



## Helping an aerospace and defense company transform its critical business functions

### Operate | Global Business Services

#### The challenge

Our client is an aerospace and defense company operating globally.

They were looking to drive greater operational efficiencies and resiliency across their core corporate functions, due to financial pressures following the COVID-19 pandemic. Functional support areas that were being reviewed included: finance and accounting, human resources, information technology, and procurement, to name a few.

#### Our solution

Deloitte used [Operate services](#) to ramp up and run the client's Global Business Services (GBS) operations, relocating and consolidating their corporate functions from multiple locations across Europe and America to a single location in Portugal. We demonstrated our abilities to deliver at speed with the breadth of specialized skillsets and cross-functional domain experience required.

We ramped up operations with backfilling and co-sourcing for several processes. As part of the transition to the new GBS model, we also offered '[Build-Operate-Transfer](#)' (BOT) support, meaning the client could enlist Operate teams to stand up and stabilize operations before transferring oversight back to the client.

We also help the client manage their incentives and compliance for the new operation.

For finance specifically, we supported the enterprise resource planning (ERP) model roll-out globally building out the client's SAP GBS center capability.

#### The outcomes

##### Efficient transition to GBS model

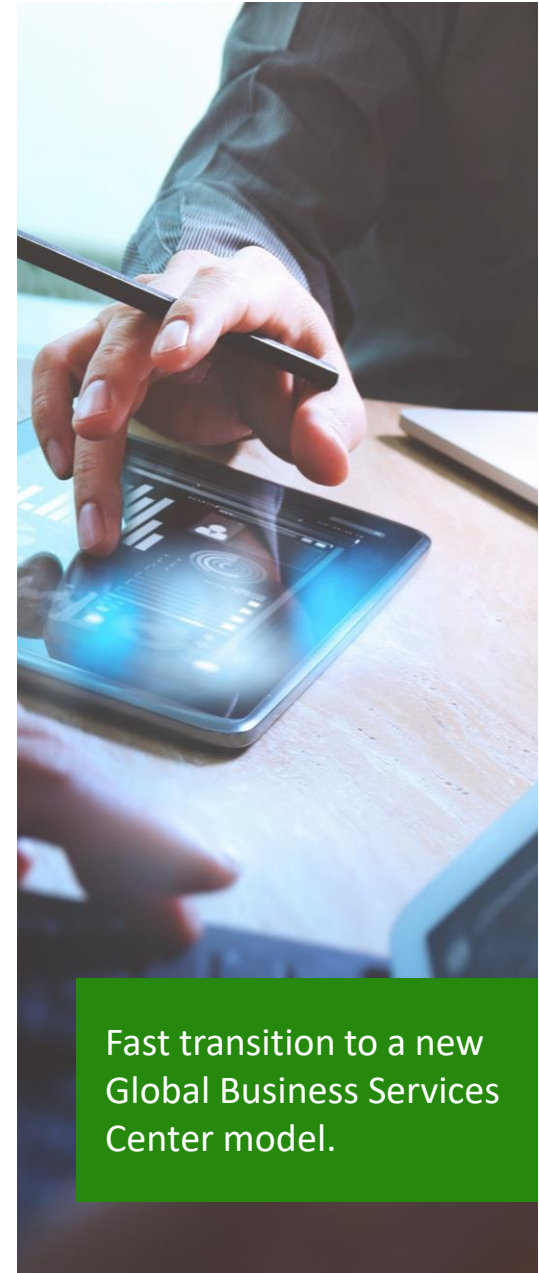
- ✓ Fast build and launch of new GBS operations, transitioning to a team of more than 800 client employees in two years.
- ✓ BOT, backfilling, and co-sourcing models enabled a smooth transition while managing capability gaps.
- ✓ Compliance services helped ensure a seamless implementation of the new GBS location.

##### On-demand access to hard-to-source talent and technology

- ✓ Client now accesses specialized skillsets in a flexible and scalable way, helping drive a cost-efficient model to minimize skill gaps and costs.

##### ERP finance operations standardization

- ✓ The ERP financial template roll-out across all the client's legal entities was both on time and on budget. Standardized finance processes and controls now drive enhanced operational efficiencies.
- ✓ Client capability has been scaled to manage core finance systems through a hybrid (outsourced and insourced) delivery model, allowing for knowledge transfers at the end of roll-outs.



Fast transition to a new Global Business Services Center model.