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Winning in a changing world

Setting you up for success

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Campaign background

The business landscape has been significantly changed by the global financial crisis and the subsequent recession. How organizations react and manage out of these volatile times will be critical for their positioning and performance.

Introduction

It is clear from history that a downturn – and the early stages of recovery that follow – provide opportunities for an organization to dramatically improve its position. Moreover, businesses that take advantage of turbulence generally retain their gains in the subsequent economic upswing. While recent hints of a rise in business confidence suggest early signs of economic recovery, nobody can confidently predict when the global or individual economies will regain momentum.

That said, it is a question of when, not if. So, how can you effectively position your business to get a head start on your competitors?

At Deloitte, we believe it's about understanding the impact of nine key issues on your business, assessing your capability to deal with them, and planning now for recovery. These nine key issues are grouped according to:

- **external impacts:** global economic order, sustainability, and regulation
- **business portfolio impacts:** business model disruption, growth and innovation, and M&A
- **organization and leadership impacts:** capital and funding, data and information, and talent.

The landscape beyond the recession is already taking shape – are you prepared to tap the right opportunities for *winning in a changing world*?



Nine key issues to consider

“Winning in a changing world” identifies three external impacts, three business portfolio, and three organizational leadership impacts.

Winning in a changing world - Message tree

The message tree outlined on the following three slides provides an overarching message for each impact group and supporting messaging. These can be used to initiate client discussions or in various marketing and communications collateral.

External impacts

Global economic order

Regulation

Sustainability

Business portfolio impacts

Business model disruption

Organic growth & innovation

M&A

Organisation & leadership impacts

Capital & funding

Data & information

Talent

External impact messaging



External impact messaging overarching theme

The global business environment has been reset. The changing global economic order is creating challenges and opportunities. New global, national, and local regulations shaping emissions, sustainability, financial reform, and corporate governance will impact all markets. Global concerns about limited natural resources will change the design, manufacture, and disposal of products, resulting in an unprecedented impact on business. A global focus on sustainability will generate new responsibilities for businesses, affecting cash flow, supply chain rationalization, corporate social responsibility strategies, restrictions of carbon emissions, compliance obligations, and reduction targets.

External impact messaging supporting points

- The changing global economic order, including expansive growth in China, India, and the Middle East, and the emergence of Africa as a resource pool and future market, is creating challenges and opportunities for businesses. Synergy between operations in these countries will help organizations grow, as they move toward innovation that brings the best of value and low cost together. Connectivity between economies is accelerating a shift in power from West to East.
- There will be more global coordination of regulations to support international trade, and investment resulting in intensified audit procedures, protection of tax bases, new transfer pricing regimes, strategically integrated risk management requirements, enhanced transparency and compliance, all leading to performance improvements.
- New environmental regulations will transform industry-delivered services. New financial products, including a new “cap and trade” initiative, are expected.

Business portfolio impact messaging



Business portfolio impact messaging overarching theme

There are significant portfolio issues in our changing world that will affect your business, resulting in a blurring of boundaries. These will have profound implications for businesses worldwide. As confidence builds, more businesses will seek strategic alliances, vendor agreements, and the integration of globally relevant M&A plans. Between strategic outsourcing and off-shoring, supply chains, alliances, partnerships, and other growth arrangements, the definition of the enterprise has changed, resulting in considerable business portfolio upheaval.

Business portfolio impact messaging supporting points

- Business portfolio impacts include the identification of disruptive models and the creation of space for entrepreneurs and innovators; the integration of change management into businesses as a central program; the emergence of public private partnerships for infrastructures; the design of business models based on collaboration; and earlier anticipation, identification, and management of risk.
- In the coming decade, leading firms will innovate affordable products that consumers want, while amateur designers increasingly create new niche products and services that represent opportunity and challenge for businesses. Deeper collaborative relationships will enable organizations to be more successful at innovation that surprises customers. Governments will encourage innovation with policies and incentives to support industry, generating national research and development programs.
- Private equity and sovereign wealth funds will become more widely accessed sources of capital. They will become more entwined in sustainability initiatives. The increase in the role of firms in M&A activity from cash rich China, India, and other emerging economies will occur. Restricted access to funds in the next few years will mean that M&As are smaller in size, focused on strategic purposes.

Organization & leadership impact messaging



Organization & leadership impact messaging overarching theme

The changing world is affecting global sources and flows of capital and funding. Businesses will restructure to improve their cost position; capital from emerging markets will flow to other developing countries; and intensified focus on corporate governance will impact foreign direct investment. In a changing world, businesses will leverage a global workforce, rotating talent to promote greater cultural diversity and nurture future leaders.

Organization & leadership impact messaging supporting points

- Governments will do more to streamline capital flow, facilitating cross border investments. Measures will be taken to tackle risk in institutions that are “too big to fail.”
- Organizations will seek to rationalize existing data and information management platforms to better leverage existing IT investments. Master data management (MDM) will emerge as the new way to manage information and knowledge.
- In a changing world, greater focus on identification, hiring, and retention of irreplaceable talent is expected. Talent management strategies will create incentives to break down silos within organizations. Businesses will focus on increased communication with employees to build trust and commitment, and invest in the development of their skills. Talent for technology and science will be more abundant in Asian countries than Western economies.

Populating the survey

Diagnostic tool and benchmarking report

Surveys will be done on the on-line diagnostic tool ([DeloitteDex](#)) developed for benchmarking results to other companies in same industry or geographic region.

All responses will be held in the strictest confidence, and all data will be reported in the aggregate. Data captured through the diagnostic tool is then compiled into a report that can be taken and shared with clients.

Step 1

- Follow link and press  **Enter** to start survey



Step 2

- WICW introduction
- Press  **Start Survey**



Step 3

- LCSP / client to complete survey



Step 4

- Press  **Next** and then 'Finish' to submit survey

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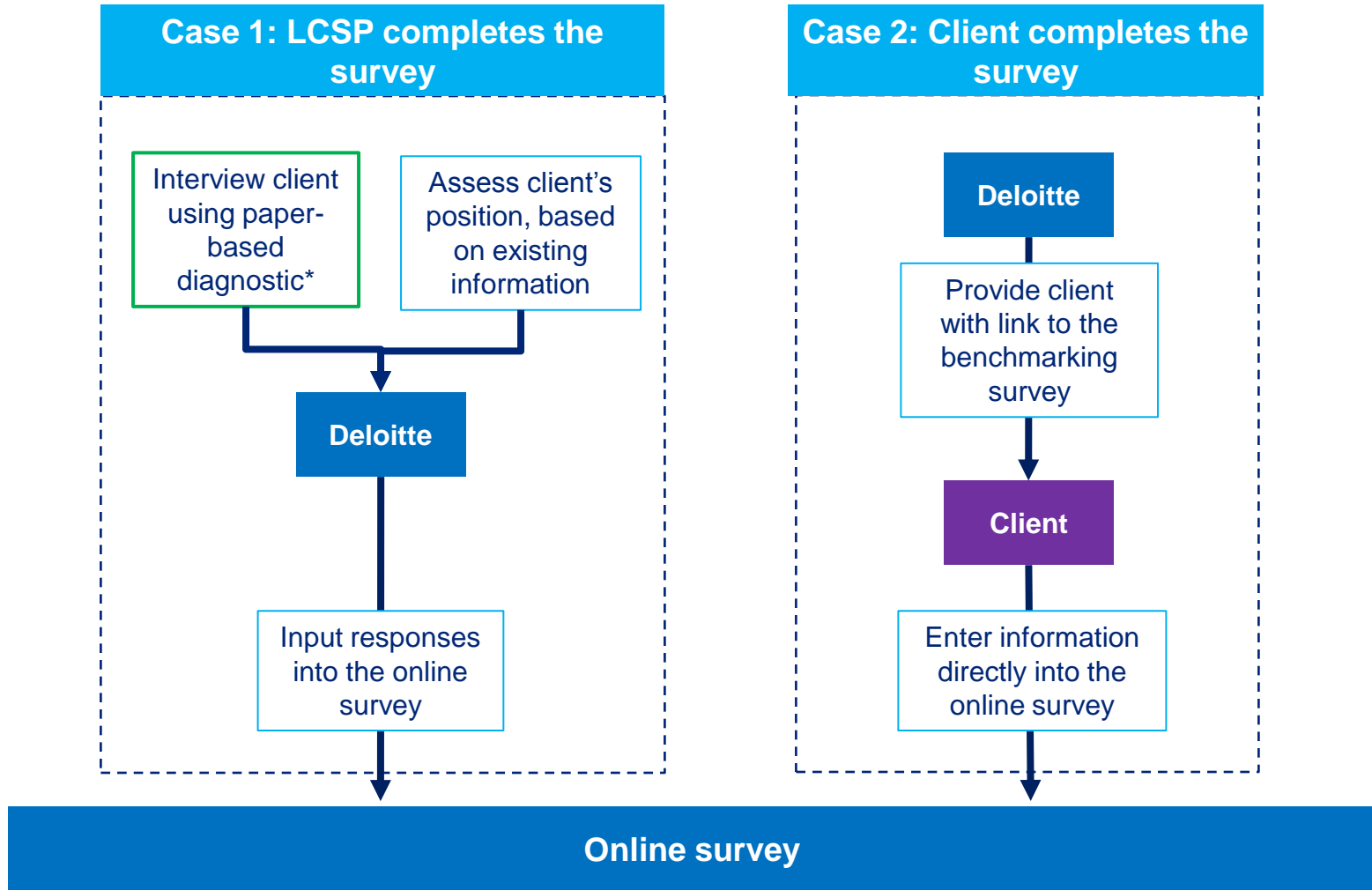
Winning in a changing world
Diagnostic Report

Step 5

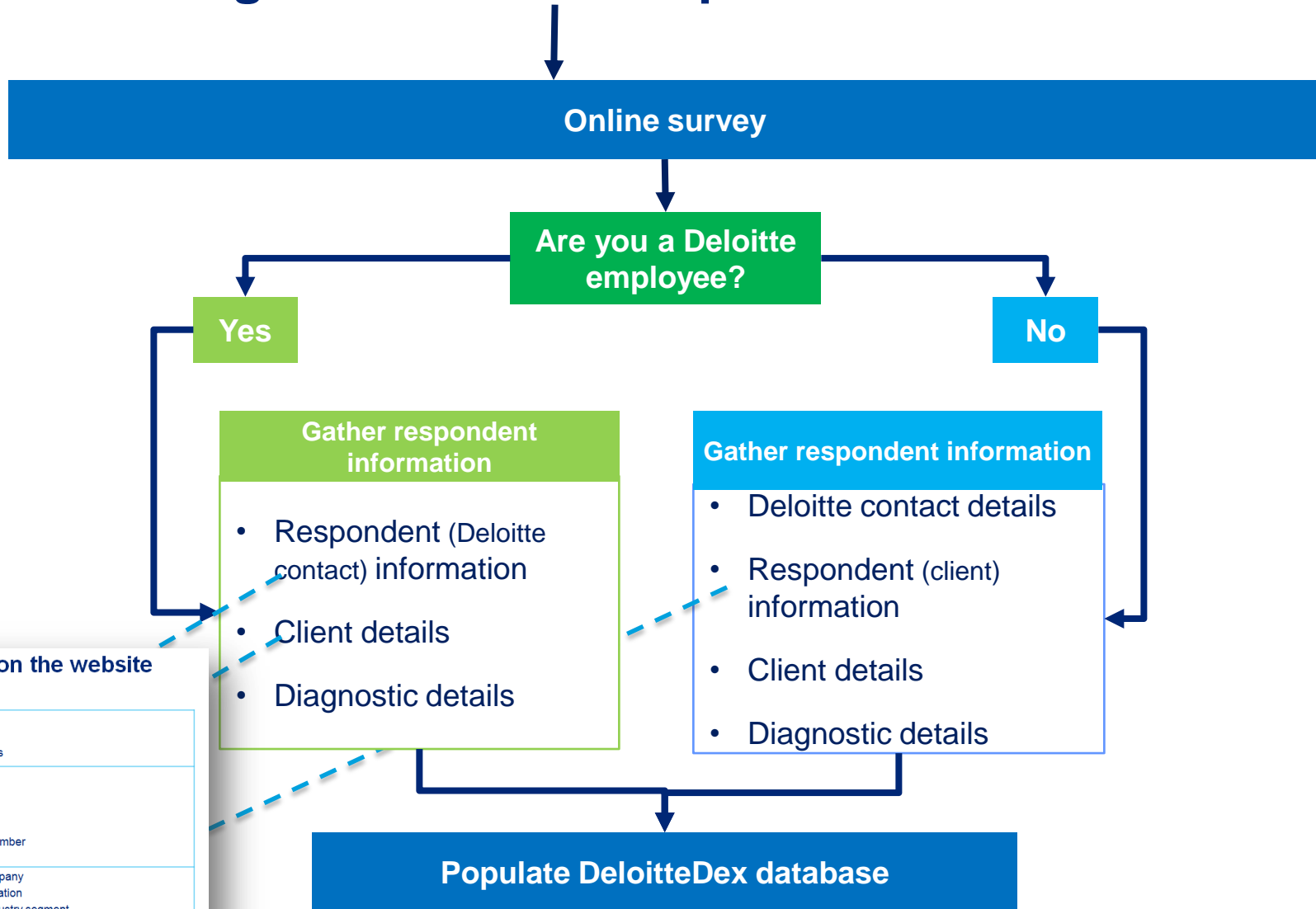
- Within 7 days **Benchmarking Report** will be supplied to Deloitte contact. Customise report and take client through findings.

Step 1: Respondents populate the survey

There are two ways in which the survey can be populated



Step 2: Deloitte gathers client / respondent information



Information sought on the website

Deloitte contact information	<ul style="list-style-type: none"> • Name • Office • Email address
Respondent information <i>(if being directly filled by the client)</i>	<ul style="list-style-type: none"> • Title • Name • Designation • Email ID • Telephone number
Company information	<ul style="list-style-type: none"> • Name of company • Company location • Company industry segment
Type of report requested	<ul style="list-style-type: none"> • Generic • Company's country • Company industry segment

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