An introduction to Value Creation

Driving revenue growth, cost reduction and cash optimization through data-driven insights

KPMG in Thailand | Deal Advisory

What is Value Creation?

In today's rapidly changing and uncertain environment, businesses must be able to adapt quickly to both protect and create value for their stakeholders. To do so effectively, in addition to having a robust strategy, business leaders need to leverage data to understand the value drivers of their business and make informed, value-based decisions.

Our value creation approach deploys a powerful combination of hypothesis-led thinking with advanced data analytics. Together with our deep sector knowledge and functional expertise, this enables us to provide you with a unique set of insights specific to your business.

When is Value Creation relevant to a business?

Our value creation approach identifies potential improvements and can be deployed across a range of situations:

Pre-deal – During the acquisition or sales process, we help you assess the value creation potential of the target company, unlocking value for either the buyer or seller. Regardless of which side you are on, you can be confident that your valuation incorporates potential upsides, backed by robust analytics and implementation considerations.

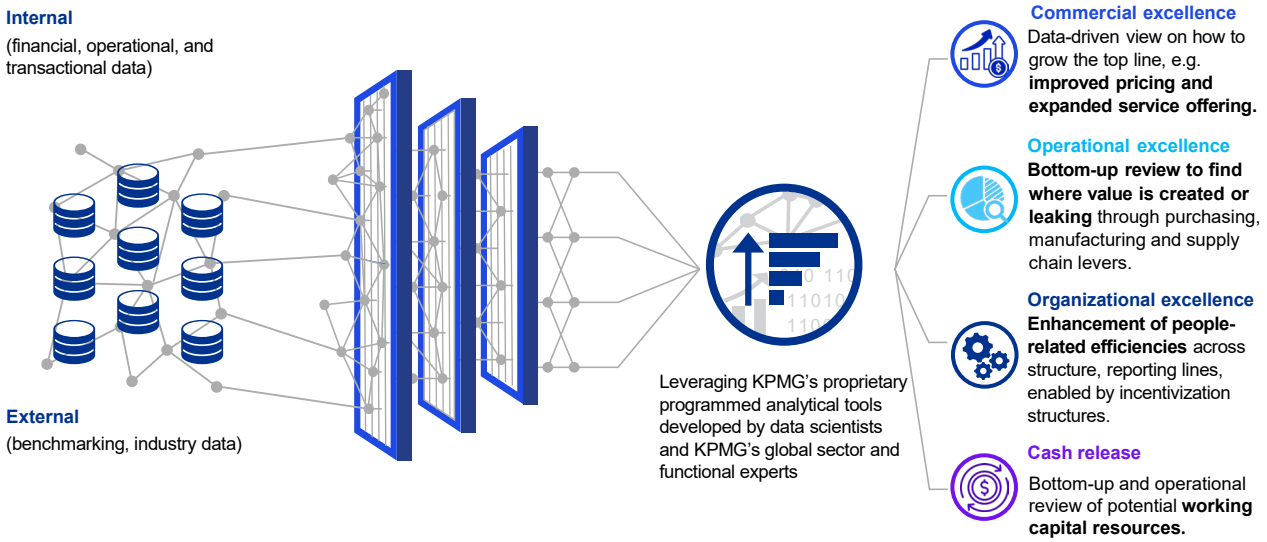
Post-deal – After closing the deal, we perform a deep dive into the company's financial and operational data to identify where to reposition assets to enhance EBITDA and cash flow. We then support the implementation of the right initiatives to deliver this improvement ahead of an exit or IPO.

Turnaround or transformation - While our approach has been developed with a deal lens, it is equally relevant for corporates seeking to grow or improve their financial performance. With access to KPMG's global experts, we provide detailed, actionable insights to support the development and execution of a robust value creation plan, regardless of your starting point.

Our collaborative, and data-driven approach

At KPMG in Thailand, we use our experience to develop a range of potential value creation hypotheses, which are then validated and refined through a combination of data analytics, using both internal and external market data, and collaborative discussions with you on the challenges you face and your business's future strategy. Hypotheses may include, for example, using geospatial analytics to identify optimal locations for store expansion or analyzing the true profitability of products or services.

1. **Organize and normalize data from various systems, consumer indicators and geographies**
2. **Merge and analyze company level data with external insights and benchmarks**
3. **Develop a single source of truth to baseline opportunity areas**
4. **Evaluate opportunities across a series of levers to uncover value across the organization**



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How we can help

1 Rapid diagnostic to 'size the prize'

- Extract financial, operational and commercial data
- Understand business operating models, structures and processes
- Perform a detailed diagnostic of cash and operating profitability across targeted business areas
- Develop tactical options for quickly realizing savings opportunities while exploring longer-term options
- Prioritize EBITDA and working capital opportunities, identify interdependencies and assess implementation costs and resourcing needs

2 Planning and mobilizing for implementation

- Develop tailored plans to implement EBITDA and working capital opportunities
- Consolidate plans to form a unified schedule for implementation, including resources, one-off costs, and risk/mitigation actions
- Validate schedule and resource requirements for each workstream, and across business units
- Establish reporting structure to measure program success
- Draft project charters to ensure all team members are working towards a common defined goal

3 Implementation support

- Rapidly implement the opportunities to create value
- Establish the project management office
- Assign work stream ownership to key stakeholders
- Execute implementation plan for working capital and EBITDA opportunities
- Carefully track the implementation of benefits and one-time costs
- Review progress and milestones with management
- Full handover with regular input from KPMG experts on focused points

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