

Accance Business Advisory

Introduction to Accance

350 CEO Best Practice Experiences

Portfolio Company Support

Industry Experiences

Alexander has Supported +50 Portfolio Companies and Managed +100 CDD Cases

Accance Business Advisory



30 years in Strategy & Operational Consulting

BCG, Celerant, Nordic Boutique Firms
Wharton MBA; MSc from KTH & ESTP

Supported +50 Private Equity Backed Portfolio Companies

Managed +100 Commercial Due Diligence Cases & worked with 25 PE Firms

Support to Companies



Market, Customer & Business Analysis



Growth Strategy & Business Plans



Margin Improvement & Operational Excellence



Project Management & Implementation Support

Support to Investors



Commercial Due Diligence Analysis



Value Creation Plans



Program Office & Implementation Support



Exit Preparation

Support on Playbook Themes



Performance Measurement



Performance Benchmarking



Gap Assessment & Improvement Potential



Improvement Strategy & Action Plan

The Mission is to Accelerate Value Creation

Senior Expertise and Proven Best Practices

1

Alexander Asplund
Represents Senior Expertise

- 30 years of experience of strategic and operational management consulting
- Senior expert in driving profitable growth and value creation in companies with experience of +100 growth strategy assignments and +60 profit improvement / implementation projects

2

Experienced in Private Equity
& Value Creation

- Expert in Private Equity since 2005; having supported 25 Nordic private equity investors with +100 investment analysis cases
- Provided hands-on support to +50 portfolio companies with PE/active owners; supporting market assessment / potential analysis, value creation plan development and implementation support

3

Leverage Best Practices
of 350 interviewed CEOs

- Alexander is the author of The Private Equity CEO Playbook (2024) which is the world's largest CEO-based best practice study in private equity, based on interviews with 350 portfolio company CEOs
- The best practices as reported by 350 CEOs are applied in all portfolio company support to maximize success and avoid the common mistakes

4

Experienced in Rapidly Scaling
Entrepreneurial Businesses

- Alexander and the Accance team frequently supports fast-growing, entrepreneurial-led companies embarking on international expansion with acquisitive agenda
- We understand the need for pragmatic approaches and leveraging the entrepreneurial spirit

5

Fact-based Analysis and
Primary Interviews

- Key to fact-base the attractiveness and potentials in the market; understanding the competitive dynamics and customer buying behavior; we secure insights by large number of primary interviews
- Pressure-test and reality-check the value creation ambitions and plans

A Strong Extended Team with International Reach

International foot-print via i2D Partners - experts on market research & analysis



ANJA CHEMNITZ THYGESEN
Based in: Copenhagen
Covering: Scandinavia, UK

Profile: Industry and market analyst with over 18 years' experience. Previously with Quartz+Co, A.T. Kearney
Sectors: Construction, building materials, FMCG



MARKUS GRUNDKE
i2D Founding Partner
Based in: Stockholm & Munich
Covering: Sweden, Norway, Germany, Austria, Switzerland

Profile: Founder and MD of i2D Partners. Over 17 years of experience in market and industry intelligence in various sectors. Previously with BCG.
Sectors: Industrial Goods, Medtech, Automotive



JUHANI "JUSSI" KIISKINEN
Based in: Helsinki
Covering: Finland

Profile: Business information and marketing professional holding several board member positions in business information and marketing companies.
Sectors: B2B, Digital marketing



IRENE KOREN
Based in: Brussels
Covering: BENELUX, France

Profile: Over 20 years of experience in managing pan-European research projects. Previously with McKinsey, Roland Berger
Sectors: Network industries, Industrial Goods and services,



Dr. Cornelia Engelhard
i2D Partner
Based in: Munich
Covering: DACH

Profile: 20 years of experience in market research, competitive and business intelligence, and branding.
Sectors: Consumer Goods and Services, Retail, Media



TERESA RAMIREZ
Based in: Lisbon
Covering: Spain, Portugal, France

Profile: More than 18 years of experience in business intelligence, market research and corporate investigations.
Sectors: Pharmaceuticals, Automotive



MATTEO BOEMI
Base: Bologna
Covering: Italy, Spain

Profile: Over 17 years experience in market research and analysis, competitive intelligence.



SENIOR NORDIC EXPERTS



MATTI RAASAKKA, CHANGE & OPEX EXPERT
Based in: Stockholm
Profile: Founder of Commodo Consulting. >20 years in strategy implementation, operational excellence and change management.



ANDERS FINNE, former Partner A-Zeta Oy
Based in: Finland
Profile: Senior change management expert focused on helping companies, organizations and leaders.

STRONG TEAM OF MARKET RESEARCHERS & ANALYSTS

MATHIAS



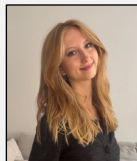
GUSTAV



OLOF



MIKA



ISAK



FREDRIK



CARL



JAKOB



ELIAS



MARKUS



RAVI



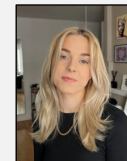
MATTIAS



LEON



JOHANNA



AKASH



MARCUS



Performed +150 Assignments in Private Equity

Private Equity Clients

- Commercial Due Diligence
- Red Flag Studies
- Value Creation / 100-Day Programs
- Vendor Due Diligence
- Advice on PE Governance Models

Investment Support

- Managed +100 Commercial Due Diligence Cases

Portfolio Company Support

- Supported +50 private equity owned portfolio companies with growth strategy / margin expansion / OPEX / implementation support

Track Record of Satisfied Clients - Support to Companies

Growth Strategy

Profit & Margin Expansion

Vitalization

Value Creation Plan

Best Practice Programs & Implementation Support



"Alexander facilitated our strategic process, which created alignment in the management team around ambitious financial targets and clear strategic priorities. As a result, EBIT has improved by 250%" – Head of Mealservice BU



"Alexander and his team delivered substantial cost savings in our purchasing department. The team was very effective in securing a sustainable impact" – Managing Director



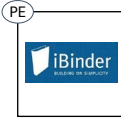
"Alexander was an effective catalyst in vitalizing the company's strategy, refocusing the portfolio of strategic initiatives and in securing a strong alignment in the extended management team" – CEO



"With Alexander's structured hands-on support, we developed a winning strategy with clear priorities; built strong alignment to ambitious objectives and delivered strong momentum in execution" – CEO



"Over 1.5 years, Alexander acted as an effective advisor and program management office, supporting MM Sports in developing and implementing the ambitious 5-year value creation plan." – CEO



"Alexander's team successfully assessed several new markets aligned with our strategy for accelerated international growth. The recommendations validates our positioning and expansion model" – CEO / Head of BD



"Alexander successfully developed an improved organizational structure designed to substantially accelerate growth of our company" – Head of BU



"Alexander provided insightful, fact-based second opinions on the company's strategy, validating the attractiveness of substantially shifting our value proposition and go-to market model" – Chairman of the Board



"In the process of developing our value creation plan, Alexander was always spot on the issues and quickly became an influential and natural sparring partner to the management team" – CEO



"Alexander successfully championed a company-wide initiative to leverage best practices across 17 regional units in sales, operations and governance with the aim to accelerate profitable growth of the group" – Deal Partner



"Alexander and his team effectively supported the management team in the corporate strategy process, aimed at capturing substantial value creation opportunities and accelerating our performance" – CEO



"Alexander and his team validated substantial cost saving opportunities across our operations and structured an effective implementation program, helping the company back to profitability" – CEO



"Alexander brought forward powerful and inspiring insights on growth acceleration, how to improve sales efficiency and product portfolio management" – Head of Strategy



"The Accance team successfully delivered a comprehensive assessment of the attractiveness of the UK, German and Netherlands markets and outlined potential market entry strategies" – CEO



"Alexander championed our company-wide initiative leveraging best practices in sales, operations and governance" – CEO
"Alexander led our value creation program office; he is very good at what he does"



"Alexander and his team helped us to an in-depth understanding of a complex market by providing accurate data and statements that was extremely useful in an ongoing M&A process" – CEO



"Alexander effectively supported our team in launching a wide set of operational excellence initiatives designed to improve our organizational effectiveness and accelerate our precision and time to market" – CEO



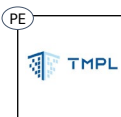
"Alexander developed & led our global leadership development program for 150+ senior managers" – Head of HR & Leadership
"Alexander successfully developed the group's governance and project management model" – Head of PO



"By sharing cross-industry best practices from his 117 CEO study, Alexander was a catalyst in challenging and aligning the management team around a strategic full potential agenda in our company's 100-day program" – CEO



"Alexander effectively supported our team in launching a wide set of operational excellence initiatives designed to improve our organizational effectiveness and accelerate our precision and time to market" – CEO



"Alexander effectively supported management and the board in developing a full potential strategy. He enforced the importance of focusing on few distinct growth levers, so called must-win battles, in order to succeed." – CEO



"Alexander and his team conducted an extensive field study, validating a double-digit efficiency improvement potential in our 300-man strong merchandising organization" – CEO



"Alexander effectively helped the management team to outline our strategic alternatives and challenged & inspired the team regarding the full potential opportunities of our business" – CEO



"Alexander's team supported management in defining and validating a very ambitious value creation agenda implying a major transformation of our business to becoming a leading food company" – CEO



"Alexander and his team delivered substantial cost savings in our purchasing department. The team was very effective in securing a sustainable impact" – Managing Director



"Alexander and his team validated and developed the strategic logic and value creation potentials of acquiring and integrating the leading player in the telecare market" – Chairman of the Board



"Alexander and his team successfully identified substantial efficiency potentials and championed a 9-month implementation program of operational excellence initiatives across operations and sales functions" – Program & Logistics Director



"Alexander effectively coached our team in structuring & prioritizing the value creation agenda by addressing strategic/operational constraints critical to the success of our agenda for profitable growth" – CEO



"Alexander challenged and guided the management team and the company's board in prioritizing the fundamental aspects of our strategy: where to play, who to target and how to win, in a way that will help our company accelerate our journey" – CEO



"Alexander and his team successfully identified substantial efficiency potentials and championed a 9-month implementation program of operational excellence initiatives across operations and sales functions" – Program & Logistics Director



"Alexander has been very valuable to the management team. He facilitated our strategy process in a very effective and creative way enabling us to quickly define our value creation priorities" – CEO



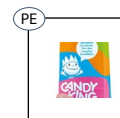
"Alexander identified and validated substantial efficiency and process improvement potentials enabling shortened lead times from 3 days to real-time publishing of tradable bonds data" – Project Director



"Alexander successfully supported management in developing an ambitious 3-year vitalization plan across 8 business areas aimed at doubling EBITDA. Strong alignment across the management team, board and the private equity owner was secured in a well-managed process." – Deal Partner



"Alexander was an effective catalyst in challenging and aligning the board and the management team around ambitious financial targets and a strategic agenda in order to accelerate an industrial roll-up and consolidation strategy" – CEO



"Alexander and his team conducted an extensive field study, validating a double-digit efficiency improvement potential in our 300-man strong merchandising organization" – CEO

PE = Private Equity investors at time of assignment

Track Record of Satisfied Clients - Commercial Due Diligence Cases

 <p>Online Retail</p> <p>"Alexander's team successfully delivered a commercial due diligence related to an internationally expanding online retail concept, encompassing surveys with > 1 000 consumers and 50+ high quality interviews with retailers, manufacturing brands and industry experts across Sweden and Germany. The financiers of the potential deal were impressed with the in-depth level of industry understanding acquired in a short period of time" - Small / Mid-cap PE</p>	 <p>Global Online Services</p> <p>"Alexander's team successfully delivered a commercial due diligence related to IT-enabled services, encompassing 100+ high quality interviews with customers, industry participants and experts across three markets, including Scandinavia and the US. The CEO of the target company was impressed with the level of industry understanding acquired in a short period of time via the CDD analysis" - Mid-cap PE</p>	 <p>Ventilation Systems</p> <p>"Alexander's team successfully delivered a mini due diligence related to ventilation products and services, encompassing 25+ high quality interviews with key players in the industry's eco-system across Sweden and Germany. The management was impressed by the industry insights generated in short time, strengthening the relation between us and management" - Mid / Large cap PE</p>	 <p>Printing Services</p> <p>"Alexander's team assessed the size and the market attractiveness of a highly profitable B2B niche market. Based on >50 solid interviews with key customers and competitors across the Nordic markets, the key commercial investment hypotheses were effectively validated in a short period of time" - Small / Mid-cap PE</p>	 <p>Leak Detection</p> <p>"In short time, Alexander's team successfully delivered a solid commercial due diligence study of an attractive global B2B technology niche market. The study validated the global market potential of key customer segments & applications. Key value chain dynamics & customer buying behavior were understood. Alexander provided strong advice regarding overall attractiveness and value creation opportunities" - Mid-cap PE</p>	 <p>Pet Food</p> <p>"Alexander's team successfully analyzed the market attractiveness and the growth potential in Germany and Sweden, enabling our investment team to truly appreciate the potential of the firm's business model; it's markets, brands and various distribution channels. The team's conclusions were drawn from a robust fact-base of 80+ interviews with key retailers & channel partners" - Mid-cap PE</p>	 <p>Global Pharma</p> <p>"Alexander and his team studied a complex niche of the global pharmaceutical market about which very little market data was available. In 1.5 weeks, the team was able to identify and connect with c.30 experts across North America and Europe with key industry insights, representing senior managerial experience on both the customer and the service provider side" - Mid-cap investor</p>	 <p>Education</p> <p>"Alexander's team successfully delivered a commercial due diligence related to a Nordic consolidation opportunity in educational services, encompassing 50+ high quality interviews with key players in the industry's eco-system across Sweden and Finland. The thorough analysis discovered substantial downside risks related to regulatory changes; the recommendation was not to proceed with the investment" - Small / Mid-cap PE</p>	 <p>Industrial Lifting</p> <p>"Alexander and his team successfully conducted high-quality customer interviews on a global scale to analyze customer needs, buying behavior, and customer views on preferred suppliers. Based on the gathered insights, the analysis confirmed the target company as a global leader in its niche" - Small / Mid-cap PE</p>
 <p>Cleantech</p> <p>"Alexander's team successfully delivered a commercial due diligence related to a consolidation opportunity in cleantech / ventilation services, encompassing 60+ high quality interviews with key players in the industry's eco-system across 20+ regions in Sweden. Several significant market risks were identified limiting the potential of substantial value creation" - Mid-cap PE</p>	 <p>Installation Services</p> <p>"Alexander's team successfully delivered a commercial due diligence related to a rapidly growing installation services business, encompassing 40+ high quality interviews with industry participants in the construction eco-system. The thorough analysis validated the market attractiveness and substantial future value creation opportunities" - Small / Mid-cap PE</p>	 <p>Construction</p> <p>"Alexander's team delivered a high quality commercial due diligence analysis based on >75 interviews with various customers and industry players. Alexander provided valuable input and advice in management meetings and with regards to the overall attractiveness of the case" - Mid-cap PE</p>	 <p>Infrastructure</p> <p>"Alexander and his team successfully analyzed the business logic and assessed the market potential and key drivers of market demand, enabling our investment team to truly appreciate the potential of the firm's business model and portfolio of services. The team also validated a successful model for international expansion" - Small / Mid-cap PE</p>	 <p>Construction Surfaces</p> <p>"Alexander's team successfully performed a mini-DD by interviewing key market players and assessing the overall attractiveness of the Swedish market for construction surface services" - Small cap investor</p>	 <p>Customer Support</p> <p>"Alexander's team has an effective work model that quickly provides us with a robust fact-base and a good understanding of the competitive landscape & dynamics, the main drivers of market growth & profitability and the key customer needs & purchase criteria" - Small cap investor</p>	 <p>Restaurant Chain</p> <p>"Alexander's team rapidly built a broad, high-quality fact base regarding the voice-of-the consumer. In all, more than 500 consumers across 20 cities were interviewed regarding preferences and purchase behaviors. The solid voice-of-the-consumer study enabled the critical investment hypotheses to be thoroughly tested, resulting in a conviction to proceed with the investment" - Small / Mid-cap PE</p>	 <p>Premium FMCG</p> <p>"In 3 weeks, Alexander's team effectively validated the market attractiveness and captured the voice of the market and the voice of the customers via 80+ interviews with retailers, competitors and suppliers including performing an in-depth survey with > 1 000 consumers. The team pressure-tested management's business plan and provided a second opinion on the best path for future value creation" - Mid-cap PE</p>	 <p>Consumer Goods</p> <p>"Alexander and his team successfully conducted market analysis and high-quality customer interviews to assess customer needs, buying behavior, and views on preferred suppliers. Based on the gathered insights, the analysis confirmed the target company as a leader in its international niche market" - Mid-cap PE</p>

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350 CEO Best Practice Experiences

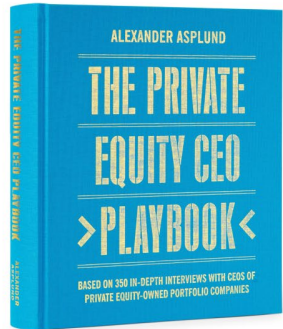
Portfolio Company Support

Industry Experiences

We Interviewed 350 CEOs of Portfolio Companies In Search of Best Practice Lessons

350 CEOs Share Best Practices in 2024 Playbook

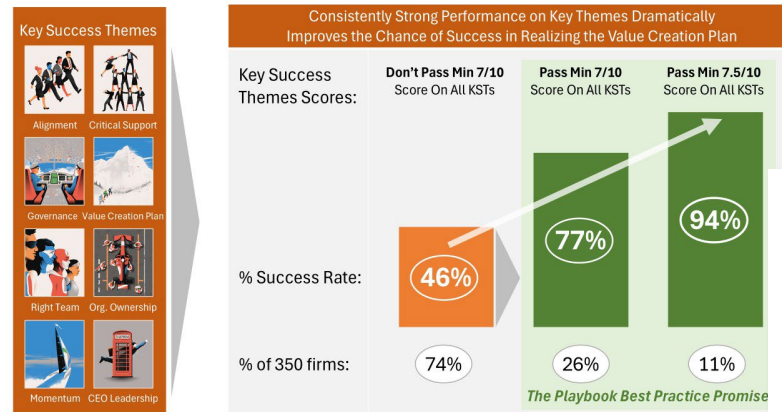
THE PRIVATE EQUITY CEO >PLAYBOOK<



THE PRIVATE EQUITY CEO >PLAYBOOK<

Deliver 94% Success Rate vs. 46%

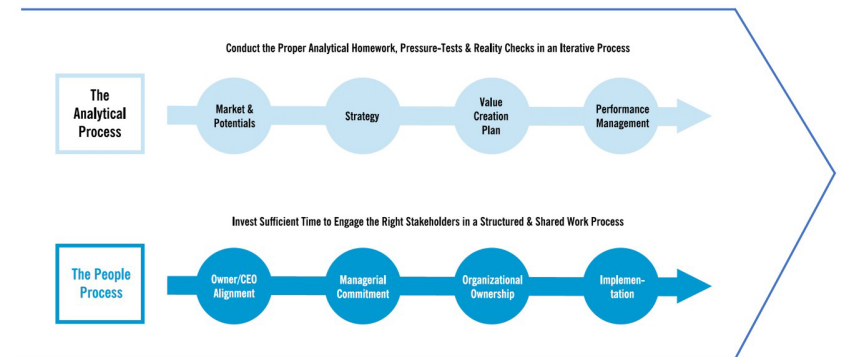
Potential to Boost the Likelihood of Success from **46%** up to **94%**



THE PRIVATE EQUITY CEO >PLAYBOOK<

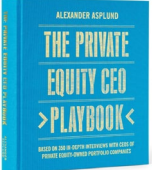
Being Right is Good, Getting it Right Gets Job Done

Champions League-level Performance Requires Mastery of Two Key Processes



THE PRIVATE EQUITY CEO >PLAYBOOK<

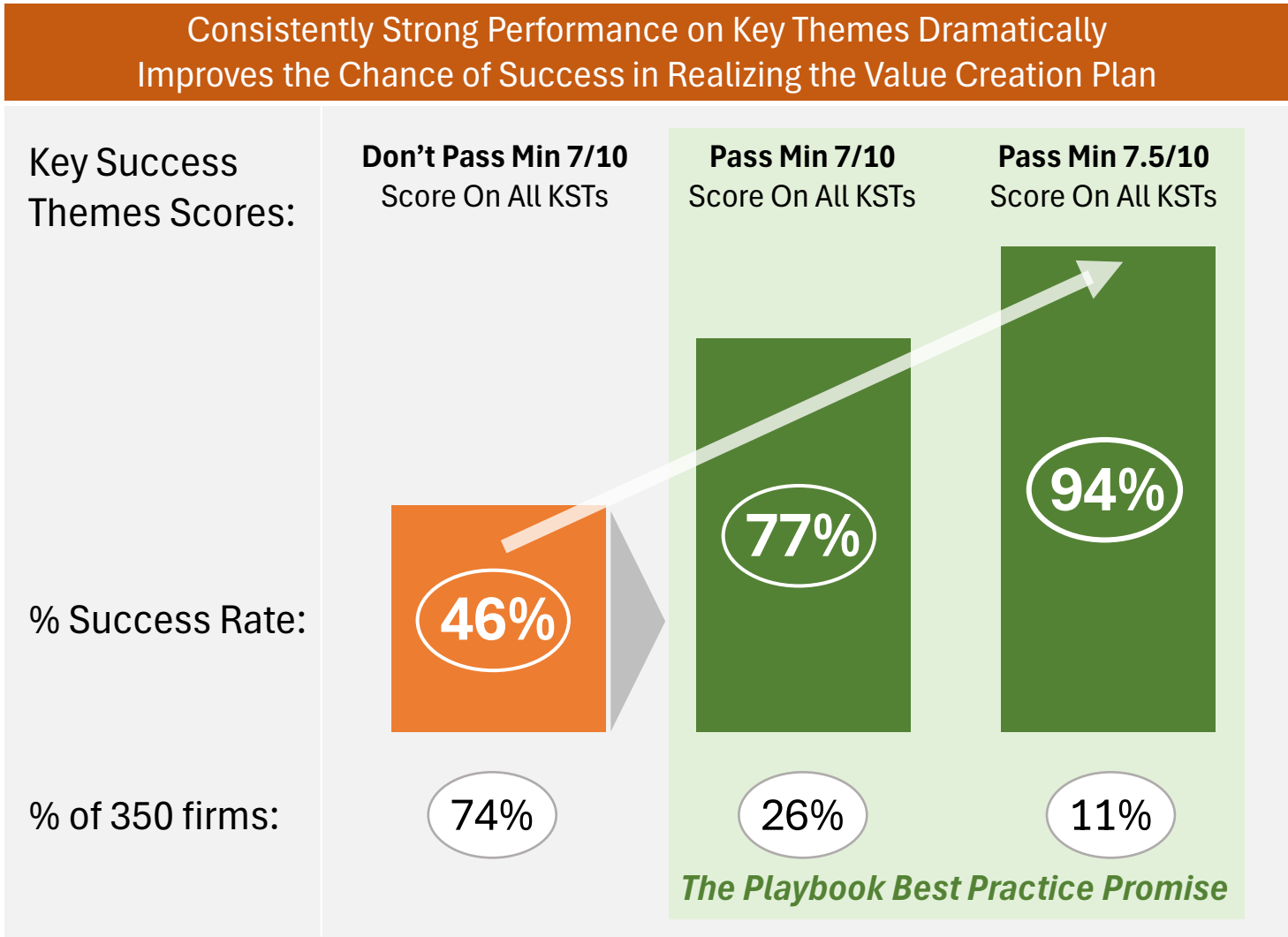
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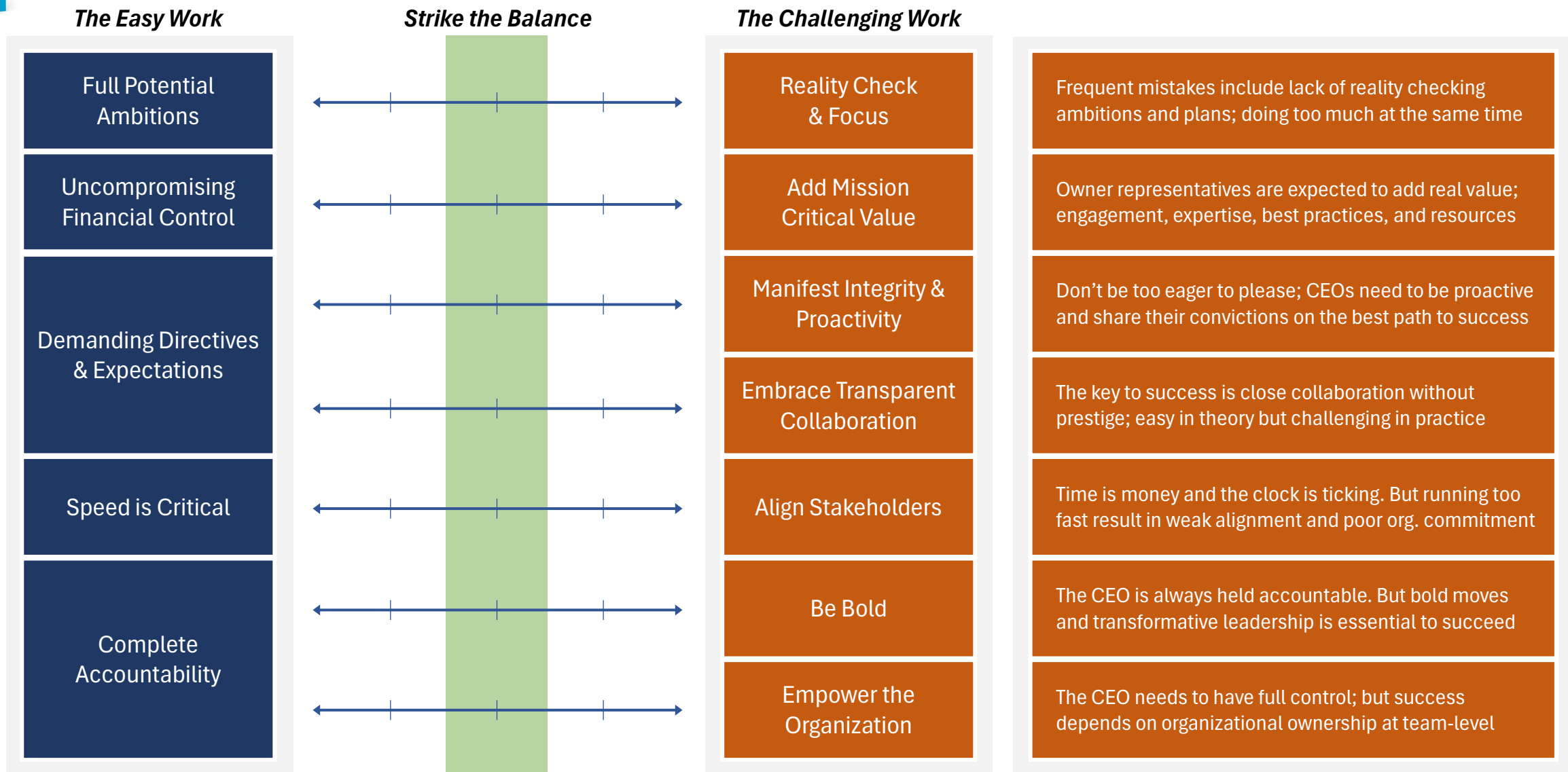
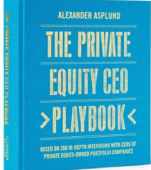
The Success Rate is 94% for Best Practice Performers vs 46% for Most Companies

Key Success Themes

 Alignment	 Critical Support
 Governance	 Value Creation Plan
 Right Team	 Org. Ownership
 Momentum	 CEO Leadership



It's the Challenging Work that Determines Overall Success



Balance Financial & Operational Perspectives in the Plan

Value Creation Ambition:
The Financial Perspective

Key to Realization:
The Operational Perspective

A Full-Potential
Mindset

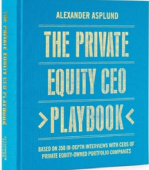


All-In on Few
Must-Wins

Avoid the Common Mistakes in Value Creation Planning:

- Insufficient Collaboration b/w Stakeholders
- Lack of Reality-Checked Ambitions & Plans
 - Lack of Clear Focus & Priorities
 - Too Many Initiatives at Same Time
 - Plans Not Aligned in Organization
- Abstract Plans Not Suitable for Execution

We Leverage Best Practice Lessons as Experienced by 350 CEOs



1 Lack of Alignment with Owner Representatives

- A common mistake is developing the business plan without sufficient engagement and collaboration with the owner representatives (lead investors / the board) -> lack of alignment

2 Lack of Organizational Commitment & Ownership

- A common mistake is developing the business plan without sufficient engagement of key people in the organization, keeping the work only to a tight management group -> lack of org. commitment
- Too rushed process / too few workshops, doing things too fast -> lack of quality, lack of alignment

3 Lack of Reality Checks & Validation of Potentials

- A common mistake is not sufficiently fact-basing the market potentials or pressure-testing the ambitions; rising questions on the feasibility of targets and plans -> lack of focus & reality checks

4 Aiming for Too Much at the Same Time

- Although a full-potential mindset is important; a frequent mistake is having too many initiatives at the same time -> creates a lack of focus and reduces likelihood of implementation success
- Often confusion b/w EBIT impact initiatives and enabling projects (and repositioning moves)

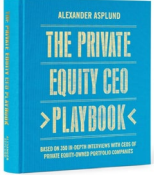
5 The Plan is Too Abstract, Not A Useful Tool for Execution

- To secure organizational commitment and implementation effectiveness, the plan needs to be broken down to operational team-level with clear deliverables, milestones, KPIs etc.

6 Leadership Not Sufficiently Effective, Bold & Hands-On

- Leaders of portfolio companies frequently regret not being sufficiently proactive and hands-on
- In retrospect, many leaders wish they had been bolder, done more and with greater speed; for example, in securing the right people in the right key positions; in making big moves earlier

Best Practice Lessons Converted to Actionable Checklists (example)



Improvement Area

Key Lever

Check-list

Score

1 Be Proactive & Maintain Integrity as CEO

Improvement Area	Key Lever	Check-list	Score
1 Be Proactive & Maintain Integrity as CEO	E Engage & Challenge	Have thick skin. Stay calm and be humble	<input type="checkbox"/>
		Dare to push-back and challenge	<input type="checkbox"/>
		Demand support or engagement when needed	<input type="checkbox"/>
	D Constructively Speak Your Mind	Don't fake your commitment. Don't be a push-over	<input type="checkbox"/>
		Manifest constructive integrity & voice your opinion	<input type="checkbox"/>
	C Shape Your View	Don't get swept away. Apply reality-checks	<input type="checkbox"/>
		Shape your own view	<input type="checkbox"/>
		Trust yourself and stay true to your convictions	<input type="checkbox"/>
	B Respect the Roles	Clarify & respect the respective roles of CEO, Chair, Board and Owner	<input type="checkbox"/>
	A Clear Expectations & Mandate	Clarity on expectations and the CEO mandate	<input type="checkbox"/>





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Portfolio Company Support

Industry Experiences

Recent Examples of Portfolio Company Support 1/2

Company	Sector	Main Investor	Market & Business Analysis	Value Creation Plan & Initiatives	Best Practice Program	Implementation Support
	Coffee Service B2B			<ul style="list-style-type: none"> Best Practice program was a central business plan theme 	<ul style="list-style-type: none"> ~10-month collaboration with >50 company managers Best Practice identification, assessment and transfer Across all company functions Across ~20 geographies 	<ul style="list-style-type: none"> Implementation road-map for board and management
	Dietary Supplements Omnichannel B2C		<ul style="list-style-type: none"> Targeted analysis for Business Plan 	<ul style="list-style-type: none"> ~4-month work with management on value creation plan, strategy, prioritized initiatives, and potentials assessment for growth and >double EBIT 		<ul style="list-style-type: none"> ~20-month collaboration with management PMO and Project Leader for implementation of the Business Plan Coaching to CEO/Management
	Integrated Security Solutions B2B		<ul style="list-style-type: none"> ~2 months of market analysis based on 100 industry interviews 	<ul style="list-style-type: none"> ~2-month work with management on value creation plan, strategy, prioritized initiatives, and potentials assessment for growth and >double EBIT 	<ul style="list-style-type: none"> ~10-month collaboration with >100 company managers Best Practice identification, assessment and transfer Across all company functions Across ~12 geographies 	<ul style="list-style-type: none"> ~10-month collaboration with >100 company managers PMO and Project Leader for implementation of the Business Plan Acted as the CEOs and Management's "right hand"
	Chimney Sweeping & Ventilation Services B2B & B2C		<ul style="list-style-type: none"> ~1 month of market- and investment analysis based on 40 interviews 			
	Health Food Shop-in-shop B2B		<ul style="list-style-type: none"> 1 month of market- and investment analysis based on 40 interviews 	<ul style="list-style-type: none"> ~1 month work with management on initial value creation plan, strategy, prioritized initiatives, and potentials assessment for growth and >double EBIT 		

Recent Examples of Portfolio Company Support 2/2

Company	Sector	Main Investor	Market & Business Analysis	Value Creation Plan & Initiatives	Best Practice Program	Implementation Support
	E2E Digital Platform for Construction Management B2B		<ul style="list-style-type: none"> ~1 month work on market analysis for international growth including acquisitions in Europe based on >30 industry interviews 	<ul style="list-style-type: none"> Recommendations on market attractiveness and potential acquisitions 		
	Nordic Leader in Plant Nurseries B2B		<ul style="list-style-type: none"> Targeted analysis for Business Plan 	<ul style="list-style-type: none"> ~4-month work with management on 100-day projects + value creation plan, strategy, prioritized initiatives, and potentials assessment for growth and >double EBIT 		<ul style="list-style-type: none"> Implementation road-map for board and management Implementation Structure in terms of PMO, Milestone Tollgate and Project Management templates for
Product Tech Company B2B	Product Tech Company B2B		<ul style="list-style-type: none"> Targeted analysis for Business Plan Voice of the Customer interviews & analysis 	<ul style="list-style-type: none"> ~2-month work with management on value creation plan, strategy, prioritized initiatives, and potentials assessment for growth and >double EBIT 		<ul style="list-style-type: none"> Implementation road-map for board and management Implementation Structure in terms of PMO, Milestone Tollgate and Project Management templates
	Digital Marketing Services B2B		<ul style="list-style-type: none"> ~1 month work on commercial due diligence based on 40 interviews ~1 month work on market analysis for growth in adjacent verticals 	<ul style="list-style-type: none"> Recommendations on market attractiveness and potential acquisitions/partnerships 		
	Omni-channel Jewelry B2C		<ul style="list-style-type: none"> ~1 month work on market analysis for international growth in Europe based on >30 industry interviews 	<ul style="list-style-type: none"> Recommendations on market attractiveness and go-to market strategy 		

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Examples of B2B Assignments

Business Services

Recycling				
Facilities Management				Facilities Management
Building Services				
Office Solutions				
IT and Security Services				
Postal Services				
Educational/ Information Services				Customer Support
Cleantech Services				Ventilation services

Industrial Services & Projects

Construction			
Construction Services			
Industrial/ Real Estate Services			
Infrastructure			

Industrial Processes

Manufacturing			
Metals & Cement			
Oil & Gas			
Energy & Process			

Industrial Products

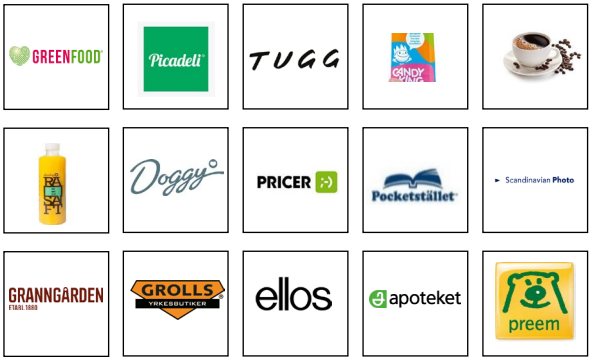
Installation			
Building & Waste			
System Solutions			
Packaging & Printing			

Wholesale & Logistics

Logistics & Transportation			
Wholesale & Distribution			

Examples of B2C Assignments

Retail & Concepts



ICT



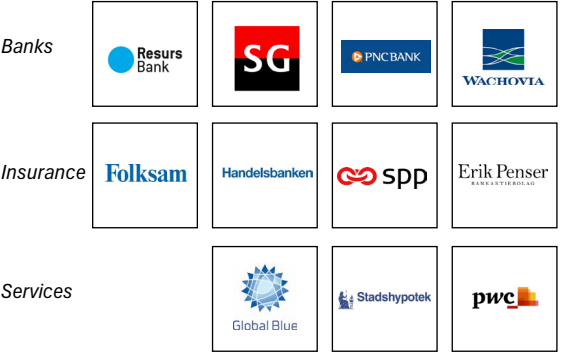
E-Business



Consumer Goods & Services



Financial Services



Healthcare & MedTech



Recreation & Entertainment



Accance Business Advisory