

**Deloitte.**



**Operations Excellence**  
**Middle East offering brochure**



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# Introductory message: Staying resilient

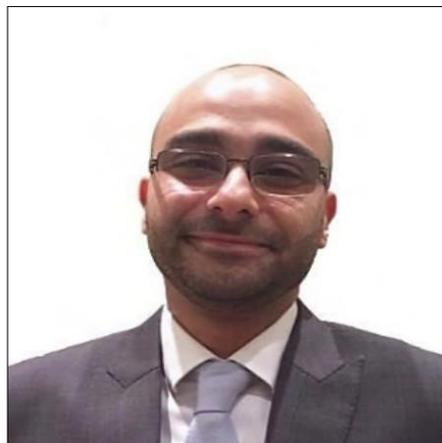
Would you be able to stay resilient with the changing dynamics of the market landscape and the iterative waves of innovation?



**Muhannad Tayem**  
ME Core Business Operations Leader

**When thinking of Operations Excellence, what is the most important advice you would give to your clients to stay resilient?**

“Operations Excellence should be derived from leading-edge technology changing the business ecosystem, and performed in alignment with a bird’s-eye-view on the organization, navigating the multiple upcoming waves of innovation. Businesses will see the urgency to adapt to the changes in the market landscape through an agile approach to position the business for success and follow excellence.”



**Rami Khalaf**  
ME Operations Transformation Leader

**What is the key driver for triggering operational excellence conversations with clients in the Middle East?**

“Our clients in the Middle East are seeking to pursue excellence in their operations with a clear drive to transform into digitally-enabled and lean organizations. This is triggered by the various national-level strategies, and transformation agendas, which are shaping the future in the Gulf region. In speaking to our clients we emphasize our dynamic and agile approach to successful transformation (Imagine, Deliver, Run), and the importance of internal capability building.”



**Howard Doberman**  
Global Operations Transformation Leader

**How is Deloitte positioned to win with our clients in the Middle East region and be their partner of choice to stay resilient?**

“One of our priorities this year is to approach the market as one digital, informed and powerful business to integrate digitally-enabled solutions for our clients through our sector-savvy people. At Deloitte, we believe in the strength of our global brand. Our ecosystem is always evolving with multiple intra-firm collaborations and partnerships with the key market players. In addition, our repository of proven global capabilities helps us to bring the right solution to the right challenge.”

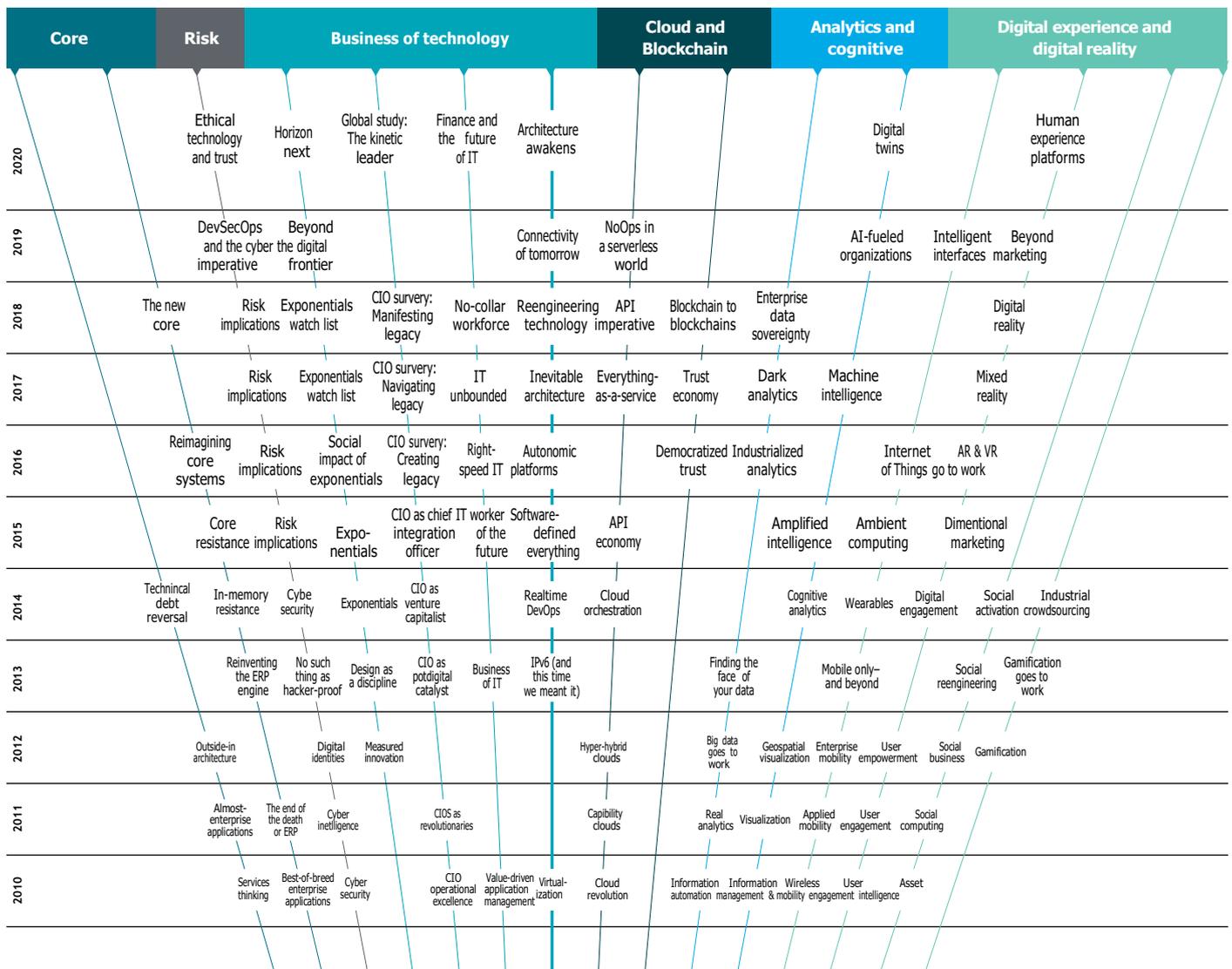


# The driving forces for change

# This is the age of transformation

Research shows that changes are happening across various operating dimensions. These changes are forcing business leaders to review their operations in order to increase efficiency and market share and to improve the customer experience.

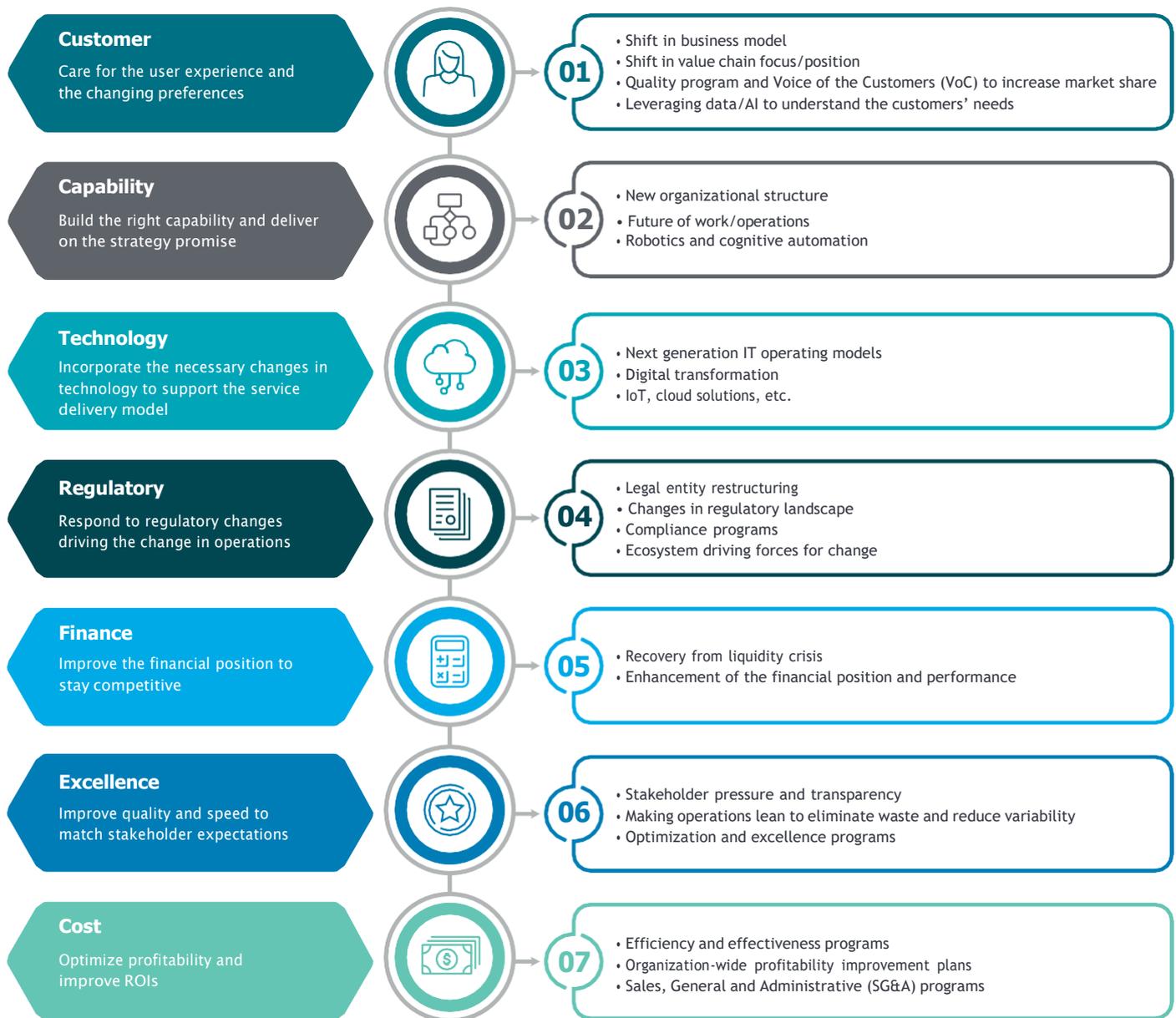
As change is constant, businesses should be ready to respond instantly and ensure resilience.



# The driving components of change

The seven drivers presented below are leading businesses to embark on transformation journeys.

The seven drivers for change within an organization are:



Source: Operations Transformation Brochure - 2019 - Modified

# A holistic reflection on the business

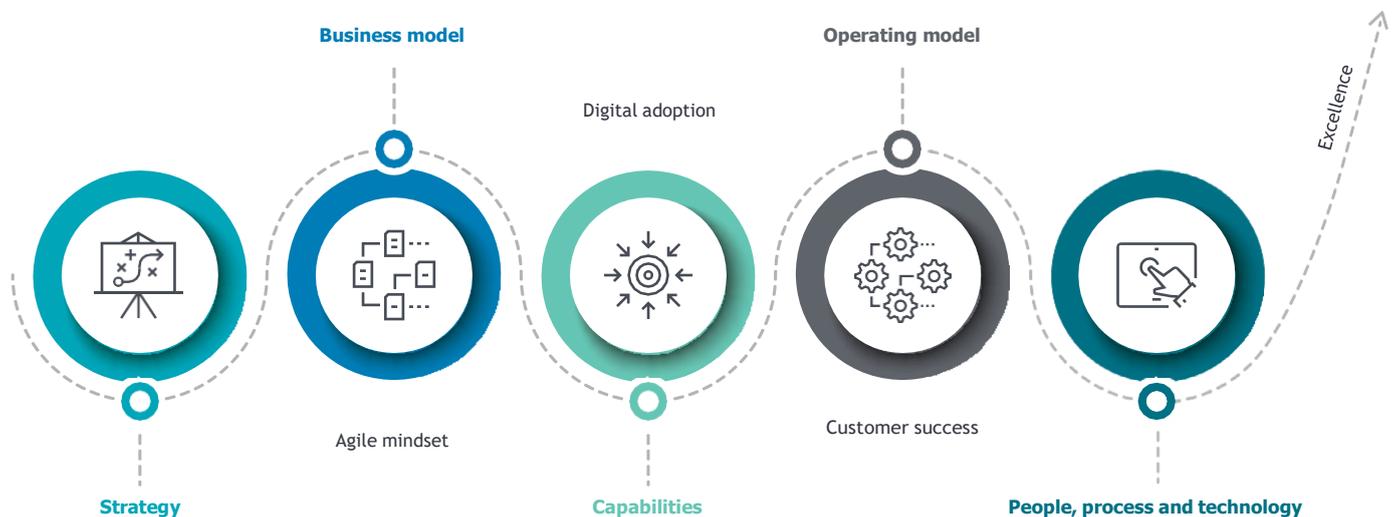
In order for leaders to effectively respond to the drivers for change, a holistic analysis should be performed covering their strategy, operating model and operating capabilities.

Three principles are crucial for the successful delivery of the transformation journey:

1. Improving business operations should be in alignment with the strategy in order to match the changing market dynamics.
2. The business enablers (e.g. People, Process and Technology) should be worked on holistically to drive the excellence agenda.

3. There must be a deep understanding of customer needs/wants before making any change.

The change should be capability – and customer-driven to realize success. An agile mindset and digital adoption throughout the transformation journey are key to realize the expected benefits and drive excellence.

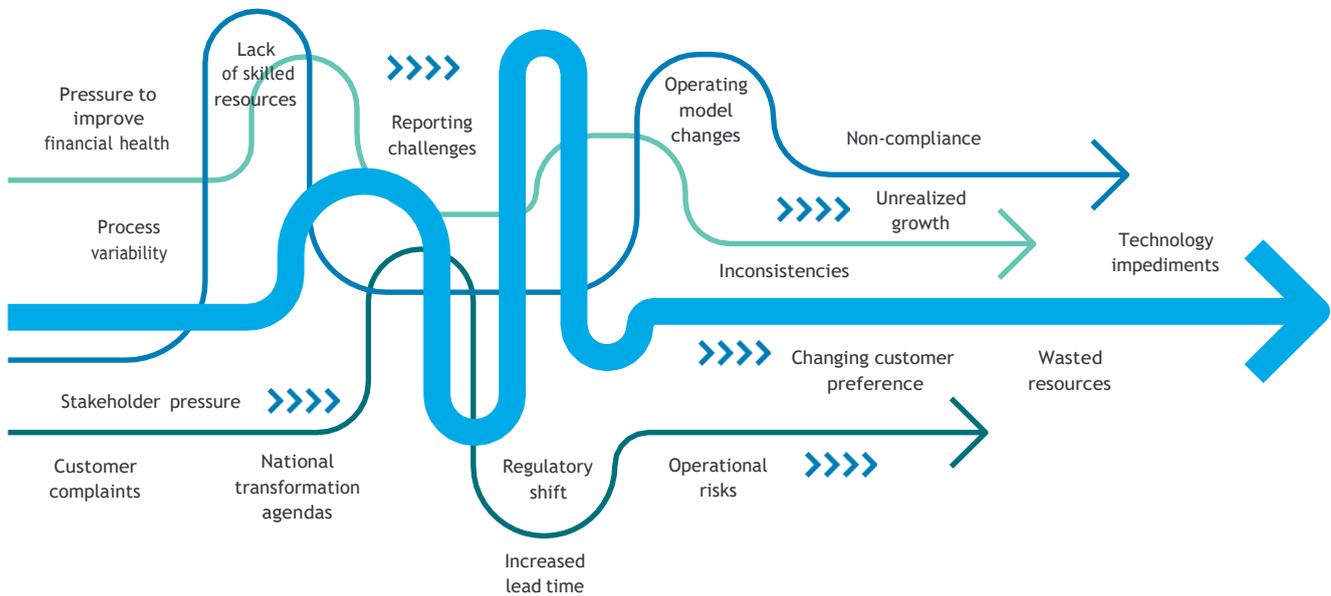


Source: Architecting an Operating Model: A platform for accelerating digital transformation - 2019

# Key business challenges and potential responses

Our operations excellence market offering is holistic and can support our clients in addressing their challenges and achieving their aspirations.

## Typical challenges we support our clients to overcome



## Potential responses to sample challenges

**Delivering on set strategy**  
 “Our processes cannot support different channels for loan application submission and review (i.e. mobile, online, and branch).”

**Delivering excellence to customers**  
 “Our process lead time is long and varying, leading to customer complaints and loss of market share.”

**Complying with regulations**  
 “All our services should be delivered through a new public platform, and our current process cannot support the generation of required reporting.”

**Leveraging digital technology**  
 “Our current core systems are not integrated with the surrounding systems leading to duplication in manual entries and inconsistencies in data.”

**Building excellence capability**  
 “A new royal decree has been published requesting organizations to have a dedicated excellence department.”

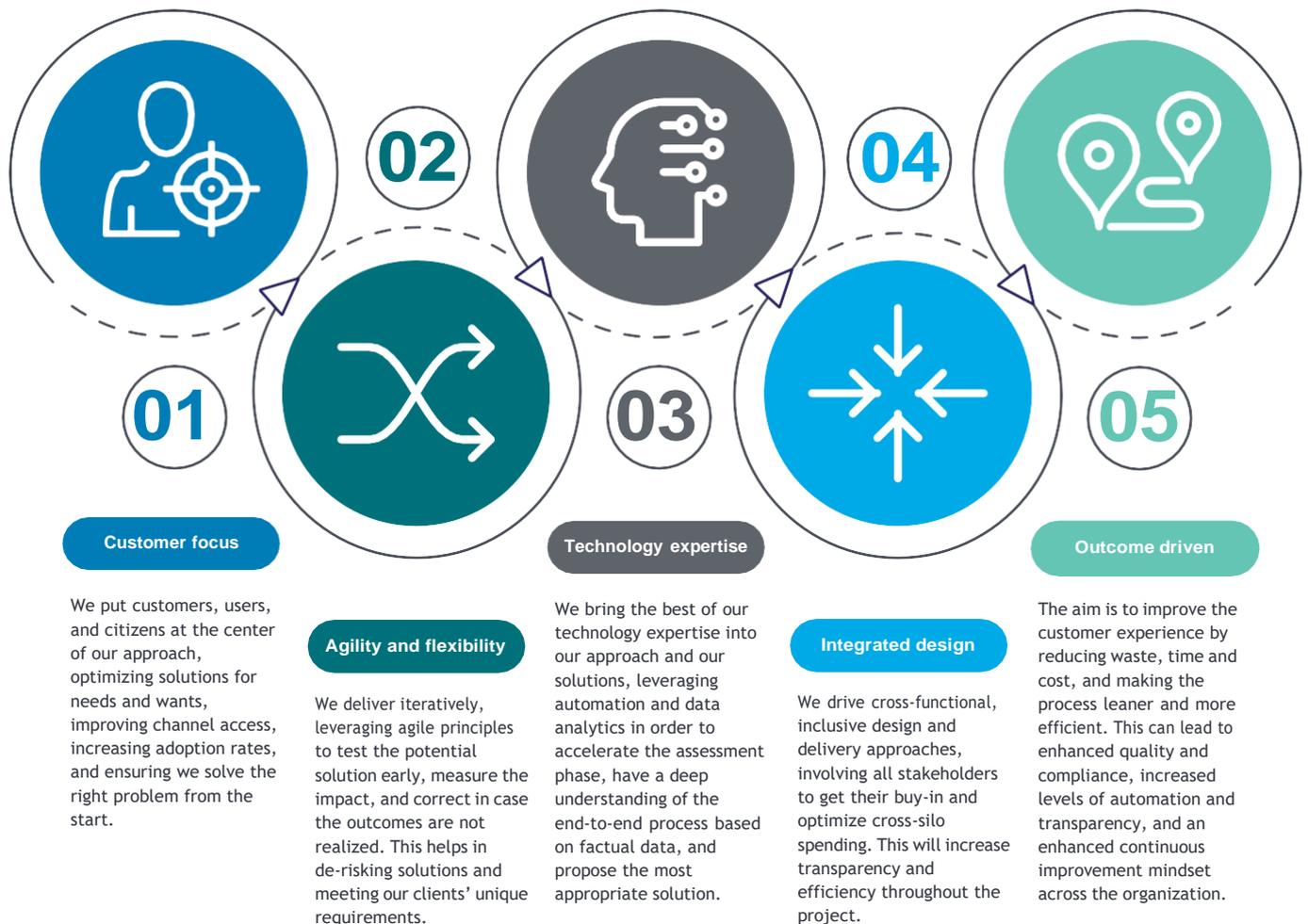
# Our proposition – Operations Excellence

# The key principles of our delivery

Our delivery approach is customer-focused, agile and flexible, accelerated through technology, integrated and outcome-driven.

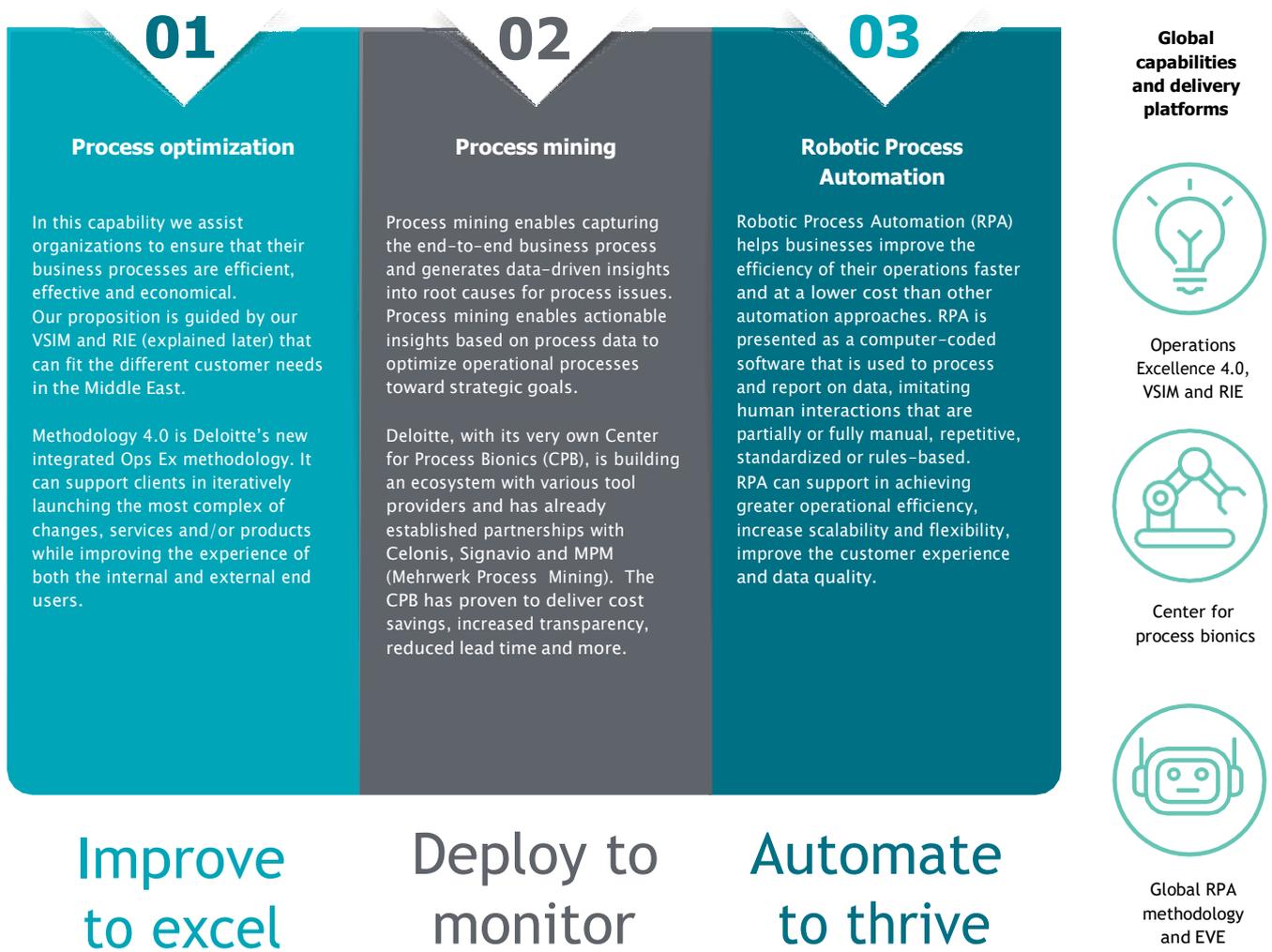
We have to rapidly evolve our offering to be able to provide our clients with the demanded operational and technical solutions for today's persistent challenges.

Our Operations Excellence market offering brings our thinking and experience into a best-in-class approach with a focus on the five below principles:



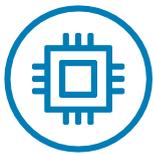
# Our tailored process improvement approaches

Our three proven approaches can tackle various business challenges and clients' contexts. We help you decide which one is the best for your needs.



# Approach (I): Process optimization

We can either help you solve a specific process issue or analyze your end-to-end process.



## What we use

**Value Stream Improvement Methodology (VSIM):**  
Supports the delivery of end-to-end improvement across the client value chain to ensure a holistic view on the challenges and propose a viable and integrated process solution.

**Rapid Improvement Event (RIE):**  
Articulates a specific challenge for the client through in-depth analysis of the issue to propose a solution that tackles this specific challenge.

**Operations Excellence (OE) 4.0:**  
Helps our clients to reimagine complex problems, supports the design and build of customer-centric solutions, and accelerates the launch and scale to realize significant operational benefits.



## When? (Main use cases)

**VSIM: End-to-end process or value chain improvement**

“Rework and non-value-added activities are leading to decreased customer satisfaction.”

**RIE: Resolving a specific process-related challenge**

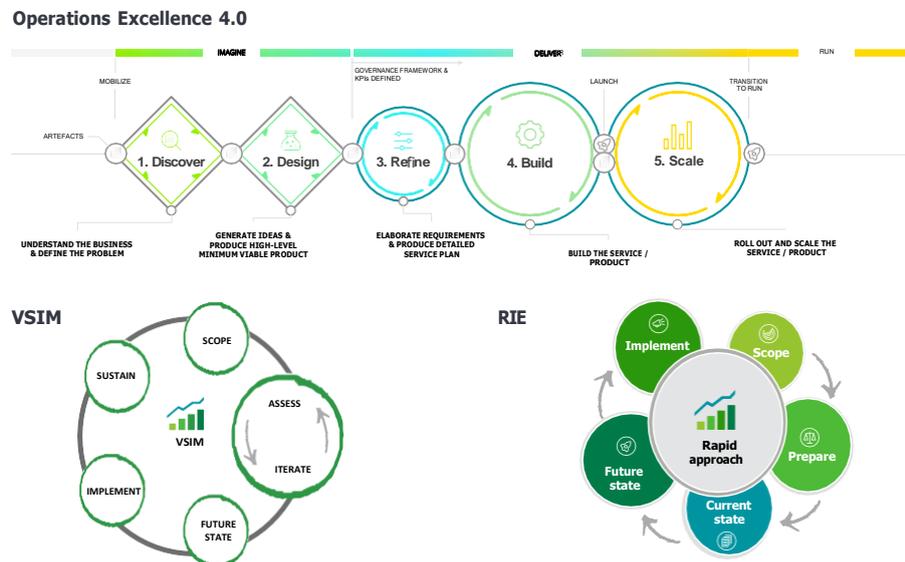
“Our internal credit evaluation process led to an increased volume of collection activities.”

**OE 4.0: Driving the excellence agenda in the organization through an integrated approach**

“We need to holistically look into our organization capabilities and make the best of the technological advances through our process design.”



## How? (Global capability)



## Telecommunications regulatory authority in the UAE – Business process reengineering

### Client situation

- TRA had just issued its new 2021 strategy and was facing issues in improving the level of quality across the various services rendered to its customer groups in telecommunication regulatory and e-Government matters, as well as suffering varying levels of efficiency across its support services functions. Accordingly, the need to reengineer the business processes was identified to ensure the alignment of business operations with the new set of strategic objectives, and to achieve higher levels of efficiency across the various core business functions.

### Work done

- Based on the designed target operating model that enables TRA to align its enterprise design with the new 2021

strategy focusing on increased efficiency and improving customer service, and as part of the overall strategy for the UAE, Deloitte:

- Assessed the current business processes and operational KPIs
- Identified per process the pain points and performed a root cause analysis to identify the areas of improvements in alignment with the strategy Improvements were divided into 3 areas: process, system and people
- Developed the future processes to ensure solid functional integration across various functions of the organization from customer facing to support services, and revamped the current authority matrix to ensure that the necessary governance is maintained
- Developed an implementation plan along

with initiative cards in order to ensure a smooth transformation across the organization

### Key benefits

- Assessment of current as-is processes and set of KPIs
- Reengineering 200 processes across corporate, support and core functions
- Development of operational KPIs in order to monitor the efficiency and results achieved
- Issuance of a revamped authority matrix
- Development of a two-year implementation roadmap

## Process optimization for the capital markets division of a global investment bank

### Client situation

- The capital markets division of a global investment bank launched an organization-wide initiative to reduce operating costs by 30% over three years. The client engaged Deloitte to accelerate the existing initiative execution and identify new cost reduction opportunities within key target areas of its capital markets operations.

### Work done

- The VSIM approach was used to assess, analyze, and identify improvements. The Deloitte team collected operational data through process interviews with subject matter experts within each middle and back office team
- Process bottlenecks, pain points,

dependencies, resourcing, and tasks were analyzed to determine root causes and the ability to mitigate or eliminate the sources of waste

- Recommendations were compiled into function-specific implementation roadmaps with execution recommendations for realizing the expected cost reduction benefits within the next 12 months

### Key benefits

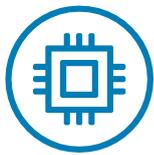
- Current state process models were constructed and validated live during subject matter expert interviews
- Post-interview, volume and cost data were collected and overlaid on models
- Pain points were highlighted and a root cause analysis was conducted to identify optimal process modifications

- Future state process models were constructed to reflect the recommended changes and to showcase the efficiency and cost savings expected

- At the end of the project, the client had a living repository of process models

# Approach (II): Process mining

Process mining changes the conversation from discovering what happened, where and by whom, to understanding why things are happening and taking action.



## What we use

Deloitte, with its very own **Central for Process Bionics (CPB)**, is building an ecosystem with various tool providers and has already established partnerships with Celonis, Signavio and MPM (Mehrwerk Process Mining). The CPB has proven to deliver cost savings, increased transparency, reduced lead times and more. Our database of use cases from different sectors can be leveraged for our clients' challenges.



## When? (Main use cases)

Leveraging systems data to achieve full transparency

“It takes us forever to monitor the performance of our sales representatives. Data collection is a long and hectic process.”

Quantifying complexity based on data-driven facts

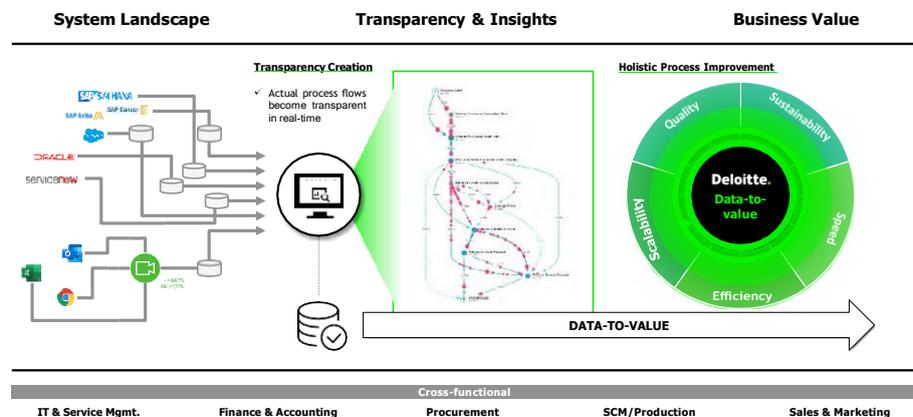
“We do not understand why we keep seeing a decline in our conversion rate from prospects to customers.”

Gain insights into root causes for process issues

“The problem seems to be in the process design, but we know for a fact that there are other reasons driving this decline in growth rates across geographies.”



## How? (Global capability)



## Pharmaceutical group in Switzerland – Global purchase to pay process mining

### Client situation

- The client was striving to simplify and streamline the end-to-end finance and procurement processes and the underlying IT systems
- The client decided to use Celonis Process Mining to provide process transparency and to identify opportunities to reduce complexity
- After the pilot phase conducted by Celonis, the Process Mining solution should be technically and functionally rolled out. The key challenges lie in the heterogeneous IT landscapes and numerous legal entities to be integrated

### Work done

- Global analysis of the procure to pay (PtP) process took place across different SAP systems including supplier relationship

management (SRM) and ARIBA from multiple regions

- Adaption and enhancement of the PtP process mining data model created in the pilot phase, integrating different source systems into one common process mining data model that unifies the process landscape
- Furthermore, Deloitte developed customized analyses for client. All work was fully documented, validated and tested
- Deloitte leveraged its standardized Process Mining Data Framework, as well as previous experience with SAP and Celonis to enable a global analysis of the PtP process

### Key benefits

- Confirmed headcount reduction through the streamlined processes
- Full end-to-end view and insights on the process and bottlenecks
- Understanding of the automation level and possible error-generating tasks
- Deloitte leveraged its partnership with SAP and Celonis to enable a global analysis of the PtP process

## Large mortgage company in Germany – Process Mining

### Client situation

- Deloitte was engaged by a large German mortgage bank to perform a process analysis in order to identify efficiency and cost savings
- The exercise included a process mining analysis for pre-automation and post-automation stages

### Work done

- After process workshops, tasks were divided into value add, and non-productive "waste". We found that much time was invested in quality assurance of submitted mortgage applications
- A management cockpit on process efficiency was established with

cancellation rates, re-work effort on submitted applications, automation, etc. through deploying process mining technology

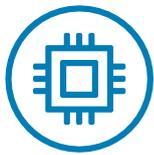
- The back-office was restructured along newly developed organization criteria with internal shared services and specialist task forces for complex loans
- The submission criteria for loan brokers was changed and higher quality standards were applied vs. internal re-work within the mortgage bank
- Retrospective data analysis was conducted before/after applied changes with the process mining tool (one time)

### Key benefits

- Confirmed headcount reduction of around 25%, which was invested in the growing business
- Auto approval rate went up to 68%
- Re-work activities (count) in front- and back-office could be reduced by ca. 50%

# Approach (III): Robotic Process Automation

Robotic Process Automation (RPA) helps businesses to improve the efficiency of their operations faster and at a lower cost than other automation approaches.



## What we use

Deloitte global Robotic Process Automation (RPA) methodology combined with our Automation Lifecycle Management Platform (EVE) is our edge when it comes to automating operations and realizing value from technological advances.

RPA is presented as a computer-coded software that is used to validate and analyze, gather and collate, record, calculate, decide and produce, orchestrate and manage, transport and communicate, and report on data, imitating human interactions that are partially or fully manual, repetitive, standardized or rules-based.



## When? (Main use cases)

Automate high-volume and repetitive tasks

“It takes us decades to collect and analyze customer feedback surveys.”

Performing repetitive rule-based tasks usually done manually

“The validation steps in our claim process require 4 FTEs while the benchmark is 1.5 FTEs.”

Processing data to gain insights

“We cannot connect the dots using the huge amount of data we collect every year. Our reporting process is a mess.”

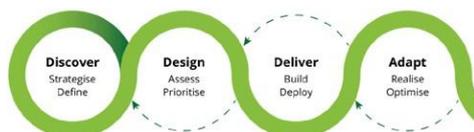


## How? (Global capability)

### RPA Global Methodology – V3



### EVE: Automation Lifecycle Management Platform



## Petrochemical client in KSA – Governance and cutover plan for RPA implementation in procurement

### Client situation

- The client is one of the largest petrochemical firms in the world, headquartered in Saudi Arabia. The client was looking at transforming its Global Procurement Services (GPS) organization by replacing manual tasks in high transactional areas with RPA solutions to reduce operational costs, and to increase compliance, efficiency and transparency.
- Deloitte was engaged to review 800 FTE operations end to end. The objective was to develop a target state to improve case handling productivity by 20% or above to address the existing case backlog and meet regulatory requirements. The productivity increase was required to be designed and implemented as BAU operations continued with no material impact on quality or customer outcomes

### Work done

- A governance mechanism was built to ensure the long-term sustainability of the RPA solution in procurement, as well as to facilitate future expansion
- The process performance of the end-to-end procurement operations was reviewed and baselined
- Quality issues causing significant rework and resulting in inefficiency were appraised, identifying improvement opportunities to aid overall efficiency
- Key activities were identified for potential automation using robotics process automation software in the procurement operations
- Deloitte designed, built and tested a proof of concept prior to wider rollout

### Key benefits

- The initiative helped build the right processes and methodologies for future expansion, along with assisting in the successful deployment of the RPA solution.
- 40% productivity uplift, C.80 FTE activity automated
- 50 robots executing over 25,000 operational requests per week across 10 sub processes at 30% UK FTE cost
- 2 of top 5 quality failures eliminated
- 24/7 operational production
- Ability to scale up and down robots to deal with future demand

## Australian bank – Automation using Deloitte automation management platform (EVE)

### Client situation

- The client had established the case for automation and deployed only a single operational automation using RPA in 18 months
- There were no pre-existing frameworks for business cases with limited stakeholder engagement leading to poor or ineffective prioritization
- There were no means to measure benefits post-implementation or govern operational performance and continuous improvement opportunities, leading to a lack of confidence in automation to drive business value

### Work done

- A new end-to-end digital workforce management platform was deployed to manage the identification and qualification of business opportunities, through delivery

to operational deployment and benefit realization

- An automation center of excellence (CoE) operating model was designed and established to drive sustainable and consistent assessment, delivery and deployment
- We conducted an initial review and assessment of 90 potential business processes in 4 weeks to create a baseline delivery and prioritized an automation roadmap that was then executed and built upon over the remainder of the program
- Deloitte drove end-to-end delivery and operational utilization through the implementation of an insight-driven governance process supported by a suite of automation performance reports that were intuitive and available across the organization

### Key benefits

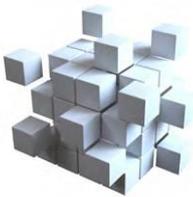
- 300 processes were assessed of 700 identified across the organization, including continuous improvement opportunities through an operational reporting framework
- 100+ bots currently in operations under management
- Real-time tracking of operational performance for process owners and operational teams
- Continuous improvement opportunities uncovered through insights
- Proactive fault prevention through monitoring and automated alerts



Deloitte can be  
your partner  
of choice

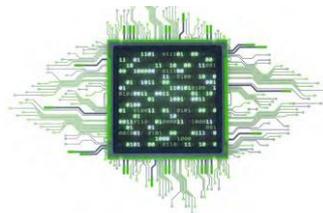
# How we are structured to serve your needs

Our core business operations offerings bring innovation right to your very core, and make sure your fundamental operations are fit for purpose. Our operations excellence offering is one piece of the excellence puzzle.



## Operations transformation

The right strategy and transformation approach can prepare core business operations to grow, embrace the digital agenda, maximize operational efficiency, and optimize capital assets.



## Systems engineering

Our industry-leading IT and technology specialists will guide your organization through end-to-end redesign and the modernization of your platforms to elevate new capabilities and empower your business.



## Cloud engineering

Get to the future faster. Turn the status quo of today into market-leading business innovations for tomorrow. Go from on-premise to cloud, to enable competitive advantage.



## Industry solutions

Drive operational improvements, enhance business strategy, negotiate market challenges, and revitalize your customer experience with Deloitte's suite of software-as-a-service solutions.

## Emerging business models

Our EBM practice helps clients to imagine, design and deliver their future operating model - bringing to life and operationalizing their core strategy. With technology-enabled innovation and cloud-based opportunities disrupting our clients' business models, we help to define and deliver a new "north star" for how they operate, capturing new value and driving future profitable growth.

## Payments transformation

Our payments transformation practice partners with clients (across all industries) through their payments transformation journeys, focusing on designing and delivering a superior experience, reducing costs and maximizing flexibility to support new revenue models.

## Operations excellence

Our Operations excellence practice blends sector expertise and functional knowledge to transform core operational processes and working practices. Using customer-led design and agile delivery, we apply sector-specific and next-generation solutions (e.g. automation) to optimize operations, drive cost efficiency, and improve the customer and employee experience.

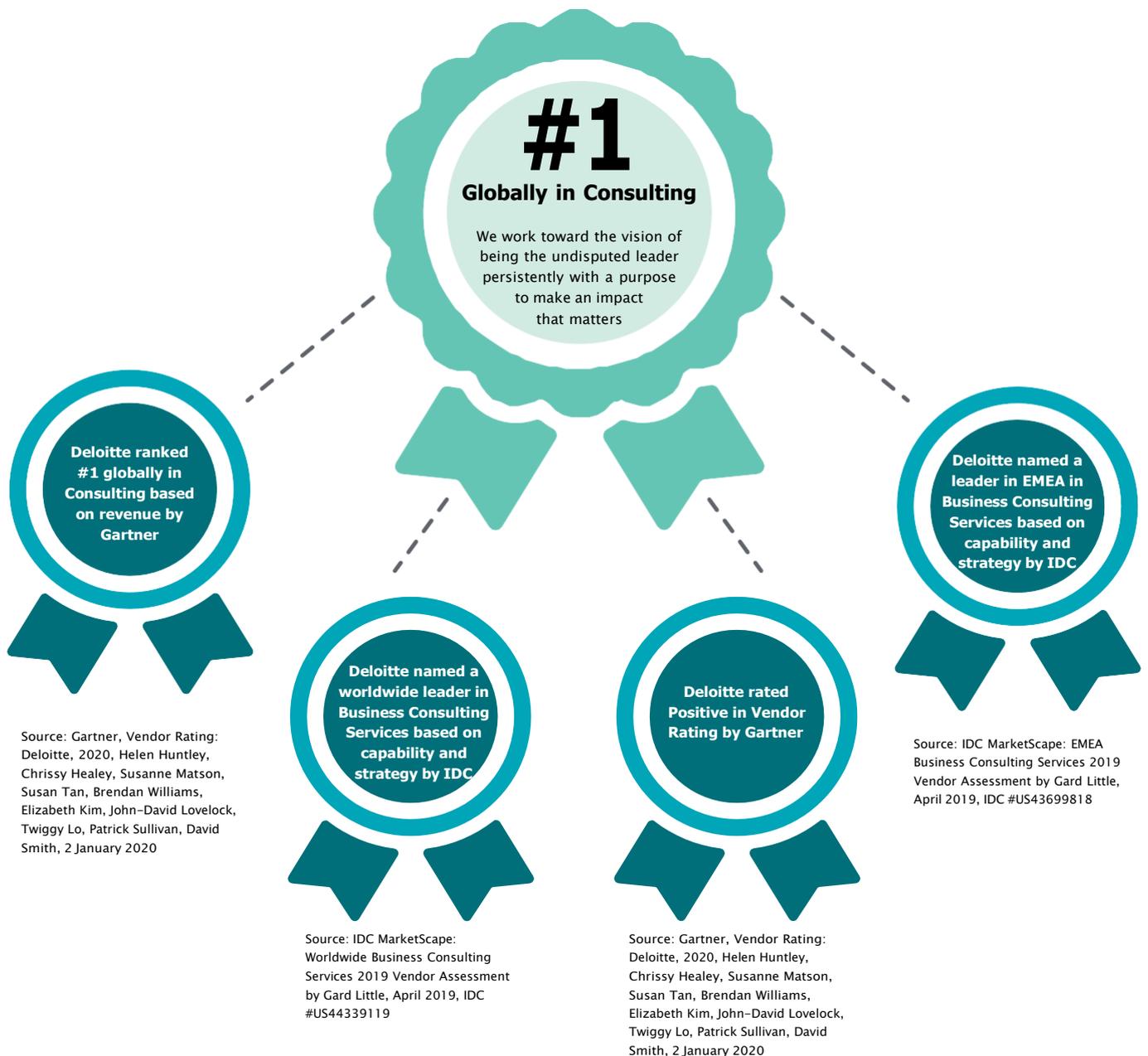


## Revenue cycle innovation

Our revenue cycle practice partners with our (Healthcare) clients to design, implement and operate transformational solutions that improve revenue capture, accelerate cash flow and working capital, enhance the customer experience, and enable financial growth and sustainability.

# Market recognition

Deloitte is widely recognized in a variety of industries, regions and specialized capability areas by independent, credible market analysts. Our various operations excellence offerings and capabilities are recognized by multiple global analysts .



# Meet our team

**Howard Doberman**  
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Matter Expert  
Munich, Germany

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**Muhannad Tayem**  
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Leader  
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**Joanna Krashia**  
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