



BOTT Expectations

As organizations navigate uncertainty around the state of the global economy and supply chain disruptions due to crises and conflicts around the world, the need to innovate and transform has never been greater. While some organizations may gravitate towards the traditional Build-Operate-Transform (BOT) model to achieve efficiencies, to truly reach their potential they must embrace integrated transformation as well.

Deloitte has a unique market-leading solution: to implement Build-Operate-Transform-Transfer (BOTT) initiatives that align our capabilities with our clients' interests. These initiatives drive true transformation and efficiency, build next-generation capabilities, and introduce a new talent ecosystem that accesses internal, external, and global talent models.

The BOTT Way

For our clients, BOTT is a way to deliver strategic nimbleness, operations scalability, organizational optionality, performance stability, and improved cybersecurity. In addition to these capabilities, BOTT can also simultaneously enable a distributed technology landscape through scale and digital innovation, all with a laser focus on the employee and client experience. In today's uncertain landscape, BOTT is a great model for all organizations looking to streamline and transform operations for long-term market success.

With BOTT, a center-office model facilitates diverse thinking to bring a range of disruptive technologies to bear across the enterprise, steering the organization's transformational engine and ultimately delivering business process transformation, analytics, continual improvement, and other cross-functional capabilities as a service. This integrated approach to operations, strategy, cross-functional talent, and customer experience can help enterprises make

targeted investments that can ultimately free them of decades of technical debt and treat transformation not as a sporadic, one-off event but as an ongoing capacity for organizational change.

Rather than only functioning as a traditional BOT partner, Deloitte differentiates itself by providing cutting-edge transformational tools and a rigorous and refined process. For organizations looking for an end-to-end partner that can retain work or transfer back, Deloitte is the logical choice. This strategic partnership will save vital time by sourcing existing facilities and leveraging Deloitte's robust talent management capability.



Creating Your Future Workforce

As the talent market continues to evolve, organizations are shifting how they think about the workforce and where to invest their resources to create a flexible and scalable talent ecosystem in a dynamic and volatile global market.

The BOTT model means that Deloitte can swiftly hire top-talent and build their capabilities while operating and transforming the work, creating a ready-made team that the organization can inherit. For our clients, this model's integrated talent management reduces talent risk, removes the burden of finding and upskilling talent, and provides a unique opportunity to build a relationship with talent they can inherit at the point of transfer.

For organizations new to a region or location, this creates the ability to build an in-house talent strategy around the new personas, skills, and workforce resources required to operationalize, all while Deloitte operates and builds capability on their behalf.



Deloitte Transformation



The “Transform” in BOTT is not simply continuous improvement by another name. Deloitte’s transformation expertise utilizes emerging technologies, automations, and software to fundamentally change the way organizations see and solve problems.

In an era of ever accelerating change, the ability to integrate and implement latest business advances is critical to maintaining a competitive edge.

Lights Out Finance™

The opportunity to automate rote processes is a transformation opportunity that exists in many organizations and is often difficult to capitalize on due to existing business process outsourcing (BPO) structures. As part of its integrated end-to-end BOTT process, Deloitte integrates robotic process automation (RPA) or artificial intelligence (AI) to process more transactions and deliver forward-thinking, strategic insights without adding expensive resources. However, organizations are not just looking for the ability to process more transactions; they want a way to autonomously support end-to-end operations.

Enter Lights Out Finance™. Lights Out Finance™ is Deloitte's way of integrating Dynamic Finance principles into its BOTT structure. Integrating an organization's data, technology, processes, and people opportunities, Lights Out Finance™ provides a holistic transformation that standardizes data infrastructure and processes.

By adopting Lights Out Finance™ principles, a client was able to significantly improve procure-to-pay processes, which resulted in more efficient and effective invoice processing. From a financial perspective, this Lights Out Finance™ implementation resulted in \$260MM of working capital benefits. Another client was able to improve its payment match hit rate in accounts receivable to 90%.



AIOPS.D and BOTT

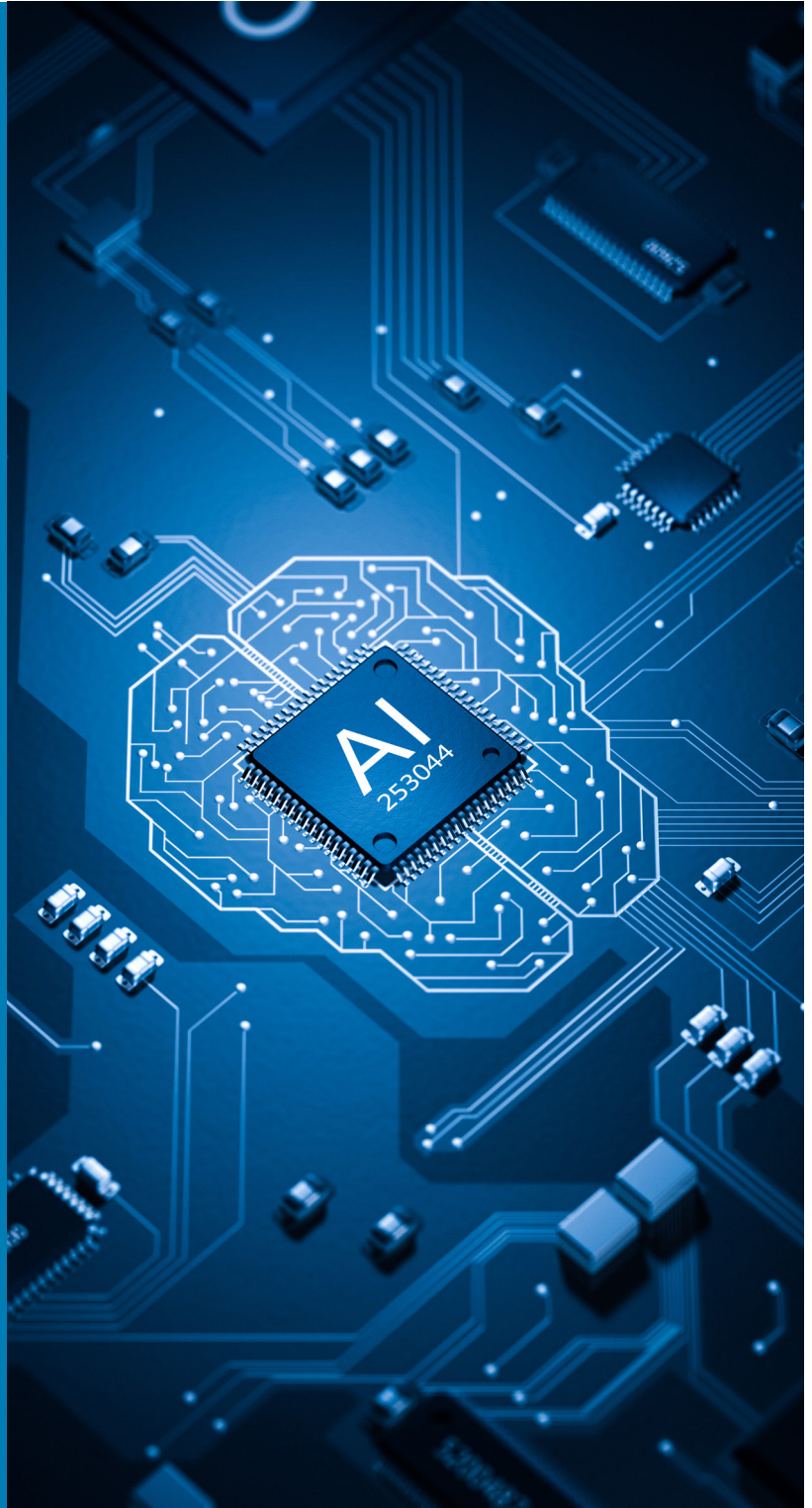
To ensure the success of a BOTT initiative, organizations must have a way to augment human-centered work with an engine that enables end-to-end touchless transactions that deliver autonomous operations. A new Deloitte business, AIOPS.D, does just that.

With an overarching focus on human-centered work, AIOPS.D enables touchless transactions and autonomous operations as it brings work to people through conversational AI, prompting human intervention on an exception basis.

This creates a cooperative model between an organization's workforce and machine-based decision-making, enabling the right action, at the right time. The potential result is an elevated workforce engine that focuses on what humans and machines each do best—and the gains of doing them together.

While working with a large healthcare client during the global pandemic, Deloitte was able to identify manual processes that could be streamlined. These processes, which often involved paper handoffs, did not align with best industry practices and were cumbersome due to pandemic restrictions. To overcome these challenges, Deloitte implemented its BOTT model to oversee these processes and implement much-needed transformation.

In particular, manual processes were transformed through the use of AIOPS.D to ingest invoices, prevent duplicate payments, and overall improve its order to cash efficiencies. As a result of this transformation, the client was able to reduce its costs by 70%.



Transferring Back: Bringing Transformed Capabilities Back When You are Ready

Following the transformation of processes and workforce, an organization may decide to either keep its outsourced capabilities at a Deloitte-operated offshore Talent Hub or transfer back. The flexibility of the BOTT model allows organizations to make these transfers in a streamlined manner that retains the best practices from the Talent Hub and provides flexible timing based on organizational needs.

The transferability of talent in this model means that the client has a ready-made team to bring in-house when the time is right. It also creates a unique opportunity to build relationships and your employer brand prior to transfer, creating critical loyalty in an ever-changing talent market. The skills, knowledge and capabilities honed in this unique talent ecosystem are unavailable in a direct-hire market, further differentiating the value Deloitte provides.



How do I start a BOTT initiative in my company?



Convinced that a BOTT initiative is the right move for your organization? Deloitte's Operate Services enable us to serve as an extension of your organization. We bring deep capabilities in advising, maintaining, and enhancing technologies and delivering insights across flexible economic models.

Deloitte's internationally recognized Human Capital practice has designed the talent experience for the BOTT model and is a key differentiator in upskilling a diverse talent pool with transferable capabilities. Deloitte's Operate Services have robust capability right now to facilitate a BOTT initiative that makes sense for wherever your organization is today.

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