ACM Homes

ACM is a real estate developer in the Philippines. The company has successfully managed to produce and deliver more than 13,000 affordable housing units since 1992.

Goal

Understand what the key drivers that generate value to stakeholders are and make recommendations on how to improve value.

Deliverables

- **Benchmarking analysis**
  - Fragmented market dominated by a few big players
  - ACM should diversify into new income and rise segments

- **Company valuation model**
  - Increase gross margin
  - Reduce SG&A expenses
  - Reduce real estate inventory target
  - Generate cash by selling underutilized assets

- **Assessments of last year’s G-Lab team recommendations**
  - Good progress has been achieved
  - Need to narrow down scope and focus on strategic initiatives
  - Having a central planning area can help the company get to the next level