



## Country risk intelligence

Introduction to Deloitte Corporate Intelligence

# Intelligence services for new market entry

Deloitte's market-leading and global Corporate Intelligence team has been providing clients with in-depth insights into the risks and opportunities of entering new markets and jurisdictions for over 25 years.

Unlike typical off-the-shelf political risk products, our team of dedicated intelligence specialists will help you define the specific issues you wish to assess (in relation to a particular sector, jurisdiction, region or even city), and then seek specific insights on these topics from local experts with an in-depth understanding of the business environment.

These enquiries can be as broad or as specific as you wish.

For further information please contact:

- **Jorge Rivera**, Director ([jorrivera@deloitte.co.uk](mailto:jorrivera@deloitte.co.uk))
- **Rick Dickerson**, Senior Manager ([rdickerson@deloitte.co.uk](mailto:rdickerson@deloitte.co.uk))

## Methodology: real market insights led by human intelligence

---



All of our Market Entry Intelligence work is led by **in-depth human intelligence** – that is, market interviews undertaken through our network of well-informed and discreet sources external to Deloitte. This ensures we are accessing the very precise and situation-specific guidance you need to understand a particular opportunity.

Our sources operate across all industries and jurisdictions globally, providing valuable personal knowledge and insights which are not publicly reported. For Country Risk Intelligence, our sources would typically include a combination of lawyers, financial experts, former regulators, former diplomats, executives working in the key sectors, and contacts at international businesses which have previously made comparable investments.



We will also typically undertake **ad hoc public record research**, to help illustrate and corroborate the information provided by outside sources.

## Scope: a focus on risks and solutions specific to your operations

---

We use our intelligence-gathering methodology to assist you in identifying **the risks associated with specific activities** in particular sectors, in relation to one or more jurisdictions. In addition, the human sources we consult will often be able to comment on **previous solutions and mitigations to these risks** used by other investors in the country in, and the relative successes of those approaches.

This approach enables us to **support you in developing a full risk mitigation strategy**, helping you to enter new markets fully prepared.

# Common risks we're asked to examine through human intelligence

For each project, we seek to gather detailed comments from human experts on the potential risks and solutions our client may be exposed to by entering into a new market.

Our findings are supported with previous case studies from relevant sectors, providing an illustrative example of the previous experiences of other operators (whether internationally or locally owned), the issues they have faced, and the success of any risk mitigation strategies used.

1

## Local prejudice against international investors

For example: customer prejudice against the foreign take-over of a national business; judicial or regulatory bias against overseas companies; or likelihood of being targeted by anti-capitalist protestors.

2

## Bribery and corruption risks

For example: corruption risks when dealing with customs authorities (for an import business); when securing planning permission (for a property developer); and when engaging in public procurement processes.

3

## Other exposure to crime and organised crime

For example: assessment of the extent and nature of involvement of organised crime in the sector; of the abuse of transactions in the sector for money laundering or embezzlement; or the risk of supply chains being tainted with material from conflict zones.

4

## Legislative and regulatory risks

For example: legislative restrictions on the involvement of foreign capital in key strategic sectors; proposed legislation which might have a significant impact on the sector; or regulatory trends that may adversely impact the investment.

5

## ESG-related risks

For example: reports of significant human rights violations and/or modern slavery inherent in wider operations in the sector; or reports of a high dependence on fossil fuels, which might undermine wider carbon zero commitments.

6

## Infrastructure risks

For example: whether deficiencies in energy, telecoms, or transport infrastructure are likely to have a significant impact on operations, in particular where the client is planning operations in a more remote region.

# Our previous work

We have assisted clients across various sectors with Country Risk Intelligence to support their entry into new markets

1

## Indonesia – food retail

---

A client was seeking to expand into airport food retail in Indonesia, a field which is under close state supervision. We undertook extensive enquiries with outside sources in relation to the role and prevalence of bribery and corruption in this sector. Our work particularly sought comment from experienced multinational companies operating in this area in order to understand the corruption issues they have faced, and how they have mitigated these risks.

Our findings helped our client to ensure appropriate resources were focused on ensuring safeguards were in place as they pursued their new opportunity.

2

## North Korea – consumer goods

---

Our client was invited by the North Korean government to contribute capital and expertise in a joint venture located in one of its special economic zones. In addition to exploring the legalities of such an investment, our client instructed us to gather in-depth information on the business risks faced by a western investor in this country, as well as to identify key stakeholders within the North Korean government for such an investment.

Our findings assisted our client in better understanding the landscape of a market which is largely unknown to western investors.

3

## Iraq – oil & gas

---

We supported a client which was contemplating investing in the Iraqi oil sector by conducting several in-depth projects in relation to different hydrocarbon-producing regions to identify the distinct power brokers and key stakeholders in this sector (including senior members of local government, relevant national government ministers, local business leaders, and tribal leaders) and the specific influence and interplay of these individuals within the sector.

Our findings helped our client to ensure their negotiations were focused on the right individuals and addressed the correct concerns.

# Our team

350+

specialist intelligence practitioners globally



## Global understanding

Deloitte's global coverage enables us to undertake work in relation **any jurisdiction in the world**, whether a western country or a higher risk jurisdiction

**Most key business languages are covered from the UK**, and the wider Deloitte network can support with those we do not have locally



## Intelligence specialists

Deloitte's in-house team of regional research and intelligence specialists are **experts in how to identify and access relevant information**, with each team member bringing the political and cultural knowledge required to **present our findings in a meaningful context**



## Extensive network

We maintain a wide-reaching network of **human intelligence sources across diverse industries and jurisdictions** globally, enabling us to access **accurate and relevant intelligence** that simply cannot be found in the public record



## Investigative mindset

Having supported clients on a wide range of internal and external investigations we bring an **analytical and sceptical approach** to all our projects, big or small.

Our **strong investigative mindset** ensures our **clients rarely have any follow-up questions** after receiving our reports



## Business focused

As the world's largest professional services firm, we take a pragmatic approach to our work and **focus on helping clients to identify and mitigate risks**, rather than presenting a sensationalised list of risk issues.



This publication has been written in general terms and we recommend that you obtain professional advice before acting or refraining from action on any of the contents of this publication. Deloitte LLP accepts no liability for any loss occasioned to any person acting or refraining from action as a result of any material in this publication.

Deloitte LLP is a limited liability partnership registered in England and Wales with registered number OC303675 and its registered office at 1 New Street Square, London, EC4A 3HQ, United Kingdom.

Deloitte LLP is the United Kingdom affiliate of Deloitte NSE LLP, a member firm of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee (“DTTL”). DTTL and each of its member firms are legally separate and independent entities. DTTL and Deloitte NSE LLP do not provide services to clients. Please see [www.deloitte.com/about](http://www.deloitte.com/about) to learn more about our global network of member firms.