Deloitte.

Application Support
Creating sustained value

Value can only be gained from an enterprise resource planning system if an application management strategy is in place, supported by tried and tested methodologies and tools.

Deloitte has identified five key dimensions to develop a world-class application support framework. These dimensions are:

Strategy: A service that supports the business and improves value over time at an acceptable cost.

Governance: Structures and procedures that measure performance and achieve compliance.

Organisation: The right resources available at the right time to support and enhance the system.

Process: Industry leading processes resulting in efficient and effective application management.

Technology: Tools that enable the support processes, governance and organisation.

Based on these dimensions, Deloitte developed the Support Value Delivery Methodology to enable the application support framework. Value is realised in the following areas:

- ✓ **Alignment and benefit realisation:** The support framework aligns the support operation with business and IT goals and is one of the critical success factors for achieving system benefits.
- ✓ **Risk mitigation:** An effective support framework reduces post-implementation risks such as application performance, functional issues or user rejection.
- ✓ **Cost optimisation:** Support costs can easily vary by 30 to 50 percent for the same level of service. Through effective framework design, the support operation can be an optimal balance of cost and risk.
- ✓ **User satisfaction:** User satisfaction is critical to system adoption. Proper support addresses user issues and enhances the value of the system based on user needs.

Deloitte's **Support Value Delivery Methodology** details the steps required for designing, implementing and operating a world-class enterprise application support operation. Each thread of the Support Value Delivery Methodology focuses on one of the critical dimensions of effective application management.

1. Plan and Analyse	2. Design	3. Build	4. Deliver	5. Operate

- • **Strategy and value:** Business alignment, service objectives and cost, support scope.
- • **Process:** Support processes and procedures consolidated into a Run book.
- • **People, change and organisation:** The support organisation with the required knowledge and service coverage.
- • **Governance:** Policies and controls with the structures to enforce them.
- • **Technology and infrastructure:** Enabling support tools, interfaces to infrastructure, connectivity and facilities.
- • **Project management:** Proper management for the effective execution of the Support Value Delivery Methodology.

A summary has been provided below that identifies the business need and the value that is realised by adopting the Deloitte Support Value Delivery Methodology.

"Most organisations initially underestimate their ERP support needs, which leads to 'implementation indigestion' "
Gartner Research

Business needs...	Met by the Support Value Methodology through…
An efficient way to focus on post-implementation readiness	A simple and effective approach (Workshop) to achieving focus on the criticality and challenges of application support, enabled by estimating tools, templates and experience.
A risk mitigation mechanism if the organisation isn't prepared for post-implementation support	A framework that evaluates progress against the required standards for effective support, plus options to address gaps and mitigate risks.
A comprehensive and planned approach to developing a support operation that is aligned with business objectives	Threads and phases of a methodology that ultimately lead to a support operation that delivers sustained value. Alternatively, a sequential set of deliverables each of which stand alone in providing insight into the support model.
Recommendations for implementing an optimised application support operation	A methodology that uses strategy, service objectives and cost objectives to optimise a support solution that leverages effective processes, low cost resource options, and enabling technology.
Options for building, staffing and sustaining the support organisation	Options for utilising Deloitte's Application Management Services to deliver value enhancing support solutions that include onsite/offsite/offshore delivery, fractional FTEs, and leading tools and processes.

For more detail relating to the phases of the **Support Value Delivery Methodology**, the associated activities within each phase and the deliverables please contact:

Georg Trankle
Tel: +27 (0)11 517 4612
Cell: +27 (0)82 450 4084
E-mail: gtrankle@deloitte.co.za

Mark Seele
Tel: +27 (0)11 806 5658
Cell: +27 (0)82 450 4095
Email: mseele@deloitte.co.za

Mike du Toit
Tel: +27 (0)11 806 5449
Cell: +27 (0)82 574 4723
E-mail: mdutoit@deloitte.co.za