

EIGHT CASE STUDIES FROM CPL 2011

- Developing a Health Ingredient Platform
- Exploiting Sidestreams
- Diversification from Sugar
- Novel Cholesterol-Reducing Product
- Acquisition Analysis
- Polyphenols as Health Ingredients
- Markets for Inulin
- Competitive Markets for Polyols



Case Study - Developing a Health Ingredient Platform

Objective:

To advise our client on developing a health ingredient platform. The first stage was to examine the attractiveness of various health ingredient platforms (*e.g.* digestive, CVH), followed by identification of opportunities and then in-depth analyses of markets and opportunities.

Outcome:

Our specific recommendations helped our client to clarify its strategic approach to the health ingredients market. The opportunity study, and prioritisation of available opportunities, helped our client discriminate between ‘promising’ and ‘more challenging’ opportunities. In-depth market and technology studies allowed our client to get an objective view of market opportunities. CPL Executive Search found some excellent people for our client’s team. Our client then made a large commitment in the health ingredient area and is now making progress and profit.

“Telling clients what they need to know, rather than what they would like to hear”

Case Study – Exploiting Sidestreams

Objective:

To advise our client, a large US chemical company, on how to move forward with a number of potentially high value ingredients in its sidestreams as health ingredients. The first stage was to examine which business model would be most likely to be successful. Having agreed that partnership with an ingredients company was the best strategy, We then sought suitable partners, presented the opportunity and put interested partners into meetings with our client.

Outcome:

Our advice and specific recommendations helped our client to develop a strategic approach to accessing opportunities in the health ingredients market. We successfully identified a number of suitable and reputable companies as potential partners and provided our client with the contact details to follow up. Discussions with potential partners are ongoing.

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Case Study – Diversification from Sugar

Objective:

To advise our client, a large European sugar company on the various strategic approaches taken by other companies in the sugar business to develop successful ingredient businesses. The next step was to help them identify three areas in food ingredients that might fit with their existing business. The final step was to identify acquisition targets in each of these sectors using our non-parametric analysis (NAMAP) tool.

Outcome:

Our advice and specific recommendations helped the company clarify its strategic approach to the food and health ingredients market. We then identified a top 10 acquisition list for each of the agreed sector targets. Although our client's objectives were not realised as a result of a change in strategic focus, a number of the companies in our top three in each sector were acquired by others within one year.

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Case Study – Novel Cholesterol-Reducing Product

Objective:

To advise our client, a small Canadian biotechnology company focussed on pharmaceuticals, on how to access potential health ingredient markets with a cholesterol-lowering product it had developed. The first stage was to determine the best approach; the second stage was to identify different types of partners *e.g.* those interested in working together or simply in licensing out the technology.

Outcome:

Our advice and specific recommendations helped the company to clarify its strategic approach to the health ingredients market. We then successfully identified partners and made arrangements for them to meet.

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Case Study – Acquisition Analysis

Objective:

To advise our client, a large European ingredients company, on the validity of an opportunity it had been offered to buy a company with a manufacturing facility, specialist technology, IP and health ingredients. We were asked to assess the opportunity in all aspects of technical validity, commercial reality and competitive offerings or opportunities.

Outcome:

Our advice and specific recommendations helped our client in its decision making with regard to this opportunity. We had established that the market projections were unlikely, the facility overpriced and that there were more viable options in this market. This saved our client time and money and our client has since made other successful acquisitions, several of which we identified and presented.

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Case Study – Polyphenols as Health Ingredients

Objective:

To advise our client, a large European ingredients company, on the market for polyphenols as a health ingredient. Our client wanted us to take an objective look at the market for purified versus extracted polyphenols from a variety of raw materials. In addition, our client wanted us to identify opportunities in the most promising markets for polyphenols.

Outcome:

Our advice and specific recommendations helped our client decide that polyphenols was an attractive market for it to enter. In addition, our client was able immediately to connect with relevant contacts to access a variety of opportunities quickly. Our client has now entered the market by creating partnerships with a number of those contacts.

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Case Study – Markets for Inulin

Objective:

To advise our client, a large US sugar company, on the potential market for inulin, a prebiotic soluble fibre. Our client had the facility and ability to produce the ingredient but would have to make some sizeable investment and adaptations to manufacturing if it were to enter the market. It was likely that our client could benefit from a partnership but our client needed to know what the market demand for the ingredient was likely to be and who it could partner with to sell it in Europe and/or the US.

Outcome:

Our advice and specific recommendations helped our client to gain an objective view of the market and to find potentially interested parties. The development of this product, its agronomy and processing is ongoing.

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Case Study – Competitive Markets for Polyols

Objective:

To advise our client, a large middle-European ingredient company, on the potential market for several sugar-replacing polyol ingredients. Our client had the facility and ability to produce the ingredient but wished to know more about the barriers to entry, success factors, applications, competitive reaction and general market dynamics relating to this ingredient.

Outcome:

Our advice and specific recommendations helped our client gain an objective view and provided the impetus to go ahead with a project on one of the polyols assessed. The ingredient was launched and is now successfully on the market.

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