

Deloitte Alumni News

Making an IMPACT that matters

Welcome to issue 15 of Deloitte Alumni News.

The Deloitte Singapore Alumni programme allows us to stay in touch with former colleagues and peers who are now developing their careers beyond Deloitte. As an Alumni member, we encourage you to keep in touch with former colleagues and be active in the extended Deloitte network.

This newsletter provides insights on the latest news, events and developments within Deloitte Singapore and our regional and global network.

Highlighted in this issue are Deloitte's 2015 SEA-wide IMPACT Day, Inter-Departmental Games and various updates in the third quarter of 2015.

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Alumni matters

Refer a friend

Know of a friend, colleague or relative who is a Deloitte Alumni but not registered in our network? Invite them to visit our website at www.deloitte.com/sg/en/pages/about-deloitte/topics/alumni.html or simply email sgalumni@deloitte.com to register to be an Alumni member.

Upon successful registration, they will receive a confirmation email that will enable them to log-on our alumni portal and gain access to exclusive materials.

If you have any feedback, please contact us at sgalumni@deloitte.com. We look forward to your views as we continuously evolve the Deloitte Singapore Alumni experience.



Feature story

Food and fun to drive an IMPACT that matters



IMPACT Day is an annual celebration of Deloitte's commitment to invest in the communities that we work and live in. On this special day, Deloitte encourages all employees from across the Southeast Asia region to take a day out of the office to contribute their time and talent for the benefit of their communities.

On 28 August 2015, Deloitte Singapore joined the rest of Deloitte Southeast Asia for the SEA-wide IMPACT Day, with 110 volunteers participating in a number of activities, including toiling in the sun and the kitchen heat to bring food rations and cooked meals to needy beneficiaries around the island.

Ground-Up Initiative: Creating a sustainable future with organic farming

An eager group of 35 volunteers got up bright and early to harvest organic vegetables at a farm located at the former Bottle Tree Park in Khatib, a 26,000 square metres community learning campus that is managed by Ground-Up Initiative (GUI). Dubbed the **Kampung Kampus**, the low carbon footprint education centre aims to create a sustainable future by nurturing more grounded leaders and involving people physically in the light construction, maintenance and upkeep of space. The work was physically taxing because our volunteers had to harvest, sort and weigh over 40kg of leafy and non-leafy organic vegetables within two hours, to ensure that fresh vegetables were delivered to the Willing Hearts soup kitchen in time to prepare the meals for the needy.

Having fun with our Pioneer Generation at Tung Ling Community Services

35 of our volunteers arrived at Dakota Crescent to sort and pack over 250kg of groceries, which were purchased from **Foodbank Singapore** and distributed them to the elderly living in the nearby flats. But that's not all – they also set up games stations and engaged the elderly in some fun, as part of keeping the elderly active. These games include bowling, darts, basketball, fishing and picking marbles with chopsticks. It was really heart-warming to see the elderly putting in so much effort in the games. They were also treated to a buffet spread; after which, our volunteers accompanied them home with their bag of groceries, which contained items such as rice, cooking oil and canned food.



Serving up Daily Bread with Willing Hearts

While volunteers at Kampung Kampus were busy harvesting vegetables, another group of 44 volunteers were over at **Willing Hearts** soup kitchen at the Kembangan-Chai Chee Community Hub, helping in the preparation and delivery of food packs, better known as 'Daily Bread'. On a daily basis, the soup kitchen serves up to 4,950 styrofoam boxes of hot food and delivers them to various distribution sites across the island. The Deloitte volunteers helped out at the kitchen by chopping vegetables and cooking in the industrial-scale kitchen, so that they could deliver the freshly prepared hot food packs to the needy and elderly in Bedok and North Bridge Road. In addition to the organic vegetables harvested at Kampung Kampus, Deloitte also donated 210kg of frozen breaded fish to the soup kitchen to supplement their menu items.





Making an IMPACT across Southeast Asia

Across Southeast Asia, Deloitte employees from various practices also spent the day out of the office to contribute their time and talent for the benefit of their communities. Here is a summary of all the activities that our partners and professionals across the region were involved in:

Brunei

In collaboration with the Centre for Children with Special Needs (KACA), a non-profit organisation, Deloitte Brunei held a day of fun and games for the children and their families. Deloitte volunteers planned interesting activities for the beneficiaries and their families, and everyone had a chance to win prizes! It was a fun-filled and fulfilling experience for our volunteers. Partners and staff from the practice also made financial contributions to KACA, which went towards the programs for the early development and special education for people with disabilities.

Guam

At this year's IMPACT Day, Deloitte Guam sponsored and helped out at a sports day at Tamuning Elementary School. Our volunteers helped in facilitate the various sporting activities for fourth and fifth graders and through this, they hope to spread the message of eating well and keeping active to combat obesity – a rising problem in the country. As parts of the island of Saipan were recently devastated by Typhoon Soudelor, our Saipan office also participated in disaster relief efforts by working with Karidat, a non-profit social services organisation. Our volunteers donated food and supplies and also helped to pack and distribute them to the villagers who were badly affected by the typhoon.



Indonesia

Commemorating its 25th anniversary, IMPACT Day 2015 was an even more meaningful affair for Deloitte Indonesia. This year's theme was "Run for Charity – Bike to School" - selected because of the lack of transportation for children to and fro home and school. For every ten Deloitte volunteers who participated in the run, the practice donated a bike to the less fortunate children. In addition, a fund raising campaign "Coin for A Cause" was also initiated whereby coins donated by staff were accumulated for the purchase of bikes. The day ended with our volunteers continuing their tradition of donating Treasure Boxes to these children, which consisted of stationeries and snacks.



Malaysia

About 750 of our Deloitte Malaysia colleagues from Kuala Lumpur, Penang, Melaka, Johor Bahru, Kuching, Ipoh, and Kota Kinabalu offices organised a line-up of activities on IMPACT Day for our people to engage with underprivileged and underserved children across all ages.

In Kuala Lumpur, volunteers engaged with eight beneficiaries including the children and youth from local orphanages, the disabled, the poor and needy, as well as the environment, and their activities ranged from fundraising, educational lessons to general cleaning and maintenance works. In Penang and Melaka, volunteers organised dance and singing sessions as well as interactive games for the elderly of Relau Rumah Charis (Home for the Senior Citizens) and Rumah Sejahtera Melaka Tengah Paya Ikan (Nursing home for the elderly).

At the same time, volunteers from Ipoh and Kuching organised fundraising activities for the State's annual Merdeka Day Parade 2015 and PIBAKAT, a non-profit organisation for children with disabilities. Volunteers from Kota Kinabalu spent the day getting close to nature as they did maintenance works at the Lok Kawi Wildlife Park while our volunteers in Johor Bahru worked hard to set up a mini library in a small village.



The Philippines

Taking to heart this year's theme, "Planting seeds for the future", Deloitte Philippines organised two activities to live the theme literally and metaphorically: a tree-planting activity with the local farmers of Barangay Calawis, Antipolo, Rizal; and a trip to The Mind Museum for 100 students and four teachers of a public school based in Taguig. Guided by the local community and farmers' organisation, 56 of our volunteers assisted in the reforestation of two hectares of land and the enhancement of three hectares of agro-forestry sites by planting more than 600 native fruit-bearing trees. They also donated more than 2,500 seedlings to the local community. Another team of more than 20 Deloitte volunteers accompanied 100 students from Ususan Elementary School in Taguig City to The Mind Museum, a state-of-the-art Science museum in the Philippines.



Thailand

Our Thailand practice organised a run themed 'Run with Purpose' to demonstrate how collective effort can make an impact that matters to the communities. 550 Deloitte staff, families, friends and clients registered for this event and a total of THB 220,000 was collected from the registration alone. The aim was for participants to accumulate a total distance of 2,000 kilometers and they could do so via walking, running or cycling. The Thailand office matched their efforts with a THB 300,000 contribution. The money raised was donated to Baan Bor Luang School in Nan Province in Northern Thailand for the construction of their canteen and playground. Partners and staff also travelled to the school for the handover ceremony which took place on 4 September 2015.



Deloitte Singapore highlights

Deloitte officially launches GovLab



Deloitte announced the official launch of the GovLab on 29 July 2015, following a recruitment drive for its Fellowship Programme earlier this year.

Based in Singapore, GovLab has a fellowship programme where GovLab Fellows – selected from a pool of high-performing Deloitte practitioners in Southeast Asia – conduct research into key issues and emerging ideas shaping the public, private, and non-profit sectors to provide governments with the right knowledge and tools to convert challenges into opportunities.

Developed in partnership with the Singapore Economic Development Board, GovLab works closely with senior government executives and thought leaders in Southeast Asia and globally to develop a unique understanding of the increasingly complex and dynamic world.

Philip Yuen, Deloitte Singapore Chief Executive Officer, remarked, “GovLab offers great promise in shaping the future public sector landscape in Southeast Asia. It seeks to nurture innovative yet practical ways for governments to radically transform the way they deliver their services and prepare for the challenges ahead.”

In November 2014, the pilot phase of the fellowship programme was initiated to study two public sector topics on healthcare and workplace safety. The pilot cohort worked closely with the Singapore government agencies and leaders in the sectors over a four-month period to develop a number of pragmatic yet thought-provoking insights.

Lee Chew Chiat, GovLab Leader and Deloitte Southeast Asia Public Sector Industry Leader shared, “For Deloitte, GovLab is a talent initiative designed specifically to nurture Deloitte practitioners as future thought leaders within the public sector practice. Through the GovLab Fellowship Programme, our people will gain an understanding of the critical challenges governments face today and in the process develop solutions to support greater impact, efficiency, and quality in public sector service delivery for clients.”

Since its introduction, GovLab has completed two pilot projects on workplace safety and healthcare:

Workplace safety



In a successfully concluded pilot project conducted by GovLab under its fellowship programme, a predictive analytics model was developed for Singapore’s Ministry of Manpower to gain insight into the factors that contribute to worksite accidents with the aim of reducing such risks.

Singapore, although a relatively safe place to work, still faces a number of challenges in terms of workplace safety and health issues. Despite having introduced a slew of initiatives and mechanisms to protect employees from potential hazards at work, some decisions still remain complex because resources are limited. As a result, choosing the right areas to target can make a big difference in preventing workplace injuries and, of course, deaths.

Many of the safety procedures that are in place today are a result of reactive measures taken in response to unfortunate incidents in the past. Predictive analytics offers one of the greatest opportunities to improve safety by examining historical safety incident data to identify potential trends. This will enable pre-emptive actions to be taken to mitigate or to a certain extent, even prevent such occurrences. The model that was developed for the Ministry of Manpower will provide insight into some of the factors that contribute to worksite accident risks and comprises a three-step process - gathering hindsight, deriving insights, and finally, producing foresight to reduce such risks.

Healthcare



Healthcare as a resource is inherently scarce and consumers, healthcare providers and policymakers alike find themselves constantly having to make tradeoffs between affordability, access, quality and sustainability. These are not easy decisions but in the future, things may improve with the help of disruptive innovation as revealed in the findings of a recent GovLab project.

Developed by GovLab’s pilot cohort of Fellows, this project examined four recent disruptive innovations that are reshaping tradeoff decisions and the resulting healthcare landscapes in different parts of the world. As an illustration, imagine a patient facing the decision between going to a public hospital with lower prices but longer wait times, or going to a private healthcare provider with shorter wait times but higher prices. Which should he or she choose?

With the introduction of disruptive innovation that offers both lower prices and shorter wait times, this decision might soon become a thing of the past as you will learn from this report which explains how technology can be leveraged to do more with less. With today’s skyrocketing healthcare costs and bottlenecks in healthcare delivery systems, these innovations may just be the panacea we need.

Click on the images above to view the reports.

Deloitte stays ahead of developments in the Internet of Things



The Internet of Things (IoT) – a suite of technologies and associated business processes that allow us to track and count, then evaluate and act in circumstances that were once invisible and beyond reach – has been widely seen as a technology sector trend. However, like many other technologies that eventually permeate our everyday lives, IoT is set to transform the way companies create and capture value.

As thought leaders in the Technology, Media and Telecommunications (TMT) industry, Deloitte is well-poised to help our clients stay ahead of the developments in IoT. To showcase our expertise, Deloitte sponsored the IOT Solutions World Congress which took place in Barcelona, Spain in September this year, published a series through [Deloitte University Press](#) and contributed several articles on Wall Street Journal's Deloitte [CIO column](#) on the topic.

Closer to home, Deloitte Southeast Asia TMT Industry Leader, John Goeres, was invited by INSEAD TMT Network to moderate an IoT Panel that was held at the STI Auditorium in Singapore on 26 August 2015. The panel comprised six senior executives from a variety of industries that are on the cutting-edge of IoT, namely Emerson Process Management, Detalytics, IBM, Neurons IT, and SAS.

The session was divided into two segments: the first focused on the current state of IoT and its challenges, and the second explored its future trajectory.

Detalytics' Dr Florence H-Jennings, for instance, shared about her company's work with the detection and management of measurable stress and fatigue symptoms and their relations to risk and performance in high-risk professions such as emergency room doctors and aviation pilots who are exposed to significant and specific physiological and psychological stressors.

Summing up the conference, John posed the panel members a thought-provoking question: Are most of these IoT developments hype or reality? The consensus of the panel, it seemed, was that while the media's portrayal of some of its statistics might skew the overall picture, IoT is still likely to have a tangible and significant impact on both businesses and consumers in the future.

Visit the [TMT page](#) of the [Deloitte Singapore website](#) to find out more.

Deloitte talks risk at the Singapore Institute of Directors

On 23 July 2015, 13 directors from the risk committees of the Boards of various listed companies in Singapore participated in a risk management workshop organised by Deloitte Singapore in partnership with the Singapore Institute of Directors (SID).

Deloitte Enterprise Risk Services (ERS) Partner, David Chew, gave the opening address and welcomed the directors to the Deloitte Greenhouse. This was the first time that a SID event was hosted in our Greenhouse Lab, which combines a consciously-designed environment with expert facilitation, analytical insight and the latest thinking on the science of group dynamics.

The workshop focused on 'Black swan' events, a metaphor that describes an event that comes as a surprise, has a major effect, and is often inappropriately rationalized after it happens given the benefit of hindsight. The topics covered include:

- Reflecting on past "black swan" events that caused global organisations to go into decline and in many cases to disappear, and;
- Identifying possible "black swan" events which may hit Singapore and the region.

During the workshop, participants had a hands-on session where they developed a list of events that they think could be "black swan" events for their companies, those that carry catastrophic impact but low in probability. Using these scenarios, the participants were then asked to identify or develop ideas on how certain "black swan" events could be turned into opportunities and help increase the companies' market share.

There was good interaction among the participants with many of the directors sharing their perspectives and personal experience on "black swan" events, ranging from geo-political, socio-economical to technology developments. These events were supplemented with trending analysis and research on certain markets and organizational evolution provided by Deloitte Analytics.

The directors found the workshop to be very useful and the insights from this workshop will be shared with the larger audience within SID.

Learn more about the Deloitte Greenhouse [here](#).



Deloitte takes centre stage at CFO Innovation Asia Forum 2015



Deloitte was the associate sponsor of the sixth annual CFO Innovation Asia Forum which was held in Singapore at the Suntec City Convention Centre on 10 and 11 June 2015. Jonathan Rees, Deloitte Southeast Asia Digital leader, and Victor Keong, Asia Pacific Cyber Security Leader – participated in the panel discussions throughout the two-day forum.

On the first day, Jonathan moderated a panel discussion on 'The Future of CFO and CXO Collaborations in the Digital Economy'. As the role of CFOs continues to expand beyond traditional accounting and financial reporting to encompass areas such as IT development, cyber security, and strategic business planning, the panel focused on four key issues:

- Who is involved in collaborating and leading business strategy decisions?
- What strategies are needed to get CFOs buy-in for security, big data, analytics and cloud?
- How to form close partnerships with other business leaders in order to sharpen corporate strategy?
- What is the mindset change required to have a successful CXO collaboration?

Panellists included Peter Gammon (CFO, Abacus International), Eunice Yap (CMO, The Esplanade Company), S.V.Padmanabhan (President & Global Finance Head - Products, Olam International), Simon Benney (Group CIO, Rio Tinto) and Magnus Grimeland (Regional Managing Director, Zalora).

On the second day of the forum, Victor participated in a panel discussion on 'Cyber Security Management in the Digital Era'. Digitization is providing opportunities for companies to automate processes and accelerate global expansion and as we embrace the digital future, cyber-security is no longer just a problem for IT specialists but rather a strategic issue for all senior leaders to grapple with and understand. Cesar Bacani, Editor-in-chief for CFO Innovation Asia, was the moderator for this discussion and the other panellists included Jeremy Gray (CFO Asia Pacific, W R Grace) and Suryanarayanan Balasubramanian (Group CFO, Mindtrac). The panelists shared about how cyber-attacks can have a profound impact on an organization, which further emphasises the need for CFOs to know how to alleviate such cyber threats.

Deloitte's participation at this annual CFO Innovation forum is one of the key components of our [CFO Program](#) which was launched in early May 2013. Our presence at this event allowed the Deloitte Southeast Asia CFO Program team to interact and share with the CFOs details of the programme which include Transition Labs, CFO Surveys, CFO Insights and CFO Forums that aim to provide fresh insights for every stage of a CFO's career.

Deloitte honoured with the Silver Award for 'Best Employer Brand Development'



Deloitte Singapore was honoured with the Silver Award for the 'Best Employer Brand Development' category at the inaugural Asia Recruitment Awards, held on 28 May 2015 at the Intercontinental Hotel, in the presence of senior HR executives of the largest companies in Singapore.

The Asia Recruitment Awards, organised by Human Resources Magazine, is a premier event in HR recruitment which recognises the best in-house recruitment teams and celebrates the excellence in HR recruitment, focusing on innovative and effective recruitment campaigns, technology, advertising and talent acquisition. Only 50 organisations were selected as finalists for the various Awards categories, out of hundreds of entries, by an esteemed panel of judges which comprised HR presidents and directors from the corporate and public sector.

Deloitte Singapore was selected as a finalist for the 'Best Employer Brand Development' category, facing stiff competition from Singapore's largest companies and public sector organisations including many of our clients and professional services competitors. We eventually clinched the Silver Award for our **'What's your Deloitte?'** programme, which was developed by our Southeast Asia Clients & Markets team and implemented by the Talent team across the region. Talent Partner Seah Gek Choo, together with Felicitas Chia (Human Resources Senior Manager), James Walton (Clients & Markets Partner) and Karen Brown (Clients & Market Senior Manager), received the awards on behalf of Deloitte Singapore at the gala dinner.

These awards are a testament to the innovative programs that we have developed and implemented in Deloitte, as well as the efforts and initiative of the HR, Talent and Clients & Markets teams in Singapore and around the region.

To find out more about Life at Deloitte, visit our [Careers webpage](#) or follow us on [Twitter](#).

Social news

Inter-Departmental Games (IDG) 2015



Every year since 2012, Deloitte Singapore's eight department teams come together to fight for glory in our very own Olympics-style competition - the Inter-Departmental Games (IDG). With a total of 17 gold medals up for grabs across 15 sports, this year's IDG proved to be the most exciting season so far. During the IDG season, Deloitte staff got active and competitive, spending their time after work and during the weekends to attend team trainings to make sure they are all in top form for the competitions.



Team White got off to an impressive start, bagging a total of 16 points out of 18 during the first week of the IDG but defen ding champions Team Blue managed to catch up in the second week of the Games, taking the lead by four points after winning gold medals from Badminton and Running and double gold in the Men's and Ladies' Futsal.

TEAMS

- Team White:** Audit Group 1 & 5, Global IFRS & Offerings Group and Chinese Services Group
- Team Blue:** Enterprise Risk Services, Internal Services and Japanese Services Group
- Team Orange:** Audit Group 2 & 3, Audit Learning & Development, Risk & Reputation Group, Technical and Engagement Quality Control Review
- Team Purple:** Consulting
- Team Yellow:** Tax
- Team Red:** Audit Group 4 & 6, Global Employer Services
- Team Black:** Audit Financial Services Industry
- Team Green:** Financial Advisory, Forensic, Analytics



Team White's strong performance in Ladies' Basketball, Beach Volleyball and Ultimate Frisbee took them back to the front though and it was a nail-biting affair all the way to the finish, with every sport making a difference in the scores.

At the end of eight weeks of competition, it was Team White who emerged as overall champions by a narrow margin, with Team Blue finishing second and Team Orange third. These three teams combined won 14 of the 17 goal medals on offer. Team Purple had their best-ever showing and finished fourth overall with strong performances in several sports.

Competition aside, it was heartening to see new friendships being forged among our people while they participated in the IDG and cheered their teams on. Not only did it allow our people to have a healthy, balanced and active lifestyle, it also created bonding opportunities within their respective functions and across functions.

For IDG 2015 highlights, visit the [Deloitte Singapore Facebook page](#).



Nurturing young minds with Project Gracious Hearts



The Audit Volunteer Initiative, first introduced in July 2014, allows auditors to take a sabbatical to do volunteer work, either locally or overseas. To support staff members who are keen to contribute to a good cause, Deloitte Singapore also provides half-paid sabbatical leave and financial support to help them carry out their volunteer work.

A dedicated team of Deloitte Singapore audit staff made a trip to Chiang Rai, Thailand in two batches from 16 August to 11 September 2015 under the Audit Volunteer Initiative to teach students conversational English and Mandarin. The first trip – dubbed “Gracious Hearts” – was made by the pioneer group of nine Deloitte volunteers who took sabbatical leave so that they could teach the children in Chiang Rai. This year, the team grew to 21 volunteers, with four members from the pioneer group. They worked with five schools in the area to teach students between the ages of 7 and 12. To prepare for the trip, the volunteers held a donation campaign the week before their trip with the goal of raising funds to purchase stationery and breakfast sets for the students in Chiang Rai.

Upon arrival at their first stop – Santhanoon School, the volunteers received a warm welcome from the students and their presents of the stationery sets collected from their donation campaign were met with wide smiles.



During the time spent at the school, the volunteers taught the students basic English such as the alphabet and the days of the week, coming up with lesson plans which incorporated games, along with charts and posters to aid the children’s learning. They also involved singing and dancing in their Mandarin lessons to help students pick up the language effectively since it was the first time Mandarin was introduced in the schools. For example, the volunteers taught them the song “Two tigers” in Chinese to teach them about animals and numbers, which the students enjoyed very much.

It was a great start to the trip; our volunteers could see the children enjoying themselves and had the opportunity to learn more about the living conditions of the people in Chiang Rai, preparing them for their visits to the other four schools, San Thaad School, San Khong School, San Luang School and Thung Kliang School.

With the funds raised from their donation campaign, the team was able to purchase not only stationery and breakfast sets, but also dictionaries and sports equipment for the five schools they visited. They also had the chance to visit an orphanage, where some of the students come from, and bought them a month’s worth of food supplies.

Deloitte celebrates the nation's Golden Jubilee



Singapore commemorated its 50th year of independence this year with the nation coming together as one to celebrate its achievements and all that makes us Singaporeans.

National Day party

On 6 August 2015, three days before National Day, Deloitte Singapore employees gathered at D.Lounge to celebrate Singapore's Golden Jubilee where they penned down their well wishes for the nation and enjoyed the festivities over light refreshments. The lounge was decked with the Singapore flag and our national colours, and our staff turned up in vibrant red and white outfits to mark this milestone in our little red dot's history.

A cake showcasing Singapore's skyline was designed for the occasion and the cake cutting ceremony was led by Deloitte Singapore's Clients & Markets Leader, Ernest Kan, Talent Partner, Seah Gek Choo and Audit Partner, Rankin Yeo along with other partners and staff. Customised cupcakes spelling out Deloitte's well wishes for Singapore were also specially baked by Noeline Keiser, Clients & Markets Manager. It was a joyous occasion as our staff had the opportunity to celebrate as a firm before the long Jubilee weekend started.

Deloitte's SG50 'stamp of approval'

As part of Singapore's Golden Jubilee celebrations, all 2,300 Deloitte Singapore staff were given a special, limited edition sheet of SG50 stamps as a token of appreciation from Deloitte. Produced by SingPost, these sheets feature five stamp tabs each representing a decade in Singapore. Set against the iconic panoramic backdrop of Marina Bay, the scene captures our nation swept up in joy and celebration. It is a vibrant collage of previously issued stamps tracing our nation's key milestone images over the past 50 years.

Supporting the SG50 "red dot" project

Deloitte has always taken pride in being able to give back to the society and making an impact that matters and this SG50 is no exception. In celebration of our nation's 50th birthday, Deloitte once again did our part for charity by contributing to the four beneficiaries under the SG50 "red dot" project: the Lions Befrienders Service Association, the Handicaps Welfare Association, the Cerebral Palsy Alliance Singapore, and the Singapore Association of the Visually Handicapped.

As a token of gratitude for our donation, we were gifted with 1,000 'little red dots' – red foam balls that were produced for this project led by ComfortDelGro and Moove Media. These were sold at \$10 a piece at Singapore Petroleum Company's pump stations islandwide. The idea draws inspiration from the affectionate term that has been used to describe Singapore – the 'little red dot'.

The "little red dots" were distributed to Deloitte partners and staff, so that they can spread the word and encourage other Singaporeans to join in this meaningful project.



Around the region Deloitte holds series of client events on *The Future of Manufacturing*



According to **The Future of Manufacturing** report released by Deloitte University Press earlier this year, more and more, buyers are seeking – and finding – products that are personalised and customised to fit their individual needs.

At a series of exclusive client events held across the region in September 2015, Duleesha Kulasooriya, Head of Strategy, Deloitte Centre for the Edge, explained how manufacturing is no longer simply about making physical products. Changes in consumer demand, the nature of products, the economics of production, and the economics of the supply chain have led to a fundamental shift in the way companies do business. For example, sensors, connectivity and computing turn previously “inert” products into “smart” ones, and business models are evolve to sell “products as platforms” and “products as services”.

The session in Singapore, which took place at The Fullerton Hotel on 22 September 2015, opened with a welcome speech by M.S.K Muralidhar, Deloitte Southeast Asia Consulting Partner. The event also featured a presentation by Aaron Maniam, Director, Industry Division, Ministry of Trade and Industry Singapore, on the topic “Transformation, Technology & Trade: Possibilities for the Singapore Economy”. In addition, Duleesha, Aaron, and Ralph Foong, Director, Precision Engineering, Singapore Economic Development Board, shared their insights on a panel discussion that was moderated by Yuki Kuboshima, Deloitte Asia Pacific Manufacturing Leader.

In Malaysia, the session began with opening remarks by Tan Theng Hooi, Deloitte Malaysia Country Managing Partner, and was followed by presentations from guest speakers including Liew Siew Lee, Director of Manufacturing Industry, Science & Technology, Economic Planning Unit, Prime Minister’s Department, who elaborated on the new initiatives for the manufacturing sector that will help Malaysia transition towards higher value, diverse and complex manufacturing, as well as YM Raja Dato’ Abdul Aziz, Vice President of Federation of Malaysian Manufacturers, who explained how the new government incentives will spur local manufacturers towards higher technology and innovation.

The sessions revealed that there is no one path to success. Creating and capturing value in this new environment will require understanding of the factors driving change in specific manufacturing sectors, focusing on activities that convey a structural advantage, leveraging the skills and capabilities of third parties, fundamentally rethinking business models, and identifying influence points.



Joint Deloitte-VISA event reveals financing difficulties of SMEs and opportunities available

Most small and medium-sized enterprises (SMEs) in Thailand, as well as other Southeast Asian countries, have limited access to financing, even though they are critical drivers of national growth and employment, according to the latest joint Deloitte-Visa publication titled “**Digital banking for small and medium-sized enterprises: Improving access to finance for the underserved**”.

In a two-hour workshop jointly hosted by Deloitte and Visa at the Grand Hyatt Erawan Bangkok on 24 July 2015, Mohit Mehrotra, Strategy Consulting Leader, Deloitte Southeast Asia, presented some of the key findings of the report, including how a significant proportion of SMEs in Thailand have no access to financial institutions and require external financing. Most owners of SMEs, for instance, use their own savings or borrow from family and friends to finance investments, with more than half of them being not eligible to borrow from financial institutions.

Attended by senior executives from the digital banking, SME banking and supply-chain finance departments, the event revealed the sizeable gap that remains for banks and financial institutions to fill and the opportunities for them to serve. This is despite the increased focus by governments in the region to develop the sector through various schemes, initiatives and policies.

Mohit explained that SMEs need adequate cash flow for investment and the continuous improvement of operational efficiency and productivity. Without adequate financing, SMEs will not be able to build competitiveness and innovate to be sustainable in today’s competitive climate.

He said, “As key contributors to their countries’ economies, SMEs should be a priority market for stakeholders such as the government, regulators, financial institutions and non-bank financial institutions. Difficulties in accessing financial facilities and export markets hinder SME development in the region”.

For more information, please click [here](#).



Deloitte Cambodia shares insights at KICPAA workshops



Since its establishment in September 2014, Deloitte Cambodia has grown steadily as the demand for professional services increases in Cambodia. Recognising the expertise that Deloitte has to offer, the Kampuchea Institute of Certified Public Accountants and Auditors (KICPAA) invited our professionals to conduct two workshops in July 2015, to assist companies in Cambodia in addressing recent IFRS developments and governance processes.

Workshop on IFRS updates

On 7 July 2015, Deloitte supported KICPAA in conducting a workshop on International Financial Reporting Standards (IFRS) updates in 2015. The workshop, held at the Intercontinental Hotel Cambodia, saw over 70 CFOs, finance practitioners and accountants attending to find out more about how recent IFRS developments may affect them.



The workshop was facilitated by Deloitte Singapore Audit Partner Soh Lin Leng and Deloitte Cambodia Audit Senior Manager Ung Kimsopheaktra, who updated the participants on the recent IFRS developments and shared about the implications of the new standards and amendments released by the IASB. These included a summary of the recent revised standards, a recap of important IFRS concepts and a comparison between current and new financial instruments.

The workshop was an overall success and positive feedback was received from the participants who found the workshop very beneficial.

Workshop on governance and internal audit

On 24 July 2015, Deloitte supported KICPAA by conducting a workshop titled “Governance and internal audit for organizational performance”.



Facilitated by Deloitte Malaysia Enterprise Risk Services Directors Nickson Choo and Eddie Loh, and Deloitte Cambodia Audit Director Khoy Kimleng, the workshop provided insights on how companies can strengthen organisational governance processes as well as internal audit to promote effectiveness in the company.

The workshop was attended by about 40 finance practitioners who found it the information provided beneficial and useful to their organisations.

Deloitte reports



Asia Pacific Economic Outlook 2015 Q4

The fourth quarter edition of Deloitte’s Asia Pacific Economic Outlook 2015 gives a near-term outlook for Malaysia, the Philippines, Taiwan, and Thailand.

The unexpectedly severe weakness in the Chinese economy is taking a toll on these countries. Though Malaysia and the Philippines are expected to continue to grow despite this challenge, the state of the economy in Taiwan and Thailand will depend on other factors including the political situation

Download the full [report](#) for more information.



Global Economic Outlook 2015 Q4

The fourth quarter edition of the Global Economic Outlook 2015 offers timely insights from Deloitte Research economists about the Eurozone, China, the United States, Japan, India, Russia, Brazil, and the United Kingdom. In addition, this issue’s special topic considers the readiness of emerging economies in the face of the impending US Fed rate hike and global value chains.

Download the full [report](#) for more information.



Director’s Quarterly issue 2: Through the eyes of the board

The Director’s Quarterly is an e-publication aimed at exploring the challenges of practicing corporate oversight and governance in a world of change, and helping directors increase their relevance of the role they play and the work they do to ensure that their companies continue to create value for their stakeholders.

Download the full [publication](#) for more information



Oil & Gas Reality Check 2015: A look at the top issues facing the oil and gas sector

2015 Oil and Gas Reality Check highlights the six challenges impacting the oil and gas sector globally (and the upstream market in particular) including an anticipated shift in supply-demand fundamentals, the emergence of new trading patterns, consideration of OPEC's role in the market, falling LNG prices, long-term costs of complex projects and evolving dynamics between IOCs and NOCs.

Download the full [report](#) for more information



Global Power of Consumer Products 2015: Connecting with the connected customer

The Global Powers of Consumer Products report identifies the 250 largest consumer products companies around the world based on publicly available data for the fiscal year 2013 (encompassing companies' fiscal years ended through June 2014).

The report also provides an outlook on the global economy; an analysis of market capitalization in the industry; a look at merger & acquisition activity in the consumer products industry; and a discussion on the importance of connecting with the connected consumer.

Download the full [report](#) for more information.

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