

Deloitte.

Dbriefs



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Webcast series for executives

Program Guide
April - June 2017

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About Dbriefs

Anticipating tomorrow's complex issues and new strategies is a challenge. Forecast your future with Dbriefs—live webcasts that give you valuable insights on important developments affecting your business.

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Driving Enterprise Value

Host: Miles Ewing

The kinetic enterprise: Which technology trends could turn your world around?

April 19, 3:00 p.m. ET

Presenters: Bill Briggs, Irfan Saif, and Matt Schwenderman

Innovative new technologies are emerging in 2017 that could significantly impact the finance organization and the broader enterprise. What should CFOs know about and prepare for? We'll discuss:

- Eight emerging technology trends that could profoundly change businesses, including dark analytics, mixed reality, machine intelligence, inevitable IT architecture, blockchain, everything-as-a-service, exponential technologies, and IT unbounded.
- Insights on how CFOs and finance organizations can leverage these emerging capabilities for operational and competitive insights.
- Implications for the broader enterprise and finance's role in exploring the potential of these technology trends.

Learn about 2017's exciting technological developments and how your organization can benefit from them.

***Deloitte University Press related Dbriefs**

Commercial spending: The latest victim of zero-based budgeting?

May 17, 3:00 p.m. ET

Presenters: Paras Agarwal, Ed Johnson, and Mike Manby (London)

Companies often allocate 15 to 20 percent of revenue to marketing, promotions, and other commercial spending. With today's profitability pressures, such spending can be a lever for cost and margin improvement. How can zero-based budgeting help? We'll discuss:

- Profitability pressures, evolving consumer preferences, the rise of private labels and niche brands, and digital marketplace influences.
- Background and contemporary insights on zero-based budgeting applied to commercial topics such as sales, promotions, and marketing.
- How big data and analytics can help quantify performance and lay the groundwork for zero-based budgeting.

Learn how big-data-enabled zero-based budgeting can be a powerful tool for more purposeful commercial spending investments and improved returns.

CFO meets M&A: Value creation in the digital age

June 22, 3:00 p.m. ET

Presenters: Lukas Hoebarth, Nnamdi Lowrie, and Carina Ruiz

As businesses continue to expand and explore new markets through M&A activity, the pressure to create immediate and sustainable value grows. With CFOs playing an increasingly prominent role in M&A both pre- and post-announcement, how can new digital capabilities help identify and capture deal value? We'll discuss:

- Areas where CFOs lead M&A transactions and important data those activities generate.
- Emerging digital tools available to analyze pre-closing data for value-creation insights.
- The role of robotic process automation and other digital innovations during post-merger integration and, more broadly, in ongoing finance department activities.

Learn how digital technologies can help CFOs and finance functions drive increased value across the M&A life cycle.

Digital supply networks
Turn your supply chain into an "always-on" strategic differentiator



Controllershship Perspectives

Host: Anthony Waelter

The new FASB revenue recognition standard: Charting an effective implementation

May 4, 2:00 p.m. ET

Presenters: Mike Dzikowski, Mark Horn, and John Malvisi

The FASB's Accounting Standards Update No. 2014-09, Revenue from Contracts with Customers, takes effect in 2018 for companies with annual reporting periods beginning after December 15, 2017. How prepared is your company for implementing the standard? We'll discuss:

- Lessons learned from early movers who have already developed plans.
- The top three challenges companies could face in adopting the new standard.
- For companies just starting the planning process, important factors to consider and suggested steps for timely and effective preparations.

Gain new insights on how, with less than a year until the new revenue recognition standard becomes effective, you can put appropriate plans in place for implementation.

Improving financial close, consolidation, and reporting processes: Time to revisit old foes

June 1, 2:00 p.m. ET

Presenters: Beth Kaplan and Tom Toppen

Many finance organizations are still plagued by slow, inefficient financial closing, consolidation, and reporting processes. What new approaches can help finance meet reporting obligations effectively while providing more accurate, timely information for data-driven decision making? We'll discuss:

- Long-standing challenges that finance still faces, including data preparation and transfer, consolidation, management reporting, sub-ledger transactions, and external reporting.
- Considerations for improving these processes in response to increasing demands for transparency and partnering with the business.
- Emerging, transformative technologies, including robotic process automation, cloud and mobile platforms, and visual analytics.

Explore new ways to fulfill your company's reporting requirements while providing data and insights for decision makers across the enterprise.



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Transactions & Business Events

Elevating your anti-corruption compliance program: A time for review

April 26, 2:00 p.m. ET

Host: Don Fancher

Presenters: Bill Pollard and Holly Tucker

Recent developments in anti-corruption enforcement make it imperative for companies to have compliance programs that are comprehensive, tailored to their specific risks, and defensible to US and international regulators. For many legal and compliance officers, this means revisiting and enhancing their compliance programs.

We'll discuss:

- Anti-corruption enforcement trends, including increased cooperation between US and foreign law enforcement and growing emphasis on individual culpability.
- The new ISO-37001 standard on anti-bribery management systems—bribery-specific risk assessments and ongoing program monitoring and enhancement.
- Leading practices in bribery risk management, including third-party due diligence and analytics.

Gain new insights on anti-corruption trends, the new ISO standard, and new ways to effectively address bribery risk.

Global ethics and compliance in uncertain times: Leveling the playing field

May 24, 2:00 p.m. ET

Host: Donna Epps

Presenters: Chip Cottrell and Don Fancher

Despite more countries enacting anti-corruption statutes, the increasingly global economy continues to provide fertile ground for fraud and corruption. What issues should multinational corporations be aware of, and what efforts are being made to level the playing field for ethical companies? We'll discuss:

- An overview of the growing need for more trust and transparency in global ethics.
- Potential impacts on procurement functions of less transparency and increased corruption.
- Emerging solutions to these challenges, including toolkits from regulatory and standards organizations, new e-procurement technologies, and evolving responsibilities of compliance officers and corporate entities.

Learn how ethical companies can compete effectively even when facing others that use illicit practices.

Supply chain fraud, waste, and abuse: The growing role of forensics and analytics

June 28, 2:00 p.m. ET

Host: Don Fancher

Presenters: Larry Kivett and Mark Pearson

The immense data generated within today's corporate supply chains can contain vital insights for combating fraud, waste, and abuse. How can supply chain forensics and analytics capabilities reveal those insights and what are leading practices for using them? We'll discuss:

- Potential competitive, regulatory, and litigation risks of ignoring supply chain information.
- Risks associated with the improper safeguarding of sensitive data and intellectual property from cyberattacks and third parties.
- Leading practices in forensics and analytics to address risks and help recoup costs through loss avoidance.

Learn about the importance of developing supply chain forensics and analytics capabilities and ways to capitalize on skills and insights already resident in your organization.



Financial Reporting

Host: Bob Uhl

EITF roundup: Highlights from the June 2017 meeting

June 20, 2:00 – 3:30 p.m. ET

Presenters: Emily Hache and Stephen McKinney

The FASB's Emerging Issues Task Force (EITF) will meet in June to review emerging issues. We'll discuss the results of this meeting, which we expect will include:

- Issues not resolved at the March meeting.
- Additional issues added to the EITF agenda.

Stay in touch with new accounting guidance and potential future guidance resulting from the deliberations of the EITF.

Quarterly accounting roundup: An update on Q2 2017 important developments

June 27, 2:00 – 3:30 p.m. ET

Presenter: Karen Wiltsie

Do you know what issues the standard-setters and regulators have been addressing lately? We've been monitoring their projects and will discuss:

- Accounting, standard-setting, and reporting developments for the quarter.
- Recent positions on accounting and reporting of accounting and auditing standard-setters and regulators.
- Other hot topics.

Enhance your understanding of these and other important accounting issues and developments for the quarter.



Roadmap series

Accounting
guidance on
elected topics
to the financial
reporting
community



Governance, Risk, & Compliance

Enhanced disclosures: Leading practices and current trends

April 27, 2:00 p.m. ET

Host: Deb DeHaas

Presenters: Consuelo Hitchcock, Bob Lamm, and Kristen Sullivan

Investors and other stakeholders seek greater insight into areas such as sustainability, strategy, risk, succession, and board and committee practices. Regulatory bodies are calling for enhanced disclosure on audit matters. What should financial executives consider in drafting disclosures? We'll discuss:

- Enhanced sustainability reporting and related ESG disclosures.
- More detailed audit and audit-related disclosures, the enhanced auditor reporting model, and broader audit committee transparency.
- The overall proxy statement and related enhancements focused on providing investors with more concise and relevant information.

Learn what level and format of disclosure financial executives and boards could consider to effectively tell the company's story in proxy statements and other stakeholder communications.

Extended enterprise risk management: New perspectives on a growing imperative

May 25, 2:00 p.m. ET

Host: Donna Epps

Presenters: Dan Kinsella, Kristian Park (London), and Sanjoy Sen

As companies increasingly outsource even core functions to third parties, the risks associated with those interactions increase as well. How are organizations worldwide addressing these risks? We'll discuss:

- The growing contrast between aspiration and reality in terms of the robustness and comprehensiveness of third-party risk management programs.
- Why a mix of technologies for supporting extended enterprise risk management may trump effectiveness of a single platform.
- Why companies need to complement prevention of risk with resilience to significant changes in their external environment.

Learn about trends revealed by Deloitte's 2017 Global Extended Enterprise Risk Management survey and explore how best practices might help drive performance in your organization.

Reputation matters: Developing resilience ahead of a crisis

June 29, 2:00 p.m. ET

Host: Donna Epps

Presenters: Keri Calagna and Ashish Patwardhan

Reputation-damaging crises often expose the gap between reality and stakeholder expectations about reputational risks. Why do many organizations struggle with this gap and how can leaders build greater brand and reputation resilience? We'll discuss:

- Three attributes impacting how stakeholders judge an organization's reputation and why, from the stakeholders' perspective, company reputation and value might be impaired.
- Considerations for quantifying reputational risk exposure—the value of a stakeholder assessment.
- A model for identifying risks, driving continuous improvement in risk resilience, and developing a robust crisis-readiness program to prepare for unexpected threats and crises.

Explore factors affecting, and ways of improving, your organization's reputational resilience.

WSJ Risk & Compliance Journal
Risk management, strategy, and analysis from Deloitte



Life Sciences & Health Care

Host: Terry Hisey

Health care transformation pulse-check: One hundred days into a new administration

April 25, 1:00 p.m. ET

Presenters: Bill Copeland, Anne Phelps, and Greg Scott

Repeal and replacement of the Affordable Care Act (ACA) is a primary agenda item for the Trump administration and the 115th Congress. With April 29 marking the administration's 100-day milestone, what is the outlook for the ACA and, more broadly, the administration's health care policies? We'll discuss:

- Legislative and executive branch actions to repeal and replace the ACA.
- Commercial, Medicare, and Medicaid insurance market dynamics.
- Affordability challenges, including prescription drug prices and costs.
- Provider payment and delivery system reforms.

Learn how health care providers, health plans, and life sciences companies are faring under a new administration and expected changes on the horizon.

What does the new administration mean for health care?

Read our blog series for more.



Medical devices and the Internet of Things: A three-layer defense against cyber threats

May 23, 1:00 p.m. ET

Presenters: Veronica Lim, Russell Jones, and Scott Read

Connected medical devices—components of the Internet of Things—are multiplying and creating many potential cybersecurity and patient-casualty risks. How can life sciences and health care organizations mitigate exposure to these threats? We'll discuss:

- Policies that address regulatory and compliance concerns related to securing connected devices.
- How security risk assessments conducted throughout the product life cycle can help identify, measure, and mitigate cyber risks while informing the board and key stakeholders about the cyber risk landscape.
- How forensic investigations can uncover breach sources to reduce exposure and reputational impact.

Learn how three lines of defense can work together to address risks related to connected medical devices while protecting customers and brand.

M&A in health care: What's the forecast for 2017 and beyond?

June 27, 1:00 p.m. ET

Presenters: Rick Kimsey and Phil Pfrang

As life sciences and health care organizations face increasing pressures, many are looking at M&A to leverage economies of scale and drive the pace of innovation. What does the landscape look like so far this year, and what's coming next? We'll discuss:

- Trends impacting hospitals, including sales of assets, consolidation, non-asset-based M&A, and how new payment models are driving diversification.
- Financial and quality performance of acquired organizations and what defines success.
- The impact of the new administration on M&A, including repeal and replacement of the Affordable Care Act, tax reform, and drug pricing regulation.
- Understand what M&A in health care looks like today and where it may be headed tomorrow.



Technology, Media, & Telecommunications

Host: Kevin Westcott

Media consumption trends: Multigenerational perspectives and implications

April 26, 1:00 p.m. ET

Presenters: David Cutbill and Scott Lippstreu

Important trends are unfolding in 2017 for technology, media, and telecommunications (TMT) companies. How might these new developments reshape your strategic planning? We'll discuss:

- Increasingly sophisticated media consumption habits, product and device ownership, mobile app usage, streaming video, binge watching, social media use, and advertising.
- How technology use and content consumption differs by generation.
- How business models and economics are evolving and adapting to new technologies and consumer behaviors.

Get a first view of new results from Deloitte's Digital Democracy survey, 11th edition and explore ways emerging media consumption trends might impact your strategic planning.

Travel, Hospitality, & Leisure

Host: Guy Langford

Serving up the right CX: Restaurant customer experience strategy and implementation

May 18, 11:00 a.m. ET

Presenters: Oliver Page and Ashley Reichheld

A restaurant's brand is no longer all about food—if it ever was. Today, your brand includes all elements of the guest experience, from before entering the restaurant to long after the meal is finished. We'll discuss:

- Current perceptions of customer experience (CX) in the restaurant industry.
- Aligning CX strategy with customer expectations and preferences along an ambition spectrum.
- Considerations for redesigning CX and actionable steps for creating an emotional connection while serving up the CX journey, including the role of analytics, personalization, and digital.

Learn results of a recent Deloitte restaurant guest survey and explore ways to help your organization turn CX strategy into actionable tactics and productive outcomes.

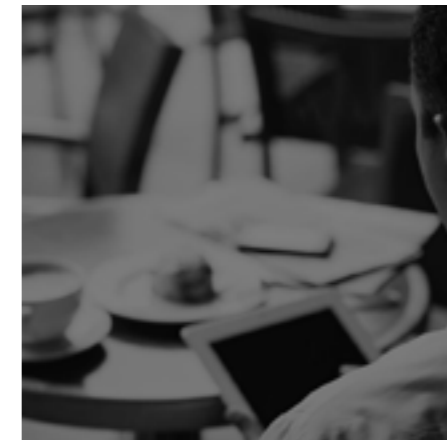


Coming soon!
Digital democracy
survey

New edition will
explore trends
reshaping media
consumption



The restaurant
of the future
Creating the
next-generation
customer
experience



Aerospace & Defense

Host: Scott Frishman

Aerospace and defense tax outlook

May 11, 1:00 p.m. ET

Presenters: Dan Bowman and Justin Fineberg

Aerospace and defense companies may soon be subject to changes in US GAAP and tax laws and regulations in the coming year. What recent changes should aerospace and defense companies know about, and how could they affect your company's tax function? We'll discuss:

- How changes to GAAP revenue recognition rules are likely to impact tax.
- State legislative developments in the areas of corporate tax based on recent tax law updates aimed at this industry in a number of states.
- Credits and incentives opportunities for the industry, such as final regulations recently issued on R&D credits on internal use software.

Learn about important tax developments impacting aerospace and defense companies.

Manufacturing

Host: Trina Huelsman

Connected products: What can you do to protect against cyber risks?

May 30, 1:00 p.m. ET

Presenter: Sean Peasley

Connected devices and the systems that protect them are increasingly important for the competitiveness of advanced manufacturing businesses. Yet along with these technologies come associated cyber risks. We'll discuss:

- Recent cyber risk trends in manufacturing, including prevalence of mobile apps, use of WiFi to connect products, and likelihood of connected products containing or transmitting confidential data.
- Potential vulnerabilities, including systems that support connected devices, data flow between them, and the disconnect between production and protection.
- Emerging cybersecurity practices, including risk assessments, communication with your legal department, cyber threat monitoring and wargaming, and security-by-design principles.

Learn actions manufacturers can take to protect their connected products and stakeholders who might be affected.



Federal & State Government

Government tech trends 2017: Innovating in the digital era

April 27, 2:00 p.m. ET

Host: Lindsay Hough

Presenters: Nishita Henry and Sanjay Shah

Digital, analytics, cloud, core modernization, and other macro forces are fueling innovation and growth in the private and government sectors. How can government organizations harness the value these trends promise? We'll discuss:

- Potential technology-driven disruptions that could impact government organizations' operating and delivery models across functions, organizations, and interactions.
- Ideas for embracing changes in the technology landscape and using them to constantly reinvent, repurpose, revamp, and revitalize.
- Real-world examples, tips, and key considerations to help organizations share ideas and begin to build strategies for incorporating these trends to better prepare for upcoming demands.

Learn how emerging technology trends can help your organization create efficiencies, insights, and improved services to constituents.

Making cities smarter

How citizens' collective intelligence can guide better decision making



Smart cities: Technology's impact on municipal government service delivery

May 16, 2:00 p.m. ET

Host: Bill Eggers

Presenters: Mark Price and Rana Sen

With more than half the world's population now residing in urban areas, municipal governments are seeking city-size solutions for city-size problems. How are smart city technologies helping to address these issues around the globe? We'll discuss:

- Drivers of the smart city phenomenon and recent trends involving smart city solutions.
- Lessons learned in deploying smart city solutions, including governance issues, funding options, and public-private partnerships.
- Examples of smart city solutions implemented in Amsterdam, Barcelona, Buenos Aires, and Santander.

Learn about changing market conditions and new federal funding and grants programs for cities that are helping them modernize, transform, and innovate for the future.

***Deloitte University Press related Dbriefs**

Ready, set, build: Preparing for major infrastructure projects

June 21, 2:00 p.m. ET

Host: Mike Wyatt

Presenter: Avi Schwartz

US airports, water treatment facilities, bridges, roads, and rail lines are due for major improvements, but funding gaps and project inefficiencies continually hinder progress. As funding and financing options become available, how can government organizations prioritize and better manage investments? We'll discuss:

- Strategies for selecting and prioritizing projects, including decision criteria techniques.
- Options for maximizing funding resources across the portfolio.
- Steps to improve transparency through controls and analytics, including technologies and techniques to drive visibility into cost and safety.
- Smart infrastructure and its potential to impact mobility, energy consumption, and project finance.

Learn about new techniques used to identify, prioritize, and deliver government infrastructure projects.



Oil & Gas

Host: John England

Innovation in oil and gas: Trajectory, velocity, and composition

April 5, 2:00 p.m. ET

Presenters: Daniel Byler and Andrew Slaughter

Oil and gas companies employ a variety of unconventional methods for extraction and production. What are recent developments in technologies and processes, and how do they compare to innovations in other industries? We'll discuss:

- How patent filings and cross-citations reveal trends in innovation for the oil and gas industry.
- The importance of the pace and reach of innovation in the oil and gas industry as compared with other industries.
- A focus on innovation in hydraulic fracturing for unconventional oil and natural gas development.

Explore how innovation in the oil and gas industry is enriched by, and enriches, innovation in other sectors.

Power & Utilities

Host: Andrew Slaughter

Emerging trends in power and utilities: Business and consumer perspectives

June 20, 2:00 p.m. ET

Presenters: Marlene Motyka and Scott Smith

With empowerment of residential and business customers rapidly gaining momentum, important trends are emerging in electric power buying and energy management. How are utilities and electricity providers responding? We'll discuss:

- The receptivity of residential power consumers to new technology, their confidence in electricity providers, and attitudes toward cost and reliability.
- Energy management goals, investments in optimizing energy use, and links to corporate strategic goals for those businesses consuming electric power.
- Implications of these trends for utilities and electricity providers, including refinements in customer communications and development of new services.

Learn results of Deloitte's Resources 2017 survey and how evolving customer expectations, aspirations, and behaviors drive change among utilities and electricity providers.

Financial Services

Host: Edward Hida

Managing risk in a time of uncertainty: Insights from global financial institutions

April 4, 2:00 p.m. ET

Presenter: Rich Godfrey

The financial services industry may be reaching an inflection point where the trend of ever-broader and more stringent regulations may slow or actually be reversed in some areas. How can financial institutions adopt a nimble approach? We'll discuss:

- How global institutions are managing key risk issues amidst an uncertain business environment.
- Lessons learned from the risk approaches of peer organizations in banking, asset management, and insurance.
- Steps to help strengthen enterprise risk management, including growing a risk-aware culture and using technology to create greater efficiencies.

Learn results of Deloitte's 10th Global Risk Management Survey and how effective risk management may help strengthen your competitive position and create value.

***Deloitte University Press related Dbriefs**

Taking cyber risk management to the next level

Lessons learned from the front lines at financial institutions



Insurance

Host: Gary Shaw

Demystifying cyber insurance coverage

May 3, 2:00 p.m. ET

Presenters: Sam Friedman and Adam Thomas

Cyberattacks have been on the rise for years, yet cyber insurance remains relatively early in its developmental stage. What obstacles stand in the way of insurers expanding more aggressively in this promising but problematic market? What factors might be discouraging buyers? How can speed bumps be overcome? We'll discuss:

- The dearth of data, risk accumulation, and coping with an evolving exposure.
- Buyer confusion over the risks they face and coverage spread out over multiple policies.
- Potential growth through holistic risk management and segmentation.

Learn what strategic shifts and investments may be necessary to help carriers crack the code and realize the full potential of cyber insurance.

Reinsurance and capital management: Emerging strategies and operating models

May 23, 2:00 p.m. ET

Presenters: Jordan Kuperschmid, Wallace Nuttycombe, and Brian O'Neill

In the current business, political, and regulatory environment, insurers and reinsurers may be reconsidering their reinsurance strategies and capital management approaches. What are the key considerations and best practices? We'll discuss:

- Factors to consider in administering a reinsurance program, including people, organization, process and controls, and technology and data.
- Emerging best practices in reinsurance administration and capital management.
- Lessons learned that can lead to additional improvements in the efficiency of a reinsurance program.

Learn results of recently conducted surveys across property-casualty, specialty, and life lines of business and new strategies in reinsurance administration and capital management.

Investment Management

Global investment compliance monitoring: Recent trends and leading practices

April 13, 2:00 p.m. ET

Host: Paul Kraft

Presenter: Ted Dougherty

An investment manager's investment and compliance monitoring (ICM) capabilities play a critical role in helping manage and mitigate key risks. Given the many opportunities and challenges associated with ICM practices, where should you focus your efforts? We'll discuss:

- Industry trends that are putting compliance monitoring at the forefront of chief compliance officers' and risk officers' minds.
- Six key areas of augmentation that can potentially benefit your ICM practices.
- Additional insights and leading industry practices on what investment managers are now doing to monitor compliance with investment restrictions.

Gain insights from Deloitte's third global ICM survey and learn how ICM can help your organization live up to customer and regulatory commitments.

Tax reform on the horizon: Opportunity amidst a changing industry environment

May 9, 2:00 p.m. ET

Host: Ted Dougherty

Presenters: James Calzaretta, Craig Gibian, and Jeffrey Kummer

In 2017, legislative and regulatory forces will drive tax reform that may require investment managers to adapt to remain competitive. What are important implications of potential changes in the industry? We'll discuss:

- Tax reform proposals put forth to date and how investment managers are responding.
- Pending tax legislation and the opportunities and challenges they present.
- Establishing a framework for understanding tax reform implications for the investment management industry.

Explore the evolving tax reform landscape, its implications for the investment management industry, and considerations for positioning your firm to adapt.



Banking & Securities

Marketplace lending: Opportunities and challenges for growth

May 10, 2:00 p.m. ET

Host: Sandeep Gupta

Presenters: Steve Fromhart, Chris Herrmann, and Val Srinivas

Originating and underwriting loans via digital platforms is quickly becoming a standard feature of lending, as marketplace lenders enter the mature phase in their growth cycle. We'll discuss:

- The growth, volume, and performance of the marketplace lending market, the variety of players converging to offer marketplace lending, and the ecosystem supporting it.
- The credit cycle impact—how will marketplace lenders survive an inevitable downturn?
- Expected future changes, including funding, securitization, new asset classes, and industry associations.
- Regulatory developments, including the implications of the proposed OCC federal FinTech charter.

Learn how marketplace lenders are transforming lending as they enter a new phase in their convergence with traditional banks.

RegTech: Emerging answers to the rising cost of risk management and compliance

June 14, 2:00 p.m. ET

Host: Monica O'Reilly

Presenters: Dilip Krishna and Prakash Santhana

CXOs in many financial institutions are actively looking for opportunities to meet risk and compliance requirements at lower costs. What role can emerging technologies play in this quest? We'll discuss:

- Exponential technology advancements' impact on mega-trends, regulators' responses, and the resulting volatile, uncertain, complex, and ambiguous environment.
- Emerging technology solutions being leveraged today and others that look promising for the future.
- Related challenges and opportunities for individual organizations and the financial services industry as well.

Gain insights on emerging technology solutions and how they might provide potential opportunities to improve your risk and regulatory productivity, lower the cost of managing risk and compliance, and increase your organization's compliance effectiveness.

Real Estate & Construction

Host: Bob O'Brien

A new administration: What can the real estate industry expect?

April 18, 2:00 p.m. ET

Presenter: Jim Brock, Jeffrey Kumer, Lynn Kawaminami, and Mark Van Deusen

With a new president and administration in office, real estate industry executives no doubt wonder whether it will be more of the same or something entirely different. How will the Trump White House view the real estate industry? What changes are already underway and what does the near future hold? We'll discuss:

- Tax reform—potential challenges and opportunities for various segments of the industry.
- Will reduced income tax rates incent REITs to convert into C corporations?
- Other potential areas of change and related considerations for the real estate industry.
- Explore factors that could affect real estate companies under a new administration.

Attracting and retaining tenants: The value of a consistent tenant experience

June 13, 2:00 p.m. ET

Presenter: Rob Rush

Tenant turnover and the process of attracting new tenants can cost hundreds of millions of dollars a year across a large property portfolio. How can property owners and operators create a more tenant-focused brand that directly affects leasing success, retention rates, and turnover costs? We'll discuss:

- Improving brand consistency across some or all assets.
- Better managing partner performance and delivery on service-level agreements associated with real estate management, security, custodial, property maintenance, and tenant requests.
- Enhancing tenant and customer experience by enacting insights-driven change, driven by business intelligence and predictive analytics.

Explore ways that improving tenant experience can reduce tenant turnover and its related costs.



China Issues

US tax reform: Policy impact for Chinese investors

April 13, 11:00 a.m. ET

Host: Vivien Wang

Presenter: Hong Ye

A top priority for the new president and Republican majority in Congress is to enact their policy agenda for tax reform. What are potential implications for the companies and individuals behind the growing wave of Chinese investment into the United States in recent years? We'll discuss:

- Executive and legislative changes to the US tax system relevant to inbound investors.
- Analysis of the tax policy environment and possible future developments.
- Considerations and potential scenarios for Chinese investors to plan ahead.

Explore emerging issues related to federal tax policy and their potential implications for Chinese businesses operating in the United States.

Evolution in China's health care sector: Understanding the competitive landscape

May 25, 11:00 a.m. ET

Host: Simon Gisby

Presenters: Bob Bo Yun Chen (Hangzhou) and Philip Pfrang

As China's population continues to age and costs rise, the country's rapidly transforming health care sector has been a significant area of focus for many decision makers in the public and private sectors. What are the key dynamics to understand in assessing the current situation and future outlook? We'll discuss:

- Recent trends and future outlook for China's health care marketplace.
- Cross-border implications for businesses, including M&A trends.
- Policy reforms, innovation, and changing consumer behavior.

Learn more about the opportunities and challenges that are reshaping the health care market in China and beyond.



Private Companies

Digital transformation and the board: Harnessing innovation's challenges and opportunities

April 18, 2:00 p.m. ET

Host: Bob Rosone

Presenters: Deb DeHaas, John Hagel, and Tom Nassim

Digital transformation and innovation are taking place in and around companies of all sizes. What role should private and mid-market company boards of directors play in harnessing the results and the risks? We'll discuss:

- An overview of exponential technology driving digital transformation within business.
- Specific strategies organizations can take to prepare themselves for success in an era of accelerating change.
- How the board can be a catalyst and support for management.

Learn how private and mid-market company boards are getting up to speed on digital transformation.

Talent acquisition: Why companies should embrace cognitive recruiting and other innovations

May 31, 2:00 p.m. ET

Host: Bob Rosone

Presenters: Bill Cleary and Robin Erickson

With skill shortages continuing to impact recruiting, private and mid-market company talent sourcing is facing tremendous pressure. How can emerging sourcing models and technologies revolutionize the process? We'll discuss:

- Beyond the skills gap, challenges facing organizations today, including the complexity of talent acquisition, the gig economy, and the digital revolution.
- Ways to build new sourcing models around optimized sourcing channels and untapped talent pools.
- Focusing on candidate experience to differentiate overall employee experience.
- Adding cognitive technologies to the recruiting mix and different ways they can add value.

Learn how you can gain competitive advantage in talent acquisition by embracing new technologies and developing new sourcing models.

Tax analytics: New and powerful ways to view and use traditional tax data

June 21, 2:00 p.m. ET

Host: Wolfe Tone

Presenters: Jonetta Love, Beth Mueller, and Brian Rose

Use of data analytics is quickly growing across enterprises of all sizes and types. How can tax data analytics play a role in your privately held business? We'll discuss:

- An overview of value that tax data analytics can create in the context of tax management challenges common to private and mid-market companies.
- Value drivers companies can measure to prioritize tax analytics opportunities, including strategic alignment, tax rate management, risk reduction, and others.
- A basic approach to tax analytics that focuses on income statement, balance sheet, tax depreciation, and state visualizations, and the data that fuels those visualizations.

Learn how tax data analytics can revolutionize management of your tax function.

America's
economic
engine—Breaking
the cycle

Post-election
survey reflects
optimism



People analytics: Actionable insights are the new mandate

April 12, 2:00 p.m. ET

Presenters: Lisa Disselkamp, David Fineman, and Pat Russo

HR-related analytics is no longer about flagging interesting information for managers. Now companies are embedding analytics into real-time apps and work processes to generate vital insights for business strategy and operations decision making. We'll discuss:

- Drivers of the trend, including boards and senior executives who are demanding more actionable insights from HR.
- Examples of how analytics and artificial intelligence capabilities are giving HR and leadership much more detailed views of management and operational issues.
- HR's shifting role, from technical specialist group to business adviser.
- Eight factors impacting effectiveness of HR analytics programs going forward.

Learn ways that companies are changing direction to build out digitally powered enterprise analytics solutions.

***Deloitte University Press related Dbriefs**

Diversity and inclusion: Why training isn't enough

May 16, 2:00 p.m. ET

Presenter: Stacia Garr

Despite increasing attention, a gap remains between the intent and results of diversity and inclusion efforts. How are leading organizations bridging the gap to enhance employee engagement, improve brand, and drive performance? We'll discuss:

- Drivers of the trend, including growing political discourse, changing demands of global workforces, and evidence that diverse and inclusive teams are higher-performing.
- Why many companies may be unaware of the true state of their diversity and inclusion.
- Strategies that go beyond just training to improve results, and steps companies can take in that direction now.

Learn why diversity is no longer a check-the-box, HR-owned initiative and how companies are embracing the new reality.

***Deloitte University Press related Dbriefs**

The employee experience: Culture, engagement, and beyond

June 8, 2:00 p.m. ET

Presenters: Sonny Chheng and Alyson Daichendt

With more networked, team-based organizational structures, culture and engagement are still important, but they're not enough alone. What are companies doing to become irresistible places to work? We'll discuss:

- Factors making employee experience a challenge today, including lack of leadership focus, siloed functions, out-of-date tools, and a too-narrow view of employee engagement.
- How leading companies are changing the paradigm, including greater integration of HR programs, improved employee experience design, new feedback programs, and enabling tools.
- Practical steps, including prioritization, leadership, design thinking, external insights, and geographic impacts.

Learn why HR departments are starting to monitor the health and productivity of employees just as rigorously as marketing departments do customer experience.

***Deloitte University Press related Dbriefs**

2017 Global Human Capital Trends

Rewriting the rules in the digital age





Inevitable architecture: An emerging best practice for delivering IT services

April 6, 2:00 p.m. ET

Presenters: Ken Corless and Jacques de Villiers

New development technologies and techniques enable IT organizations to deliver at a different speed and cost profile. Will loosely coupled systems, a cloud-first mindset, and automation be aspects of systems development that become inevitable to architectural models going forward? We'll discuss:

- The challenge for CIOs to bring inevitable architecture into core systems.
- Why more mature companies are now trying to emulate the techniques used by startups to deliver IT.
- How organizations are overhauling their IT infrastructure by combining open source, open standards, virtualization, and containerization.

Learn how standardization of a flexible architecture model can drive efficiency, reduce hardware and labor costs, and foundationally support speed, flexibility, and rapid outcomes

***Deloitte University Press related Dbriefs**

Everything-as-a-service: Reimagining legacy assets as building blocks to innovation

May 4, 2:00 p.m. ET

Presenters: Gordon Aspin, Pavel Krumkachev, and Srivats Srinivasan

Many companies seek to transform legacy IT assets to gain efficiency in particular areas of their business. But what happens when they look through a broader lens and consider applying those advantages to other areas of the enterprise or even sharing them externally? We'll discuss:

- How CIOs can help drive innovation across the enterprise by making certain IT resources available on a subscription or other as-a-service basis.
- New ways to approach the re-architecting, refactoring, and re-hosting of legacy IT assets.
- Optimizing and extending benefits of new products upgrades.

Learn ways to optimize and extend IT services, moving beyond their immediate intended benefits to innovation and growth across the enterprise.

***Deloitte University Press related Dbriefs**

Dark data analytics: Shedding light on a new and valuable business asset

June 1, 2:00 p.m. ET

Presenters: Tracie Kambies, Nitin Mittal, and Sandeep Sharma (Hyderabad)

In the big data age, an almost unimaginable and virtually unlimited volume of data remains in the dark, inaccessible and unused. How can CIOs help the business gain access to and leverage this potentially vital and valuable asset? We'll discuss:

- Known dark data that has not yet been mined in a meaningful way.
- Data that is hidden in the deep web and requires third-party collaboration to tap into it.
- Emerging technologies that are helping uncover previously inaccessible data.

Learn about the shift from big data to bigger data and ways to ask the right questions to derive value from it.

***Deloitte University Press related Dbriefs**

Tech Trends 2017

The kinetic enterprise. The only constant is change.



Tax Accounting & Provisions

Host: Vickie Carr

Company life events, tax accounting challenges, and other financial reporting updates

June 8, 2:00 p.m. ET

Presenters: Mary Boelke and Tifphani White

Many corporate transactions can trigger important tax accounting and provision issues. Which of these matters may be most important for your company as you approach upcoming transactions? We'll discuss:

- Company life events, such as reorganizations, mergers and acquisitions, and bankruptcy, among many others.
- Standard-setting developments.
- Regulatory developments.
- Tax law changes.

Gain valuable insights on the latest standard-setting, regulatory, and tax law developments and their impact on financial reporting for taxes.

The Link Between Transfer Pricing and Customs Valuation

2017 Country Guide



Transfer Pricing

Host: Mark Nehoray

The Mutual Agreement Procedure process: Preparing to resolve double taxation

May 10, 2:00 p.m. ET

Presenters: Kerwin Chung and David Varley

Tax authorities continue to increase their transfer pricing enforcement efforts, producing more adjustments and potential double taxation. How can a strategy of using the Mutual Agreement Procedure (MAP) process help relieve double taxation? We'll discuss:

- How the MAP process works, and preserving your rights to request MAP assistance.
- A review of the anticipated 2017 IRS Competent Authority Statistics report.
- Updates on the OECD's Forum on Tax Administration's Peer Review process and important transfer pricing tax issues in countries around the world.
- Using an Advance Pricing Agreement to obtain transfer pricing certainty.

Hear from an IRS transfer pricing executive and learn how changes in the transfer pricing environment could potentially impact taxpayers.

Transfer pricing spotlight: Italy, Spain, and other global hot topics

June 14, 2:00 p.m. ET

Presenters: Willy De Molina (Spain) and Anna Parini (Milano)

Transfer pricing impacts of the OECD BEPS initiative are now emerging across Europe. What recent changes should multinationals doing business in Italy and Spain be aware of? We'll discuss:

- Italy—country-by-country reporting, patent box elective tax regime, new functions assigned to the Italian Advance Pricing Agreement (APA) Office, and recent important cases.
- Spain—new documentation requirements, multilateral agreements, new functions assigned to the Spanish APA Office, and 2016 tax court rulings on management fees and re-characterization of transactions.
- Other hot topics from around the world.

Gain insights on recent transfer pricing developments in Italy, Spain, and other jurisdictions around the world.



International Tax

Host: Tony Kunkel

Post-merger integration tax strategies: Capturing synergies in a rapidly changing world

May 3, 2:00 p.m. ET

Presenters: Jivan Datta and Mike Gilson

The M&A market has multinational businesses focused on how their tax departments can assist with capturing and improving after-tax synergies as they integrate new businesses. How can tax executives team with business leaders to contribute to this process? We'll discuss:

- Recent M&A market dynamics and the business drivers behind them.
- Choosing the most efficient short- and long-term business model to optimize and capture the after-tax synergies while aligning with the overall business strategy and requirements.
- Identifying and addressing potential tax risks and solutions when migrating to the chosen business model.

Explore recent global M&A market dynamics and considerations for unlocking desired synergies.

Federal Tax

Host: Craig Boyer

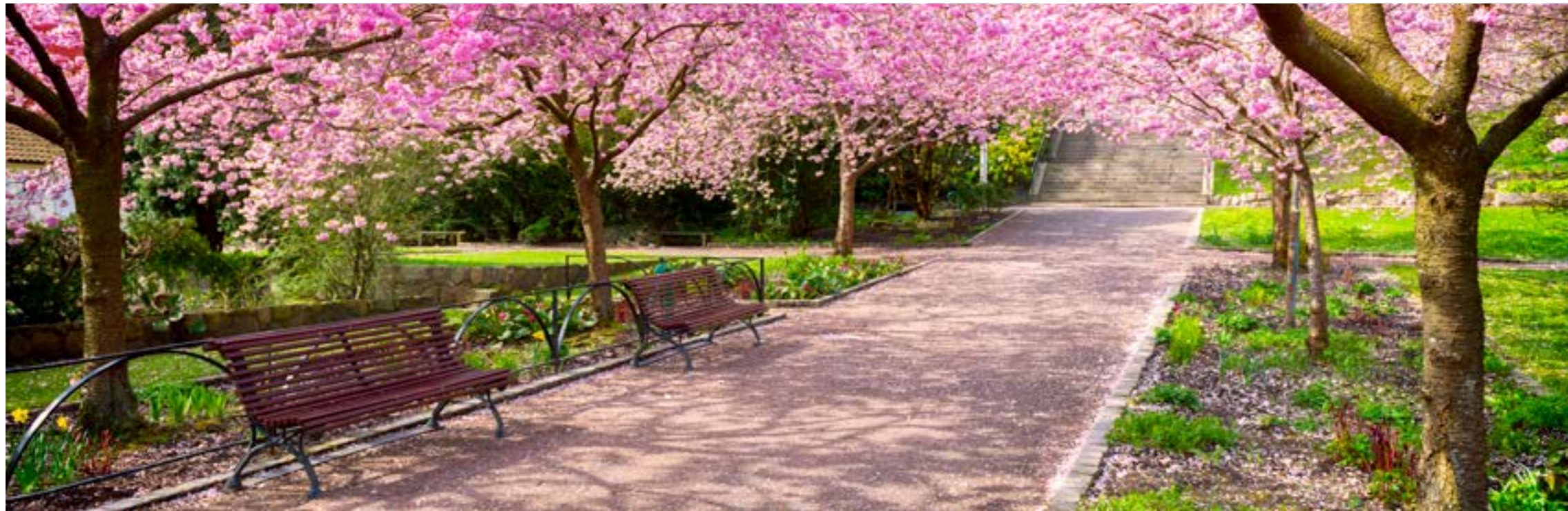
Quarterly federal tax roundup: A passthroughs update

May 9, 2:00 p.m. ET

Presenter: Jim Calzaretta

The passthroughs area of tax generally focuses on the taxation of partnerships and S corporations, and their respective partners and shareholders. It, among other things, considers the taxation of contributions, distributions, and transfers of owners' interests. What are some recent technical developments, potential tax planning considerations, and marketplace trends that may impact your company? We'll discuss:

- The potential impact of proposed tax reform on passthrough entities.
- Recent guidance regarding new partnership audit procedures and contributions of appreciated property to partnerships with related foreign partners.
- Other recent developments.
- Learn about recent developments in passthroughs tax and potential implications for your company.



Tax Operations

Host: Nathan Andrews

Tax data analytics: Trends in 2017

April 12, 2:00 p.m. ET

Presenters: Beth Mueller and Daniel Taggart (London)

The tax landscape continues to change as large corporations respond to increased scrutiny, reporting requests, and demands for transparency. What roles do technology, data analytics, and data play in this rapidly changing environment? We'll discuss:

- Exponential technologies, the global tax reset, and the changing expectations of millennials working in tax and analytics professions.
- What the Americas can learn from tax authorities in technologically progressive geographies.
- How new technologies are changing the way tax-sensitive items are recorded and reported.
- How the market for tax services is changing in response to new technology.

Learn about practical examples of technology's impact on tax and learn how you can apply such solutions.

Global tax compliance and statutory accounting reporting: Emerging trends and developments

May 11, 2:00 p.m. ET

Presenters: Megan Blackstone, Meg Gall, and Amanda Hale

Many multinational companies are changing their approach to global tax compliance and reporting models as they face increased reporting requirements and enforcement, demands for transparency, and elevated tax risk. What should you know? We'll discuss:

- Factors driving increasing dissatisfaction with the current state of tax management in organizations.
- Benefits of tax operating model enhancements that seem elusive for many organizations and how to address related challenges.
- Implications as the line between finance and tax departments blurs.
- Plotting a path forward, including developing new capabilities, evolving resourcing models, delivering process efficiencies, and successfully leveraging new technology.

Explore emerging trends and effective practices in global tax compliance and reporting.

Global indirect tax automation: A breakthrough, centralized approach

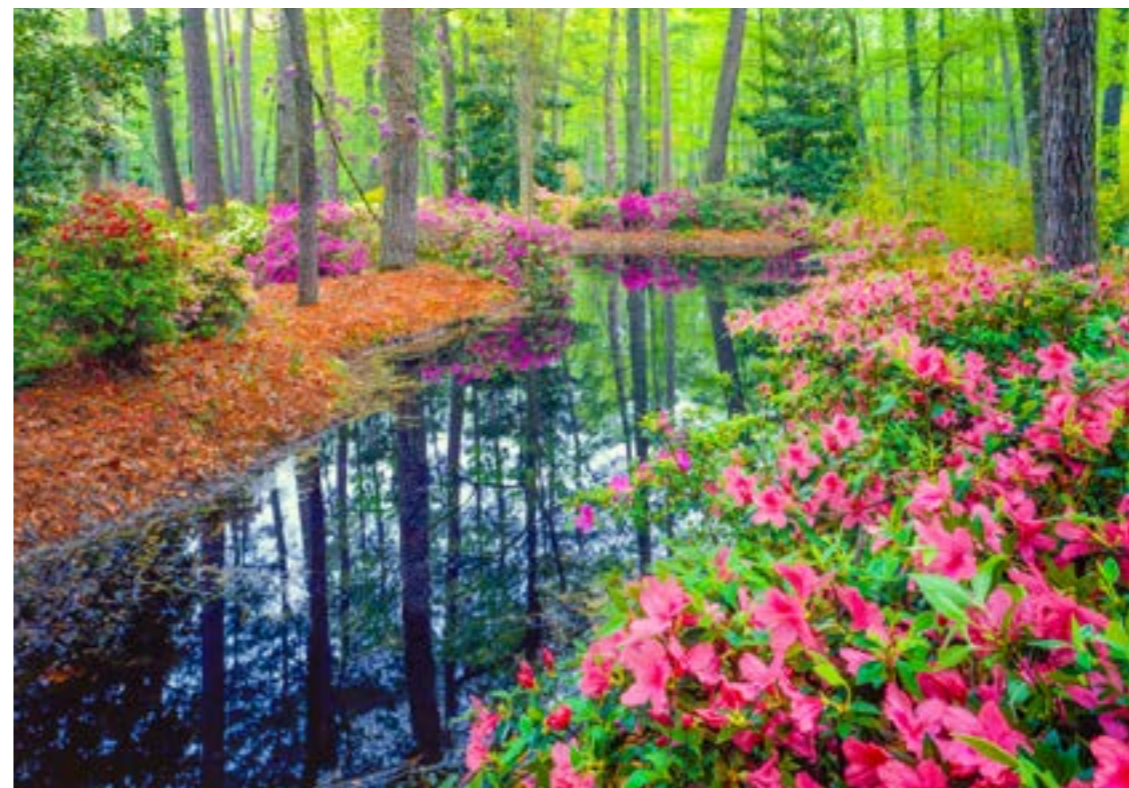
June 28, 2:00 p.m. ET

Presenter: Stephen Metoyer

Many multinational corporations today calculate, reconcile, and remit indirect taxes using disparate processes and systems. Can a new centralized global approach change this paradigm? We'll discuss:

- The historical approach to indirect tax compliance and issues it creates when disparate systems don't communicate or reconcile with each other effectively.
- A new approach that centralizes certain compliance components on a single system, the importance of a road map for phased deployment, and addressing issues with complex tax jurisdictions.
- A case study of centralized global compliance deployment, including lessons learned.

Learn how one multinational company has removed many of the localizations that existed in its previous systems through global indirect tax automation.



Multistate Tax

Host: Valerie Dickerson

US federal tax reform: State tax implications

June 13, 2:00 p.m. ET

Presenters: Doug Andersen, Jeff Kummer, and Scott Schiefelbein

Businesses shouldn't underestimate the potential impact of federal tax reform on states that impose taxes on net income. Budgetary concerns could compel states to consider whether they can afford to conform. What should tax executives know? We'll discuss:

- Administration and congressional tax reform priorities, prospects for 2017 action, and specific tax issues reform could affect.
- Potential impacts of state conformity to federal tax reform changes and state tax planning considerations for businesses associated with apportionment, non-business income, and related state-specific considerations.
- State tax accounting issues and considerations.

Explore potential consequences, issues, and opportunities of federal tax reform and the resulting state legislative decisions.

Global Mobility, Talent, & Rewards

Host: Elizabeth Drigotas

The Brexit effect: What could it mean for your global mobility program?

April 5, 2:00 p.m. ET

Presenters: David Livitt and Victoria Lunn

The UK is expected to invoke Article 50 of the Treaty of Lisbon by the end of March 2017. What new regulations and guidelines might result and what could be the implications for US multinationals with global mobility programs? We'll discuss:

- Potential tax implications for US companies with assignees in the UK and related policy, talent deployment, and functional considerations.
- Social security, equity compensation, and other rewards implications of Brexit.
- Potential immigration issues for current assignees with visas that allow movement around the EU.
- How scenario planning could aid your planning.

Learn what Brexit could mean for your global mobility program and how other multinationals are preparing for the post-Brexit era.



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