

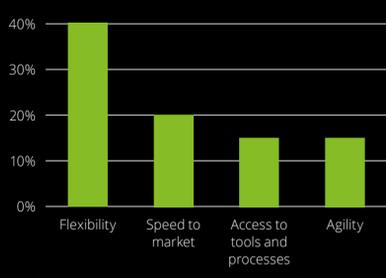
Meet the new shape of business. Operate with Deloitte.



There's a new shape to business today—and it creates new opportunities for how you operate. Managed services have traditionally helped control the costs of infrastructure, platform and application management; tapped specialized knowledge; and sometimes even outsourced mission-critical functions. But it's no longer enough to source technology and talent to tick off routine tasks and updates. You need on-demand teams that are steeped in your sector, have depth in your domain and can help you drive innovation as they work alongside you.

So how can you keep up with these changes? Operate with Deloitte. We add both capacity and capability on demand, not simply to control cost and complete tasks but also to help you improve quality, reduce decision risk, advance technology, and deliver continuous business-transforming outcomes - faster and with greater agility.

Looking beyond the cost imperative

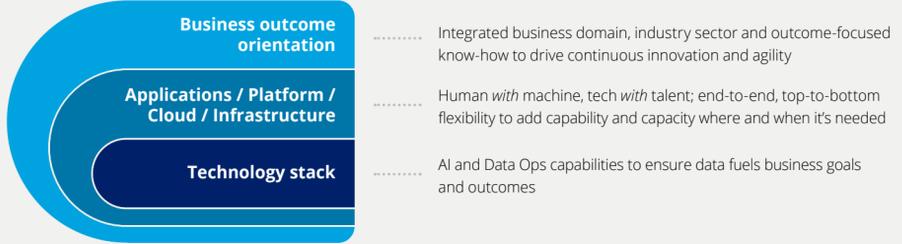


While cost continues to be a clear driver of outsourcing, it's also being recast as value delivered in the form of flexibility, speed and agility to change.

From Deloitte's Global Outsourcing Survey 2020.¹

Shaping outcomes through operations.

Deloitte Operate surrounds and support leading-edge technology, foundry (flexible capacity) and dev teams with the data science and business knowledge needed to engineer *business* advantage, too. Working alongside you, our teams can fluidly shape and reshape core areas of your company—customer experience, human resources, strategic planning, supply chain, business acquisition and more—through day-to-day operations. You not only advance your technology, you improve agility, innovation and outcomes at the same time.



Solve at the speed of X.

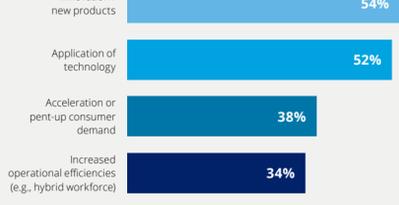
Change driven by data, AI and automation can feel sudden, and it impacts every part of business. What you need (the "X") in this moment to be a leader in your industry may not be what you need in the next. Operate with Deloitte and infuse the ideal mix of skill sets and tools from our broad, ever-evolving business and ecosystem so you can solve and move at pace, no matter what "X" is and what part of your business it's shaping.

Deloitte Operate is helping companies quickly and confidently address the most common barriers to performance in data application and AI implementation.



From Deloitte's State of AI report: Use case identification and data issues are the biggest barriers to AI implementation.²

Deloitte Operate teams and services are built around the key drivers of business success today and for the future.



From *Fortune/Deloitte CEO Survey*. Expected drivers of business success over next 12 months.³

Operate to innovate.

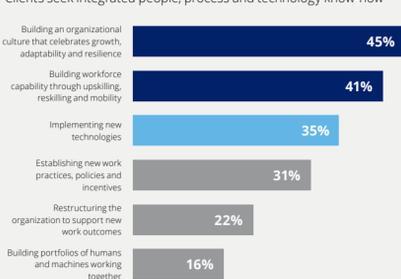
Whether you need to advance your AI journey, transform your talent or core finance processes, or delight your customers in new and different ways, Operate with Deloitte and you can perform with excellence, wherever and whatever needed.

Move with confidence.

No one has time to be uncertain or second guess direction. You need to always be moving. Operate with Deloitte, and you tap proven, continuously evolving platforms and the latest business perspective, along with the sheer foundry, data science and skill set capacity needed to rapidly modernize and run the most critical areas of your business—improving outcomes all the while.

Deloitte Operate brings both capability and capacity to ensure transformation sticks

Clients seek integrated people, process and technology know-how



From Deloitte's report, *The Social Enterprise in a World Disrupted*.⁴

The solution? Operate with Deloitte.

Our Operate services are organized into four interconnected categories and incorporate relevant industry, domain, process best practices, accelerators, assets and IP.

Advise Operate Services	Application, Cloud, and Infrastructure Operate Services	AI, Data, and Insight Operate Services	Industry Solutions, and Process Enablement Operate Services
<p>Couple deep domain and technology expertise, industry insights, and a deep understanding of our clients' unique needs to provide impactful outcomes and recommendations.</p> <p>Sample work we deliver includes:</p> <ul style="list-style-type: none"> • Program management • Retained advisory services • Product management • Change management • M&A support • And many more... 	<p>Meet organizations' ongoing technology needs through strategically managing and enhancing technology applications, digital, cloud, and infrastructure.</p> <p>Sample work we deliver includes:</p> <ul style="list-style-type: none"> • AMS for package solutions (e.g., Oracle, SAP, Salesforce, Workday) • AMS and modernization of custom and / or legacy applications • Digital foundations (flexible capacity), DevOps, and Enhancements • Cloud managed services • Infrastructure managed services • Quality engineering services • And many more... 	<p>Deliver ongoing analysis and insights, by leveraging advanced AI tools and analytics platforms and provide support for data operations (including support for the platforms themselves).</p> <p>Sample work we deliver includes:</p> <ul style="list-style-type: none"> • Data science and analytics • Data operations and platform management • AI/ML managed and value-added/ managed services • Intelligent automation • Task and process mapping and mining • And many more... 	<p>Provide ongoing management of critical business processes (both horizontal and vertical), enabled by market-differentiated assets and AI solutions.</p> <p>Sample work we deliver includes:</p> <ul style="list-style-type: none"> • Management / operations of business processes such as supply chain, HR, finance, and marketing • Industry specific process solutions (e.g., revenue cycle management) • Capacity / foundry-based support for business operations • Creative services • And many more...

Based on client needs, Operate services can be delivered through different contracting models, such as:

- Fixed Price** *Defined Scope and Outcomes based*
- Managed Services** *SLAs / Risk-Reward based*
- Foundries and Pods** *Capacity / Capability based*
- As a Service** *Input/ Outputs/ Outcomes based*
- Retainer** *Committed spend for services*

Tap a proven ecosystem, on demand

Deloitte builds and maintains an ever-evolving ecosystem of leading technology alliance and industry relationships across the spectrum of Operate services.

<p>Automation</p> <p>Tapping into the latest innovation through our ecosystem to innovate into the future</p>	<p>Cloud</p> <p>Accelerate relationships with cloud vendors to expand capabilities through new competencies and specializations</p>	<p>Technology</p> <p>Working closely with technology vendors to deliver new offerings and accelerated value to our clients</p>	<p>Operate focused</p> <p>Alliances with strong BPO providers and hybrid operate players complement our services and drive digital transformation and value realization</p>
--	--	---	--

Get in touch

<p>Srivats Srinivasan National Managing Principal, Operate Services Deloitte Consulting LLP srsrinivasan@deloitte.com +1.408.704.4722</p>	<p>Doug Gish Deloitte Global Operate Leader Deloitte Consulting LLP dgish@deloitte.com +1 816 802 7270</p>	<p>Joe Mattell Global Consulting Operate Leader Deloitte Canada jmattell@deloitte.ca +1 416 779 6368</p>
--	---	---

Sources

- Miles Underwood, Mike Stoler, *How much disruption? Deloitte Global Outsourcing Survey 2020*, Deloitte, 2020, p. 6, <https://www2.deloitte.com/global/en/pages/operations/articles/gx-global-outsourcing-survey.html>.
- Beena Ammanath, Susanne Jumper and David Jarvis, *Thriving in the era of pervasive AI, Deloitte's State of AI in the Enterprise*, 3rd Edition, Deloitte, 2020, p. 17, https://www2.deloitte.com/content/dam/insights/us/articles/dt02_state-of-ai-in-the-enterprise/01_State-of-AI.pdf.
- Deloitte, *The Chief Executive Program, "Fortune/Deloitte CEO Survey Summer 2021 Highlights"*, Infographic / PowerPoint presentation, December, <https://www2.deloitte.com/content/dam/Deloitte/us/Documents/about-deloitte/us-fortune-deloitte-ceo-survey-summer-2021-highlights-new.pdf>, accessed December 13, 2021.
- Erica Volini, et al. *The Social Enterprise in a World Disrupted – Leading the shift from survive to thrive*, Deloitte Insights, Deloitte, 2021, p. 25, https://www2.deloitte.com/content/dam/insights/us/articles/6939_2021-11-11-trend-sidl-truman-capital-trends.pdf.

About Deloitte
As used in this document, 'Deloitte' means and Deloitte Consulting LLP, which provides strategy, operations, technology, systems, outsourcing and human capital consulting services and Deloitte & Touche LLP, which provides audit, assurance, and risk and financial advisory services. These entities are separate subsidiaries of Deloitte LLP. Please see www.deloitte.com/us/about for a detailed description of our legal structure. Certain services may not be available to attest clients under the rules and regulations of public accounting.

This publication contains general information only and Deloitte is not, by means of this publication, rendering accounting, business, financial, investment, legal, tax, or other professional advice or services. This publication is not a substitute for such professional advice or services, nor should it be used as a basis for any decision or action that may affect your business. Before making any decision or taking any action that may affect your business, you should consult a qualified professional advisor. Deloitte shall not be responsible for any loss sustained by any person who relies on this publication.