



Operational Transformation

**Enhancing Value Chain Performance
From Operational Validation to
Sustainable Execution**



Independent Operational Reviews / Assessment

The initial phase focuses on conducting thorough due diligence to validate strategic decisions, mitigate risks, and maximise Deal value. Early assessment of operational capabilities helps identify red flags and build a strong foundation for successful execution.

5 layers leading to operational value creation

5 Post-Deal Integration Readiness

Evaluate post-deal potential and value creation:

- Ability to integrate systems, processes, and organisation
- Post-deal operations
- Transition plans

4 Performance Forecasting

Forecast future growth potential:

- Forecast growth
- Scalability potential
- Feasibility of the business plan

3 Value Alignment

Ensure valuation reflects its true potential:

- Actual performance and operational risks
- Financial assumptions against real capabilities
- Expected value with actual value

2 Data Credibility & Disclosures

Verify the reliability and transparency of data:

- Reported information
- Data traceability systems
- Internal control procedures

1 Operational Validation & Risk Assessment

Assess the actual operational conditions:

- Production capacity
- Workforce performance
- Operational bottlenecks
- Hidden risks



Our Deals practise

What we do

How it helps



On-site physical checks across production lines

- Validates actual production capacity vs. design specs
- Identifies operational bottlenecks and inefficiencies
- Assesses workforce performance and process discipline



Data integrity deep dive

- Ensures data accuracy and consistency across systems
- Traces reported figures back to original sources
- Highlights gaps or discrepancies in internal reporting



Operational findings alignment with assumptions

- Validates whether projected growth and margins are achievable
- Adjusts valuation inputs based on real operational capabilities
- Supports fair pricing and negotiation strategies



Scalability and future performance by analysing operational readiness

- Projects realistic growth scenarios
- Identifies constraints to expansion
- Supports strategic planning and investment decisions



Cross-functional evaluation

- Reveals potential integration risks
- Identifies synergy opportunities
- Informs post-deal transition planning

Facility Footprint - Expansion - Relocation

The next phase in cases of facilities sufficiency / fit-for-purpose location. Through strategic planning and expert execution, businesses can redesign operations, optimise layouts, and enhance performance while laying the groundwork for long-term success



Overview factory relocation strategy and levers

Strategic



Operational

Streamlining factory relocation phase

Pre-Relocation Planning

- Strategic assessment
- Supply chain impact analysis
- Potential challenges recommendation

Relocation Execution & Oversight

- Project Management Office execution
- Operational transition
- Risk management and mitigation plan

Post-Relocation Optimisation & Support

- Change management
- Stakeholder engagement
- KPIs

Building sustainable value



Operations

- Optimise production flow
- Reduce downtime & faster ramp-up
- Improve asset utilisation



Workforce

- Smooth workforce transition
- Retain key talents
- Skilled workforce in new plants



Finance

- Accurate financial reporting
- Optimised relocation costs
- Secured financing

Operational Enhancement

As operations begin to stabilise, this phase unlocks opportunities to optimise processes and drive performance improvements by addressing challenges in quality, machinery, manpower, and workflows.

We understand the challenges our Clients are facing

Quality

- Unstable quality
- Ineffective quality control
- Recurring defects

Process

- Complex workflows with non-value adding steps
- Process bottlenecks
- Manual and experience-based operations
- Low process compliance

Manpower

- High labour costs
- Low workforce productivity
- Skill gaps
- High employee turnover
- Immature performance assessment framework

Machine

- Regular machine breakdowns
- Frequent line stoppages
- Low machine productivity
- High maintenance costs
- Energy waste

We offer the most suitable solutions to meet Client's expectations



Quality

- Lean & Six sigma implementation
- Quality control improvement
- Statistical Process Control (SPC)



Machine

- Total productive maintenance (TPM) with 8 pillars
- Overall equipment effectiveness (OEE) management
- Energy optimisation



Process

- Standardised operational procedures
- Value stream mapping
- Business process re-engineering



Manpower

- Tailored training programmes using TWI methodology
- Standardised KPIs
- Best practise performance evaluation framework
- Organisational restructuring and job reallocation

Production



We help clients identify benefits in the form of:



Cost optimisation

- Reduce labour costs by up to 25%
- Cut material costs by up to 10%
- Lower quality-related costs by more than 50%
- Decrease inventory levels by 30-60%
- Optimise floor space usage by 25-75%
- Improve payment terms for better cash flow



Efficiency improvement

- Increase throughput by more than 20%
- Improve delivery performance to over 80%
- Shorten lead times by 50-90%
- Enhance asset utilisation by more than 70%
- Adopt responsive engineering change management



Strategic advantages

- Achieve greater operational agility and scalability
- Enhance cross-functional collaboration and transparency
- Accelerate innovation and market readiness
- Strengthen employee engagement through streamlined workflows
- Cultivate competitive advantage through lean transformation

Sustainability – Vietnam Extended Producer Responsibility

Effective EPR implementation means aligning with Vietnam's regulations through gap analysis, customised reporting, and cross-functional coordination. Integrating EPR into supply chain and procurement ensures compliance and supports sustainable growth.



What is the EPR?

EPR is a regulatory framework that requires producers and importers to take responsibility for the collection, recycling, or disposal of products and packaging after consumption.

In Vietnam, EPR obligations are mandated under the Law on Environmental Protection 2020, Decree No. 08/2022/NĐ-CP, and Decree No. 05/2025/NĐ-CP.



Our EPR advisory & compliance support services

We offer a comprehensive suite of services to help businesses understand, prepare for, and comply with (EPR) regulations - whether currently mandated or anticipated in the future.



When are you in scope?

Waste treatment responsibility

- Manufacturers/importers of certain products/packages (*)
 - Packaging for pesticides/insecticides
 - Chewing gums
 - Cigarettes
 - Diapers
 - Toys, furniture
 - Single-use plastics/fiber items (e.g., plastic containers, non-biodegradable bags, single-use toothbrushes, one-time shampoos/conditioners, disposable razors, balloons, sticky tape, clothes/accessories, leather goods/bags/footwear)
- Declare to MAE the amounts to be contributed to the VEPF
- Contribution amounts vary by product/package type; based on unit or 1% of revenue, increasing every five years.

Recycling obligation

- Manufacturers/importers of certain products/packages (*)
 - Packages for containing foodstuffs, cosmetics, medicines, fertilisers, animal feed, veterinary drugs, detergents and cement
 - Rechargeable batteries
 - Lubricant oil
 - Tyres and tubes
 - Electronic and electrical equipment
 - Vehicles (bikes, cars)
- Producers/importers can self-recycle or contribute to the VEPF
- Self-recyclers must register plans with MAE
- Financial contributors must declare and submit to VEPF per MAE's guidance.

(*)Exempt for manufacturers with annual revenue under VND 30 bn., importers with annual import value under VND 20 bn., and those producing/importing for study, experiment, or re-export

VEPF: Vietnam Environment Protection Fund

MAE: The Ministry of Agriculture and Environment

1 EPR regulatory affairs assistance

Vietnam EPR Regulatory Support:
News briefs, bureau liaison, and inquiry management.

3 Non-financial contribution EPR solutions

- Option analysis of financial contribution and alternatives.
- Evaluation of vendors for EPR adoption (recycling services, takeback programme, sustainable materials).
- Assistance with mergers and acquisitions or green financing for recycling businesses.

5 Supply chain and procurement adaptation for EPR

Demand forecasting, lead time management, contract review, and strategic supplier engagement.

2 Data gathering for EPR reporting

Tailored data gathering, integration, and reporting services for the Vietnam National EPR portal.

4 Cost visibility and optimisation

Cost analysis:
Detailed analysis of cost implications for EPR adoption and material changes.

Bill of materials development:
Creation of bills of materials for alternative, sustainable materials.

6 Integrating EPR into sustainability

Development of strategic roadmaps to integrate EPR compliance into your broader sustainability (ESG) framework.

Selected case studies

Operational Due Diligence

①



Operational due diligence for a U.S. private equity-backed acquisition of a Japanese manufacturing facility in Vietnam, resulting in strategic recommendations for supply chain and production improvements, and release of over US\$ 1 million in excess inventory.

②



Operational due diligence for a Thai industrial group evaluating investment in a Vietnam-based packaging company, identifying planning and maintenance inefficiencies, inventory risks, and procurement improvement opportunities to enhance operational reliability and cost control.

③



Comprehensive operational review for the acquisition of a leading Vietnamese instant food manufacturer, uncovering capacity constraints, organisational gaps, enabling informed investment decisions and future growth planning.

Factory Relocation

④



Developed and implemented a relocation plan for a Green Field beverage plant in Vietnam, optimising the new layout for lean manufacturing principles and achieving a **10% improvement** in overall operational efficiency within six months.

⑤



Conducted a relocation feasibility study for a Vietnamese FMCG company considering moving its production within Vietnam, assessing potential risks, infrastructure needs, and cost implications, enabling data-driven decision making and strategic planning.



Manufacturing Operations

⑥



Inventory-led working capital optimisation for a major European savoury snacks manufacturer with operations across 11 management units and three manufacturing sites in Vietnam, resulting in US\$ 7 million **inventory reduction** and US\$ 2.5 million **bottom-line improvement**.

⑦



Assessment and design of a 4,000+ sqm warehouse layout and management system for A mid-size Aluminium products manufacturer, resulting in **optimised SKU allocation, improved operational flow, and enhanced warehouse efficiency** through 5S and Kanban-based management.

⑧



Design and implementation support of a new supply chain operating model for Vietnam's largest brewery (45% market share), **enhancing visibility, reducing inefficiencies**, and aligning SOPs and governance with **strategic goals**.

Extended Producer Responsibility (EPR)

⑨



Advisory support for recycling strategy development for a leading FMCG company in Vietnam, enabling proactive compliance with EPR regulations and identifying investment opportunities in recycling business.

Get in touch



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