



A beverage distributor brings order to IT support

Deloitte Application, Cloud, and Infrastructure Operate Services

A beverage distributor's journey

The challenge

A leading US beverage distributor had recently hired a new CIO, who discovered the company was struggling with its enterprise resource planning (ERP) program. The root cause turned out to be a lack of structure in day-to-day support. The most practical way forward, the CIO decided, was to engage an outside provider to operate the ERP system. But the company also needed to modernize its IT processes and systems. Could a single provider serve on both fronts with the responsiveness and flexibility the situation required?

Standing up an organization

As far as Deloitte was concerned, the answer was yes. First, though, we needed to get an operating model in place, starting with the service desk.

Technical support at the distributor was highly distributed. For example, the company had seven live instances of the ERP systems, each with its own support team. Another team was handling database and master data management (MDM) support.

All were operating independently of one another, with neither a central resource to route tickets nor standard procedures for handling L1, L2, and L3 technical support. The few tickets that were documented were all stored in a single category, which prevented the company from getting an accurate view of the overall health of their IT systems.

Governance and process were not the only concerns. Some technical skills were missing, and there was a mismatch between existing behaviors



and recommended methods. But end users and the IT team were cautious about addressing these because they did not know what the impact would be. They needed to see positive change before they could fully accept the new ways of working we were likely to bring about.

Playing by the same rules

Our solution was to stand up a single support team across all of IT. That included a new service desk with live technicians to take support calls around the clock, seven days a week. We also laid out service level agreements that committed to a five-minute turnaround time for systems support.

In addition, we introduced a formalized process for getting help. Going forward, the IT team would launch a ticket in line with a new tracking process before starting work on a support request. This allowed us to monitor incoming tickets for production problems that we could help eliminate as a source of recurring incidents.

To close capability gaps, we added a layer of support for the distributor's database, infrastructure, and applications. These professionals handled triage at the front end so the client team could focus on the most challenging issues. To free up even more time, we empowered end users to carry out certain procedures so they no longer had to rely on the IT department.

The company began seeing value from its new support model within a few months. By the time it was fully operational, about six to nine months from the start of our engagement, the model had acceptance across the organization as everyone saw the benefits of playing by the same rules.

Results

With day-to-day support under control, Deloitte has been able to take on more work from the client by moving some standard operating procedure (SOP) tasks earlier in the process, without

needing more resources. We introduced automated testing for quality assurance and, to help the client reduce system vulnerabilities, began continuous monitoring for potential cyberattacks. We also started providing more L3 support, giving the internal IT team more space to work on strategic implementations.

Today, we are continuing to help the company optimize production support and ticket resolution. Meanwhile, the CIO has a clear vision for the future. It includes an evolution of our partnership from everyday operations to creating competitive advantages through technology.

Over the last two years, the distributor has realized \$2.4 million in savings from continuous service improvements, automation, and innovations developed in house.

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- 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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