Deloitte.

Industry

Within Deloitte Consulting, we have **six industries**. Each industry comprises many **sectors**.

Technology, Media, and Telecommunications (TMT)	**Consumer**	**Energy, Resources, and Industrial**	**Financial Services**	**Life Sciences and Health Care**	**Government and Public Services**
• Technology • Telecom, Media, and Entertainment • TM&T Cross-Sector	• Consumer Products Retail Distribution and Wholesale • Automotive, Transport, and Hospitality • Consumer—Cross	• Oil, Gas, and Chemicals • Power, Utilities, and Renewables • Industrial Products and Construction • ER&I Cross-Sector	• Banking and Capital Markets • Insurance • Investment Management • Real Estate • FS Cross-Sector	• Life Sciences • Health Care • LSHC—Cross	• Federal Health • Defense, Security, and Justice • Civil Government • State, Local, and Higher Education • GPS All Sectors

How to affiliate to an industry

If you are interested in gaining more industry depth, it's important to affiliate with a specific industry in Talent on Demand; this adds you to the industry's "friends and family" list for invites, communications, staffing/initiative opportunities, etc.

1. Navigate to the **My Information** section on Talent on Demand
2. Select the **Industry** tab
3. Select the **Add New Primary Industry and Sector** button
4. Select your **Primary industry** and **Primary Sector** and press submit
5. Wait 72 hours and log into DPN to confirm your updates are reflected correctly under **Deloitte Information**
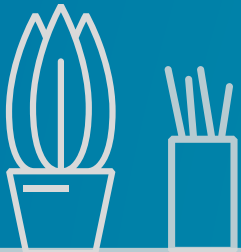
Industry 360

Industry Proficiency Program

Exploring Consulting Strategy

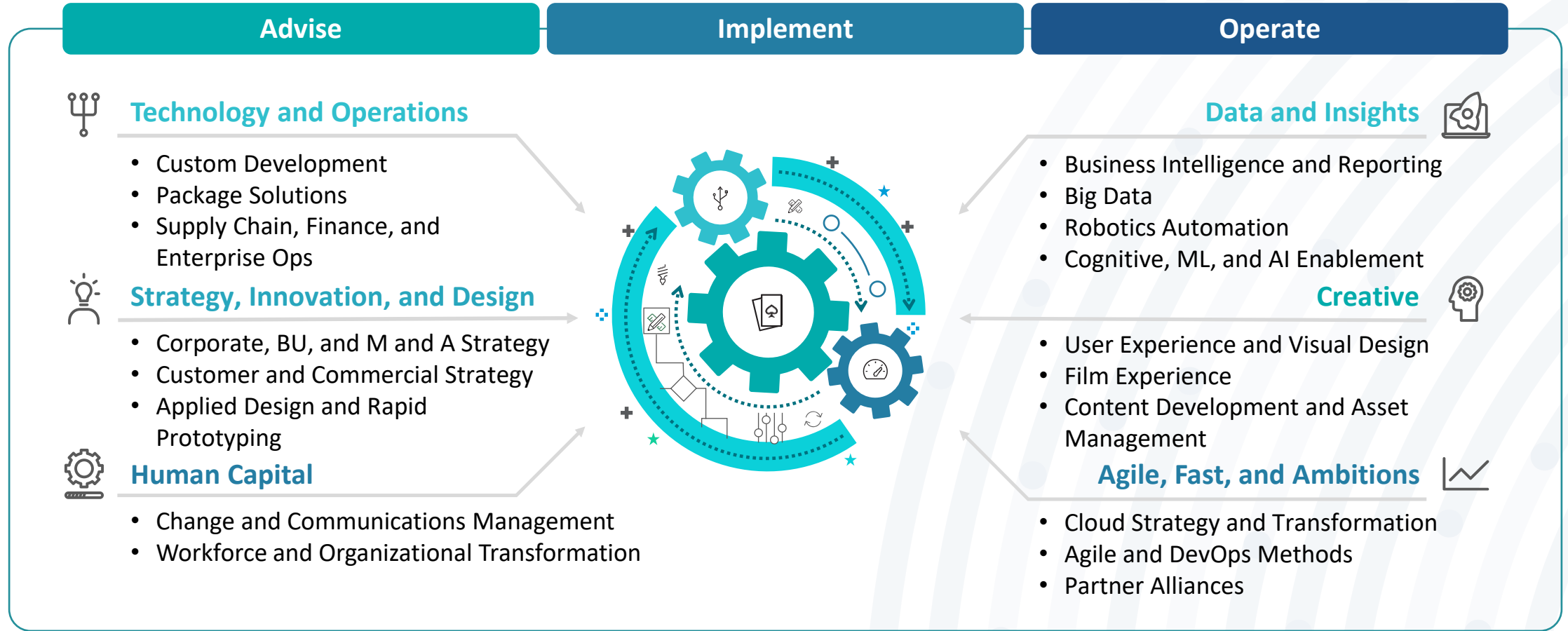# Consulting Strategy Overview
by Dan

Click here to watch video

Advise Implement Operate

Consulting: Breadth of Services

We provide solutions through our end-to-end capabilities and seamless experience with considerations for upstream/downstream complexities.

Advise	Implement	Operate

Technology and Operations

- Custom Development
- Package Solutions
- Supply Chain, Finance, and Enterprise Ops

Strategy, Innovation, and Design

- Corporate, BU, and M and A Strategy
- Customer and Commercial Strategy
- Applied Design and Rapid Prototyping

Human Capital

- Change and Communications Management
- Workforce and Organizational Transformation

Data and Insights

- Business Intelligence and Reporting
- Big Data
- Robotics Automation
- Cognitive, ML, and AI Enablement

Creative

- User Experience and Visual Design
- Film Experience
- Content Development and Asset Management

Agile, Fast, and Ambitions

- Cloud Strategy and Transformation
- Agile and DevOps Methods
- Partner Alliances

A-I-O

Advise   Implement   Operate

Our Operate Services

Traditional Operate (Peopl- Based)			Hybrid Operate (Asset/IP-Based)	
Application and Cloud Management Services (AMS and CMS)	Foundry Services	Advise as a Service	Analytics as a Service	Industry and Process Solutions (as a Service)

Innovation
Deep Industry Knowledge
Process and Domain Expertise
Issue to Impact Orientation

Automation
OperateEdge™ Platform
"**Best in Class**" Philosophy
Focus on Impact and Value

Collaboration
Partnership Structure
Inorganic Growth
Ecosystem Relationships

Deloitte offers scale and excellence in Operate services ...

Multiple Engagement Models

Staff Augmentation	Co-sourcing	Managed Service	Value Level Management

A Global Capability

#PROUD2OPERATE

$10B+   In Annual Operate revenues

58   Global Delivery Centers

50,000+   Operate Practitioners

28   Greenhouses and Innovation Labs

Trusted Ecosystem Partner

Gartner

Gartner Names Deloitte a *Leader in its 2020 Magic Quadrant for Oracle Cloud* Applications Services, Worldwide.

ISG

ISG names Deloitte part of the **'Big 15' Managed Service Providers on the Service & Technology Provider** ranking in the Q3 2022 Global ISG Index™

Delivery Transformation

Delivery Transformation

As a firm, we're establishing new ways to sell and deliver engagements while reimagining the future of our work and workforce.

This journey will allow us to …

Redefine Our Profession	Harness the Power of Our Talent, Capabilities, and Technologies	Leapfrog the Competition

By **positioning us** to …

Use the latest in **intelligent automation** and **robotics** to **remove complexities** and **boost efficiencies**

Focus on innovation to **heighten outcomes** for our clients and create the **#1 talent experience** for our people

Better **address the rapid change** happening for our clients and in the market

smartstart

A one-stop shop for **S**tandards, **M**ethods, **A**ssets & automation, **R**esourcing, and **T**ools that represent our standardized core to jump start sales and delivery.
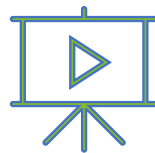
Click here to watch video

How to Access Your SmartStart

You can learn more via the
[SmartStart web page](#)

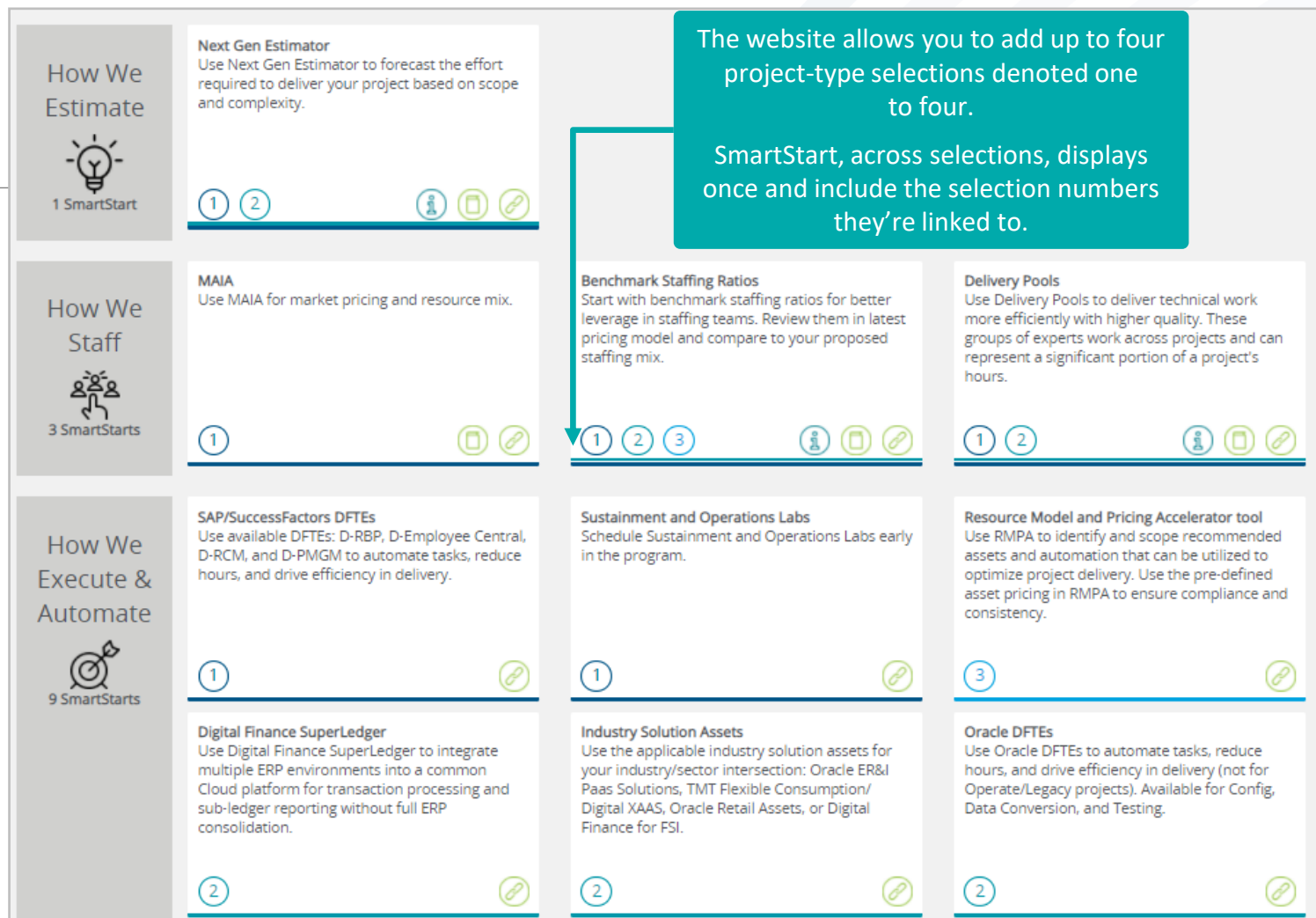🔗 Links to access and execute SmartStart

📘 Links to access the available SmartStart learning

ℹ️ Additional information

Instructions

1. Go to DeloitteNet and type SmartStart in the jump bar to navigate to the SmartStart web page

2. Select the OP and Offering you are aligned to and search for your Project Archetype(s)

3. Review SmartStart and navigate to the available links and bookmark any associated learning

---

The website allows you to add up to four project-type selections denoted one to four.

SmartStart, across selections, displays once and include the selection numbers they're linked to.

How We Estimate
1 SmartStart

Next Gen Estimator
Use Next Gen Estimator to forecast the effort required to deliver your project based on scope and complexity.
① ②

How We Staff
3 SmartStarts

MAIA
Use MAIA for market pricing and resource mix.
①

Benchmark Staffing Ratios
Start with benchmark staffing ratios for better leverage in staffing teams. Review them in latest pricing model and compare to your proposed staffing mix.
① ② ③

Delivery Pools
Use Delivery Pools to deliver technical work more efficiently with higher quality. These groups of experts work across projects and can represent a significant portion of a project's hours.
① ②

How We Execute & Automate
9 SmartStarts

SAP/SuccessFactors DFTEs
Use available DFTEs: D-RBP, D-Employee Central, D-RCM, and D-PMGM to automate tasks, reduce hours, and drive efficiency in delivery.
①

Sustainment and Operations Labs
Schedule Sustainment and Operations Labs early in the program.
①

Resource Model and Pricing Accelerator tool
Use RMPA to identify and scope recommended assets and automation that can be utilized to optimize project delivery. Use the pre-defined asset pricing in RMPA to ensure compliance and consistency.
③

Digital Finance SuperLedger
Use Digital Finance SuperLedger to integrate multiple ERP environments into a common Cloud platform for transaction processing and sub-ledger reporting without full ERP consolidation.
②

Industry Solution Assets
Use the applicable industry solution assets for your industry/sector intersection: Oracle ER&I Paas Solutions, TMT Flexible Consumption/ Digital XAAS, Oracle Retail Assets, or Digital Finance for FSI.
②

Oracle DFTEs
Use Oracle DFTEs to automate tasks, reduce hours, and drive efficiency in delivery (not for Operate/Legacy projects). Available for Config, Data Conversion, and Testing.
②

Delivery Transformation Resources

Delivery Transformation Library — Your one-stop shop for resources related to Delivery Transformation

SmartStart Website — A web page with the latest SmartStart, including a summary by OP/Offering/Market offering/Archetype

Delivery Pools Website — Interactive web page with available delivery pools, FAQs, and more

Smart Pools Tool — One-stop shop for all your requests and resourcing needs for delivery pools

Commercial Pricing Model — The standard tool for engagement economics, incorporating Delivery Transformation Levers such as SmartStart, delivery pool, and leverage and cohort mix

USI Delivery Transformation Contacts — Key Delivery Transformation contacts for USI

Activation Teams — Offering-specific teams to support project teams during sales and delivery to drive SmartStart usage on all relevant projects

Continued Development

10 Moves
to make moments matter

Walk in their shoes
Empathy
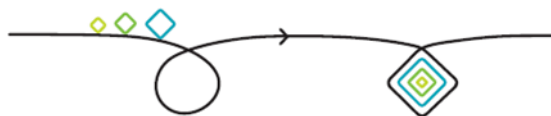
Own it
Accountability

Show up
Engagement

Tailor it
Adaptability

Change the lens
Perspective
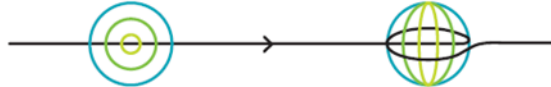
Say what no one else will
Candor

Bring a point of view
Conviction

Work it together
Collaboration

Suspend self-interest
Selflessness

Up their game
Improvement
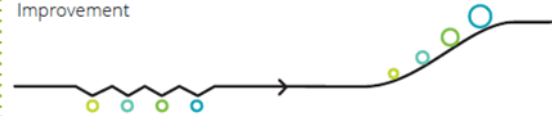
Did you experience a Move this week? What is your favorite move?
Raise your hand and share!

Programs/Interventions for different career levels

We deliver onboarding, milestone schools, and continuous learning solutions based on the professional and the leadership baseline (CDx Core). The programs are available in all modes (live, virtual, and hybrid) and are delivered according to the needs of the ecosystem.

Analyst	SPARK **NEW**	Launchpad	CDx Core
Consultant	W2DC Accelerate	ATLAS	CDx: Explore **NEW**
Senior Consultant		The Forge	CDx: Empower	Empower Extended **NEW** · LEADSPACE · Blooper Series **NEW**
Manager		GMM	Manager Dev Journey
Senior Manager		GSMM	Thrive—SMs

Legend:
- Instructor-led
- Self=paced
- Hybrid
- Onboarding
- Milestone
- Continuous Learning
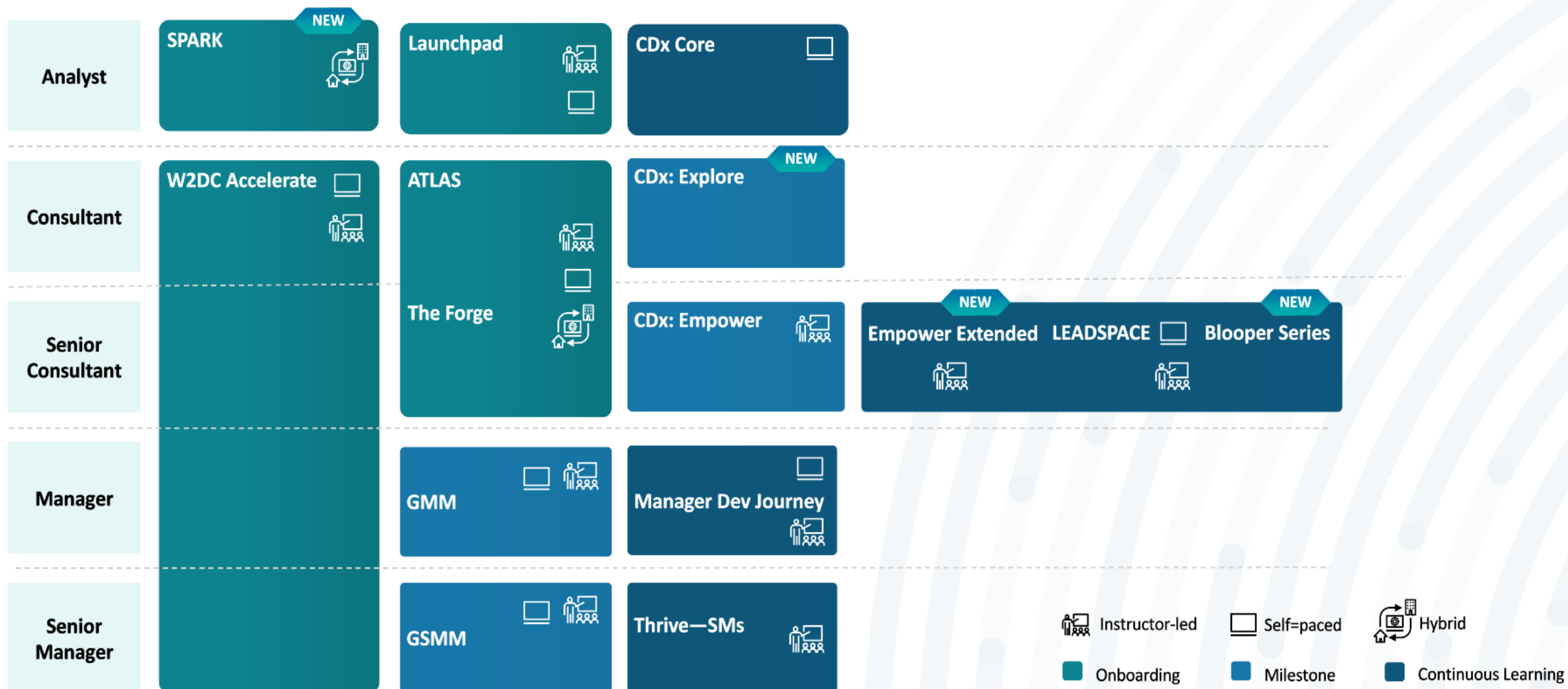
Communication excellence

Learn. Apply. Reflect.

For You

Enhance your communication skills to work efficiently and bridge gaps.

	Career level	CE learning hours	Reassessment
Mastery	All career levels	Optional	No reassessment required
Advanced	AA, BTA and Consultant	**10 hours** (Optional)	Reassess post **career level** change to Sr. Consultant
Advanced – Not Meeting Benchmark	Sr. Consultant and Manager	**20 hours**	Reassess and move to Mastery Refer to **Reassessment eligibility criteria**
Foundation	All career levels	**40 hours**	Reassess and move to Advanced or Mastery based on career level Refer to **Reassessment eligibility criteria**

For Your Career

Achieve career milestones like leading teams, projects, and building a brand for yourself.

Baseline completion for new hires

New hires must complete the baseline assessment within 60 days of joining the firm.

Date of joining — 60 days

Learning completion cutoff

Complete at least 50% of all applicable CE learning by **March 6, 2023,** to enhance your communication skills.

Reassessment eligibility criteria

50% learning completion since last tested or six-month test gap. **Reassessment attempts:** Professionals can attempt a maximum of two full baseline assessments and two single skill assessments (SSAs) every fiscal.

CommunicAID – What it is and Roles Covered

This Role Based Curriculum is a learning journey, created with an objective of structuring communication courses around the roles most relatable to a Deloitte practitioner. This curriculum helps the practitioner accelerate their communication skills journey around five core consulting capabilities tailored to their role.

Current* roles covered in the curriculum

F/T Cons : Functional/Technical Consultant
TL : Team Lead
SA : Solution Architect
PMO : Project Management Office

Learning platforms

The power and flexibility of learning is in the hands of practitioners.

CURA

Fueled by Artificial Intelligence (AI) capabilities, Cura is Deloitte's global learning platform that brings practitioners personalized internal and external learning and development resources across all available learning platforms, exclusively fitting their needs.

Knowledge Exchange

From innovative technologies to market forces to industry-specific perspectives, KX Collections will help you impress your clients and win more work.

Udemy

On-demand courses cover a wide range of business, technology, and software topics.

LinkedIn Learning

The platform provides video courses taught by industry experts in software, creative, and business skills.

Talent Teams—Consulting : OP-wise PoC

Core Business Operations

Awasthi, Anjali
Shetty, Soumya
Learning Partner

Mohanty, Abhishek
Lead Talent Business Advisor

Bindra, Swati
Application Modernization & Innovation

Sethi, Rajiv
Core Industry Solutions

Chatterjee, Utsav
Core Technology Operations

S, Chandrasekar
Cloud Engineering

Chatterjee, Utsav
Ops Transformation

Carvalho, Shweta
OP Deployment Lead

Puttaiah, Komala
Engagement Staffing Manager

Customer and Marketing

Awasthi, Anjali
Rashmi, Sindhuja
M Nair, Nisha
Learning Partner

Shetty, Varna
Lead Talent Business Advisor

Shaik,Abdul R
Advertising Mkt. & Comm (Commerce & Marketing)

Nidadavolu, Nagendra
C&M Assets & Hybrid Business Ventures

Kaushal, Pankaj Kumar
Customer Strategy & AD

Jonnalagadda, Kiran Kumar
Digital Foundry & Operations

Paliwal, Gagan
Digital Customer

Rawlins, Shubhra Rawlins
OP Deployment Lead

Banu, Sattu
Engagement Staffing Manager

Enterprise Performance

Anthony, Mary Shilpa
N, Divya
Ahmed, Tousif
Learning Partner

Kanikanti, Dharani
Lead Talent Business Advisor

Srivastava, Deepali
Emerging ERP Solutions

Babu, Jobin
Enterprise Operations as a Service

Syed,Nida
Finance & Enterprise Performance

Bansal, Ranjan Revathi
Oracle

Y N, Revathi
Chaubal, Mamta
SAP

S, Krishna K
Supply Chain & Network Operations

Srivastava, Deepali
Technology Services Operations

Sagar, Prashanti
OP Deployment Lead

Newar, Monica Khandelwal
Engagement Staffing Manager

Human Capital

Ghosh, Arnab
Nagpal, Kommal M
Learning Partner

Sambyal, Arohan
Lead Talent Business Advisor

Asirvadam, Anita
Bhatia, Urvashi
HR Transformation

Sharma, Yashi
Dalal, Prachi
Human Capital As A Service

S, Priyadarshini
Soni, Soumya
Org Transformation

S, Priyadarshini
Soni, Soumya
Workforce Transformation

Mendonca,Sherlie
OP Deployment Lead

Gadi, Lalitha
Engagement Staffing Manager

MAR

Anthony, Mary Shilpa
Pahwa, Aeshna
Ghosh, Tania (TBU)
Learning Partner

Thomas, Samuel
Lead Talent Business Advisor

Thomas, Samuel
M&A

Priya, Deep
OP Deployment Lead

Mishra, Kavita
Engagement Staffing Manager

Strategy and Analytics

Anthony, Mary Shilpa
Pahwa, Aeshna
Ghosh, Tania
Learning Partner

Ralli, Preeti Ralli
Lead Talent Business Advisor

Nayak, Shradha
Kumar, Sonu
Batra, Natasha
Khan, Yasmin
Talent Business Advisors - AI & Data

Dutta, Srobona

Talent Business Advisor - Strategy

Verma, Geetanjali
OP Deployment Lead

Verma, Geetanjali
Engagement Staffing Manager

- Learning Partner
- Lead Talent Business Advisor
- Business Advisors
- Staffing Managers

Career Level Expectations

Correct Classification

Analyst	Consultant	Senior Consultant/ Specialist Senior	Manager/ Specialist Master	Senior Manager/ Specialist Leader/ Specialist Executive

Knowledge and Skills—Participates in key learning and development opportunities for their level, as recommended by seniors, and focuses on self-development based on feedback received.

Quality and Risk Management—Understands confidentiality, data security and independence policies; completes all compliance training on time and acts with integrity following all risk protocols.

Client Requirements—Recognizes opportunities for personal impact on clients and understands how their areas of responsibility contributes to business objectives.

Effective Communication—Understands the need for active listening; shows curiosity to understand the underlying expectations of stakeholders; makes efforts towards adapting the style of speaking best suited for the audience.

Leadership—Is aware of personal strengths/limitations and invests in self-development, respects differences and engages with others to build professional relationships, assumes personal responsibility for achieving quality results, and collaborates with others.

Tech Savviness—Demonstrates awareness of appropriate and relevant technology tools required to support business processes and operations for internal and external stakeholders.

Delivery Excellence—Understands the different phases of and their role in engagements and supports colleagues to deliver with excellence.

Correct Classification

Analyst	**Consultant**	Senior Consultant/ Specialist Senior	Manager/ Specialist Master	Senior Manager/ Specialist Leader/ Specialist Executive

Knowledge and Skills—Seeks opportunities to invest in own development through receiving continuous feedback and attending level-specific training.

Quality and Risk Management—Understands confidentiality, data security, independence policies, and calls out non-compliance if any; completes all compliance training on time and acts with integrity following all risk protocols.

Client Requirements—Seeks and recognizes opportunities for personal impact on clients and aims towards delivering with excellence to contribute towards business objectives.

Effective Communication—Listens actively, demonstrating empathy, and understanding the underlying expectations of stakeholders; speaks in a way best suited to the audience.
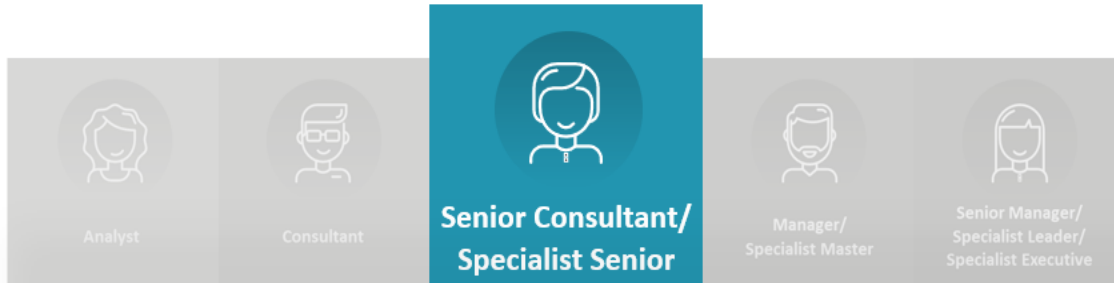
Leadership—Demonstrates appreciation for others' contributions and confidently participates in team discussions, solicits feedback for self-development, develops a network, and uses own knowledge of processes or trends to suggest quality enhancements and effectiveness.

Tech Savviness—Leverages technology ethically, being mindful of its implications on business and stakeholder's operation; aware of the disruptions in the area of technological tools and enablers.

Delivery Excellence—Is proactive in all aspects of the engagement planning phase, setting goals, checking potential risks, follow-ups, adhering to guidelines regarding engagement economics, and keeping the senior colleagues apprised of the timelines.

Correct Classification

Analyst	Consultant	**Senior Consultant/ Specialist Senior**	Manager/ Specialist Master	Senior Manager/ Specialist Leader/ Specialist Executive

Knowledge and Skills—Shares knowledge to build teams' strengths, develop new capabilities and support the development of peers and junior practitioners.

Quality and Risk Management—Acts with integrity and honesty and builds advanced knowledge of Deloitte's Confidentiality, Data Security & Independence Policies to safeguard stakeholders' confidentiality and protect Deloitte's brand and reputation.

Client Requirements—Seeks broader understanding of client's objectives, and aligns their own and their teams' work accordingly, creating value for the client.

Effective Communication—Flexes communication style based on the audience, asks insightful questions to understand the unsaid expectations, structures thoughts, information to create impact on them and navigates through difficult conversations.

Leadership—Supports inclusion through open dialogues and interacts effectively with people across all levels, invests in self and team development and takes accountability for own and team's quality result, offers clear insights to enhance the quality and value of proposals, solutions or business offerings.

Tech Savviness—Recognizes the need for appropriate use of technological tools in engagements and ethically leverages them employing own judgement and Deloitte's guidelines; deepens knowledge disruptions in the area of technological tools and enablers.

Delivery Excellence—Takes lead to plan and manage delivery of non-complex engagement modules with excellence, builds governance for engagements with Senior colleagues, deepens knowledge of engagement economics metrics and promptly informs stakeholders on potential expectation misalignment.

Correct Classification

			Manager/ Specialist Master	
Analyst	Consultant	Senior Consultant/ Specialist Senior		Senior Manager/ Specialist Leader/ Specialist Executive

Knowledge and Skills—Looks for opportunities to develop team members' expertise and talents and actively engages in coaching and knowledge sharing; support the attraction of diverse top talent from the market.

Quality and Risk Management—Takes accountability for ethical, data security, independence, quality, risk management, and compliance responsibilities; understands the responsibility to escalate unethical behavior and creates a culture of integrity, quality, and excellence in teams.

Client Requirements—Identifies potential solutions to issues observed at the client, takes ownership of business development opportunities with clients and builds relationships for life to win profitable business deals for Deloitte.

Effective Communication—Leverages story-telling techniques, and visual mediums to build powerful narratives that impact stakeholders and encourage team members to do the same; helps team members to manage difficult conversations.

Leadership—Looks for opportunities to recognize strengths and value differences to support inclusion, looks for challenges and opportunities to grow team members' expertise and talents, builds a broad network based on trust and respect, and applies industry and competitor knowledge to build solutions that are in line with market trends.

Tech Savviness—Proactively pursues technology disruptors that enable Deloitte to enhance productivity, guides teams to adopt new technological tools, considers safeguards to protect Deloitte's reputation, and assesses client technical landscape to provide seamless business operations.

Delivery Excellence—Takes accountability for seamlessly managing engagement(s) delivery, through robust planning (including resources deployment), delivering positive engagement economics metrics and proactively setting and clarifying expectations with stakeholders.

Correct Classification

Analyst **Consultant** **Senior Consultant/ Specialist Senior** **Manager/ Specialist Master** **Senior Manager/ Specialist Leader/ Specialist Executive**
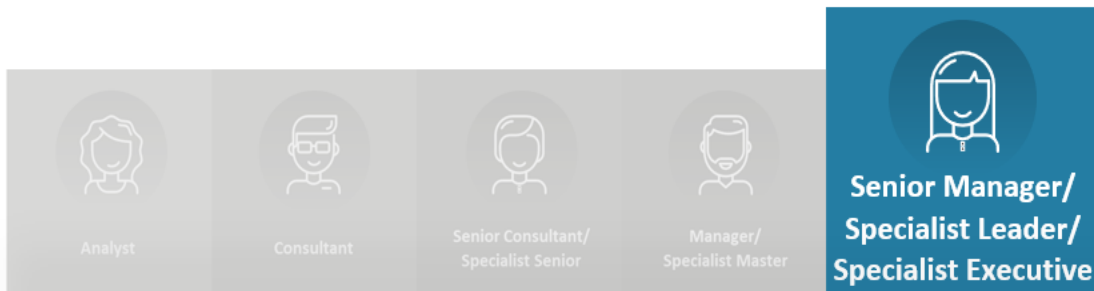
Knowledge and Skills—Coaches, mentors, managers, and other team members to develop and prepare them for the next level; creates an experience to attract and retain top talent; identifies future skills and either builds or buys the same.

Quality and Risk Management—Takes ownership of ethical, data security, independence, quality, risk management, and compliance responsibilities; challenges unethical behavior and drives a culture of integrity, quality, and excellence that comply with Deloitte standards and policies.

Client Requirements—Leads to forge and nurture relationships for life with clients through consistently operating with Deloitte's and client's mutual interests in mind; leads pursuits and mentors teams to learn/enhance their business development skills.

Effective Communication—Strategizes the approach, intent, communication style, and desired outcomes to build narratives that galvanize the audience into taking meaningful actions; promotes a safe space keeping DEI in mind and guides team members to manage difficult conversations.

Leadership—Serves as a role model for inclusion, demonstrating an appreciation of unique strengths and differences, identifies skills needed for the future, spots high potential talent to meet emerging needs and creates an experience to retain them, shapes the team culture, and manages risk and optimizes quality and value to clients and to Deloitte and develops diverse networks across Deloitte.

Tech Savviness—Stays ahead of the curve on technological disruptors, guides teams to use appropriate technological tools to solve complex business problems and champions "ethical tech" practices keeping in mind internal/external stakeholders best interests.

Delivery Excellence - Leads and delivers multiple engagements leveraging the experience and leading practices; leads by example to institutionalize robust governance, holds self and team accountable through proactive planning ensuring healthy engagement economics metrics and strong stakeholder relationships.

W2DC Accelerate 2024

Deloitte.