



Enterprise Operations as a Service (EOaaS)

Operate to innovate



In today's fast-paced enterprise landscape, many organizations attempt to achieve agility across the enterprise operations at scale. With the influx of modern technology like artificial intelligence (AI), machine learning, and automation, operational excellence requires re-imagining existing processes to future-proof them and stay resilient. Over the years, the right balance of people, processes, and technology for business operations may have proved successful for organizational profitability, and—while that holds true in the rapid digitalization era—the ongoing shortage of talent and the swift technology evolution demands organizations to look beyond revenue gains for flexible, adaptable, agile, and holistic transformation approaches.




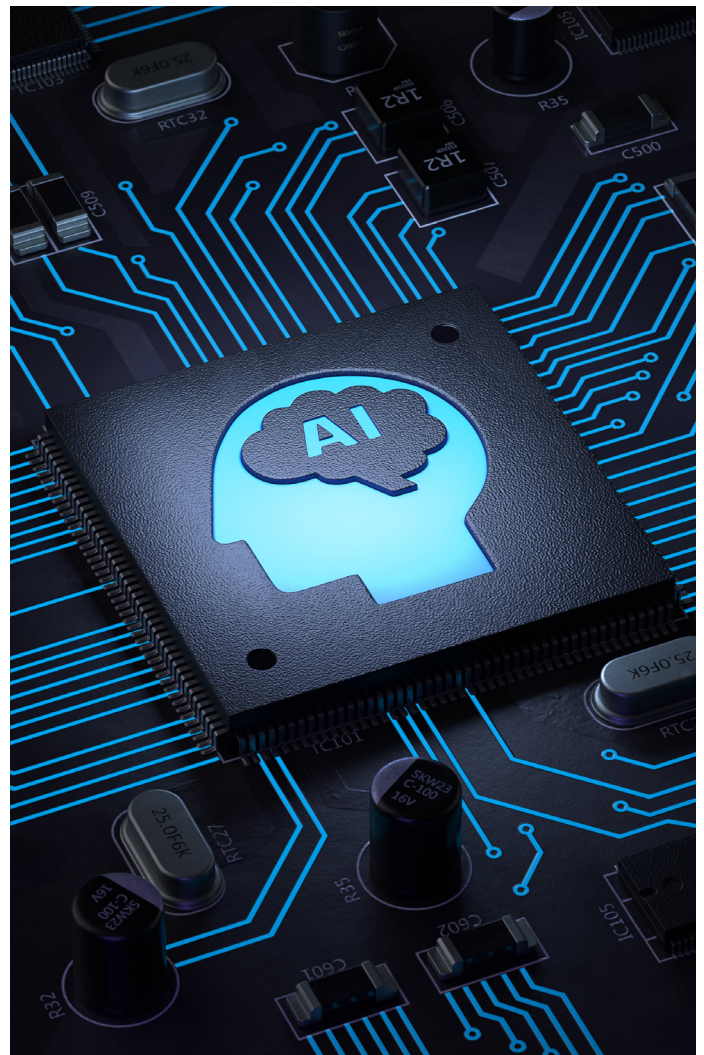
The new shape of enterprise performance

When it comes to enterprise performance (EP), technology's value is undeniable. Organizations still face challenges in choosing the right technology stack and architecture, rapidly adopting the latest tech trends, and investing in the right talent while transitioning to operational excellence. Enterprise Operations as a Service (EOaaS) offers an end-to-end comprehensive solution to streamline operations, enhance performance, and improve the customer experience. Our experience in cutting-edge technologies, application management services, cross-industry implementations, and partnerships enables us to transition your enterprise performance across IT, supply chain, and finance. Moreover, our EOaaS services are iterative and scalable to help you stay ahead of the curve and agile.

The transformation collaboration—Deloitte's Enterprise Operations as a Services is built to champion technology from initiation to innovation. We manage, transform, and innovate and only transfer ownership to clients once we stabilize and enhance operations for excellence. We team with our clients to transform their operations, but collaboration is not limited to operate services—it extends to our advise, and implementation services.

Intelligent business operations—Reshape your business operations with the technology/AI arbitrage-driven EP operate and not just the people arbitrage; unlike traditional operate services, our fungible resources create value with a deep understanding of upstream and downstream processes. We drive significant bottom-line value and savings by providing end-to-end intelligent business operations through:

-  AI and automation
-  Next-gen digital assets
-  Business/functional expertise
-  Spend management as a service
-  Finance as a service
-  Actionable analytics and insights



Operational efficiencies

EOaaS focuses on driving operational efficiencies and decreasing costs by achieving the following:

- Managing and improving the health of existing investments in client enterprise technologies
- Delivering incremental modernization to keep up with software ecosystem advancements and version updates
- Delivering incremental engagements to align with ongoing business changes for compliance needs, maintaining competitive advantages, new product additions, rollouts to new geographies, etc.

Business process as a service (BPaaS) - Our BOTT

operations model encourages organizations to leverage the holistic benefits of continuous improvement, automation, and AI-enabled data-driven insights and delivers tangible business outcomes. We collaborate with our clients to craft customized solutions for unique operational challenges and bring agility to supercharge enterprise performance. Deloitte's Enterprise Operations as a Service allows different business functions to create autonomous processes by leveraging our core assets like Ascend™ and AIOPS.D™.



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Deloitte's hybrid operate services aim to re-engineer business processes, shorten time to market, and reduce overall costs while organizations continue to achieve new heights of digital success. We bring agility, flexibility, and scalability to our client's operations, and our key value drivers and fungible resources remain at the core of the offering.

Value-driven operations



Outcome-based

In dynamic market conditions, the expected outcomes from any business operations may not remain the same for long. Deloitte's Enterprise Operations as a Service will empower you to drive your outcomes. We allocate the right mix of people, processes, and technology to drive operational excellence.



Innovation at scale

Whether you need to advance your technology journey, overhaul your enterprise performance, or just delight your customers in new and unusual ways, Enterprise Operations as a Service helps you perform with excellence, wherever and with whatever is needed—first by achieving the required business outcomes and then by reshaping teams, processes, and technologies over time to drive scalable innovation and transformation.



Multidisciplinary operate services

Deloitte's Enterprise Operations as a Service focuses on the business life cycle and is ready to advise, implement, and operate across sectors and domains. We offer an interchangeable mix of modular and flexible solutions with the latest technologies like AI, machine learning, cloud, cyber security, data operations, and intelligent process automation. Additionally, we help accelerate the time to market with in-depth offerings, such as Ascend™ and AIOPS.D™.



Build, operate, transform, and transfer (BOTT)

Deloitte's Enterprise Operations as a Service enables transformative digital capabilities for our clients while allowing them to maintain control. With the BOTT strategy, organizations can stabilize, transform, and transition back with continuous improvement and service excellence. With the BOTT model, you can consider your operations investments as an ongoing effort for continuous change and reduce decades of technical debt.



Enterprise Operations as a Service—Key focus areas

Deloitte's EOaaS offering addresses our clients' technology needs and business process investments for ongoing operations and excellence through multi-year contracts. We deliver continuous modernization and upgrades and address incremental business changes as part of our engagements.



SAP operations

With our incremental services, we help our clients realize the true value of transformation by advising, implementing, and operating SAP offerings and its ecosystem. Our continuous delivery model helps clients follow along with the changing tech landscape while modernizing enterprise operations.



Oracle operations

Operate services helps our clients realize the return on their investment in Oracle and its ecosystem, including acquired products, such as PeopleSoft, through our Application Management services. We deliver incremental modernization to keep up with the latest versions and provide continuous improvement to drive business results.



IT Operations

We support our client's modern IT service-, business-, and operations-management needs with emerging technology needs and platforms like ServiceNow. Our flexible team leverages their experience by bundling implement and operate to streamline client costs. We deliver application-management and modernization services for applications outside of the SAP and Oracle ecosystem, including, but not limited to, ServiceNow, Agile PLM, Siemens, Coupa, Ariba, Workday, EPM, Anaplan, OneStream, Hyperion, and Tririga.



Supply chain operations

Our offering includes hybrid operate services to support supply chain management with a focus on spend management as a service. Also, services include category management, strategic sourcing, and supplier risk management and encompass applications such as Siemens, Agile PLM, Coupa, and Ariba.



Finance operations

We help in reshaping the future of our clients' finance operations by going beyond traditional managed services. Our financial support ranges across domains like R2R, P2P, O2C, controllership, internal audit, tax, and treasury. With diverse expertise in finance and accounting, we help our clients leverage the BOTT model and augment their existing resources. Operate's flexible services offer a spectrum of "buy-versus-build" options, empowering our clients with dynamic control to optimally allocate their technology and talent resources.

The core tenets—EOaaS

Solve at the speed of X*

Technology disruption and evolving market dynamics transition business in real time. The “X” factor that makes a leader today may not be the same in the near future. Enterprise Operations as a Service (EOaaS) with Deloitte supports you with the talent, technology, and processes to become comfortably agile. Our services can help scale operational excellence across your whole enterprise.

We enable excellence by:

- Focusing Deloitte’s Enterprise Operations as a Service on the areas of greatest need in business today
- Taking a business-led, outcome-focused approach
- Delivering innovation at scale through Operate services

We provide services with depth and breadth in the following:

- Numerous industries, sectors, and domains
- Cloud, cyber, AI, machine learning, data ops, and intelligent automation
- Human capital and work-workplace-workforce transformations
- Deloitte offers a full life cycle of services to deliver value in the advise, implement, and operate spaces.

*** X = any client outcome, domain, function, or process**

Operate to innovate

Businesses can rethink their core business models and align their operations to the digital era. Deloitte’s Enterprise Operations as a Service is not just about saving costs but adding agility, scalability, flexibility, and value. Agility and scalability make true innovation just another day at the office. Our EOaaS caters to any client needs, domain, technology, function, or business model to evolve day-to-day operations.

We bring agility and scalability by providing the following:

- An interchangeable mix of flexible, modular, market-ready, proven solutions, including:
 - Advise Operate Services
 - Application, Cloud, and Infrastructure Operate Services
 - AI, Data, and Insights Operate Services
 - Industry Solutions and Process Enablement Operate Services
 - Services that run the range from traditional outsourcing to innovation-focused operate models
- Purpose-built technology assets and strong relationships with leading tech providers

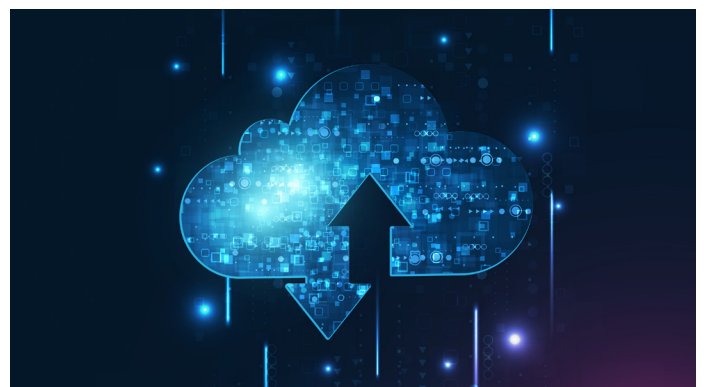
Move with confidence

The enterprise landscape demands new thinking and greater confidence in making quick decisions in these volatile and complex market conditions. Deloitte’s Enterprise Operations as a Service amplifies the ability to make data-driven decisions across various operational imperatives with greater speed and confidence for the client’s needs—innovating faster than the competitors.

We enable quicker and more confident decisions with:

- An extensive talent and tech ecosystem with knowledge and skill sets across domains, industries, and technologies to elevate operations and guide critical decisions
- Our ability to work alongside client teams and transfer knowledge and capabilities every day
- Our strength and ongoing investments in ecosystems and relationships, especially with automation, cloud, technology, and operate-focused vendors
- The flexibility to create deal models that compare “apples to apples” and meet client needs, demonstrating how cost/value flexibility is imbibed into our delivery model
- Our global portfolio of work for the world’s leading companies

Operate on levels as powerful as your vision and bring tech agility and expertise to scale operational excellence with Deloitte’s EOaaS.



Case in point: Why the back office matters—a lot

Organic growth at a global consumer product company had long-masked issues with organizational structure, finance tools, and processes—until one day, it no longer could. More and more vendors were sending invoices to the accounts payable (AP) department, and because AP's systems weren't built to handle the load, they couldn't pay them on time.

The vendors started getting frustrated. Morale spiraled. Key employees left. By the year's end, AP had a backlog of more than 40,000 invoices. Then, the company's major suppliers issued a credit hold, compromising its ability to produce and sell products.

When Deloitte professionals were asked to help the AP department, they found that even standard industry processes and controls were missing. Fortunately, the Deloitte team had leadership's approval to redefine the team's organizational structure, invoice and payment processes, and policies.

They did so by deploying Deloitte professionals from multiple disciplines: Deloitte's Enterprise Operate services, which provide the talent to get caught up, as well as Deloitte Finance Transformation, Audit, and Advisory teams to transform and operate critical functions like AP. With these services, they'd be able to create a scalable resourcing model, diagnose the root cause

of issues, bring tools and processes up to date, and reduce the cost of the finance department overall.

The team deployed a mix of onshore and offshore Deloitte resources that first identified and then settled the accounts needed to bring production back online. A triage team was set up to manage supplier questions, escalations, and urgent payments to stave off additional credit holds, while Deloitte's robotic process automation (RPA) team developed automation to improve invoice payment accuracy.

Deloitte redesigned the company's AP department to manage future growth and business, creating new processes and building a strong foundation within AP so that the company can migrate to more modern tools.

The company was back in business—and ready to grow. Cash forecasting accuracy is now 1% to 2%, with payment accuracy steady at approximately 99.9%. RPA decreased payment errors to less than 1% per week and reduced the AP team's workload by 16 hours per week. Centralizing and standardizing processes have reduced the company's costs overall. And with accounting stabilized, the company can move forward with bringing in new technologies, automation, and processes to improve operations overall.

Want to learn more and initiate your journey with Deloitte Enterprise Operations as a Service? Reach out to our leaders below.

Get in touch



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