



East Market Area (EMA) Advisory Solution Sets



Introduction

PwC helps organisations to work smarter, optimally and grow faster. Our purpose at PwC is to build trust in society and solve important problems. PwC's New Equation shapes how we help to build trust, as well as how we deliver sustained outcomes as a community of problem solvers. The New Equation is a future that is human-led and tech-powered - for us, people and technology work hand in hand.

Our advisory practice is a combination of different skill sets to tackle the most complex business needs across Eastern Africa - Kenya, Tanzania, Rwanda, Zambia, Uganda, Ethiopia and other neighbouring countries. With a focus on brand-defining solutions, we offer Business Restructuring Services, Forensics Consulting Services, Transactions Advisory Services, Government and Public Sector Consulting services and Management Consulting Services.

Outlined below are sets of questions that can help you have greater insight into your organisation's current situation and areas that would be beneficial to look further into. For these and any other related questions, get in touch with us to discuss and learn how we can work together to bring value and deliver sustained outcomes to your organisation.



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Business Restructuring Services

Possible questions that can be effectively addressed by our Business Restructuring practitioners

Independent business reviews and options analysis and Pre lending Reviews

Is the company aware of the causes of the current financial position and liquidity challenges?

Do you need to independently assess the financial viability of the company?

Are you aware of the sustainable debt/optimal debt carrying capacity of the company?

Do you need help in determining whether it is possible to dispose of some of the assets to raise funds for repayment of existing obligations?

Is your current management and governance structure suitable to turnaround or restructure the company?

Does the company intend to validate the potential risks relating to a project that is being monitored?

Is the bank considering lending to operators in niche sub-sectors where the bank does not have any past experience i.e. when dealing with clients involved in highly specialized assets/securities?

Is the bank considering issuance of additional financing to clients who have faced challenges in servicing already existing facilities?

Is the bank considering advancing loan facilities to clients who have recently changed their business models or are diversifying into sectors/products they are not conversant with?

Operational Restructuring

Is your business experiencing working capital challenges due to depressed margins owing to price and cost pressure?

Do you need support in exploring opportunities for cost reduction? E.g.

Review of cost drivers and development of a cost reduction programme that prioritizes particular areas that will yield the biggest cost reductions

Rightsizing and optimised exits

Are you facing cashflow issues, have mounting pressure from creditors/major stakeholders/or are worried about a major debtor who owes your business?

Are you considering exiting a business? (In the event that a sale is not a realistic possibility, a well-thought-out and executed wind down plan can help)

Can any section of the investment portfolio be sold to raise funds whilst the remainder of the business is left intact?

Interim Management Support; Chief Restructuring Officer

Is your governance structure robust?

Is there a need for external enhancement Chief Restructuring Officer and Insolvency Practitioner



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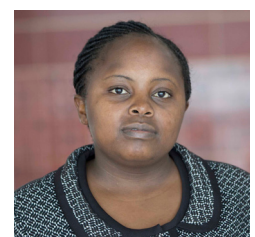
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Forensics

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Forensics Services

Do you have a sense as to how much you might be losing to fraud?

Are your stakeholders clear on what your organisation's ethical values and expectation are and the consequences of going against them?

Do you know what fraud and corruption risks you are exposed to?

How can you leverage the data that you have to detect and respond to fraud?

What processes are in place to actively look for fraud in key risk areas?

Financial Crime

Does your organisation have the right anti-financial crimes culture?

How well do you understand the financial crime risks that your organisation faces, and the vulnerabilities?

Does your organisation have adequate controls to mitigate, detect and or disrupt financial crimes?

Is your organisation compliant with anti-money laundering laws and counterterror financing?

Are you managing financial crimes effectively using the right technologies in the right way?

Fraud Risk Management

Is there a zero tolerance to fraud culture in your organisation?

Do you know and have confidence in your anti-fraud control framework?

What fraud awareness initiatives do you have in place?

Do your employees know what fraud is within their local organisational and operations context?

Have you undertaken a fraud risk assessment and has this been updated to reflect your current risk environment?



Digital Forensics

Has your organisation experienced a cyber fraud incident threat, compromise or breach?

Would you like to conduct “covert” digital forensics investigations, log and registry analysis including identification of deleted/ damaged data or determine the details of changed data?

Would you like to conduct digital forensic analysis of mobile devices; deleted SMS, emails, WhatsApp messages, collect call log histories, geo-locations, and application footprints?

Do you have huge information volumes and you would like to identify all sources of information for investigation or litigation support, collect & search millions of emails almost instantly, identify relevant emails for investigation or for court?

Data Analytics

Does your organisation have a data analytics road map, governance strategy or enterprise data management framework?

Is your organisation planning to do a data Migration or is experiencing post migration data reconciliation challenges?

Would you like to discover hidden fraudulent patterns from your

structured data and reveal any existing relationships between internal and external entities?

Would you like to perform 100% computations to determine the expected value of revenues or costs and other values from the organisation’s structured data?

Do you want to leverage visualisations to identify patterns & trends in your entity’s data and reduce sampling risks?

Corporate Intelligence

How well do you know your suppliers, business associates and other strategic partners?

Have you considered integrity, bribery and corruption risks while undertaking due diligence on acquisition targets?

Dispute Analysis and Litigation support

Do you need expert help in investigating and quantifying a commercial claim?

Are you facing international or local litigation and need expert help in assessing and quantifying damages or to provide expert testimony?

Are you facing a complex finance or accounting situation in a transaction, share sale, merger or acquisition and require expert support to assess whether the commercial terms reflect what you got out of the deal?



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Transactions

Possible questions that can be effectively addressed by our Transactions Advisory practitioners

Valuations

Do you want to know your business/ investment worth?

Are you a startup looking for an investor but not sure how to value the stake you're looking to sell?

Have you just acquired a business and need to account for the goodwill in your financial statements?

Do you have an investment portfolio in different businesses but not sure of the fair value of your investment to date?

Due diligence

Do you want to know whether there are any hidden skeletons in your target's business?

If you are a seller, do you want to know how you can create value in your business pre transaction to get a higher price at exit?

If you are a buyer, do you want to know what value levers you can pull to maximise value in the target business you are looking to purchase (post transaction)?

Are you concerned about other non-financial aspects of the deal e.g. tax, regulatory, legal HR, IT etc and what impact these may have on the company's value?

Lead Transaction Advisory

Are you thinking about selling your business or inviting new strategic or financial investors?

Are you looking for growth opportunities in the country or abroad?

Are you evaluating whether your business may be more valuable separated as opposed to consolidated?

Are you looking to raise capital for growth or expansion or to enhance your working capital and want to consider a variety of options?

Financial modelling and reviews

Do you want to assess whether your project or business makes financial-sense?

Do you need to prepare projections to show your investors or lenders?

Are you looking for a financial model to assess an investment case?

Market Entry / Feasibility studies

Have you decided to venture into a new country or market?

Are you considering launching a new product?

Do you need to prepare a document to attract investors or lenders?

Infrastructure

Are you considering a project that is likely to be a PPP?

Are you considering the best way to structure the project? Will you need financial advisory, tax and legal support?

Are you seeking project finance for a new development?

Do you need a project financial model?

Have you prepared a model that will need to undergo a review or audit?



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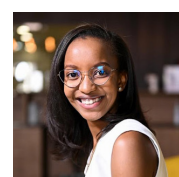
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Government & Public Sector Consulting

Possible questions that can be effectively addressed by our Government and Public Sector Consulting practitioners

Fund Management

Do you have adequate structures and policies that ensures achievement of development objectives and compliance with donor fiduciary standards?

Does your organisation have reporting systems that can generate financial management reports that are accurate, complete and provide the confidence and fiduciary assurance that international development agencies are looking for?

Project and Programme Management

Do you have concerns with the design, operationalisation, implementation, monitoring, evaluation and reporting of your development projects and Programmes?

Technical Assistance

Do you have concerns with your

internal controls systems including management control systems, policies and procedures as well as technological issues?

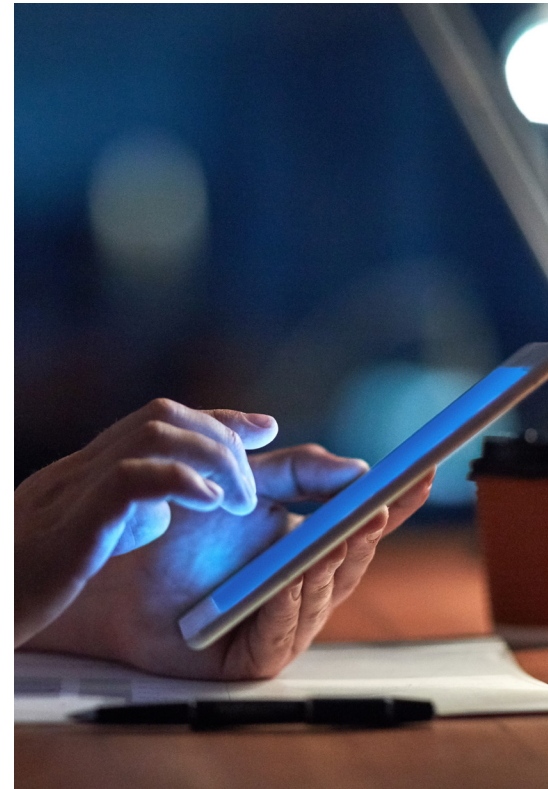
Are you looking for professional support for technical assistance and training including: on-the job training; structured classroom training; participatory workshops; and professional qualifications training on selected areas?

Monitoring and Evaluation

Do you have a logical framework to track progress on key activities within your programs and projects?

How frequently do you track progress on programmes and projects through baseline, midline and endline data collection and assessments?

Do you have Monitoring and Evaluation tools and systems to support your organisation in collection and analysis of data and reporting of information?



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Management Consulting

Possible questions that can be effectively addressed by our Management Consulting practitioners

Organisation Change and Culture

Is the current culture aligned to enable the achievement of strategy of the business? What are your cultural strengths that enable your strategy?

What are the cultural challenges that inhibit your strategy?

Do the employees understand why the change and how it affects them and are they equipped to transition through the change successfully?

Is the organisation paying attention to both the technical and people side of change to realise organisational results and adoption of new ways of working?

Is leadership equipped to guide the organisation through the change?

Organisation Design and Effectiveness

Is your organisational structure aligned to your overall strategy?

Is the organisational structure agile and responsive to the changes

happening in the organisation operating environment?

To what extent are roles and accountabilities clear and what effect do they have on your organisational performance?

Compensation and Benefits

Is your salary and benefits competitive relative to the market?

Do you have a rational and defensible framework to determine a fair and equitable compensation, benefits and allowances in your organisation?

Are your remuneration practices and policies aligned to the relevant legislation and market practices?

Talent Development and Performance Optimization

What competencies would you consider to be the best fit for your organisation?

Does your organisation have a talent management strategy that can be implemented?

Do you have the right strategy in developing your teams?



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Human Resource Transformation and Technology

Is your current HR System aligned to the overall strategy of your business? Does it give you value for money?

What HR systems do you have in place to drive a seamless employee experience?

What are the current pain points you are experiencing with the HR System?

Digital Transformation

What should you do differently to align digitally enabled-transformation to business strategy?

Are you operating optimal digital architectures to drive your business strategy?

Do you have the right Operating Model to support your digital ambitions?

Technology Alliances

Is your business landscape littered with manual or disparate systems? Can consolidation and rationalisation accelerate your technology transformation?

Do you have challenges in determining technology solution and modules-fit for your technology function and your overall business transformation?

Are my processes optimal or should they be improved? Can you adopt

your working practices to best-in-class technology-enabled processes?

Technology Program & Project Management

Do you have right-sized Governance approach for your Technology Implementations?

Is an Agile delivery model right for your Technology implementations?

Is Change Management aligned to Systems Implementation?

Cloud Transformation

What should your Cloud play look like? Public, Private, Hybrid or Multi-Cloud?

What are the optimal Cloud Architecture considerations for your business strategy?

Are you already on the Cloud Journey - and wondering how well you are doing?

Intelligent Automation

What should your play look like for Emerging Technologies? Do you expect returns from the use of Emerging Technologies?

Do you have the necessary resources for implementing Use Cases for Emerging Technologies?

How will Emerging Technologies impact your staff?



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Do leaders understand where their business needs to go? e.g. future growth opportunities, business continuity planning, protecting the organisational brand/reputation

Are companies segmenting and prioritising markets based on the goods that are fast moving & popular, customer profiles, regulation and internal capabilities?

Feasibility Studies

What do you consider important in a market entry study?

How will my business idea stand out from other similar businesses in the area? What are your competitive advantages/value proposition?

What are some of the most important things that a financial due diligence team looks for when conducting an analysis?



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Fit for Growth (cost optimisation)

What are some of the potential cost saving opportunities that should be considered by organisations?

Can operational efficiency drive revenue growth within an organisation?

Are organisations considering cost saving initiatives as a key part of their Strategy?

How can organisations ensure cost saving initiatives are successfully implemented?

Transformation Management Office (TMO)

How can organisations ensure they are capturing real time data to forecast the future trends?

How does my operations and supply chain performance compare to that of my competitors?

How confident are we in the efficiency and resiliency of our internal operations?

How do we align our operational initiatives with overall strategic objectives?

Strategy Development and implementation

What are the emerging trends that need to be considered by organisations during their strategy development process?

What is the best way organisations can measure the implementation success of the developed strategic plan?

What should project management teams consider to ensure effective reporting and communication of the implementation status of all strategic initiatives across the organisation?

What the emerging trends that need to be considered by organisations during their strategy development process?

Target Operating Model Design

Do organisations understand their key value drivers and how they can be strengthened further?

PwC Africa Map



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