



Competitor Intelligence for Dairy Culture, Probiotics, and Enzymes Business

Case Study

Client	Leading bioscience company
Industry	Food & beverage ingredients
Products	Dairy culture, probiotics & enzymes

Context

- The client wanted to conduct detailed profiling of dairy culture, probiotics, and enzymes business of top three competitors, with an aim of benchmarking and improving its market share.

Key Business Questions

- What is the revenue development of the dairy culture, probiotics, and enzymes business segments over the last five years?
- What is the organizational structure and operational footprint covering manufacturing, R&D, and sales?
- What is the production capacity, along with new capacity additions and investments?
- What are the recent developments in terms of future plans, channels, etc.?

Engagement Scope

1

Business Overview

- What is the business structure and division/segment facts, such as the year of establishment, history and timeline, key personnel, etc. ?
- What is the competitor's product mapping to its brands & application areas related to dairy culture, probiotics, and enzymes business?
- Where are the division manufacturing and R&D facilities of competitors located (along with other details such as production capacity, investment history, team size, process technology, etc.)?

2

Financial Analysis

- What is the revenue growth of three key competitors over the last five years for various segments? These segments are listed below:
 - Business unit of food & beverage culture, probiotics, and enzymes products
 - Dairy application segment products
 - Dairy specific culture, probiotics, and enzymes

3

Strategy Outlook

- What is the current and future strategic outlook of the three key competitors for dairy culture, probiotics, and enzymes business? How are these strategies influenced by:
 - Channels and market approach
 - Organic and inorganic growth
 - Product innovation

Research Methodology

Secondary Research

- Conducted desk research to understand the overall culture and the probiotics & enzymes business of the three key competitors
- Referred to paid databases such as Factiva, Bloomberg, Registrar of Companies, and Kyck

Primary Research

- 15+ telephonic interviews conducted with manufacturers, distributors, customers, and industry experts

Benefits to Client

- Based on the study, the client was able to benchmark three key competitors in the field of dairy culture, probiotics, and enzymes business
- The client was also able to evaluate the strategy outlook of its competitors and utilize findings to develop the future roadmap for its culture business and maintain a strategically favourable position in the market.

Sample Analysis

1 Business Overview

Company A: Timeline of Culture and Enzyme Business
Company A has relied on organic growth for expanding its dairy culture and enzymes business and going forward plans to invest in location of innovation hubs in key regions across the globe.

Company A: Dairy Culture Manufacturing and R&D Location (1/2)
Company A is heavily investing in building facilities in manufacturing with focus on products as well as R&D with new application centres also within operation across all regions.

2 Financial Analysis

Company A: Dairy Culture and Enzymes Revenue Development (1/2)
Company A's dairy culture and enzymes business has a consistent upward trend growing at a CAGR of 6% between 2013 and 2019.

Company A: Dairy Culture and Enzymes Revenue Development (2/2)
Share of culture and Enzymes in total dairy applications related sales is declining indicating diversification of dairy related solutions.

3 Strategy Outlook

Strategy Outlook: Dairy Culture and Enzymes Business
Company A's culture and enzymes segment's strategic focus is on leveraging the Asian markets through penetration of probiotics and offering market specific solutions.

Company A: Activity Focus of Culture and Enzyme Business
Company A has been focusing on promoting A & B products in Asian countries through aggressive promotion and selecting variants specific to local customer needs.

Activity Focus	Asia Pacific	EMEA	AMER
Product A	✓	✓	✓
Product B	✓	✓	✓
Product C	✓	✓	✓
Product D	✓	✓	✓
Product E	✓	✓	✓
Product F	✓	✓	✓
Product G	✓	✓	✓
Product H	✓	✓	✓
Product I	✓	✓	✓
Product J	✓	✓	✓

Thank you

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