

Entrepreneurship, growth and opportunities

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An illustration of a presentation room. A presenter, shown as a black silhouette, stands on the left holding a blue folder. In the foreground, the silhouettes of an audience are visible. The background features a large screen displaying the table of contents, with a stylized cityscape visible through the windows behind it.

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Foreword

CII

New age technology, digital platform and increasingly interactive business models cater to the fast changing consumer preferences. Entrepreneurs are being forced to think about their innovation quotient and bring about

instant gratification to their customers. Key themes which emerge in the current business scenario are scalability, innovation and digitisation.

Trends in external environment

- Increased competition
- Changing customer preferences
- Innovations
- Predictive analysis
- Social Media
- Web presence
- Capital access

Scalability



Scaling your business faster, growth is important to maintain market share and competitive advantage. Managing operations effectively is critical for long term profitable growth of business. Entrepreneurs should grow not for the sake of growth, but for a strategic purpose.

Key Focus Areas for Scalability:

- Capability Building
- Continuous Improvement
- Strategic Trust Areas
- Daily Management
- Organisation culture and design
- Talent management and capability development
- Performance management

Innovation



Disruptions are common today. Innovation now manifests as new business models, novel customer acquisition methods, unique customer experience, alliances and other avenues. Entrepreneurs should undertake an objective evaluation of any planned innovation to ensure the innovation is sustainable and viable.

Key Focus Areas for Innovation:

- Market and capability assessment
- Engagement with Business Advisors, Mentors, etc.
- Preparation of timelines, responsibilities, KPIs
- Execution of the plan
- Continuous feedback from internal and external stakeholders

Digitisation



Digital technology has opened a plethora of avenues for small business owners and entrepreneurs. For small and young organizations digital marketing is a cost-effective way to reach out, build and engage with customers. If done right, small businesses can yield great results from digital marketing initiatives.

Key Focus Areas for Digitisation:

- Understanding the target base
- Marketing message : Be original, creative and innovative while designing your marketing communication
- Measuring success
- Investment in relevant tools

Scalability: Businesses need to scale up and expand their operations not just to grow, but also to align to their overall strategy and vision of expansion while driving optimal deployment. In the past, there have been barriers to increasing scale of operations due to lack of availability of credit, managing working capital requirements and underlying regulatory pressures.

Innovation: Innovation is probably the heart of entrepreneurs. As one of the critical pillars which supports the success of entrepreneurial and small and medium business, the pace of innovation is only expected to increase as competition increases and newer business models emerge. There is a need for constant innovation across all fronts – products, operations, manpower management, production and marketing.

Digitisation: With India transitioning to 'digital economy', and customers becoming increasingly digitally empowered, entrepreneurs need to build and enhance their existing platforms, improve governance procedures and assess their social, mobility, analytics and cloud capabilities.

The report encompasses the above three themes and illustrates the incumbent challenges that the segment deals with on an ongoing basis. It also touches upon some of the aspects new age entrepreneurs need to be thinking about in today's business environment to make them successful and sustainable in the long run.



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Foreword

KPMG in India

A strong entrepreneurial sector can provide significant boost to India's economic growth. India's Gross Domestic Product (GDP) is estimated to grow from USD 2 trillion to USD 5 trillion by the year 2025 with significant contribution by the services segment (approx. 60 per cent) followed by manufacturing and agriculture.¹

The growth drivers being significant investment and expenditure by the government and by the private sector. These comprise a range of infrastructure projects, defense projects, railways and across multiple business segments from telecommunications, healthcare, education, aviation, tourism, housing, renewables, automobile, digitisation, skill development, sanitation, mining, industrial and market clusters and many more areas. Significant increase in domestic demand is expected from a significant growth in number of households and constant in their purchasing power over the next decade.

Entrepreneurs should focus on improving their operations and building scalable and sustainable businesses. They also need to focus on making constant improvements in their quality and reliability, adopt new technologies, efficient processes, skill development and training of their employees and for continuous innovation. Changing customer behaviour, technology and competition are changing the landscape in which entrepreneurs operate. This is driving them to innovate and differentiate themselves on a dynamic basis. It is also important for entrepreneurs to promote continuous business improvement as a culture within their organisations.

This report by KPMG in India and CII, titled, 'Entrepreneurship, Growth and Opportunities' aims to share insights with entrepreneurs to build scalable business and leverage the growth opportunities. We hope you find this report useful.



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1. Indian economy to more than double to \$5 trillion in few years, says Arun Jaitley, 2nd June, 2016
Harvard Study places India on To, Mihnaz Merchant, reference to Harvard study, January 2016
India to become \$5 trillion economy by 2025, 8th June, 2016

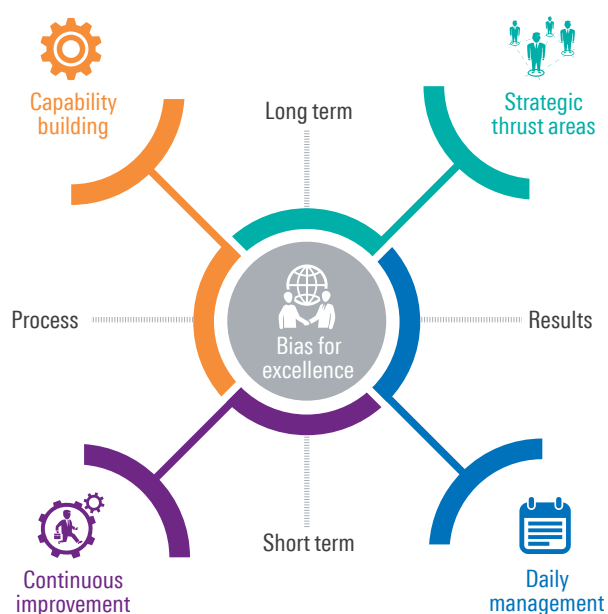
A

Managing scalable businesses: Building excellence in operations



In many entrepreneurial ventures, the initial growth period is usually followed by a long period of stagnation. This happens not because of lack of opportunities but the inability of the entrepreneur to stabilise operations which is essential for converting the opportunities into profitable revenues. The promoter single-handedly tries to manage fronts such as marketing, finance, sales, manufacturing, purchasing, compliance and managing various government bodies. Soon the entrepreneurial spirit takes a back seat for the promoters as the focus shifts to operations management and survival. To avoid this situation, the entrepreneur should lay foundation for efficient operations during early part of the journey.

Managing operations effectively is critical for long-term profitable growth of business. Profits come when operations are efficient and growth comes when one is able to scale the operations without losing on efficiency. Promoters need to work on improving their operations with an objective of building excellence at an early stage of business. While one can argue that how can one focus on something which is long-term at the beginning, when all the energies are needed just to manage the chaos and crises. But there is a way to create a method in the madness if one understands operations excellence.



Building excellence starts with creating a bias for it across the organisation. If one does not make a choice for it then one can get into the trap of other biases such as bias for loyalty, for shortcuts, for cost or for micro management. Bias for excellence means giving equal importance to long-term and short-term agenda on one axis while keeping equal focus on process and results on the other axis. It needs to be cautiously cultivated at the highest level and may need some initial coaching. It is better to do it at the early stage of business journey rather than doing it at mid-age which calls for high efforts on cultural change.

Capability building – Long-term process focus

New entities often don't see need to build robust processes, as individuals substitute for processes. However, building functional and cross functional processes at an early stage are critical for future success. Initial focus can be on building very few critical to business processes but as the business grows, each core function needs to design its own processes. Good processes can help reduce crises and efforts and deliver results in shortest time and cost. Processes can't be designed by operating people. Use of technology in driving processes is most important as it brings speed and transparency in the process. The management team should cautiously devote time to build process which are customised for the business. Special focus needs to be given to the Human Resources (HR) processes as it forms the foundation of excellence.

Continuous improvement – Short-term process focus

Even the best designed processes do not guarantee desired results due to multiple unforeseen challenges. While one can argue that good processes help reduce crises, the external and internal uncertainties always lead to dip in the desired process output. If this is not corrected immediately it can lead to gradual dip into the output which becomes the new norm. Hence a robust continuous improvement programme on the shop-floor be it a manufacturing shop, retail outlet or a design studio is important to be built along with problem solving abilities and daily management structure so that operating people can keep making small improvements in the processes to reduce the gap between target and actual performance. This calls for providing employees with basic training to enhance the efficiency of problem solving tools and methodology and creation of shop floor/functional daily management teams who would review daily performance and take corrective actions. A well designed spot reward and recognition system goes long way in inculcating the culture of continuous improvement.

Daily management – Short-term result focus

It is important to move focus from long to short interval control. Breaking down monthly targets to daily targets and reviewing them on daily basis helps reduce the response time and avoid crises. Taking daily targets on lead indicators and achieving those can lead to consistency and linearity in operations. With more team members knowing the parameters on which they are evaluated on daily basis and helping them understand their current performance, leads to transfer of ownership from top to the operating level. This however needs to start with defining operational Key Performance Indicators (KPIs) with daily targets at functional/sectional level which directly translate into throughput, cost, quality, delivery and safety etc. The critical targets and daily achievements should be visually communicated/displayed at the workplace so that employees can be made accountable. This also needs a robust daily management structure coupled with problem solving abilities as defined earlier.

Strategic focus – Long-term results

While strategic focus is core for growth of business, there is a reason why it is being mentioned at the last. Entrepreneurs do have a latent ability to think strategically, hence should naturally focus on it. But as the first three aspects namely capability building, continuous improvement and daily management are not given enough importance during the early stages of the business, the entire bandwidth of promoter gets used into managing 'today' leaving no time for 'tomorrow'. If these aspects are given adequate attention at the early stage of business, it gives enough time for the promoters to focus on growth areas such as new markets, new products, technology, expansion, customer management and resource management.

At the end it is all about defining priority.

Another important element of managing growth is managing people while the business grows. The larger the business, the higher the likelihood of experiencing increased complexity and costs. Entrepreneurs need to align their strategies and focus on their people priorities while pursuing their growth journey. This can facilitate attracting, developing, engaging, retaining and managing talent. At the same time, it is important to take into account cost, capability, capacity and compliance related considerations.

Every entrepreneurial venture, while pursuing its growth agenda, aspires to be professionally run, however, it is easier said than done. There is in general resistance on formal structures and processes as they fear to lose speed, control, communication and synergies between teams. However, to avoid unpredictable performance and chaotic operations, one needs to adopt new ways of functioning in order.

Many entrepreneurs assume that HR is relevant only to mature organisations where as some also assume that HR has least priority in comparison to other aspects of a new business. According to various studies conducted in the industry, almost 59 per cent of HR Managers feel that retaining and rewarding top employees is a major issue, while 52 per cent of them think that identifying and nurturing the next generation leaders is a tough challenge and lastly 36 per cent of HR Managers feel that creating a work friendly culture in the organisation attracts the best and the most talented employees.²



2. SHRM Workplace Forecast; SHRM; 2013; https://www.shrm.org/ResourcesAndTools/tools-and-samples/toolkits/Documents/13-0146%20workplace_forecast_full_fnl.pdf; Accessed on 08.02.17

The people agenda

Start-ups face a lot of people challenges which impede their path to scalability and sustainability. A focus on organisation culture and design, talent and capability development and performance management can help organisations evolve into mature organisations.

- **Organisation culture:** Culture not only contributes to a company's philosophy and values but also acts as a powerful tool to attract talent. Start-ups often, fail to focus on building a work friendly culture and shift their attention to business operations during early growth phase. Today, talent acquisition is a challenge due to immense competition by big, coveted brands that not only have deep pockets but also thoroughly established processes and policies. A conducive work culture can act as a tool to strengthen the overall employee value proposition while acquiring talent.

Organisations should emphasise on articulation of vision and values for which it stands and should imbibe it through the organisation's processes, structure, talent philosophy and strategy, compensation philosophy, communication channels, etc. As start-ups are usually function on a comparatively smaller scale, HR Managers should aim to resolve workplace conflicts by ensuring openness and approachability. Organisations should also try to foster innovation and entrepreneurship where employees are not reprimanded for failure which should be considered a mandatory milestone to be achieved during the journey of creating something new.

- **Organisation design:** Lack of a proper organisation structure can lead to chaotic operations, reduced empowerment and increased response time. As organisations grow, promoters find it difficult to supervise specialised roles affecting organisational objectives. Employees are also demotivated due to lack of managerial guidance. It becomes important to introduce a management layer below the founders for running business operations, whereas the strategy articulation and plans can rest with the founders. Also, the structure should support the organisation to be more nimble and flexible to adapt to the changing business landscape in alignment with the organisation strategy. People should be clear about their roles and the organisation's expectations from them. The structure should foster innovation and entrepreneurship which may be achieved through cross functional teams.
- **Talent management:** It is challenging for start-ups to attract the right talent as start-ups are perceived to have job uncertainty and low pay scales. Also, start-ups experience high attrition rates, thus making replacements a big challenge. Therefore, attracting, engaging and retaining employees should be a key focus area for start-ups.
- **Capability development:** Organisations should do a dipstick to assess employee job responsibilities



and capabilities. Start-ups should devise capability development programmes catering to the millennials, with special focus on coaching and mentoring them. Personal coaching is an effective approach which should strongly be advocated not only to aid learning and development but also make employees feel more involved. One doesn't need to invest heavily to promote employee developmental programmes, organisations can hold internal training programmes and introduce e-training modules. Managers should take out time, each year, to discuss employees' aspirations and chalk out the road map to achieve those.

- **Performance management:** Start-ups should make employees accountable for their performance in order to achieve aggressive organisational goals. Usually in a start-up scenario, Key Result Areas (KRAs) and KPIs are not delineated and aligned with the overall organisation strategy.

Performance management process should be standardised with the definition of KRAs and KPIs along with periodic review. Organisations should include some KRAs around innovation and collaboration which are core to any start-up. It should be ensured that performance management system is linked with compensation and benefits in order to foster performance oriented culture.

It is important that while managing growth, entrepreneurs focus on a long-term horizon and recruit the right talent that can grow with the organisation. Effective organisation design and structured performance management systems can enhance the organisation's culture and help in organisational growth.

B

Innovation: How relevant
is your business going to
be in near future?





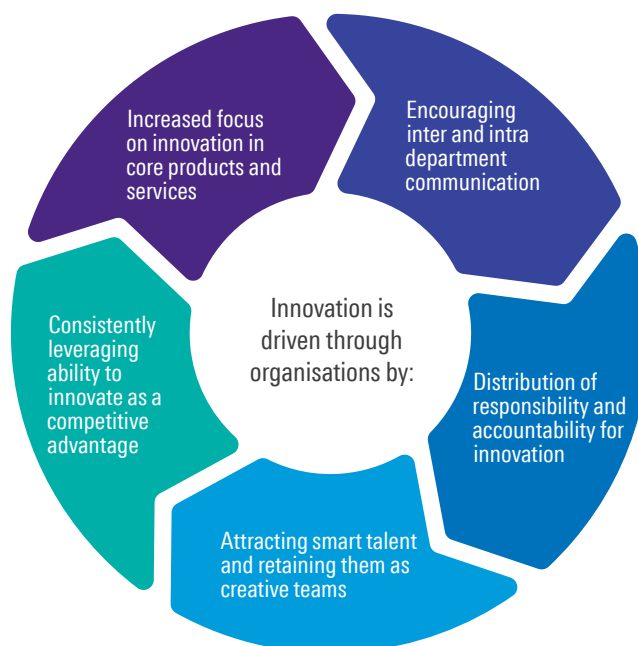
"The reasonable man adapts himself to the world; the unreasonable one persists in trying to adapt the world to himself. Therefore all progress depends on the unreasonable man."

- George Bernard Shaw

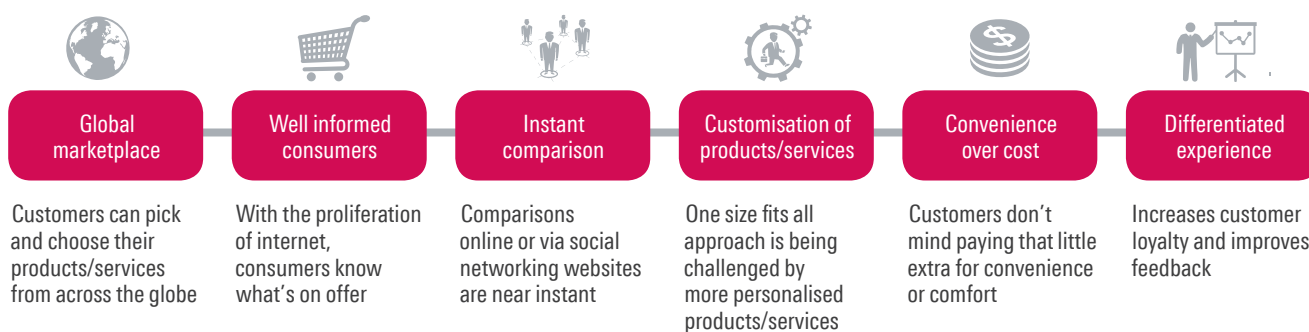
Understand what has changed

Innovation continues to be a key word in the business dictionary. The concept of innovation, at least as a buzz word, if not in spirit, has been part of almost every organisation in their growth journey. Given the numerous precedents of success of small but innovative companies on a global scale, the magnitude of impact that innovation can have on a business is not lost on many.

Innovation today is near synonym with differentiation. Entrepreneurs do not fear challenging the norm and taking on larger companies head-on in their quest for growth. Innovation was conventionally Research and Development's (R&D's) prerogative, but its horizons have expanded from focus on radical changes to products and services. It now also manifests as new business models, novel customer acquisition methods, unique customer experience, alliances and other avenues.



Changing consumer trends as drivers of innovation for start-ups:



"If you always do what you always did, you will always get what you always got."

- Albert Einstein



Impact of innovation on entrepreneurs and Micro, Small and Medium Enterprises (MSMEs)

Innovation can have an impact on both, the top-line as well as the bottom-line of a start-up. If innovation is focused on product or service portfolio, the net result could be increase in customer base and enhanced revenue. Likewise for innovative marketing techniques or customer acquisition strategy. Innovation in the process or operating model could contribute to profitability improvement.

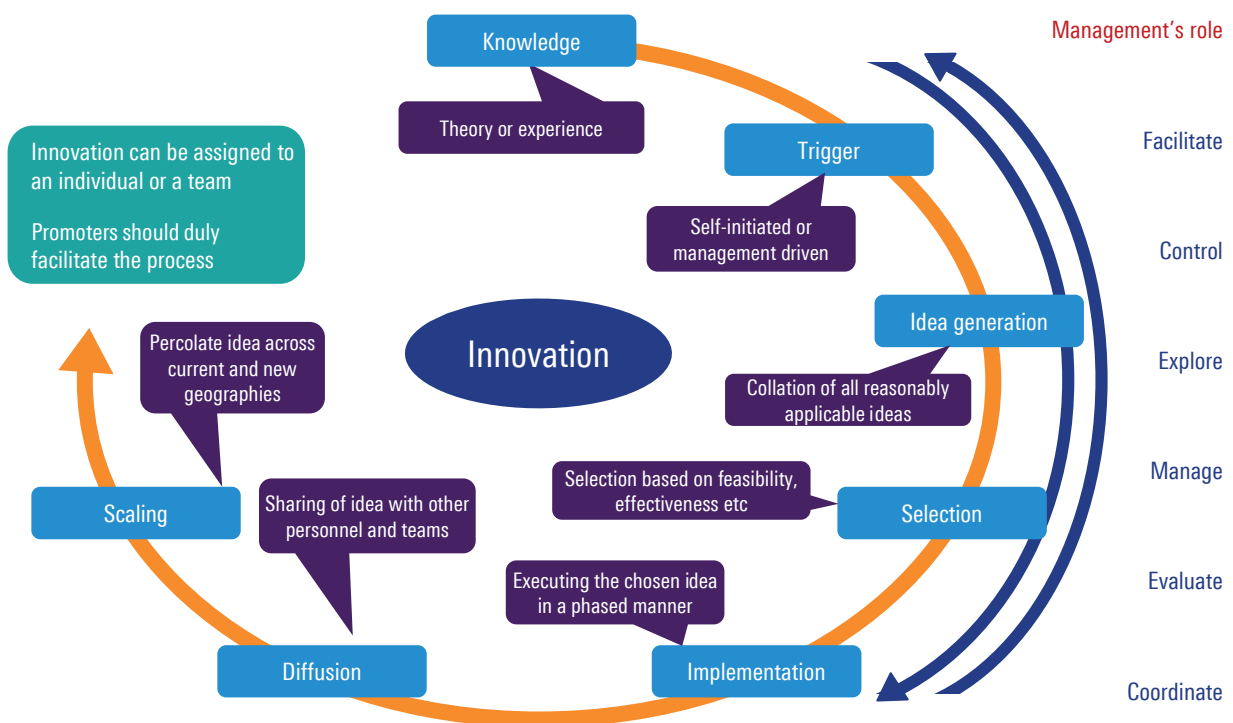
The tag of being innovative adds to **brand equity and reputation**

- It can provide a strong **competitive advantage**
- Innovation in upstream processes can lead to **reduced time-to-market**
- Innovative firms tend to be **more responsive to market dynamics**
- Innovation in product/service or front end processes lead to **improved customer satisfaction**
- Given a chance to ideate and contribute suggestions helps **improve employee satisfaction**
- Firms that exhibit high degree of innovation **may be valued higher**, especially if innovation translates into generation of Intellectual Property (IP).

The core objective and outcome of innovation could either be either revenue enhancement or profitability improvement

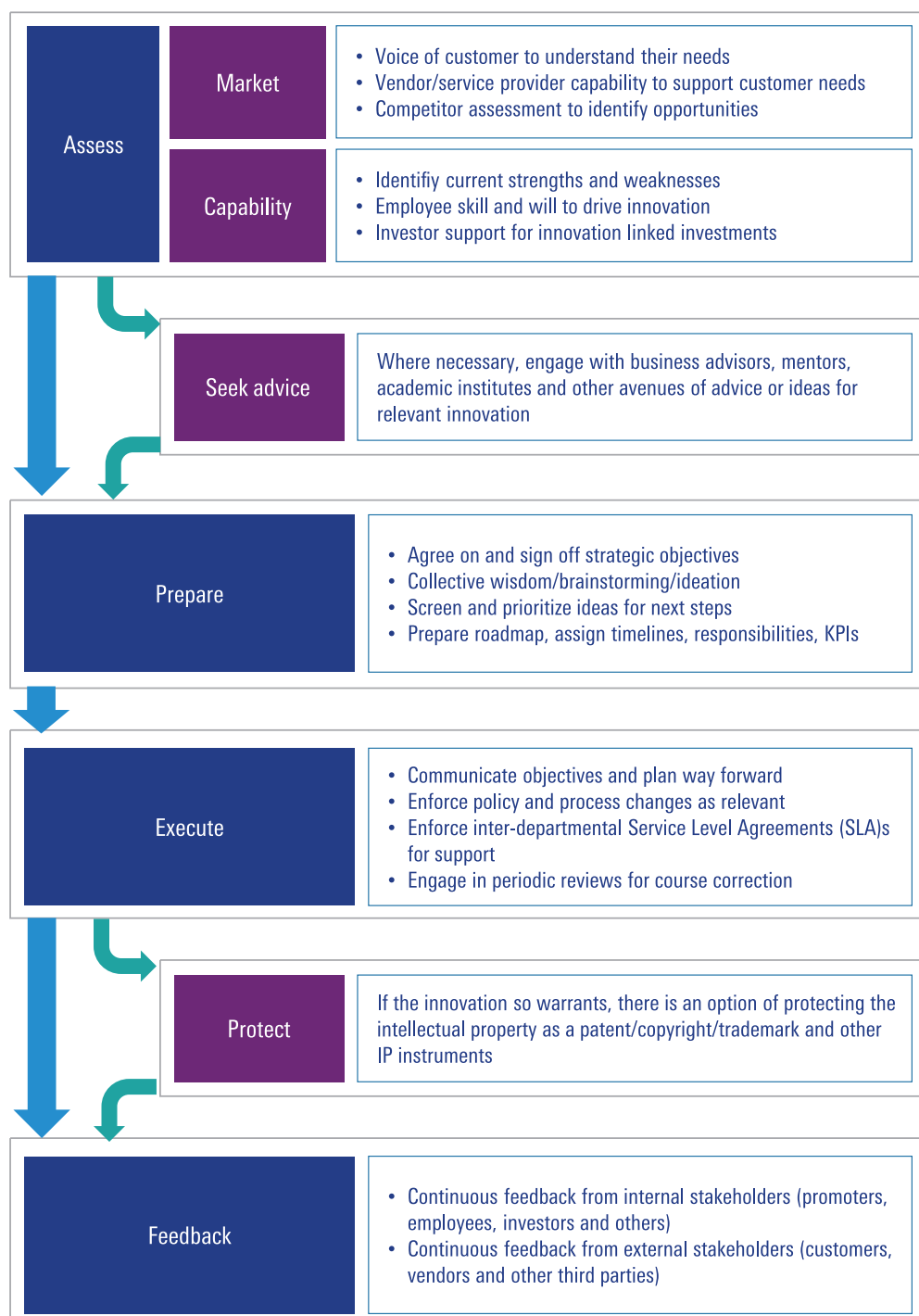
Entrepreneurs should undertake an objective evaluation of any planned innovation. It is important to ensure that innovation is sustainable and viable. There have been multiple start-ups that have shut shop in the recent past, despite differentiated and innovative concept. A hostile market or unsustainable cash burn can turn a blockbuster innovation into a suicidal move!

Driving innovation through an organisation:



How to deal with innovations/disruptions in the business landscape?

Entrepreneurs and MSMEs may have their own unique approach to innovation as they push conventional boundaries in search of novelty. Breaking down the process into its high level components:

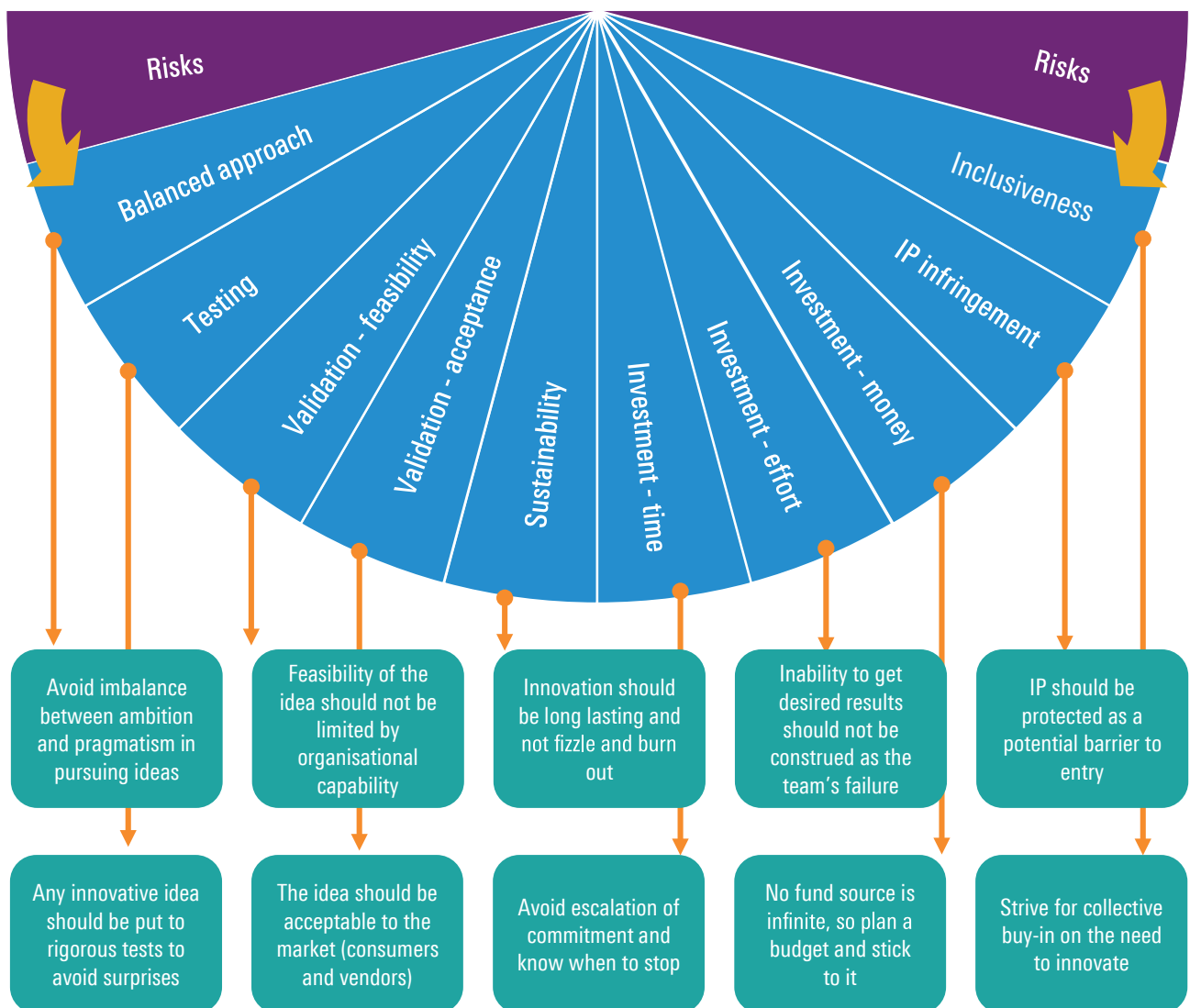


Innovate with care

Not all innovation is radical or breakthrough, which breaks the barriers of conventional thinking and brings forth concepts very different from current norms. Nor are all innovations disruptive, leading to exponential growth of new products/services that start from scratch and eventually become market leaders. Innovation can also be incremental, where small, yet materially significant

changes to the current operating model or products or services.

Regardless of type, pursuit of innovation is fraught with risks. These should be considered by Entrepreneurs to ensure the journey is smooth and fruitful. Some key risks are outlined below:



Innovation can make or break a start-up. The onus is not only on the promoters or the investors to ensure that risks are carefully considered, but also on each individual employee to ensure the pros outweigh the cons in both short and long-term.

As customer behaviour, technology and competition are constantly moving targets, entrepreneurs today face instability and risk of disruption. This pushes them to innovate and differentiate themselves from competition, or risk losing market standing and returns to their counterparts. Their success lies not just in developing

breakthroughs, but building a culture that encourages, screens and executes ideas effectively. Companies that are able to do this, probably have a better chance at cultivating innovation as a sustainable and profitable competitive advantage.



C

Digital marketing for entrepreneurs and MSMEs



Digital technology has opened a plethora of avenues for small business owners and entrepreneurs to reach out to its customers in order to create an impact, innovate and grow. Given the pace of new developments in the digital space, entrepreneurs should be aware of the nuances of new technologies, emerging channels and dealing with demanding customers. Though this can be overwhelming for small business owners, the advantages it offers are manifold.

Between operating on a restricted budget, limited resources and growing revenue, entrepreneurs are faced with various challenges on marketing. As a first step, small business owners and entrepreneurs need to get started and quickly get on a digital bandwagon to reap its benefits. In this section, our effort is to capture key digital marketing trends and help entrepreneurs and MSMEs take on a digital journey with confidence.

Key challenges

For MSMEs, every penny counts and it should deliver the desired business result. As an owner of a small business, affordability, cost and return on investment (ROI) are the keywords when it comes to marketing. There is a lot of focus on percentage of views being converted into customers.

When it comes to digital marketing, key challenges that many entrepreneurs and MSMEs face include:

- Lack of right tools and skills
- Tracking return on digital marketing efforts
- Storing, managing and utilising customer data
- Data analytics

Key trends that the digital landscape has been witnessing over time

a) Content leads the way

The digital consumer's attention span has now come down to 8 seconds, from 12 seconds in 2000.³ As more and more businesses are using online modes to reach out to their customers, users are inundated with marketing messages, leading to further reduction in attention span. To draw customer's attention, small business owners should invest in eye catching, meaningful content and engage

with customers with relevant communication at every stage of the customer journey cycle. Marketing messages should create memorable experiences, inform and educate customers and develop local connection with customers. Moving away from the 'one-size-fits all' approach and investing in content can help MSMEs in multiple ways, such as:

- Generate interest, without directly selling your product/service
- Nurture leads, leading to better conversion rates
- Increased order value, with personalised offers
- Increased possibility of a content being shared by the viewers

b) Mobile first

Today mobile phones are an integral part of our lives. With digital payments becoming the norm, mobile strategy is no longer a choice but a necessity. Changing consumer behaviour translates into design for mobile first approach - be it a website, e-mail, or a social communication. Mobile strategies can assist entrepreneurs and MSMEs reach new customers, leverage location-based services, engage with existing ones at a more personal level and collect intelligent customer data.

c) Omni-channel

The digital landscape has given more control to the consumer over where, when, and how to shop. With this changing trend, customers expect hybrid options, such as click-and-collect, which enables them to shop online and pick up in-store. As per International Data Corporation research, customers who buy in store and from an e-commerce website have a 30 per cent higher customer lifetime value than those who buy in one channel.⁴ Omni-channel offers an opportunity to the small retailer to create an engaging and entertaining experience offline and compliment it with the online store. Omni-channel fills the gap that exists with only offline or online approach and offers an integrated solution both for the customer and the retailer. Few benefits it can offer include enhanced customer experience, rich customer data and insights and improved sales and productivity.

3. Attention Spans: Consumer Insights, Microsoft

4. Omni channel shoppers – an emerging retail reality, March 2015 (IDC VIA ThinkWithGoogle) IDC FutureScape: Worldwide Retail 2015 Predictions — It's All About Participation Now

d) Internet of Things

Internet of Things (IoT), though sounds complex, and out of reach for most entrepreneurs and MSMEs, it is relatively simple to comprehend. It literally connects everyday things through the internet, be it your smartphone, washing machine, cars, garbage cans, industrial equipment and report information from these devices to users via smartphones, Personal Computers (PCs) etc.

Industrial applications of IoT can change the way entrepreneurs and MSMEs do business – such as using sensors to track physical stores, stocks, staff or managing your premises remotely. IoT-connected devices could make businesses more efficient, and also helps save cost and make smarter business decisions.

Each connected device signifies a new channel through which data flows to help marketers generate customer data such as location, spending habits, behaviour, etc. and utilise it to create customised marketing campaigns and communication.

e) Artificial Intelligence (AI)

With the advent of machine learning and AI assistants, consumers are gradually shifting from traditional clicks and swipes to voice-based interactions with their devices. Artificially intelligent 'chatbots' are being deployed on websites and mobile applications. Marketing communication are converting into human-machine conversations as actual conversations are being taken over by bots. Artificial Intelligence brings to marketers the potential to automate mechanical tasks such as product recommendations and focus efforts on creative interaction design.

For small business to start their journey with AI, they should start taking data seriously and collect as much data about their customers and business as possible. They could also invest in domain experts as a part of their marketing team – both in the space of data and technology.



Using digital marketing to your advantage

For small and young organisations, digital marketing is a cost-effective way to reach out, build and engage with customers. If done right, small businesses can yield great results from digital marketing initiatives.

The belief that 'my customers are not online' can hold many entrepreneurs and MSMEs to foray into the world of online marketing and explore endless opportunities. Going online, not only helps small businesses to move beyond their city of operations but also creates a global presence. To build confidence, it is advisable for owners to roll out test out campaigns at a small scale across different target groups and channels before investing heavily.

Here are key recommendations to harness the potential of your digital presence and use it for business growth:

- Understanding your target base – Use your existing consumer base and prospects to determine customer personas. Move beyond mere customer segments and design customer personas to better understand them at a personal level to get visibility on their motivations, attitudes and values.
- Marketing message – Don't just try to sell your product, create a differentiation and build a strong emotional connect with your customers. With reducing customer attention span, it is vital to master the art of storytelling and move beyond generic content and mediocrity. Be original, creative and innovative while designing your marketing communication.
- Measuring success – Track your progress regularly, optimise campaigns and know what is working for your business. Set measurable marketing goals, define right metrics basis your business objectives, track key metrics and measure it on a regular basis. Deploy the right tools to learn about your customers, advertising campaigns and gauge performance of your own assets such as websites and mobile applications. Entrepreneurs could also draw insights and use it to devise future campaigns that are more relevant and personalised.
- Investing in relevant tools - To track each lead, nurture and convert leads into customers, small businesses should invest in sophisticated solutions. Investing and integrating a dynamic Customer Relationship Management (CRM) solution should be an essential component of an entrepreneur's and MSME's growth strategy. The CRM system not only helps centralise customer information, but can also let you automate a wide range of marketing interactions, simplify internal and external communications and track new sales opportunities.



About CII

The Confederation of Indian Industry (CII) works to create and sustain an environment conducive to the development of India, partnering industry, Government, and civil society, through advisory and consultative processes.

CII is a non-government, not-for-profit, industry-led and industry-managed organization, playing a proactive role in India's development process. Founded in 1895, India's premier business association has over 8000 members, from the private as well as public sectors, including SMEs and MNCs, and an indirect membership of over 200,000 enterprises from around 240 national and regional sectoral industry bodies.

CII charts change by working closely with Government on policy issues, interfacing with thought leaders, and enhancing efficiency, competitiveness and business opportunities for industry through a range of specialized services and strategic global linkages. It also provides a platform for consensus-building and networking on key issues.

Extending its agenda beyond business, CII assists industry to identify and execute corporate citizenship programmes. Partnerships with civil society organizations carry forward corporate initiatives for integrated and inclusive development across diverse domains including affirmative action, healthcare, education, livelihood, diversity management, skill development, empowerment of women, and water, to name a few.

The CII theme for 2016-17, **Building National Competitiveness**, emphasizes Industry's role in partnering Government to accelerate competitiveness across sectors, with sustained global competitiveness as the goal. The focus is on six key enablers: Human Development; Corporate Integrity and Good Citizenship; Ease of Doing Business; Innovation and Technical Capability; Sustainability; and Integration with the World.

With 66 offices, including 9 Centres of Excellence, in India, and 9 overseas offices in Australia, Bahrain, China, Egypt, France, Germany, Singapore, UK, and USA, as well as institutional partnerships with 320 counterpart organizations in 106 countries, CII serves as a reference point for Indian industry and the international business community.

About KPMG in India

KPMG in India, a professional services firm, is the Indian member firm affiliated with KPMG International and was established in September 1993. Our professionals leverage the global network of firms, providing detailed knowledge of local laws, regulations, markets and competition. KPMG has offices across India in Chandigarh, Gurgaon, Noida, Ahmedabad, Vadodara, Mumbai, Pune, Bengaluru, Kochi, Chennai, Hyderabad and Kolkata. KPMG in India offers services to national and international clients in India across sectors. We strive to provide rapid, performance-based, industry-focussed and technology-enabled services, which reflect a shared knowledge of global and local industries and our experience of the Indian business environment.

KPMG Enterprise

Passion, it's what drives entrepreneurs, family businesses and fast-growing companies alike. It's also what inspires KPMG Enterprise to help you drive success. You know KPMG, you might not know KPMG Enterprise. We're dedicated to working with businesses like yours. It's all we do. Whether you're an entrepreneur looking to get started, an innovative, fast-growing company, or an established company looking to an exit, we understand what is important to you and can help you navigate your challenges – no matter the size and stage of your business. You gain access to KPMG's global resources through a single point of contact – a trusted adviser to your company. It's a local touch with a global reach.



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