INVESTOR'S GUIDE: THE NEW ZEALAND FOOD & BEVERAGE INDUSTRY 2014

February 2014

CORIOLIS
research · consulting · strategy

AN INVESTOR'S GUIDE TO THE NEW ZEALAND FOOD & BEVERAGE INDUSTRY

Part of the New Zealand Government's Food & Beverage Information Project; Feb 2014

www.foodandbeverage.govt.nz

Photo credit: New Zealand Story

The objective of this document is to make a strong, factual case for investment in the New Zealand food and beverage industry

- This investment can come from existing investors or those new to the sector

- This investment can come from global sources or New Zealand

The document acts as an "entry portal" to the wealth of further information available in on the sector in the New Zealand Government's Food & Beverage Information Project

www.foodandbeverage.govt.nz

New Zealand is well positioned to triple its food & beverage exports over the next 15 years; investors will participate in this success

GENERAL

New Zealand is a developed, temperate-climate country in the Asia-Pacific region. It is a stable democracy with strong economic freedoms (Index of Economic Freedom #4), excellent investor protection (World Bank #1) and low corruption (Transparency International #1). It is by almost all measures the most attractive investment destination in the temperate zone of the Southern Hemisphere.

FOOD & BEVERAGE

Food and beverage exports are important to New Zealand and the country is a major F&B exporter (56% of exports). New Zealand's F&B exports are growing strongly and the country's export performance is strong and improving relative to peers.

The country has demonstrated capability in the production of temperate-climate food and beverages. It is the largest exporter in the world of dairy products and lamb and a major exporter of beef, kiwifruit, apples and seafood.

DRIVERS

The success of New Zealand in temperate foods is built around a natural environment conducive to agriculture. New Zealand – surrounded by the Pacific Ocean – has the light of Spain with the climate of Bordeaux. This climate will also moderate the effects of global warming going forward (relative to large continents).

The country's farmers are highly productive and efficient. The country has no agricultural subsidies and regulation is generally rational and light handed.

New Zealand has a supportive infrastructure for food and beverages along the total value chain.

New Zealand is a leader in food safety and product traceability. Customers and consumers around the world trust food and beverages produced in New Zealand.

In science, New Zealand spends more than half a billion dollars a year on Agri-food research across a wide range of areas, from fruit genetics to nutraceuticals. The country is also home to four major universities respected globally for their Agri-food research.

OPPORTUNITIES

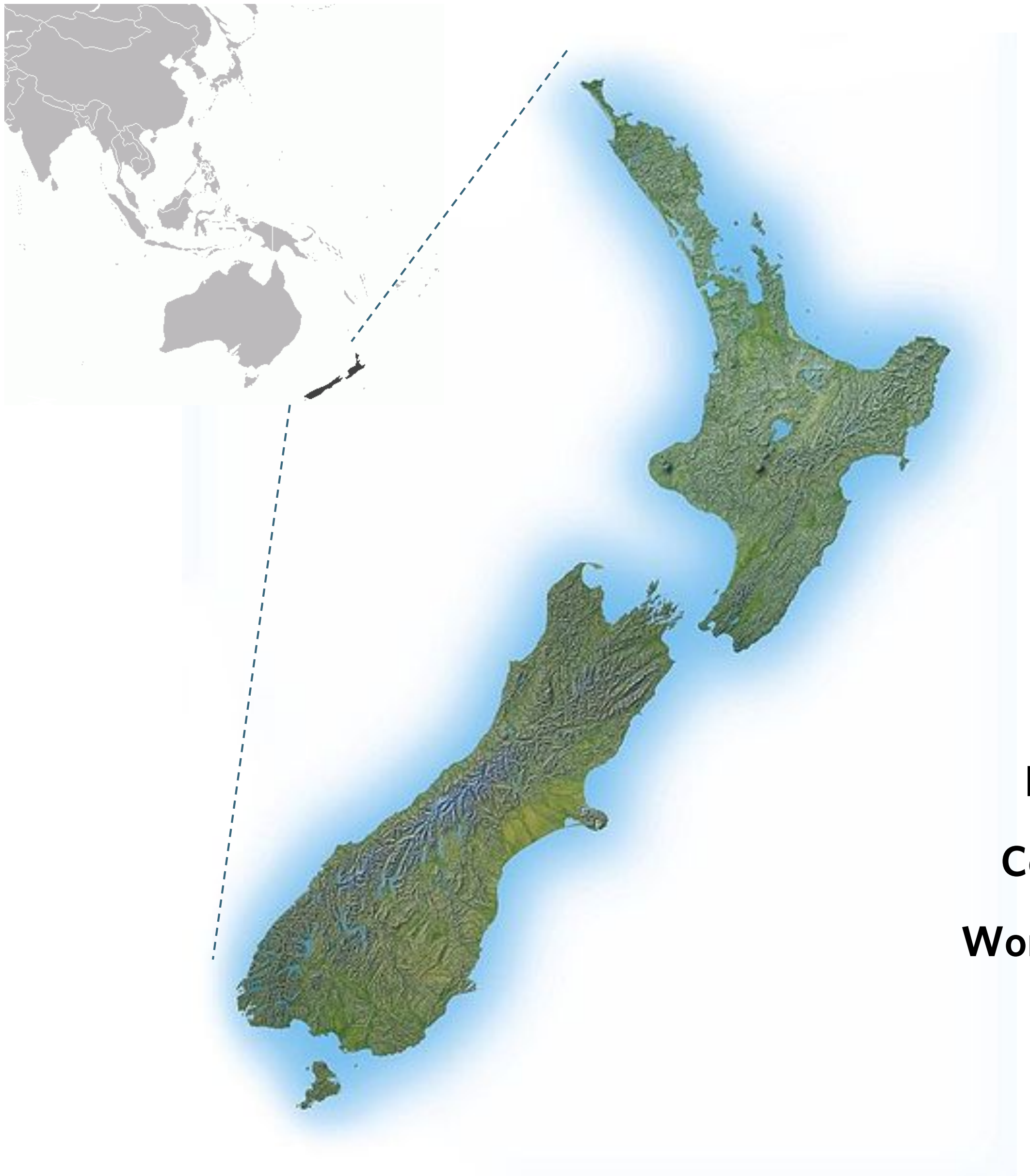
While New Zealand is a major global F&B exporter, the country has significant untapped capacity to export more. New Zealand is a country the size of Italy with the population of Singapore. However Italy feeds a domestic population of 60m people and exports twice as much F&B as New Zealand.

The New Zealand Government has set a target of tripling the country's food and beverage exports over the next 15 years. This will be achieved through both growth of existing major sectors and the newer emerging growth stars.

New Zealand is a young country still discovering its comparative advantages and new industries continue to emerge. In the past twenty years New Zealand wine, honey, aquaculture and avocados have all emerged from almost nothing into world leading sectors.

New Zealand has attracted investment in F&B manufacturing from around the world. Global leaders have already endorsed New Zealand by investing in manufacturing in the country and 25% of the F&B manufacturing sector is foreign owned.

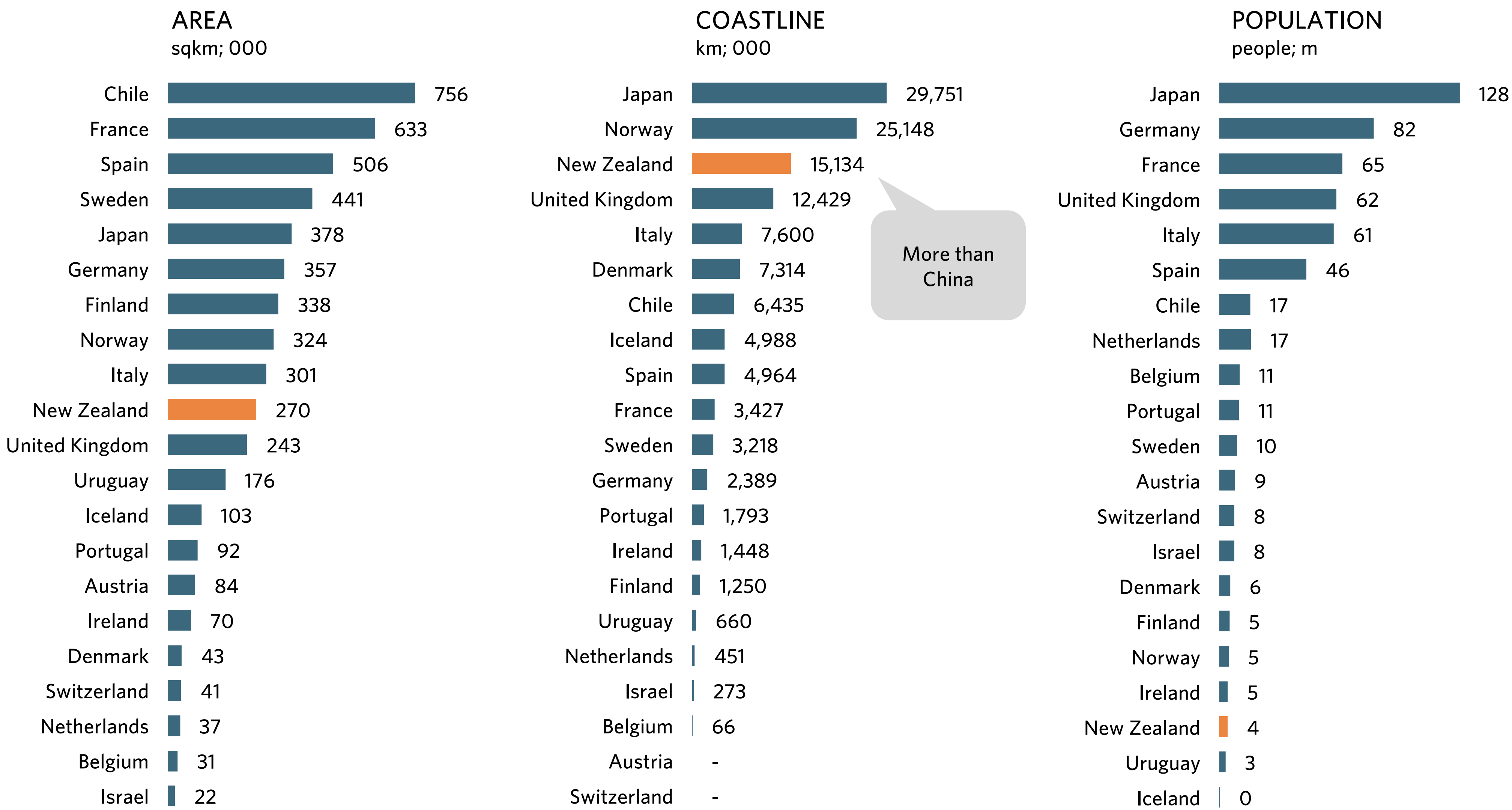
New Zealand is a developed, temperate-climate country in the Asia-Pacific region that is an attractive investment destination



4.5m people	0.06% of the world
267,710km^2 in area	Similar to Italy
15,134km coastline	More than China
16.6 people/km^2	500x less than Singapore
US$171b GDP	Similar to Kuwait
$38,255 GDP/capita	Similar to Hong Kong
NZ$1 dollar	US$0.83
Index of Economic Freedom #4	Above Switzerland
Corruption Perceptions Index #1	Tied with Denmark
World Bank Investor Protection #1	Above Singapore


BIGGER
... than you think
iFAB 2014

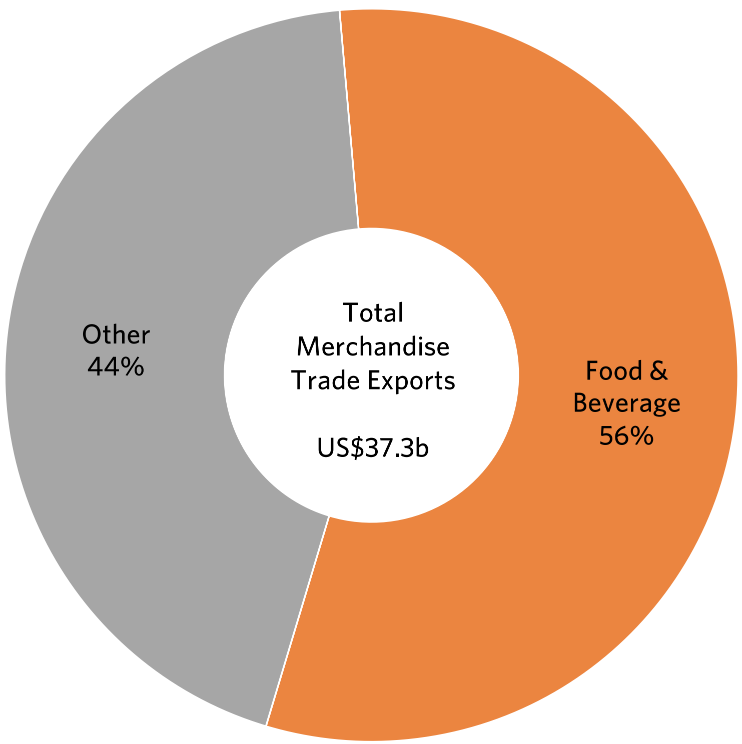
New Zealand is a mid-sized country – similar in size to Italy and the UK – with lots of coastline but a relatively small population; as a result it produces more food than it consumes and exports the surplus



Food & beverage exports are important to New Zealand and the country is a major F&B exporter

TOTAL NZ MERCHANDISE EXPORT VALUE

%; 2012



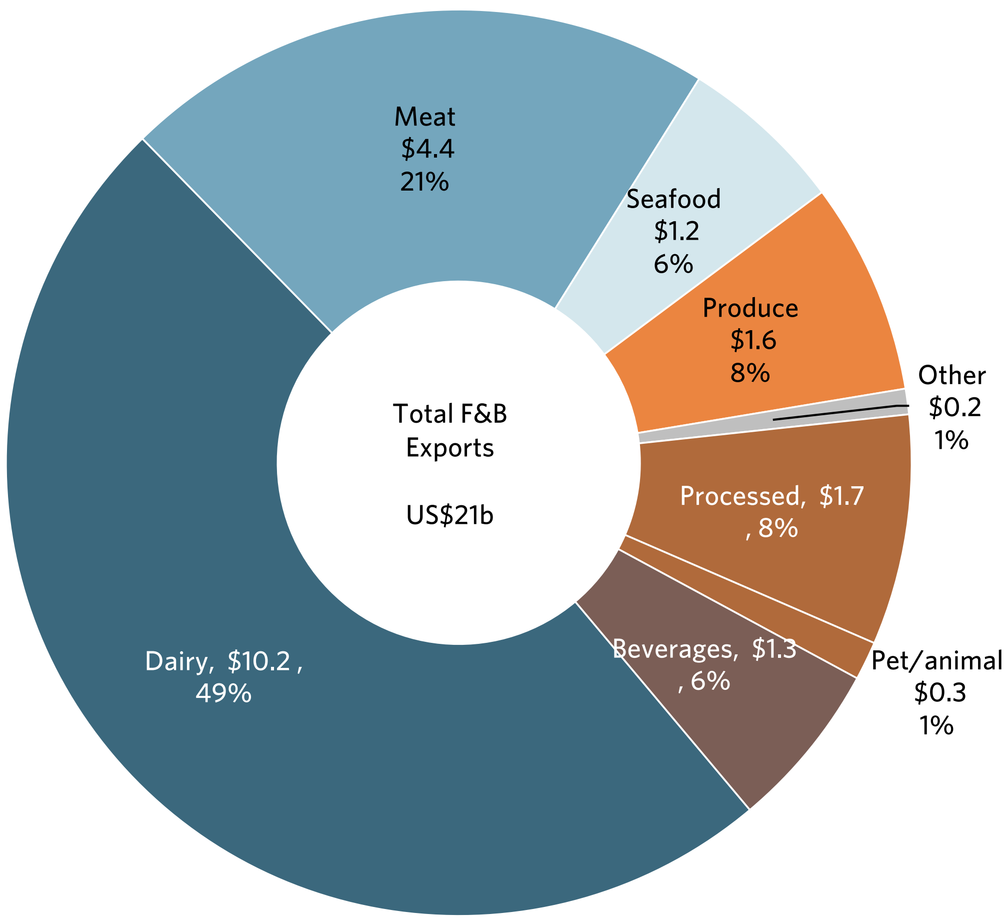
TOTAL F&B EXPORT VALUE: NEW ZEALAND VS. PEERS

US$b; 2012

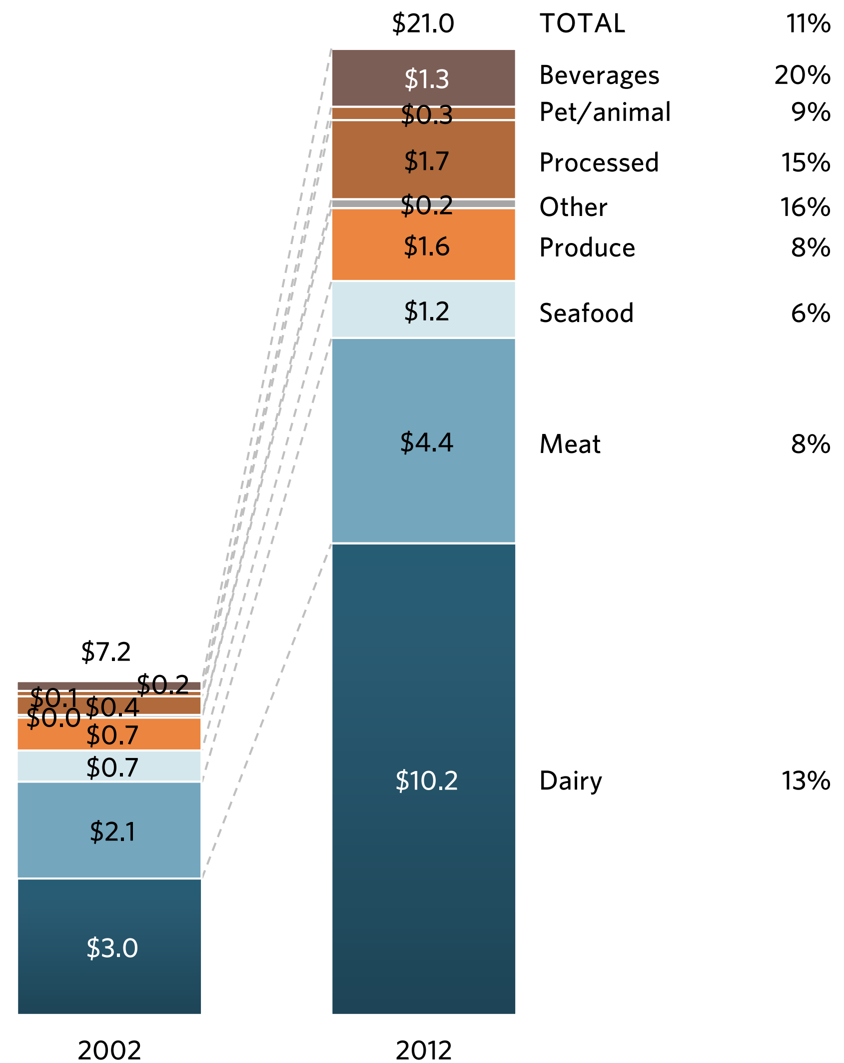
Source: UN Comtrade database; Coriolis analysis

New Zealand food exports are spread across a range of product sectors; while all are achieving export value growth, processed foods, beverages and dairy stand out as growth stars

NZ F&B EXPORT VALUE BY MAJOR SEGMENT
US$b; 2012



NZ F&B EXPORT VALUE BY MAJOR SEGMENT
US$b; non-inflation adjusted; 2002 vs. 2012

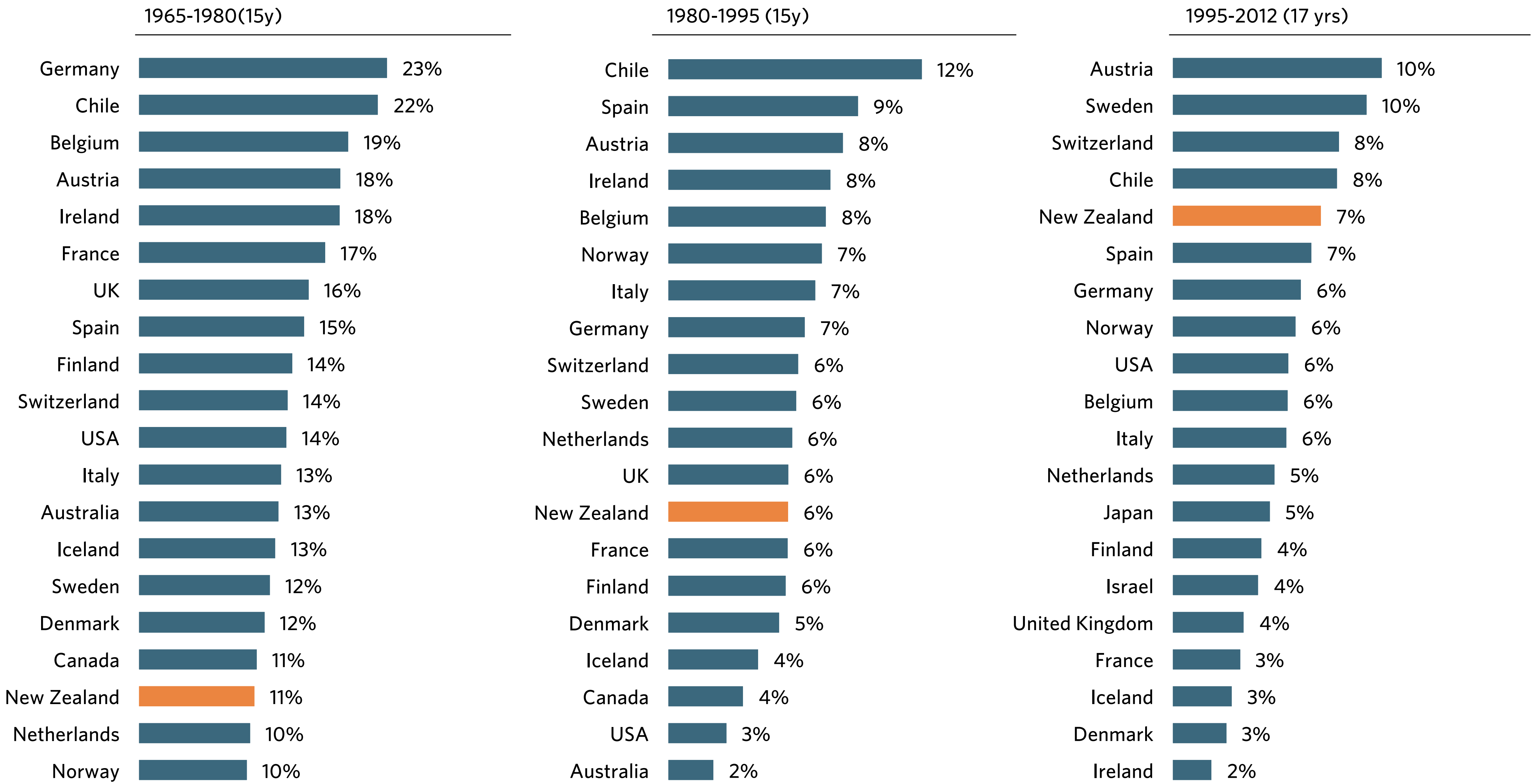


*CAGR Compound Annual Growth Rate; Source: UN Comtrade database; Coriolis analysis

New Zealand's food & beverage exports are growing strongly and the country's relative performance is improving

LONG-TERM CAGR GROWTH IN FOOD & BEVERAGE EXPORT VALUE: NZ VS. SELECT PEERS

%; US$; non-inflation adjusted; 1965/1980/1995/2012

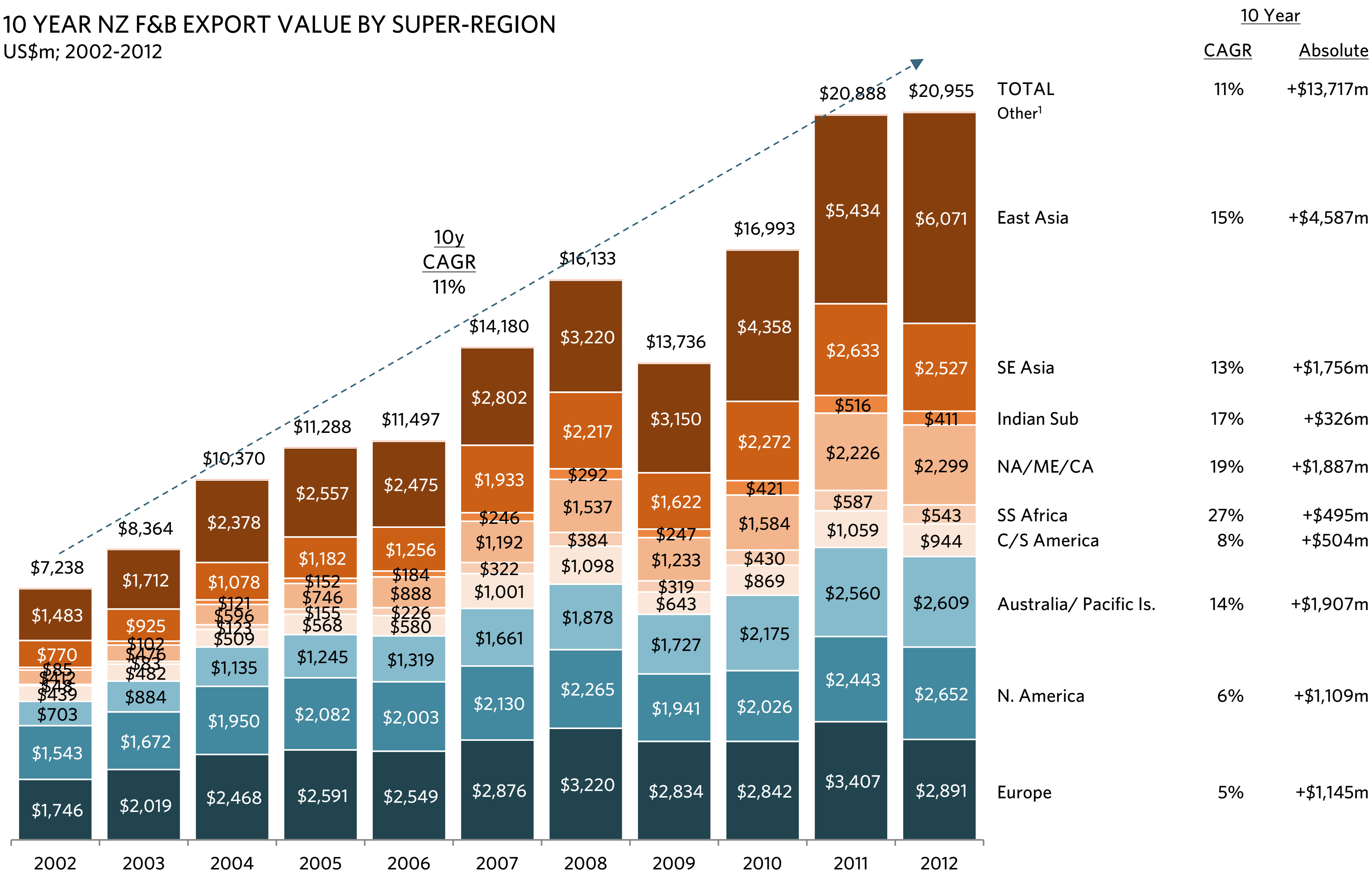


Source: UN Comtrade database; Coriolis analysis

Over the past decade total New Zealand F&B exports have achieved strong growth, driven primarily by the developing world

10 YEAR NZ F&B EXPORT VALUE BY SUPER-REGION

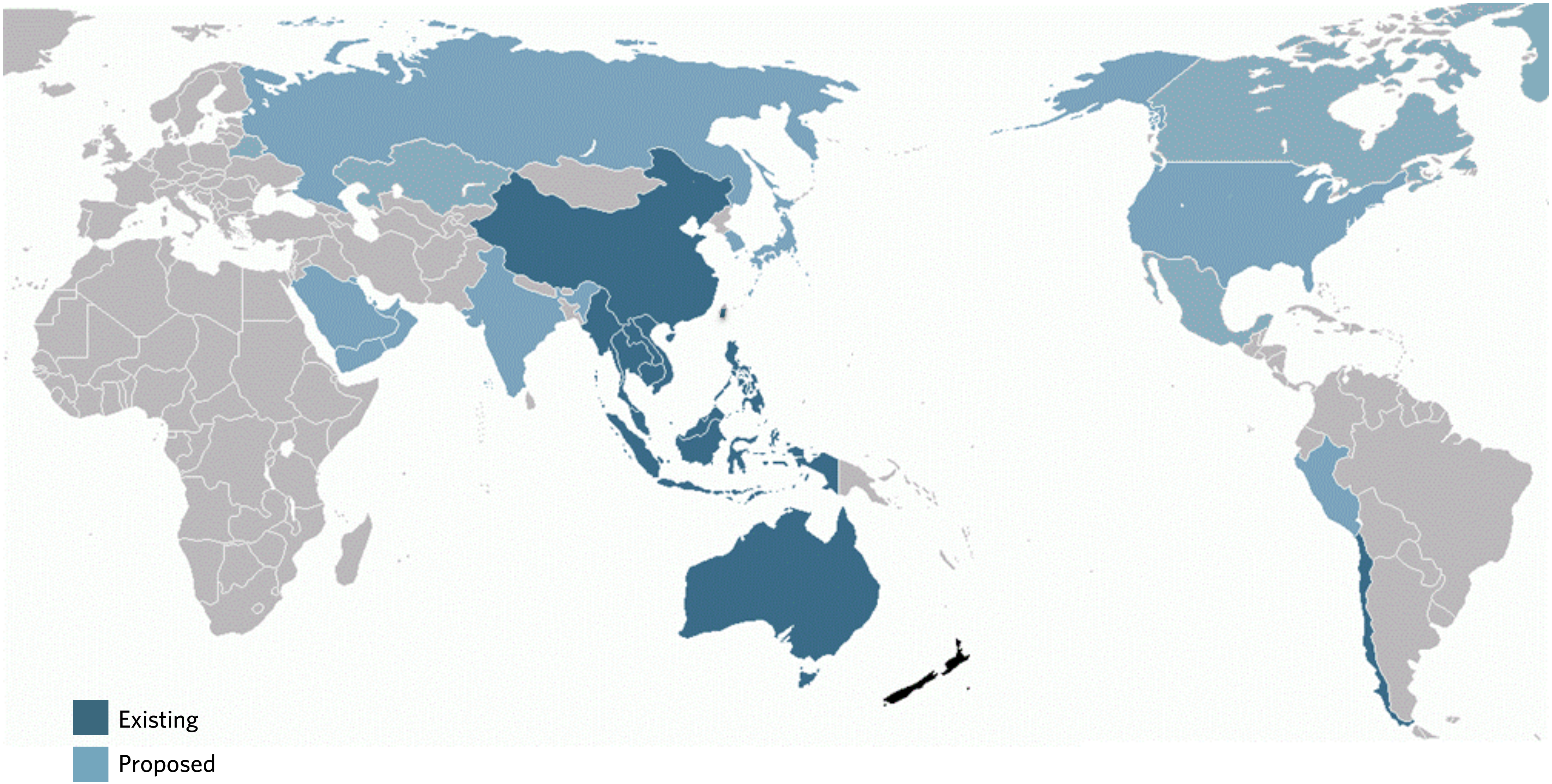
US$m; 2002-2012



1. Other is a mix of remote islands, cruise ships, etc. and is too small to enumerate but is included in total; Source: UN Comtrade database; Coriolis analysis


EMERGING
... food bowl of Asia-Pacific
iFAB 2014

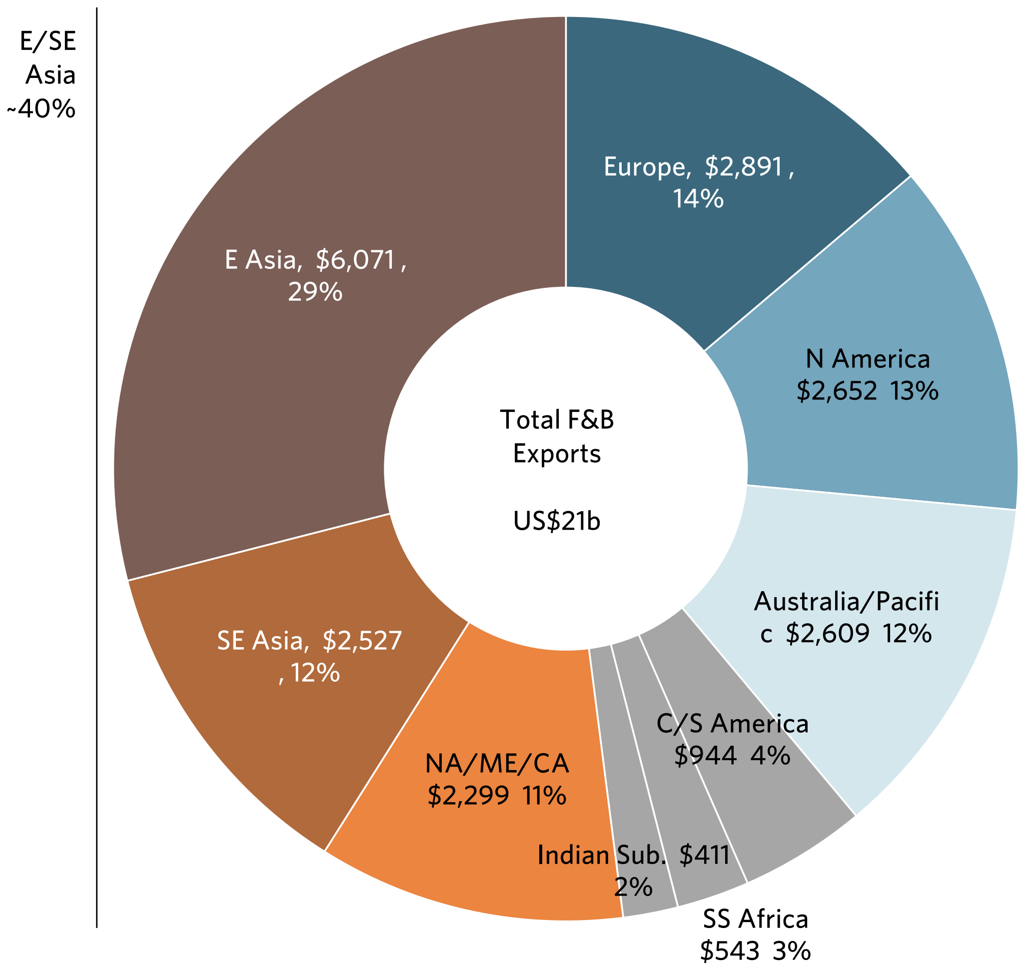
New Zealand has free trade agreements – either in place or proposed – with most of the Asia-Pacific region



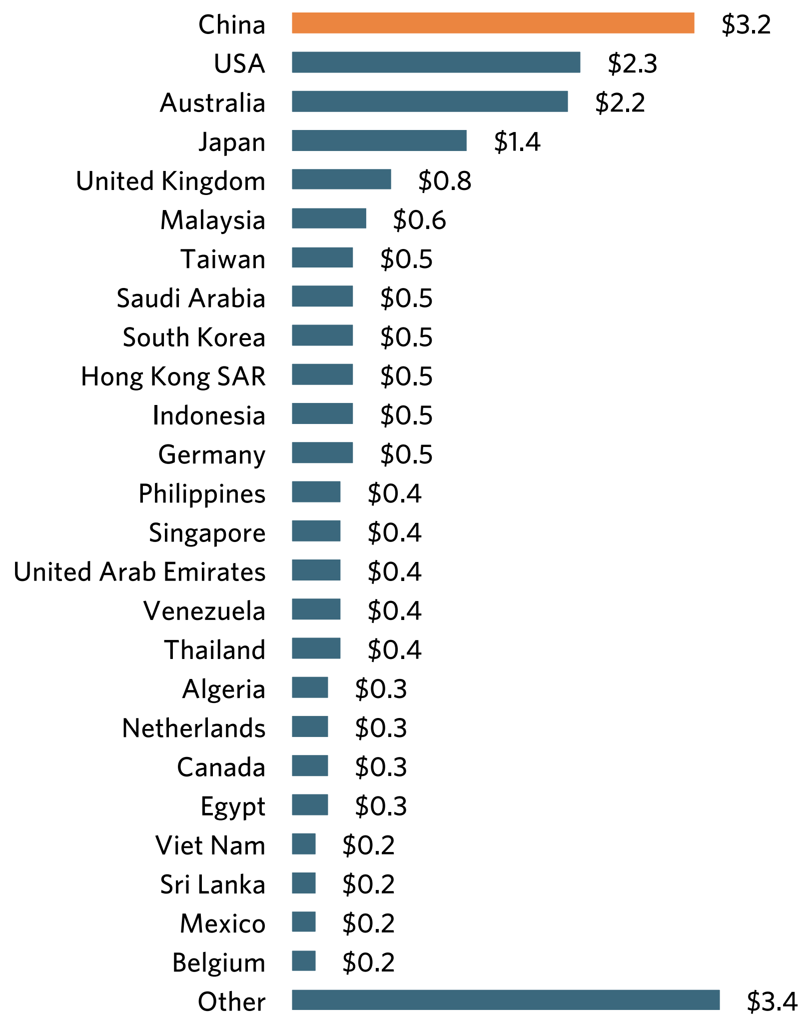
Source: Wikipedia (public domain) with Coriolis additions using MFAT data

New Zealand exports food and beverages to a wide range of destinations; however Asia is now the largest destination region taking ~40% and China is the largest single destination

NZ F&B EXPORT VALUE BY REGION
US$b; %; 2012



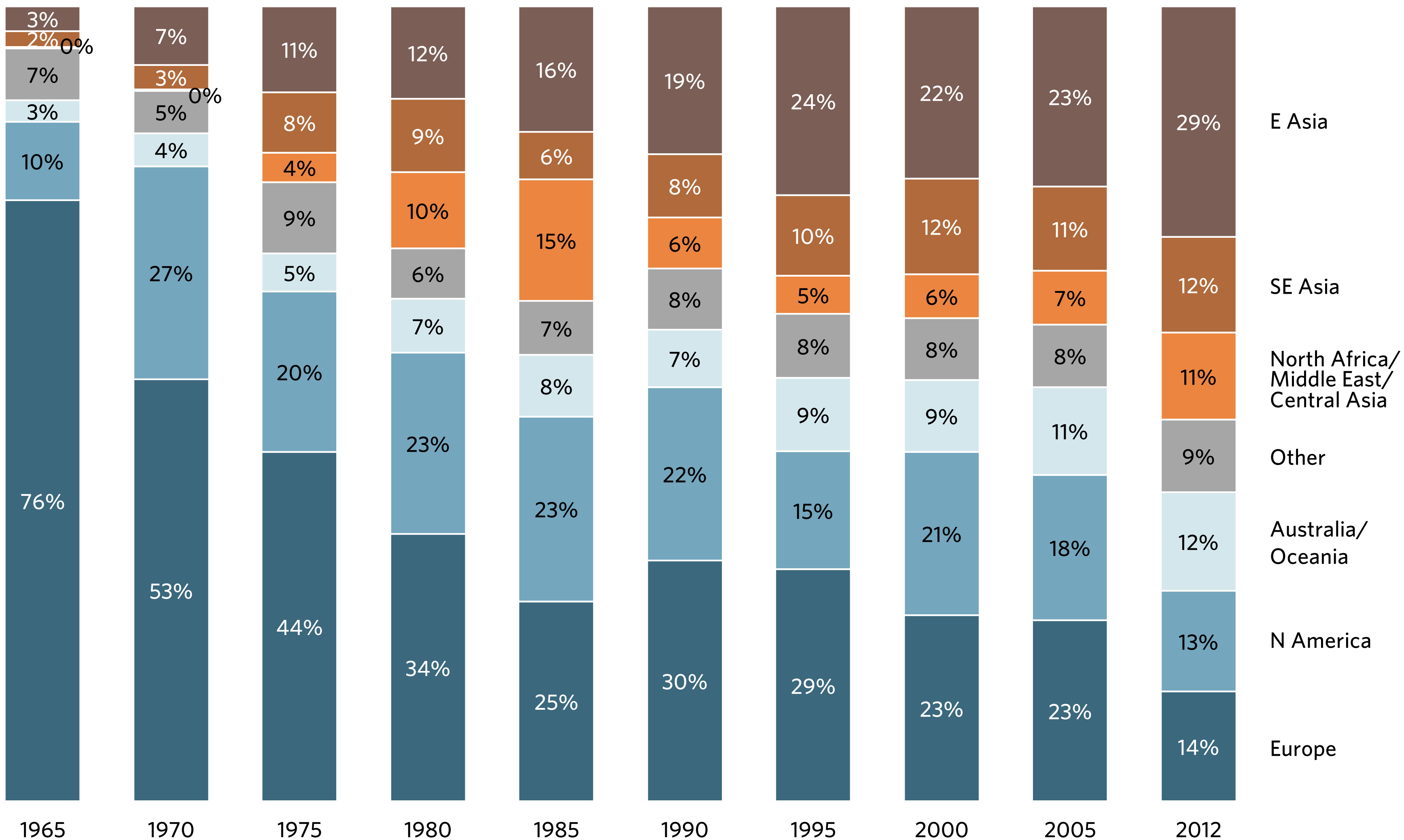
TOP 25 F&B EXPORT DESTINATIONS BY VALUE
US$b; 2012



NA/ME/CA = North Africa/Middle East/Central Asia; Note: totals may not add due to rounding; Source: UN Comtrade database; Coriolis analysis

New Zealand is in the middle of a fundamental transition from feeding Westerners to feeding the Asia-Pacific region

SHARE OF NZ F&B EXPORT VALUE BY REGION
% of US$; 1965-2012



Source: UN Comtrade database; Coriolis analysis


UPSIDE
... capacity to produce much more
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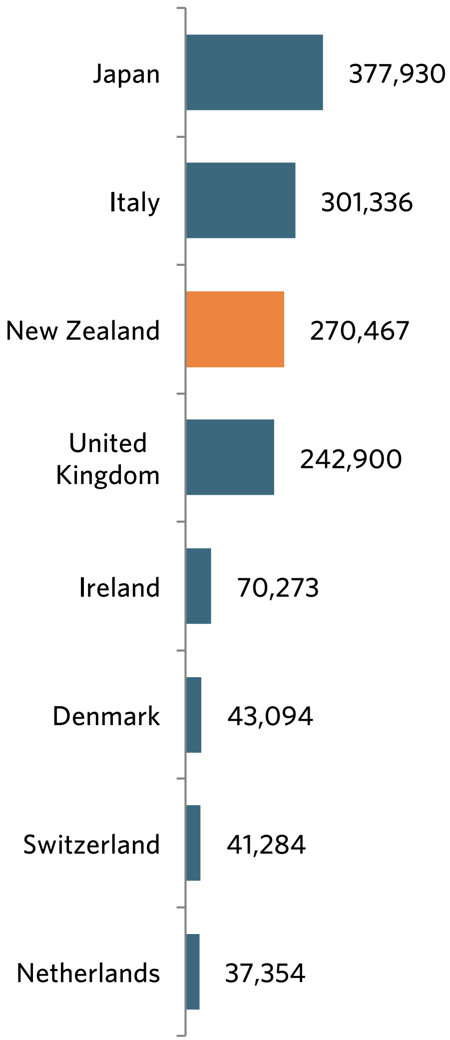
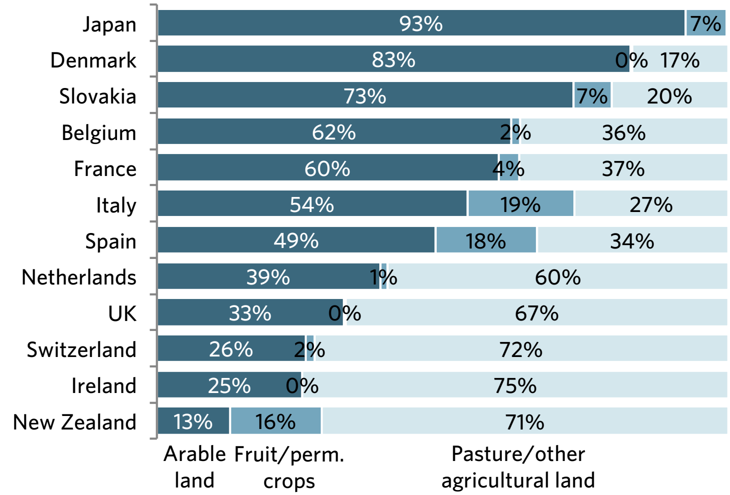
Peers suggest ample capacity to increase or intensify food production volume for the foreseeable future, though this will likely require land use change and more irrigation

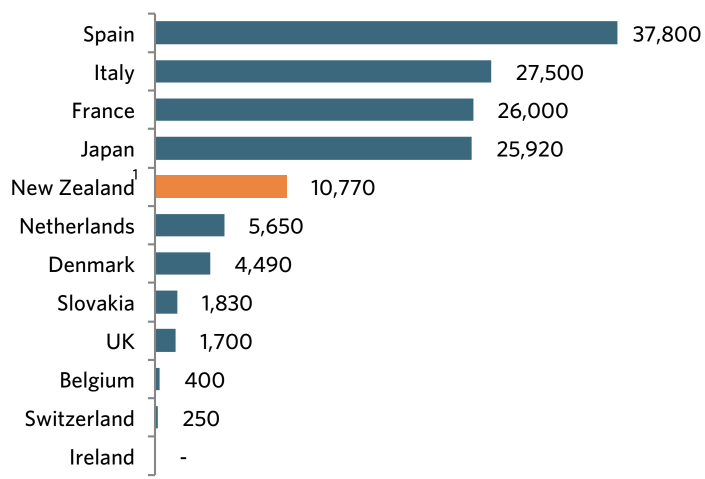
COUNTRY AREA
km²; 2013



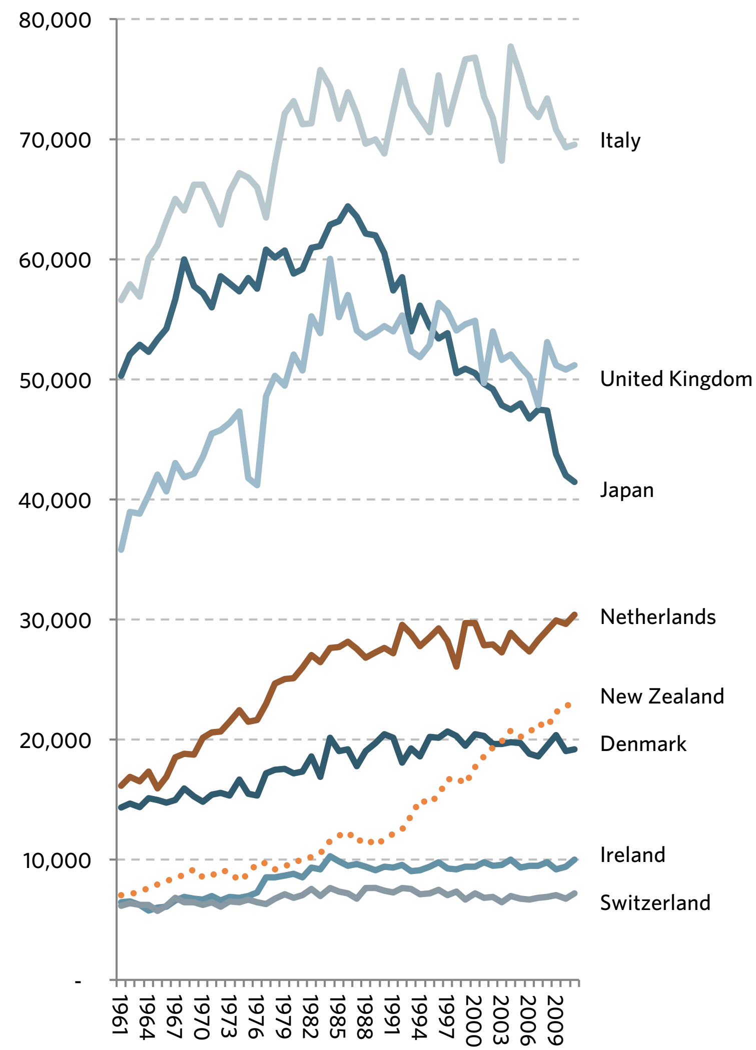
AG LAND USE BY TYPE
% of ag area; km²; 2012 or as available



AREA IRRIGATED
km²; 000; 2012 or as available



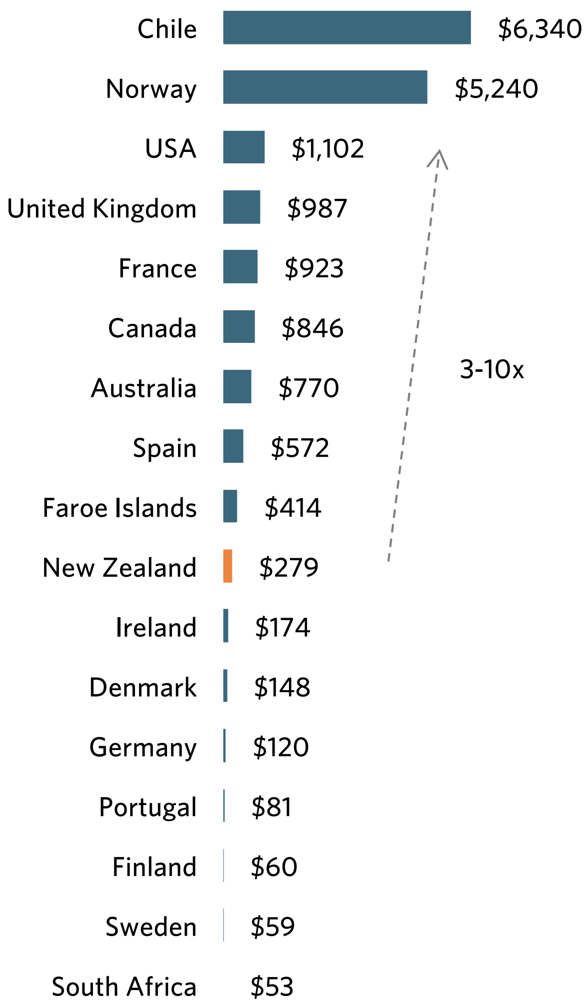
TOTAL FOOD PRODUCTION VOLUME
Tonnes; 000; 1961-2011



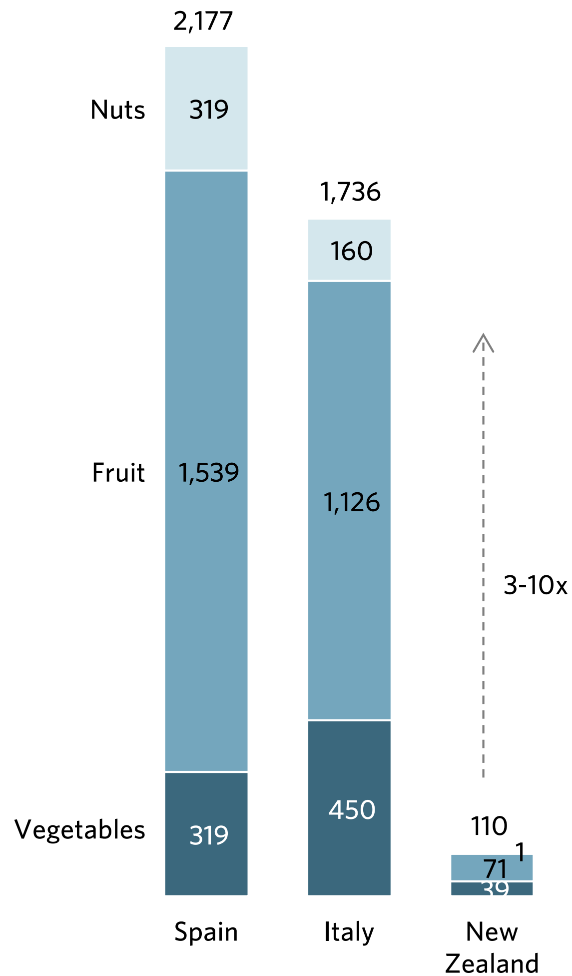
1. available data is consented to irrigate not actually irrigated; Source: World Bank; CIA World Fact Book; UN AgStat database; Coriolis analysis

Peers suggest many food & beverages categories have strong growth upside

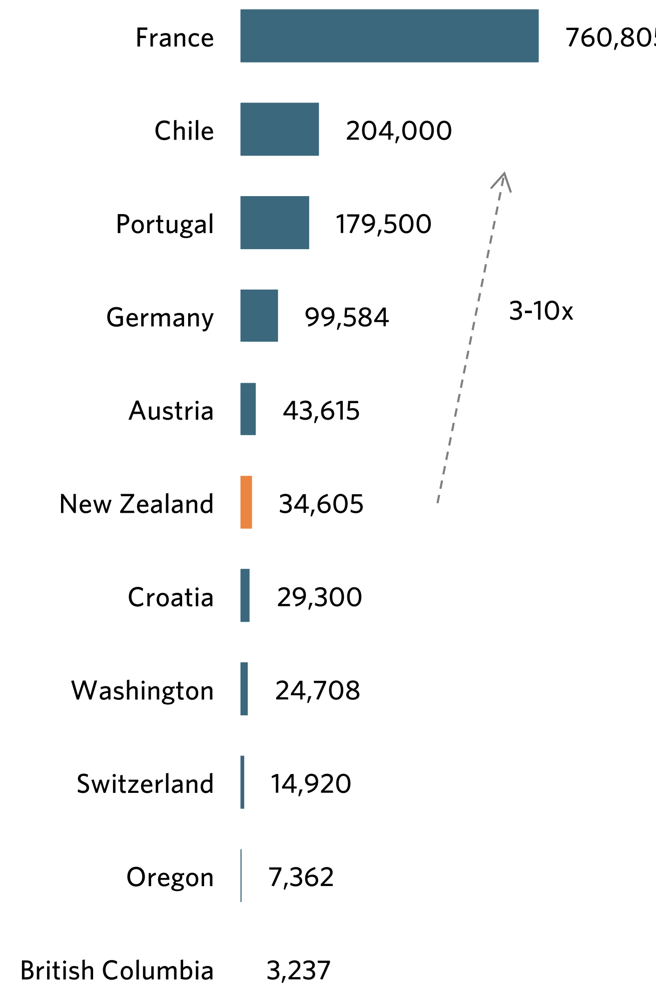
AQUACULTURE PRODUCTION VALUE
US$m; 2011



HECTARES IN FRUIT & VEGETABLES
ha; 000; 2012

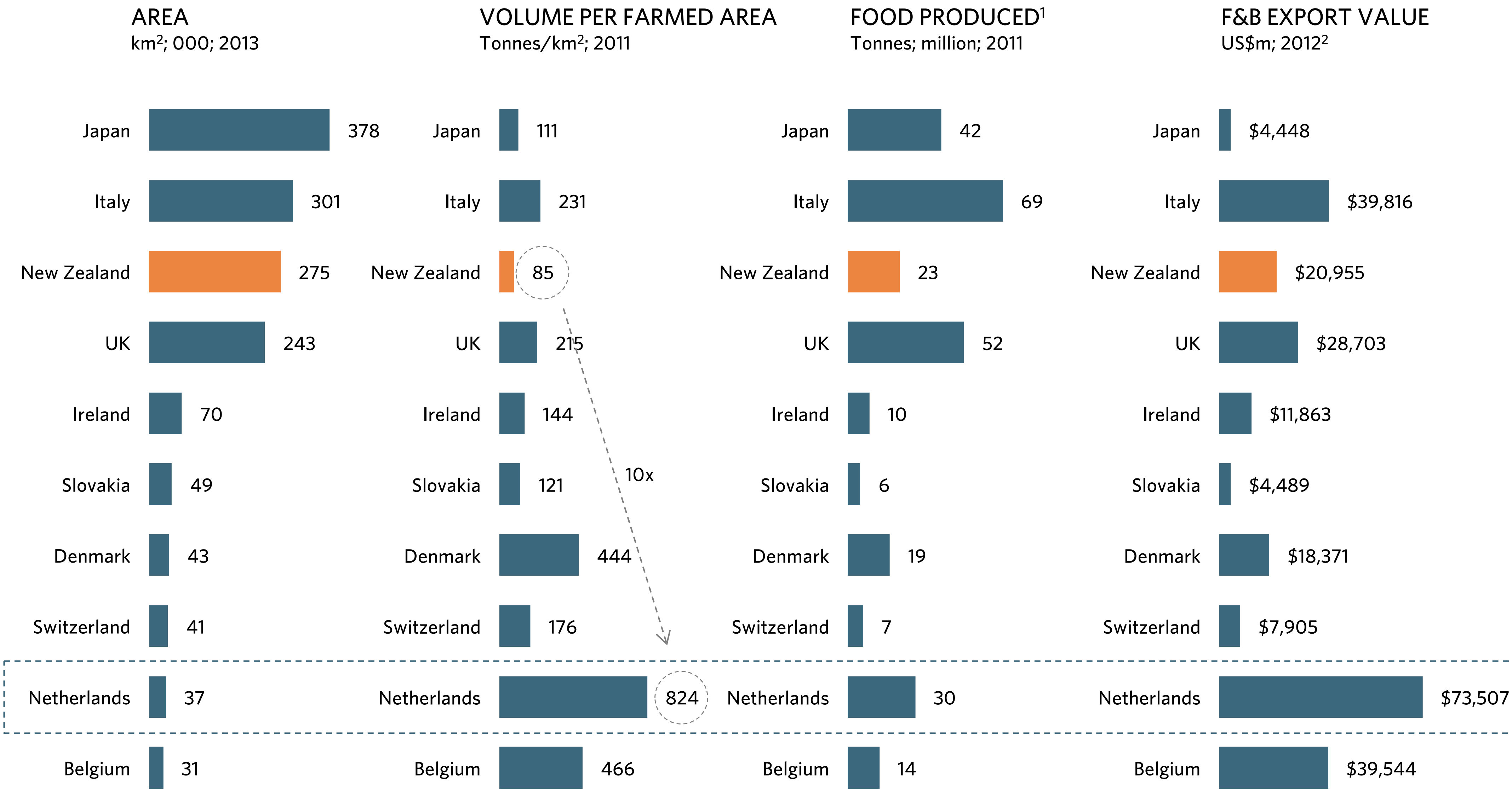


GRAPE AREA BY COUNTRY/REGION
ha; actual; 2012



Source: UN FAO AgStat; UN FAO FishStat FIGIS database; USDA Census of Agriculture; Wine BC; Coriolis analysis

Peers suggest New Zealand has significant intensification upside

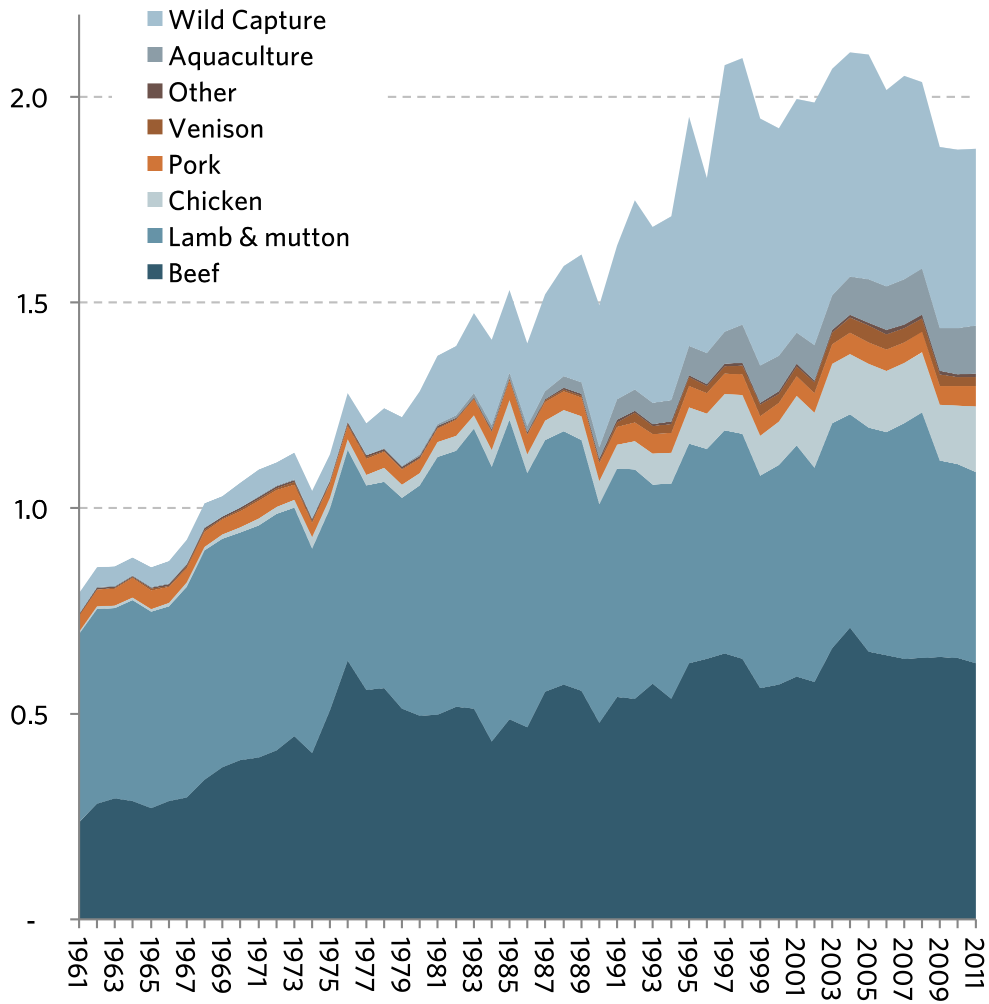


1. Excludes Seafood; 2. Italy uses 2011; Source: United Nations AgStat database; UN Comtrade database; Coriolis analysis

New Zealand is a long term protein play

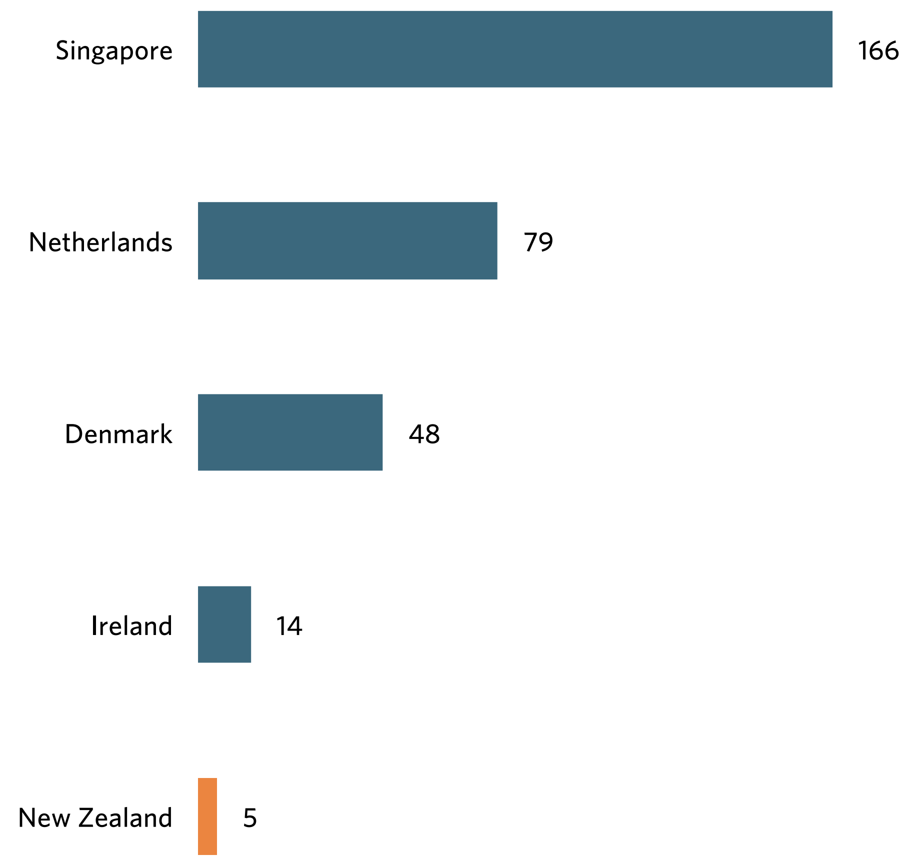
NZ MEAT & SEAFOOD PRODUCTION

Metric tons; millions; 1961-2011



MEAT TONS PER SQUARE KILOMETRE

Metric tons/square kilometre; 2011



Note: 2011 is latest data available from UN; Source: UN FAO AgStat database; UN FAO FishStat database; CIA World Fact Book; Coriolis classification and analysis


GREAT
... at producing food and beverages
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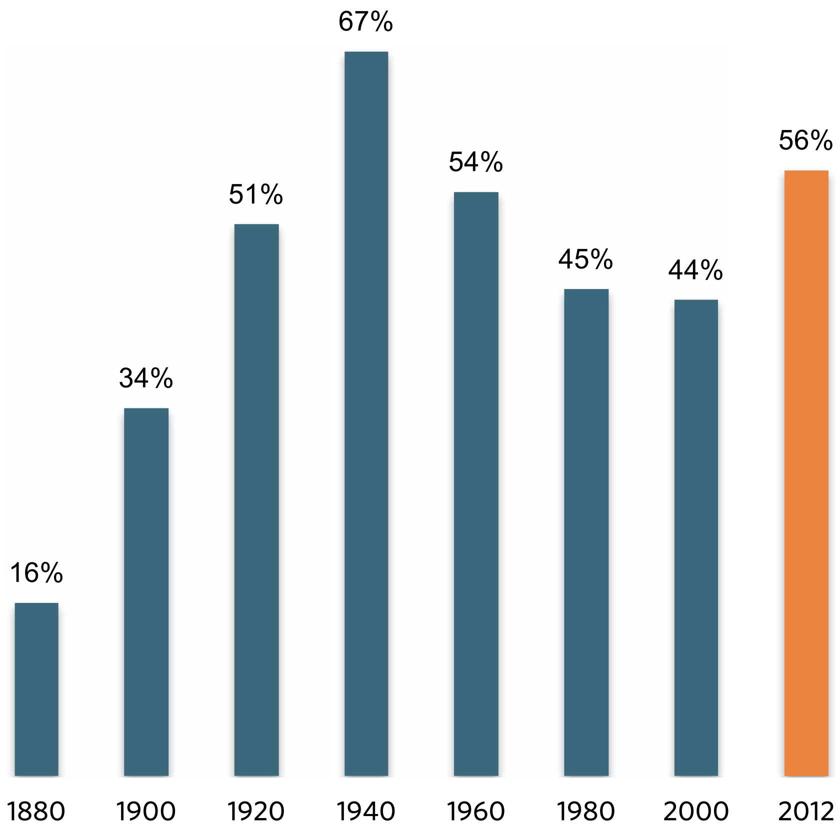
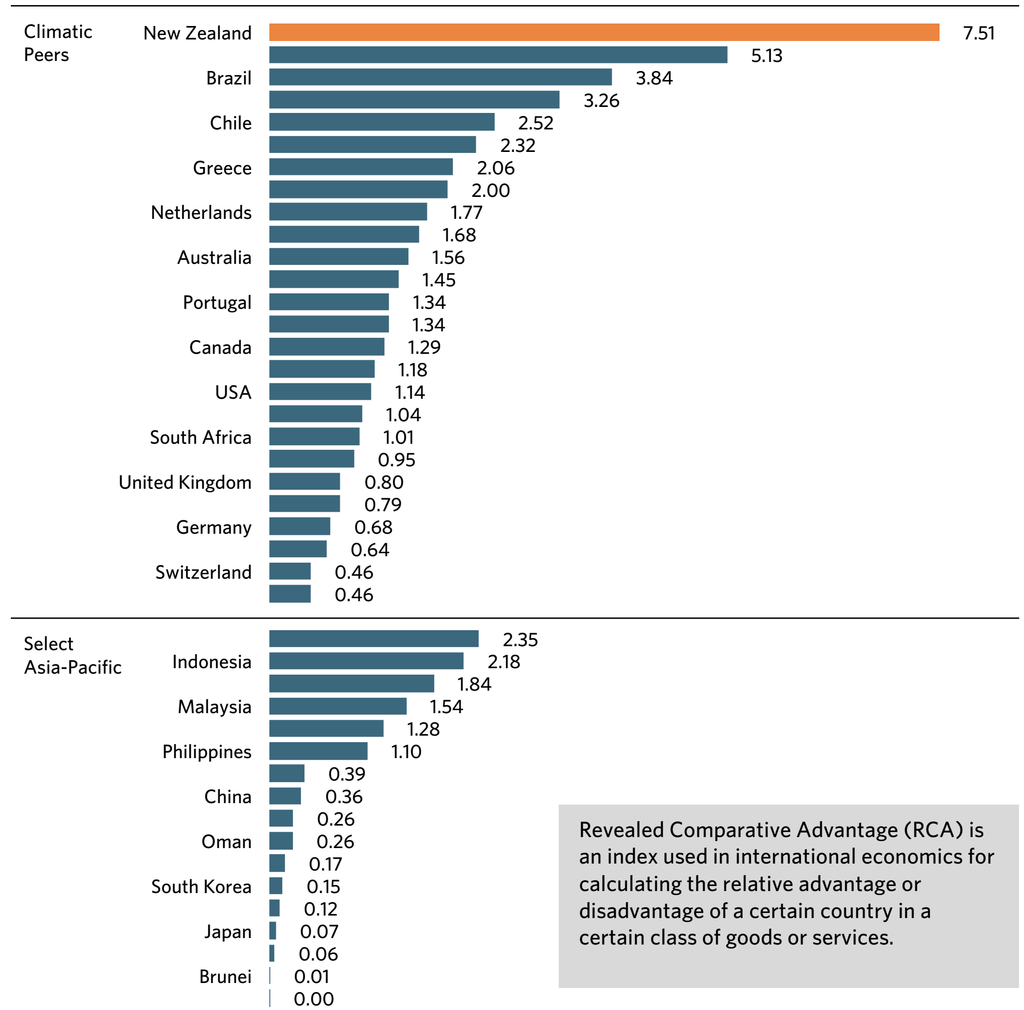
Food & beverage exports have been core to New Zealand's exports for over 100 years and the country has extremely high "revealed comparative advantage"

F&B AS A PERCENT OF NZ EXPORT VALUE
% of total merchandise exports; 1880-2012



INDEX OF REVEALED COMPARATIVE ADVANTAGE (RCA) IN FOOD
Relative index or scale; 1=neutral; 2012

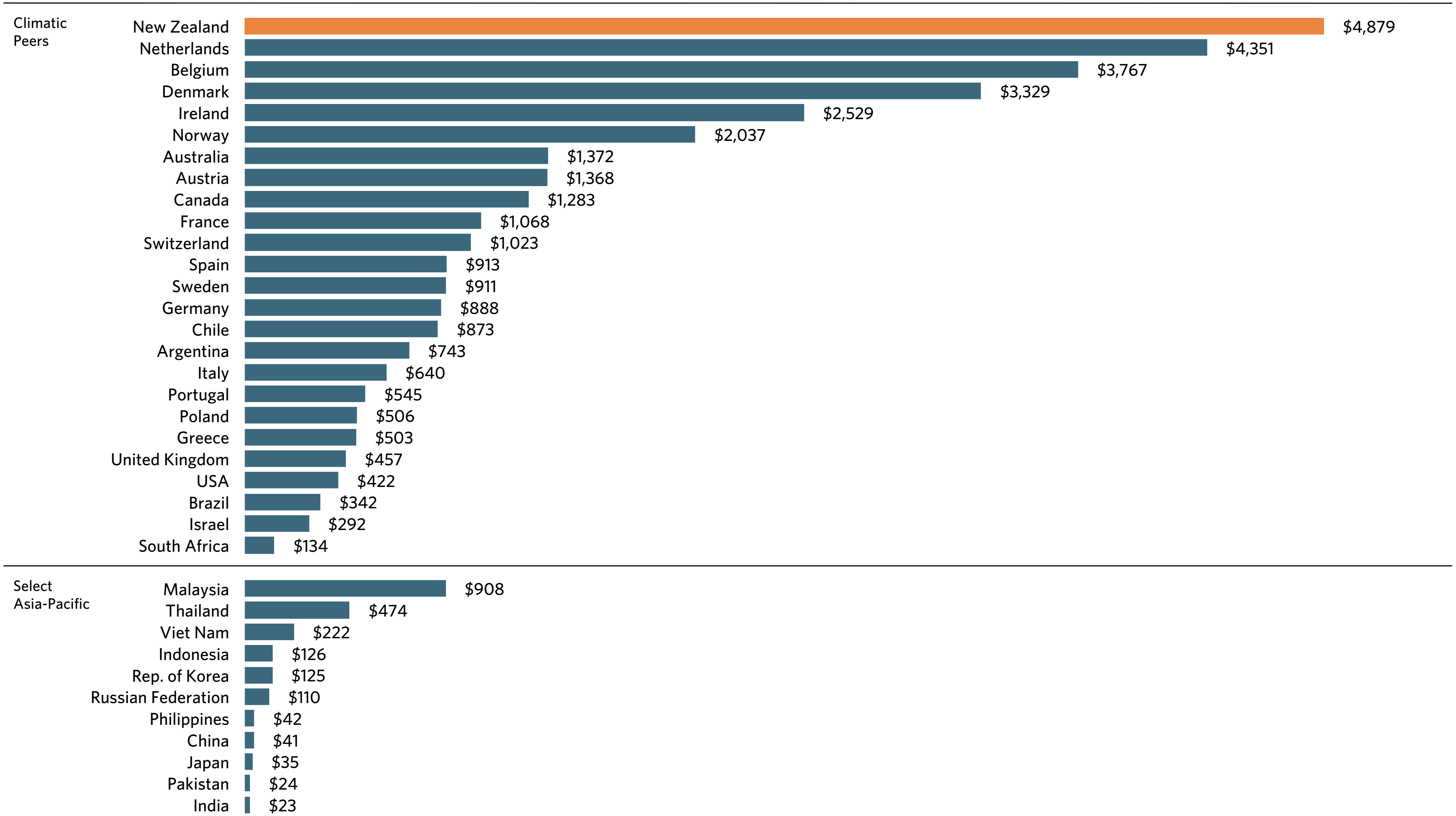


Revealed Comparative Advantage (RCA) is an index used in international economics for calculating the relative advantage or disadvantage of a certain country in a certain class of goods or services.

Source: Statistics NZ 1880,1990,1920, NZ trade and shipping 1940, NZ Exports 1960, UN Comtrade 1980,2000,2012; Béla Balassa (1965); Wikipedia; Coriolis analysis

The New Zealand F&B industry is export oriented relative to peers

F&B EXPORTS PER CAPITA
US$/person; 2012



Source: UN Popstat; UN Comtrade database; Coriolis analysis

New Zealand has strength in temperate climate foods

World Leader	Emerging	Competitive/Neutral	Not Competitive
Milk powder	Pacific salmon	Pork	Tropical fruit
Butter	Honey	Bulk chicken	Sugar cane
Cheese	Spirits	Vegetable oils	Some bulk grain
Other dairy products	Biscuits	Specialty grains	Coffee beans
Lamb	Petfood	Oats	Vanilla
Beef	Cherries	Processed chicken	Spices
Apples	Chocolate	Beer	Table grapes
Kiwifruit	Frozen french fries	Refined sugar	Palm Oil
Wine	Beer		
Honey	Cider		
Rock lobster	Avocados		
Infant formula	Berries		
Dairy-based processed foods	Jams & Jellies		
	Capsicum		
	Peas		
	Sugar confectionery		
	Soups & broths		
	Onions		
	Prepared fish		
	Beef jerky		
	Avocados		

New Zealand's success in food & beverages in underpinned by fundamental long term drivers

Drivers of success in F&B

Water rich overall Isolated island nation; pest/disease free status Counter-seasonal to the North Low intensity, free-range farming	Natural Resources
Honest, ethical culture Educated/professional farmers & orchardists Deep farming knowledge & experience Universities with AgScience strength	Human Resources
Investing $1b/year in bio-economy research World leader in dairy/pastoral R&D Ag. R&D at scale at Crown Research Institutes	Science & Technology
Strong food safety standards & systems Robust biosecurity & border control Respected sustainable fisheries management	Supportive Government

Ingredients

- Dairy
- Meat
- Seafood
- Fruit & Vegetables
- Specialty Grains

Retail-Ready Products

- Infant Formula
- Confectionery
- Ice Cream
- Jams & Jellies
- Frozen Meals & Sides
- Soups & Sauces
- Pasta Products
- Breakfast Cereal
- Biscuits & Other Baked
- Pet Foods
- Nutraceuticals
- Innovative Foods
- Beverages

As a result of being an island nation with strong biosecurity controls, New Zealand is free of a wide range of animal diseases; this leads to higher yields and excellent market access

	Major global diseases	
Species	Present in New Zealand	Not present in New Zealand (select)
Cattle	Bovine TB Johne's Disease	Foot-and-mouth Bovine Spongiform encephalopathy (BSE) Bovine Brucellosis
Sheep	Footrot	Scrapie Foot-and-mouth Blue tongue
Deer	Bovine TB	Foot-and-mouth Chronic Wasting Disease
Horse	-	Potomac horse fever African Horse Sickness West Nile virus Equine encephalomyelitis
Poultry	-	Highly Pathogenic Avian Influenza (Bird flu) Infectious Bursal Disease Newcastle's Disease (Fowl pest)
Pigs	-	Foot-and-mouth Porcine Reproductive & Respiratory Syndrome Porcine Brucellosis Classical Swine fever
Salmon	-	Infectious Salmon Anemia (ISA)

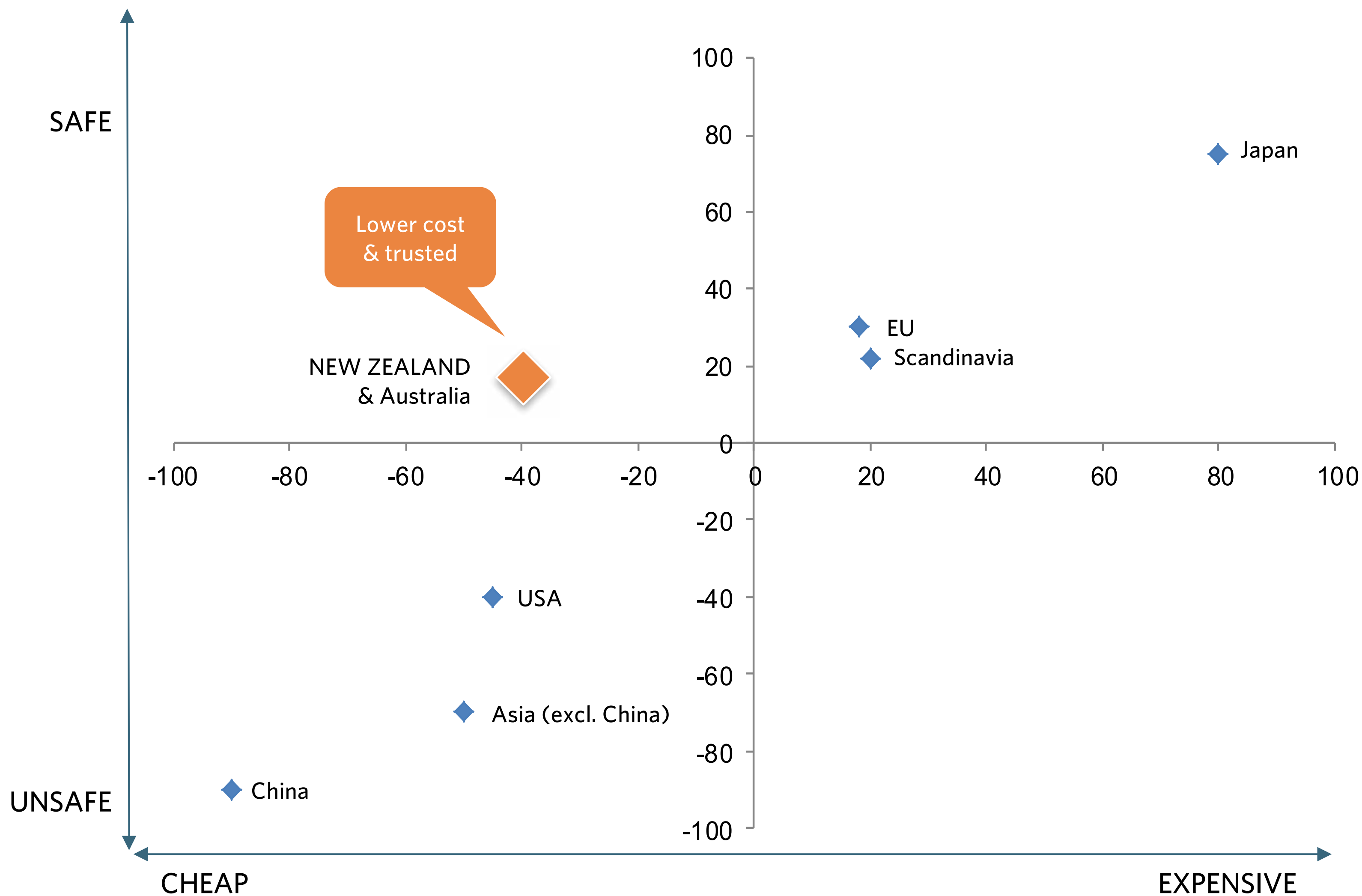
* Full list available at MPI http://www.biosecurity.govt.nz/pests/surv-mgmt/surv/freedom; Source: MPI; Coriolis analysis

Global benchmarking consistently shows high value in "Brand New Zealand"

REPUTATION INSTITUTE COUNTRY REPUTATION 2013	FutureBrand COUNTRY BRAND PERCEPTION 2012
Canada	Switzerland
Sweden	Canada
Switzerland	Japan
Australia	Sweden
Norway	**New Zealand**
Denmark	Australia
New Zealand	Germany
Finland	United States
Netherlands	Finland
Austria	Norway
Germany	United Kingdom
Ireland	Denmark
Belgium	France
Japan	Singapore
United Kingdom	Italy
Italy	Maldives
France	Austria
Spain	Netherlands
Portugal	Spain
Singapore	Mauritius

Consumers in key markets – particularly Asia – trust New Zealand food and beverages

JAPANESE PUBLIC IMAGE OF FOREIGN PRODUCTS 2009



Source: Gain report JA8713; Coriolis

As a result of its strong brand, excellent reputation and consumer trust, food & beverage manufacturers regularly call out New Zealand on the front of pack

EXAMPLE: PET FOOD PRODUCTS WITH NEW ZEALAND ON FRONT OF PACK

Source: various; photo credit (fair use; low resolution; complete product/brand for illustrative purposes); Coriolis analysis


SUPPORTIVE
... business ecosystem
iFAB 2014

Multiple global surveys show NZ Inc. leading in international business friendly rankings

Transparency International: CORRUPTION PERCEPTIONS 2013	The World Bank: INVESTOR PROTECTION 2013	Forbes: BEST COUNTRIES FOR BUSINESS 2013	The World Bank: EASE OF DOING BUSINESS 2013	The Heritage Foundation: ECONOMIC FREEDOM 2013
NEW ZEALAND	**NEW ZEALAND**	Ireland	Singapore	Hong Kong
Denmark	Singapore	**NEW ZEALAND**	Hong Kong	Singapore
Finland	Hong Kong	Hong Kong	**NEW ZEALAND**	Australia
Sweden	Canada	Denmark	United States	**NEW ZEALAND**
Singapore	Malaysia	Sweden	Denmark	Switzerland
Norway	Colombia	Finland	Malaysia	Canada
Switzerland	Ireland	Singapore	South Korea	Chile
Netherlands	Israel	Canada	Georgia	Mauritius
Australia	United States	Norway	Norway	Denmark
Canada	South Africa	Netherlands	United Kingdom	United States
Luxembourg	United Kingdom	Australia	Australia	Ireland
Germany	Mauritius	United Kingdom	Finland	Bahrain
Iceland	Thailand	Belgium	Iceland	Estonia
United Kingdom	Albania	United States	Sweden	United Kingdom
Belgium	Slovenia	Iceland	Ireland	Luxembourg
Barbados	Belgium	Switzerland	Taiwan	Finland
Hong Kong	Georgia	Slovenia	Lithuania	Netherlands
Japan	Japan	Taiwan	Thailand	Sweden
United States	Macedonia	France	Canada	Germany
Uruguay	Peru	Portugal	Mauritius	Taiwan

New Zealand food & beverage sectors have strong and robust industry representation

DAIRY

- DairyNZ
- DCANZ – Dairy Companies Association of New Zealand
- FGC – New Zealand Food & Grocery Council
- NZ Large Herds Association Inc.
- Federated Farmers of New Zealand

MEAT

- mia – Meat Industry Association
- beef+lamb new zealand
- New Zealand Meat Board
- New Zealand Pork
- PIANZ – Poultry Industry Association NZ
- Federated Farmers of New Zealand
- Deer Industry New Zealand
- NZDFA – New Zealand Deer Farmers' Association

SEAFOOD

- Seafood Industry Council
- Aquaculture New Zealand
- New Zealand Salmon Farmer's Association Inc.
- new zealand Abalone Farmers association
- Fisheries Inshore New Zealand
- New Zealand Oyster Industry Association
- DeepWater Group
- New Zealand Federation of Commercial Fishermen
- mfa – Marine Farming Association
- New Zealand Rock Lobster Industry Council

PRODUCE

- United Fresh
- Horticulture New Zealand
- New Zealand Horticulture Export Authority
- Pipfruit New Zealand
- New Zealand Kiwifruit Growers Inc.

PROCESSED FOODS

- FGC – New Zealand Food & Grocery Council
- Baking Industry Association of New Zealand
- United Wheatgrowers NZ Ltd
- The New Zealand Ice Cream Manufacturers Assoc. (Inc)
- New Zealand Petfood Manufacturers Association

BEVERAGES

- FGC – New Zealand Food & Grocery Council
- New Zealand Wine – Pure Discovery
- NZJBA – New Zealand Juice & Beverage Association www.nzjba.org.nz
- Brewers Guild of New Zealand
- Brewers Association – Brewers Association of Australia & New Zealand Inc
- DSANZ

New Zealand has a long history of government-funded R&D and science in the food industry

F&B FOCUSED SCIENCE ORGANISATIONS

Plant & Food RESEARCH RANGAHAU AHUMĀRA KAI

agresearch

NIWA Taihoro Nukurangi

Landcare Research Manaaki Whenua

CallaghanInnovation

ESR

Riddet Institute Food | Innovation | Health

Bio-Protection Bioprotection science for New Zealand

CAWTHRON

UNIVERSITIES WITH MAJOR F&B RESEARCH

MASSEY UNIVERSITY TE KUNENGA KI PŪREHUROA

Lincoln University Te Whare Wānaka o Aoraki

THE UNIVERSITY OF AUCKLAND

UNIVERSITY of OTAGO Te Whare Wānanga o Otāgo NEW ZEALAND

The New Zealand Food Innovation Network provides open access commercial scale pilot plants

LOCATION	FOCUS	CAPABILITIES
THE FOODBOWL	Processed/FMCG foods Space/equipment for hire Export registrations ~1000 kg/shift	- Extrusion & milling/blending - UHT/Beverage - High pressure processing - Freeze drying - General processing - Multiple packaging styles - Production kitchen
FOODWAIKATO	Dairy & Infant Formula ~500 kg/hour	- Spray dryer - Evaporator - Other dairy equipment - Packing
THE FOODPILOT	Dairy Fruit & vegetables All Food and Beverage	- Same equipment as Manukau ($1/5^{th}$ scale) - Same equipment as Waikato ($1/20^{th}$ scale) - Post harvest technologies - Meat and small goods pilot plant
SOUTH ISLAND	All Food and Beverage	Sourcing of: - pilot equipment - technical expertise - business expertise


ATTRACTING
... investment
iFAB 2014

The New Zealand F&B industry has attracted investment from a wide range of global leaders

EUROPE

Unilever · Cadbury · Pernod Ricard · Associated British Foods plc · LVMH Moët Hennessy. Louis Vuitton · Danish Crown · Tate & Lyle · DSM Bright Science. Brighter Living. · Danone · Nestlé Good Food, Good Life · Kerry · FrieslandCampina · Heineken · Glencore International plc · Viterra · BayWa · Levarht import - export · Första AP-Fonden

AMERICAS

Mondelēz International · Heinz · PepsiCo International · Mars · McCain · gsf golden state foods · Constellation · Simplot · 3G Capital · General Mills · E&J Gallo Winery · Wilbur-Ellis · TPG · Berkshire Hathaway Inc. · OSI · Foley Family Wines · Bacardi · Marfrig Group

AUSTRALIA

goodman fielder · Treasury Wine Estates · Love'em Ingham · GWF · PEP Pacific Equity Partners · NextCapital · Gourmet Food Holdings · Negociants New Zealand · freedom foods · CCA Coca-Cola Amatil · Markwell Foods · Gardner Smith · GrainCorp

ASIA

Suntory · Kirin · Asahi · Nissui · Mitsui & Co. · Itoham · Maruha Nichiro · 株式会社シンポフーズ · Imanaka Ltd. · Cerebos · Olam · wilmar · Kasisuri · Vinamilk · RH Group 常青集团 · Affinity Equity Partners · 日清製粉グループ · 光明食品(集团)有限公司 Bright Food (Group) Co., Ltd. · Mengniu 蒙牛 · 伊利 · EMPII · Alliance Select Foods International, Inc. · Etika

New investors continue to arrive in New Zealand

2010

VINAMILK

光明食品(集团)有限公司
BRIGHT FOOD (GROUP) CO., LTD.

freedom FOODS
HONEST, NUTRITIOUS & FREE

wilmar

Mondelēz International

Alliance Select Foods International, Inc.

2011

AFFINITY EQUITY PARTNERS

KASISURI

Asahi

2012

伊利

BayWa

TATE & LYLE

GrainCorp

2013

FrieslandCampina

蒙牛
MENGNIU

YASHILY 雅士利

TPG

3G Capital

Berkshire Hathaway Inc.

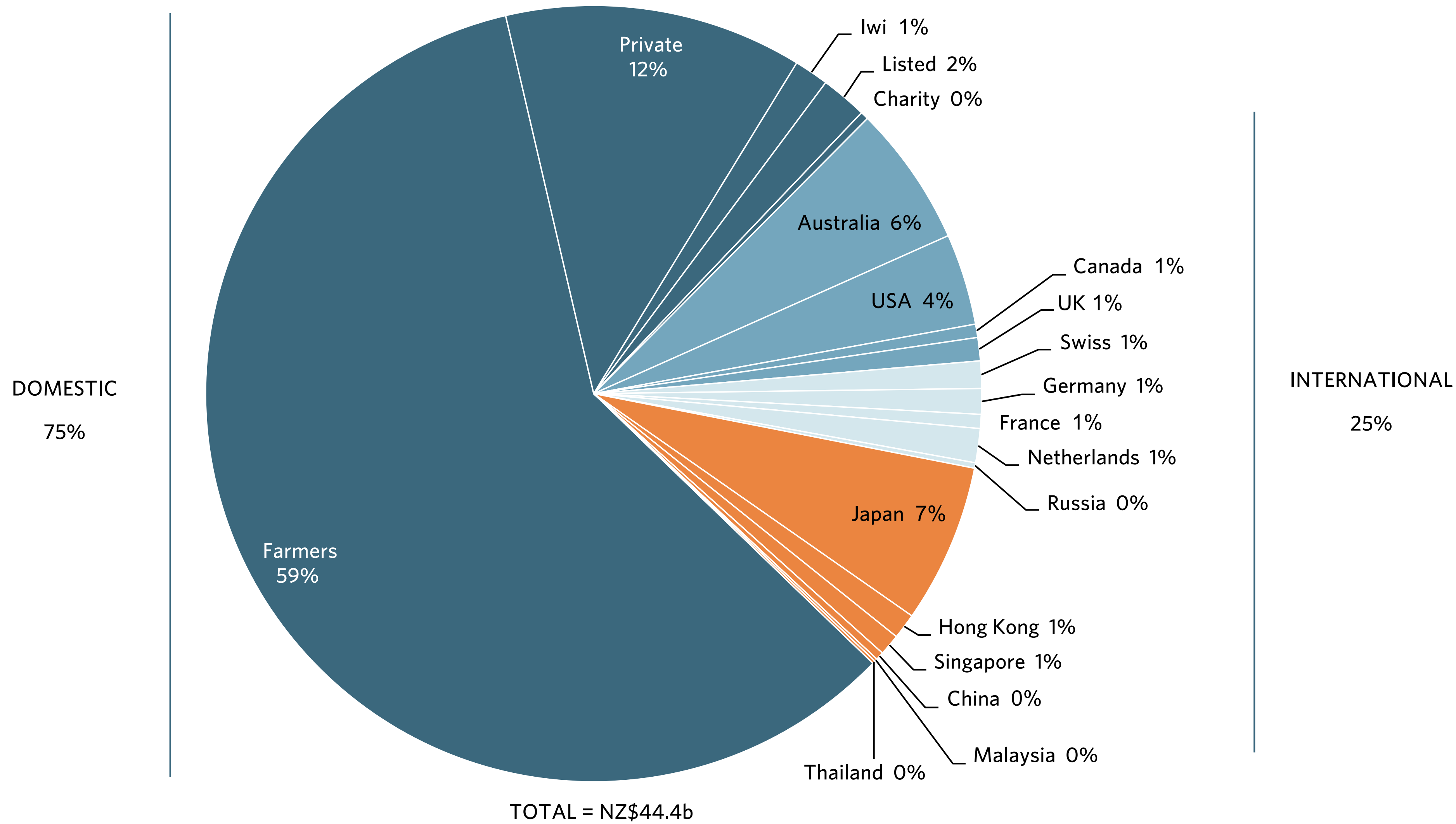
日清製粉グループ

DSM
BRIGHT SCIENCE. BRIGHTER LIVING.

FÖRSTA AP-FONDEN

The New Zealand F&B industry has wide ranging ownership; 25% of the industry by turnover is foreign owned

TURNOVER OF TOP 78 NZ F&B FIRMS BY OWNERSHIP TYPE/COUNTRY
% of NZ$m; 2011

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iFAB 2014

Further information on all the major sectors of the New Zealand food & beverage industry is available in the other reports in this series

Other reports, including those from previous years, are available on the MBIE or Coriolis website…

MINISTRY OF BUSINESS, INNOVATION & EMPLOYMENT
HIKINA WHAKATUTUKI
Economic Development Information

www.med.govt.nz/sectors-industries/food-beverage/information-project/

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For more information or assistance in investing in the New Zealand food and beverage industry contact:

Agency	Key areas of responsibility	Contact details
MINISTRY OF BUSINESS, INNOVATION & EMPLOYMENT HĪKINA WHAKATUTUKI	- Economic Development Policy - Research goals & priorities - Scientific research funding - Labour market/employment relations	www.mbie.govt.nz/contact-us www.foodandbeverage.govt.nz
NEW ZEALAND TRADE & ENTERPRISE	- Trade promotion - Export development	www.nzte.govt.nz/about-nzte/pages/new-zealand-offices.aspx
NEW ZEALAND FOREIGN AFFAIRS & TRADE	- Trade relationships - Trade policy, including trade negotiations and offshore market access barriers	mfat.govt.nz/About-the-Ministry/Contact-us/index.php
Ministry for Primary Industries Manatū Ahu Matua	- Biosecurity - Agricultural production - Food safety	www.mpi.govt.nz/AboutMPI/ContactUs/tabid/94/Default.aspx

The Food and Beverage Information Project

The Food & Beverage Information Project is the first comprehensive overview of the state of New Zealand's Food & Beverage (F&B) industry. Part of the Government's Business Growth Agenda (BGA), it is an integrated programme of work focusing on the six key inputs businesses need to succeed, grow and add jobs; export markets, capital markets, innovation, skilled and safe workplaces, natural resources and infrastructure.

Essentially, the BGA Export Markets goal will require lifting the ratio of exports from today's rate of 30% of GDP to 40% by 2025. This equates to doubling exports in real terms (or tripling exports in nominal non-inflation adjusted terms). This in turn equates to achieving a 7% per annum growth rate over the next twelve years.

This five-year project analyses the main sectors in F&B, including dairy, meat, seafood, produce, processed foods, and beverages, as well as providing an overview of how the industry is fairing in our major markets. It also conducts in-depth sector reviews on a rotating basis. The information is updated annually and feedback from users shows the project is acting as a vital tool for companies looking to expand and grow exports.

Why Food & Beverage?

The Food & Beverage industry is vitally important to the New Zealand economy. Food & Beverage accounts for 56% of our merchandise trade exports and one in five jobs across the wider value chain. In addition, F&B acts as a vital ambassador for the country, being in most cases the first exposure global consumers get to "Brand New Zealand."

New Zealand's F&B exports are growing strongly and the country's export performance is strong and improving relative to peers. In the 15 years leading up to 2010, New Zealand's food and beverage exports grew at a compound annual rate of 7% per annum. So one way to look at the challenge is to ask – can we continue to grow our food & beverage exports at the same rate? To understand if this is possible we need to know what has been driving our success.

What is the purpose of the food and beverage information project?

The project pulls together the available information on the food and beverage industry into one place, in a form which is familiar and useful to business. The reports contain analysis and interpretation of trends and opportunities to materially assist with business strategy and government policy.

The information will be of vital use to businesses, investors, government, and research institutions as the industry expands and diversifies. This industry view will be very useful to government, enabling better dialogue and the opportunity to address issues collectively.

What benefit will this bring to businesses?

The Project will have many uses for businesses. These include:

- As a base of market intelligence to enable business to be much more targeted in their own market research
- Reviewing and informing offshore market development (including export and investment) strategies
- Assisting in identifying areas of innovation and R&D for the future
- Identifying strategic partners and collaborators
- Enabling a company to benchmark performance with that of its competitors
- Monitoring industry activity
- Gaining a better understanding of their own industry sector
- Identifying internal capability needs or external inputs

How will government use the reports?

This information will provide much greater insight into the industry, which is useful for a range of policy developments, from regulatory frameworks to investment in science and skills and facilitating access to international markets. In particular, a single source of factual information will enable government agencies to better coordinate their efforts across the system and be more responsive to addressing industry issues.

MINISTRY OF BUSINESS, INNOVATION & EMPLOYMENT
HĪKINA WHAKATUTUKI

Ministry for Primary Industries
Manatū Ahu Matua

NEW ZEALAND TRADE & ENTERPRISE

NEW ZEALAND FOREIGN AFFAIRS & TRADE

CORIOLIS
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Coriolis is a boutique management consulting firm that focuses on food, consumer packaged goods, retailing and foodservice.

Coriolis advises clients on strategy, operations, organization, and mergers and acquisitions. We develop practical, fact-based insights grounded in the real world that guide our clients decisions and actions. Founded in 1999, Coriolis is based in Auckland, New Zealand and works on projects across the Asia Pacific region.

WHAT WE DO

We help our clients assemble the facts needed to guide their big decisions. We make practical recommendations. Where appropriate, we work with them to make change happen.

HOW WE DO IT

Our style is practical and down-to-earth. We try to put ourselves in our clients' shoes and focus on actions. We listen hard, but we are suspicious of the consensus. We provide an external, objective perspective. We are happy to link our fees to results.

WHO WE WORK WITH

We only work with a select group of clients we trust. We build long term relationships with our clients and more than 80% of our work comes from existing clients. Our clients trust our experience, advice and integrity.

Typical assignments for clients include...

FIRM STRATEGY & OPERATIONS:

We help clients develop their own strategy for growing sales and profits. We have a strong bias towards growth driven by new products, new channels and new markets.

MARKET ENTRY

We help clients identify which countries are the most attractive – from a consumer, a competition and a channel point-of-view. Following this we assist in developing a plan for market entry and growth.

VALUE CREATION

We help clients create value through revenue growth and cost reduction.

TARGET IDENTIFICATION

We help clients identify high potential acquisition targets by profiling industries, screening companies and devising a plan to approach targets.

DUE DILIGENCE

We help organisations make better decisions by performing consumer and market-focused due diligence and assessing performance improvement opportunities.

EXPERT WITNESS

We provide expert witness support to clients in legal cases and insurance claims. We assist with applications under competition/fair trade laws and regulations.

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