



Continuous innovation, value-driven digital transformation

Deloitte Application Management Services

BISSELL Inc.'s journey

The challenge

BISSELL, Inc., the US-based cleaning products manufacturer, has grown into a global powerhouse during its more than 140-year history. With production facilities and customers in the Americas, Europe, Asia-Pacific, and Australia, the company is a leader in its industry.

BISSELL started the 2010s with a variety of **disjointed global processes and information technology (IT)** resulting from organic growth and mergers and acquisitions in earlier decades. Company leadership wanted to transform the business by operationalizing a new

business model in the form of a **complex enterprise trading company structure**. But that required business processes to be redefined, and the existing IT systems were not capable of supporting the new business model.

For example:

- Disparate, unconnected systems in different divisions and geographies meant limited visibility into operational and financial data.
- Data consolidation for planning, compliance, and reporting purposes was a manual, error-prone process.

- Outdated IT architecture and data storage capabilities resulted in high maintenance costs.
- Electronic data interchange (EDI) and online commerce systems were antiquated, highly customized, and unable to keep pace with business growth.

To help address these challenges, Deloitte created an **Enterprise Value Map** that helped identify areas needing transformation and their associated value. One key recommendation was the digital transformation from BISSELL's current IT environment to one based on an Oracle solution. On that foundation, company

leaders believed they could build a digital IT infrastructure that could keep up with the needs of the business and leverage increasingly digital marketplaces.

The transformation vision also presented another opportunity: bringing in an advisor to support the implementation of the new platform, operate it, and provide additional support for in-house resources. Those in-house resources could then shift to a series of planned enhancements to “fine-tune” the Oracle capabilities over time and implement other new technologies.



Opening new realms of possibilities

BISSELL believes that modern enterprise systems like Oracle are no longer just tools to process and store data or streamline processes. Instead, they can power connections with customers, link supply chains, enable people to make better decisions, reduce friction, and increase innovation across operations.

Seeing business potential in enterprise applications

BISSELL chose Deloitte to guide its digital transformation journey by supporting the initial Oracle EBS implementation under a Deloitte Design and Build arrangement. Upon the success of that implementation, the company asked Deloitte to provide Application Management Services (AMS) under a Deloitte Operate managed services arrangement. AMS, BISSELL believed, could help the company turn its new Oracle applications into engines of innovation by leveraging Deloitte’s industry, business, operational, and organizational transformation knowledge and end-to-end technology capabilities.

Over the past nine years, BISSELL’s vision has become a reality. Not only are planned application management items and enhancements performed at the highest levels of quality, but the relationship has brought forward innovative ideas for enhancing their investment in Oracle EBS.

Here are several examples of how that works:

Continuous transformation and innovation



Opportunity: Each year, BISSELL has initiated one or two major Oracle platform projects, such as implementation of the Oracle Supply Planning Cloud, that require significant planning, design, and deployment. At the same time, “mini-projects” often arise—such as implementing existing Oracle EDI capabilities in new BISSELL warehouses around the world, enhancing interfaces with BISSELL’s wholesale customers, and integrating acquired companies—which are more involved than day-to-day system refinements.

Impact: The AMS team works on day-to-day challenges, major enhancements, and several mini-projects simultaneously. Deloitte’s Digital DevOps Foundry model enables the AMS team to balance their incident management responsibilities and broader system enhancements to provide continuous innovation and value.

Efficient hand-offs from implementation to AMS



Opportunity: Initially, a Deloitte

Implementation team performed the transformation project. After each project went live, key implementation roles were retained on the AMS team to provide continuity and minimize transition risk.

Impact: The team carried out multiple seamless transitions from transformation projects to application management.

Value Enablement Program



Opportunity: The AMS team has approached each system enhancement with an innovation mindset by considering each request in the context of its intended outcomes and how those outcomes might extend upstream and downstream.

Impact: The AMS team has proactively brought many ideas to BISSELL’s business and IT organizations, creating opportunities to enhance value through efficiencies and cost savings to their processes and solutions. For example:

- Upon analysis of a system enhancement request to speed the onboarding of a new BISSELL customer, a more robust capability was implemented through a reusable tool that can rapidly onboard multiple large customers.
- The need to address an inefficient and error-prone manual process for price updates resulted in an automated, streamlined process with reduced errors.
- Development of a common job scheduler to act as a single point of control for all related jobs. With a hybrid IT landscape (cloud and on-prem), this helps in smooth transitioning of jobs from one environment to another.



“Our long and successful partnership with Deloitte has allowed our technical solutions to keep pace with our significant growth.”

**Joe Butts , Associate Director
BISSELL ERP Applications
Development**

Results

This innovative approach to AMS helped BISSELL move beyond incremental efficiency gains by shedding light on new business opportunities and breakthroughs that can generate enhanced value.

This includes:

Continuous transformation

Deloitte's Operate to Innovate framework enables the AMS team to be a driver of continuous transformation. The AMS team has led multiple transformation projects as BISSELL initiated their journey to the Oracle Cloud. This approach jump-starts projects and sets the foundation for long-term success.

Delivering value to business and IT

To date, Deloitte's Value Enablement Program has produced innovations that account for at least \$2.5 million in recurring annual benefits. The price update process improvement alone saves BISSELL up to \$500,000 annually. This type of ROI is likely to increase in coming years as we and BISSELL explore new innovations.

Automating and streamlining

Operating as an extension of BISSELL's IT organization, the AMS team has built deep knowledge and understanding of the company's processes and systems. This knowledge has been leveraged regularly over the years to proactively identify and implement enhancements to the solution designed to automate repetitive manual tasks and streamline operations. The AMS team shows agility in adapting to BISSELL's needs by managing the production support to sustain the business operations and deliver critical enhancements to meet the company's growth strategy in a DevOps Foundry model.

A bright future

Under the AMS engagement, what used to be considered merely technology outsourcing is now a core part of how BISSELL innovates and grows its business. Through the approach described here, AMS is helping BISSELL and others turn their digital transformation journeys into a next-generation virtuous cycle of continuous improvement, innovation, and business impact.

Learn more about how Deloitte's AMS capabilities and resources can make a difference for your business.



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