# Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>About Deloitte</td>
<td>1</td>
</tr>
<tr>
<td>Global Chinese Services Group</td>
<td>4</td>
</tr>
<tr>
<td>Deloitte Global Belt and Road Initiative</td>
<td>6</td>
</tr>
<tr>
<td>&quot;Winning in economic dynamics&quot; Hot solutions</td>
<td>13</td>
</tr>
<tr>
<td>Deloitte Innovation Ecosystem Services</td>
<td>21</td>
</tr>
<tr>
<td>The WorldClass Initiative</td>
<td>27</td>
</tr>
<tr>
<td>Deloitte innovation asset showcase — Future of Retail</td>
<td>30</td>
</tr>
<tr>
<td>Deloitte innovation asset showcase — Smart City &amp; Smart Mobility</td>
<td>36</td>
</tr>
<tr>
<td>Deloitte innovation asset showcase — Future of Work</td>
<td>41</td>
</tr>
<tr>
<td>Deloitte Intelligent Service: RPA</td>
<td>63</td>
</tr>
<tr>
<td>Deloitte innovation asset showcase — Cyber Security</td>
<td>71</td>
</tr>
<tr>
<td>Deloitte innovation asset showcase — Emerging Technology</td>
<td>83</td>
</tr>
<tr>
<td>Contact us</td>
<td>104</td>
</tr>
</tbody>
</table>
About Deloitte
Deloitte global network

Overview
More than 170 years ago, our founders pioneered the practice of professional services. Today, Deloitte is a globally connected network offering a wide spectrum of services including audit & assurance, consulting, risk advisory, financial advisory, tax & business advisory and legal.

We employ approximately 312,000 professionals in 150+ countries and territories — maintaining our leading position among the Big Four.

Our aggregate revenue was US$46.2 billion in FY19 — No.1 among the "Big Four" consecutively.

Americas
More than 139,000 employees
Revenue: $24.2 billion

Europe / Middle East / Africa
More than 103,000 employees
Revenue: $15 billion

Asia Pacific
More than 70,000 employees
Revenue: $7.1 billion
Deloitte China network

**Scope of services**
Since we started out in China in 1917, our professional services practice has developed and grown dramatically. You can now find us on the ground in major cities throughout this marketplace and access the customized professional services via our highly talented and qualified experts; We support the realization of your business vision through our scope of services - honed to help enterprises anticipate, manage and capitalize on marketplace opportunities and challenges. Throughout our more than 100 years of transformation, we have always been guided by our "North Star" — delivering an impact that matters by helping you make your impact in the world.

**Audit & Assurance**
- Public offering services
- Financial reporting in Mainland China
- Financial reporting in Hong Kong
- Advisory in audit

**Financial Advisory**
- Corporate finance advisory
- M&A transaction services
- Valuation & Modelling
- Deloitte forensic
- Restructuring services
- Infrastructure and capital project advisory
- Regional economic advisory

**Consulting**
- Human capital
- Strategy & operations
- Technology

**Tax & Business Advisory**
- Business tax services
- Indirect tax
- Global employer services

**Risk Advisory**
- Strategic & Reputation Risk
- Regulatory Risk
- Financial Risk
- Operational Risk
- Cyber Risk

**Legal**
- Corporate and commercial practice
- Compliance and corporate governance practice
- Dispute resolution and litigation practice
- Legal management consulting
- Private client practice
Global Chinese Services Group
Brief description:
Global Chinese Services Group (GCSG) aims to advise Chinese companies expanding global presence, and multinational companies operating in China. GCSG helps clients solve complex business problems and challenges with its unique positioning and strengths. Since its inception in 2003, GCSG has accumulated abundant experience over the past decade, covering almost all areas of clients’ investment and operations, while maintaining consistent service quality and high standards. We have professionals who speak Chinese and/or understand Chinese business culture in over 90 countries and regions. This dedicated network is ready to provide professional services for clients at any place and any time.

Market situation and trends:
• As Chinese companies are getting more mature, their core business issues are also more and more challenging. With China’s increasingly important presence in the world economic arena, Chinese companies need trusted advisors to help them survive in today's complex business environment.
• In the past few years, we have participated in and led many large overseas M&A transactions, as well as offered one-stop outbound investment services to more than half of Chinese companies on Fortune Global 500 ranking.
• To support the Chinese government's Belt and Road initiative, Deloitte has set up the Global Belt & Road Initiative Council to bridge the networks and resources of countries along the Belt and Road, and coordinate and manage the full range of professional services provided with Chinese companies.

Companies' needs and challenges:
• Relevant laws and tax regulations in investment destinations; professional overseas investment services experience.
• Geopolitical factors, cultural difference and outbound investment risks.

Service application scenarios:
• Help Chinese enterprises make overseas expansion plans, accurately analyze and understand their needs, and provide them with comprehensive background information, industry-related professional insights and outbound M&A project experience.
• Assist Chinese enterprises inspecting and rectifying the operation of subsidiaries acquired or established overseas and provide project support through Deloitte overseas CSG teams; offer legal and tax-related services, and leverage our strong rapport with local government agencies and business communities to provide value-added services for their localized operation and development.
• Help Chinese enterprises invest and operate in overseas markets and improve corporate governance; select and coordinate local service teams as well as Chinese business professionals who are experienced in relevant industries or services.

Service value propositions:
• A global and integrated platform designed to deliver the best client experience.
• Integrate cross-border and cross-functional professional resources to provide clients with a full range of cross-border services.
• Professionals who speak Chinese and understand Chinese business culture can provide clients with better services and experience.

Contacts:
Johnny Zhang
Global Chinese Services Group Partner
Deloitte Global Belt and Road Initiative
Our solution

As a trusted business advisor, Deloitte is fully committed to understanding and addressing the business needs and concerns of Chinese outbound investors. Our professionals possess the hands-on outbound experience, in-depth sector knowledge as well as on-the-ground understanding of local market practice, advising them throughout the process of the transaction or project. Leveraging the global network of Deloitte, we are devoted to providing one-stop and high-quality multidisciplinary services in connection with their outbound investments regardless of their destination countries from sourcing to execution, from negotiation to integration.

Background

Fueled by a range of government policies and incentives, Chinese companies are encouraged to carry out strategic outbound investments actively and prudently. Among which, the Belt and Road Initiative is one of the key programs endorsed by the Chinese government.

Catering to the needs of our Chinese clients doing cross-border transactions/investments, we, at Deloitte have pulled together a globally-connected, multidisciplinary collaboration program – Global Belt & Road Initiative.
Deloitte provides full-scope, one-stop solution support for enterprises across the M&A lifecycle

Transaction Deal Cycle

**Strategize**
- With you every step of the way from both buy-side and sell-side

**Originate**
- M&A Strategy
- Preliminary M&A Plan
- Reverse Takeover Advisory
- Deal Sourcing

**Execute**
- Business Modeling
- Market Entry Study/Feasibility Study
- Target Screening
- Valuation
- Due Diligence
- Financing Advisory
- Process Management
- M&A / JV - Negotiation Support and SPA* review

**Integrate**
- Deal Structuring
- Pre-closing Purchase Price Allocations
- M&A / JV Negotiation Support and SPA* review

**Integrate**
- Post-closing Purchase Price Allocations
- Deal Closing/JV Establishment
- Post Merger Integration

**Complete**
- Post Deal Refinancing Advisory

**Divest**
- Managed Exit
- Restructuring Planning
- Post Deal Exit and Portfolio Strategy

**Complete**
- Post Deal Exit
- Post Deal Refinancing Advisory

**Manage**
- Post Deal Exit and Portfolio Strategy

**Integrate**
- Post Deal Refinancing Advisory

**Complete**
- Post Deal Exit
- Post Deal Refinancing Advisory

**Divest**
- Managed Exit
- Restructuring Planning
- Post Deal Exit and Portfolio Strategy

**Integrate**
- Post Deal Exit
- Post Deal Refinancing Advisory

**Complete**
- Post Deal Exit
- Post Deal Refinancing Advisory

**Divest**
- Managed Exit
- Restructuring Planning
- Post Deal Exit and Portfolio Strategy

**Integrate**
- Post Deal Exit
- Post Deal Refinancing Advisory

**Complete**
- Post Deal Exit
- Post Deal Refinancing Advisory

**Divest**
- Managed Exit
- Restructuring Planning
- Post Deal Exit and Portfolio Strategy

**Integrate**
- Post Deal Exit
- Post Deal Refinancing Advisory

**Complete**
- Post Deal Exit
- Post Deal Refinancing Advisory

**Divest**
- Managed Exit
- Restructuring Planning
- Post Deal Exit and Portfolio Strategy

**Integrate**
- Post Deal Exit
- Post Deal Refinancing Advisory

**Complete**
- Post Deal Exit
- Post Deal Refinancing Advisory
Deloitte provides one-stop solutions for Chinese outbound investment

Deloitte has leveraged its multidisciplinary competencies and global network to assist Chinese enterprises in "going-out" through **M&A** and **Infrastructure Corridors**

To deliver dedicated BRI services and intensify the effect of collaboration, Deloitte set up two 'corridors' for securing leading positions in respective markets.

**M&A Corridor**
Covering most of the priority destinations chosen by Chinese enterprises.

**Infrastructure Corridor**
Focusing on BRI participants, and other developing countries worldwide, which are engaged in large-scale infrastructure development, industrial facility construction and cross-border investment, etc.
Deloitte's M&A one-stop shop | Helping Chinese businesses expand their global footprint

- **M&A Consulting**
  - Bid/Target Analysis
  - Transaction Support
  - M&A Valuation; Financial Valuation & Modeling
  - Due Diligence
  - Late-stage Transaction Support
  - Regulatory Compliance & Support
  - Post-merger Integration

- **Solution Consulting**
  - Global Strategy and Operations
  - Mergers and Integration
  - Client Relationship and Supply Chain Management
  - Information Management System Solutions

- **Audit & Financial Accounting Advisory**
  - Financial Statements Audit
  - Regulatory Compliance
  - Internal Control Review
  - Stock Exchange Filing

- **Tax & Business**
  - Setting Up Investment and Financing Structures; Increasing Tax Efficiency
  - Tax Planning for Outbound M&A
  - Tax Planning for Overseas EPC (Engineering, Procurement and Construction) Projects
  - Site Selection, Incentive and Tax Planning for Greenfield Projects
  - Tax Compliance and Planning for Overseas Operations; Tax Planning for Related Transactions
  - Planning and Implementation of Global Tax Risk Management and E-Platform; Statistical Analysis Plan (SAP)
  - International Personnel Assignment; Employee Compensation Plans and Implementation

- **Legal**
  - Legal Feasibility Analysis
  - Investment and Transaction Structure Design
  - Legal Due Diligence
  - Contract and Other Legal Document Drafting; Negotiation Support
  - Post-merger Integration

- **Risk Management**
  - Cybersecurity & Data Protection
  - A Full Range of International Business Risk Control & Management Services in Data Protection/Client Privacy Protection
  - Internal Audit Outsourcing
  - Enterprise Governance Risk Management Services

- **Human Capital**
  - Evaluation of Compensation & Benefits Systems
  - Organization Design & Structuring
  - Global Talent Strategies (Talent Pool Development & Talent Integration)
The Deloitte M&A practice is dedicated to helping clients meet pressing challenges and attain maximum benefits.

**Key Challenges for Chinese Enterprises**

- **Opaque information and a lack of clarity on risks**
  - Enterprises should give due attention to risks, proactively identifying and managing them to avoid project implementation failure.

- **Unclear M&A strategy and expansion plans**
  - Due to a lack of understanding of local industry and market conditions, enterprises often follow trends blindly or make impulsive investments rather than align with their overall strategy and industry ecosystem.

- **Limited financial support and approaches**
  - High interest rates and credit concerns constrain Chinese enterprises’ ability to gain financial support.
  - Inaccurate project valuations and standardized transaction procedures increase financial cost.

- **A shortage of international talent**
  - Talent is a strategic resource enabling Chinese enterprises to win out in international competition, and hence there is fierce competition for international talent.

**Transaction Process Value-adds**

- **End-to-End services throughout the investment cycle**
  - Deloitte is dedicated to providing extensive services that help clients minimize risk and maximize profit at every stage of a transaction.

- **In-depth business and industry knowledge**
  - Team members have extensive experience in multiple sectors, including TMT; Energy & Resources; Consumer & Industrial Products; Financial Services; Life Sciences & Health Care, and etc.

- **Investment service expertise**
  - Deloitte takes an integrated approach to supporting all types of M&A, JVs, green-field investments, market entry, exit and other activities.

- **Strong global support team**
  - Deloitte has a network of about 3,000 dedicated M&A specialists to support you wherever your industry is and wherever you are in the world.
Drawing on its extensive capabilities, Deloitte provides best-in-class services and value-added advisory on **Infrastructure & Capital Projects (I&CP)**

### I&CP’s Value

**Business and industry knowledge**
- Team members have an average of more than 23 years’ infrastructure sector experience

**Transaction execution and negotiation**
- The team has executed more than 83 infrastructure projects globally in the last six years, negotiation, bid strategy and modeling

**Debt market knowledge and network**
- We optimize capital structure and funding strategies, backed by more than 20 years of global debt financing experience including full recourse and limited recourse financing

**Highly experienced team**
- Extended work bench including our worldwide Chinese Services Group (CSG) teams provides global and local support that drives execution

### I&CP’s Servicing Solutions

- **One-stop solutions for infrastructure projects globally**
  - Bespoke I&CP solutions
  - Business due diligence
  - Economic analysis
  - Commercial structuring
  - PPP* project bidding expertise
  - Arranging finance

*PPP refers to Public Private Partnership

### Key Contacts

**Derek Lai**
Deloitte Global BRI Leader
Deloitte China Vice Chairman

**Rosa Yang**
Deloitte China Markets & Global Network National Leader

**Edmund Yeung**
Deloitte China National Financial Advisory Leader
"Winning in economic dynamics" Hot solutions
Lead new economic trends with Deloitte

Global economy will see uncertainty in the coming period. With a full range of service capabilities and industry experience as a trusted advisor, Deloitte can help companies prepare for the uncertain future, work out plans and transform proactively to adapt to and lead in the changing market dynamics.

To help companies address opportunities and challenges in the current economy, Deloitte provides insights into cutting-edge trends, delve into the areas of value creation to customize solutions based on companies’ pain points by deploying Deloitte's global resources and local experience to help them lead the changes and thrive amid the economic uncertainty.

Economic dynamics scenario and main focus area

**Global situation**
- An escalated trade tension and weakening consumer spending business investment, contribute to US Fed's dovish stance this year
- The EU economy has lost more momentum than expected as business sentiment weakened, and UK economy has suffered from Brexit uncertainty
- A global downturn affects most major regions unfolds, with real global GDP growing slowly
- The global trading system is compromised as populism is emboldened with reinforced protectionist and nativist policies

**China situation**
- Excessive (distressed) debt and the trade war lead to more challenges. China keeps growing, but at a much slower pace
- Affected industries recess due to declined purchasing power of customers, less fixed asset investment, growing labor force, and disruptions in supply chain
- As small players will be out of the game, the market will become more concentrated
- More In (MNC) and More Out (SOE, industry giants) will address the influences from downturn and the trade war

**Potential actions that Chinese govt. may take**
- The government may intentionally deemphasize GDP growth and tolerate a more flexible exchange rate.
- The government takes stimulus measures (e.g., tax cut, increasing social welfare expenditure and new FIL) but avoids providing excessive measures.
- Against economic downturn, optimizing leverage is more feasible than deleveraging for China.
How to optimize financing structure and maintain liquidity amid economic uncertainty?

Capital market

More focus on financial performance
- Companies focus more on their financial performance to reduce investment, increase cash flow and secure financing
- Companies with bountiful financing are able to implement effective competing strategies and establish their advantages in future

Expanded domestic IPO markets for technology companies
- Less IPOs in US due to intensive China-US relation and China STAR market opening in 1H 2019, the number of Chinese companies newly listed in US has declined to 19, less than half of that in 2018 (60)
- Less restriction for technology companies to be listed at domestic markets. CSRC granted “immediate approval” for unicorns in the fields of internet, AI, environmental protection and biological technology by relaxing the restrictions of timing and profit threshold
- STAR market was officially opened in July. Registration system is experimented. Companies with no profit or dual-class share structure and Red Chips are allowed to be listed. In 2H 2019, the STAR market is expected to be more active, driven by high PE multiple and flexible listing standards

Multi-level capital market system
- The Chinese government plans to construct a stronger capital market by promoting the development of exchange markets including IPO, private placement, new OTC market, and private equity investment market. It is expected that investment markets such as VC/PE will also be more encouraged in 2019
Restructuring

Default risks
• China’s indebted companies are highly exposed to credit crunch as a result of financial deleveraging and lots of them have fallen deeper into debt crisis
• The government tends not to bail out struggling companies and encourage them to seek for debt consolidation
• Risks of default show no sign of diminishing with weak demands and prudent monetary policy

Supply chain reform 2.0
• Beijing encourages loss-making SOEs to file for bankruptcy as a means of phasing out zombie firms
• Large SOEs with idle assets and weak assets returns are asked for further consolidation through merger and acquisitions
• Transition to sustainable and clean development is causing significant asset displacement and new asset needs (e.g. energy transition to cleaner fuels)

Long-term solutions
• Indebted companies need to think how to revive their businesses by writing off bad loans, seeking for insolvency plea, or being bought out
• An effective consolidation or restructuring plan can help pull struggling companies out of troubles and restore its revenue stream capabilities

Operational excellence

How to hedge risks of economic volatility by optimizing operations?

Supply chain

Demand-supply mismatch
• Companies across industries have to deal with huge demand-supply mismatches caused by collapsing demand during economic downturn
• Priorities for supply chain will differ from boom period by shifting to focus on cutting cost, consolidating suppliers and freeing up cash etc

Trade tariff risks
• US-China trade war impacts MNCs’ supply chain, e.g. 93% of surveyed Chinese companies consider making changes to their supply chains to mitigate the effects of trade tariffs*
• Supply chain will be diversified over a larger geographical footprint as companies move or expand their plants from China to the rest of APAC

Long-term solutions
• Chinese firms need to look to future solutions both in terms of creating more efficiencies and to address the issue of its rapidly aging workforce
• Supply chain will have to forecast the right amount to demand, diversify products and upgrade equipment to mitigate the risk in the future
• Transform supply chain from cost unit to a value generator by adopting new technologies
Declining market demand yet with rising cost

- Cyclical swings and volatile trade conditions have brought greater uncertainties to the global economy, with shrinking market demand in major economies and enterprise investment strategies becoming more prudent.
- Chinese companies also face domestic challenges, including the pains of economic transformation, rising cost of production factors including funding and talent, pressing demand for industry upgrades driven by technological innovation, growing iteration and competition in business models and soaring R&D investment.

Varying challenges for different industries

- Auto industry: shutting down spare capacity and cutting spending, starting a new round of investments, considering how to improve productivity and dilute initial capital inputs.
- Retail industry: rising labor costs and rents; peaking internet penetration rate, diminishing demographic dividend from e-commerce platforms and increasing customer acquisition costs.
- Infrastructure industry: rising labor costs.

Long-term solutions

- Prioritizing strategic cost management through value chain adjustment, responding quickly to changes in the competitive environment, covering all businesses and strategic layers of the company.
- Leveraging advanced technologies (big data, cloud computing, etc.) to achieve lean cost management.
- Increasing investment in innovation to establish a sustainable competitive edge, enhance staff efficiency and offset HR cost rises.

Cost management
Win-win cooperation

• Openness will inject vitality into the Chinese market, enhance competition with more investment and cooperation opportunities.
• Opening up will also allow foreign investors to enjoy the dividends of China’s development, so as to create a win-win situation for cooperation.
• Better products and services flowing into the consumption field will generate more consumer demand, invigorating the market and injecting impetus to economic growth.

New challenges

• The obvious early beneficiaries are mainly multinational and domestic companies with strong capital, the strength and willingness to invest and expand.
• New investment opportunities come with challenges such as risk management, tax planning and legal compliance.
• Multi-enterprise competition produces “catfish effect”. As the competition is more intense, enterprises must improve their own operations to avoid elimination.

Long-term solutions

• Enterprise managers should focus on how enterprises adapt to policy changes and meet regulatory requirements, including understanding the policy environment to make decisions, building investment structure and clarifying relevant business operations approaches.
• Overseas greenfield investment, corporate restructuring, guidance on listing planning and entry and exit of specific target areas (infrastructure investment, the Belt and Road, etc.) will be main optional strategies for enterprises.

"Greater openness"
Cyber

A more open network environment
• China faces the serious situation of China-US trade war while experiencing a period of economic adjustment. In order to seek more opportunities for economic growth, China will continue in its quest to open up.
• A more open economic environment brings a suite of cyber security challenges.
• As the network environment becomes more complex, the difficulty in building enterprise cyber security systems also increases.

Continued digitization
• New economics empowered by digital technology becomes key growth point.
• Observing both domestic and international capital markets, even when the entire market is in a recession, new technologies such as Internet+, smart chip, 5G, artificial intelligence still perform well and become a force for growth.
• With the development of these emerging technologies and the new economy generated by integration, the scale of communication networks will inevitably increase, which puts forward higher requirements for cyber security system.

The need for compliance
• During the period of rapid economic growth, companies tend to focus on high profits and achieve enterprise value promotion. When the economic growth slows down or stagnates, various problems begin to emerge, and enterprises tend to shift their focus to their internal needs.
• Enterprises must face new challenges of strengthening internal compliance if they want to survive and achieve long-term development.
Navigate economic uncertainty with Deloitte's hot solutions

Capital and liquidity

**Capital market**
- A-Share Sci-Tech Board IPO
- HK IPO
- Working capital management
- Debt advisory services
- Tax advisory
  - Delisting from US/return to A-Share Sci-Tech/HK IPO
  - Pre-IPO structuring
- HNWI and family business

**Supply chain**
- Supply chain risk management
- Supply risk management
- Managed exit services
- Transit-oriented development advisory
- Supply chain related customs and transfer pricing advisory
- Supply chain efficiency

**"Greater openness"**
- Cyber strategy
- Information privacy and protection
- Inbound/outbound greenfield / M&A / restructuring
- Infrastructure / Belt & Road related advisory
- Legal services
- Supply chain efficiency

David Lung
Audit & Assurance Market Partner

Kevin Xu
Audit & Assurance Market Partner

Allen Xie
Risk Advisory Market Partner

Jennifer Zhang
Tax & Legal Market Partner

Restructuring

- Bankruptcy audit
- Compliance risk management
- Debt restructuring
- Distressed M&A
- Bankruptcy audit
- Valuation and modeling for restructuring and business revitalization
- Restructuring advisory
  - IP planning
  - Liquidation/dereg/
- Merger / transfer
- Restructuring implementation
- Employment law
- Scenario strategy

**Cost management**
- Assurance of digital assets
- Smart internal audit
- Data analytics tools & methods
- Digital tax
  - RPA/tax information
  - BDH/cloud-based solutions
- Tax controversy
- Government incentives
- Rapid and sustained cost management

**Cyber**
- Cyber strategy
- Information privacy and protection
- Forensic & restructuring analytics
- Cyber related legal advice

Jimmy Chan
Financial Advisory Market Partner

Woolf Huang
Consulting Market Partner

Allen Xie
Risk Advisory Market Partner

Winning in economics dynamics
Deloitte Innovation Ecosystem Services
Deloitte unique approaches

<p>| | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>01</strong></td>
<td><strong>02</strong></td>
<td><strong>03</strong></td>
<td><strong>04</strong></td>
<td><strong>05</strong></td>
</tr>
<tr>
<td><strong>Deloitte global innovation ecosystem resources</strong></td>
<td><strong>Multi-function services</strong></td>
<td><strong>Professional service team</strong></td>
<td><strong>Insights on policy and trend</strong></td>
<td><strong>Follow-up service</strong></td>
</tr>
<tr>
<td>• Leverage Deloitte global resources to help enterprises explore business opportunities and enhance brand impact</td>
<td>• Collaborate with Deloitte internal functions and deliver diversified solutions to help enterprises grow</td>
<td>• Overall business support from experienced Deloitte professionals</td>
<td>• Share professional insight and advice regarding latest policies and trends</td>
<td>• Provide one-stop service throughout enterprises' full life-cycle</td>
</tr>
</tbody>
</table>
Deloitte Innovation Ecosystem Services

**Innovation Thought Leadership**
Discuss innovation hot topics at various events with KOLs, industry experts, executives, investors and advanced entrepreneurs.

**Pitch Matching**
Networking platform for startups, corporations and VCs/PEs to explore innovation collaboration opportunities.

**Scouting Services**
Identify shortlists of startups that align with corporations' investment goals, M&A requirements or innovation partnership objectives.

**Cross-border Collaboration**
Work with foreign innovation service providers on startups, bringing-in and going-out.

**Government Innovation Projects**
Help envision innovation policy, host innovation projects and build public innovation platforms.

**Impactful Events**
Understand vanguard tech and industry development trends to seek future business opportunities.

**Acceleration Program**
Source promising startups to address corporate pain points and accelerate development of MVPs to the speed of startups.

**Open-Innovation Consulting**
Advise corporations on open-innovation and support clients through CVC and innovation/R&D center.

**Greenhouse Labs**
Deloitte Greenhouse customizes and delivers innovation labs for our clients to inspire breakthroughs.

**Ecosystem Alliance**
Multi-party innovation service alliances across platform construction, sale and promotion with ecosystem partners.

---

**Mentorship program**
Deloitte will match one-on-one mentor with tech company and provide professional advices regarding business growth.

**Deloitte Greenhouse™ Lab**
Greenhouse™ will help accelerate innovation transformation and enable long-run growth through innovative services such as customized lab experience.

**Innovation sharing session**
Deloitte experts will share global technology trends and industry frontier insights to help tech companies identify future development path.

**Professional training workshop**
Deloitte service teams will provide overall training of profession knowledge and skills required for business operation.

**Market promotion opportunity**
By leveraging extensive innovation ecosystem network including Deloitte entities, MNCs, innovative tech companies and government institutions, Deloitte will help to match Deloitte Catalyst: potential business opportunities.
Deloitte Catalyst empowers tech parks in an all-around way

Deloitte Catalyst offers vast social resources and explores win-win opportunities, empowering tech parks and jointly developing sustainable innovation capabilities:

- Develop ecosystem within tech park and enhance the cohesion between enterprises
- Explore common demands of enterprises and help design and build public platforms
- Build long-term partnerships with tech parks by providing enterprises at different stages with differentiated services

**Lifecycle of startups**

<table>
<thead>
<tr>
<th>Early stage</th>
<th>Growth stage</th>
<th>Mature stage</th>
</tr>
</thead>
</table>
| **Deloitte China innovation services**
  - Innovation ecosystem alliance
  - Innovation acceleration program
  - Greenhouse labs
  - Deloitte TF 50 & Rising Star program | **Building strategic partnerships**
  - Market relationship and environment analysis
  - Availability testing: determine and follow potential availability issues and solutions
  - User research: in-depth understanding of clients’ motivation and behaviors
  - Risk management: cyber security planning
  - Policy and environment consulting: hot industries and directions | **Market expansion**
  - Business resource integration: customized market services
  - Tax policy planning |
| **Finance and tax service**
  - Audit advisory: annual audit of statutory financial statements and other necessary reports
  - Tax strategy: transfer pricing and entity tax | **Product and operation**
  - Technical advisory: develop technology strategies and adjust businesses
  - IPR management: improve productivity and reduce IPR-related risks | **C round financing service**
  - VC/PE support: find suitable fund sources for enterprises |
| **R&D and pilot service support**
  - Policy and environment consulting: local supporting policies
  - User research: in-depth understanding of clients’ motivation and behaviors | **Financing service**
  - Finance and business development advisory
  - Tax structure advisory
  - Business plan and strategic guidance
  - Go-to-market strategies
  - Development strategy planning | **M&A**
  - M&A and due diligence: develop appropriate M&A and post-integration strategies based on the investigation and analysis of enterprises’ background, marketing approach, manufacturing method, financial material, R&D plan, etc. |
| **Financing service**
  - Finance and business development advisory
  - Tax structure advisory
  - Business plan and strategic guidance
  - Policy and environment consulting: government investment policies | **IPO service**
  - IPO preparation: ensure relevant resources are prepared to support the IPO through comprehensive review of corporate strategy, structure, tax, finance, systems, human resources and other departments
  - Health check |
Innovation Department

Dora Liu  
Deloitte China Innovation Sponsor

Steven Feng  
Deloitte China Innovation Department & Greenhouse Partner

Annie Yu  
Deloitte China Innovation Department Senior Manager

Deloitte Catalyst

Chan, Y.B.  
Southern China Region

Tan, Kurt Liang  
Eastern China Region

Li, Peng  
Northern China Region

Cheung, Steven Pang  
Western China Region

Jin, Lawrence Ling Yun  
Audit & Assurance

Xie, Allan An  
Risk Advisory

Lu, Qiang  
Tax & Legal

Wang, Nestor Huan  
Financial Advisory

Yan, Ramona Rong  
Consulting

A-share Listing Service

Wu, Anthony Xiao-Hui  
Deloitte China A-Share Listing Managing Partner

Hu, Phoebe Liang  
Audit & Assurance Manager
Deloitte Greenhouse

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.

Innovation Lab
How do you become an innovative organization? Your ideas may be getting stale. How can you spark new thinking?

Strategy Lab
How can you think about strategy differently? The world isn’t getting any simpler. How do you navigate the complexity. What will you do to win?

Digital Lab
How do you practically use exponential technologies? How do you ensure you build new digital solutions that are used and valued?

CXO Lab
You have made it to the top. Now what? How do you jump in and thrive in your new position?

Analytics Lab
How can your data help us find new opportunities? You’re drowning in data. How do you make it meaningful?

Business Relationship Lab
Your bottom line depends on people. How can you better relate and fuel their performance?

Transformation Lab
You need to be better, faster, leaner. How can you make change happen?

Alignment Lab
You have a big, bold vision. How will you make it a reality?

Customized Lab
You have a thorny problem to solve or a big opportunity to unlock. How can we help?

Environment
- Immersive Visuals
- Dynamic Room Configurations
- Holistic Sensory Activation
- Emerging Technologies

Elements
- Professional facilitation
- Design thinking
- Analytics and insight
- Collaboration tools and techniques
- Tested frameworks and IP

Approach
- Define the purpose
- Frame the issues
- Engage multiple perspectives
- Set the scene
- Make it an experience
The WorldClass Initiative
Deloitte China commits to making an impact that matters for society

Deloitte China values Corporate Responsibility (CR) at all times. We set up Deloitte Foundation in 2015 to provide support to those in need and contribute to social development. Deloitte Foundation operates impactful CR programs and also provides more volunteering opportunities for our talents. From FY2016 to FY2019, HK$136 million has been invested to improve our social impact and 120,000 hours were spent on volunteering services and professional services for public welfare.

Yunnan Village Adoption Project in Gezhangla Village launched

Deloitte Green Giving Day kicked off

RMB9.4 million relief funds raised by colleagues from Deloitte China and other Deloitte member firms to help the rehabilitation of affected areas of Wenchuan Earthquake

2006

2007

2008

Deloitte Hope School in Wangji Village, Yicheng Prefecture, Xiangyang, Hubei Province completed

Yunnan Village Adoption Project in Wanyaoshu Village launched

First batch of Deloitte China CSR Fellows Network launched

Deloitte “Pass the Torch” Student Mentoring Program launched in Hong Kong Office

Deloitte Hope School Project in Hubei province kicked off

2009

2010

2011

Charitable 8 Hours initiative rolled out by Deloitte China to provide each employee 8 hours each fiscal year for the purpose of community service

National IMPACT Day kicked off

Deloitte Hope School in Wufeng Village, Xun County, Shiyan, Hubei Province completed
In response to China’s rural revitalization strategy, Deloitte China launched the WorldClass initiative in August 2019. With the support of innovation and technologies, we will leverage professional insights and capabilities to empower agricultural transformation in China, support the revitalization of rural areas, create more employment opportunities in rural industries and the service sector, enhance education for migrant and left-behind children, and provide skill trainings for young people, giving farmers and their children the opportunities to make an impact that matters for society. Our goal is to bring positive impact on 10 million rural children and farmers in education, skill development and opportunity access by 2030.
Deloitte innovation asset showcase — Future of Retail
Consumer and retail companies are using advanced technologies including big data and AI, with the help of the internet, to reshape retail through innovation and integration

**Brief Description:**
‘Future of Retail’ means consumer and retail companies using advanced technologies including big data and AI, via the internet, to promote and upgrade production, circulation and sales, rebuilding the commercial ecosystem. A new retail model focused on consumer-centric strategy, deep consolidation of online services, offline experiences and modern logistics will sustain for the next decade in the consumer and retail industry.

**Market Situation and Trends:**
- Rapid development of the mobile internet and digital technology
- Enterprises need a technological revolution because their application of technology lags
- Mobile technology is prompting a redefinition of enterprises’ market share
- The center of competitive strategy is shifting from enterprises to consumers

**Organization Needs and Challenges:**
- Creating an efficient, convenient consumer shopping experience unbound by time or location
- Obtaining an in-depth understanding of consumers and catering to their precise needs
- Designing unique shopping experiences for consumers to celebrate and share special moments in their lives

**Service Application Scenarios:**
- Integrating design and planning into IT and organizational structure
- Seamlessly integrating digital methods into retail infrastructure
- Moving from single channel or multichannel parallel operations to a consumer-driven omni-channel model
- Facilitating O2O integration and positioning consumers precisely to increase interaction
- Increasing flexibility to meet ever-evolving customer needs
- Striking the right balance between customer interaction and ensuring privacy

**Service Value Propositions:**
- Enabling strategic transformation with sophisticated technology and analytics
- Building a retail ecosystem featuring high-level O2O integration
- Designing an interconnected supply chain and facilitating omni-channel integration
- Adopting marketing strategies tailored to different target clients
- Setting up comprehensive arrangements to support organizational transformation

Zhang, Tianbing
Consumer Products / Retail, Wholesale & Distribution Sectors Leader
Connected Store

Connected Store is an iOS enabled pop-up store of the future powered by Salesforce. It is designed to help retailers and consumer brands create connected experiences that reflect their brands and take advantage of new digital technologies (e.g., predictive analytics, IoT, AR/VR), enabling stores and shoppers to be more informed than ever. Deloitte’s industry recognized experience helps companies rethink the store of the future to identify, recognize, and act on customers’ pain points and to digitally enable the store workforce for enhanced productivity.

Asset Value Proposition

Deloitte Digital Connected Store helps brands create compelling, end-to-end and omni-channel shopping experience, covering all touchpoints in and out of stores. It provides tailored solutions for different shopping points in the client experience journey, such as apparel, beauty, shoes, food and grocery, and seamlessly integrates physical and digital channels by using digital reality (augmented/virtual reality), IoT, facial recognition, smart imaging, cashier-less checkout, smart shelf monitoring, and inventory tracking etc. Connected Store realizes real-time inventory and store management, targeted marketing and personalized consumer services, driving profits with higher conversion, higher customer loyalty, and streamlined operation processes.

Background or Industry Pain Points

Shopper 360

Relieve pain points of the in-store shopping experience while enhancing experience across channels through:

- Omnichannel shopping enablement: support buy-online, pick-up in-store for today’s digital customers that prefer “want-it-now” shopping experience;
- In-store digital experience enhancement: offer best-in-class in-store digital experiences including in-store navigation and assistance requests via apps;
- Campaign promotion support (with predictive scoring): ability to identify and target specific groups of customers based on buying propensity;
- Digital reality integration: offer innovative ways of finding additional product information to make purchase decisions;
- Self checkout integration: provide contactless self-checkout services using IoT sensors and embedded payment methods.

Store 360

Assist in elevating in-store associate awareness and overall service level, along with improving productivity through:

- Clienteling integration: enable store associates to spend more time helping the customer during their shopping journey;
- Real-time inventory visibility: IoT-powered inventory solution provides accurate and real-time inventory across stores. Supports timely re-order and re-stock events;
- Mobile point of sale integration: offer mobile point of sale for speedier checkout and endless aisle capability (ship-to-home);
- Store operations: improve capabilities for leaders to manage the store and staff to better serve customers and complete tasks, improving overall communication.
**Successful Case Story**

Shoppers find it difficult to identify the items they are looking for, and store owners want to manage their stores in a more efficient way. The traditional retail model can no longer meet people’s needs in the digital age. With the help of Retail 360° vendors, Deloitte created an immersive environment via digital transformation in bricks-and-mortar stores. Deloitte have helped clients in London, New York and Sydney to open pop-up stores to provide customers tailored, comprehensive and connected shopping experience.

**Figure: Customer Journey Map**

---

**Contact**

Zhang, Tian Bing  
Deloitte APAC Consumer Products and Retail Sector Leader  
Deloitte China Consulting Partner

Allen Wong  
Deloitte China Consulting Partner
Consumer Insight Platform
Tapping into the interconnectedness among all data through big data platforms and AI machine learning, Consumer Insight Platform demonstrates timely and high-value commercial industry and consumer insights.

Asset Value Proposition
Consumer Insight Platform integrates multi-sourced and unique data and applies advanced and sophisticated algorithms to map out the industry trends and consumer dynamics for clients and develop efficient and trend-setting commercial decisions.

Background or Industry Pain Points
The consumer market changes every day. It is imperative for companies to know how the market is changing. What is the advantage of industry leaders? How to understand competitors’ latest strategies and sales performance? What are the key elements that affect purchase decision? How to trace consumer behaviors? These are market challenges faced by consumer goods companies.

Successful Case Story
Consumer Insight Platform helped a global leading luxury brand gain market insights into consumer characteristics, and provided client with complete and on-going consumer profiles, consumer personality and market intelligence platform to help achieve better brand positioning and brand communication strategies.

Contact
Eric Xue
Deloitte China Financial Advisory Associate Director
Market Decoder

Market Decoder provides retail enterprises with a set of solutions including access to online big data, ETL and data visualization to assist clients understand consumer market trends and make strategic decisions. First, the system gains access to massive e-commerce transaction records to provide clients with the most comprehensive and latest first-hand analysis data. Afterwards, it provides clients with more multi-dimensional and standardized analysis entry point based on NLP and data processing techniques. Finally, it displays to clients the analysis results from different perspectives through visualization to help clients obtain a comprehensive and in-depth understanding of the market trends and guide enterprises in their decision-making process.

Asset Value Proposition

Market Decoder assists clients to thoroughly understand market trends in the FMCG industry and make strategic decisions.

- It enables clients to focus on product strategies by providing turnkey market trend analysis solution at low cost.
- It reduces cost and boost revenue for clients. It drives digital transformation of traditional retail enterprises.
- It accesses massive online data with extensive coverage and high timeliness for timely responses to different personalized needs of clients.
- It applies big data mining and NLP techniques to provide clients with comprehensive user and product profiles.
- It performs multi-dimensional and visualized analysis to help clients interpret data in a comprehensive and in-depth manner.

Background or Industry Pain Points

To succeed in the FMCG industry with such fierce competition and fast-changing consumption hot-spots, retail enterprises must develop optimized product operation strategies by promptly interpreting market trends and deciphering consumer preferences to lower cost and improving revenues while further enhancing competitive edge.

Successful Case Story

A large household appliances enterprise had many business lines, market competition was characterized by large variety of competing brands and rapid iteration of corresponding competing products. There was strong demand for tracking analysis of competing products and brand management. By collecting product data including basic information like model numbers and prices and user ratings and comments, Market Decoder performed multi-dimensional analysis on hot products and structures the data of all products being sold in different business lines of different brands. It portrayed competing product profiles, calculated the scores of user preference and perception, and supported the data-driven transformation in marketing strategies and brand user management of the enterprise.

Contact

Joseph Chu  
Deloitte China Chief Digital Officer  

Lily Li  
Deloitte China Audit & Assurance Partner
Deloitte innovation asset showcase — Smart City & Smart Mobility
Smart cities are the powerhouses of our future economic development. Connection is what will take our cities from gridlock to unlocked.

**Brief description:**
According to the 2018 Revision of World Urbanization Prospects published by the UN DESC, 55% of the world’s population are living in urban areas, a proportion that is expected to increase to 68% by 2050, among which, China’s urban population will grow by 255 million. Governments around the globe are developing smart city initiatives to address increasing pressure caused by socioeconomic, social stability, and citizen engagement issues. Smart city strategies are designed to realize consistent urban ecosystem development, create value for different stakeholders, and create more livable environment by using hi-techs and improving resource allocation.

**Market situation and trends:**
As 2.5 billion people are expected to live in cities by 2050, governments across the globe are seeking solutions to increasingly prominent city problems;

- The global smart city service market is expected to grow from $93.5 billion in 2017 to $225.5 billion by 2026 at a compound annual growth rate (CAGR) of 10.3%;
- On a cumulative basis, the market revenue is anticipated to reach $1.5 trillion from 2017 to 2026.

**Companies’ needs and challenges:**
- Unclear strategic direction
- Prevalence of data silos
- Lack of information security
- Weak corporate and legal governance systems
- Financing limitations
- Lack of legal supervision

**Service application scenarios:**
Smart city strategies should cover six key domains: economy, environment and energy, government and education, living and health, mobility, and safety and security. To avoid repeated construction, ineffective investment, time limitations and other problems, strategic planning should be developed before the construction of smart cities. From the perspective of top-level planning, Deloitte will work with clients to advance the construction of smart cities across the full lifecycle:

- Smart city top-level strategic planning
- Smart city key project planning
- Smart city key project design details
- Smart city overall IT planning
- Smart city integrated services
- Smart city platform operation

**Service value propositions:**
- Improving the efficiency of urban governance and optimizing the smart city management system
- Promoting the quality and market scale in smart services, including health care, education, old-age care, mobility and commerce, and enhance business value
- Promoting the development of green economy and smart economy to enhance the transparency, convenience, flexibility, timeliness, efficiency and security of businesses
- Developing smart building, smart energy and smart water in line with improving the efficiency of energy utilization and office working, and alleviating energy shortage and environmental pollution
- Realizing data efficient aggregation and sharing exchange by data collection technology of IoT and Internet of Data

Clare Ma
Government & Public Sector Managing Partner
Marco Hecker
Automotive Industry Leader
Successful Case Story
A luxury auto brand manufacturer saw significant drop in sales volume and profitability in 2018. The company, without a clear understanding of the operation of its own sales channels, simply pressed the channels for sales volume, and resulted in a lack of motivation among the dealers. Given such decline in business, the company replaced its CEO. The new CEO attached great importance to data-driven decision making, and introduced Deloitte's Auto BM System to enable systematic data management for the sales network. Through the Auto BM System, we helped the client significantly increase the quality of business and financial data, which provided strong support for client's product and operation strategies. The system's fast analysis report function also provides a good feedback mechanism for the new CEO's business measures. In addition, we also provided dealers with a spectrum of business and financial data benchmarking via the system for self-diagnosis and self-healing as well as business improvement. At the same time, the BM System also helped them reduce the workload in data analysis. As a result, the client has increased its profit margin as of June 2019 by 4.6 percentage points compared with 2018.

Asset Value Proposition
Enhance data quality, improve timeliness of reports, reduce dealer burden, and enrich data analysis reports.

Background or Industry Pain Points
Poor data accuracy in dealer monitoring; poor timeliness of dealer data; heavy burden of the dealers in data reporting; limited analysis dimensions and inflexibility in reporting.

Auto BM System
Deloitte Auto BM System provides data validation with traceable data audit process to address data inaccuracy issues in dealer monitoring, improving data accuracy by 50%. With regard to dealers' poor data timeliness, it optimizes data quality review process and utilizes AI-based robotic review assistant to significantly improve efficiency, shortening review and reporting time by 50%. In view of dealers' burden of data reporting, it also fully integrates data from existing business systems and utilizes AI-based dealer reporting assistant to reduce reporting time by 30%. Lastly, it offers agile, self-service analysis, big data drill down technique and mobile access for in-depth and flexible analysis, delivering better, more intuitive and more convenient data analysis reports.

Contact
Golden Liu
Deloitte China Risk Advisory Partner
Map Analyzer

Map Analyzer facilitates digital transformation of network planning with interactive representations, data analysis and multi-business scenario simulation analysis.

Asset Value Proposition
Minimize the time and manual efforts required for site selection research; integrate multi-dimensional datasets for comprehensive and insightful data analysis; predict future revenue of stores with strong data modeling techniques.

Background or Industry Pain Points
Key issues in network planning: Where should the next store be opened? How to help new stores make profits? Whether existing stores can maintain sustained and effective profits? How to tap into new business opportunities to the utmost?

Successful Case Story
Network location is of great importance to car dealers. A car dealer wanted a tool to observe its network in real time and also its competitors’ planning. Map Analyzer used data visualization and real business scenario simulation to help the client to observe its current network planning, understand the network planning of competitors’ products, and comprehensively evaluate whether they are effective and prospective. It defined the sales potential prediction data model based on historical sales data; consolidates multi-dimensional data for analysis including store, business area, distribution of competitor’s products and macroeconomic data; and customizes market overview report and dynamic scenario analysis function based on customer demands.

Contact
Michael Chen
Deloitte China Consulting Partner

Lai, You You
Deloitte China Consulting Partner
Smart Cube

Digital manufacturing will become a key lever of manufacturing performance improvement for years to come. Smart Cube helps manufacturing companies address challenges by finding the appropriate diagnostic approaches and tools to quickly evaluate their status, identify gaps and set up functions.

Asset Value Proposition

- **Speed up collection of cross-sector baseline information**
- **Speed up penetration in smart manufacturing**
- **Smart manufacturing topics deep dive with tangible deliverables**
- **Ensure Fast and high-quality project delivery**
- **Speed up penetration into small and mid-sized clients**

Background or Industry Pain Points

Provide one-stop solutions for clients to quickly enter into the "Industry 4.0 Era".

Successful Case Story

Smart Cube helped a well-known manufacturer complete "multi-dimensional evaluation model", "score analysis/benchmark/key findings", and "customized suggestions / case recommendations" to enhance the development of smart manufacturing, pointing the way for future development of the company.

Contact

Lai, You You
Deloitte China Consulting Partner

Liu, Hao
Deloitte China Consulting Partner
Deloitte innovation asset showcase
— Future of Work
The future of work is already here, and we need to understand how to thrive within it. Connection is what will move our workforces from fearful to formidable.

**Brief description:**
Driven by accelerating connectivity, new talent models, and cognitive tools, work is changing. As robotics, AI, the gig economy and crowds grow, jobs are being reinvented, creating the “augmented workforce”. We must reconsider how jobs are designed and work to adapt and learn for future growth.

**Market situation and trends:**
Technology, work and talent are changing. Driven by the rise of numerous emerging forces, the future of work becomes a hot topic while the new reality also presents new opportunities for technology, work and talent. Organizations need to respond to risks, strategic challenges and the unpredictable future of work rapidly and accurately.

**Companies’ needs and challenges:**
- How will the future of workforce evolve? How will organizations realize automation?
- How will organizations operate?
- How will organizations achieve higher level digitalization?
- How organizations transform jobs, capabilities and jobs?

**Service application scenarios:**
- Growing business in emerging markets
- Establishing digital capability
- Reducing service cost
- Innovating go-into-market strategy

**Service value propositions:**
- Understanding the impact of future of work on strategy needs
- Assessing organizations’ readiness for the future of work and synergy in realizing future vision
- Formulating the priority roadmap aligned with strategy needs, effectively guiding the future of work development

**Jungle Wong**
Human Capital Asia Pacific Regional Leader

**Andrew Warneck**
Future of Work China Lead
AI Center of Excellence Solution

AI Center of Excellence Solution builds on the methodologies and products of existing solutions, configured based on clients’ actual business environment, to deliver to clients a whole set of top-level design, organizational structure design, management and operational system development scheme, capabilities, tools and templates for COEs.

Asset Value Proposition

- Help clients improve risk control after deployment of AI technologies
- address challenges of poor management due to lack of appropriate policies and processes
- enhance capability building to enable sustained operation and maintenance, etc
- strengthen operational management to align with business development needs

Background or Industry Pain Points

With the expanding scale of AI application, companies urgently need to build a specialized supporting management model to address issues in strategic planning, organizational orientation, technical standards and management transformation. They should not only focus on deployment of technologies, but also look into the readiness of existing processes for transformation driven by process automation, their own capabilities for the deployment of technologies, and the design of enterprise process automation system as well as the transformation of management associated with automation.

Successful Case Story

After implementing more than 10 automation processes for the client’s finance and data management departments, Deloitte's RPA team helped the client promote the RPA technology at group level and design RPA center of excellence, including technical model selection, COE operation model, organizational structure, roles & responsibilities, demand management process policy, maintenance model as well as processes and policies. The COE team is now able to identify, improve and design automation processes, leverage Global Delivery Center to realize implementation, and maintain and upgrade processes in operation.

Contact

Leon Fan
Deloitte China Audit & Assurance Partner
Successful Case Story

Problems

a fast-growing tech company encountered in operation:

- Expense claim, examination and processing are time-consuming;
- Unintegrated EPR systems such as supply chain, finance, tax and HR and unmatched data cause difficulty in risk alert;
- Expense claim forms are auto-generated via OCR technology, approval process is moving online, efficiency is improved by 85%, employees can spend more time on core businesses;
- Management can obtain real-time financial data/analysis via BDH, understanding the operation status of company and saving 50% of time for financial professionals on producing and processing data;
- Meanwhile, to satisfy overseas operation demands, Deloitte's overseas member firms assisted the client developing financial statements in line with local laws and regulations to help domestic management monitor overseas businesses in real time.

Background or Industry Pain Points

Challenges faced by the back office in operation include: future trend of finance would be digitalization and automation; integrated back office system and data management is lack of real-time financial data and analysis; technical reserve of current accountants cannot catch up with the enterprise's rapid development and legal updates, etc.

Approaches

Through survey and process redesign, we helped the client identify the source of problems precisely and developed solutions with BDH.

Results

- One-stop BDH services helped the client improve employees' work efficiency by 40% and save human cost by 20%;
- Expense claim forms are auto-generated via OCR technology, approval process is moving online, efficiency is improved by 85%, employees can spend more time on core businesses;
- Management can obtain real-time financial data/analysis via BDH, understanding the operation status of company and saving 50% of time for financial professionals on producing and processing data;
- Meanwhile, to satisfy overseas operation demands, Deloitte's overseas member firms assisted the client developing financial statements in line with local laws and regulations to help domestic management monitor overseas businesses in real time.

Contact

Lily Li
Deloitte China Tax and Legal Partner
Cerebrum AI

Cerebrum AI focuses on text analysis and application, and integrates various intelligent technologies, such as natural language processing, OCR, intelligent question-answering, knowledge map, machine learning, deep learning, etc., to assist clients in analyzing complex textual data and integrating risk factors, in an effort to strengthen corporate risk management and enhance intelligent operation, aiming to transform the future of work.

Asset Value Proposition

1. **Enhanced intelligent level**
   Cerebrum AI can fast and accurately interpret, analyze, and extract key information and contents from massive or complex texts, and relieve users from heavy paper work to improve overall operational efficiency, enhance business processes, and lower costs.

2. **Deep dive of data value**
   Analyze large amounts of data, identify risks in real time model, and enhance risk management.

3. **Diverse business scenarios**
   Applicable to various application scenarios: Intelligent contract review, classification of laws and regulations, optimization of business process, supplier due diligence, enterprise knowledge map, intelligent analysis of policies and regulations, etc.

Background or Industry Pain Points

With the rapid development of disruptive technologies such as mobile internet, big data, and artificial intelligence, traditional businesses are facing enormous challenges as well as opportunities. Though businesses process great amounts of textual data, textual data applications remain relatively low given the great variety, unstructured nature and low information density of textual data. Such massive and complex textual data contains potential risk information and enormous business value. By analyzing and mining such textual data, it would help enterprises enhance efficiency and gain a full view of risks.

Successful Case Story

Deloitte built the big data management platform for a real estate industry leader in China to improve its overall intelligent level and risk management capability.

1. Tag management system, which aggregates policy texts and builds an element- and tag-based mapping architecture to realize multi-category management of policies and provide policy searching function and recommendation service;

2. Contract review system, which matches and analyzes contract documentations, identifies risk provisions intelligently, and offers suggestions for revision;

3. Risk aggregation map, which automatically captures multisource risks, identifies and aggregates risk information in and outside the network, and realizes timely prediction and transmission of risk contents;

4. Personnel management map, which aggregates personnel and enterprise connected network to conduct deep dive and uncover hidden relations;

5. External risk sensing platform, which integrates enterprise’s external risk information and perceives public sentiment for the enterprise in real time;

6. Information extraction, which extracts structured data from massive amounts of documentations to provide resources for text processing and analysis as well as content mining.

**Contact**

He, Zheng
Deloitte China Risk Advisory Partner
Data Raptor

Data Raptor is a highly automated and intelligent tool for data extraction and working paper generation. It can realize fast export of financial data and automatic generation of standard working paper as well as standardized data processing. Data cleaned and sorted by the tool could meet the data format requirement by some of the DWW GRA analytics applications and the standard journal data required for large-scale testing. The tool can also align with the disclosure forms of Report Wizard and automatically generate working paper for each account.

Asset Value Proposition
Support fast data extraction from multiple finance systems; reduce the time for finance department to collect data from different branches/subsidiaries; data cleaning saves effort for finance personal to prepare data, formatted data can be used straight away for example annual reports required data.

Background or Industry Pain Points
Enterprise financial systems, storage locations, data formats differ among different branches/subsidiaries, thus it is time consuming for finance personnel to acquire and clean data.

Successful Case Story
A central group has multiple subsidiaries, each generating a large volume of data. The finance systems of the subsidiaries are also different, so it always takes weeks to extract data with traditional IT support. Data Raptor has helped save a great amount of time and manpower in audit data extraction and working paper generation, and served as a source of data for subsequent data analysis and report generation processes.

Contact
Collin Jin
Deloitte China Audit & Assurance Innovation Leader
**DBot**

DBot is developed by Deloitte Analytics Institute based on natural language processing (NLP). It utilizes a number of NLP technologies, including intention recognition, named entity recognition, text similarity computation and text information extraction, to understand user’s intentions and extract key information of enterprise document data, with connection to the Q&A bank, documentation sets and enterprise data center, serving as a one-stop work assistant platform that realize policy Q&A, document search and task tracking and other functions. It helps greatly lower the cost of information exchange, increase employee’s work efficiency, reduce human interventions, enhance social impact of the enterprise, and ultimately enable the enterprise to run more efficiently.

As a key part of the digital and intelligent transformation, DBot can also work as the terminal brain for smart enterprises to help employees and management personnel efficiently access their digital assets and accurately interact with intelligent facilities.

**Asset Value Proposition**

1. From the perspective of labor cost, DBot completes repetitive Q&A and enquiry tasks with high accuracy and efficiency, relieving human from tedious and repetitive work.

2. From the perspective of work efficiency, DBot can integrate data from different functions and offer one-stop solutions to address employees’ issues, enabling significant increase of office efficiency.

3. From the perspective of enterprise digitalization, DBot can serve as the digital brain for enterprises to coordinate services, database and even RPAs of different functions and connect all digital facilities, helping to build “connected enterprise” and further enhance digital and intelligent level of the enterprise.

**Background or Industry Pain Points**

**A** Repeated enquiries with low efficiency. Internal service functions, including administration, HR and finance, are occupied by simple and repeated enquiries, which take up a significant amount of their working time and make it difficult for them to focus on more creative tasks with high returns. This also brings unnecessary labor and operating costs for enterprises.

**B** Lack of a one-stop intelligent service platform. As different departments are responsible for different services, employees need to consult different colleagues for different issues, resulting in extremely low efficiency in overall is and cumbersome enquiry processes.

**Successful Case Story**

- A client wanted to reduce labor cost invested in handling enquiries about company policy and free these people to do more valued work. Deloitte cooperated policy intelligent assistant "DBot" for the client and it provided Q&A services for corporate policies related to HR, business travel, compliance, expense claim, financial management, etc. It serves as an efficient digital platform to give timely answers for employees to their questions on the company's policies and also acts as a unified intelligent platform for management personnel to search for related policies.

- To allow staff search and understand regulations in a more easy way, the company wanted to have a onestop platform which can serve as an accurate Q&A assistant. Deloitte provided an intelligent regulation ChatBot for the client. It performs functions such as answering common questions on tax laws, and also builds an efficient search platform for laws and regulations.

**Contact**

Joseph Chu
Deloitte China Chief Digital Officer
D.Coin

D.Coin is Deloitte’s innovative digital HR tool powered by blockchain technology. It provides employees with digitalized talent incentives, enhances the benefits for employees, and facilitates the interconnections among enterprises within the D.Coin ecosystem.

Asset Value Proposition

Digital, in-time and interactive talent incentives, and an interconnected enterprise ecosystem.

Background or Industry Pain Points

Flexible benefit platforms in the market at present mainly focus on reward redemption, with lack of attention to building socialized online scenarios for rewards acquisition. Additionally, there lacks a foundation for major flexible benefit platforms in the market to establish chain-to-chain connections with vendors.

Successful Case Story

A large enterprise has adopted D.Coin to drive digital incentives for its employees and enhance employee experience as well as an innovative corporate culture. D.Coin helped the client establish an impactful value creation & recognition talent network with a growing welfare products supply network, providing employees of all enterprises within the ecosystem with inter-company, shared, personalized and convenient reward program.

Contact

Lai, You You
Deloitte China Consulting Partner
Deloitte Connect

Deloitte Connect is a secured and efficient online platform of collaboration, which enables clients to manage projects, track progress of tasks and exchange project documents, with enhanced efficiency of team collaboration. The platform also provides security for the two-way communication and information sharing between clients and service providers.

Asset Value Proposition
Secured and efficient online platform of collaboration to manage projects, track progress of tasks and exchange project documents, with enhanced efficiency of team collaboration.

Background or Industry Pain Points
High project communication cost; Frequent security issues regarding file transfer, hard to control progress.

Successful Case Story
The client has over 300 subsidiaries, and Deloitte Connect makes company communication much easier. All subsidiaries receive the request for accounting data files all at once, and submit the files within a week, while traditional way of manual input would take weeks or even months. Uploaded data will be transferred back in a secured manner.

Contact
Collin Jin
Deloitte China Audit & Assurance Innovation Leader
Successful Case Story

Through the integration of SOP, the client, a large domestic auto parts manufacturer, established an integrated financial business management system backed by data from a financial shared service center, with business financial management analysis as the means of management and the top-level design of strategic finance as the orientation of development. The client separated its accounting function and concentrated financial personnel to focus business finance on management accounting and business support, working to transform its financial operation model to better support the development of business innovation and the improvement of management capability. This would further enhance the efficiency and benefits of enterprise financial control. It has significantly reduced the number of workers by sharing financial staff, tasks and data. If client’s business volume remains unchanged before and after deployment of the system, the number of financial personnel at present has reduced from 117 to 26, with significant increase of efficiency.

Asset Value Proposition
Integration of upstream system tasks via work order interfaces for task sharing; Dynamic view of data in real time via performance dashboard for dashboard digitization; Flexible deployment and expansion via the micro-services framework for fast implementation.

Background or Industry Pain Points
Complex inter-company rules and processes make it hard to work in a coordinated manner; Most affairs are mechanical and employees often have to deal with unfamiliar business; Employees have no sustained motivation to work under a poor performance evaluation system; It is difficult to maintain communication and exchange with colleagues in the department who are spread out from place to place.

Contact
Jerry Li
Deloitte China Consulting Partner
Successful Case Story
A large conglomerate has used HR system for many years. With the development and growth of business, the group is increasingly relying on the system. Though highly specialized and with comprehensive functionality, it is complex and has high requirements to operate the system, which requires long time of specialized training, and can hardly integrate with other office systems.

In this case, Deloitte, leveraging its years of experience in project implementation, has developed DHR designed for digital HR system. This product has immensely enhanced the working efficiency of HR while reducing the cost of training on HR related issues. Moreover, DHR connected the client’s process engine systems, and thus facilitated the smooth flow of information and collaboration among various departments. At the same time, DHR integrated HR system resources to develop portraits for enterprise talents, in order to improve the process of human resource review, evaluation and project team building.

Contact
Alex Zhong
Deloitte China Consulting Partner

Asset Value Proposition
Improve the productivity and efficiency of HR and related personnel, integrate disparate information, and connect HR data and processes to reduce training cost.

Easy to use with lightweight operation required from employees; accessible via browsers with no installation required; fast response; scalable horizontally.

Background or Industry Pain Points
With the advent of the digital era, enterprises are having increasingly higher demands for HR systems in respect of function, applications and user experience. Therefore, a user-friendly and scalable integrated platform incorporating all aspects of human resources management and offering comprehensive output function is on the horizon.

DHR
DHR is a digital platform based on the core human resources system, an extension of custom-developed digital solutions. It is mainly applied to enhance HR service experience, interactive operations and implementation of HR consulting outcomes, aiming to build a platform-based architecture, fill in digital application services, and realize intelligent interactions.
FIRE (Financial Investment Risk Engine)
Deloitte Digital Edge - FIRE, the Risk Intelligent Engine. Starting from five dimensions: business scenario, application, model, data and technology, it helps investors to fully understand the investment risks and excavate the intrinsic value of the target company, providing the best practice on building business trust chain and developing future strategic plans.

Asset Value Proposition

Business Scenario Recognition → Application Delivery → Model Construction → Data Governance and Cleaning → Technology Upgrade

Background or Industry Pain Points
- Which aspects should investors consider when evaluating the investment value of the target company?
- Is there any corresponding theoretical models to support the evaluation of the target company from different aspects?
- Does the target company have multi-dimensional and high-quality data for model analysis?
- How to obtain all the underlying data of the target company?

Successful Case Story
By recognizing business scenarios, Deloitte helped a company in the game industry acquire an upstream supplier. To understand the background, operation, financial performance and compliance situation of the target company, Deloitte integrated the structured and unstructured data of the target company by using advanced technologies. Then used the built-in financial and operational KPI, neural network model and evaluation model to restore the intrinsic value of the target company and adopted evaluation pressure testing gauge and digital risk map to customize deliverables. Deloitte provided analysis on the background, risk and value of the target company, helping the company understand the background, major risks and future value of the target through due diligence investigation before investment.

Contact
Silas Zhu
Deloitte China Risk Advisory Partner
FOMAS (Finance Operations Maturity Assessment System)

Enabled by Deloitte’s professional experience in finance and digital enterprise financial health analysis platform, FOMAS can measure enterprise finance, information system, organization and people, process and policy to identify area of improvement to make finance to be driver for business development.

Asset Value Proposition
Help identify financial weakness, pursue workflow optimization and healthy cost reduction, improve human capital efficiency and output quality, and make finance a driver for business development.

Background or Industry Pain Points
- Continuous expansion of group business
- Pressure for finance to speed up response and process efficiency
- Annual increase in labor cost
- Repetitive work not able to motivate employees
- Repetitive work not able to motivate employees

Successful Case Story
FOMAS helped a large logistic company to understand its financial and related problems and also compare them within the industry. From the perspectives of process analysis, finance personnel deployment optimization, talent skill training, finance digitization, etc. FOMAS helped the client to map out digital financial strategy for the future.

Contact
Collin Jin
Deloitte China Audit & Assurance Innovation Leader
**Background or Industry Pain Points**
The construction of HR shared service center is increasingly favored and practiced by many enterprises. However, the use of HR business systems has led to huge gaps in system architecture, management logic, functions and survivability among enterprises due to the differences of such systems.

**Successful Case Story**
The client is no longer limited by the operation of current HR business system when the implementation is not ideal for now. By directly connecting to a third-party independent shared service platform, it help supporting the implementation of the new business model and process design, shorten the implementation cycle of HR systems with cost saving and improved outcome.

---

**HRSSC (Human resource share service center)**
HRSSC is an integrated product solution for human resources sharing that provides operation of excellence for HR shared service to drive strategic transformation of human resources. It employs a microservices architecture with workflow management and work order management services as main modules to offer a HR shared platform for clients.

**Asset Value Proposition**
Provide an integrated solution for HRSSC implementation; Reduce costs (including time and capital) while improving the effectiveness and efficiency of HR shared service platform implementation; Introduce the "shared service" concept and implementation method to clients via built-in management process in the system.

---

**Contact**
Lai, You You
Deloitte China Consulting Partner
iCredit is a banking credit review platform that utilizes Deloitte's professional experience in banking and financial industries, combined with finance and non-finance data, and supported by modelling, machine learning, big data analytics and cloud computing.

Asset Value Proposition
Help banks identify potential risks of enterprise loans from different perspectives, and at the same time realize post-loan credit tracking to drive credit business of the bank.

Background or Industry Pain Points
In a complex economic situation, enterprises tend to make their financials look good. Thus, it is hard to accurately evaluate the actual credit status of the borrowing enterprise via traditional finance data analysis.

Successful Case Story
In current banking industry, risks are identified relying on traditional professional experience. Facing all source of data, an technology-enabled tool is needed to track history data and also perform predictions. iCredit helped audit teams to evaluate operational risks of the borrowing/investing enterprises when auditing banks/financial institutions. By analyzing financial and non-financial data and utilizing AI and big data analytics, it can not only track the credit risk of the enterprises after lending, but also evaluate the risks of the enterprises before lending. It helps make credit review more comprehensive, objective, intuitive and efficient.

Contact
Collin Jin
Deloitte China Audit & Assurance Innovation Leader
LAP (Lease Accounting Platform)
According to the new leasing standards, enterprises will record most of their leases into the balance sheet since 2019. LAP needs to analyze the lease items of enterprises and make new estimates and calculations to help customers manage lease item recognition, lease accounting, and multi-standard support in the whole process.

Asset Value Proposition
- One-stop platform: from standard-based pre-research to integrated user experience based on the implementation of IFRS16/ASC842/CAS21 systems
- Innovative services: innovate the way of providing advisory services and integrate traditional advisory services with cloud technologies to alleviate pressure on enterprises
- Digital decision making: use four major outputs to comprehensively demonstrate precise enterprise data, deepen enterprises’ understanding of IFRS16/ASC842/CAS21 standards and help enterprises to make decisions on “buy VS lease”
- Maximize benefits: precisely reflect the impact of new standards on the financial performance of enterprises, improve the efficiency of lease accounting, and save operation cost
- Four major outputs: address accounting businesses and satisfy lease decision demands

Background or Industry Pain Points
- In 2016, IASB issued the "International Financial Reporting Standards No. 16 - Leases" (IFRS 16), the new guidelines will come into effect in January 2019;
- Prior to the entry into force, companies will need to collect a lot of additional information about their leases, make new estimates and calculations, and achieve systematic lease management, so as to address the impact of IFRS16 standards.

Successful Case Story
Customer needs
A domestic telecommunication operator wants to strengthen the understanding of new standards, better adapt to new standards, earnestly prepare for accounting, smoothly realize the transition to new standards, and realize systematic leasing management via an accounting consulting service project, so as to address the impact of IFRS16 standards.

Solution
Deloitte provided products and specialized LAP product services according to audit system implementation plans.

Contact
Zhu, Hao
Deloitte China Consulting Partner
Christine Wen
Deloitte China Audit & Assurance Partner
Risk Sensing Platform

The Risk Sensing Platform uses Risk Indicator to alert risks in finance, operation, business development. The platform utilizes a wide variety of internal and external data to monitor and manage risks via modelling and data analysis.

Asset Value Proposition

- risk sensing
- risk quantification
- risk management

Background or Industry Pain Points

Businesses face a wide spectrum of risks that are hard to quantify and detect in advance or in a timely manner, and need an integrated platform to manage risks across the board.

Successful Case Story

A large conglomerate, engaged in multiple business segments, has been able to manage various business risks centrally via Risk Sensing Platform, and implement management and intervention measures in time.

Contact

Jacky Zhu
Deloitte China Risk Advisory Partner
Smart GTS

Smart GTS is a professional service product developed by Deloitte based on the basic processes of China's import and export industry, features of SAP GTS and successful experience in past projects. Its business functions cover the management of data, customs, risks, compliance and multi-system integration. The application of cloud technology enables simplified project implementation and flexible generation of templates for companies to work fast and efficiently.

Asset Value Proposition
Establish a unified compliance management platform; Help companies align with international trade rules; Help companies manage blacklists; Help companies carry out customs clearance management.

Background or Industry Pain Points
- Not familiar with the requirements of international trade rule
- No system to support daily work
- No compliance checks, such as blacklist checking
- No overall management compliance platform formed by business and system

Successful Case Story
Smart GTS helped digitalize a technology industry client's legal compliance management, effectively reducing compliance risks and promoting the development of international compliance; Integrated order control, business partner master data, material master data and other functions into client's system to facilitate fast customs clearance for import and export in Mainland or Hong Kong; After implementing Smart GTS, the client has scanned over 100,000 business partners' master data using the system, classified the serial numbers of over 200,000 products, scanned thousands of orders, and realized automated trade compliance control; By connecting to the trade database of multiple external systems, the client has achieved automation and transparency of its processes.

Contact
Huang, Xiao Yu
Deloitte China Consulting Partner
Spotlight

Spotlight is an integrated data analysis platform that provides self-service analysis services for audit practitioners and enables us to control audit data independently. With the help of complete and professional in-depth analysis functions on the platform, we will deliver audit deliverables for clients with enhanced efficiency and quality, and help client management obtain in-depth data insights to provide constructive suggestions for management and decision making, with an aim to bring audit services of higher value to clients.

Asset Value Proposition

- **Substantive module**
  - Supports general entry testing with customized testing items based on the attributes and areas of identified risks, and identifies financial fraud risks via multi-dimensional multi-account screening, comparison and analysis.

- **Risk assessment module**
  - Conducts analytical review of key account balance and transaction types, provides visualized view by accounts and time dimensions, develops curves at any time granularity to compare financial data from multiple perspectives.

Background or Industry Pain Points

- Operation-oriented design, not suitable for data analysis
- Data is highly fragmented, with time consuming accessibility
- Poor data quality
- High dependence on Excel
- Inefficient operation
- Mostly manual processes with high error rate and poor accuracy
- Lack of a unified data visualization scheme
- Poor interpretability and comparability of generated charts
- Charts are mainly generated manually
- Decision making is based on people, relying on analytical skills of specific personnel
- Almost no knowledge archiving and transfer

Successful Case Story

Spotlight and its multiple risk evaluation and analysis modules have helped hundreds of clients to perform risk analysis in several finance accounts, covering energy, technology, telecommunication, bioscience, retail and manufacturing industries. As a journal entry test platform, Spotlight has helped clients identify fraud cases. It improved work efficiency and better detected financial risks, with Deloitte’s insightful professional services.

Contact

Collin Jin
Deloitte China Audit & Assurance Innovation Leader
Successful Case Story
To help client diagnose its current state of HR management as well as support future development, Deloitte used Talent Link to evaluate HR management of the group based on thorough status quo research, plan the path of HR shared service center construction, and also optimize and re-engineered its process of HR management.

Background or Industry Pain Points
In the VUCA era, solving complex problems, iterative development and winning by speed has become an inevitable trend of enterprise development. HR needs to address the challenges of its business strategy in an environment impacted by a variety of technologies.

Asset Value Proposition
Visualize the current state of client’s HR activities
Assist client to identify key processes/activities to be improved

Talent Link
Talent Link is an HR work activity analysis tool. It can visualize the current state of HR activities, locate and optimize inefficient transactional activities, enhance strategic activities, and provide preliminary recommendations to support the transformation of enterprise human resources.

Contact
Carol Zheng
Deloitte China Consulting Partner
Talent Mirror

Talent Mirror is an enterprise human resources performance analysis tool. It help companies continuously monitor and improve human performance against a backdrop of soaring labor costs using visualized operating dashboards and market benchmarking tools.

Asset Value Proposition

Enhance operational efficiency and production effectiveness of enterprises

Improve labor cost structure

Optimize workforce structure

Reflect operational status in real time to help organizations adjust their operational decisions

Background or Industry Pain Points

Labor cost control has become one of the most important challenges in current enterprise operation and management. Enterprises lack the tool to analyze their own HR operation data in real time.

Successful Case Story

The client was looking for an effective tool to monitor and evaluate its HR performance and management. With Talent Mirror, Deloitte supported analysis of the client’s HR department personnel efficiency and labor cost efficiency. By comparing with the indicators of enterprises with similar size in the same industry, it is found that the overall efficiency of HR operation is not high, which can serve as a basis and reference for clients to build HRSSCs in the future.

Contact

Carol Zheng

Deloitte China Consulting Partner
Wellbeing@Work Index

Wellbeing@Work Index is an analysis tool that quantifies and provides insights into management and employees’ perceptions of well-being from 4 dimensions to support businesses to optimize their welfare investment decisions.

Asset Value Proposition

Improve employee’s work efficiency and engagement to drive business performance; Help recruit, retain and engage the best talent; Enhance enterprise’s reputation and brand.

Background or Industry Pain Points

How to enhance employee experience, and then retain talents and improve work efficiency has become a critical issue in enterprise management.

Successful Case Story

Deloitte worked with a client to help the management understand its employees better by analyzing key indicators. With Wellbeing@Work Index, Deloitte helped client obtain 10 data-driven insights, which shed lights on what organizations can do to enhance their approach to wellbeing at work.

Contact

Sammie Shum
Deloitte China Consulting Partner
Deloitte Intelligent Service: RPA

Deloitte Intelligent Service (RPA) software is an emerging trend based on software robotics or AI process automation technology. It provides advanced capabilities that replicate human desk top tasks using script and other methods to support highly efficient business process.

Background information:
Large scale repetitive finance and tax related manual operation tasks will be improved by RPA which enhances efficiency, reduces costs, and supports company long-run development. Other functions may also draw on lessons learned to accelerate and increase the effectiveness of RPA application.

Description:
Deloitte Intelligent Service (RPA) is a cross-intelligence and cross-application software to replicate manual desk top tasks. It can easily be deployed and managed from a PC or central controller to interact with a wide range of business applications. RPA is a perfect fit for repetitive tasks that are clearly defined, highly rules-driven with limited exception. Implementing RPA in both core operations and support functions such as large scale multi-interface data swapping, can drive revenue increases, cost reduction or cost avoidance. It brings the real revolution to businesses.

Contacts:

Leon Fan
Deloitte China Audit & Assurance
Partner

Collin Jin
Deloitte China Audit & Assurance
Innovation Leader

Lynch Jiang
Deloitte China Tax and Legal
Partner

Ye, Jianfeng
Deloitte China Tax and Legal
Partner

Zhang, Qingjia
Deloitte China Consulting
Partner

George Han
Deloitte China Risk Advisory
Partner

Ohwen Yong
Deloitte China Financial Advisory
Partner
AI FinBot

Deloitte AI FinBot, aka, 2nd generation of RPA, is capable of listening, speaking, reading, writing, thinking and working, which can help companies realize the automation of transactional processes as well as decision making processes and accelerate digital transformation of companies.

Asset Value Proposition
Replace human labor with robots, reduce costs, and improve efficiency.

Background or Industry Pain Points
Companies have a lot of repetitive work, which will cost a lot of human labor.

Successful Case Story
AI FinBot has been deployed in multiple large finance companies, motor corporations, automotive logistics companies, precise instrument companies, etc. to help clients process documents such as contracts, invoices, good receipts, resume automatically, which were normally input and reviewed manually, and realize the automation of claiming, account payable and resume review.

Contact
Collin Jin
Deloitte China Audit & Assurance Innovation Leader
Deloitte Intelligent Robot Solution

Deloitte Intelligent Robot is an intelligent robot solution based on several artificial intelligence technologies (including robotic process automation, cognitive computing, advanced analytics, big data etc.) to help enterprises improve efficiency and productivity.

Asset Value Proposition

Deloitte Intelligent Robot provides advisory, design and implementation services for customers realizing automated and digital finance and business, improves efficiency and accuracy, and meets increasing demands of customers for information-based and intelligent services, helping companies gain management benefits from automation:

- Release productivity and shift the focus of work to highly value-added work
- Significantly reduce labor and outsourcing costs
- Optimize processes and standards to improve working quality
- Improve accuracy and productivity (at a 24/7 non-stop mode)

Background or Industry Pain Points

Due to expanding enterprise scale and changing industry environment, internal functions face with many challenges in productivity, response speed, as well as business efficiency and accuracy. Companies need effective technologies to reduce repetitive manual work, increase efficiency of cross-system operations, improve the accuracy of manual processes and shorten the response time to meet business demands. Meanwhile, with the trend of digitalization, companies should improve response speed, strengthen abilities, and address future operation and competition challenges.

Successful Case Story

Deloitte helped one of Chinese biggest state-owned banks to realize the automation of more than 10 processes, including the reporting of consolidated statements, regulatory reports and etc. Through process optimization and technology implementation, the reporting period was effectively reduced and the accuracy was improved and users were relieved from tedious manual work and could focus on analyzing reports. This project is a pilot, which verifies the feasibility of technologies and helps the client find more opportunities in automation.

Deloitte has implemented over 800 automated processes for more than 200 clients, covering financial services, pharmaceuticals, auto, manufacturing, retailing etc., realizing end-to-end automation of manual processes, reducing costs and improving efficiency, significantly improving repetitive manual working efficiency, and replacing low-end labor with automated technologies.

Contact

Leon Fan
Deloitte China Audit & Assurance Partner
iChat

iChat leverages state-of-art AI and natural language processing technologies to answer questions related to IAS and IFRS. It provides an intuitive way for both practitioners and clients to consult IAS and IFRS.

Asset Value Proposition
Providing 24 hrs online consultation, answer questions related to IAS and IFRS at any time.

Background or Industry Pain Points
Conventional search engines cannot answer questions related to IAS and IFRS very well; professionals charge high prices and cannot provide timely answers.

Successful Case Story
After implementing iChat, auditors as well as finance personnel can consult iChat the questions related to accounting policy in their daily work. It appears much more efficient compared to looking up the accounting policy. Client can receive quick answers to finance related questions with the help of iChat, especially those about newly published standards.

Contact
Collin Jin
Deloitte China Audit & Assurance Innovation Leader
Intelligent Document Review Platform
IDRP leverages AI and natural language processing technologies to extract key information from documents automatically. It can read documents in various formats including scanned documents, key information automatically extracted based on semantic meaning; large amount of compared documents, etc. It has self-learning capability—as the number of documents it processes increases, it will be able to identify more documents.

Asset Value Proposition
IDRP utilizes OCR technology to identify various video files and convert them to text. AI can automatically extract and analyze key terms from the processed text content, enabling automatic document review in a batch, which improves efficiency and reduces labor cost.

Background or Industry Pain Points
A lot of documents in daily operation are reviewed by human workers, which is inefficient and expensive.

Successful Case Story
Deloitte helped a domestic large telecommunication group implemented IDRP to review and analyze a large number of leasing contracts, highly enhancing the efficiency of new standard analysis and transition.

Contact
Collin Jin
Deloitte China Audit & Assurance Innovation Leader
Know Your Robots

KYR is a platform to connect with your robots, which can track the operation status of robots and support multi-dimensional display and analysis based on pre-set analysis models and visualized graphics.

Asset Value Proposition
KYR can break the wall between users and robots, help employees to track the working status of robot workforce. Moreover, it also can be used in many mainstream robot development platforms.

Background or Industry Pain Points
Robots take more & more tasks and become more important in the enterprises nowadays. However, many companies are confronted with challenges in managing and monitoring digital workforce:

- Are they doing well?
- Are they all busy at working?

Successful Case Story
After the robot implementation services provided by Deloitte team, a financial institution has deployed more than 10 robots since early 2018. Most of them are unmanned and don’t need any human assistance (but lack of visibility). The client’s unique business property requires robots to work continuously. KYR can directly show the working status of robots in real time, in case of exceptions, it will send notifications and feedbacks in timely manner, ensuring the working efficiency and quality of robots.

A French electric group, with the help of Deloitte team, has planned the model and technical framework for its Robots Shared Service Center in Asia Pacific, and successfully launched several robot employees in China Financial SSC in 2019. The working progress, utilization and benefits of robots can be intuitively displayed by KYR. Moreover, other robot products the group might deploy around the world in the future also can be integrated into KYR for centralized monitoring.

Contact
Ye, Jian Feng
Deloitte China Tax and Legal Partner
Report Wizard
Report Wizard can automatically extract primary statements and notes from working papers, execute health check, adjust format, and then generate financial statement drafts.

Asset Value Proposition
Report Wizard performs automatic health check on financial statements to avoid errors caused by manual negligence and generates financial reports automatically to improve working efficiency.

Background or Industry Pain Points
Financial reports always have many pages and numbers, which may contain errors caused by negligence; update of accounting policies.

Successful Case Story
Report Wizard helped a large pharmaceutical company, which has more than 70 subsidiaries, to automatically draft financial reports with finance data and conduct health check. It saved more than 70% time on financial report process and the automated health check function guaranteed the correctness.

Contact
Collin Jin
Deloitte China Audit & Assurance Innovation Leader
Robotics Arms
Robotics Arms can help to complete manual operations, allowing human resources to do more meaningful work. At the same time, Robotics Arms are also digital enabled. From data acquisition to data transmission, they will no longer need human-computer interaction interface.

Asset Value Proposition
Huge savings in human resources and expenditure. Able to work 24/7 with low error rate.

Background or Industry Pain Points
Rising labor cost, enterprises require quick turnaround, high output requirements and low error tolerance.

Successful Case Story
Finance departments of large enterprises have heavy workload. Invoice reimbursement, tax returns and other finance operations require lots of manual operations, such as invoice submitting, tax receipts sorting and photographing. Robot arms can replace human workers to save manpower and time and fully realize end-to-end automation.

Contact
Collin Jin
Deloitte China Audit & Assurance Innovation Leader
Cyber is about starting things, not stopping them. Connection is the difference between cyber stressed and cyber secure.

**Brief description:**
The new technologies of today's dynamic digital world bring a new level of uncertainty, but also new possibilities. Securing proprietary information and other critical business assets becomes exponentially more difficult, and meeting regulatory requirements more complex. In an era where cyber is everywhere, it's possible to invest in cybersecurity controls and preventive measures to ensure you can take your business anywhere.

**Market situation and trends:**
- The ability to innovate, to use new technologies and to grow stably requires business leaders to implement an end-to-end cyber risk strategy.
- Identifying risk focuses to control the most sensitive business, balancing needs to reduce risks while improving company efficiency, growing business and optimizing costs.

**Companies' needs and challenges:**
- Deliberate cyber attack
- Unconscious security oversights
- Immature of internet technical development
- Lack of supervision

**Service application scenarios:**
- Cyber strategy: develop a cyber risk plan in line with the strategic objectives and risk appetite of the organization.
- Cyber security: focus on establishing effective controls around the organization's most sensitive assets and balancing the need to reduce risks and achieving the objectives in productivity, business growth, and cost optimization.
- Cyber monitoring and vigilance: integrate threat data, IT data and business data to proactively detect and manage cyber threats and respond more effectively to cyber incidents.
- Cyber response and resilience: integrate proven processes in proactive and reactive incident management with technologies to rapidly adapt and respond to cyber disruptions resulted from internal or external forces.

**Service value propositions:**
Safeguard companies' assets and improve their cyber security while proactively detecting, responding to and recovering from security incidents.
- Infrastructure protection
- Vulnerability management
- Application protection
- Identification and access management
- Data security and protection
- Cloud security

*Tonny Xue*
Risk Advisory Partner
Successful Case Story

Deloitte provided end-to-end cloud security consulting services to a Fortune 500 manufacturing company. First, based on the client’s business and system characteristics, we designed the cloud security control process and the cloud security solution of its systems. Second, we designed a variety of security technology solutions for the client including CASB identity authentication, cloud data encryption, virtual infrastructure and cloud platform security, application security, cloud monitoring and alerting, and integration with other cloud services. Finally, we also helped our client build a cloud-based security risk management system that is secure, alert, and resilient. While helping our client enjoy the benefits of cloud services, we are improving its cyber risk situation and escorting the digital transformation. We are committed to helping our client walk steady and achieve lasting success.

Asset Value Proposition

• Provide an one-stop cloud platform and an innovative technical security environment for tech evolution
• Build a shared responsibility model between cloud tenants and cloud vendors and help cloud vendors receive authoritative international security certification to establish confidence for both sides
• Construct a comprehensively compliant cloud risk framework for enterprises to lessen cyber risks and ensure compliance

Background or Industry Pain Points

• All-thing interconnection and digital transformation create countless opportunities for cloud security market.
• Challenges posed by cloud integration require redesign and restructuring of security architecture.
• Emerging technologies such as Adaptive Architecture, Virtualization, Situation Awareness and AI on cloud platform are integrating and symbiotic.
• Besides effective use of cloud service, cyber risk declination and comprehensive compliance has become the priority.

Contact

Kukreja, Puneet
Deloitte China Risk Advisory Partner
Successful Case Story
Deloitte helped the largest local automotive OEM in China to comply with the China Cyber Security Law, identified risks and provided remediation actions, especially on cross-border data transmission, protection of important data, application security and network security based on CSL tool. Through process optimization and technology implementation, the gaps were identified and inspection items were generated for network security, application security, data privacy and cross-border data flow. The solution focused on identifying and checking possible irregularities in operation process, accurately locating potential technology risk and compliance risk, and putting forward corresponding solutions accordingly. The solutions were visualized in CSL tool and showed to senior management.

Asset Value Proposition
Comprehensively display the corporate compliance status. Security compliance knowledge database maintained by professionals. Reduce the internal compliance staff input. Effectively track compliance improvements progress.

Background or Industry Pain Points
- Tightened national regulations on cyber security since the cyber security law took effect
- A number of management regulations and measures being issued after the cyber security law
- Stricter compliance requirements for personal information protection and data cross-border

Contact
Tony Xue
Deloitte China Risk Advisory Partner
Cyber Strategy Framework

Cyber Strategy Framework is a global solution to evaluate enterprises’ cyber capability. The framework follows structural and proven approaches to show the current and expected cyber maturity, and we can work out a specific and targeted cyber security plan accordingly.

Asset Value Proposition

- Ensure cyber investment being focused on the right priority to make the most of it
- Strengthen cyber connection with internal and external stakeholders
- Strengthen cyber connection with stockholders and regulators
- Present active cyber strategies

Background or Industry Pain Points

Nowadays, attacks are more likely to penetrate the defense and security control of organizations. It’s essential for enterprises to give quick and decisive response in order to keep their continuity and reputation.

Successful Case Story

Deloitte worked with a major financial institution that was planning a large IT Infrastructure project, but first it needed to review and strengthen its cyber-security profile. The project required a review and assessment of the overall security stance (covering people, processes and technology dimensions), a detailed concept of the target state and an actionable plan for reaching this target. The first step was to define the threat landscape (Internet exposure, sensitive digital assets, potential attackers and tactics) as well as the overall risk appetite. Based on analysis of these factors, a target state was defined, which detailed a cyber-security framework and the required cyber-security capabilities, tailored to needs and constraints – and an action plan was developed. This strategic roadmap was broken down into prioritized security projects (including a cost-benefit analysis), adjustment to the organizational structure and operating model, and other measures. The project gave the organization a clear and realistic view of its cyber-security position and a path to improvement. It also rewarded the transition to an executive-led cyber-risk program that balanced the need to be secure, vigilant and resilient with the risk tolerance of the client.

Contact

Tony Xue
Deloitte China Risk Advisory Partner
Data Security Service

Data security consulting service provides customers with a data-centric risk management solution to deal with the data security risk under complex circumstances.

Asset Value Proposition
Effectively respond to internal and external network risks, ensure personal information and important data security, and prevent information leakage, damage and loss; Improve corporate data security and privacy management governance to meet domestic and international data security regulatory compliance; Help enterprises create an overall safe digital ecology through personnel organization, process management and technical protection.

Background or Industry Pain Points
Global data security and privacy regulations are tightening, with data and privacy laws introduced one after another; Enterprises face external deliberate cyber attacks, while internal personnel or third-party partners deliberately or unintentionally lead to data leakage; Enterprise's own data security management, technical mechanisms are not perfect, with vulnerabilities in information systems; New technology applications may bring new data security risks.

Successful Case Story
Deloitte helped one of the top five global smart phone manufacture on EU business privacy compliance and enterprise data security and privacy protection services, which supported client's data security and privacy protection compliance consultation and rectification from privacy and data security organization structure, management system, mobile product to business back-stage operation lines. Through compliance establishment and optimization of management process, and compliance rectification of both product end and back-stage technology platform, Deloitte helped client to construct and improve mobile phone product from the front-end to back-end, covering privacy and data security management and technology system of all core functions. The client's privacy and compliance capability in overseas businesses was enhanced with lowered data security risk, while enterprise reputation and competitiveness were increased in overseas market.

Contact
Frank Xiao
Deloitte China Risk Advisory Partner
FastPass
FastPass is the operation platform of OCR Auditing Center. It can quickly integrate receipt checking and auditing services and realize the transition and operation of shared operation platform, task management, assessment management, quality management and data visualization.

Asset Value Proposition
Greatly improve auditing efficiency; realize intelligent and visualized project progress arrangement, process management and quality management, and provide data security assurance.

Background or Industry Pain Points
Low efficiency and high error rate in manual review; complex and unstandardized project handover, unguaranteed project, and incomplete progress management.

Successful Case Story
Deloitte served a client in running receipt checking and auditing services using AI and OCR auditing, making the efficiency 50% higher than manual auditing.

Contact
Total Chow
Deloitte China Risk Advisory Partner
GDPR Quick Service

Deloitte provides one-stop and customized GDPR compliance advisory for enterprises to enhance their privacy management ability in order to meet GDPR compliance.

Asset Value Proposition

By conducting GDPR compliance requirements, enterprises are allowed to lessen financial and credit risks arisen from disobedience of GDPR, enhance competitiveness on consumers’ trust, and seize global opportunities with a growing reputation.

Background or Industry Pain Points

GDPR (General Data Protection Regulations) was officially implemented on 25th May, 2018, aiming at protecting the privacy of citizens and reshaping how organizations which serve the EU work on private data. Any organization that collects, transfers, retains or processes recognizable natural person information in EU member states is in bondage to the law. Enterprises must respect GDPR to arrange their business in the EU and to avoid punishment.

Successful Case Story

Deloitte provided international privacy protection compliance consulting services to one of the world’s leading mobile travel service providers. We helped it comply with the requirements of the Brazilian LEG Geralde Proteçãode Dados (LDGP), the European Union’s General Data Protection Regulation (GDPR), the Hong Kong Privacy Policy (PDPO), and the Australian Privacy Principles (APPs). We conducted privacy protection compliance consulting for various business activities such as international travel business, big data analysis, and payment process, including: perform Data Protection Impact Assessment (DPIA), export risk gap reports, help the client implement default privacy design (PbD), improve third-party privacy management, and establish a global integrated privacy protection organization and management system. We helped our client to cope with complex overseas privacy compliance regulatory environments, effectively control business compliance risks, and build a stable business operating environment.

Contact

Frank Xiao
Deloitte China Risk Advisory Partner
GRC Access Control Tool
As an effective landing plan for enterprise risk management and control, the GRC Access Control Tool realizes the continuous monitoring of risks through digitalization, protects the core sensitive data of enterprises, and effectively prevents fraudulent behaviors.

Asset Value Proposition
Visualize risks and provide a basis for fraud analysis; protect sensitive data access; reduce access control management costs.

Background or Industry Pain Points
Lack uniform specifications, processes, rules and tools for access control management; difficult to achieve cross-business risk management and control with too many enterprise application systems; difficult to realize real-time risk monitoring with too many enterprise business users.

Successful Case Story
A well-known Internet enterprise plans to improve the access compliance management system, design access control rules, optimize existing access assignment, and build a unified access control platform to achieve risk-oriented, monitorable, and automatic risk control mechanisms. As a unified platform integrated industry best practice and followed external regulatory requirements, GRC access control tool has the ability to realize the interface, integration and collaboration across regions and systems. First of all design access control rules based on business process and set rules in GRC access control tool to identify the access risks and conduct warning and continuous monitoring. Deal with access risks through removing access from users or mitigation control and review the effectiveness of mitigation control at a regular basis which not only a way for enterprises to realize risk visualization, but also can achieve internal control compliance and protect sensitive data.

Contact
Tony Xue
Deloitte China Risk Advisory Partner
Intelligent Risk Sensing System

Intelligent Risk Sensing System automatically retrieves negative online news and public information from forums etc. to alert dealer risks. It uses RPA to obtain keywords info automatically and store them in a structured way; uses NLP and machine learning to identify and classify risks; applies visualization technology to provide feedbacks through risk monitoring operation platform, so as to improve the accuracy of models constantly.

Asset Value Proposition
Automatic risk identification, pre-alert and assessment.

Background or Industry Pain Points
• OEM and automotive financing companies have limited channels to acquire risk information
• In the early stage, it is difficult for dealers to directly detect risks from financial data, however, related risk information can be obtained in advance from relevant public information
• Complete, timely and accurate risk information is crucial for risk alert system

Successful Case Story
One OEM expects to carry out systematic and effective risk alert management for dealers, timely understand dealers’ risk situation, so as to take measures in advance to mitigate risks. Deloitte Intelligent Risk Sensing System, as the foundation of dealer risk early warning system, identify potential risks of dealers and make early warning after integrating various information. Intelligent Risk Sensing System effectively improves the efficiency of risk alert management, increases monitoring channels, expands analysis mythologies and analysis scope, and helps to improve brand value.

Contact
Joseph Chu
Deloitte China Chief Digital Officer

Golden Liu
Deloitte China Risk Advisory Partner
Successful Case Story

Deloitte helped an American listed internet company to conduct email phishing attack simulation that tested and trained employees' anti-phishing awareness in order to improve companies' internal network security. By sending simulative phishing emails to employees and analyzing employees' clicking behavior to improve employees' phishing awareness level and phishing attack response capacity. The project was divided into 3 steps, in the first step, first crafted phishing email was sent based on pre-agreed scenario, measuring number of parameters such as click rate, response time, and the information disclosed by the targets. In the second step, e-learning on security awareness management was provided to equip employees the necessary knowledge on how to identify phishing email. In the final step, second crafted phishing email was sent based on pre-agreed scenario and the results was used to compare and analyze with previous results. The project not only helped the organization to clearly understand their capability of anti-phishing email, but also helped to enhance and strengthen employees' awareness of network security, and further enhance the enterprise's response ability in anti-phishing email control.

Contact

Tony Xue
Deloitte China
Risk Advisory Partner

Steven Feng
Deloitte China
Risk Advisory Partner

Eva Kwok
Deloitte China
Risk Advisory Partner
**Smart Data**

Smart Data provides a central management view of data assets and integrates activities in different areas of data management, providing customers with a one-stop solution for fast access to data asset management.

---

**Asset Value Proposition**

- Reduce the threshold of customer data asset management and accelerate the construction of data asset management system
- Promote data management effectiveness and manage data assets in a digital way
- Ensure to deliver high-quality data management platforms in a timely manner

---

**Background or Industry Pain Points**

Big Data is always a key business driver and core competency in all industries/areas. All advanced analytics rely on basic data management.

Intelligent data management platform is an innovative big data management tool for customers in all industries. As an enterprise-class data management platform, it covers main areas of data management and provides structures and processes for various fields, including data standards, data quality management etc.

---

**Successful Case Story**

Deloitte helped a well-known bank perform metadata compilation, standardization and database management and presented the customer with a complete process system for managing its enterprise-level data assets. This, to a large extent, helped the customer to realize the digital data asset management and drove the development of its key business so as to improve the core competitiveness.

---

**Contact**

Zhang, Qingjie  
Deloitte China Consulting Partner

Lai, You You  
Deloitte China Consulting Partner
Deloitte innovation asset showcase — Emerging Technology
AI, robotics, edge computing. We are only at the beginning of understanding the power and potential of emerging technologies. Connection is what will accelerate your growth from linear to exponential.

Brief description:
From big data to artificial intelligence (AI), from cloud computing to blockchain, from robotics to the Internet of Things, emerging digital technologies are reshaping organizations and human society. All kinds of technologies cooperate with each other to enable organizations to operate more efficiently, make more intelligent decisions and serve customers more effectively. What is more important is that the organizational structure and operation of enterprises are undergoing significant changes. Therefore, understanding and effective use of emerging technologies is a strategic option for companies to seize future opportunities.

Market situation and trends:
• Artificial intelligence technology and applications are developing rapidly. It is estimated that AI market will reach RMB680 billion by 2020 at a compound growth rate of 26.2% (Deloitte’s 2018 AI report)
• The Internet of Things will generate massive data. The total amount of data generated worldwide is expected to reach 44ZB by 2020 and 19,267ZB by 2035. The emergence of 5G technology will drive the interconnection of things. (Deloitte’s 2018 5G report)
• The global cloud computing market tends to grow steadily, while the Chinese market is in a high-speed growth stage. It is estimated that the industry size of cloud computing in China will reach RMB430 billion in 2019 (2018 report from iiMedia Research)

Companies’ needs and challenges:
• Lack of strategic roadmap and business scenario application plans to adopt emerging technologies
• Need to apply automation solutions to improve operational deficiencies
• Failure to obtain real-time insights from data due to lack of data management capability
• Democratize the ability to analyze data
• Need assessment framework to assess the capability of technical models to meet business requirements

Service application scenarios:
• Process automation and intelligence in Finance or other scenarios, Future of Work
• Decision making in business, risk management and investment
• Targeting customer services, virtual intelligent agents for customer services
• Smart Finance, Smart Retail, Smart Travel, Smart City

Service value propositions:
• Improve operational efficiency, optimize business processes and reduce cost
• Reinforce risk management by using real-time pattern recognition and adaptive predictive models
• Use virtual agents to improve user experience

Joseph Chu
Chief Digital Officer
Corporate Compliance and Reporting Solutions

Utilizing the proprietary Corporate Compliance and Reporting Solutions, Deloitte tax team offers enterprises with CIT reporting solution of greater intelligence, completeness, efficiency and visibility.

Asset Value Proposition
Greater intelligence, completeness, efficiency and visibility.

Background or Industry Pain Points
- Manual tax adjustment and preparation of annual filing returns requiring much time and efforts.
- Lack of standardized electronic archive of historical financial data and tax adjustments.
- No tax risk alert functions.

Successful Case Story
A Fortune 500 company has dozens of subsidiaries in China and Deloitte understands the latest corporate income tax filing requirement and local practice and successfully assisted the company in completing the corporate income tax filing. During the provision of the service, Deloitte identified the potential tax risks through CCS tax risks alert functions and notified the company in advance, helping the company mitigate tax risks. Deloitte’s service was highly recognized by the management of the client.

Contact
Kelly Guan
Deloitte China Tax and Legal Partner
Deloitte App Suite

Deloitte App Suite is a core FinTech resource repository of Deloitte Financial Service Advisory (FSA) housing various professional tools developed to meet the needs of clients across the financial services industry and beyond.

Asset Value Proposition

Clients can access a broad range of FinTech applications via a single platform at any place in the world via Internet. Built-in identity authentication and authorization protection secure these apps and protect them against unauthorized operations. Friendly user interface allows users to obtain profound insights and key information with just a click, which can effectively support decision making and business management and ensure the compliance of important standards and regulations.

Background or Industry Pain Points

<table>
<thead>
<tr>
<th>Accessibility On-the-Go</th>
<th>access with any connected devices from anywhere in the world</th>
</tr>
</thead>
<tbody>
<tr>
<td>Live Tracking</td>
<td>constantly track the operation of applications, obtain the latest developments in real time</td>
</tr>
<tr>
<td>Intelligent Efficiency</td>
<td>improve efficiency with highly intelligent automation technologies</td>
</tr>
<tr>
<td>Futuristic Technology</td>
<td>interact with applications driven by state-of-the-art technology</td>
</tr>
<tr>
<td>Always in Control</td>
<td>role-based permissions control, no need to worry unauthorized operations</td>
</tr>
<tr>
<td>Smart Analytics</td>
<td>penetrative applications help address more obstacles, understand more rules, and obtain more insights</td>
</tr>
<tr>
<td>So Easy</td>
<td>turn complex coded calculation into easy-to-use applications and simply operations with friendly user interface</td>
</tr>
<tr>
<td>Effortless Compliance</td>
<td>compliance has never been so quick and easy—use applications to meet various compliance demands</td>
</tr>
</tbody>
</table>

Successful Case Story

The client is able to access various professional tools provided by Deloitte whenever and wherever he wants using Deloitte App Suite. By doing that, he could get in touch with countless FinTech resources and professional services he needs to effectively support his decision making and business management while ensuring the compliance of important standards and regulations.

Contact

Savage, Wayne
Deloitte Africa Financial Advisory Partner

Sadie, Ashley
Deloitte Africa Financial Advisory Partner
Deloitte Data Service

D-Data is a data management platform that provides end-to-end data services including data collection, data storing, data processing, data modeling and data application, which helps related sectors to improve data related services.

Asset Value Proposition

D-Data can help customers realize various data-based commercialization explorations (from macro to micro, from qualitative to quantitative, from sampling to total, from traditional to intelligent business model revolution) as well as strategic explorations after digital transformation.

Background or Industry Pain Points

With the arrival of the era of big data, digital transformation of enterprises is imminent. As the driving force of digital transformation, data plays an important role in the operation and decision-making of enterprises. However, how to make good use of huge amount of raw data materials is a challenge faced by every enterprise.

Successful Case Story

Deloitte used big data modeling and analysis to provide store location service for clients, helping clients predict future sales accurately with big data and achieve precise marketing under different scenarios with crowd portrait labelling models.

Contact

Lai, You You
Deloitte China Consulting Partner
Deloitte Neuroscience Institute

The DNI analyzes implicit human needs and unconscious decision-making in order to help clients better understand how and why their customers take certain decisions in order to optimize marketing, product design and user experience accordingly.

Asset Value Proposition
Tailoring of marketing materials, product design and customer experience based on customers' unconscious needs and decision-making processes helps clients to gain new customers, increase revenues as well as customer satisfaction.

Background or Industry Pain Points
Analyzing humans' implicit needs in order to understand what they really want and mapping these needs on the NeedSphere framework. In addition, analysis of how humans' unconsciously perceive e.g. marketing materials, product and mobile applications using a combination of neuroscientific methods (e.g. EEG, GSR, eye tracking).

Successful Case Story
An American movie publisher giant intended to identify its audience's thinking pattern and motivation to better design corresponding marketing strategies. Deloitte Neuroscience Institute analyzed potential needs of several target groups and created individual trailers of the upcoming films, which gained great success and far exceeded the publisher's expectation.

Contact
Nicolai Andersen  
Deloitte EMEA Innovation Lead  

Nadine Galandi  
Head of Deloitte Neuroscience Institute
Diligence Insights Platform
Diligence Insights Platform monitors websites, forums, blogs, micro-blogs, print media and micro-messages on an on-going basis through technologies including massive data collection, intelligent semantics analysis, natural language processing, data mining and machine learning, and capture all kinds of information and network dynamics timely, comprehensively and accurately. It digs out signs of incidents from the vast data universe, sums up public opinions and tendencies, grasp public sentiment, and combine them with historical similarities and similar events to forecast trends and provide corresponding recommendations.

Asset Value Proposition
Through real-time monitoring and analysis massive public opinions on the internet, companies may improve their ability in dealing with public incidents arising from unexpected public opinions on the internet. Meanwhile, public opinion monitoring and responses have become a very effective means to enhance work results of companies.

Background or Industry Pain Points
The increasingly complex operation and management environments have intensified competition among enterprises. As an important component in the core competitiveness of enterprises, enterprise risk is the key for enterprises to generate revenue and remain competitive. Improper management of enterprise risks (such as third-party risk) will bring certain loss and impact, which are sometimes irreparable.

Successful Case Story
Deloitte was engaged by an international private bank to support KYC remediation of 98 customer accounts. Key activities included sanction list screening and negative news screening based on the bank’s standard operating procedures. Leveraging Diligence Insights Platform, we achieved significant time savings in terms of both duration and elapsed time, making use of weekends and overnight runs; full audit trail of RPA activities including data gathered, decisions made, data quality exceptions and timestamps at each step; and re-deployment of human resources (KYC remediation team) to more value-added tasks (e.g. with RMs).

Contact
Jaimie Cheung
Deloitte China Financial Advisory Partner
Ohwen Yong
Deloitte China Financial Advisory Partner
D.Spot
Leveraging extensive experience in event on-site management, event compliance management and the design and construction of corresponding management index systems, Deloitte has developed D.Spot, a remote spot check and event management solution, to help enterprises achieve effective, rapid and low-cost remote management of various operational activities by embedding intelligent algorithms, integrating process information and constructing automated analysis system.

Asset Value Proposition
- Enhance management
- Improve efficiency
- Ensure compliance
- Save costs

Background or Industry Pain Points
- With large number of events and wide geographical coverage, it is not possible to manage events in a timely and accurate manner manually
- Given numerous communication layers and fragmented data, much workload is required to collect and organize data onsite
- Incomplete evaluation and lack of standards as a result of the absence of an effective evaluation system to support operation management
- Manual judgement is inaccurate in some management control points due to diversified scenes

Successful Case Story
A client in pharmaceutical industry invested large amount of resources in event promotion and management with an annually growing amount of events. Meanwhile, however, the regulatory requirements increased together with the activity amount. Our client found it difficult in managing the activities. How to identify risk, how to weigh cost and benefit and how to optimize activity management have become the major concerns. Deloitte D.Spot helped the client quickly identify high-risk activities, collected data through on-site management and empowered to the management with data-based solutions, ultimately achieving management improvements.

Contact
He, Zheng
Deloitte China Risk Advisory Partner
Finance data mid-end

Finance data mid-end is the realization and practice of mid-end methodology in the financial sector. It processes data with multiple sources, structures and properties centrally in the data lake, encapsulates financial workflow logic and models into a standard way and package into standalone data components, and provides modules that can be directly reused and transferred for front-end data applications in the financial functions via API, realizing complete management of financial data and financial processes and providing solid foundation for data mid-end that integrates business with finance.

Asset Value Proposition

Mid-end is an intermediate layer that gathers, manages, optimizes cross-domain personnel, information and assets, encapsulates them into relatively independent clusters or services, and provides direct and rapid support for business.

Background or Industry Pain Points

Finance data can be structured and unstructured and enterprise finance workflow also varies, which makes it difficult for enterprises to utilize those data. Meanwhile, establishing AI, big data platform/ecosystem to support sophisticated financial analysis is also not an easy task.

Successful Case Story

Finance data mid-end has been deployed by large automotive logistics companies and large financing and leasing companies, where various functions of the company generated different types of data, no matter structured or not. It was not easy to analyze and organized those data. With automated data extraction to integrate scattered data and efficient Hadoop computing power to support analysis and calculation, Finance data mid-end helped enterprises to fully dig the value of various kinds of data.

Contact

Collin Jin
Deloitte China Audit & Assurance Innovation Leader
Intelligent Bond

Deloitte Intelligent Bond is a credit risk management platform developed by integrating the results of traditional internal rating advisory projects with advanced artificial intelligence and big data techniques to provide one-stop services covering bond rating, pre-warning and risk-return analysis for institutional investors. The service adopts the SaaS model. Users are provided with real-time online risk management services with an annual fee. In essence, it is a B2B internet product using leading-edge Fintech technology, and a disruptive innovative solution in the advisory industry with extremely broad development prospects.

Asset Value Proposition

First, Intelligent Bond’s rating model integrates excellent internal evaluation project results and numerous experts’ experience, which exports objective and accurate rating results with high reference value in business access, authorization and pricing. Secondly, Intelligent Bond performs real-time monitoring and capturing of issuers’ announcements and news, and applies deep learning algorithm for automated analysis to help clients effectively provide early warnings on problematic companies (our latest research results FISHQA algorithms have been accepted by IJCAI 2018, a world-leading conference in AI). Furthermore, for bond baskets, Intelligent Bond visualizes their risk and return characteristics in a multi-dimensional manner through companies’ affiliated networks and risk and return matrix to allow dynamic tracking by users and facilitate investment and risk management decision-making. Finally, Intelligent Bond supports one-tap auto generated bond issuer credit analysis reports, which are editable and contain rich contents, for users to compile their own reporting materials.

Successful Case Story

The service provided to the largest bank in China, for example, was about the application of AI in early warnings for credit risks of bond markets. The client leads the industry in all areas from business performance to IT capabilities. There are two reasons why they adopted external resources to achieve technological enablement: first, Deloitte Intelligent Bond offers timely and effective early warnings to literally help risk department drive business operation; secondly, the R&D and launch of such risk early warning solutions require prolonged technology and data accumulation as well as substantial investment of resources, and it would be hard to generate expected results in the short run through in-house efforts. With the launch of Intelligent Bond, the timeliness and effectiveness of early warning products for bond issuers have gained more and more attention and recognition in the industry. Clients from other organizations frequently communicate with each other about the functions and effects of the product when they are using it. Therefore, when the client learnt about the product, they reached to the team for further communication. As of today, the size of China’s bond market reached 29.38 trillion. The client has a huge amount of positions, and is in dire need of bond monitoring and position risk management. Since the beginning of 2016, Deloitte Intelligent Bond team has joined hands with Chinese Academy of Sciences in studying the application of leading AI technologies in risk advisory. There is already a sophisticated early warning solution being applied in the industry to help the client address their issue that AI risk plans cannot be built in-house in the short term. The client also indicated that they will have in-depth and long-term cooperation with Deloitte in early warning in the future to develop the best and most advanced solution in the industry.

Background or Industry Pain Points

• With the frequent defaults in China’s bond market in recent years, the manual risk management methods of financial institutions appear to be inefficient and passive, which significantly restrict the development of related businesses of financial institutions;
• The multi-regulatory system in China’s bond market results in the lack of a unified and clear standard for the identification of credit rating agencies and the lack of credibility of credit rating results;
• The annual bond rating can no longer meet financial institutions’ demand for bond credit risk management. Early warning of bonds with higher risk sensitivity has become the focus.

Contact

Jerry Yu
Deloitte China Risk Advisory Partner
Intelligent Forecasting
Intelligent Forecasting feeds internal and external quantitative and qualitative data such as sales, expense, and competitors’ products in multiple forecasting models to forecast baseline sales. AutoML is applied to forecast short-term and long-term sales, and offers more relevance. The latest AI technologies (robotic process automation, public opinion analysis, crawler, etc.) are also applied to enable financial planning and analysis capabilities in an all-round manner.

Asset Value Proposition

1. Support comprehensive budget management, providing reference to investment decisions and marketing strategy, for effective resource allocation.

2. In the budget monitoring process, AI technologies are leveraged to identify internal and external potential risks and predict completion of targets.

Background or Industry Pain Points

With rapid development of the AI technology, more and more companies are combining AI technology with smart analytics of big data and applying them in financial management. Comprehensive budget management is a key part in resource allocation for developing the company’s strategy and enhancement of management capabilities. Despite years of comprehensive budget management, many companies still face a lot of issues such as difficulties in setting up the strategic objectives, inaccurate budgeting, time-consuming budgeting process, and ineffective resource allocation.

Additionally, many companies possess huge amount of data that can support budget management, but they have difficulties in translating such data into effective insights.

Successful Case Story
Deloitte provided Intelligent Forecasting solution for a multinational pharmaceutical company. Deloitte analysed the most influential sales factors and forecasted sales of each product through revenue forecasting modelling and simulation. Deloitte helped client foresee possible risks and make effective marketing investment.

Contact
Joseph Chu
Deloitte China Chief Digital Officer

Leon Fan
Deloitte China Audit & Assurance Partner
Location Intelligence Service

Location Intelligence Service is a decision-making tool for layout and location selection designed to help enterprises assess existing and planned network locations more effectively and flexibly and plan the amount and layout of network locations in a scientific manner. Location Intelligence Service is cloud-based and accessible on web browsers via internet. The platform provides grid-level (1km*1km) scores and location insights in three dimensions namely POIs, people, and peers.

Asset Value Proposition

Location Intelligence Service enables effective and flexible assessment of existing and planned network locations, and scientific planning of amount and layout of network locations, as reflected by:

• providing market insights: provide location index, POI index, people index, peer index, and option index (such as public index, retail index, high net worth index, and pension index) in the form of layers to serve as preliminary reference basis for sourcing locations by frontline staff;

• assisting site selection decision: provide objective and quantitative location assessment report to assist location decision;

• supporting remote studies: perform remote studies by conducting property search, and checking the locations of target properties and their surrounding people flow, peers, POI facilities, etc.

Background or Industry Pain Points

To chain store operators, the development of the Internet has had some impact on traditional channels. The competition in the market is still fierce, and most enterprises still place great importance on the expansion and management of the brick-and-mortar channels. At the same time, big data and models are more frequently used to support site selection.

Successful Case Story

Offline location selection is important, however there are problems with the traditional method, such as decision by "experience", low efficiency and scarce property resources. Based on big data, Location Intelligent Service helped a client analyze the competitiveness of net location and conduct health assessment of current network, supporting a better decision-making for network development. Finally, the client's efficiency and quality of network location management had been largely improved. In the past 3 year, Location Intelligent Service has successfully served 6 clients from finance, retail, food & catering and automobile industry.

Contact

Jacky Zhu
Deloitte China Risk Advisory Partner
Media Auditing Tool

Media Auditing Tool focuses on helping enterprises analyze traffic data and integrate into the marketing strategy with digital technologies based on massive dataset to offer digitalized and intelligentized advertising delivery. It provides enterprises with services such as multi-dimensional data analytics, future trend projections, advertisement medium optimization, target audience group optimization, and risk filtering.

Asset Value Proposition

1. Marketing strategy optimization
2. Data value enhancement
3. Cross-channel evaluation ecosystem

Background or Industry Pain Points

With rapid development of online sales platforms and increasing variations of sales channels, demands for digital platform advertisement delivery and marketing strategies are growing gradually. However, as businesses engage more in online marketing, auditing advertisement traffic and online marketing campaign conversions is gradually becoming an industry-wide pain point. The traffic generation process of many vendors is not transparent and a large portion of traffic is invalid, leading to poor precision of advertising and low conversion rate. Digitalization of media audit helps clients reduce cost and enhance return on marketing investment.

Successful Case Story

Deloitte had implemented a digital media auditing platform for a Chinese FMCG corporation: leveraging Deloitte’s Media Auditing Tool and media flow auditing methodology frameworks based on the client’s business pain points and needs, a digital marketing platform was built to improve the client’s operational digitization and marketing risk management capabilities.

Contact

He, Zheng
Deloitte China Risk Advisory Partner
Model Plus

Deloitte Model Plus is a digital solution to facilitate future decision-making of the company, and is a cutting edge analytics tool aimed at assisting in the decision making process, such as internal financial budgeting, investment analysis, business transformation, and project financing. By fully realizing the intentional logics and important operation details, and leveraging an innovative quantitative platform, Model Plus identifies processes and factors with significant impact on the future development of the company and find out important trends of changes of financial metrics and boundary conditions of business operation in respect of uncertainties in the future financial forecasts process. Meanwhile, it effectively explore enhancement plans for management and operation through simulating the real changes of key factors to help companies make different decisions for future development.

Asset Value Proposition

Built on possible business models and scenarios, Deloitte's Model Plus comprehensively analyzes relevant business logics, sorts out model parameters, and fully reflects the actual intentional logics and important operation details in the calculation process of the model, empowering business models with distinctive functions including multi-scenario support and simulation. Model Plus has also innovatively developed a universal quantitative platform to carry high-end customized business models for all kinds of enterprises for standardized and diversified model operation and testing. It taps into the potential of the models and fully extended their application scenarios. It has successfully helped clients identify key factors, analyze investment return, perform multi-dimensional comparison and display of business scenarios, select business models, identify boundary conditions of business operation in a quantitative manner, and provide quantitative support in enhancing management decisions. Model Plus is easy to use and flexible. It only needs centralized model controls to realize the all-round functions including model operation, scenario switching, comprehensive testing, and result display.

Background or Industry Pain Points

Decision-making is indispensable in all aspects of business operations, and the greatest challenge in the decision-making process is a variety of uncertainties in the future. Therefore, the top priority of modeling lies in how to capture and examine the risk and opportunities embedded in the uncertainties. The core engine of our modeling is to emulate how key ratios are influenced by the major factors in order to forecast the trends and range/extent of alterations in the key ratios. In today's financial and commercial sectors, models are being widely used in risk forecasts, decision analysis, operation enhancement, and budget management.

Successful Case Story

It's a large-scale state-owned public company that operates in the iron and steel industry. Its debt-to-assets ratio was high due to poor operation, and was in bankruptcy and reorganization proceedings. As an investor, this company was planning to restructure through adjusting its product portfolio and upgrading its business process.

Based on the historical financial analysis, business restructuring schemes and business assumptions provided by industry experts, Deloitte developed a financial model that simulates the financial performance post restructuring, in order to provide quantitative support for client's restructuring decision-making. This company had successfully returned to profitability and realized an year-on-year earnings growth of 450% in 2018.

Contact
Shirley Wang
Deloitte China Financial Advisory Partner

Michael Yu
Deloitte China Financial Advisory Partner
NeuroBranding
NeuroBranding links creativity and neurosciene in order to understand how customers unconsciously perceive a brand and help to influence their brand perception in a desired way by designing an appealing and differentiating brand experience.

Asset Value Proposition
NeuroBranding eliminates uncertainties in creative decision-making processes by providing scientific data with regards to customers’ true, unconscious perception, which helps clients to gain a competitive edge and improve their overall business performance.

Background or Industry Pain Points
The analysis of implicit customer expectations in comparison to their unconscious perception of all relevant touchpoints with a brand enables us to identify potential for improvement and to help our clients to leverage this potential with a coherent brand experience that is tailored to customers’ implicit needs.

Successful Case Story
Deloitte created an entire new brand identity for a global consumer goods client, which was launched globally with the aim to attract new customers and double global revenues within five years.

For this, Deloitte matched the current brand perception of relevant stakeholders with their expectations in order to identify potential for improvement and design new brand image.

Contact
Nicolai Andersen
Deloitte EMEA Innovation Lead

Nadine Galandi
Head of Deloitte Neuroscience Institute
Nudging

Nudges aim to influence human behavior in a desired way by altering their choice architecture without the need of enforcing strict guidelines and without implementing additional controls or punishments.

Asset Value Proposition
Nudging is not restricting the freedom of choice of people but subtly influences them to take better decisions and to increase their process and guideline adherence. This leads to reduced operational costs and higher employee satisfaction.

Background or Industry Pain Points
Adjusting the choice architecture of humans is an effective way to influence how they take decisions by subtly reminding them of the existing rules and guidelines in place without giving humans the feeling of being restricted in their freedom to take own decisions.

Successful Case Story
Nudging reduced the average cost per travel booking by more than 5% by implementing various nudges within the company travel portal, which is used by employees to book business travels.

Employee's neglect of the company travel portal is found to be responsible for the high cost on travel booking. The aim of the nudges was to subtly remind the employees of the existing travel guidelines in order to increase employees' compliance with these guidelines.

Contact
Nicolai Andersen
Deloitte EMEA Innovation Lead

Nadine Galandi
Head of Deloitte Neuroscience Institute
Polarizer

Advertising delivery is a part of marketing that cannot be underestimated. Is advertising delivered timely online? Is advertising effective? Under the tense economic situation in 2019, brands have to consider not only the means of advertising delivery, but whether the advertising delivered is accurate and authentic, and whether the ROI obtained after advertising meets expectation. Polarizer effectively helps brands monitor the advertising delivery process and results, helping brands improve the price/performance ratio of advertising.

Asset Value Proposition

What Polarizer can provide is to break through the bottleneck of the advertising industry and make the advertising effect transparent and digital. Deloitte’s Polarizer provides three aspects: authenticity, effectiveness, and compliance. Authenticity is highlighted in Deloitte's ability to provide intelligent advertising identification system to help brands give timely authentic advertising information, given today's advertising industry is undergoing digitalization and the forms of advertising have increased in variety, making brands difficult to monitor advertising by a single means. Effectiveness is demonstrated in the cooperation between Deloitte and third-party monitoring companies to collect advertising click-through rate (CTR) in a timely manner and analyze their ROI and CTR, providing brands with the most timely advertising data. Compliance is reflected in Deloitte’s provision of assurance and advisory service and the sales management system to brands as part of our engagement agreement to help brands achieve their due outcomes.

Background or Industry Pain Points

Brands have increasing expectations on advertising outcomes and sales conversion rates as well as the price/performance ratio, ROI, and exposure conversion rates of advertising. Under the economic situation in 2019, brands are more cautious in advertising. At the same time, in the process of digital transformation of the industry, technological advances and AI developments have enriched the forms of advertising. Additional concerns have arisen among brands, such as how to validate the advertising outcomes with less workload and cost amid huge amount of ads, how to verify the authenticity with vast amount of data from the network, how to arrange advertising in different areas that suits the brand itself, and how to ensure that agencies legally fulfil their obligations given the complicated advertising process.

Successful Case Story

Automobile company M demonstrated dissatisfaction from its marketing and procurement departments with the advertising agencies, hoping to evaluate whether the agencies were managing and returning media rebate as the contract required.

Deloitte Polarizer helped evaluate two media agencies and monitored 75% of media spending in various media channels, with a primary focus on media spending and volume rebate. After the evaluation, it was found that at least 1M rebate were lost due to agency’s incompliance with payment schedule to media. Certain ads were subcontracted to smaller media agencies, resulting in changes in prices and reduction in rebate. Furthermore, one of the media agencies did not have a sound rebate calculation system in place.

Contact

Lily Li
Deloitte China Audit & Assurance Partner
Process Bionics

Powered by cutting-edge process mining technology and successful implementation experiences from multiple industry-leading clients, Process Bionics provides clients with end-to-end diagnostics and optimization on the business process, helping clients lead in terms of efficiency and competitiveness in the complex and changing business environment.

Asset Value Proposition
Process Bionics visualizes the complicated and invisible business processes of enterprises through awakening their own data assets. With industry-leading process mining technology and powerful analytical and predictive toolkits, Process Bionics enables clients to achieve comprehensive, data-insight-based process optimization, as well as efficiency enhancement, risk management and compliance improvement.

Background or Industry Pain Points

1. Standard processes are not always followed effectively in actual operations, causing impaired efficiency and hidden risk
2. Management has formed a preliminary and subjective judgement on existing process issues, but with hands tied due to lack of decision support on process enhancement
3. During the fast expansion of any business, existing processes have to be improved and re-designed. However, a lack of visual and accurate understanding of existing processes and low efficiency as well as inconsistency with businesses have resulted in a business bottleneck

Successful Case Story
A well-known Chinese Internet tech company encountered growth rate decline, while expanding overseas businesses, due to delivery uncertainty plus prolonged finance processing, and therefore wished to comprehensively improve its existing business process. Process Bionics service integrated and processed the client’s data from multiple ERP systems and presented the Procure-to-Pay process clearly and intuitively. The project team generated end-to-end, multiple-angle analysis and insights into the whole overseas P2P process. Internal benchmarking was performed from different perspectives covering process efficiency, business lines, order types and vendor types, and the approval, logistics and financial sub-processes were compared. Deep-dive analysis was also performed in respect of key process points including goods delivery and receipt, creation of financial vouchers and posting. These highly actionable insights generated based on client’s own data offered unprecedented strategies and solutions for clients to break through business bottlenecks and enhance process compliance and risk control.

Contact
Leon Fan
Deloitte China Audit & Assurance Partner
The 4th Report

The 4th Report sets up an enterprise value quantitative management framework (from 4 dimensions: customer, product, channel and finance) mainly with non-financial data based on data assets, providing more comprehensive performance review and deeper management insights for enterprises.

Asset Value Proposition

It deals with the currently limited and lagging financial statement to capture and predict future trends without the “Pandora’s Box”, analyzing digital asset value in a structured and standardized way. The 4th Report can be applied in 3 levels to assess strategic transformation in governance level, to analyze operational achievement in management level and to identify enterprise risks for external supervisors.

Background or Industry Pain Points

Under the background of digital transformation, how to evaluate the competency of a company and how to assess the value of data assets and individual client assets.

Successful Case Story

Deloitte developed a value assessment framework for an insurance company, helping it deeply and comprehensively understand value composition, driving factors and management index.

Contact

Jacky Zhu
Deloitte China Risk Advisory Partner
Vendor Risk

Based on web-crawling technologies, Vendor Risk Services can capture reliable data from multiple sources to construct a dynamic, holistic business risk profile with semantic analysis technology and risk assessment model that helps enterprises quickly and effectively discover potential threats and make intelligent decisions.

Asset Value Proposition

Construct dynamic, holistic supplier risk profile, assist clients quickly and effectively discover potential risks in suppliers, and avoid potential losses. Meanwhile, help clients make intelligent decisions around supplier selection, management and evaluation.

Background or Industry Pain Points

With growing number of suppliers, conducting comprehensive and effective supplier risk assessment is more important than before.

Successful Case Story

Deloitte provided supplier risk portrait for a global leading pharmaceutical company. Deloitte constructed supplier risk portrait from multiple perspectives by integrating massive data from internal and external sources and extracting negative information of suppliers and complex relationships between suppliers.

Contact

He, Zheng
Deloitte China Risk Advisory Partner
War Room

War Room is a data visualized solution designed for the management. By targeting on pain points in the transformation of enterprises, it uses various industry templates and cutting-edge technologies such as AI to help enterprises rapidly improve management, decision making and digital operation capability as well as achieve success, based on deep industry insights and digital concepts.

Asset Value Proposition

- War Room is designed for the management, which helps the management keep up with the development of companies through visualized interactive interface and real-time core indicators
- Based on Deloitte’s professional insights and industry practice, War Room develops mature data analysis solutions for various industries to help companies build indicator systems rapidly and reinforce competitiveness
- War Room supports the integration of multiple analysis platforms, embeds heterogeneous analysis into War Room in the form of component, and builds a one-stop information integration platform
- War Room supports modularized agile development, has highly graphical interface and customized analysis scenarios, and can launch new products with just one click, greatly shortening the implementation cycle

Background or Industry Pain Points

With the advent of Industry 4.0, companies have started digital transformation. When deploying and applying various types of digital tools, enterprises encounter many obstacles, so the pace of digital transformation slowed down. The market needs a tool to help companies break through the bottleneck.

Successful Case Story

Deloitte built a strategic command room for one of the large companies in automotive industry based on digital big screen technology to meet the demands of the management, which covers a full value system including R&D, procurement, production, sales, finance and labor.

It supports the management to know operation status in real time and timely adjust operation strategies; meanwhile, it facilitates the wide application of intelligent meetings among the management and realizes paperless office;

It allows the management to obtain timely, accurate and consistent data, ensure data comes from the same source, and further enhances data management;

Moreover, it also introduces public opinion management, supports real-time access to industry data, helping know industry developments and competitor performance comprehensively;

Meanwhile, it helps maintain the management to make core management decisions and provides a real-time communication platform;

It is agile, more flexible, more comprehensive, more intelligent and more efficient.

Contact

Mu, Jia
Deloitte China Consulting Partner
Contact us

Dora Liu
Deloitte China Innovation Sponsor

Steven Feng
Deloitte China Innovation Department & Greenhouse Partner

Annie Yu
Deloitte China Innovation Department Senior Manager

For more information about Deloitte services or innovation & digital assets, please contact us via email: cnip@deloitte.com.cn

Please go to the official website
https://www2.deloitte.com/cn/zh/pages/innovation/topics/innovation.html
or please scan the QR code on the left for the webpage