

Insights from Deloitte

April 2021



As Citi and Deloitte continue to collaborate as part of the OCC's Project REACH to strengthen Minority Depository Institutions (MDIs), we are happy to share the April edition of Deloitte's newsletter. The below list is a compilation of thought leadership that aligns to MDI initiatives/interests.

To customize your experience even further, we invite you to create a [My Deloitte profile](#). *My Deloitte* works as a central source giving professionals like yourself at MDIs and women-owned banks access to a wide range of topics and trends you care about through various mediums on the go. We hope you find this content valuable. Please reach out with any other content you would like to see or any questions you may have.

Kind regards,

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Content

Board governance

Dbriefs webcast | 2021 government trends (on-demand)

April 20 – 2pm ET

The year 2020 was challenging, and government had to not only confront a massive public health challenge but also confront major economic and social disruptions. The COVID-19 pandemic accelerated—in some cases, by years—trends such as the digitization of government. Gain an understanding of the top trends transforming government today.

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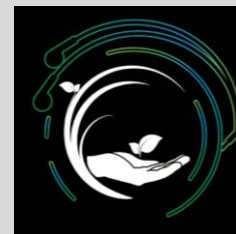


Podcast | The Future of the Chief Sustainability Officer

(on-demand)

What is the role of a chief sustainability officer in a financial services firm? Deloitte's Dan Oakey and sustainability expert Emre Tiftik says it's to build an environmentally conscious firm through strategy and influence.

[Listen to the recording](#)



On the Board's Agenda | Get ready: How boards can prepare for activism's next wave

As we begin to see the light at the end of the tunnel of a pandemic that upended all of our lives and disrupted almost every business, activist investors are getting in gear, and the pieces are expected to be in place for continued growth in merger and acquisition activity through 2021. This article will explore how shareholder activism will shape up in 2021 and beyond and what board directors need to do to be prepared for M&A generally and to deal with activists that might emerge.

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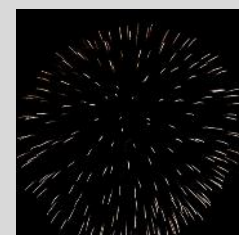
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Banking industry trends & Reimagining capital optimization

Dbriefs webcast | 2021 banking and capital markets M&A outlook: Reset, reimagine, reengage (on-demand)

As banking and capital markets organizations begin to recover from COVID-19's financial and operational impacts, they will likely need time to reset and reimagine their inorganic growth strategies for the "next normal." However, potential exists for 2021 to be a record year for M&A activity.

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Dbriefs webcast | A higher bottom line: The future of financial services in the US (on-demand)

In the coming decade, financial services companies have an opportunity to address major societal issues, make new markets, and generate profit in collaboration with multiple stakeholder communities, while proactively rebuilding trust in institutions. Participants will gain insights to the future of financial services and its role in creating a "higher bottom line."

[Read more](#)

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Driving purpose and profit through financial inclusion

For financial institutions, “doing good” and “doing well” no longer need to be separate goals. Learn how firms can align purpose and profit to help meet the needs of the underserved market.

[Read more](#)



2021 banking and capital markets M&A outlook

Financial institutions are sending clear and strong signals that dealmaking—banking mergers and acquisitions, divestitures, and alternative banking M&A methods—will likely be an important lever as the market recovers from the pandemic. Find new pathways to profitable growth this year by exploring the trends and drivers reshaping M&A in the banking sector.

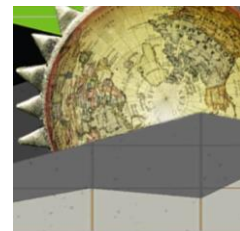
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Weekly global economic update | April 2021

What’s happening this week in economics? Deloitte’s team of economists examines news and trends from around the world. Discover the latest economic news and global trends.

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The future of retail banking: The hyper-personalization imperative

With the ever-changing technological landscape, consumers are increasingly expecting a highly-personalized service determined by their individual requirements. We believe that hyper-personalization is an imperative for banks, enabling them to respond to customers’ manifest and latent needs.

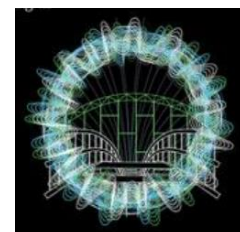
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Global risk management survey, 12th edition | A moving target: Refocusing risk and resiliency amidst continued uncertainty

The impact of COVID-19 on financial institutions, the economic downturn, and changes to working practices have had broad implications for risk management. How has risk management responded and where does it go from here?

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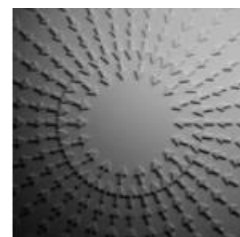
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Marketing and brand management

Gartner: Magic Quadrant for Global Marketing Agencies 2021

This Gartner Magic Quadrant is a culmination of research in the digital agencies market. This report shows how major service providers are positioned for marketing agency leaders to evaluate for their needs. Deloitte Digital is positioned as a Leader; we are confident this is due to Deloitte Digital providing clients with global creative capabilities to serve beyond advertising and marketing efforts and cater to product and service innovation too.

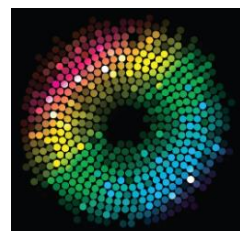
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The CMO Survey: The transformation of marketing

The 26th edition of The CMO Survey explores how marketing activities, spending, jobs, and performance have been affected by the COVID-19 pandemic, as well as increased political and social upheaval over the course of the past year.

[Read more](#)



Operating efficiencies

Dbriefs webcast | Internal controls: A primer for private company owners and executives

April 27 – 2pm ET

Participants will learn how internal controls can mitigate operational and financial risks and explore how private companies across a broad spectrum, from venture-backed to private equity investor-funded, to family businesses, can gain business value from their internal controls program.

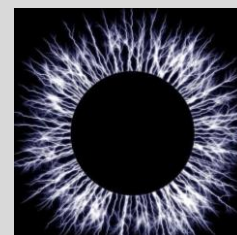
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Dbriefs webcast | OECD's transfer pricing guidance on COVID-19: Practical applications (on-demand)

The OECD's December 2020 guidance on transfer pricing implications of COVID-19 encouraged tax authorities to give taxpayers the benefit of the doubt while also cautioning taxpayers against opportunism. Participants will gain fresh insights on how the OECD's guidance is being interpreted by tax authorities and learn pragmatic and flexible ways taxpayers are applying it.

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Dbriefs webcast | Quarterly accounting roundup: Q1 2021 update on important developments (on-demand)

This webcast covers accounting, standard-setting, and reporting developments for the quarter, including any developments or hot topics related to COVID-19 and recent positions on accounting and reporting of accounting and auditing standard-setters and regulators.

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Dbriefs webcast | Employment tax controversy: Proactive risk management (on-demand)

The United States Internal Revenue Service, like many tax authorities both inside and outside the US, continues to apply increased scrutiny on employment tax compliance. Notably, significant taxpayer-favorable adjustments on quarterly tax filings are being examined, a practice that occurred even before the 2020-2021 Employer Retention Credit (and its tax filing adjustments).

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The cost transformation imperative in banking and capital markets

Our 2020 Save to Thrive analysis, the first cost reduction survey conducted by Deloitte amid the pandemic, offers profound insight into the many ways COVID-19 has undeniably reshaped the global business landscape, specifically with regard to banking and capital markets (B&CM). Included in the survey were 100 B&CM executives with direct involvement in their companies' bank cost structure, management, and transformation efforts, representing a broad range of global geographies—with particularly strong representation from countries that have been highly affected by the pandemic.

[Read more](#)



Retail banking

How to monetize your digital bank?

COVID-19 is fundamentally altering the banking landscape, pressuring banks to reinvent themselves and accelerate their digital transformation journeys. Customers across age groups and income brackets are more willing to sign up for digital banking products and services, since the pandemic. Now, more than ever, digital transformation is essential as a means to improve efficiency and optimize costs.

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Interbank ecosystems | Accelerating the transformation of banking services

By joining forces with Bigtech companies, banks can build credible ecosystems that will make them prosper and that will benefit their clients and society.

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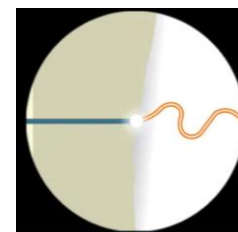
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Talent

Work Disrupted | Opportunity, Resilience, and Growth in the Accelerated Future of Work

The future of work swept in sooner than expected, accelerated by COVID-19, creating an urgent need for new maps, new mindsets, new strategies, and, most importantly, a trusted guide to help us navigate this journey. That guide is Jeff Schwartz, a founding partner of Deloitte Consulting's Future of Work practice.

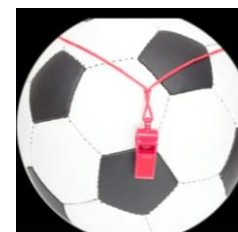
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From controlling to coaching: How will you lead in an age of turbulence?

In this issue of CFO Insights, we'll explore how finance leaders can break away from mindsets that may have resulted in static, predictable environments and embrace new leadership capabilities that borrow from different disciplines, such as psychology, design, and cultural anthropology.

[Read more](#)



Cultivating diversity, equity, and inclusion | How CIOs recruit and retain experienced women in tech

In this article, the seventh in Deloitte's DEI for Tech Leaders series, we take a closer look at how technology organizations (the technology function within an organization) can help close gender, race, and ethnicity gaps with holistic strategies to specifically recruit and retain experienced women technologists. While our focus is primarily on women in technology, many of the approaches may also apply to other underrepresented groups.

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Women in the financial services industry

While the number of women leaders in financial services has risen steadily in recent years, more progress is needed to achieve gender equity. Learn more from our research, browse our latest articles, and listen to industry leaders in our podcast series.

[Read more](#)



Global payroll benchmarking survey report: Examining strategies, operations, service delivery, processing, technologies, and employee experiences

In 2018, Deloitte joined forces with the American Payroll Association (APA) and Global Payroll Management Institute (GPMI) to produce one of the largest global payroll-focused surveys and collection of payroll data in the marketplace. As the fourth payroll survey conducted by Deloitte, this year's survey expanded the number of participants. It also provided a wider range of organizations in size and geographies, and further evolved the questions asked, providing greater insights into payroll organizations.

[Read more](#)



From survive to thrive | The future of work in a post-pandemic world

The COVID-19 pandemic has been talked about as a "time machine to the future." This peak moment of accelerated change has created an imperative to consider the choices we will face when the constraints of the pandemic are removed. Where do we want to go? How quickly? And how will we get there? While every organization will face its own set of challenges and opportunities to accelerate forward, the destination is clear: to humanize the future of work.

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Technology in banking operations and processes

Tech looks to analytics skills to bolster its workforce

AI and IoT technologies are generating more and more data, but that data doesn't mean much if organizations can't use it effectively—one reason why the tech industry has increasingly sought employees skilled in analysis.

[Read more](#)



The future of AI in banking: From experimentation to full-scale deployment

To reap the full benefits of new artificial intelligence and machine learning technologies, banks must move beyond the hype and consider the practical applications of AI. Discover use cases for mainstream deployment of AI in banking and how to enable successful implementation.

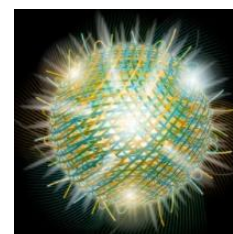
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An integrated cyber approach to your cloud migration strategy

Legacy infrastructure modernization and cloud migration programs should consider a cyber-forward cloud strategy to implement the relevant mix of security, trust, and business agility, and enable a stronger consumer experience.

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Accelerating enterprise innovation and transformation with 5G and Wi-Fi 6 | Deloitte's Study of Advanced Wireless Adoption, Global Edition

With the pandemic disrupting work and accelerating demand for innovation, leaders are swiftly ramping up interest in 5G, Wi-Fi 6, and other advanced wireless technologies. Deloitte's Study of Advanced Wireless Adoption, Global Edition illustrates the rapid shift.

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