



Managing Industry
Uncertainty

Gaining Ground
in
volatile
times

February 2015

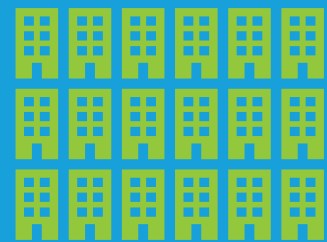
Deloitte.

A leader among professional services



Largest Canadian
professional services firm

1,700 
Consulting Professionals



18
Consulting offices across Canada

Deloitte Consulting

How can we help?

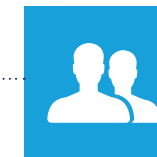


Strategy + Operations

Helps improve operational efficiencies by bringing together a cross-functional skillset to significantly impact clients' bottom line.

Helps answer tough questions across a range of strategic issues.

Offers unique services designed to help clients manage supply chain and finance operations – improves efficiency and drives value.



Human Capital

Helps design and execute critical programs from business driven HR to integrated talent, leadership development and change management programs.

Enables you to unlock the potential of people by designing the processes, structure, and technologies that connect your people to your business priorities.



Technology

Focuses on creating and sustaining value at the intersection of clients' business and technology strategies.

Helps clients transform and modernize their technology landscape leveraging leading platforms such as SAP, Oracle, ServiceNow and others.

Advises companies to actively manage costs and margins by deploying agile technologies and processes that enable efficient management and delivery of actionable information.

Learn how our **3 service lines** can help you manage uncertainty...

1 Operational Excellence

Focuses on improving operational efficiencies by bringing together a cross-functional skillset to significantly impact clients' bottom line. We help you maximize your strengths, get the most from your people, adjust your sights and find the way forward to make the most of your assets.

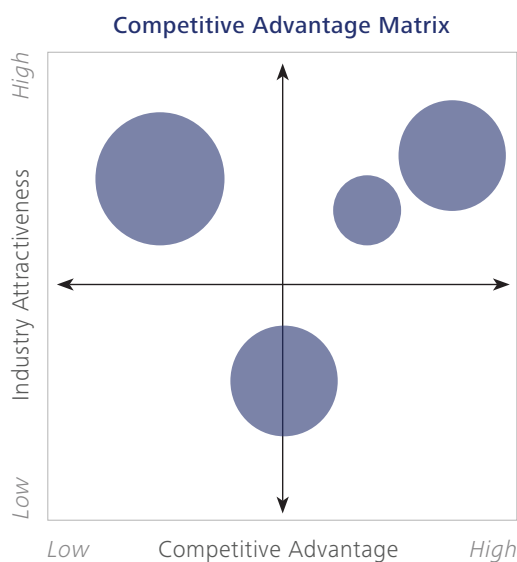


2 Strategic Cost Management

Mapping individual activities and their costs against asset classes highlights overall resource allocations and enables strategic discussion about where to cut and where to invest, helping you cut the right costs.

3 Advantaged Portfolio

Optimizing your asset portfolio can maximize sustainable risk-adjusted value. This is an advantaged portfolio – it is system-focused, comprehensive, and tailored. It is strategically sound, value-creating and resilient.



4 Scenario Planning

Plan for the complexity of future uncertainty while avoiding the trap of planning for a point forecast that will invariably be wrong.

5 Public Sector Transformation

We help explore the complex issues facing the public sector and develop relevant, timely, and sustainable solutions for clients. In our Gov2020 workshop we work with the client to articulate issues and plans moving forward while maintaining our focus on improving public outcomes through a focus on people.

6 Workforce Analytics, Planning + Optimization

Workforce analytics provides a deeper analysis of corporate and HR data to optimize resources as well as identify cost savings and efficiencies, especially in the areas of overtime pay, productivity, and employee performance.



* Items in green are particularly useful in times of uncertainty

ADDRESSING UNDERLYING QUESTIONS

DECIDE
leveraging analytics-based insights

DESIGN
organizational solutions with precision

DELIVER
business value with lasting impact

7 Organizational Restructuring

Making the right organizational design decisions in support of restructuring will position clients for quicker recovery. Effective change management strategies are crucial to help people manage potential job loss, changes in roles and budgetary cuts.

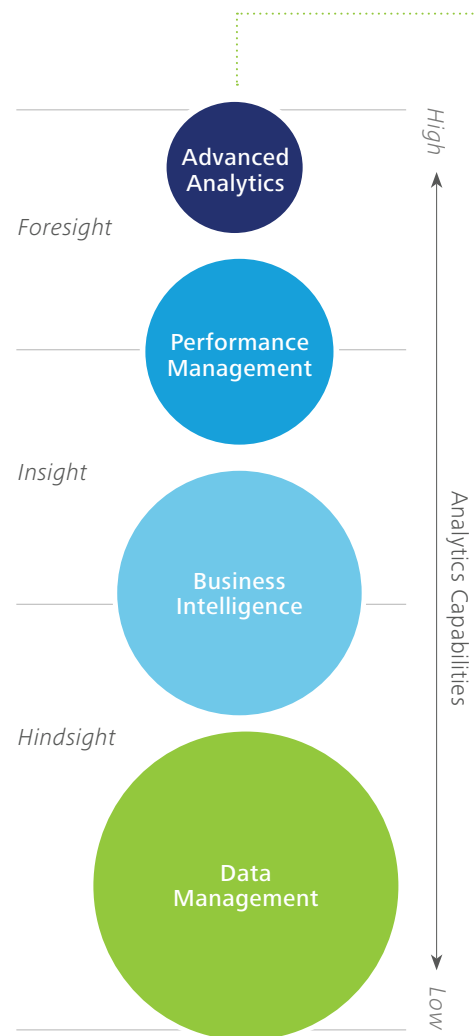
8 Maximizing Passion + Productivity During Organization Uncertainty

Innovative engagement programs, revitalized communications, and improved performance management systems are examples of areas that clients can prioritize during times of uncertainty in order to maximize employee effectiveness.



9 IT Cost Effectiveness

IT Cost Effectiveness helps clients' understand potential IT cost savings and opportunities to improve IT efficiency and effectiveness helping clients deliver high levels of service while managing constraining budgets.



QUESTIONS ASKED

- A** Which **IT cost elements** are “driving” overall IT costs and potentially causing a drag on IT efficiency?
- B** If IT costs are higher than industry benchmarks, **what are the “root causes”**, and how should these be best addressed?
- C** **What are the appropriate set of metrics** that should be employed going forward to properly monitor IT efficiency?
- D** What opportunities exist to **reduce the cost** of selected IT elements while **preserving or adjusting current service levels** to the business?

IT Cost Reduction

10 IT Analytics

Our Analytics practice, makes use of data, statistical and quantitative analysis, predictive modelling and fact-based management to drive cost optimization.

11 Infrastructure Optimization

Focuses on cost reduction through changes in how infrastructure services are delivered. We advise on alternative deployment models such as cloud, which aim to innovate on traditional cost structures in times of uncertainty and volatility.

Strategy + Operations



Jodie Evans
Partner
Finance
604-601-3455
jodieevans@deloitte.ca



James Gordon
Partner
Public Sector
Transformation
604-601-3487
jamesgordon@deloitte.ca



Geoff Hill
Partner
Operational Excellence
403-560-1047
gehill@deloitte.ca



Mark Li
Partner
Monitor Deloitte
403-261-8194
marli@deloitte.ca



Dalton Truthwaite
Partner
Health Care
Transformation
604-640-4959
dtruthwaite@deloitte.ca

Human Capital



Louise Wilson
Partner
Human Capital
Transformation
403-389-5025
louwilson@deloitte.ca

Technology



Bevin Arnason
Partner
Customer Solutions
604-640-3395
barnason@deloitte.ca



Manish Bharadwaj
Partner
Information Management
& Analytics
604-601-3484
mbharadwaj@deloitte.ca



Steve McMahon
Partner
Systems Integration
780-421-3846
smcmahon@deloitte.ca



Ravi Mohabir
Partner
Application Management
& Services
250-978-4414
rmohabir@deloitte.ca



Ken Sklar
Partner
Oracle
780-421-3715
ksklar@deloitte.ca



Dejan Slokar
Partner
Technology Strategy
& Architecture
403-503-1443
dslokar@deloitte.ca



Dana Ursulescu
Partner
SAP
403-503-1499
dursulescu@deloitte.ca



Deloitte.

Deloitte, one of Canada's leading professional services firms, provides audit, tax, consulting, and financial advisory services. Deloitte LLP, an Ontario limited liability partnership, is the Canadian member firm of Deloitte Touche Tohmatsu Limited.

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee, and its network of member firms, each of which is a legally separate and independent entity. Please see www.deloitte.com/about for a detailed description of the legal structure of Deloitte Touche Tohmatsu Limited and its member firms.

© Deloitte LLP and affiliated entities.