

When Projects Move Faster, Who Captures the **Upside**?

Better customer outcomes. A stronger consultancy.

Frontier Consultancy

Johan Wallquist

Partner Tech Strategist, Microsoft



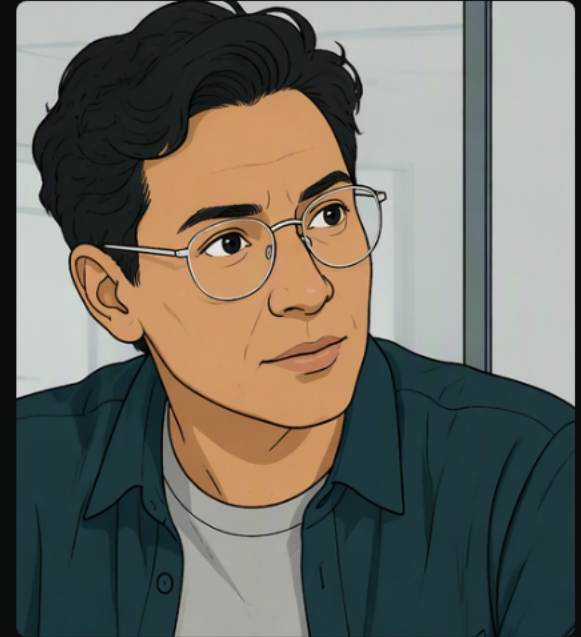
When Projects Move Faster, Who Captures the **Upside**?

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Partner Tech Strategist, Microsoft



Alex Lind

Northstar Digital delivery lead



Earlier feedback changes the work.



Earlier feedback **changes the work.**

Explore more options

Before committing the budget.



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Expose mistakes earlier

While they are cheaper to change.



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While they are cheaper to change.

Deliver useful increments

Let the customer shape what comes next.



Fewer hours change revenue.
Margin needs its own calculation.



Fewer hours change revenue. Margin needs its own calculation.

The T&M illustration

12 → 3

weeks

Same team and rates:
75% less engagement revenue.



Fewer hours change revenue. Margin needs its own calculation.

The T&M illustration

12 → 3

weeks

Same team and rates:
75% less engagement revenue.

Where does the capacity go?

Costs. Utilisation. Demand.

Pricing choices and reusable capability.



HVE: Hypervelocity Engineering.

Build in small steps. Learn with the customer.

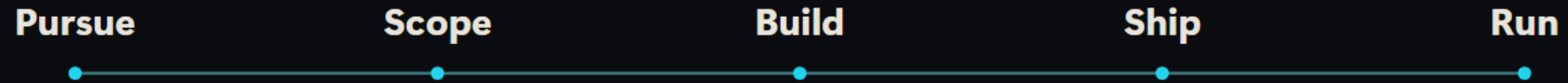
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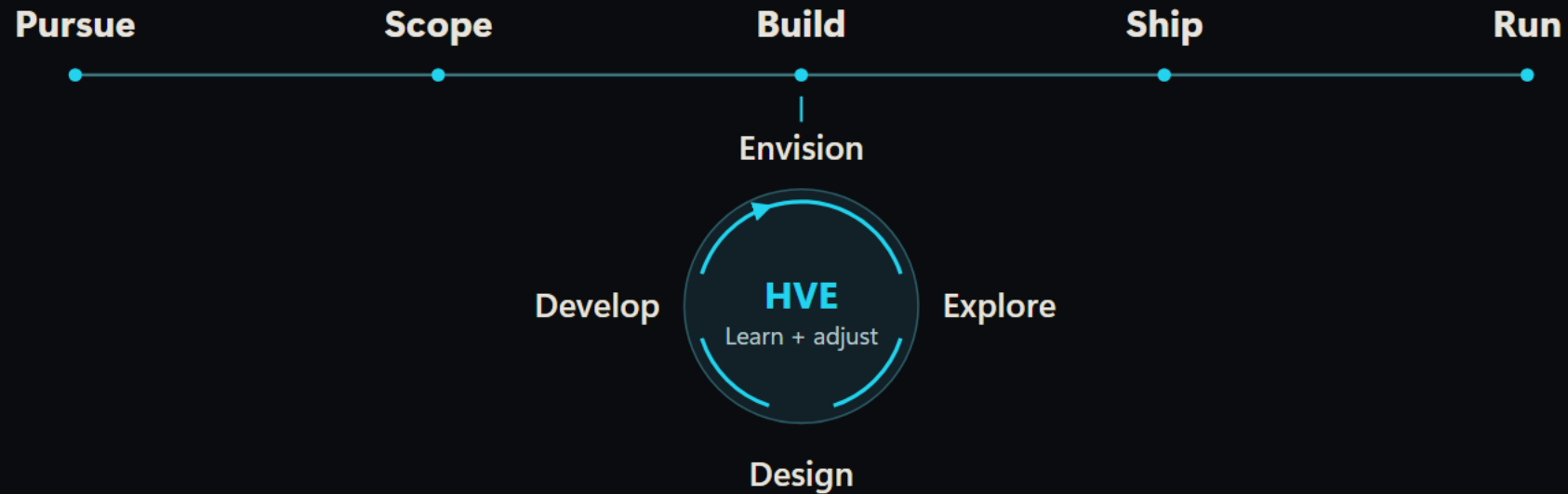
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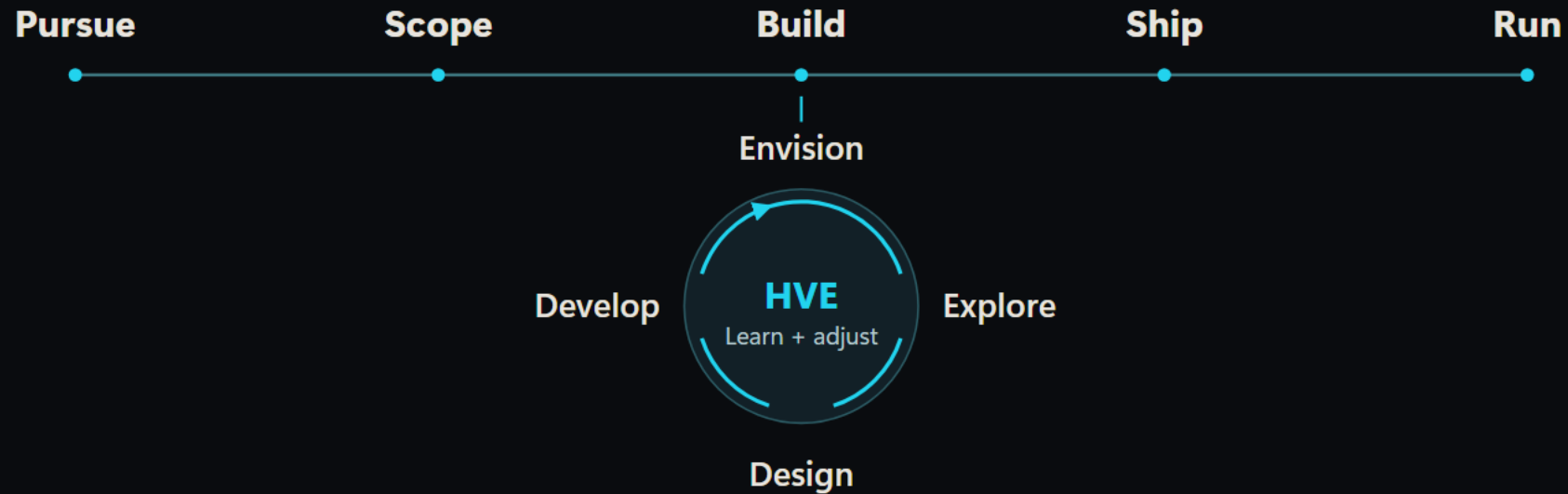
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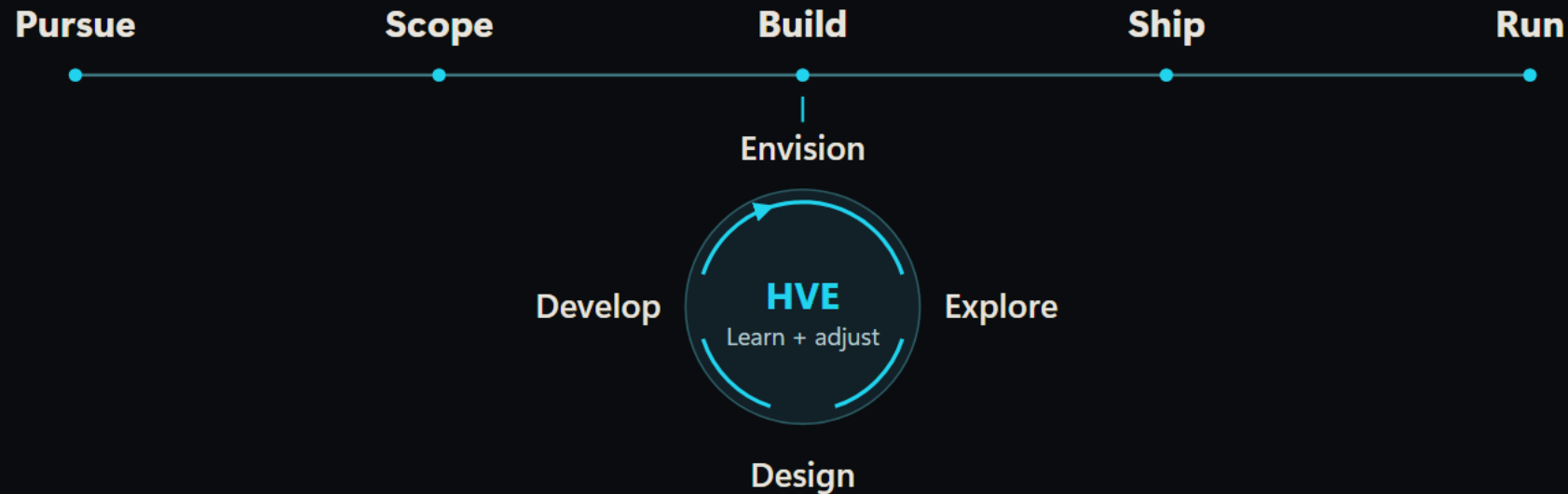
Useful increments before handoff.



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Useful increments before handoff.

140+

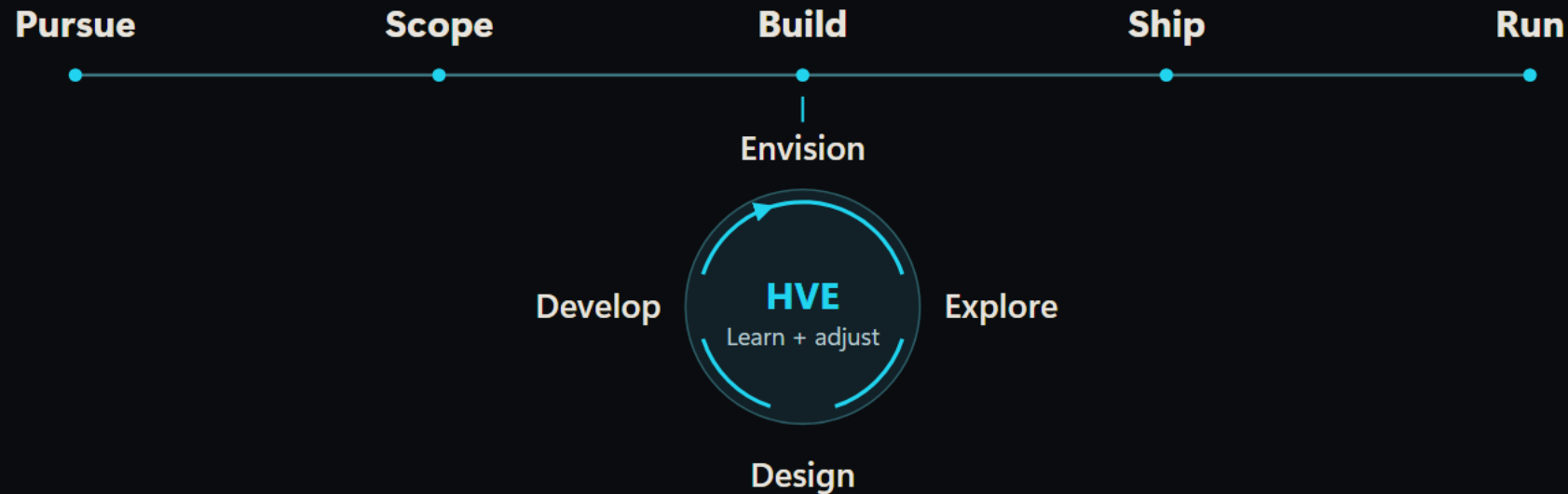
AI depth engineering engagements
Microsoft Industry Solutions Engineering



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Useful increments before handoff.

140+ AI depth engineering engagements
Microsoft Industry Solutions Engineering

Run improves the next opportunity.



EirNova's medicines need **controlled storage.**



Temperature and humidity must stay within limits

Existing sensors raise an alert. The affected batch is held for quality review.

8h to review-ready evidence

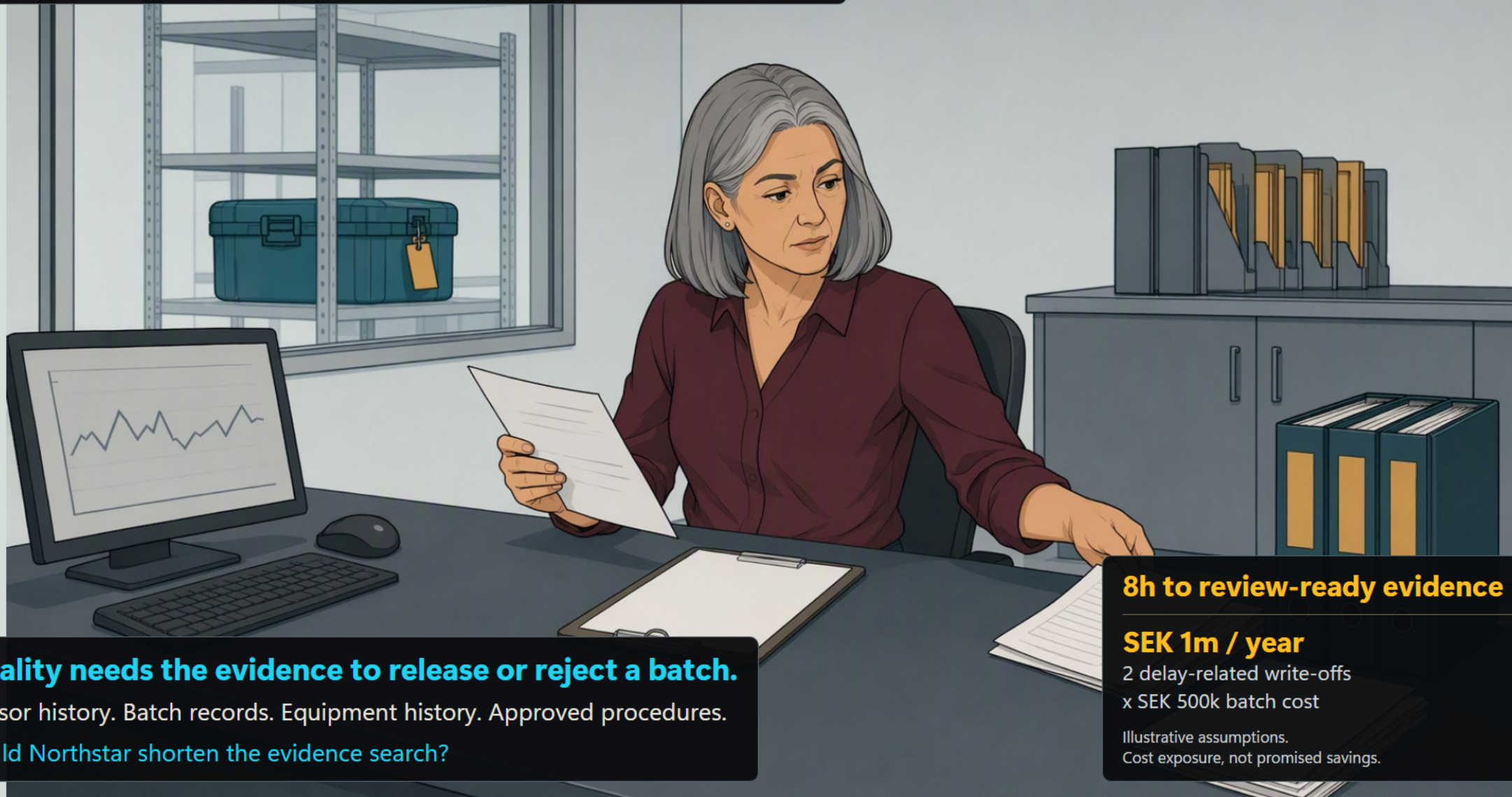
SEK 1m / year

2 delay-related write-offs
x SEK 500k batch cost

Illustrative assumptions.
Cost exposure, not promised savings.



Held batches await a quality decision.



Quality needs the evidence to release or reject a batch.

Sensor history. Batch records. Equipment history. Approved procedures.

Could Northstar shorten the evidence search?

8h to review-ready evidence

SEK 1m / year

2 delay-related write-offs
x SEK 500k batch cost

Illustrative assumptions.
Cost exposure, not promised savings.



Alex prepares for the customer meeting.



Ask before promising

The alert works. What must Northstar understand about the review?



Copilot

Chat

Cowork

+ New task

My tasks

Automations

Customize

TASKS

New task

Prepare pharma
operations
workshop

Summarise QBR
feedback

RECENT

Draft stakeholder
follow-up
Yesterday

Review customer
signals
This morning

New task

What do you need to decide before the customer meeting?
Start with the question and the authorised account material.

+ Review authorised EirNova sources. Should Northstar Digital pursue the quality-review workflow? Draft a sourced brief with access gaps and approval-owner questions for Friday.

Project context

High reasoning



Send

Workspace



Steps

0 / 3

- 1 Task accepted and account scope locked
- 2 Evidence gathered and gaps grouped
- 3 Pursuit brief prepared for human review

Output

0 files

- W EN-001_pursuit_brief.docx
- X evidence_gaps.xlsx

Skills & tools

5 connected

Word

Excel

SharePoint

People

Web Search

Account material

sourced

Chat **Cowork**

+ New task

My tasks

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Customize

TASKS

Assess EirNova's
quality-review
opportunity

Prepare pharma
operations
workshop

Summarise QBR
feedback

RECENT

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Review customer
signals
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Account material reviewed

Three account sources linked into the pursuit record.

Account brief FY27

Batch excursion review

Northstar meeting notes



Evidence gaps identified

Access and approval ownership need customer confirmation.

Historian and QMS access

Qualified quality owner



Pursuit brief drafted

EN-001 assembled with recommendation, evidence gaps and workshop questions.

I need your decision before I continue

Two evidence gaps need a workshop to close. Should I flag them in the pursuit brief, or hold the brief until they are closed?

☐ Flag gaps and continue

☐ Hold the brief

+ Message Cowork

Project context

High reasoning



Send

Workspace



Steps

2 / 3



Task accepted and account scope locked



Evidence gathered and gaps grouped



Pursuit brief prepared for human review

Output

1 file



EN-001_pursuit_brief.docx



evidence_gaps.xlsx

Skills & tools

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Word

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Account material

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Account brief FY27

Meeting objective and sponsor context.

Batch excursion review

Drift event and containment timeline.

Chat

Cowork

+ New task

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TASKS

Assess EirNova's
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Review customer
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This morning

together for the reviewer. validate the need and access in the workshop. No delivery commitment. EirNova retains batch-release authority.

Open evidence gaps

- Named qualified quality owner and approval responsibility
- Historian and QMS access for sensor and batch history

Workshop questions

- Who owns qualified batch-release approval?
- Who can authorise access to the required records?

Sources

- Account brief FY27, batch excursion review, Northstar meeting notes. Every claim in the brief links back to one of them.

+ Message Cowork

Project context

High reasoning



Send

Workspace



Steps

3 / 3

- ✓ Task accepted and account scope locked
- ✓ Evidence gathered and gaps grouped
- ✓ Pursuit brief prepared for human review

Output

2 files

- EN-001_pursuit_brief.docx
- evidence_gaps.xlsx

Skills & tools

5 connected

- Word
- Excel
- SharePoint
- People
- Web Search

Account material

sourced

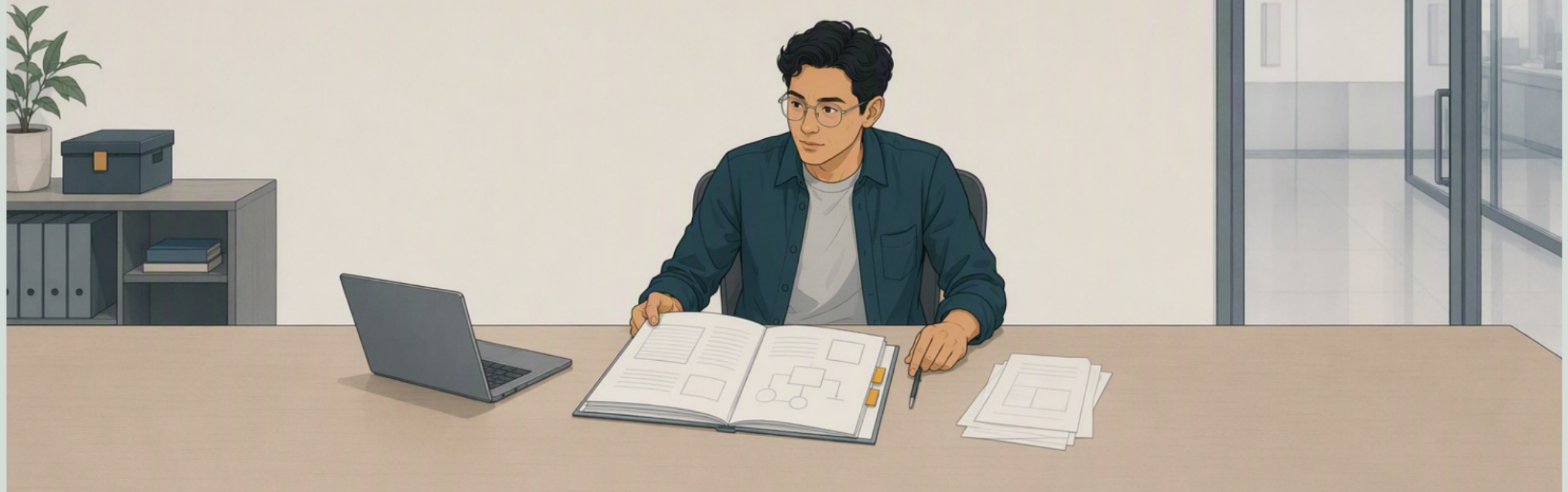
Account brief FY27

Meeting objective and sponsor context.

Batch excursion review

Drift event and containment timeline.

Alex has a brief to validate.



EN-001 pursuit brief

Opportunity hypothesis. Open questions for the customer workshop.

Who approves the regulated action?

Can we access the required records?



The project is agreed.
The evidence is still changing.



The project is agreed. The evidence is still changing.

Six weeks later

Workshops completed.

BatchGuard scope agreed.

EN-002 + RULE-A1 approved.



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MICROSOFT TEAMS

Operations transcript received

Saved to the authorised project workspace.



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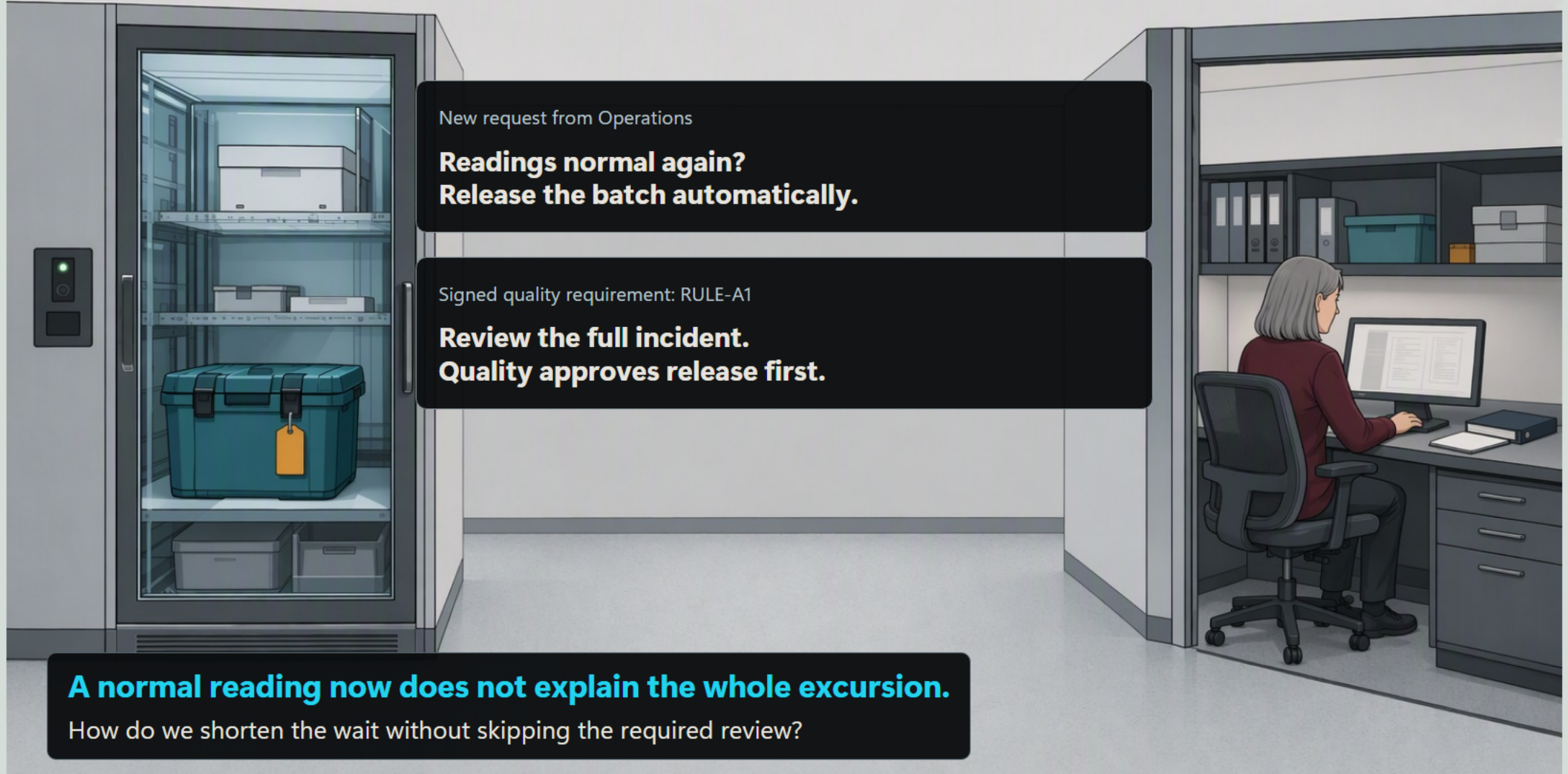
SCOUT

Decision needed on batch release

A new request needs your direction.



Same held batch. **Two conflicting instructions.**



- New task
- Tasks
- Heartbeat
- Automations
- Agents
- Skills
- PROJECTS
- BatchGuard

EirNova regulated workflow

Northstar toolkit

Shared delivery IP

EIRNOVA BATCHGUARD · SCOPE · WEEK 6

BatchGuard: evidence first, qualified approval

EN-002 signed RULE-A1 active 41 documents 14 interviews

Scout 09:43

Operations
interview

Readings normal again? Release the batch automatically.

EN-002 / RULE-A1 For this held batch: review the full incident history and approve release first.

Prepare the incident evidence and alert quality, while keeping this batch on hold until approval?

+ Describe the work you want Scout to own

Project context High reasoning



Send

Workspace

STEPS

- Sources linkedDONE
- Checks completeDONE
- Issue identifiedDONE
- Alex's decisionNEEDS YOU
- Draft updatesQUEUED

ARTIFACTS

Linked project sources

signed rule unchanged

New task

Tasks

Heartbeat

Automations

Agents

Skills

PROJECTS

BatchGuard

EirNova regulated workflow

Northstar toolkit

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EIRNOVA BATCHGUARD · SCOPE · WEEK 6

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RULE-A1 active

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Operations interview

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EN-002 / RULE-A1

For this held batch: review the full incident history and approve release first.

Prepare the incident evidence and alert quality, while keeping this batch on hold until approval?

+ Keep quality approval before releasing this batch. Prepare the evidence automatically and alert the reviewer. Draft the changes for approval.

Project context High reasoning



Send

New task

Tasks

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Scout 09:43

Operations interview

Readings normal again? Release the batch automatically.

EN-002 / RULE-A1

For this held batch: review the full incident history and approve release first.

Prepare the incident evidence and alert quality, while keeping this batch on hold until approval?

Alex 09:44

Keep quality approval before releasing this batch. Prepare the evidence automatically and alert the reviewer. Draft the changes for approval.

Scout 09:44

Alex's project decision recorded. Drafting the dependent updates.

Scout 09:45

Proposed workflow: collect linked incident records and notify the quality reviewer. This held batch still needs approval before release. Draft changes await owner approval.

Draft updates

DRAFTED · NOT APPLIED

Workflow changes	Decision record	Checks for the build
------------------	-----------------	----------------------

Signed artifacts stay unchanged. No batch has been released.

+ Describe the work you want Scout to own

Project context High reasoning



Send

Workspace

STEPS

- Sources linked DONE
- Checks complete DONE
- Issue identified DONE
- Alex's decision DONE
- Draft updates DONE

ARTIFACTS

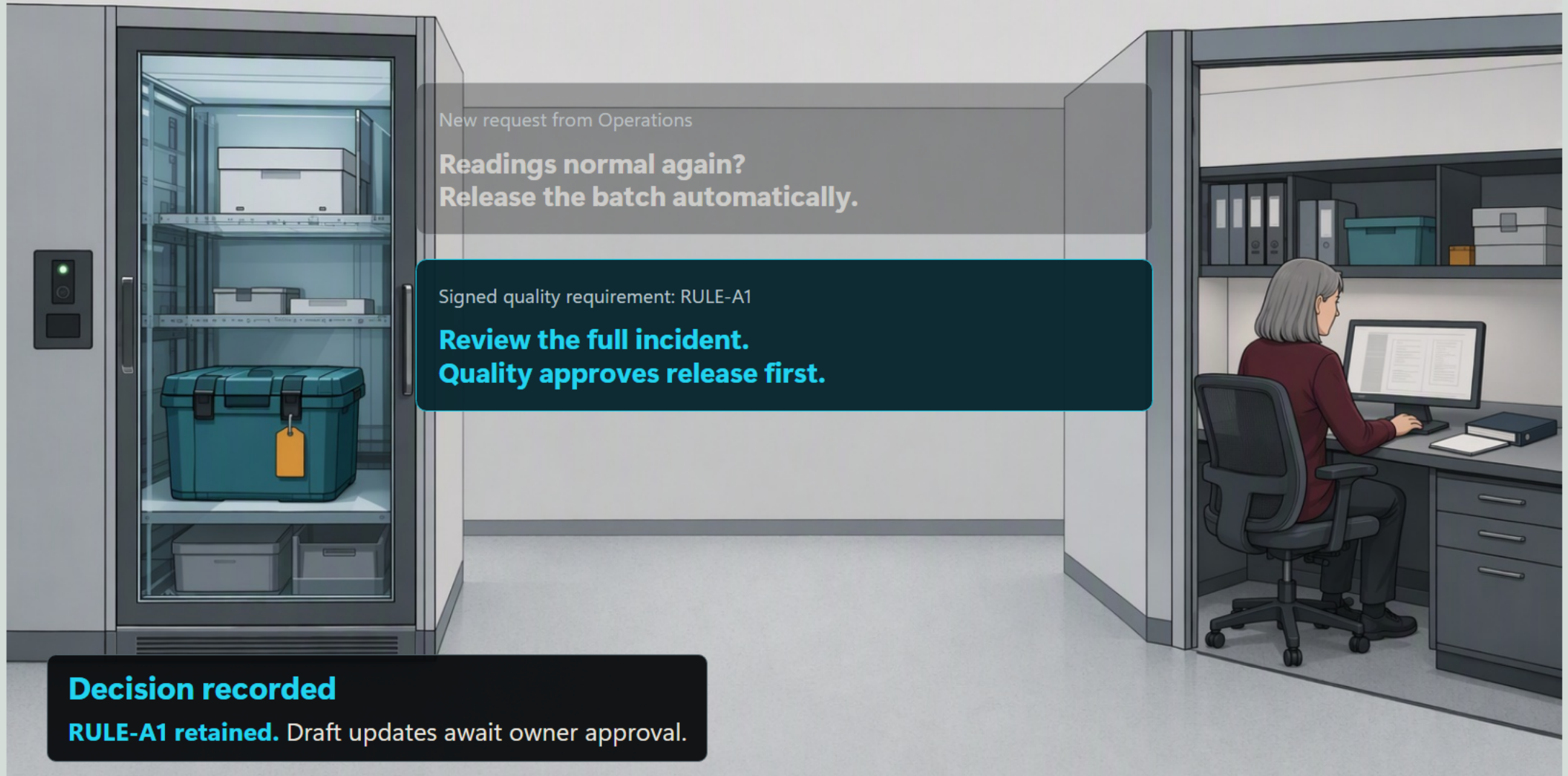
Linked project sources

signed rule unchanged

Draft updates

drafted · not applied

Same held batch. **Two conflicting instructions.**



New request from Operations

**Readings normal again?
Release the batch automatically.**

Signed quality requirement: RULE-A1

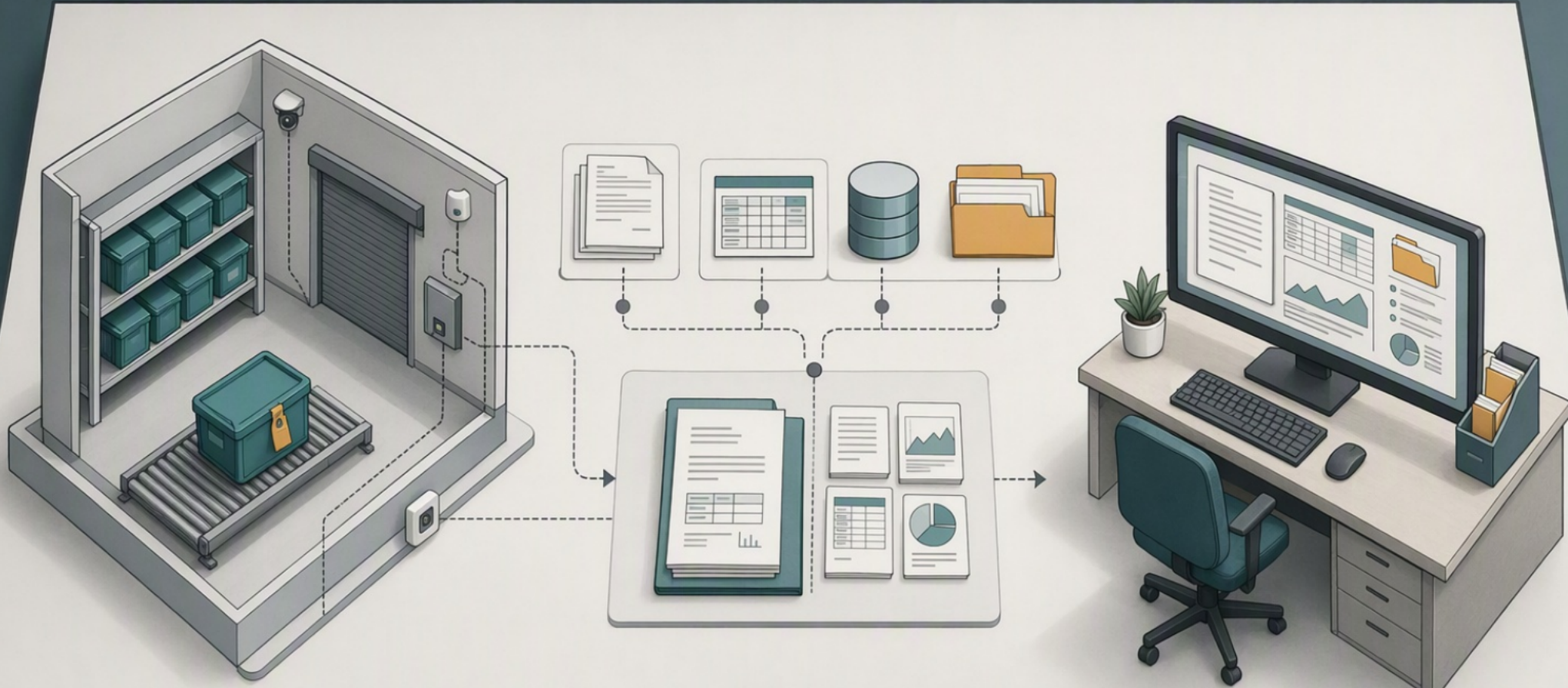
**Review the full incident.
Quality approves release first.**

Decision recorded

RULE-A1 retained. Draft updates await owner approval.



Now the team has to **make it work**.



An agreed first version

Connect sources

→ Assemble evidence

→ Route review

› /plan Build BatchGuard from EN-002. Reuse existing components and preserve RULE-A1 approval.

• PLAN

✦ plan Using the loaded EN-002 brief and signed RULE-A1

↳ Reuse the toolkit v1.3 sensor connection and approval pattern

implementation-plan.md

Plan for this held batch

Collect linked records for the full incident history.

Alert the quality reviewer. Keep this batch on hold until approval.

Check that normal readings alone cannot trigger release.

EN-002 + RULE-A1 · no implementation started

plan approval needed



➤ Approved. Build the first version and check that this held batch cannot be released without quality approval.

• INTERACTIVE

✦ **build** Engineer-supplied integration applied; v1.3 sensor adapter reused

↳ 11/12 illustrated scenarios pass

↳ FAIL 08: release action handled as a notification; approval skipped

scenario-08-results

This held batch: approval check failed

Expected: wait for quality approval.

Actual: release automatically when readings return to normal.

The release action was treated as a notification. Required review was skipped.

11/12 illustrated scenarios · selected above-threshold case

correction needed



› Fix that approval mistake. Run the checks again and prepare the evidence for release review.

✦ **edit** Release action now requires quality approval for this case

↳ 12/12 illustrated scenarios pass; RULE-A1 retained

↳ EN-003 evidence ready for RELEASE REVIEW

EN-003-release-evidence.md

EN-003: ready for software release review

Approved brief and RULE-A1 linked to the implementation and check results.

All 12 illustrated scenarios pass. The failed check and correction are recorded.

Reviewer checks and operating instructions included. Customer validation and human release review remain.

Evidence pack · neither deployment nor batch release approved

RELEASE REVIEW



› Check our shared toolkit. Which useful improvement from this project should the next team inherit? Propose it without publishing.

✦ **compare** Project changes against central toolkit v1.3

↳ Existing sensor adapter reused. New candidate: Alert triage kit

↳ Candidate ready for boundary review. Nothing published

reuse-candidate.md

Alert triage kit

Already in v1.3: sensor adapter and approval pattern. Reused here.

Proposed skill: prepare review evidence, with checks for action types and source links.

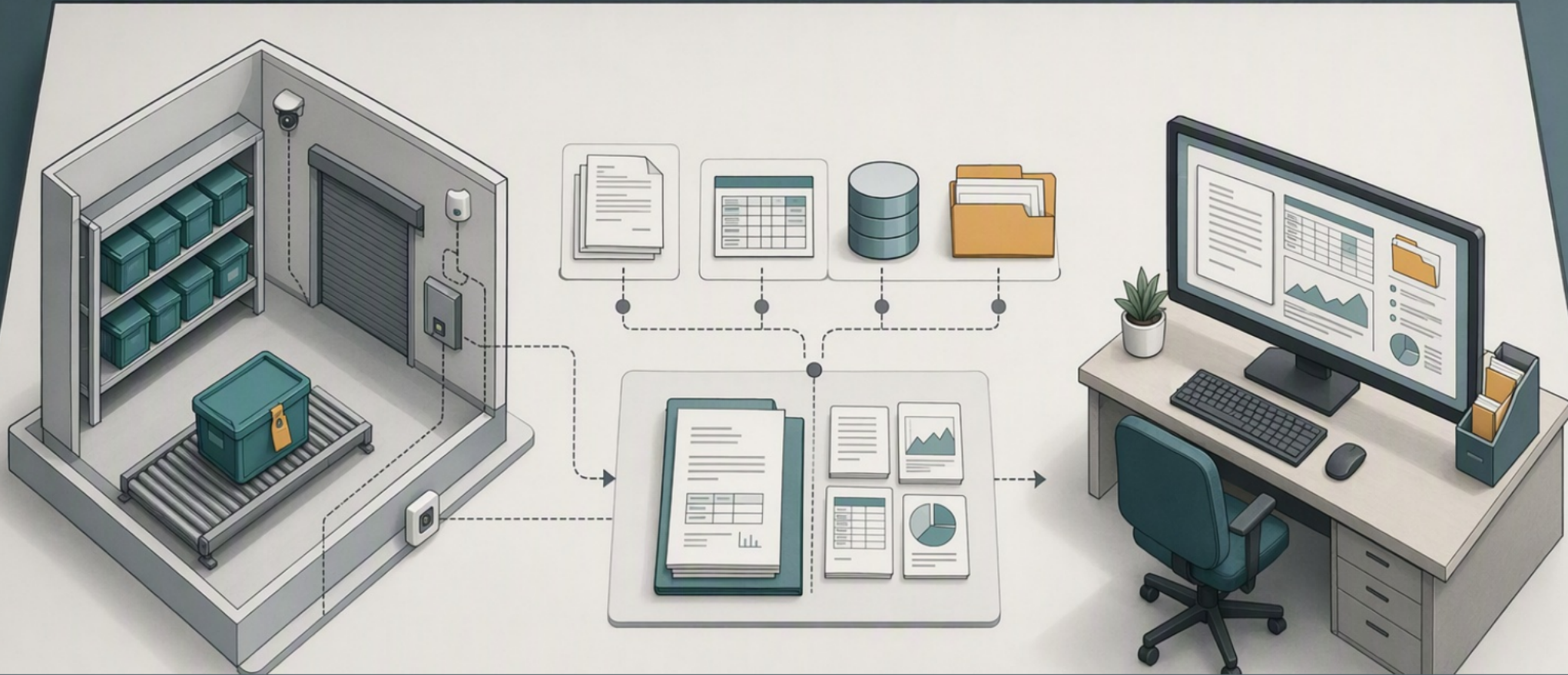
Next: review what can be shared and test with invented cases from another project.

Candidate only · central toolkit unchanged at v1.3

boundary review



Now the team has to **make it work.**



A correction worth keeping

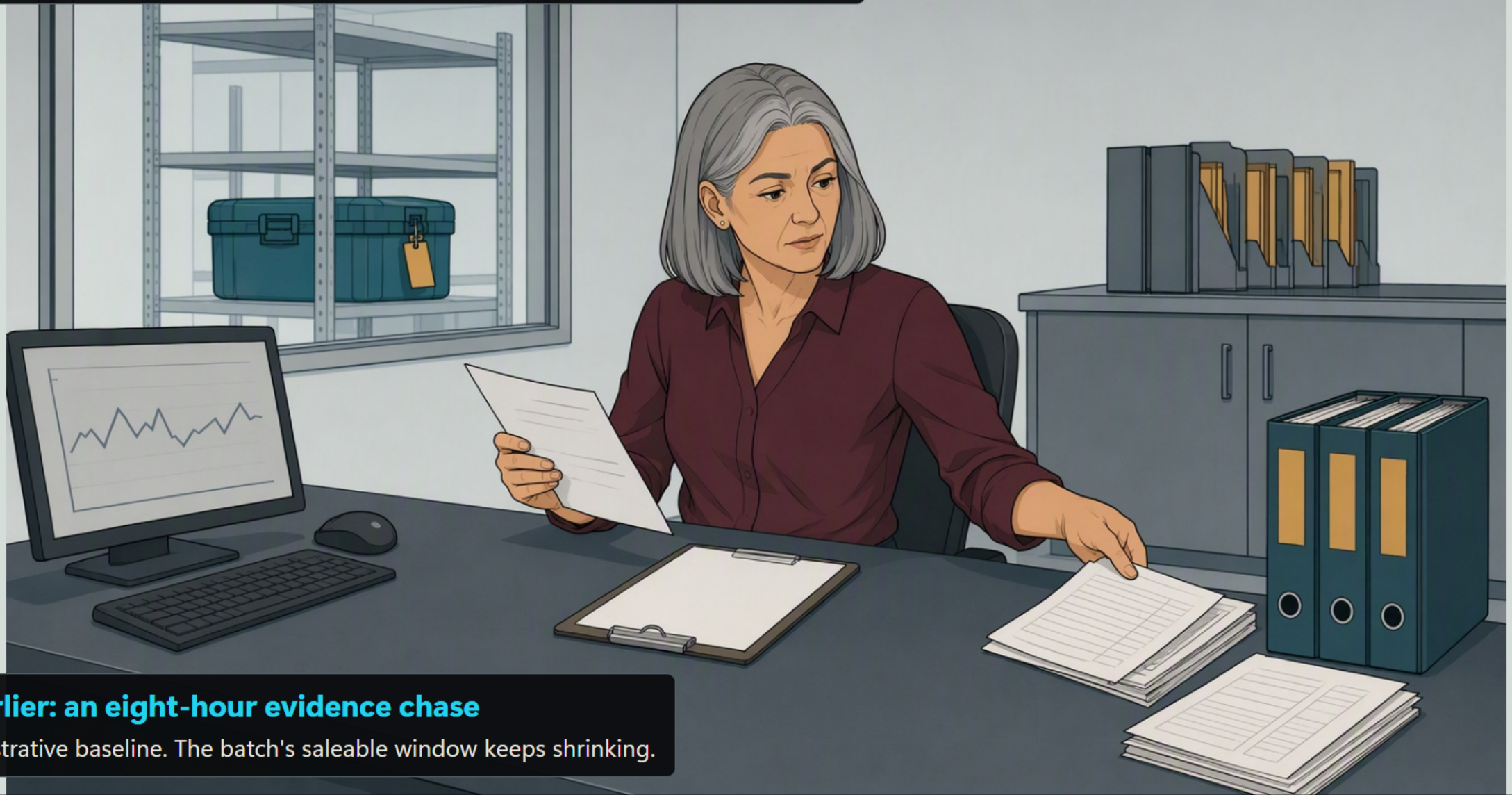
Approval check corrected.

EN-003 ready for release review.

Alert triage kit
Reusable candidate.



Now the quality team has **BatchGuard**.



Earlier: an eight-hour evidence chase

Illustrative baseline. The batch's saleable window keeps shrinking.

PURSUE

SCOPE

BUILD

• SHIP

RUN



Now the quality team has BatchGuard.

batchguard.example / quality-review / Q204



BatchGuard

EirNova quality review

Illustrative application state

Selected batch

Batch Q204

On hold

Storage excursion

Readings recovered.

Quality review still required.

Project target: evidence preparation

8h → 2h

Scenario target, not measured performance.

Preparing the evidence pack

Sensor history

Batch record

Equipment history

Approved procedure

The workflow gathers the authorised sources for this incident.

BatchGuard prepares and records. Quality decides.

Demonstration, not a live customer system.

PURSUE

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Project target: evidence preparation

8h → 2h

Scenario target, not measured performance.

Review-ready evidence

4 sources linked

Sensor history

Full excursion and recovery timeline

Linked

Batch record

Product and hold context

Linked

Equipment history

Relevant maintenance events

Linked

Approved procedure

Applicable review and release rule

Linked

The reviewer can trace each item to its source. A normal reading now does not explain the whole incident.

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Demonstration, not a live customer system.

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Linked

The reviewer can trace each item to its source. A normal reading now does not explain the whole incident.

Quality review required



Qualified quality reviewer

Review the full evidence. Record a decision or request more information.

Release still requires approval

RULE-A1 remains in force for this held batch.

BatchGuard prepares and records. Quality decides.

Demonstration, not a live customer system.

PURSUE

SCOPE

BUILD

• SHIP

RUN



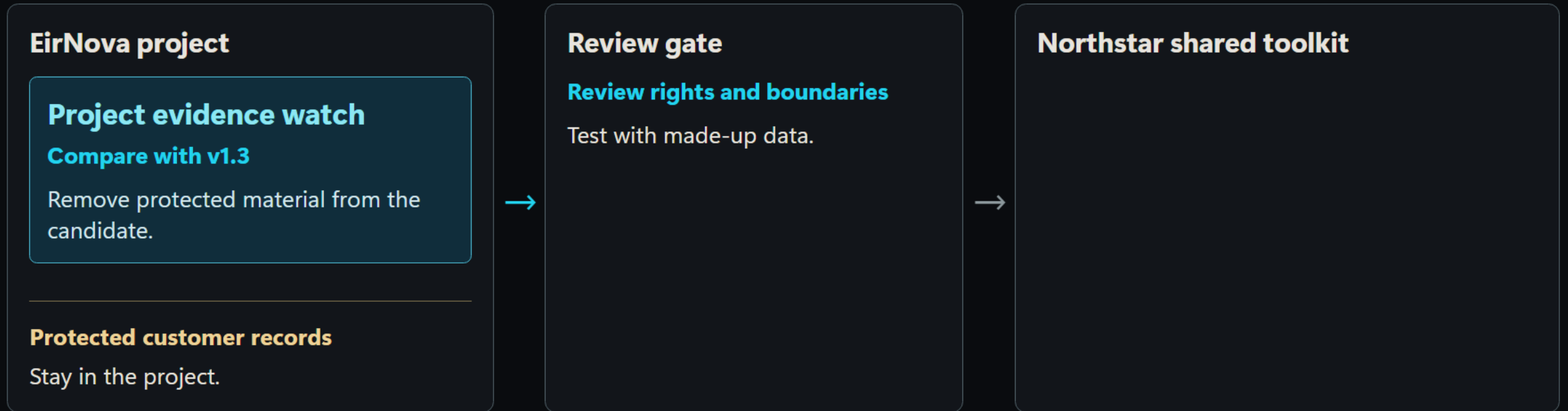
The next team should **inherit the lesson.**



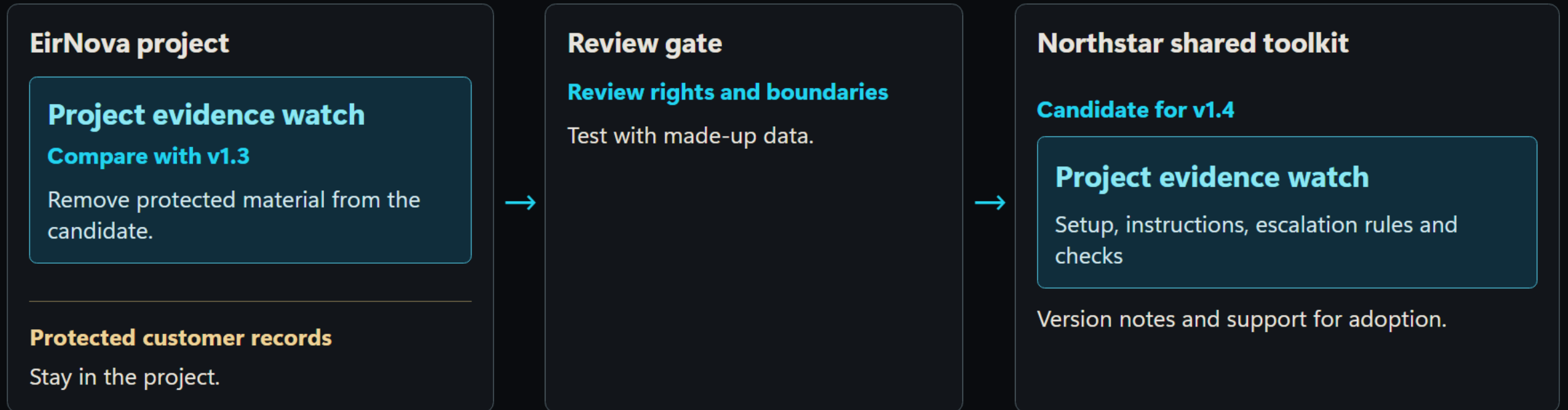
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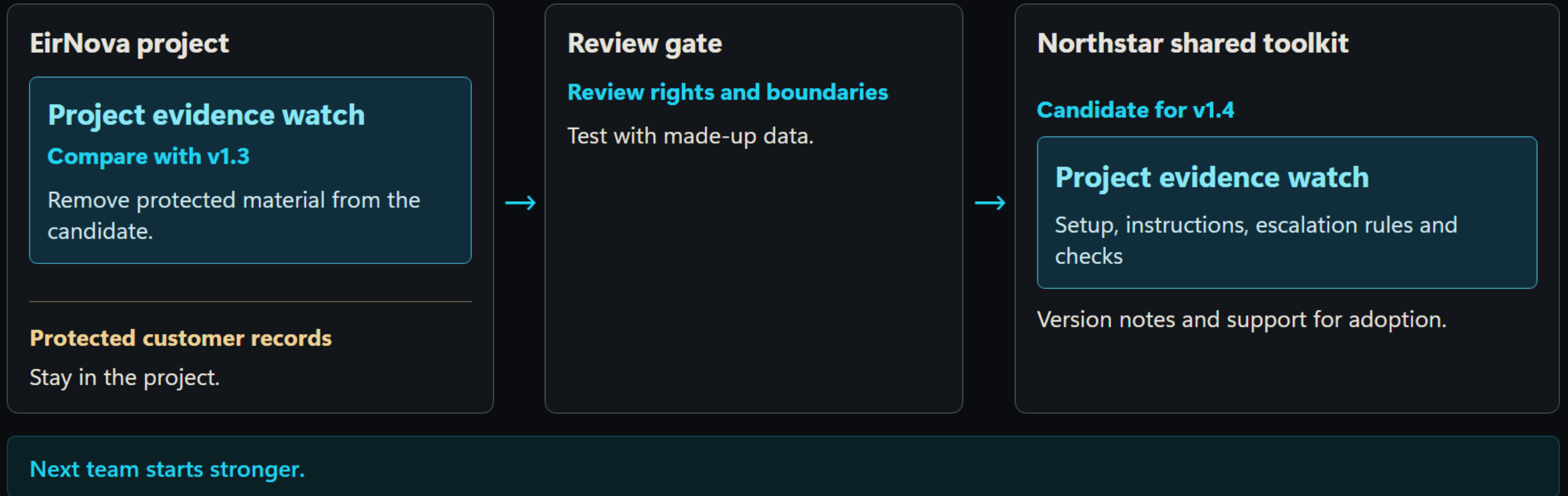
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The next team should **inherit the lesson.**



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Repeatable work is how **your practice scales.**

Start small

A few useful capabilities



Add what works

More connections. More upkeep.



Run a shared factory

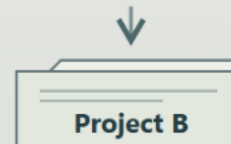
More capability to coordinate



Human review from the start



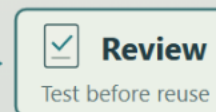
Review and maintenance roles



Monitoring and human ownership



Selected project lessons



New shared capability

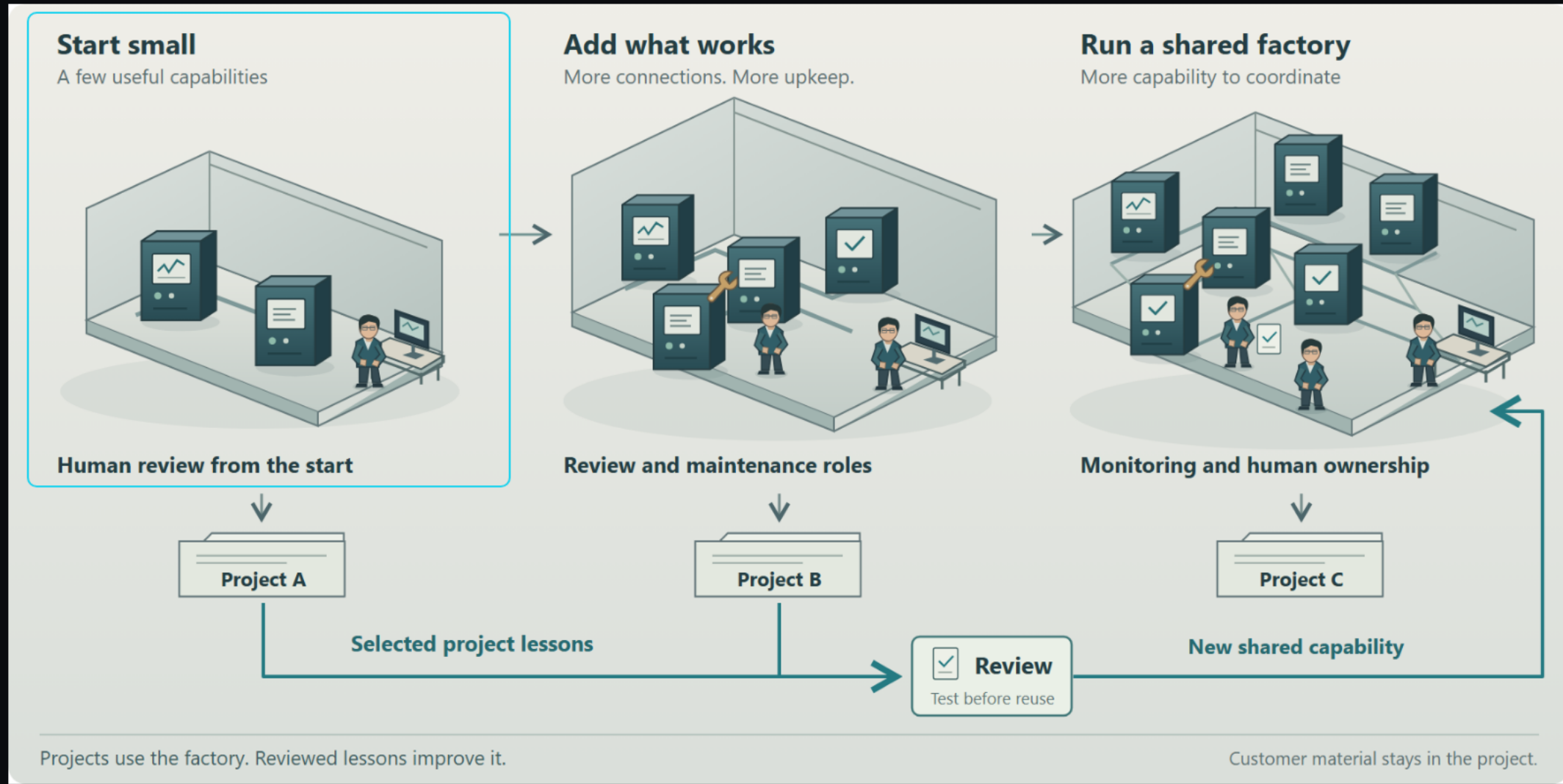
Projects use the factory. Reviewed lessons improve it.

Customer material stays in the project.

Each project can improve the way the next team works.



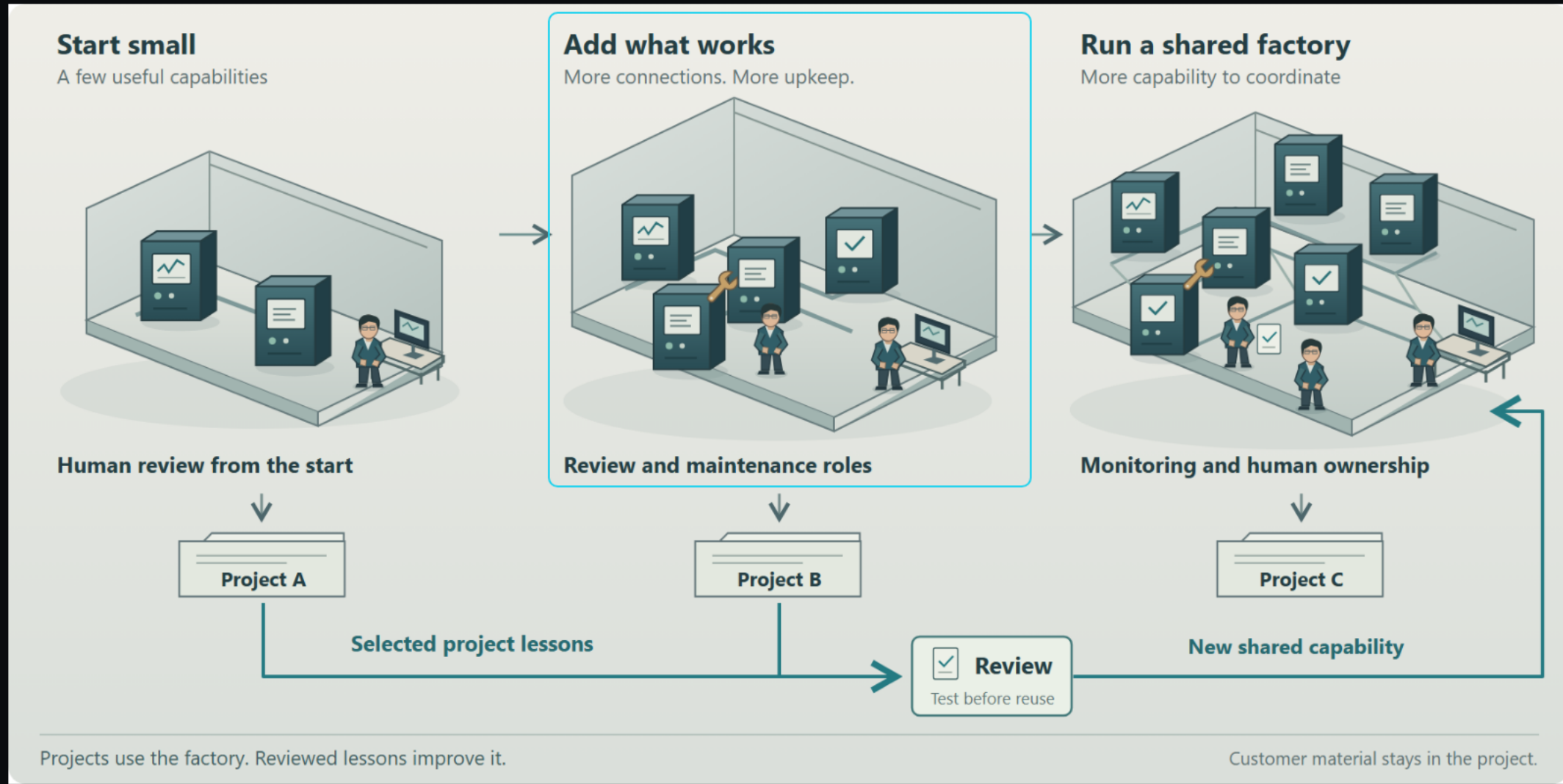
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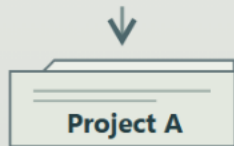
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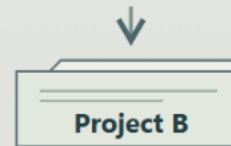
Selected project lessons

Add what works

More connections. More upkeep.



Review and maintenance roles

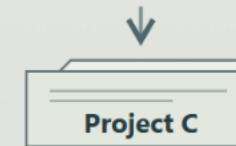


Run a shared factory

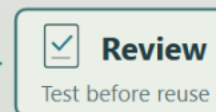
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Monitoring and human ownership



New shared capability



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Frontier Consultancy puts the change into practice.

Build and improve your own delivery factory,
one real project at a time.



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From assessment to a new delivery model

Intro & Assessment

→ **Delivery track**

Practical deep dives

→ **Real work**

Opportunity / Customer Zero

→ **Reuse and adoption**

Reusable IP / Delivery factory



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→ Delivery track

Practical deep dives

→ Real work

Opportunity / Customer Zero

→ Reuse and adoption

Reusable IP / Delivery factory

CAIP and AIBS delivery tracks

Each track has its own supporting tools and delivery methods.

HVE: an optional engineering approach within or across tracks.



Build success cases your practice can repeat.



Build success cases **your practice can repeat.**

Show a measured improvement

Quality and elapsed time against
baseline.



Build success cases **your practice can repeat.**

Show a measured improvement

Quality and elapsed time against baseline.

Let another team repeat it

Reusable methods, tested beyond the first team.



Build success cases **your practice can repeat.**

Show a measured improvement

Quality and elapsed time against baseline.

Let another team repeat it

Reusable methods, tested beyond the first team.

Share approved results. Expand adoption.

Clear sharing permission. Wider practice use.





Copilot - stage agent

You have talked long enough. Ask the room who has the first project.

Bring the lesson **into your practice.**

Delivery and business models change.

Repeatable IP becomes an advantage.

Frontier Consultancy is a practical route.

Johan Wallquist

Partner Tech Strategist, Microsoft



LinkedIn / resources

Frontier Consultancy partner overview

jw-sthlm.github.io/frontier-consultancy-kit/partners/

