Deloitte.

Together makes progress

An energy and chemicals company advances business priorities through *modern SAP management*

Deloitte Application Operate Services

A chemical company's journey

The challenge

This industrial products company was at an inflection point. The executive team had a mandate to position the business for growth and technology would play a central role in that effort.

The company had previously begun its SAP modernization journey but paused the initiative due to implementation challenges. When leadership revisited the modernization agenda, the company recognized that it first needed to address a more immediate issue—its application support and maintenance model. The existing support model met basic service levels, but it was largely reactive. Teams resolved recurring issues one at a time without addressing underlying causes. Innovation was limited. High turnover within the support organization disrupted continuity, and business leaders sought greater responsiveness and accountability.

As the company prepared to advance its SAP road map, it needed a more disciplined and forward-looking approach to application support.

An innovation-forward take on application management services

After going through a rigorous vendor selection process, the company selected Deloitte to help them manage their SAP landscape.

The immediate priority was a smooth transition with minimal disruption to business. Operating on SAP R/3 and

S/4 Hana with limited documentation, the environment required a structured knowledge transfer and careful oversight. Using Deloitte's AI capabilities and transition methodology, the team completed the shift in just eight weeks—four weeks ahead of schedule—and assumed full support responsibilities without disrupting business operations. In doing so, Deloitte helped them address their challenge of not wanting to extend the incumbent's services.

With stabilization underway, our focus shifted to performance and continuous improvement. Using our digital insights capabilities, the Deloitte team analyzed incident trends and system behavior to identify root causes. We then implemented automation, strengthened triaging practices, and optimized resource allocation to prevent repeat incidents and improve resolution times.

We embedded continuous improvement into day-to-day delivery. The team introduced SAP leading practices and Deloitte-developed assets to address performance gaps, recurring IDoc failures, purchase order processing challenges, and system housekeeping activities. Through regular innovation sessions, Deloitte and the client prioritized and implemented improvement opportunities in line with business needs.

Through the engagement, senior Deloitte leaders maintained regular touchpoints with client executives, creating open communication channels and accessibility at every level. The CIO and program leadership gained direct access to engagement leadership, reinforcing accountability and responsiveness.

Outcomes

Within months, open incidents declined 35% as we helped the client improve handling, introduce automation, and optimize resource allocation. Our efforts enabled the reduction in overall incident volumes by identifying root causes and eliminating incidents at root cause, employing the 'shift-left' approach, and improving the incident management process to minimize hand offs and appropriate assignments. Open service requests fell steadily, and the service request resolution rate reached 98%.

As ticket volumes decreased, we redirected excess capacity toward system fixes, enhancements, and conversion initiatives. These actions addressed underlying drivers of support demand and strengthened overall system performance.

During the same period, the Deloitte team deployed hundreds of hours' worth change requests and implemented innovations that generated roughly $70,000 in annual efficiency gains. Additional initiatives remain in development, spanning automation, asset adoption, process streamlining, and performance optimization.

Ongoing cross-training and upskilling kept resources aligned with client needs.

Beyond the metrics, Deloitte helped rebuild confidence in IT application support via more consistent communication, stronger ownership of issues, and a proactive approach to improvement. What began as a stabilization effort has evolved into a broader relationship that supports both current operations and the company's continued modernization journey.

About Deloitte's Enterprise Operations as a Service

Deloitte's Enterprise Operations as a Service helps you realize greater enterprise performance through next-gen tech and innovative ways of working. By combining application management services and business process outsourcing, we can help you:

- Leverage Generative AI across your digital platforms
- Streamline operations and business processes
- Improve customer experience
- Modernize your digital landscape

Contact us today to see how Operate can deliver for you.

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