Deloitte.

An **innovative** environment that changes the way Deloitte clients solve **business challenges**

Deloitte Greenhouses are cutting-edge physical spaces located around the world designed to help clients tackle their complex problems.

They apply a tested set of principles that combine behavioral science, analytics, technology, and facilitation to break through traditional methods of problem-solving. By taking participants outside of their everyday environments, Greenhouse sessions disrupt conventional thinking, spur creativity, bring about new perspectives, and lead to tangible solutions.

Greenhouse science

Research-Based
Frameworks built on empirical data, research, and cumulative learnings from thousands of Greenhouse sessions globally.

Immersive and Interactive
Exercises based on behavioral research, social psychology, and group dynamics to engage both individuals and teams.

Cutting-Edge Data Analytics and Visualizations
Interactive, intuitive, insight-rich visualizations that make data come to life.

High Tech and High Touch
State-of-the-art technology and facilities which incorporate physicality, data visualization, and design thinking.

Experienced Facilitators
Specialized intervention, disruption, alignment and consensus training to accelerate breakthroughs.

Consciously-Designed Environment
Movable panels, flexible furniture, and an intimate space built to spark conversation.

There are 5 core **principles** of a well designed strategic conversation within the Deloitte Greenhouse.

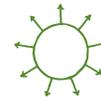| Instead of just...	We...
1	
Declaring the objectives (specific goals for the session with a focus on next steps)	**Define the purpose** We ask what kind of conversation you need, re-imagine victory, and plan for success.
2	
Identifying participants (the "right people" in the room)	**Engage multiple perspectives** We assemble diverse perspectives to engage in your issues and combine ideas from different places.
3	
Assembling content (detailed presentation decks)	**Frame the issues** We bring relevant research, methods, and frameworks to help stretch mindsets, re-frame your questions, and propel conversations forward.
4	
Finding a venue (a space big enough for all participants)	**Set the scene** We sweat the small stuff and carefully manage all elements of the physical environment to support the participants and the conversation.
5	
Setting the agenda (logical sequencing of the day)	**Make it an experience** We take you on an intellectual and emotional journey, enabling self discovery rather than marching through presentations.

The **sessions** in the Greenhouse are customized for specific client challenges. For example, they help:

- Clients spark new thinking.
- Businesses prototype new solutions.
- Organizations utilize analytics to make data meaningful.
- Companies navigate complexity.
- Teams relate better to each other.
- New leaders (CFOs, other C-suite and Chairman roles) jump in and thrive in their new positions.

Network of Global Greenhouses, allowing multinational clients to tackle global problems locally.
Experience the Greenhouse.

Current

Australia • Belgium • Brazil • Canada • EMEA • Israel • Netherlands • Singapore • South Africa • United Kingdom • United States

Case study: Australia
Envisioning the future for a finance function
A CFO convenes his team to engage in creative collaboration

The client's challenge

A diversified media company had brought in a chief financial officer from another industry to transform the company's finance function into one that could deliver strategic intelligence to management and the board. At the CFO's request, Deloitte Australia had assessed the effectiveness of the company's finance organization, highlighting relative strengths and opportunities for improvement. Now the CFO wanted to gather his leadership team to explore opportunities to provide greater value to the company's leaders. Since it would be the first full-team offsite gathering he had convened, the CFO also hoped to build relationships with his people and to bring the team together as a more cohesive unit.

Deloitte's solution

Deloitte Australia's top experts in design thinking worked with their strategy consulting colleagues and the CFO to plan a Greenhouse session that would challenge the finance team to *reimagine* its role in the business and how the team works together in support of delivering its strategy.

The Deloitte team led the client through creative, open-ended exercises for envisioning its future. In one activity, the client team used playing card-like pictograms to express their ideas about what the finance function could accomplish and how it might be organized. This creative but purposeful exercise helped a reserved group to share ideas more willingly. Meanwhile, an illustrator recorded themes and points from the team's discussion in words and images, producing a visual summary that the CFO brought back and displayed on his office wall.

The Greenhouse team also introduced the client to Deloitte's premise that the CFO and the finance function have "four faces": four distinct roles and capabilities supporting a company in delivering its strategy and effective operations. Not only did the finance team embrace the concept and redefine their capabilities according to these "four faces" while in the Greenhouse; they have continued using the framework to assess and prioritize their activities on a regular basis.

Impact on client's business

By the close of the Greenhouse session, the finance team had a shared view of their challenges and opportunities, as well as a vision of what added value the team could provide to the leaders and organization overall. All the participants said they felt the session had been far more productive and collegial than their previous offsite meetings, which was a positive result for the CFO in his effort to unify his team. Within a month, the CFO had hired a director to design and lead a transformation program to bring about the improvements that his team had surfaced during just one day in the Greenhouse.

Case study: Canada
Cutting-edge facilitation for a strategic breakthrough
Helping a nonprofit board reach consensus on ambitious goals

The client's challenge

Deloitte Canada has had a long standing relationship with a nonprofit organization dedicated to supporting Canada's public education. The Learning Partnership (TLP), is governed by a board drawn from Canadian business and education leaders. Historically, given the diversity represented on the board, the board had struggled to find consensus on strategic priorities, which hampered the management team's ability to deliver results. When a new chairman was appointed, he engaged Deloitte to help change the board's dynamic and build a consensus on TLP's strategic goals.

Deloitte's solution

Knowing that conventional facilitation methods hadn't helped TLP's board to reach consensus, the Deloitte team prescribed a session in the Greenhouse that would depart from the typical script. The difference in Deloitte's approach was apparent from the moment the board entered the Greenhouse: TLP's directors immediately remarked that the new setting was fresh, open, and inspiring.

Deloitte's facilitators introduced the TLP board to ThinkTank, collaboration software that allows people to present and vote on ideas anonymously via individual iPads, so they can freely share provocative ideas and take challenging positions. Using ThinkTank helped the board members agree that they believed in the same goals for TLP, despite other differences of opinion.

Deloitte's workshop also used interactive whiteboards, which let the board members record, connect, and integrate their ideas for how TLP could increase its impact. An experienced illustrator captured points from the discussion in words and pictures, which further inspired the board. (The board appreciated the illustrations so much that they hung them in TLP's boardroom.)

Impact on client's business

According to the client, the session in the Greenhouse was TLP's most successful strategic planning exercise in its history. The group achieved its main objective by reaching consensus on TLP's top three strategic priorities—and went further still, generating more than 50 ideas for how TLP could become even more effective, and reaching a "breakthrough realization" about the next step in TLP's development. "We were able to accomplish in one day what would normally take three," said TLP's CEO. "The technology enabled us to distill volumes of information and capture extensive comments and perspectives, ultimately leading to an output that laid the foundation for a strong and crisp three-year strategic plan."

Case study: Canada
Building new capabilities in advanced analytics
Design thinking points the way to action for a financial services firm

The client's challenge

The newly appointed Chief Data Officer (CDO) at a large financial services company in Canada faced an immediate challenge: how to establish new analytics capabilities that would equip management with insights on the company's performance. The company was encumbered with institutional barriers that confined data, knowledge, and insights to their departments. And its legacy analytics initiatives were out of sync with each other and with the bank's strategic priorities.

Deloitte's solution

Deloitte Canada's Greenhouse facilitators and analytics specialists set out to help the CDO mobilize his team behind a common understanding of the potential for analytics to transform their business. The Deloitte team wanted to give them a picture of what a sophisticated, centralized analytics operation might ultimately look like, along with a clear plan of action for putting that operation into effect.

The Deloitte team set up the entire Greenhouse in Toronto as a model of an analytics "center of excellence." Each of the five rooms in the Greenhouse represented an arm of the client's business. Using the Greenhouse as an interactive studio, the Deloitte team conducted immersive, hands-on demonstrations of the analytics capabilities required to transform an organization's culture to one that uses data to drive insights, as well as the role that the CDO could play in this transformation. The team also demonstrated new processes that can strengthen an analytics program, such as launching small, high-value analytics projects as the kernels of new initiatives, and offering awareness and training programs to catalyze new thinking and collaboration across the business.

Facilitators introduced the client team to design-thinking exercises that would help them define a vision for the company's next-generation analytics capabilities and set priorities for supporting management. The CDO and his team also considered the possibilities for consolidating knowledge and expertise that was dispersed across the company into an integrated analytics program that would deliver the best possible analytics solutions across the business.

Impact on client's business

At the conclusion of the three-hour session in the Greenhouse, the CDO and his team had developed a concrete plan for creating and delivering a comprehensive, high-performance analytics program, along with an agreed concept for what changes in operations, technology, culture, and human resources would be needed to realize the shared vision. The Greenhouse made this result possible by exposing the client's team to myriad possibilities for new analytics functions and illustrating an unconventional but highly effective approach to planning their change agenda.

Case study: Netherlands
Helping a government agency to identify fraud
"Machine learning" yields big gain in detection accuracy

The client's challenge

A Netherlands public agency responsible for providing social benefits was struggling to create an efficient system for detecting fraud in applications to receive social benefits. Only a very small fraction of the applications that were flagged by the system for possible fraud turned out to be actual fraud; in fact, the great majority was "false positives." The need to investigate such a large number of false positives was overwhelming the agency's capacity to review cases and root out real cases of deceit.

Deloitte's solution

Deloitte Netherlands invited the agency to visit the Greenhouse for a demonstration of how advanced analytics could be used to detect fraud more reliably. The solution that Deloitte Netherlands' analytics specialists had in mind was a "machine learning" program: one that would teach itself to flag benefits applications for possible fraud and use feedback from the fraud team's analysis to gain accuracy over time.

Ahead of the Greenhouse session, Deloitte Netherlands received samples of the client's actual benefits application records, some fraudulent and some legitimate. Working closely with the client's software vendor, Deloitte Netherlands' analytics team created a model to scan the records and devise a logical method of identifying applications that appeared fraudulent. That model would be put to the test in the Greenhouse.

Deloitte Netherlands began the Greenhouse session by explaining how machine learning works; in this case they showed how a computer learns to judge whether a head photographed from behind belongs to a man or a woman. The machine-learning model uses a "training" sample of photographs—photos identified as men or women—to create a formula for predicting gender based on a weighted combination of visual attributes such as hair length and neck size. Every successive training case enabled the model to gain prediction accuracy by changing the importance it assigns to each attribute.

Next, the team ran the fraud-detection model it had created for the client. The team fed a batch of application records into the model. Like the photographic-prediction model, the fraud-detection model became increasingly accurate as it churned through the new batch of records and refined its logic for making fraud predictions based on each record's attributes. By the end of the session, the model was operating at approximately 75 percent prediction accuracy—a big improvement over the client's existing accuracy rate.

Impact on client's business

The Greenhouse session provided the agency with a firsthand look at how predictive analytics really works. It was also the first time the agency had seen advanced analytics applied to their work, and it convinced them to proceed with implementing the predictive model that Deloitte Netherlands had showcased in the Greenhouse. The model was eventually flagging fraudulent applications with 95 percent accuracy. The model not only increased the efficiency of the fraud department, but also stopped a large number of fraudulent payments. Further analysis of the predicted and validated fraud cases also revealed valuable insight into fraud patterns.

Case study: Singapore
Bringing human resources data into focus
A financial services firm gives its executives a clearer view of HR performance

The client's challenge

A leading global financial services firm, with more than 80,000 employees, had launched an ambitious effort to overhaul the way that it manages and uses human resources data. Deloitte Southeast Asia's Singapore office (Deloitte) HR analytics leader was asked to produce a human resources "dashboard"—a continuously-updated set of visual metrics for monitoring the HR function. And he had only two weeks to show senior executives a working prototype.

Deloitte's solution

When the client engaged Deloitte's Greenhouse team in Singapore to meet their tight deadline, Deloitte professionals designed an intensely collaborative approach: a one-day session for nine of the client's HR analytics specialists that would generate all the specifications for a prototype dashboard.

The Greenhouse session opened with a crash course in the psychology of data visualization, followed by exercises to reality-check the client's ideas about what HR metrics the dashboard should display. The Greenhouse facilitators had interviewed executives about how they would use the dashboard—which resulted in creating 'personas'— allowing the HR analytics team to walk in the shoes of the executives they were serving.

The personas helped the HR analytics team realize that the HR metrics on their ideal dashboard differed from what their executives wanted. Adjusting on the fly, the Greenhouse team made time to work up a new set of HR indicators during the workshop. Without that discovery, the dashboard would have fallen well short of the executives' requirements.

For the final segment of the workshop, the team sketched a prototype of the dashboard, using visualization best practices to ensure that the data was displayed in fashion that required little-to-no thinking to comprehend.

Impact on client's business

By the end of the Greenhouse workshop, the group had come up with a solid design concept for the dashboard. Just two days later, the Deloitte team had built a working prototype. Building the dashboard so quickly allowed the HR analytics team to give executives an intuitive, powerful new tool for tracking the state of the company's workforce. That single working day in the Greenhouse made all the difference for the client's HR program.

Case study: South Africa
Pioneering new client service practices in banking
Innovation opens new possibilities for a divisional leadership team

The client's challenge

With help from Deloitte South Africa, a leading investment bank had embarked on a company-wide innovation project, as well as a series of divisional strategy reviews. The leader of the bank's equity investment division saw a prime opportunity to rethink the way the team serves its clients. He decided to bring his team into the Greenhouse to learn more about best practices and trends in innovation, and to begin developing and implementing innovative solutions for servicing clients, and their business overall.

Deloitte's solution

The head of the equity investment division approached the Greenhouse session with two objectives: to identify areas for innovation in client service, and to assess the commercial potential of these innovations. Over several weeks, Deloitte South Africa worked with him on an agenda that would serve both goals.

Deloitte South Africa started the session by engaging the leaders in a discussion on areas that were most in need of improvement or innovation in their business. The session facilitators then directed the leadership team to enter observations about their innovation practices into ThinkTank® software, a collaborative tool that enables brainstorming and rapid prioritization of input. The anonymous format freed the division's leaders to voice their opinions, which the facilitators sorted into themes to capture the current state of the division's innovation capabilities.

Next, the facilitators prompted the leaders to assess their client service practices. By mapping the division's strengths and weaknesses in client service against its innovation capabilities, the leadership team pinpointed the parts of their service model that could be improved with innovation.

A futurist then joined the Greenhouse session to examine trends outside the financial services industry, e.g., exponential technologies. This external view kicked off the culminating segment of the session: an "insight factory" exercise, in which the leadership team broke into small groups to brainstorm innovative solutions to client-service challenges.

Each group synthesized its ideas into a concept for an innovative practice and assessed the concept's commercial viability using a one-page business model framework. The groups then pitched their concepts to the head of the equity investment division in a small-scale competition that brought the best ideas forward.

Impact on client's business

Coming out of the Greenhouse session, some of the new concepts that were surfaced were put onto a fast track for development (e.g., cross-asset risk and execution), while other ideas continued to be explored. The team identified improved and more effective ways to fulfill their daily routines and collaborate across the bank. Across the division's leadership team, the intense, day-long focus on innovation breathed new life into the way they approached serving their clients.

Case study: United Kingdom
Moving from digital disruption to digital readiness
A CPG executive experiences the digital experience through the customers' eyes

The client's challenge

The consumer business sector is arguably the industry most affected by digital disruption, from its operations and customer relationships, to its brands and other dimensions of their shareholder value. For one top consumer packaged goods company, keeping up to date with and responding to the latest disruptive digital forces is a key challenge. The Global COO looked to Deloitte UK to tap into fresh ideas in digital innovation, gain foresight into emerging trends, and understand how to tangibly apply these innovations directly to his company's operations.

Deloitte's solution

The leader of Deloitte UK Digital planned a daylong master class in digital business that would provide the COO with an immersive and multi-faceted experience using advanced technologies centered around potential digital disruptions and their impact on his company.

A Deloitte UK expert framed the session by discussing the disruptions taking place in the retail sector and how those disruptions could subsequently impact consumer goods businesses. Using the Greenhouse's interactive technology capabilities, the team explored various apps, videos, and simulations showing how digital forces are changing shoppers' in-store experiences. One app was designed to complement an in-store experience; another demonstrated a customer ordering portal.

Deloitte UK's digital specialists worked with the COO to profile buyers of his company's goods. An illustrator then helped bring the digital customer experience to life by exploring the persona of one of these key customers. By working through the persona's needs, challenges and digital touch points, the client could begin to understanding how digital disruptions would redefine those customers' encounters with the company and its products. The creative and visible way in which the persona was brought to life aided the COO in piecing together what a successful digital experience would look like for this particular customer.

Impact on client's business

The combination of expert presenters, interactive content, and purposeful discussion, all staged in the Greenhouse environment, brought digital disruption to life for the COO and helped him see both opportunities and risks stemming from digital forces. Following his session in the Greenhouse, the COO identified a number of internal and external operations that could benefit from a digital strategy re-fresh, and set up individual Greenhouse sessions for each of them, including one to develop a new digital strategy for their entire learning platform.

Case study: United States
Building a more intelligent college admissions process
A top university tries to look beyond test scores—with analytics

The client's challenge

Notre Dame University selects students from a vast pool of applicants each year, looking for students who excel in terms of their achievements when compared with their fellow applicants. Having evaluated candidates for decades using the same factors as most universities—high school grades, standardized-test scores, essays, extracurricular achievements, recommendations—the admissions office started to wonder how it might determine an applicant's potential to become a strong leader at Notre Dame and after graduation. The admissions team wanted to see how advanced technologies and data analytics might be able to help, as well as gain exposure to lessons and proven practices from leading organizations.

Deloitte's solution

Deloitte U.S. planned a day-long Greenhouse session for Notre Dame's admissions officers to envision their ideal admissions system and learn about changes they could make to their existing process that would bring them closer to this ideal.

As a starting point, the Deloitte team led Notre Dame through a discussion of their current admissions process; then conducted a design-thinking exercise to determine what their future admissions process should look like. They discussed recruiting and talent practices from organizations outside higher education, including Deloitte's own practices. By exploring apples-to-oranges comparisons, rather than focusing solely on peer institutions, the Notre Dame team found inspiration and models to consider for their own process. The Greenhouse team also explored the capabilities of advanced analytics using publicly available information to create richer applicant profiles.

Finally, the team explored how using predictive analytics models could potentially gauge the likelihood of each applicant succeeding, both during their time at the university as students, as well as after graduation. By identifying the attributes possessed by graduates who have gone on to become leaders, and examining data from past applications, student transcripts, and records kept by Notre Dame's career services and alumni relations departments, the admissions team could then look for those attributes when making its selections.

Impact on client's business

The Notre Dame team left the Greenhouse session with a slate of ideas for re-engineering its admissions process. One was to apply the predictive analytics models to better understand and target the types of applicants who develop into successful students and professionals. Since the Greenhouse session, Notre Dame has gone on to hire a new admissions officer to pilot and test the innovative methods that were introduced in the Greenhouse.

Case study: United States
Designing an intranet portal for a diverse workforce
A federal health agency gains new insight on employee needs

The client's challenge

A prominent health agency of the U.S. Government wished to develop an intranet portal for its workforce, which included executives, researchers, scientists, and administrators. The agency's information technology department had a short turnaround to get the portal up and running, so it turned to Deloitte for help putting its design process on the right track.

Deloitte's solution

A team of digital design specialists from Deloitte U.S. planned a Greenhouse session to tackle the key challenge of the project: meeting the disparate needs of the agency's many different professionals. The session employed leading-edge design thinking methods, taking full advantage of the Greenhouse's studio-like setting.

The Deloitte team opened the session by explaining their approach and providing examples of the intended outputs: a set of "personas," representing typical users of site. The personas would enable Deloitte's designers to identify information and collaboration features for the portal that would appeal to multiple user types.

Deloitte's facilitators led the client team through exercises to understand how different categories of the agency's employees support its mission. As the client team shared their ideas and insights, a graphic facilitator took down their thoughts in pictures and words. These diagrams reflected and enriched the client team's understanding of what information and collaboration features the agency's workforce might benefit from.

The graphic facilitator also played a key role in starting to form the user personas during the session itself, by developing an initial schematic for organizing the attributes and information needs of the portal's users into role-based groups. This gave the agency's team the opportunity to consider and shape the personas as they came together.

Impact on client's business

The half-day that the agency's team spent in the Greenhouse left the Deloitte U.S. design team with enough input to complete the personas in further creative workshops. The resulting three personas won the approval of the CIO and key project stakeholders, who appreciated the creativity and user-centered approach of Deloitte's design process. Deloitte U.S. has since used the personas to develop prototypes for the employee portal and is continuing to refine these as the basis for building the intranet portal.

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