

Insights from Deloitte

January 2021



Happy New Year. 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 January edition of Deloitte's newsletter to help MDI executives stay on top and ahead of industry trends. The below list is a compilation of thought leadership that aligns to MDI initiatives/interests.

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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,

Bonnie Kantor

Managing Director
Deloitte Services LP

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Board governance



Dbriefs webcast | How Workday can enable a future-ready finance function

February 24 – 2pm ET

If there's one thing business leaders have learned from 2020, it's that disruption can come from anywhere at any time. How can CFOs leverage new ERP systems to deliver more accurate real-time financial data and insights to enable faster analysis, planning, and decision-making? Participants will walk away with key considerations when embarking on a Workday finance transformation journey that can help lead to more agile and resilient organizations.

[Register here](#)



Dbriefs webcast | Economic outlook 2021: Where do we go from here?

January 26 – 2pm ET

With the onset of 2021, the global economy is still sputtering and the pandemic's wide-ranging effects are still evident around the world. What are major factors that could either turn things around or further complicate the picture for private companies? Participants will review results of Deloitte's global economic outlook survey and determine what could lie ahead for their private companies in 2021.

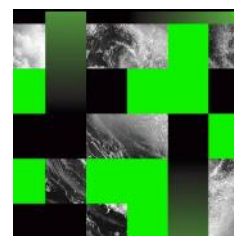
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2021 Directors' alert | A new era of board stewardship begins (December 2020)

Many organizations will need to transform themselves to overcome the systemic challenges and inequities that have surfaced during COVID-19. Change will require bold steps—and new skills—from board leadership. The time is now.

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Weekly global economic update | January 2021

A year ago, very few would have predicted a global recession in 2020. And even after the pandemic caused the global economy to crater in March and April, few would have predicted that most types of businesses would be able to function with most of their employees working remotely. The point is that it was a year in which most assumptions went out the window and most predictions were wrong. Thus, one must start 2021 with humility.

[Read more](#)



On the Board's Agenda | Year-end accounting and financial reporting considerations: Questions for audit committees to consider – December 2020

The current business and economic landscape is unprecedented. With little to no warning, companies have had to adjust to a variety of challenges, including supply chain disruptions, government-mandated shutdowns, implications of the CARES Act, working remotely, and more. While companies have managed through these challenges for the past several months, this year-end close may be like no other as those issues continue to evolve and new challenges arise.

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How boards can support the black workforce: As published in 'NACD Directorship' magazine, November/December 2020

As individuals reflect on their roles in perpetuating systems of racial injustice, they're calling on organizations to do the same. This has created a special moment in history for boards and executive leadership as they respond to demands for addressing workforce inequities and bolstering broader diversity, equity, and inclusion (DE&I) programs. To address these issues internally, boards and executive leaders may want to focus on the four following actions: listen, engage, acknowledge, and do.

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On the Board's Agenda | Time to act: Applying discretion to outstanding incentive awards in the era of COVID-19 - December 2020

When COVID-19 first began impacting the US economy, many companies faced unclear financial forecasts and uncertainty on whether incentive plans would appropriately reward executives and employees for their contributions, pre- and post-COVID-19. Rather than overhaul in-flight incentive plans at a time of great uncertainty, many companies decided to take a "discuss now, act later" approach.

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COVID-19 banking industry trends

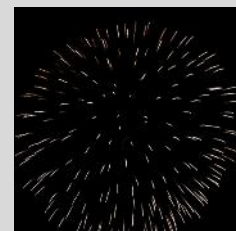


Dbriefs webcast | Outlook 2021: Strengthening resilience and accelerating transformation

January 26 – 11am ET

COVID-19 is reshaping the global banking industry. Banks will need to bolster their resilience—capital, technology, and talent— as they confront the ongoing challenges from the pandemic in the short term. Participants will explore what banks need to do now to prepare for a post-pandemic future in 2021 and beyond.

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Dbriefs webcast | SEC hot topics: Year-end update (on demand)

After an unprecedented year, it is critical that SEC registrants be prepared to provide insight to investors through relevant and transparent disclosure. What are key considerations for year end? Participants will identify relevant new and existing regulatory interpretations and requirements, while assessing potential impacts on their organizations.

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Banking & Capital Markets and the changing paradigm of distributed ledger technologies: The social impacts of financing opportunities, risk, and financial inclusion

Where once blockchain and digital currencies served as instruments for speculation, they are now enabling small-to-medium enterprise (SME) supply chain financing and global trade remittance. This evolution creates new marketplace opportunities for secure transactions.

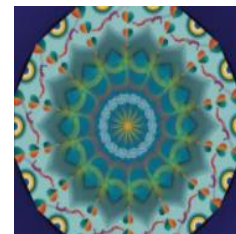
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M&A emerges from quarantine

Globally, companies announced a record \$1.4 trillion worth of M&A deals in the post-lockdown months. A good proportion shows efforts to transform themselves and thrive after the pandemic with deals to secure supply value-chains or to acquire innovative and sustainable technologies.

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2021 banking and capital markets outlook: Strengthening resilience, accelerating transformation

In our 2021 banking and capital markets outlook, 200 industry leaders weighed in on their companies' COVID-19 recovery efforts. How can the emerging lessons serve as a catalyst for business transformation?

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Serving small businesses in a time of crisis: How banks can help

Co-authored with Doblin, this report explores how might banks serve small businesses in a time of crisis and the 5 things banks can do to address shifting needs of the SMB segment.

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Marketing and brand management

Transforming your business's marketing technology

How does the integration of marketing, technology, and business drive success? Learn the technology-driven marketing efforts that can provide an optimized customer experience and directly influence business performance metrics.

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2021 Global Marketing Trends: Find your focus

Constant technological change and increasing reliance on digital can leave people wanting for human connection. These seven trends can help build connection to drive engagement and growth for brands in an unprecedented 2021.

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Operating efficiencies

Dbriefs webcast | Tax operating model transformation: How to balance risk and reward

January 21 – 1pm ET

Market trends indicate tax organizations are adapting their operating models at an increasing rate; to gain efficiencies and to shift the focus of tax professionals to a strategic advisory role. There are many options for fulfilling tax responsibilities for organization to consider. Participants will be able to identify the various operating model options, as well as key risks to be aware of when considering short- and long-term operating model decisions.

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Dbriefs webcast | The evolution of the Indirect Tax landscape in today's environment

January 19 – 1pm ET

Today's environment is changing the way businesses function as they navigate through new business and tax needs. Indirect Tax may present areas of opportunity through refund reviews, and areas of efficiency through reimagining sales and use tax compliance. Participants will be able to identify potential opportunities to leverage technology, recover potential sales and use tax overpayments, and consider sales and use tax compliance process efficiencies.

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Dbriefs webcast | Driving the digital age: Scaling programs through risk management (on demand)

While some organizations are focused on the basics of automating and digitizing existing processes, others have started to broadly reassess and transform talent and operating models, as humans and machines co-exist to drive strategic outcomes. View our on-demand webcast to examine organizational risk impacts and explore how to further assure, advise, and anticipate related risks in today's digital age.

[Listen to the recording](#)



Revolutionizing enterprise service delivery

The days when a CFO's job was mainly about providing day-to-day financial support are long gone. Finance chiefs for years have been leading transformations that touch nearly all parts of the business. So what's different today? A lot.

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Anti-money laundering (AML) program effectiveness: Transforming AML programs to enhance outcomes for law enforcement

The Financial Crimes Enforcement Network (FinCEN) recently signaled a potential shift in the primary focus for AML programs from maintaining technical compliance to improving outcomes for law enforcement in priority areas. While reforms will take years to implement, this signal presents an opportunity for financial institutions to rethink how they will drive AML program effectiveness in line with the direction outlined by FinCEN.

[Read more](#)



Cybersecurity risk for financial institutions: 5x5 - Insights and actions for CISOs

While the challenges presented by the current operating environment are vast, how can CISOs stay focused on broader, longer-term organizational objectives? Explore five insights and actions to help financial institutions manage the current cybersecurity landscape.

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Reimagining capital optimization



Dbriefs webcast | Disrupting traditional M&A: Transforming while transacting

January 28 – 1pm ET

M&A continues to serve as a critical enabler of growth and value. In today's dynamic economy, converging landscape, and heightened pace of technological evolution, M&A can and should serve as the catalyst that enables companies to rethink key aspects of their business and operating model and to transform both to achieve greater value. Participants will gain insights into how M&A can serve



as a catalyst to help organizations accelerate growth, advance capabilities, and realize longer term value creation.

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Dbriefs webcast | Working capital management and cash flow forecasting amidst disruption (on demand)

Tune into our on-demand webcast to learn about developing a preliminary roadmap and approach to improving working capital management that can help create more resilient organizations.

[Listen to the recording](#)



Real-time payments and implications of the COVID-19 pandemic: Increased competition, adoption of contactless payments

COVID-19 showed us why and how real-time payments can make a tremendous difference in the payments ecosystem—and instantly aid millions of personal and professional needs. Deloitte explores the current state of real-time payments processing in the United States and how the pandemic is influencing the transformation, use cases, and ecosystem participants.

[Read more](#)



US consumer payments in a post-COVID-19 world: How to bolster payments institutions' growth in challenging times

COVID-19 has challenged the payments industry's growth momentum, making recovery a priority. But at the same time, reimagining the post-COVID-19 world in payments could create new opportunities for payments institutions.

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Retail banking

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.

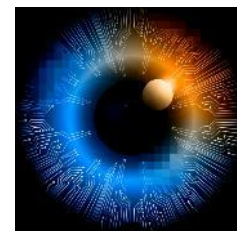
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The future of retail banking: Uncertain times accelerate banking transformation

The US retail banking sector has been transforming at a fast pace, like the rest of consumer financial services. And the COVID-19 crisis has only accelerated consumer shifts toward digital. With a depressed macro environment, banks have little choice but to embrace digital transformation. Explore 10 key shifts transforming the future of retail banking.

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Talent

Dbriefs webcast | Global Human Capital Trends: The social enterprise in a world disrupted

January 27 – 2pm ET

Participants will learn results of Deloitte's 2021 Global Human Capital Trends and explore tangible ways to help their organization thrive as they face ongoing disruption.

[Register here](#)



Dbriefs webcast | Global equity update: Preparing for 2021 stock compensation activity (on demand)

A significant amount of stock compensation activity, from grants to vests, often takes place in the first quarter each year. With the global uncertainty created by the COVID-19 pandemic in 2020, how ready is your company for 2021? View our on-demand webcast to learn about important new trends in equity compensation as well as tax planning and compliance considerations for 2021 stock releases.

[Listen to the recording](#)



2020 year in review | Deloitte podcasts on COVID-19

To wrap up an unprecedented year, we present highlights from other podcasts in the Deloitte family as they tackle the fallout from COVID-19 on work, on life, and on industries as we go forward.

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2021 Global Human Capital Trends

In today's world of perpetual disruption, it's time for organizations to shift from a survive mindset to a thrive mindset. Making this shift depends on an organization's becoming—and remaining—distinctly human at its core, because today's environment of extreme dynamism calls for a degree of courage, judgment, and flexibility that only humans can bring.

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The journey of resilient leadership: Building organizational resilience

Resilient organizations rapidly and successfully cycle through three phases—Respond, Recover, Thrive—not just for COVID-19 but for every crisis. Here are four actions to improve organizational resilience.

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If we rebuild, will they come back? Understanding how trust considerations influence workplace return intentions

Business leaders have been rethinking and changing their office spaces, but have they considered how workers have changed? Organizations recognizing their workforce's evolution and developing reentry strategies based on trust can make the return safe and satisfying.

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Technology in banking operations and processes

Dbriefs webcast | Now trending: Technology trends for 2021 and beyond (on demand)

Tech Trends, Deloitte's annual flagship report entering its 12th year of publication, is focused on helping business and technology leaders move forward in their technology journeys with confidence. View our on-demand webcast to get



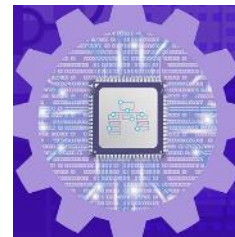
an early look at the insights provided within the report to confidently guide you through the digital journey ahead.

[Listen to the recording](#)

Designing the modern digital function | How a CDO can help orchestrate the digital transformation journey

To make digital industrial transformation a reality, a company needs both a nerve center and a dedicated digital function. Creating an operational structure is key, and the 15th article in our series suggests how leaders can make it happen.

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Anticipating new needs to ensure customer success

Traditionally, successful businesses have maintained an unwavering focus on the customer. And Deloitte's recently released 2020 Technology Leadership Study (a survey of more than 1,300 CEOs, CIOs, and other business and technology leaders) suggests that this focus endures.¹ The study identifies a group of "technology vanguard" organizations that are more advanced than their peers across vision and strategy, technology function maturity, and market leadership.

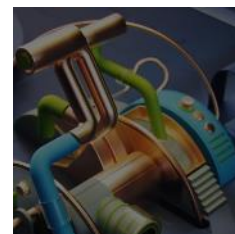
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Tech Trends 2021 | Lead with confidence

Deloitte's 12th annual Tech Trends report identifies nine trends that are likely to transform businesses in the next 18 to 24 months, with insights around strategy, risk, and finance implications that can empower technology leaders, business leaders, and board members.

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Regional banking technology and cloud adoption

Regional banks play a vital role in the US financial ecosystem. But these days, they're playing from behind—at least when it comes to their IT infrastructure. One key area that constrains them is cloud and technology infrastructure. How can regional banking institutions evolve their technology to compete with industry heavyweights?

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Agile for financial institutions: Focus on progress, not perfection

Through Agile, DevOps, and cloud, financial services seem to be taking the leap toward new ways of working in hopes of delivering fast and frequent value. Small Agile experiments often deliver promising results, but organization-wide initiatives are less of a sure thing. Agile transformations in financial services can fail when such considerations as scaling, globally distributed teams, third-party service providers, and legacy infrastructure aren't properly addressed.

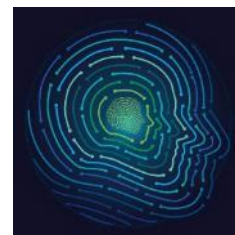
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Automation with intelligence: Pursuing organisation-wide reimagination

Our global intelligent automation survey looks at the impact of COVID-19 on automation strategies and the use of cloud and automation-as-a-service to ensure scalability and rapid deployment.

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