomes of the Value Chain Loop

Through repeated application of the Value Chain Loop, the managed service strengthens service stability, reduces recurrence of issues, and improves predictability over time. Improvement activity is traceable to operational evidence and governed through established service management structures, ensuring that change is deliberate, prioritised, and aligned to service needs.

The Value Chain Loop operates continuously as part of normal service delivery. Learning from live service operation defines how services are managed and improved over time.

Managed Service Operating Model

Operating Model Overview

The Value Chain-Led Managed Service operates as a single, integrated service system, rather than a collection of independent support functions. All in-scope service domains are governed through a common operating model, with shared accountability, service management disciplines, and improvement practices.

The operating model is designed to balance operational stability with controlled improvement. Day-to-day service activity is managed through structured support and coordination, while service performance and recurring issues are reviewed through defined governance to inform prioritised improvement actions.

This model ensures consistency across service domains, while allowing flexibility in how services are delivered based on scale, complexity, and client context.

848 VALUE CHAIN-LED MANAGED SERVICE PORTFOLIO

IT SERVICE DESK	END USER COMPUTING	INFRASTRUCTURE & CLOUD OPERATIONS	SERVICE INSIGHT & AUTOMATION	SERVICE GOVERNANCE & PERFORMANCE MANAGEMENT
Incident logging and classification	End user device operability	Platform availability monitoring	Operational data collection	Service Delivery Management
Service request handling	Digital workspace support	Infrastructure incident response	Service performance trend analysis	Service ownership and accountability
User contact and communication	User access issue resolution	Compute operations support	Incident pattern identification	Service performance reporting
Initial diagnosis and triage	Authentication and sign-in support	Storage operations support	Recurring issue detection	Regular service reviews
Escalation and coordination across teams	User environment stability	Network operations support	Service behaviour analysis	Issue and risk oversight
Priority and impact management	Peripheral and connectivity issue support	Cloud service operability	Automation opportunity identification	Improvement prioritisation
Service restoration coordination	User configuration issue resolution	Platform health assessment	Targeted automation implementation	Coordination of improvement actions
User status updates and notifications	Coordination of endpoint remediation	Infrastructure change coordination	Reduction of manual operational effort	Stakeholder communication and engagement
Incident closure and validation	Support for standard user tooling	Capacity and performance observation	Insight contribution to governance	Service decision support
Contribution to service insight and improvement	Identification of recurring user environment issues	Identification of recurring infrastructure issues	Feedback into service improvement actions	Oversight of service outcomes over time

Service Leadership and Roles

The managed service operates under a flat service leadership structure to ensure clear accountability and effective coordination.

Overall accountability for service delivery sits with the Head of Managed Services, who is responsible for service quality, consistency, and performance across all clients.

Service delivery is coordinated through three core operational roles:

- **Service Delivery Managers (SDMs)**

SDMs are accountable for the end-to-end performance of the managed service for their assigned clients. They oversee service delivery, lead governance and service reviews, coordinate across service domains, and ensure that operational data is translated into clear actions and outcomes.

- **Technical Leads (TLs)**

Technical Leads focus on the reactive and operational stability aspects of the service. They ensure incidents, requests, and technical issues are resolved effectively, maintain

operational standards across support teams, and act as escalation points for complex or high-impact issues.

- **Innovation Leads (ILs)**

Innovation Leads focus on the proactive and improvement-led aspects of the service. They analyse operational trends, identify opportunities for improvement or automation, and work with SDMs and Technical Leads to design and coordinate improvement actions.

Delivery is supported by structured 1st, 2nd, and 3rd line support teams, who provide hands-on technical execution across the in-scope service domains.

Day-to-Day Service Operation

Day-to-day service operation is centred on maintaining service availability, restoring service when issues occur, and managing requests and changes affecting live services.

The Service Desk acts as the primary operational entry point, coordinating incidents and requests and ensuring appropriate escalation across technical teams. Technical Leads oversee resolution activity to ensure issues are progressed efficiently and in line with service standards.

Operational activity is continuously captured through service management tooling and operational reporting. This data forms the baseline for service oversight, performance tracking, and improvement identification.

Governance and Service Reviews

Service governance is delivered through regular, structured service reviews that provide oversight of service performance and operational health across all in-scope domains.

Service reviews bring together service performance data, incident and trend analysis, and delivery insight to provide a clear view of how the service is operating. They are used to assess recurring issues, emerging risks, and the effectiveness of previously agreed actions, and to confirm priorities for the period ahead.

Governance focuses on maintaining service control and direction. Decisions are informed by operational evidence and service experience, ensuring that review activity results in clear actions, ownership, and follow-up rather than passive reporting.

Insight-Led Improvement in Operation

Service improvement is an integral part of day-to-day service operation. Operational data, delivery experience, and service insight are continuously assessed to identify patterns, inefficiencies, and risks that affect service performance.

When improvement opportunities are identified, Service Delivery Managers coordinate prioritisation and progression through the established service governance structure. Technical Leads and Innovation Leads collaborate to define, plan, and implement improvement actions, ensuring that changes are introduced in a controlled and traceable manner.

Improvement activity is therefore driven by real operational conditions and embedded within normal service delivery, enabling the service to strengthen performance and resilience over time while maintaining stability across live environments.

Managed Services Core

Purpose of the Managed Services Core

The Managed Services Core defines the foundational service management practices that underpin the Value Chain-Led Managed Service. These practices provide the structure and control required to operate live services reliably, manage change safely, and maintain consistent service performance over time.

The Managed Services Core ensures that improvement activity is delivered within a stable and governed service environment, preserving predictability and accountability across all in-scope service domains.

Service Measurement Philosophy

Service measurement within the Value Chain-Led Managed Service is designed to support operational control, transparency, and improvement. Measurement focuses on service behaviour and performance trends rather than isolated events, providing visibility of service health, recurring issues, and emerging risks. Metrics and reporting are applied proportionately, aligned to service scope and criticality, and used to inform governance, prioritisation, and decision-making as part of normal service operation.

Core Service Management Practices

The managed service applies a consistent set of service management practices aligned to ITIL v4 principles. These practices provide a common operational language and framework across service delivery, governance, and improvement activity.

Core practices applied within the managed service include:

- Incident Management
- Request Management
- Change Enablement
- Problem Management
- Service Level Management
- Service Reporting and Review
- Knowledge Management
- Continual Improvement

These practices are applied proportionately, based on the scale, complexity, and criticality of the services in scope.

Application Across Service Domains

The Managed Services Core applies uniformly across all in-scope service domains. While delivery activity may differ by domain, the same service management practices, governance structures, and accountability model are applied consistently.

Service Onboarding and Exit

Purpose of Service Onboarding

Service onboarding and transition establish a controlled and predictable entry into the Value Chain-Led Managed Service. The purpose of transition is to ensure that services entering managed service operation are sufficiently understood, stabilised, and governed to support reliable day-to-day operation from the outset.

Transition is treated as a structured service activity, distinct from project delivery or transformation work, and is designed to prepare services for steady-state operation within the managed service operating model.

Service Onboarding and Transition Approach

Services are onboarded through a six-phase transition approach, applied proportionately based on service complexity, criticality, and risk. The approach ensures clarity of responsibility, controlled knowledge transfer, and readiness for live operation.

Transition Phase	Purpose and Focus
Mobilisation	Establishes the foundations for transition. This phase confirms scope, governance, access arrangements, communication routes, and transition responsibilities, ensuring that transition activity begins in a controlled and coordinated manner.
Discovery	Builds an understanding of the current service environment and how it operates. Discovery focuses on service boundaries, dependencies, operational behaviour, risks, and areas of instability that must be addressed before steady-state operation.
Design	Translates discovery insight into an agreed service design. This includes confirmation of service boundaries, operational responsibilities, governance arrangements, and the definition of any changes required to support stable service operation.
Service Implementation and Readiness	Implements agreed readiness actions and prepares services for managed service operation. This phase focuses on stabilisation, alignment to service management practices, documentation completion, and operational preparedness rather than transformation.
Go-Live	Marks the formal transfer of operational responsibility into the managed service. Go-live is approved once agreed readiness conditions are met and the service is prepared to operate predictably under managed service control.
Early Life Support	Provides a short, focused period of heightened operational oversight following go-live. Early Life Support ensures that the service settles into steady-state operation, transition-related issues are addressed, and the operating model functions as intended.

Readiness, Handover, and Acceptance

Before a service is accepted into managed service operation, readiness is assessed to confirm that essential operational prerequisites are in place. This includes clarity of service ownership, access arrangements, documentation availability, and dependency awareness.

Where services transition from projects, internal teams, or incumbent suppliers, handover activities focus on the transfer of operational knowledge and the establishment of clear accountability. Responsibility for service operation transfers to the managed service only once readiness conditions have been satisfied.

Service Exit and Transition Out

Service exit is managed as a controlled transition, ensuring continuity and clarity when services move out of the managed service.

Exit activity focuses on the structured transfer of operational knowledge, service documentation, and agreed service information to the receiving organisation or supplier. The managed service supports exit through coordination, knowledge transfer, and orderly handover, ensuring that services can continue to operate predictably following transition.

Exit activity is governed and proportionate, aligned to service dependencies and operational risk, and is conducted in a manner consistent with the service management practices applied during live operation.

Constraints, Assumptions, and Dependencies

Service Constraints

The Value Chain-Led Managed Service operates within the scope, domains, and service disciplines defined in this document. Service delivery is limited to live, production services that have been formally transitioned into the managed service.

The service does not include activities relating to the design, build, or initial implementation of services unless explicitly agreed through a separate engagement. Delivery is subject to the availability of agreed access, information, and supporting services required to operate and support the environment effectively.

Service Assumptions

The managed service assumes that client environments are supported by appropriate documentation, access controls, and operational contacts. Clients retain responsibility for business decision-making, prioritisation of change and improvement initiatives, and approval of recommendations arising from service governance.

It is assumed that services in scope are operated on supported platforms and configurations and that any material changes to scope, service criticality, or operating conditions are managed through agreed service governance and change processes.

Service Dependencies

Delivery of the managed service depends on effective collaboration with client stakeholders, internal teams, and third-party suppliers where they contribute to in-scope services. This includes timely escalation, information sharing, and coordination of resolution activity.

Where third-party services, platforms, or vendors form part of the service environment, the managed service relies on the availability and responsiveness of those parties. Commercial arrangements, licensing, and contractual management of third-party services remain the responsibility of the client unless explicitly agreed otherwise.

Operational service characteristics such as service hours and service level targets are described in the Service Schedule (available on request), which provides additional clarity for buyers prior to engagement.