Forward thinking
Credentials in the automotive sector
Foreword
Dr. Thomas Schiller, Automotive Sector Lead Germany and EMEA

The automotive industry continues to face a growing number of challenges, as competition, globalization and volatility continue to increase apace. At the same time, digitalization, automation, and new business models today offer new and previously unthinkable ways of grappling with these and other challenges faced in the automotive industry.

Our team of automotive specialists understands the critical forces that are rapidly shaping the future of mobility. We help clients to comprehend the impact on their organization and deliver strategic, operational, and technical services designed to help companies master challenges, improve efficiency, and be ready for the future.

About Deloitte
The global no. 1 in professional services

Deloitte provides audit, risk advisory, tax, financial advisory and consulting services to public and private clients spanning multiple industries; legal advisory services in Germany are provided by Deloitte Legal.

With a globally connected network of member firms in more than 150 countries, Deloitte brings world-class capabilities and high-quality service to clients, delivering the insights they need to address their most complex business challenges. Deloitte’s approximately 264,000 professionals are committed to making an impact that matters.

Multidisciplinary Multidisciplinary solutions to complex business issues

Technology Innovative and state-of-the-art technology solutions

Industry/Sector Expertise Deep expertise combined with industry-sector specific experience

Global Teams Cross-border collaboration for world-leading insights
Connected vehicles, intelligent driving systems, mergers and acquisitions, supply chain management and enterprise risk management: these are just a handful of the issues the automotive industry is currently dealing with. Deloitte’s automotive specialists are already working on the cutting edge of the top automotive trends of tomorrow.

Understanding the Industry

The mobility market is in transformation

A practice with global reach and experts

Deloitte provides consulting services to automotive manufacturers all around the world. With more than 800 automotive consulting specialists in Germany alone and more than 5,000 worldwide, our global network boasts an impressively high level of experience and connectedness.

This allows us to consistently offer valuable insights and observations on the latest trends and challenges facing the automotive industry, helping our clients to grow, innovate and transform.

Experience across the entire value chain

Our experts work with companies across the entire automotive value chain – OEMs, suppliers, dealerships, logistics, and captive finance providers – to address the full range of challenges the industry must confront.

Deloitte brings together professionals from across various disciplines (Tax, Consulting, Enterprise Risk Services, Financial Advisory and Audit) to supply a truly multidisciplinary perspective in the services we deliver.

Our clients include 32/36 of the largest Global Fortune 500 automotive companies.
Automotive Center of Excellence
Applying unique multidisciplinary automotive consulting expertise

Strategy, Customer & Business Growth
- Corporate & Business Unit Strategy
- Business Transformation
- Market and Product Strategy
- Brand, Marketing, Remarketing
- Customer Experience
- Channel Management (Retail, Wholesale, Digital)
- Dealer Sales Strategy (Service & Parts)

Operational Excellence
- Product Cost Improvement
- Lean Management
- Production Excellence
- Supply Chain, Logistics & Distribution
- Sourcing & Procurement
- Quality

Finance
- Finance Strategy & Organization
- Business Finance
- Performance Management, Planning, Reporting
- Financial Controlling
- Operational Finance
- Accounting & Closing
- M&A Finance

Digital & Analytics
- Digital Marketing
- Digital Customer Channels
- Connected Car
- Mobility Services
- Autonomous Driving
- Integrated CD
- Digital Platform
- Digital Operating Model
- AMS Strategy & Solutions

Technology
- IT Strategy
- IT Architecture
- Cloud & IT Infrastructure
- Big Data & Analytics
- ERP Solutions & Implementation
- PLM/ PDM Solutions & Implementation

People
- Organizational Design
- Talent Strategy & Management
- Learning Solutions
- HR Transformation
- Change Management
- Digital Talent & Enablement

Captives
- Business Model Enhancements, e.g. Mobility Services, Truck, Used Cars, Advanced Analytics
- Operating Model Improvements, e.g. Operational Excellence, Digitalization, IT Harmonization
- Finance Model Excellence, e.g. Regulatory Compliance, Residual Value Management

Risk & Regulatory
- Regulatory Risks and Governance (Vehicle Safety and Recall)
- Dealer and Sales Channel Services

Financial Advisory & M&A
- Corporate Finance Advisory
- Buy-side and Sell-side Transaction Services
- M&A Tax Services, Tax Structuring and Optimization
- Optimization of IP Structures, Financing and WHT Processes

Tax Services
- Development & Production Risk (incl. 3rd party assessment)
- Supply Chain Risks and Safeguarding of Assets
- Tax Health Checks, Tax Field Audit Support
- Internal Control Systems for Tax Purposes (Corporate Tax Directive)

Digital & Analytics
- Valuation & Business Modeling
- Forensic

Technology
- Cyber Risk and Secure Software Development
- Accounting & Assurance Services
- Carve-out/PMI Services
- Restructuring Services

People
- Business Model Enhancements, e.g. Mobility Services, Truck, Used Cars, Advanced Analytics
- Operating Model Improvements, e.g. Operational Excellence, Digitalization, IT Harmonization
- Finance Model Excellence, e.g. Regulatory Compliance, Residual Value Management

Captives
- Business Model Enhancements, e.g. Mobility Services, Truck, Used Cars, Advanced Analytics
- Operating Model Improvements, e.g. Operational Excellence, Digitalization, IT Harmonization
- Finance Model Excellence, e.g. Regulatory Compliance, Residual Value Management

Digital & Analytics
- Valuation & Business Modeling
- Forensic

Technology
- Cyber Risk and Secure Software Development
- Accounting & Assurance Services
- Carve-out/PMI Services
- Restructuring Services

People
- Business Model Enhancements, e.g. Mobility Services, Truck, Used Cars, Advanced Analytics
- Operating Model Improvements, e.g. Operational Excellence, Digitalization, IT Harmonization
- Finance Model Excellence, e.g. Regulatory Compliance, Residual Value Management

Captives
- Business Model Enhancements, e.g. Mobility Services, Truck, Used Cars, Advanced Analytics
- Operating Model Improvements, e.g. Operational Excellence, Digitalization, IT Harmonization
- Finance Model Excellence, e.g. Regulatory Compliance, Residual Value Management

Digital & Analytics
- Valuation & Business Modeling
- Forensic

Technology
- Cyber Risk and Secure Software Development
- Accounting & Assurance Services
- Carve-out/PMI Services
- Restructuring Services

People
- Business Model Enhancements, e.g. Mobility Services, Truck, Used Cars, Advanced Analytics
- Operating Model Improvements, e.g. Operational Excellence, Digitalization, IT Harmonization
- Finance Model Excellence, e.g. Regulatory Compliance, Residual Value Management

Captives
- Business Model Enhancements, e.g. Mobility Services, Truck, Used Cars, Advanced Analytics
- Operating Model Improvements, e.g. Operational Excellence, Digitalization, IT Harmonization
- Finance Model Excellence, e.g. Regulatory Compliance, Residual Value Management

Digital & Analytics
- Valuation & Business Modeling
- Forensic

Technology
- Cyber Risk and Secure Software Development
- Accounting & Assurance Services
- Carve-out/PMI Services
- Restructuring Services

People
- Business Model Enhancements, e.g. Mobility Services, Truck, Used Cars, Advanced Analytics
- Operating Model Improvements, e.g. Operational Excellence, Digitalization, IT Harmonization
- Finance Model Excellence, e.g. Regulatory Compliance, Residual Value Management

Captives
- Business Model Enhancements, e.g. Mobility Services, Truck, Used Cars, Advanced Analytics
- Operating Model Improvements, e.g. Operational Excellence, Digitalization, IT Harmonization
- Finance Model Excellence, e.g. Regulatory Compliance, Residual Value Management
Project Samples

Strategy, Customer & Business Growth

Entering the European and premium car market

Client issue
The client was transforming an upscale car series into a premium brand, while also considering entering the European market with the dual intent of growing sales and supporting the long-term brand building efforts.

Our business solution
We designed a European market entry strategy and made specific recommendations on how to enter the European market based on a thorough market analysis. The project recommendations include detailed descriptions of the factors that will likely determine the success of a market launch in Europe including branding, marketing, technology, and customer experience.

Defining a sales channel strategy

Client issue
The client had observed a need to adapt its existing sales strategy to better fit modern customer requirements.

Our business solution
Our solution was to first support the client in identifying modern customer requirements, and then develop the future sales strategy that integrates innovative sales channels (online, call center, mobile sales). The client received a prioritized sales operating model, with benefit, cost and feasibility analysis, as well as an implementation scenario including a detailed business case (dealer and OEM).

Setting up an autonomous driving program

Client issue
The client was looking for a way to integrate autonomous driving into the existing business and play a defining role in the mobility revolution.

Our business solution
We worked with the client to define the organizational structures of the newly formed entity specialized in autonomous driving, including setting up various applicable reporting and governance structures. We provided support to the management of the company’s partnerships, enabling the client to setup a successful autonomous driving program.

Defining a sales channel strategy

Client issue
The client had observed a need to adapt its existing sales strategy to better fit modern customer requirements.

Our business solution
Our solution was to first support the client in identifying modern customer requirements, and then develop the future sales strategy that integrates innovative sales channels (online, call center, mobile sales). The client received a prioritized sales operating model, with benefit, cost and feasibility analysis, as well as an implementation scenario including a detailed business case (dealer and OEM).

Operational Excellence

Setting up a corporate accelerator program to digitalize procurement

Client issue
The client’s digitalization initiatives were not working as expected due to the lack of a clearly defined methodology for coordinating and accelerating innovative ideas. The client also required in-depth expertise to support selected initiatives.

Our business solution
We implemented a Corporate Accelerator program, consisting of an investor-driven approach to governance, staffing and financing that increases speed and agility within existing initiatives and facilitates ideation through an iterative approach. We also supported digitalization initiatives in the fields of cyber security, quality management, agile working methods and beyond.

Ramping up management in Mexico

Client issue
The client planned to ramp up a new factory in Mexico, including the launch of a new vehicle with a very steep volume trajectory.

Our business solution
Drawing on industry best practices, our expert teams designed lean and well-visualized processes, including specific training and digitalization concepts for each process. All processes are linked across functions and continuous improvement is centrally organized, integrating all involved partners. Through consistent and early training under real-time conditions in a dedicated pilot facility and detailed visualizations, all quality and sequencing risks in the factory could be limited and monitored during launch.

Redesigning the target cost management process

Client issue
The client sought to redesign the current target cost management process with the aim of improving process efficiency, logic, and transparency, and establishing goal-driven behavior.

Our business solution
We assisted the client in analyzing the current target cost management process, including the existing IT landscape. The project included developing a robust decision-making process and redesigning every stage of the target cost management process. A communications/training/organizational change management concept was also developed to support the employees with appropriate media and methods to ensure they were properly trained and prepared for the new target cost management process.

Strategy, Customer & Business Growth

Operational Excellence
Project Samples

Finance, Digital & Analytics

Client issue
The client faced increased planning complexity as an increasing range of products and the exploitation of new, digital business models. The client needed to optimize the product portfolio and to be able to model market and product changes.

Our business solution
We worked with the client to define guidelines and algorithms to support the ranking of products and assist the simulation of product development projects. This made it possible to optimize the product portfolio and allocate investments and R&D spending relative to profits. We provided the client with new capabilities added include agile implementation of the target RPA state. They needed support through a detailed exploration of requirements and then implementation of the target RPA state.

Refining the financial steering concept
Client issue
Globalization and future industry trends have a huge impact on the development and distribution of products across the world. The client requested our support planning and implementing the necessary changes to the client's organizational structure and steering concept.

Our business solution
We designed a new target operating model and related financial steering concept by operation-along the target operating model, describing responsibilities and collaboration principles, and coordinating with all relevant stakeholders within the global organization. The client was able to use the new organizational structure and steering concept to improve efficiency and better coordinate global efforts toward defined targets.

Exploiting robotics process automation
Client issue
The client wanted to improve process efficiency though modern robotics process automation (RPA). They needed support through a detailed exploration of requirements and then implementation of the target RPA state.

Our business solution
We first specified the target operating model, defined upskilling needs for RPA centers of excellence and RPA development experts, and conducted targeted training sessions. We also helped to finalize the target IT infrastructure. Together with client-side RPA analysts/bot creators, bots were introduced to carry out tasks in HR (e.g. onboarding interns, prolonging work contracts, etc.) and Finance (e.g. cost variance analysis, master data management, etc.) based on Ui-Path. Further candidates for automation have been identified and will be realized in 2018.

Defining a digital operating model
Client issue
The client requested our assistance in defining a new operating model for more effective organization of all customer-facing digital activities.

Our business solution
We designed and planned the implementation of the client's next-generation connectivity platform. This included scouting and prototyping new technology solutions. New connectivity capabilities, such as segregation of event/bulk data communication and geo-based broadcast messaging were a priority, alongside stability, security, and response time enhancements. Deloitte also supported the client in planning the project implementation, ensuring smooth collaboration across departments to setup the platform.

Preparing for the future of connected services
Client issue
The client asked Deloitte to support the architectural design phase for backend services to ensure the technical interfaces between backend systems and vehicles are ready to support the future portfolio of connected services.

Our business solution
We supported the client with the set up and implementation of a new digital operating model across various organizational entities (Engineering, Sales & Marketing, Aftersales, and IT). The digital operating model enables more effective organization and collaboration across the full range of customer-facing digital activities (connected customer incl. connected car) and harmonizes the digital platform strategy. The client was able to implement new agile approaches and ways of working across entities and boost digital customer services innovation through an (internal) accelerator.

Defining a digital operating model for more effective organization of all customer-facing digital activities.

Improving customer lifetime value/next-best offers
Client issue
Inconsistent heterogeneous sales data and a lack of personalization in next-best offers were causing problems for a captive bank. Incomplete and sporadic knowledge of customer behavior diminished sales efficiency due to insufficient targeting processes and sales funnels.

Our business solution
We introduced state-of-the-art predictive analytics based on residual value analysis to generate sales leads. This helped to increase efficiency across the sales process, empowering sales staff in the dealerships. A comprehensive Datalake provided large amounts of detailed data on customers, contracts and vehicles. The predictive analytics then supply data which is made accessible to the sales personnel via an intuitive web portal.
Our business solution
We developed a unified system to track distribution of unsold vehicles. We achieved this by designing and implementing a big data streaming platform to track signals across the global fleet and match these with vehicle master data. The system connects to big data hubs in the United States, China, and Europe. We also established backend systems to allow easy management of geofences and create location events for detailed tracking of vehicles at various stages of production and inventory. The model can also visualize distribution routes and provide updates in frontend Splunk dashboards for user-friendly real-time tracking.

Connecting distribution
Our business solution
We developed a custom advanced analytics solution using cutting-edge analytical tools. The results included over 1,500 predictions for more than 25 features, across 8 models in 12 markets. Hierarchical Bayesian regressions enabled the model to adapt to very sparse or missing data, allowing sensible predictions even for newly introduced features. This powerful model enables logistics managers to reliably plan feature stock and facilitates lean production.

Creating a connected supply chain
Our business solution
We implemented a system for monitoring defective materials upon arrival after a manual quality check. Defective materials then need to be replaced with ease. The new IT architecture has enabled the client to offer platform-based services to its suppliers and distributors, kick-starting their digital ambitions. We established various architecture management and governance structures, including a company-wide architecture and API board, as well as a functional guidelines for product teams that would enable them to develop new digital products with ease. The new IT architecture has enabled the client to offer platform-based services to its suppliers and distributors, kick-starting their digital transformation journey.

Defining new IT architecture for digital transformation
Our business solution
The client required a defined functional target architecture to take them from an automotive OEM to providers of digital services, and thus realize their digital transformation. Our approach was to develop a multi-layered platform-driven target architecture to facilitate the client’s digital ambitions. We established an architectural guidelines for product teams that would enable them to develop new digital products with ease. The new IT architecture has enabled the client to offer platform-based services to its suppliers and distributors, kick-starting their digital transformation journey.

Implementing SAP S/4 HANA
Our business solution
The client’s current legacy systems for invoicing and inventory management were insufficient to cope with the complexity of the client’s evolving processes, nor able to guarantee compliance with legal and compliance requirements. We supported the client in automating business processes, increasing the data quality, and facilitating compliance with legal and corporate standards through the new system. We also defined new business models and identified missing legacy functions to integrate these with existing processes. The new system reduced complexity while increasing transparency and efficiency across the entire supply chain.

Implementing SAP S/4 Hana
Client issue
The client’s current legacy systems for invoicing and inventory management were insufficient to cope with the complexity of the client’s evolving processes, nor able to guarantee compliance with legal and compliance requirements. We supported the client in automating business processes, increasing the data quality, and facilitating compliance with legal and corporate standards through the new system. We also defined new business models and identified missing legacy functions to integrate these with existing processes. The new system reduced complexity while increasing transparency and efficiency across the entire supply chain.

Connecting distribution
Client issue
Cars travel across many stations (stockyard, train, ship, truck) on their journey from factories to dealers. This process requires input and feedback from a large number of stakeholders across a variety of systems to provide the detailed tracking as desired by the client. Our business solution
We developed a solution based on big data streaming technologies to integrate advanced analytics algorithms into their chain of processes. Intuitive interfaces provide data for real-time decision-making, prompt detection of schedule deviations and bottlenecks, and effective monitoring of delivery progress. Combining in-car sensor, map, and location event data into a single smart solution for global distribution reduced the processing time to ~1 ms to receive real-time data and accelerated tracking.

Creating a connected supply chain
Client issue
The quality of materials can deteriorate under unfavorable atmospheric conditions during transport. For example, corrosion is more likely in low temperatures and high humidity. Defective materials then need to be replaced upon arrival after a manual quality check. Drivers also receive a warning message when thresholds are breached during a trip, enabling them to take action to prevent further damage to the materials they transport.

Creating a connected supply chain
Our business solution
We developed an integrated system to combine inventory management, financing and accounting and invoicing based on SAP S/4 HANA. We supported the client in automating business processes, increasing the data quality, and facilitating compliance with legal and corporate standards through the new system. We also defined new business models and identified missing legacy functions to integrate these with existing processes. The new system reduced complexity while increasing transparency and efficiency across the entire supply chain.

Creating a connected supply chain
Implementing SAP S/4 Hana
Client issue
The client’s current legacy systems for invoicing and inventory management were insufficient to cope with the complexity of the client’s evolving processes, nor able to guarantee compliance with legal and compliance requirements. We supported the client in automating business processes, increasing the data quality, and facilitating compliance with legal and corporate standards through the new system. We also defined new business models and identified missing legacy functions to integrate these with existing processes. The new system reduced complexity while increasing transparency and efficiency across the entire supply chain.

Creating a connected supply chain
Creating a connected supply chain
Connecting distribution
Creating a connected supply chain
Connecting distribution
Creating a connected supply chain
Implementing SAP S/4 Hana
Creating a connected supply chain
Connecting distribution
Connecting distribution
Implementing SAP S/4 Hana
Developing a strategy to enter the European fleet management and leasing market

Client issue
The client wanted to enter the European multi-brand fleet management and full-service leasing market.

Our business solution
A local Deloitte Captives team worked with a team of client-side experts from the manufacturing and financial services side to develop a market entry and overall business strategy. The client especially desired strategic consulting on multi-brand fleet management and full-service leasing in Europe. The Deloitte Captives team was later supported by a pan-European Deloitte Corporate Finance team, which worked together to define an acquisition strategy and assess potential targets.

Separating business activities to reduce regulatory burden and enhance growth

Client issue
The client wanted to carve out its banking and lending activities from its captive financial services organization to focus regulatory oversight on banking and lending and enable further business growth.

Our business solution
We supported the client in developing and managing a program to separate banking and lending activities from other business lines at the German HQ and across 18 European countries. This included separating staff, IT, business units, legal entities, while establishing shared services for selected business functions. This limited the ECB’s scrutiny to the client’s banking and lending activities in Europe while enabling the client to focus more on equity-efficient growth across all other business areas.

Developing a procurement academy for the purchasing department

Client issue
Decreasing participant numbers, poor satisfaction rates, and an inconsistent and outdated training structure led to the client’s decision to modernize training in the purchasing department.

Our business solution
We worked with the client to develop a comprehensive training curriculum. This was based around a highly interactive concept, designed to be enjoyable while producing long-term results. Building on existing knowledge and skills from previous training, participants acquire negotiation expertise relevant to their everyday work and personal development goals.

Harmonizing core IT applications in financial services worldwide

Client issue
The client wanted to switch to a new set of IT applications for managing its retail loan and leasing operations and the wholesale finance business in 15+ countries worldwide.

Our business solution
The client had pre-selected three standardized software packages to be rolled-out across small and medium-sized markets. Deloitte supported the client by developing a service catalog and common core for products, processes and system configuration. After the market rollout, local management and project teams managed their implementations locally with support from HQ. A global change request board was also created to support ongoing maintenance and enhancements.
Identifying car IT security threats

Client issue

Vehicles are becoming increasingly digital. The growing dependence on software, interfaces, sensors, and online connectivity opens more routes for potential cyberattacks. The client sought Deloitte’s support in identifying likely attack scenarios.

Our business solution

We identified a selection of probable attack scenarios based on different hacker profiles. We conducted test attacks based on publicly available data to identify vulnerabilities and the associated risks to the driver, passengers, car functionality, and data. Deloitte teamed with the client’s engineers to mitigate threats, paying special attention to the greatest risks. The client was able to close specific identified vulnerabilities, offering peace of mind while avoiding unnecessary risks.

Establishing needs-based access authorization for in-car IT

Client issue

Access to a car’s IT systems needs to be appropriately restricted to protect personal data in vehicles and to enable new connected car business models. The client required our assistance in establishing an appropriate system.

Our business solution

Deloitte drew on experience developing authorization systems for business and automotive applications to develop a P3 data security concept for in-car data. We ensured the system would also work in areas without mobile coverage and access to central databases. Similarly, we also had to ensure reliability in the event of an unforeseeable number of simultaneous, unauthorized requests. The system focused on protecting data while opening the door to new connected car business models.

Assessing and improving software quality

Client issue

A major automotive manufacturer asked Deloitte to perform a security assessment of the software development lifecycle (SDLC) at one of its service providers. The client wanted to verify what measures had been implemented to ensure secure software development processes. The client would use the results to identify and mitigate potential software risks at an early stage of the production process.

Our business solution

After defining the relevant areas, we conducted a security analysis of the SDLC, carrying out control specification reviews, assessing their implementation, analyzing documentation, conducting employee interviews, and running workshops. The results were consolidated, potential risks were identified, and finally discussed in a presentation delivered to senior management.

Supporting the successful M&A expansion of a luxury OEM into mobility solutions

Client issue

A German premium OEM required industry-specific transaction support (financial and tax due diligence) in connection with the proposed acquisition of a ride-hailing startup operating across various European countries.

Our business solution

We provided financial and tax due diligence support through a seamless cross-border M&A team. We applied our experience in this area to tailor the due diligence analysis to the client’s investment hypothesis and ensure a successful outcome. We also advised the client on accounting and tax-related aspects of the sell and purchase agreement (focusing on the purchase price mechanism). The client successfully acquires the target company and integrated additional mobility solutions into its portfolio.

Conducting a forensic investigation into alleged contract fraud

Client issue

The client required assistance investigating an allegation of fraudulent behavior by employees acting in collusion with external suppliers.

Our business solution

We carried out forensic investigations on behalf of an OEM. This included conducting interviews with relevant employees, analyzing processes, reviewing electronic and paper documentation, and analyzing structured and unstructured data to identify potentially fraudulent behavior and possible violations of applicable guidelines.

The allegations were properly investigated in a fair and thorough manner, settling the matter represented a great strategic and commercial success for our client.
Ensuring strong local content in South Africa

Client issue
Our client had an existing successful model and planned to produce a successor in South Africa from 2018 onwards. Vehicle exports to the European market should qualify to benefit from the European Union-South African Free Trade Agreement (EU-SA FTA).

Our business solution
Extensive procedural requirements had to be audited, analyzed and implemented within relevant company entities to ensure problem-free compliance. Our assigned South African customs team had also previously assisted a global automotive manufacturer in implementing a preferential and origin calculation system. The Deloitte team applied custom methodologies to ensure maximum efficiency across the entire process and full compliance with the EU-SA FTA.

Implementing an internal control system for payroll tax

Client issue
Our client needed to implement an internal control system for payroll tax in accordance with German law and national guidelines. An internal control system for payroll tax may be required to determine whether a corrected error in a tax return constitutes a willful act or gross negligence.

Our business solution
Based on Deloitte’s best practices, we assisted the client with documenting and improving their tax control framework. In the first phase, we prepared visualizations of relevant (tax) processes and documented tax risks. Deloitte also facilitated a workshop, during which the client applied the three lines of defense model to define the strategic position of the various tax departments across the group.

Performing a thorough global tax health check

Client issue
Our client was aware of potentially unidentified tax risks and inefficiencies within the global group structure in need of strategic optimization. Deloitte was brought in to assist.

Our business solution
The Deloitte team approached this task by analyzing the structure and tax function, identifying tax risks, inefficiencies and compliance issues, and implementing a tax compliance and internal control system in order to ensure tax compliance and mitigate unmanaged tax risks while optimizing the structure.

Thought Leadership

Our clients benefit from access to our insightful Thought Leadership publications, which explore highly topical themes.

The Future of the Automotive Value Chain: 2025 and beyond

The automotive value chain of OEMs in 2025 will be determined by a multitude of high-impact drivers. A scenario-based approach can support decision-making in cases where future developments are otherwise hard to predict.

Future of Captives: What will the core business areas for Automotive Captives be in 2030?

The captive business model is on the verge of fundamental transformation. How can captives respond to all these challenges and what will define a successful captive’s business model in 2030?

Automotive Data Treasure: Vehicle digitalization and the question of data treasures

Digitalization in the automotive industry and increasing vehicle connectivity raise the question of how to ensure privacy and protect user data. This study examines the current mood around data security in the context of connected cars.

The Future of Mobility Collection

Everything about how we travel from point A to point B is changing. It’s creating a new ecosystem of personal mobility. Explore ways to create value in a transforming environment.

Please visit our website for more information on our latest automotive publications www.deloitte.com/de/automotive
Contacts

Consulting
Dr. Thomas Schiller
Partner | Consulting Automotive Sector Lead Germany
Phone: +49 (0)89 29036 7836
tschiller@deloitte.de

Financial Advisory
Volker Krug
Partner | Financial Advisory Germany
Phone: +49 (0)711 16554 7727
vkrug@deloitte.de

Risk Advisory
Andreas Herzig
Partner | Risk Advisory Germany
Phone: +49 (0)711 16554 7160
aherzig@deloitte.de

Tax
Christoph Welter
Partner | Tax Germany
Phone: +49 (0)711 16554 7486
cwelter@deloitte.de

Audit
Dr. Hendrik Nardmann
Partner | Audit & Assurance Germany
Phone: +49 (0)511 3023 4332
hnardmann@deloitte.de