

The global presence of the Strategy Group

The PwC Strategy Group has more than 1,000 professionals at worldwide level, with its main offices in New York, London, Shanghai, Hong Kong, Dubai, Singapore, Bangalore, Sydney, Milan, Paris, Frankfurt and Madrid, to allow a global coverage for our clients.

The Strategy Group in Italy offers Business & Strategic Planning services, Market & Commercial Due Diligence (vendor-side and buy-side), M&A Strategy, Commercial Planning, Product & Pricing Strategy, Organizational Strategy, IPO Advisory and Deal Strategy services for Corporate and Private Equity clients.

The Italian Strategy Team, with 30 professionals involved, has delivered over 200 projects in the last 4 years through a professional structure organized by industry with strong focus on deal sector.

Our Strategy Specialist team



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Strategy Group

We help our clients to develop the right strategic priorities for profitable growth in both deal and non-deal related situations



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We support our clients to address all aspects of their strategic issues:

Driving Performance

- What is a stretch but realistic ambition relative to our track record? Relative to peers? Relative to investor expectations?
- How do I deliver my ambition? What is the right mix of evolutionary versus transformational ideas?
- How do I better serve, retain and develop existing customers? How do I attract new customers?
- Why am I underperforming against plan? Against the competition?

Getting ahead of changes in the market

- How should I react to changes in my markets (e.g. economy, regulation, technology)?
- How do I respond to evolving consumer behaviour?
- How do I manage changes in my cost base (e.g. sourcing)?
- How do I win against existing competitors and emerging business models?

Navigating changes in the organisation

- What is the right size and shape of my portfolio? How do I allocate capital and scarce resources?
- What is the right balance of strategic, operational and organisational initiatives?
- What synergies can I capture across businesses that will deliver more value than the sum of the parts?
- How do I mobilise my leadership team and align the wider organisation? What is the role of the centre?

Our expertise and approach

PwC Strategy Group helps corporate and private equity investors develop or appraise strategic business plans in both deal and non-deal related situations through the rigorous analysis of the business's market environment, competitive landscape and internal capabilities.

We help our clients determine the **right strategic priorities for profitable growth** and offer support and practical solutions into achieving these growth objectives.

Structured into **dedicated industry** teams, we draw on an extensive bank of direct experience, as well as utilising the firm's market leading global network of industry and technical specialists, local knowledge and resources.

Our key sectors are Energy & Utilities, Industrial Products & Services, Retail & Consumer Goods, Telecom & Media, Healthcare, Hospitality, Infrastructure, Gaming with **over than 150** top corporate and PE clients in the last three years.

Why clients appreciate our support in the Deal sector



Cumulative industry expertise and dedicated team by industry. We involve senior dedicated industry experts from the beginning of the project, and we work to ensure that potential industry issues are raised early in the process.

Extensive experience in Italy and across the world, having been involved in many deals and projects in Energy & Utilities, Industrial and consumer goods.

Integrated approach. Our integrated approach to strategic, commercial, operational, financial and tax matters can provide a unique and unbeatable independent point of view on the target.

Business driven approach to analysis structured around value drivers. We fully understand client's priorities and set the scope accordingly.

We have a strong track record of delivering on time. Partner and Director time is not limited to sign off of the work, but rather is used to assist in the examination of the company for value drivers and other occurring issues.

Key strategic opportunities and our support in the Energy & Utilities, Industrial Products & Services and Retail & Consumer Sectors

Energy & Utilities

The Italian Energy sector is entering a period of unprecedented change. This creates both opportunity and challenges for all stakeholders as the sector is confronted with a major programme of regulatory and policy change, a significant level of capital investment, increased consumer demands and the need to address environmental concerns.

PwC Energy & Utilities Strategy Team can provide the insight, advice and support to help players and investors in the sector to respond to these challenges and realise **new business opportunities**.

Our clients include the leading national and international operators, the largest former municipal companies, power and water utilities, energy retailers, regulated networks and financial investors.

Industrial Products & Services

Italy is the second Industrial Manufacturer in Europe. But, if compared to Germany and other manufacturing Countries, Italian industrial structure appears characterized by 3 major weaknesses: Enterprises are small in **size**, with limited **internationalization** and **moderate investments in technology & innovation**.

PwC Industrial Products & Services Strategy Team provide insight, advice and support to Entrepreneurs, Managers and Investors in facing industry and business challenges, designing new business models and accelerating the change management.

Our clients include Italian SMEs and Large Corporations, branches of International/Global Groups, Financial Investors and Industrial Associations.

Consumer Goods

The retail and consumer industry in Italy is facing increasing pressure. Consumer's belts are tightening with the continuing fragility of the Italian economy and the impact of the Government's austerity measures. Rising commodity costs coupled with environmental and ethical issues affecting the supply chain are also putting further pressures on margins. Brands are diversifying into new product segments and geographic markets to reach a broader customer base. Multi-channel retailing is increasing as technology continues. In this context the key strategic issues are innovation, internationalization, rationalization and consolidation.

PwC Retail & Consumer Strategy Team provide advice and insight to support corporate clients and investors in the sector to face these challenges and determine the right strategic priorities for profitable growth. Our main clients include leading corporate operators in the Retail, Food & Beverage, Luxury & Fashion and financial investors.