

Executive Summary

Startups are companies that are initiated by individual founders or entrepreneurs to address an identified gap in the market. Founders design startups to effectively develop and validate a scalable business model. However, the process is not that simple as 50 percent of the startups fail within the first four years. Therefore, to assist them and ensure a higher success rate for startups, PwC would like to engage with them and help them become the giants of tomorrow. The startup industry is growing at a rapid pace and is generating a lot of revenue. PwC would like to engage with the startups in that industry to attract more business while also helping the startups grow.

This report would primarily determine a client segment in the startup industry that PwC can target and a portfolio of services that PwC can cater to these startups. Our team employed an approach that would help us determine the client segment and the services in a logical manner. Initially we researched on any potential problems that startups can face and then we further narrowed down the list by only focusing on problems that can be solved by PwC. After that we categorized the problems based on different startup industries and then we further arranged them according to each startup life cycle stage in that industry. This helped us identify specific industries and life-cycle stages where startups face the most problems which can be solved by PwC. Thus, we were able to identify Fintech, Cleantech, SaaS and Healthtech industries as the ones where startups face most problems.

After identifying the client segment, we brainstormed different solutions that would address different problems while ensuring PwC is benefitted. By using different brainstorming techniques such as mind mapping tools, VOC analysis, etc. and different selection matrices like Pugh matrix, multi-voting matrix, etc., we were able to come up with 5 individual models that focus on different customer segments and have a unique value proposition. These models look at both long term and short-term returns. In the short run, PwC can employ Opportunity model where they would provide their current services to startups that can afford them in the specified industries. In the long run, PwC can increase their brand image implementing Impact model and helping social startups create positive impact in the society. PwC can directly engage with startups as well by implementing Pitch model where PwC will take equity in exchange for providing services to startups. In the event, PwC would like to connect enterprises with startups, they can implement Connect model where they would connect larger enterprises with external innovation needs with startups. Lastly, PwC can implement the Integrate model to invest in the future to optimize existing recruitment strategies to interact with talent pools from professional business and law schools capturing synergies to deliver the best results.

All these models would offer different returns over different periods in the form of brand recognition, revenue, etc. However, they will all provide a channel for PwC to engage with startups and help them to grow and expand. These models have been compared against each other under different conditions to create an action plan of when to use which model. If PwC would like to get financial return in the short term, then the best solution would be Opportunity model where PwC will provide their existing services and engage with startups as any other clients. In addition to these models, we would also like to recommend PwC to start investing in growing technologies such as Blockchain, Quantum computing, etc. to remain competitive in the future and be able to provide their clients with solutions that are using these technologies. We would also like to recommend PwC to initiate an in-house program where they would be able to foster innovation within the company by the help of their employees.

PwC is one of the big four consulting firms with a network of firms in more than 150 countries. It is generating revenue of more than \$30 billion per year. They provide services to 420 out of 500 Fortune 500 companies. That is why they would like to enter the startup industry and engage with startups. With their current portfolio of services, technical competencies and network, PwC would be able to greatly assist startups and help them become the giants of tomorrow.