



# Evaluation of Met and Unmet Needs of Cheese Producers using Starter Cultures

Case Study

<b>Client</b>	Global bio-based food ingredients and bio-chemicals manufacturer
<b>Industry</b>	Food industry (cheese manufacturing)
<b>Products</b>	Cheese starter cultures - Direct Vat Inoculation (DVI) and Bulk Starter (BS)

## Context

- The client required strategic intelligence inputs to formulate specific market positioning strategies in select countries across the EU, APAC, the Middle East, and the Americas, as part of its strategy workshop that was attended by top executives from the Strategy, Research & Development, and Business Development teams.

## Key Business Questions

- Why do cheese manufacturers use BS? What are the key challenges faced by them? What could be the key influencing factors for using DVI?
- Why do cheese manufacturers use DVI? What are the challenges they face?
- What are the unmet needs of cheese manufacturers? How do they rank the importance of starter culture features and benefits?
- What are the perceived strengths and weaknesses of different competitors?

## Engagement Scope

1

### Project Design & Questionnaire

- Appropriate resource allocation across geographies to capture maximum calling time
- Listing 125–150 local cheese producers in each of the select countries
- Qualification of companies to have a healthy coverage of the local market, followed by the identification of target respondents and their contact details
- Expansion of the list, if required

2

### Survey of Cheese Manufacturers

- Questionnaire design in consultation with the client, primarily focusing on key business queries
- Survey of cheese manufacturers in select countries in parallel

3

### Country Analysis and Client Benefits

- Cluster analysis: 2x2 matrix to have a need-based segmentation of cheese producers
- Validation/modification of the client's assumptions of the local cheese market
- Competitive benchmarking of the client's product performance vis-à-vis competitors

## Research Methodology

### Primary Research

- 300+ interviews conducted with plant or production heads, purchase or procurement managers, research & development executives, senior executives, and others
- Telephonic interviews conducted in 9 select countries in Europe and NAFTA (France, Germany, Italy, Mexico, Poland, Russia, Turkey, the UK, and the US)

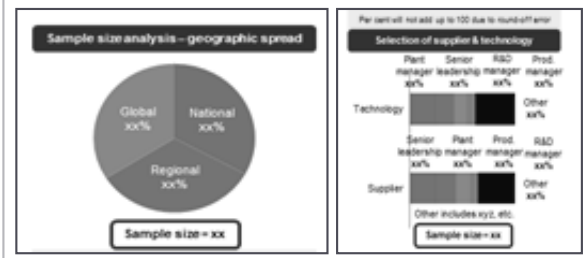
## Benefits to Client

- Comprehensive intelligence and unbiased viewpoints (both technical and market-oriented) of customers across select countries worldwide
- Understanding existing customers' preference and needs
- Potential new customer identification and acquisition strategies
- Competitive intelligence and benchmarking for appropriate product positioning

## Sample Analysis

1

### Project Design & Questionnaire



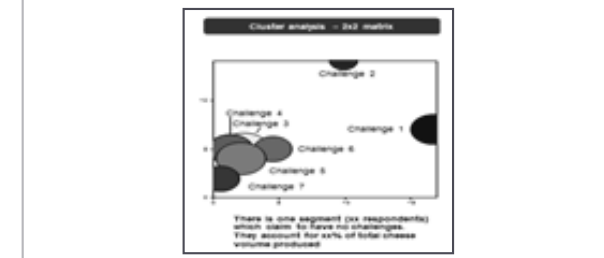
2

### Survey of Cheese Manufacturers



3

### Country Analysis and Client Benefits



# Thank you

## **North America**

55 Madison Ave, Suite 400  
Morristown, NJ 07960  
USA  
T: +1 212 835 1590

## **Europe**

328-334 Graadt van Roggenweg  
4th Floor, Utrecht, 3531 AH  
Netherlands  
T: +31 30 298 2108

## **United Kingdom**

5 Chancery Lane  
London EC4A 1BL  
United Kingdom  
T: +44 207 406 7548

## **Asia Pacific**

Millennium Business Park  
Sector 3, Building # 4, Mahape  
Navi Mumbai 400 710  
India  
T: +91 22 6772 5700