



Adding 'Transform' to a Build-Operate-Transfer model

Deloitte's BOTT™ service delivery model can help you integrate external resources while extending transformative digital capabilities across the organization.

Many organizations weighing their options for delivery transformation have struggled to expand beyond specific services and operational towers.

In response, some have adopted a **Build-Operate-Transfer (BOT) strategy**: A third-party provider develops and stabilizes a new operating model and team and, ultimately, transitions essential service delivery capabilities to the enterprise.

Yet even the BOT approach may fall short during periods of digital transformation, technological disruption, and ongoing reevaluation of what's essential and what isn't.

That's where Deloitte's Build-Operate-Transform-Transfer (BOTT)™ strategy comes into play. It reflects a growing recognition of technology and change management as a key enabler of business strategy and competitive differentiation.

The BOTT way

With BOTT, a **center office** facilitates diverse thinking to bring a range of disruptive technologies to bear across the enterprise. The center office steers the organization's transformational engine, ultimately delivering business process transformation, analytics, continuous improvement, and other cross-functional capabilities as a service.

This integrated approach to operations, strategy, cross-functional talent, and customer experience can help you make targeted investments that can ultimately erase decades of technical debt. BOTT also treats transformation not as a sporadic, one-off event but as an ongoing **capacity for organizational change**.

Under the BOTT model, Deloitte manages not only the task execution of a BOT arrangement but also critical elements of digital transformation along with the associated (and often complex) change management. Meanwhile, you retain the option to transfer these capabilities if and when your organization is ready to assume them.

BOTT differs from outsourcing with continuous improvement metrics in that our capacity to change is geared toward strategic positioning of your organization versus cost reduction alone. This model brings Deloitte's consulting services to bear, along with our operational capabilities across people, process, technology, and industry domains.

Bringing in specialized capabilities

With a BOTT arrangement, Deloitte can help provide you with many specialized capabilities as a service, including:

- **Strategic nimbleness** to sense, interpret, and respond advantageously to change and disruption. The prompt can be internal (like a new business strategy) or external (for example, the emergence and wider embrace of technologies, such as cloud computing, AI, and machine learning).
- **Operational scalability** to handle demand volatility while holding the line on cost. Incentives are aligned between your organization and the provider, allowing joint focus on outcomes and long-term value.
- **Organizational optionality** to integrate new capabilities through ecosystem partnerships and agile pods, scrum teams, or other delivery models.
- **Performance stability** to keep the focus on operational excellence, business results, and continuous digital transformation—particularly during periods of disruption.
- **Improved cybersecurity** in an increasingly virtual, dispersed world of data and people in which threats to corporate computer systems have escalated and the traditional "protect the castle" approach to securing physical locations wanes.

A retailer keys in on customers

An effective BOTT strategy can deliver operational capabilities while enabling a distributed technology landscape through scale and digital innovation—all with a laser focus on user experience. Deloitte worked with a leading retailer that embarked on this journey with a mindset for transformation and continual exploration of cutting-edge technologies.

Its aim was to deliver quick, incremental improvements that took friction out of the customer and associate experiences. A BOTT model facilitated this goal by combining the retailer's functional, geographical, and industry expertise with Deloitte's technology, operations, governance, and transformation capabilities.

Elements of BOTT success

To realize transformative visions, Deloitte's BOTT strategy contains the following elements:

- **Design** for the right scope of work, keeping in mind core versus noncore capabilities along with considerations like location and security
- **Leadership** to sponsor (potentially painful) change, promote an inclusive culture, and provide governance and oversight
- **Ongoing change management and employee engagement** to monitor progress, motivate teams, and communicate change
- **A dedicated team** to sustain and manage transformation once the transfer to the enterprise is complete
- **A diverse set of delivery models**, including agile development, to proactively address business needs
- **Functional, local, and industry expertise** to deliver efficient processes and business insights across the enterprise

A fresh approach to transforming service delivery models

Transformation can be a struggle for many businesses. The good news? By integrating enterprise and provider resources and extending digital capabilities across the organization, Deloitte's BOTT strategy can help you launch and sustain truly transformational change.

We're happy to be of assistance, formally or informally. If you have any questions or would like to discuss your own situation, please don't hesitate to contact us.

Deloitte's Operate Services

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.

We combine the industry and technical knowledge and experience of our team members with innovation and technology to have a positive impact on your company's quality and costs. And we do it all within a flexible contracting construct to help align:

- Costs to consumption and evolving needs
- Services to realized outcomes
- Engagement accountability to a truly collaborative relationship

Our Operate Services include specialty-centric and technology-centric offerings in new types of solution collaborations that are scalable and flexible and typically structured by subscription, outcome/output, or labor resources used. They take on either a traditional (largely people-based) model or hybrid (asset/platform-based) model.

If the goal is to move your company to a more agile business model and increase its competitive advantage through strategic sourcing models, we should talk.

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