

*Leading through
change*
Consulting



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Welcome

Increasingly, value is created across a business network of partners, suppliers, customers, regulators and stakeholders, and success depends on collaboration between them. Most business issues can no longer be resolved within your own four walls. The best solutions must capture opportunities, navigate risk, and deliver lasting change across a business network.

Our Consulting team has worked with organisations of all sizes and across all industries, helping them adapt to their constantly changing operating environments by designing, managing and executing lasting change.

Our consultants draw on skills in strategy, people, operations, technology and finance and have both a functional and industry specialty which enables them to apply their knowledge in a way that is relevant to the industry in which you operate.

To discuss how we can help you and your organisation, please feel free to contact us or any of our colleagues listed in this brochure.

We look forward to working with you.

Ciarán Kelly

“A corporation is a living organism; it has to continue to shed its skin. Methods have to change. Focus has to change. Values have to change. The sum total of those changes is transformation.”

Andrew Grove

“It is not the strongest of the species that survive, nor the most intelligent, but the one most responsive to change.”

Charles Darwin

Your partners in change

Ciarán Kelly

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Ciarán Kelly has been with the firm since 1999 and leads the Consulting practice in PwC Ireland. Prior to joining PwC, Ciarán worked in the financial services industry for 9 years, specialising in IT, banking operations and risk management. Ciarán advises clients on transformational change projects, programme and change management, IT governance, risk management and operational effectiveness. He also advises clients on the business and operational changes associated with mergers, acquisitions and divestments. His primary focus has been within Financial Services; however he has worked across all major industries and the public sector.

Ann O’Connell

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Ann O’Connell is a Partner in our Consulting practice and has been with the firm since 1988. Before joining PwC, Ann worked in industry for 10 years, primarily in operational and business planning roles. Ann specialises in business strategy planning and implementation, change management, human capital optimisation and public policy formulation. Ann has extensive experience working with clients in both the public and private sectors and over the years has served on a number of state boards and taskforces.

Garrett Cronin

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Garrett Cronin is a Partner in our Consulting practice and has been with the firm since 2003. Garrett trained with the firm before gaining more than 15 years commercial experience in industry having spent 6 years as European Finance Director of MEC, a multinational engineering group, and 9 years with Digital Equipment Ireland Limited, latterly as Financial Controller. Garrett specialises in finance and operations effectiveness, providing advice on sustainable cost reduction, shared services, outsourcing, programme and change management, working capital management and corporate performance management.

Dervla McCormack

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Dervla McCormack is a Partner in our Consulting practice. Dervla joined the firm in 1991 and specialises in Business Strategy and has significant experience in preparing and reviewing business plans, undertaking sectoral studies, feasibility studies, socio-economic studies, market analysis assignments, organisational reviews, market entry strategies, and operational reviews. She is a chartered accountant and has project managed large implementation and change management projects.

Our sector experience

Your industry contains its own unique features, challenges and competitive issues. At PwC we recognise the importance of maintaining strong sectoral insight into specific industry areas. This insight, combined with our strong technical competencies, provides a strong platform to support change in your organisation.

Financial Services

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Our team of Financial Services Consultants are divided between Banking, Insurance and Asset Management. The team in Ireland have extensive experience working for Financial Services organisations prior to joining PwC, as well as being supported by subject matter experts from across our global network.

The Financial Services sector has experienced unprecedented pressures since the middle of 2008. During this time our engagements have been driven by the necessity to restructure core business, maximise use of capital, meet regulatory requirements and manage a new risk landscape in response to a changed external environment. Many of our Irish and international clients have focused on stabilising the organisation during a time of turmoil and are now in the process of defining and implementing new operating models to meet the changed environment. This mix of local and international experience enables us to bring global practices to Irish based organisations in a practical manner.

Government & Public Sector

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PwC's Consulting team has many years of experience providing services to the public sector. Our team is drawn from a wide range of backgrounds, with a number of former public servants numbered among them. They bring to bear skills in public sector policy, organisation and management, accounting and finance, technology, HR, procurement and logistics, as well as project management. Internationally, PwC are one of the foremost public sector consultancy firms, and we have access to a large network of practitioners with specialist skills to support us in delivering first class service to our Irish clients. The PwC Public Sector Research Institute regularly publishes thought leadership material based on our experience of helping public sector clients worldwide.

Our consultants have helped clients right across the spectrum of the public sector including, government departments and agencies, regulators, commercial and non-commercial semi-state bodies, local authorities, and educational institutions. We have conducted a wide range of engagements including economic reports and sectoral studies, business cases for major infrastructural projects, technology implementation, security and data protection reviews, project management for business critical projects, and organisation and process redesign. We have assisted public sector clients with some of the largest organisational transformations carried out in Ireland. In addition we have provided extensive training to public servants in a number of areas including project management and procurement.

Energy & Utilities

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Our Consulting team in this sector includes staff at all grades with extensive experience and backgrounds in engineering, sustainability, environmental science and finance, most of whom have gained significant experience from working in relevant industry roles. This consulting team sits on a firm-wide Energy & Utilities team along with tax, legal and audit specialists and in addition, each team is supported by an extensive global network of industry experts, so that our team understands the latest industry challenges and requirements, especially in these changing times.

We help our clients to address sustainability and climate change issues, through interpretation of public policy and by providing advice on strategy, energy trading reporting requirements and the development of sustainability performance indicators. We have experience of corporate restructuring and reorganisation, programme planning, improving performance, operational effectiveness and technology transformation. We also help our clients to manage financial risk, by reassessing risk tolerance associated with wholesale price volatility in today's competitive customer markets.

Pharmaceutical & Healthcare

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The Healthcare and Pharma group in the Consulting team have carried out assignments for a broad range of clients within these sectors. The work ranges from strategy development, performance improvement to in-depth casemix analysis for the large and specialist hospitals. Our work also includes developing service and product go-to-market strategies and commercial due diligence for healthcare providers. Our team is supported by the broader PwC global network, particularly, the Health Research Institute and contribute to thought leadership reports such as the HealthCast and Pharma 2020 series, which identify the challenges and predict some of the future changes in both healthcare and Pharma sectors.

The PwC Consulting group has over 20 years of experience in advising the pharmaceutical and public and private healthcare sectors. We have undertaken a wide variety of engagements including strategy development, logistics and procurement assessments, implementation of shared service centres, organisational effectiveness and technology and security management. We have also provided extensive training to health executives in a number of areas including project management and procurement.

Retail, Consumer, Agriculture & Food

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Our Consulting team in this sector includes staff at all grades with experience in major multi-national food manufacturers and distributors, indigenous Irish manufacturers of all sizes, retailers, wholesale companies and distribution/logistics organisations. This experience has been gained on consulting assignments and in industry roles including at board level. The consulting team are incorporated into an industry team across PwC including transactions, tax, legal and audit professionals. We strongly believe that we have the greatest quantity and highest calibre of experienced professionals in this sector of any professional organisation in Ireland.

Our services and experience in the sector span the full range, from organisation strategy through change management, financial effectiveness and technology. Our team have delivered sectoral strategy reports for government agencies, strategy facilitation and support including voice of the customer for a major FMCG company; carve-out post MBO as well as post acquisition integration; major IT-enabled transformation efforts for a multinational branded company; multi-channel strategy and implementation for retail; supply chain optimisation and cost reduction strategy for a wholesale food distributor.

Technology, InfoComms, Entertainment & Media

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Our Consulting team in this sector includes staff with experience in telecommunications operators, equipment manufacturers and from government agencies. The consulting team are part of a wider industry team across the PwC global network. We believe that we have high calibre, experienced practitioners in this sector with a blend of practical and strategic experience supported by a wider team of professionals with deep understanding of tax, accounting and legal issues in the sector unmatched by other professional organisations in Ireland.

Our services and experience in the sector span the full range from organisation strategy, through change management, financial effectiveness and technology. This experience has been gained 'on-the-job' - solving real-world telecoms problems in commercial environments. Our consulting assignments have covered business planning, operational effectiveness, human resources and revenue assurance assignments as well as the delivery of sectoral strategy and regulatory reports for government agencies. In these challenging times, our consultants have worked on revenue assurance projects and restructuring strategies that help address the key issues of maintaining revenues and managing costs. Our local team is assisted by a global Entertainment and Media group which produces the global Entertainment and Media Review, an annual PwC report on key trends in the sector.

Our service offerings

Our Consulting team bring together a full range of functional and industry skills to help you drive success in your business. We take the time to listen and have the courage to debate different points of view – based on independent and challenging insights, supported by facts and industry benchmarks.

Read on for detail of our service offerings.

Strategy

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Your challenges

The turbulent economic climate, rapidly evolving technologies, a changing regulatory environment and varying consumer behaviours are forcing organisations to challenge the foundations of existing businesses and begin creating the building blocks for new ones.

How we can support you

We help our clients determine the right strategic priorities and offer support and practical solutions to achieve these objectives, including:

Strategy & Business Planning

- Developing robust and comprehensive strategies along with strategic and operational plans.
- Validating/reviewing existing strategic plans to ensure alignment with the organisation's strategic objectives.

Sectoral & Market Studies

- Analysing specific industry sectors or markets by reviewing the performance of key players and identifying the opportunities and threats to the sector.

Feasibility & Market Entry Studies

- Profiling specific markets/product categories by examining the supply and demand opportunities in the market, identifying capital and operating costs, potential funding options and appropriate market entry strategies.

Economic & Policy Analysis

- Performing public policy analysis and industrial policy/sectoral analysis.
- Undertaking socio-economic impact studies and/or cost-benefit analysis.

Financial Modelling & Resource Allocation

- Developing detailed financial models to assist in the appropriate allocation of costs driven by resource utilisation within an organisation.

Survey Design & Analysis

- Designing, administering and analysing quantitative and qualitative surveys.

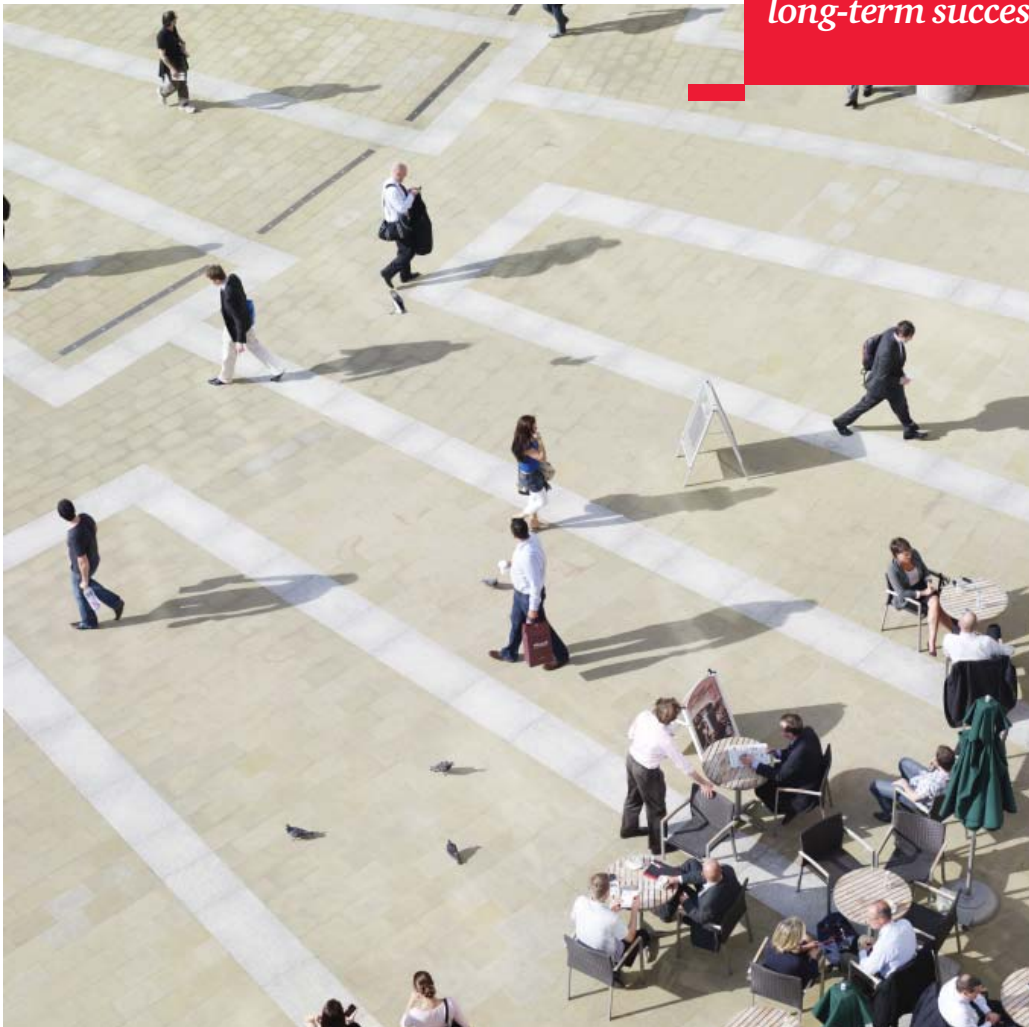
Voice of the Customer & Stakeholder Engagement

- Undertaking an independent interview programme with key clients/customers/stakeholders to understand the strength of the relationship, market developments, etc.

Commercial/Market Due Diligence

- Assessing the performance of an intended acquisition including, how this performance relates to market conditions, the position of the target company vis-à-vis its competitors within that industry, and an estimate of the likely future market conditions for that industry.

As the business environment continues to evolve and become more complex, the strategy which an organisation adopts to navigate in a competitive market ultimately determines the long-term success of an organisation.



People and change

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Your challenges

The pace and intensity of change evident in all types of organisations has presented many executives with sizeable challenges, in terms of the change itself and the impact of change on people. These challenges can be precipitated by:

- Organisational transformation - change in direction, focus or business model;
- Functional transformation - restructuring and re-aligning business units or divisions;
- Downsizing of the organisation; and
- De-motivation and disengagement in the workforce due to loss of staff and negative experiences of change.

How we can support you

Specifically we support our clients in managing the complex and sensitive issues relating to people and change through:

Making change stick

- Building the required culture, capability and leadership programmes to make change stick.
- Assisting with communication and stakeholder engagement programmes around change.

Achieving a market-driven organisational structure

- Advising on new service delivery models, benchmarking and KPI setting.
- Advising in relation to a downsizing programme and defining new roles and responsibilities.

Maximising the performance of people

- Supporting senior management to measure, benchmark and fully leverage the value of Human Capital within the organisation.
- Assessing and helping to build the capability of the people to achieve new organisational goals.

Optimising HR operations

- Advising on strategies to ensure the HR Function and Operating Model are fit-for-purpose.
- Benchmarking the size, cost and structure of the HR function and key HR processes.



It is no longer a cliché to say that organisations are facing unprecedented change. The real challenge now is to transform organisations so that they are better prepared for the new world than their competitors.

Financial effectiveness

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Your challenges

Finance functions are coming under pressure to maintain their traditional governance and compliance role while at the same time providing valuable advice and information to the business to guide its cost structuring, investment decisions and strategy.

Reducing complexity, simplifying the business model, understanding key value drivers in the business and improving the efficiency and effectiveness of finance functions are challenges being faced by senior finance professionals worldwide.

How we can support you

We assist our clients with the following services:

Finance Function Reviews

- Reviewing finance operating models, advising organisations on the optimum structure which will facilitate alignment with other functions and/or integration of newly acquired businesses.

Business Performance Management

- Ensuring that budgets and forecasts are aligned to strategy and linked to operational performance metrics using tools such as a balanced scorecard, metric management and financial management reports.

Working Capital Management

- Identifying weaknesses in systems and processes that create issues in collections, payments and stock levels using methods such as KPI's, incentives and process improvements to improve the consistency and transparency of performance.

Financial Reporting

- Validating the accuracy and integrity of financial models.
- Delivering controlled spreadsheets and databases with modern technologies like XBRL.

The finance function plays a key role in bringing insight and creative suggestions that drive increased value from the organisation, through better efficiency and informed business analysis.



Operational effectiveness

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Your challenges

In a climate of poor economic growth and low consumer confidence, executives are under increasing pressure to maintain and improve shareholder returns. With limited scope in the near term for revenue growth, the focus is on cost reduction, operational efficiency and supply chain effectiveness to deliver value.

How we can support you

We work with our clients to effectively respond to their challenges and implement change that delivers increased shareholder value. In our experience achieving a better alignment between operations and strategy enables organisations to consistently add value while meeting customer needs. We support our clients on a wide range of operational issues, including:

Sustainable Cost Reduction

- Delivering sustainable cost reduction programmes by creating visibility of company cost base, evaluating structures, processes, people, technology and the costs to service markets and customers.

Supply Chain Optimisation

- Helping companies focus their target cost reduction efforts on the full extent of their supply chain by helping clients to reduce costs, transform supply chain operations and maximise operational performance.

Procurement

- Assisting companies to manage their procurement strategies that optimises the value of business relationships and maximises the operational effectiveness of procurement activities.

Lean operations/Six Sigma

- Improving operational performance by reducing variations and/or eliminating waste in business processes through the Six Sigma methodology.
- Providing coaching and training in Six Sigma.



Organisations today are facing an unprecedented array of challenges and the imperative to change operational practices has never been greater. Executives must be conscious of the need to restructure operations to cope with the new economic landscape.

Technology consulting

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Your challenges

Have you ever asked yourself why the technologies in your business are not making the impact that you expected? Are your current IT projects running over budget and behind schedule? Are you planning a merger or acquisition or a major business or IT transformation in order to exploit new opportunities? Do you have the right information to make decisions and manage the business effectively?

Technology needs to become tuned to the needs of the business. It's at the heart of any organisation's processes. It is also one of the top spend areas for most organisations today. At PwC, we help our clients manage IT more effectively so as to provide best value to the business in the most efficient and economical way.

How we can support you

Our services focus on the agenda of the business leaders and CIO. We work with our clients to achieve benefits and better value from IT to ensure your investment in IT is adding value. We support our clients on a wide range of business and technology issues, including:

TransformIT*

- Building a better IT function by developing vital success factors including benchmarking, system architecture, IT strategy and IT change to lead to a greater return on the investment in technology.

- Ensuring systems are fit for purpose, secure and available, aligned to the business and providing value for money.

IT-led business transformation

- Assisting with the new business operating model, project management, change management, ERP specialist knowledge, systems specification and selection and benefits realisation.
- Post-deal IT transformation following a restructure involving a merger, acquisition, carve-out or divestment, and aligning the IT strategy with the new organisational structure.

Corporate Performance Management (CPM) and Business Intelligence

- Using PwC's CPM model for translating a company's strategy into measurable targets and monitoring and evaluating how it is doing.
- Helping organisations manage information better and enhance performance by aligning various financial, operational and regulatory metrics.
- Assisting management teams to resolve operational and financial "pain points" as well as to successfully exploit opportunities.

Information technology is at the heart of all enterprises – private, public and not-for-profit. No longer simply a back office function it is increasingly a key differentiator in the competitiveness of an enterprise.



IT security and data protection

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Your challenges

Information is seen as a key “business enabler” that allows organisations to collaborate with their customers and business partners to securely conduct business. However IT and security face a wide range of challenges as they seek to deliver information, these include:

- Opening IT infrastructure to employees, customers and business partners to securely conduct business while ensuring the protection of information assets;
- The impact of information loss;
- Responding to complex security breaches to reduce the risk of business disruptions while meeting compliance objectives;
- Justifying expenditure for information security investments; and
- Secure integration of new developments and technologies.

How PwC can support you

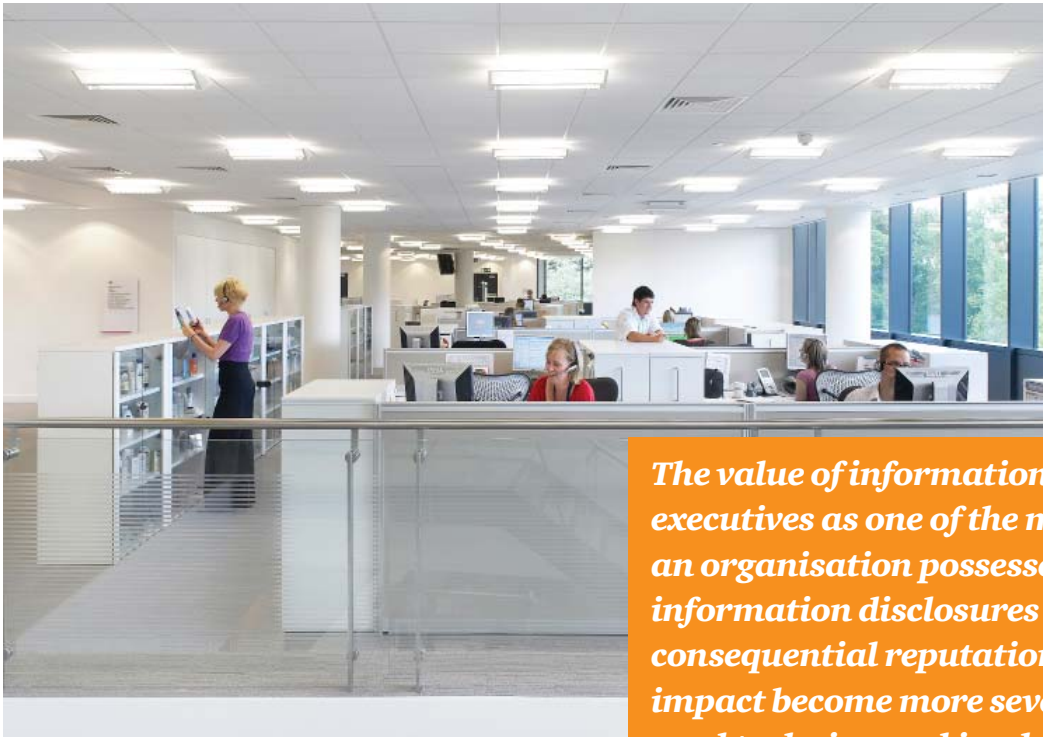
Our Consulting team have deep industry knowledge and experience with the critical issues of security, privacy and compliance. We have the expertise to help organisations implement and maintain a secure and high-performance business infrastructure. We support our clients on a wide range of IT security and data protection issues, including:

Security Governance and Compliance

- Assisting clients with the review and development of security policies, procedures and supporting guidelines and standards.
- Conducting security benchmark assessments against good practice industry standards including ISO27001, Control Objectives for Information and Related Technology (COBIT), the IT Infrastructure Library (ITIL) and the Payment Card Industry (PCI).

Data Protection

- Assisting clients to build an integrated, global privacy compliance and risk framework.
- Conducting privacy, security and/or identity theft prevention assessments & benchmarking of key controls.
- Design and implement solutions to address key risks and areas of non-compliance.
- Perform information inventories of the business processes and locations that handle high-risk, commercial or personal information.
- Assisting clients in the management of incidents of improper disclosure and identity theft, breach notification and forensic investigation.



The value of information is regarded by executives as one of the most important assets an organisation possesses. As the risk of information disclosures increases and the consequential reputational and regulatory impact become more severe, organisations need to design and implement the right processes to preserve the confidentiality, integrity and availability of information.

Security Management

- Aligning clients' security strategies with their IT strategies and ultimately their business strategy.
- Designing, implementing and managing a comprehensive information security programme.

Threat and Vulnerability Management

- Providing clients with a rigorous, real-life test of their security in order to assess how vulnerable their business is to the latest hacking threats.

Security Crisis & Incident Response

- Assisting clients to quickly recover and resume business operations after a security incident.
- Assisting organisations in complying with legal issues and investigations e.g. electronic discovery and data preservations.
- Conducting investigation of fraud, corruption and other economic crime, particularly where the integrity of senior management has been called into question.

Sustainability

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Your challenges

How embedded is sustainability into your organisation? Have you considered how sustainability can drive your competitive advantage and add directly to your bottom line? How well positioned is your organisation to compete in local and global markets against competition that has responded to the demands of the marketplace? At PwC we believe that embedding sustainability is not just good for the world we live in but also for the financial bottom line.

How we can support you

Sustainability touches all aspects of the business – from marketing your brand and differentiating yourself from competitors, to securing or just identifying your supply chain partners and showcasing sustainability initiatives to attract and retain talented workers.

Some of the specific support we provide to clients include:

Sustainable Strategy

- Providing facilitation, challenge and insight in the development of a business strategy that embeds sustainability.
- Bringing strategic thinking to the sustainability discussion, and help put sustainability at the heart of corporate strategy.

Corporate Reporting

- Measuring an organisations performance against carbon emissions and resource usage.
- Developing reporting solutions both for ongoing management and public statements, Corporate Social Responsibility reports and annual reports.

Regulatory Compliance

- Assisting companies in the development of solutions to ensure compliance with regulatory requirements across the territories that they operate in.

Sustainability is on the corporate agenda. Business decisions are increasingly being impacted by the sustainability issue. Regulators and legislators are catching up quick but the most agile organisations are moving to demonstrate best in class now.



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