



# Entrepreneurial & Private Business

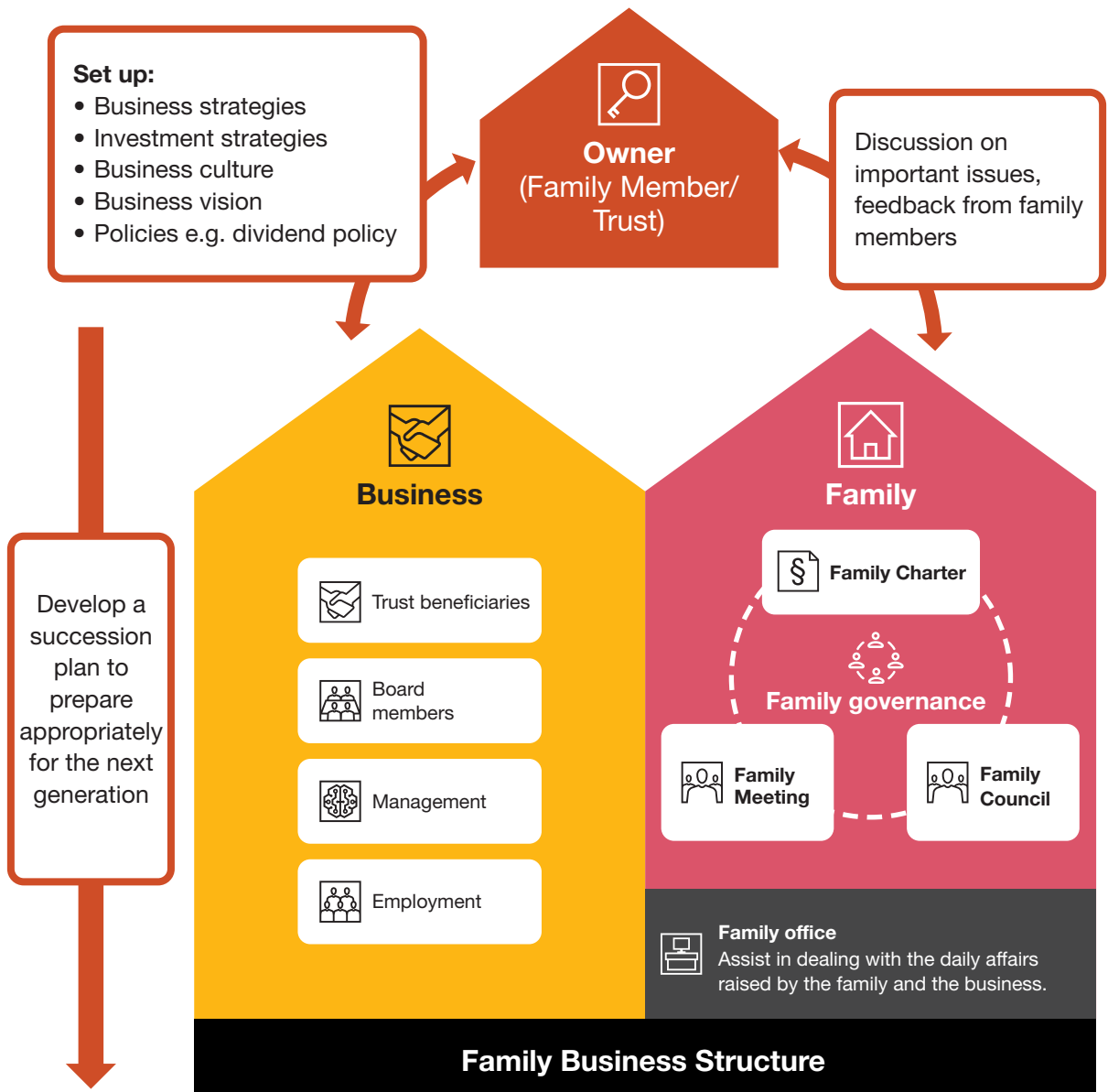
## **Built around you**

Helping your businesses grow, prosper and professionalise to ensure continuity for future generations



# Shaping a family business: Balancing business and family

In family businesses, the close coordination between business management and family governance is one of the key success factors. In particular, to ensure that the family legacy is well-developed and long-lasting, the succession plan needs to be built early and with the participation of members.



With increasing scale, it becomes more important to define rights and obligations, decision-making processes, and family business management.

# We understand the top challenges

or issues

## that entrepreneurial and private businesses specifically are facing

How to get the sustainability agenda started?

Does my business have an optimal capital structure?

Is my operating model fit for purpose?

How to integrate ESG in our business and prepare for net zero transformation?

How to make my digital transformation move faster?

How to identify, retain, develop and incentivise key talent?

What are key success factors for transforming my business?

How to plan for the succession & prepare the Next generation?

How to improve governance and operation effectiveness and efficiency?

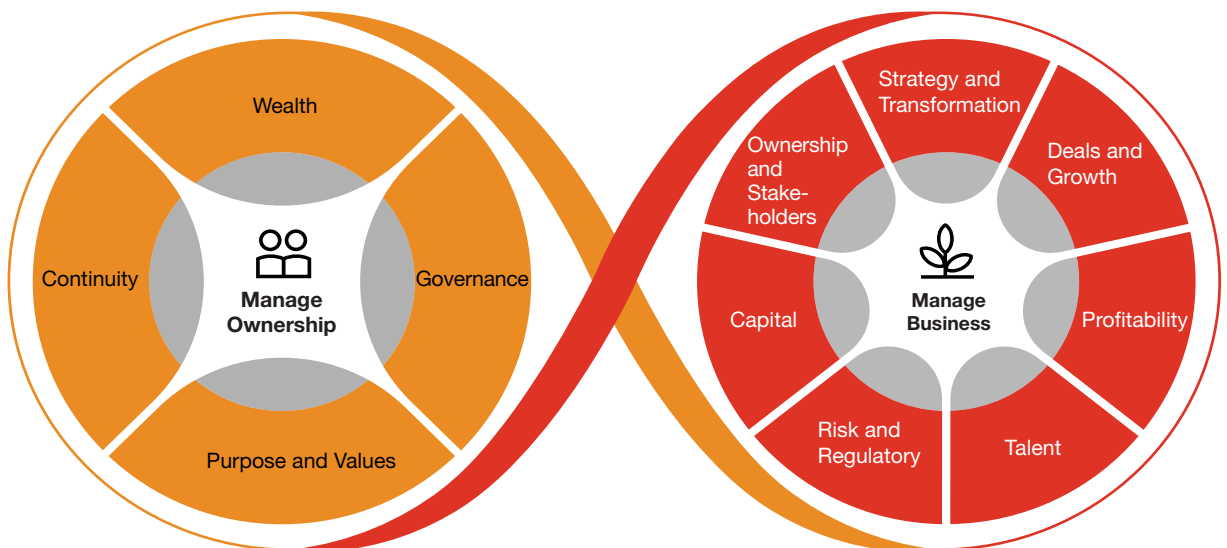
How to protect and transit wealth for the long term?



# A personalised and holistic approach, just for you

Our framework **“The Owner’s Agenda”** is designed to assist you in developing both your ownership and business strategies in a consistent and integrated way.

This approach reflects that you stand at the heart of each of them, and that your agenda encompasses both.



## Manage Ownership Wheel

Managing ownership is a unique and complex challenge which sets private businesses apart from other types of business. The “manage ownership” wheel highlights the four main areas of your ownership strategy.

From legacy building to exit strategies or professional wealth management, the Manage Ownership Wheel captures the most important owner challenges for long-term success.

## Manage Business Wheel

As a private business owner, building a long-term strategy to drive and manage growth involves many aspects, from Strategy and Transformation, to Risk and Regulatory.

The “manage business” wheel highlights the seven main business areas that you must address as a private business owner to generate and manage sustainable growth.

# Manage ownership



## Purpose and values

These can be a major competitive differentiator for your family business if properly activated. Our private business experts are dedicated to helping families identify their shared purpose and define, codify, communicate and embed their values.

In this context we also help private and family businesses with:

- Identity
- Shared mission and vision
- Business and investment ethics
- Business philanthropy



## Governance

This encompasses governance of both the business and of family matters. Corporate governance focuses on the control and leadership of the business and the roles of the various parties involved in managing it. Family governance deals with the dynamics, roles and relationships within the business-owning or shareholding family.

Here are some typical issues and areas the PwC Family Governance team can help you with:

- Management and control structure
- Supervisory board
- Remuneration and Dividend policy
- Branch or family organisation
- Family/Owner council
- Family employment policy
- Family management
- Conflict management



## Wealth

Managing, protecting and growing family wealth, both for current and future generations. Our global network includes many world-leading tax and pension specialists, lawyers and corporate finance consultants can provide a fast and efficient answer to any issues you may raise.

Here are some of the typical issues and areas our advisers can help to navigate:

- Investment strategy
- Asset and Wealth Management
- Family office
- Asset and wealth reporting
- Privacy and security
- Tax and legal structure
- Fragmentation of shareholding
- Exit strategy



## Business continuity/ succession

Helping to achieve a smooth and well-managed succession to the next generation of the owning family. Succession is one of the most critical factors in sustaining the success and continuity of any family business, and this process must be planned carefully.

Our solutions for effective business continuity/ succession process focus on areas ranging from leadership and ownership to values and purpose to wealth management and stewardship.

# Manage Business



## Strategy and transformation

Keeping pace with the move across all industries to digital operating and business models. To succeed, the transformation of private companies must be integrated into the owner's strategy and built around the family's shared, long-term vision and values.

We support your businesses in key areas such as:

- Strategy development
- ESG transformation
- Sustainable value chain
- Technology strategy
- Operations transformation
- Finance transformation
- HR/workforce transformation
- Cloud transformation



## Deals & Growth

Sustaining growth while tackling strategic issues like digitalisation and international expansion.

We support your businesses in key areas such as:

- Deals
- Divestitures
- Mergers & Acquisitions
- Cooperation with startups
- Growth
- New revenue models
- Sales and marketing strategy
- Pricing strategy
- Internationalisation
- Post-merger integration

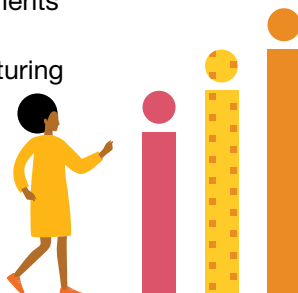


## Profitability

As the world's leading professional services firm, our deep understanding of private business brings us an unrivalled ability to help you set the right goals, manage and measure profitability.

We help your businesses to navigate:

- Enterprise performance management
- Reliable internal and external financial reporting
- Business intelligence/Big data
- Efficiency improvements
- Cost optimisation
- Operational restructuring



## Talent

Attracting, retaining and developing high-quality talent that can drive the business forward while remaining aligned with the company's values and ambitions. Winning the war for talent is one of the most pressing challenges for all businesses – but for family businesses the issues it involves are especially complex.

We can help your businesses in key areas such as:

- Workforce strategy and talent management
- Upskilling and talent development
- Performance management
- Compensation and rewards
- Organisational capability
- Change management and design thinking



## Capital

Maintaining a robust financial base for the private business while considering the opportunities to tap into new sources of capital.

With our deep knowledge of capital markets, private equity and capital management, we can offer expert and objective advice on the tools and techniques available for managing and growing your finances to achieve your growth objectives. Among the various aspects of managing capital, we can help with:

- Capital and financing structure
- Financing of innovation and growth
- IPO and other third-party investing
- Bank reporting
- Treasury
- Working capital
- Securing liquidity and funding in time of crisis



## Ownership and Stakeholders

Managing family ownership is probably the most unique and complex challenge which sets private businesses apart from any other type of business. How you approach your ownership strategy is key to business success and longevity but also family cohesion and happiness.

We help address the practical challenges involved in balanced short and longer-term business pressures to ensure that owners, non-family shareholders and other stakeholders prosper is key. Some of the challenges include:

- Corporate communications and social media
- Reporting of sustainable value creation (principles of governance, planet, people, prosperity)
- Brand and reputation



## Risk and Regulatory

Managing risk and complying with regulations in ways that mirror the underlying values of your family and business.

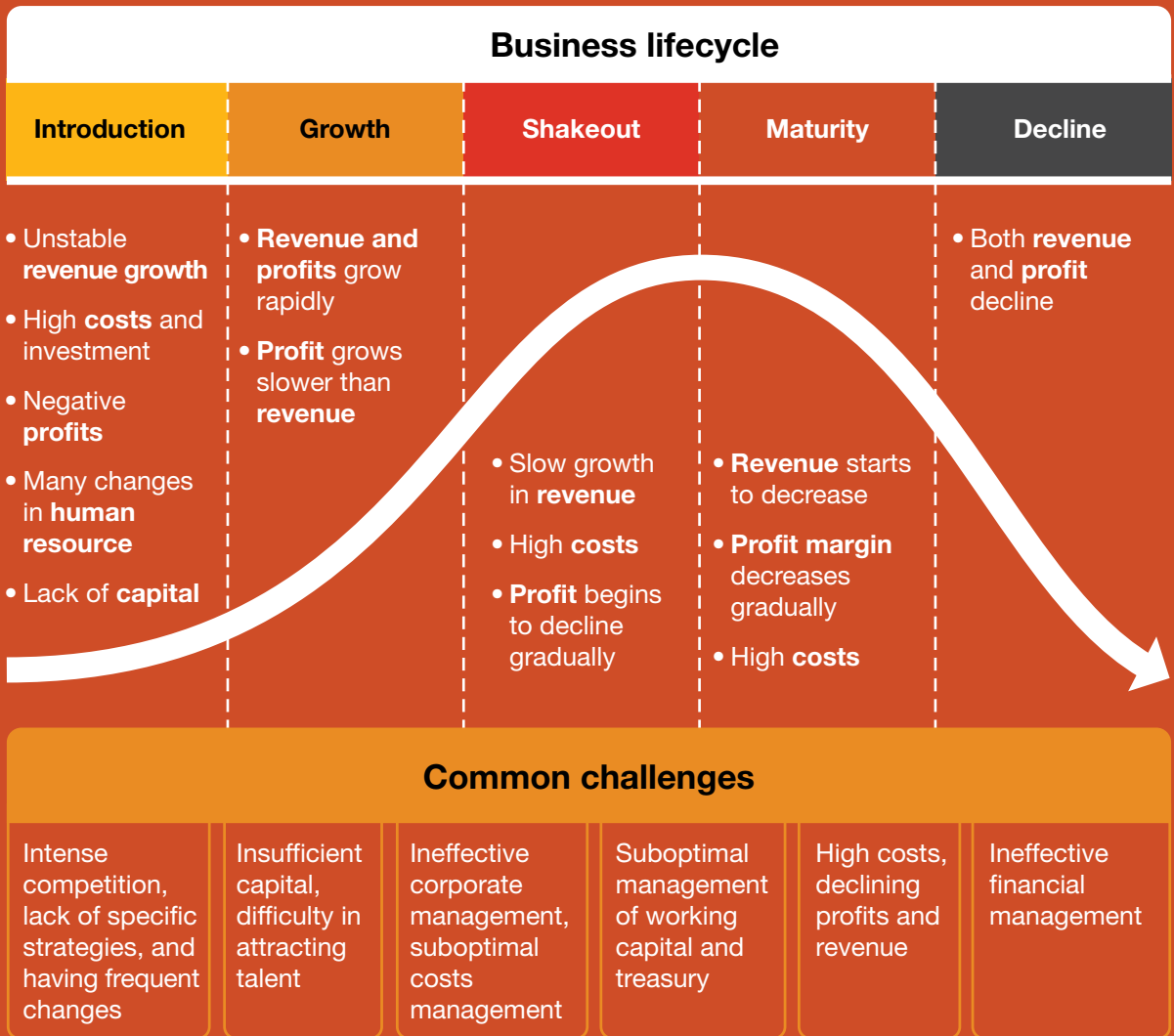
The world is changing rapidly and radically, triggering new risks and tighter regulation that can create scenarios which are both unexpected and hard to deal with.

Our holistic approach to managing risk and regulation spans areas range from advisory services to more technical offerings, breaking down the kind of risks your business faces and identifying the best strategies to mitigate them. These include:

- Compliance Management
- Mandatory and voluntary non-financial reporting (ESG)
- Risk management systems
- Country risk and portfolio management
- Cyber, Privacy and Forensics
- Tax, compliance and planning
- Intellectual property management and data governance
- Stakeholder management during and post crisis
- Advice and support on government support and new regulations



# Partner with you on every business journey



## Support from PwC

✓ Function/Company Health Check/ Diagnosis

✓ Business Transformation

✓ IPO Preparation and Readiness

✓ Business Restructuring

✓ Risks and regulatory

✓ ESG



## Function/Company Health Check/Diagnosis



- Business performance review
- Financial management policies review
- Accounting system review
- Ownership structure review
- Management structure review
- General review of business processes

## Transformation



- Transformation strategy and action plan development
- Operations transformation
- Finance transformation
- Innovation and digital transformation
- HR/workforce transformation
- Change management and design thinking

## IPO Preparation and Readiness



- **Pre-IPO:** funding strategy, organisation restructuring, tax and legal compliance, readiness assessment, accounting, financial and tax reporting
- **IPO execution:** debt and capital advisory, due diligence, tax and legal advisory, valuation, process review and transformation, internal audit
- **Post-IPO:** risk management, investor relations

## Business Restructuring



- Strategy review & overall assessment
- Ownership structure
- Management structure
- Operational process standardisation
- Human resource management
- Solutions for budgeting and cash flow management

## Risks and regulatory



- Internal audit
- Compliance Management
- Mandatory and voluntary non-financial reporting (ESG)
- Risk management systems
- Country risk and portfolio management
- Cyber, Privacy and Forensics
- Tax, compliance and planning
- Intellectual property management and data governance
- Advice and support on government support and new regulations

## ESG



- ESG strategy and roadmap development
- Energy transition and greenhouse gas reduction
- Due diligence
- Green finance access
- ESG reporting

# Family Office Services

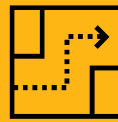
Helping you to seize opportunities, manage risks, make a positive impact and protect your family legacy.

## Your future-ready family office



### **From values to impact**

Family's values and purpose are the foundation for decisions and activities of family office, ensuring better return and a positive effect on the beneficiaries as well as wider society and environment.



### **Agility**

Making decisions in a fast and agile way to manage increasing complexity and responses to unexpected events while having the ability to seize opportunities.

# 4

## **cornerstones you will need to consider**

when building or re-imagining your family office



### **Leading practices**

Understanding how to harness and capitalise on current leading practice and be able to access up-to-the-minute advice on what "good" looks like in all areas and functions to ensure



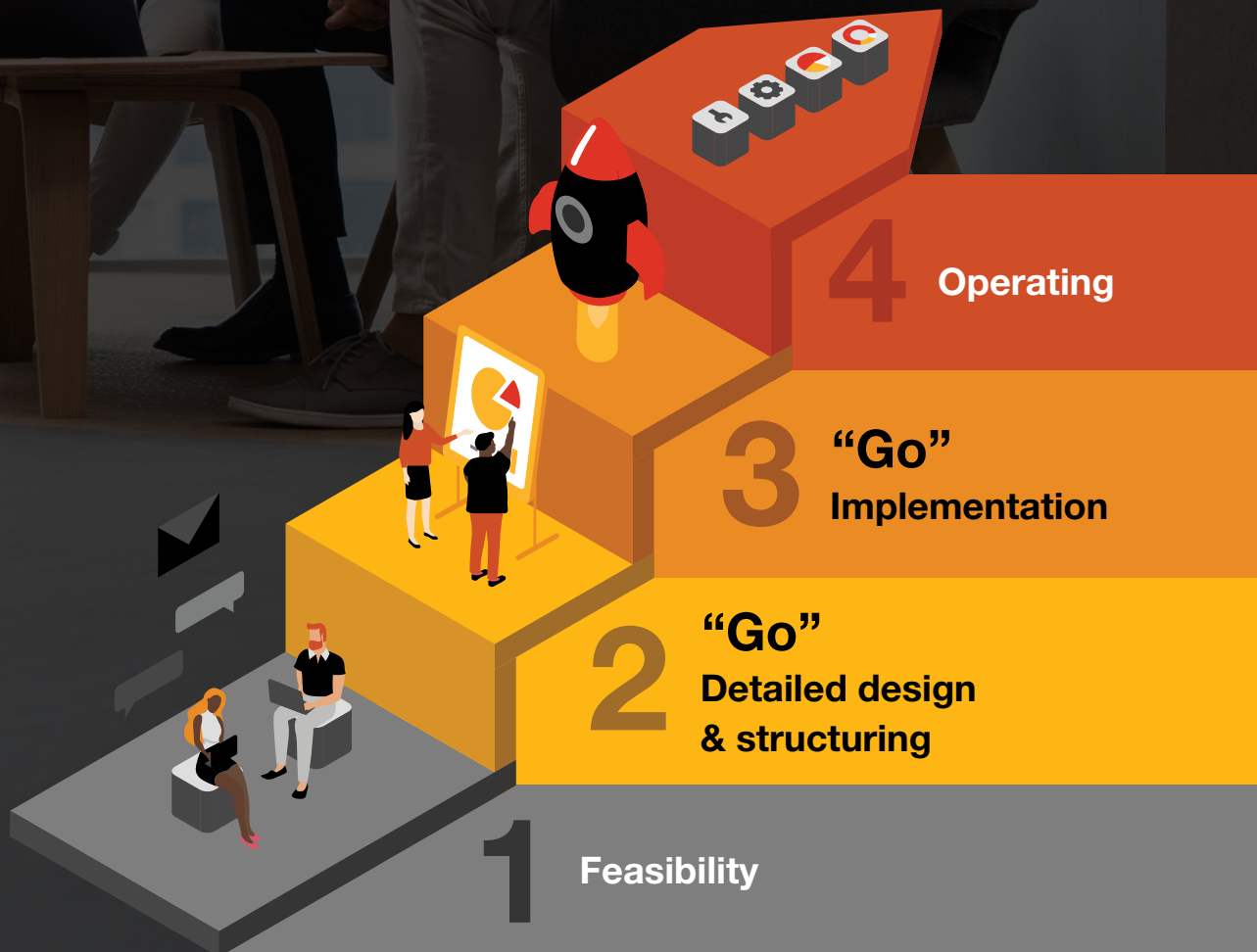
### **Safety and privacy**

Prioritise all aspects of safety and risk management, and be ready to navigate complex risk scenarios that go far beyond the traditional investment and operational issues.

# Build your future-ready family office in four steps guide:

The thought of setting up a family office could be a daunting one but doesn't need to be. Our four-step guide to build your family office will provide you with a thorough yet easy to navigate document. It is aimed at building your confidence in undertaking the process and our global network of professionals are here to help.

Creating a successful family office requires strategic planning and design. With decades of experience, we can help to prepare you for each step of the way – from assessment and vision to work plans and implementation. Together, we can help you design a strategy to manage the complexity that comes with a family-owned business.



# PwC NextGen

Connect. Learn. Lead.

Unlocking your potential as a visionary leader, responsible shareholder, beneficiary, or competent board member of your family enterprise.

The capabilities and strategies that drive business success are changing. Our 2022 Global NextGen Survey reveals that 72% of your peers expect to play a role in increasing their family enterprise's focus on investing in sustainability in the future. This – alongside other emerging challenges – will demand new skills, qualifications and approaches. To help you meet this need, PwC NextGen is here to encourage you to think beyond the traditional MBA, by providing you with an exclusive and inclusive strategic network and a broad range of multidisciplinary learning opportunities through our NextGen offerings outlined.



Our PwC NextGen  
Club currently has  
**2.500+**  
next-generation  
members from  
across the globe



## Connect.

**PwC NextGen Network**  
**Connecting the leaders of tomorrow.**

With PwC NextGen Gateway – our complimentary human-led, tech-empowered platform – you can even connect online in an authentic and personal way. As a member, you will gain access to exclusive insights on demand as well as guidance on today's hottest topics and most pressing individual challenges.

Join the network wherever you want. To learn first-hand insights about activities in different countries and regions please connect with our local NextGen contacts.



# Learn.

## **PwC NextGen Education Developing the leaders of tomorrow.**

You can learn first-hand from renowned academics and business practitioners in a safe environment, with the number of participants limited to 24 to maximize the impact for you. Every year we devise a unique calendar covering a wide range of topics in some of the world's most exciting locations.

### **Accelerator Academy**

Helping family business leaders of tomorrow between 20 and 26 years of age build on their knowledge and strengths.

**Learn your business!**

### **Leader Academy**

Business successors and entrepreneurs between 26 and 38 years of age transform their businesses and shape their family legacies.

**Learn how to lead!**

### **Learn at top-ranked business schools such as:**

- ▶ MIT Sloan School of Management
- ▶ Stanford Graduate School of Business
- ▶ INSEAD
- ▶ Columbia Business School



# Lead.

## **PwC NextGen Leader Insights Inspiring leaders of tomorrow.**

Our unique NextGen Leader Insights offering is designed to support your personal and business growth agenda, and includes thought leadership, mentoring and customised development programmes.

### **The key programmes and insights include:**

#### **Customised programmes**

Tailored workshops to address specific topics and challenges. We can accommodate workshops either as an in-person event, a virtual meeting, or a hybrid blend of both.

#### **NextGen Roundtable and Reunion**

Invitation-only events hosted by local family businesses in some of the world's most exciting locations such as Mallorca (2022) and Dubai (2023). Each year the Roundtable and Reunion will have a different theme focused on the most pressing topics and issues.



# PwC Family Business thought leadership

**Advancing our practice by codifying experiences and investing in research.**

We undertake regular surveys and studies in this space, enabling us to bring to the world the sharpest insights available anywhere into family businesses. These insights enable us to stay relevant and up-to-speed with your business and ownership agendas, and develop innovative solutions that support both as fully as possible. At the same time, our studies give current and future family business owners and leaders a valuable glimpse of what their peers around the world are feeling, saying and doing, in response to the issues that all family businesses face.







# PwC Family Business Survey

Our study aims to gather insights into the current thinking of family businesses and offer guidance on the most pressing issues you are all facing in order to build resilient and long lasting legacies. Over 1,000 family business owners from 87 countries worldwide took part in our previous surveys.



# PwC NextGen Survey

PwC Global NextGen Survey is our market-leading study dedicated to identifying what's front-of-mind for you and your peers in the next generation of family business leaders.

This biannual survey probes and analyses the perspectives, attitudes, and perceived risks and opportunities for young successors in family businesses around the world.

# Get in touch



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