



## *An energy company modernizes* application support, while elevating IT's brand across the business

### **The challenge**

This energy company had just entered a new phase of its evolution as a stand-alone organization. Like many organizations emerging from a major divestiture, the company inherited a complex IT landscape anchored by three primary pillars: Enterprise Resource Planning, Supply Chain and Logistics, and Marketing and Sales. In total, nearly 200 applications supported front, middle, and back-office operations.

While the systems were essential to running the business, the application environment reflected years of

incremental growth. The support model varied across platforms, visibility into performance and incidents was limited, and opportunities for modernization and automation had not yet been fully realized. At the same time, evolving compliance expectations underscored the importance of strengthening governance, security, and audit readiness.

Market pressures prompted the company to reassess how IT services were delivered. Leadership saw an opportunity to reduce costs, while also improving stability, transparency, and alignment between IT and the business.

The application footprint was extensive and operations ran continuously, so the transition—coordinated and executed in a fully remote environment—needed to be carefully managed end to end.

The company was looking for an organization that could bring structure and discipline to application support, while helping IT evolve into a more effective enabler of the business.

### **Stability first, with innovation built in**

Deloitte worked closely with the client to build an application development and maintenance model that would

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stabilize operations, while supporting longer-term improvement.

The engagement began with the introduction of a global delivery model that brought together support professionals across the United States, Mexico, and India. This approach provided continuous coverage, while supporting cost and efficiency objectives. Deloitte completed the transition through a phased approach that emphasized knowledge transfer, operational continuity, and risk management.

As the transition progressed, the focus shifted to improving stability and visibility. We introduced more consistent incident tracking and reporting, giving the IT organization clearer insight into system behavior and recurring issues. Early use of automation and standardized support practices helped reduce disruptions and establish a more predictable operating environment.

Continuous improvement was embedded into the delivery model from the start. Working alongside the client's IT and business teams, Deloitte identified practical opportunities to strengthen governance, streamline processes, and modernize elements of the application landscape. Improvements were prioritized based on business relevance and feasibility, allowing value to be realized incrementally while supporting broader transformation goals.

As Deloitte's relationship with the client matured, we introduced AI-enabled capabilities to support incident analysis,

documentation, and knowledge management. These capabilities improved consistency and audit readiness, while reducing manual effort. Regular customer focus groups created a forum for open dialogue between IT and the business, allowing feedback to be incorporated into ongoing delivery decisions and the support model to continue reflecting business needs.

### Results

Over time, the engagement delivered steady improvements across operational performance, cost efficiency, and stakeholder confidence.

Within the first nine months, support ticket volumes declined by 30% as improved visibility and automation took hold. Over a five-year period, critical incidents were reduced by more than 50%, reflecting sustained improvements in stability and operational discipline. These operational gains, combined with application rationalization and more standardized delivery practices, contributed to significant cost savings, while maintaining the reliability required for around-the-clock operations.

Governance and documentation improvements strengthened compliance and audit readiness. In 2021, the company successfully completed an internal audit with a strong outcome, marking an important milestone in its IT maturity journey.

Business feedback reflected this progress. Customer satisfaction scores consistently reached the high 90% range,

supported by smoother interactions, improved responsiveness, and clearer communication. As collaboration increased, IT became more closely aligned with business priorities and better positioned to support ongoing improvement initiatives.

The durability of these results, along with the strength of the working relationship, led the client to extend the engagement. Today, Deloitte continues to serve as a long-term collaborator, supporting operational stability, while helping the organization build a foundation for continued modernization and transformation.

### About Deloitte's Application Operate Services

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- Application managed services for packaged solutions
- Application managed services and modernization of custom and/or legacy apps
- Digital foundries (flexible capacity), DevOps, and enhancements
- Cloud and infrastructure managed services

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Contact us today to see how Deloitte's *Operate Services* can deliver for you.

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