

TARGET MARKET OPPORTUNITIES IN ASIA FOR HONEY

Part of Asia Market Success, April 2016



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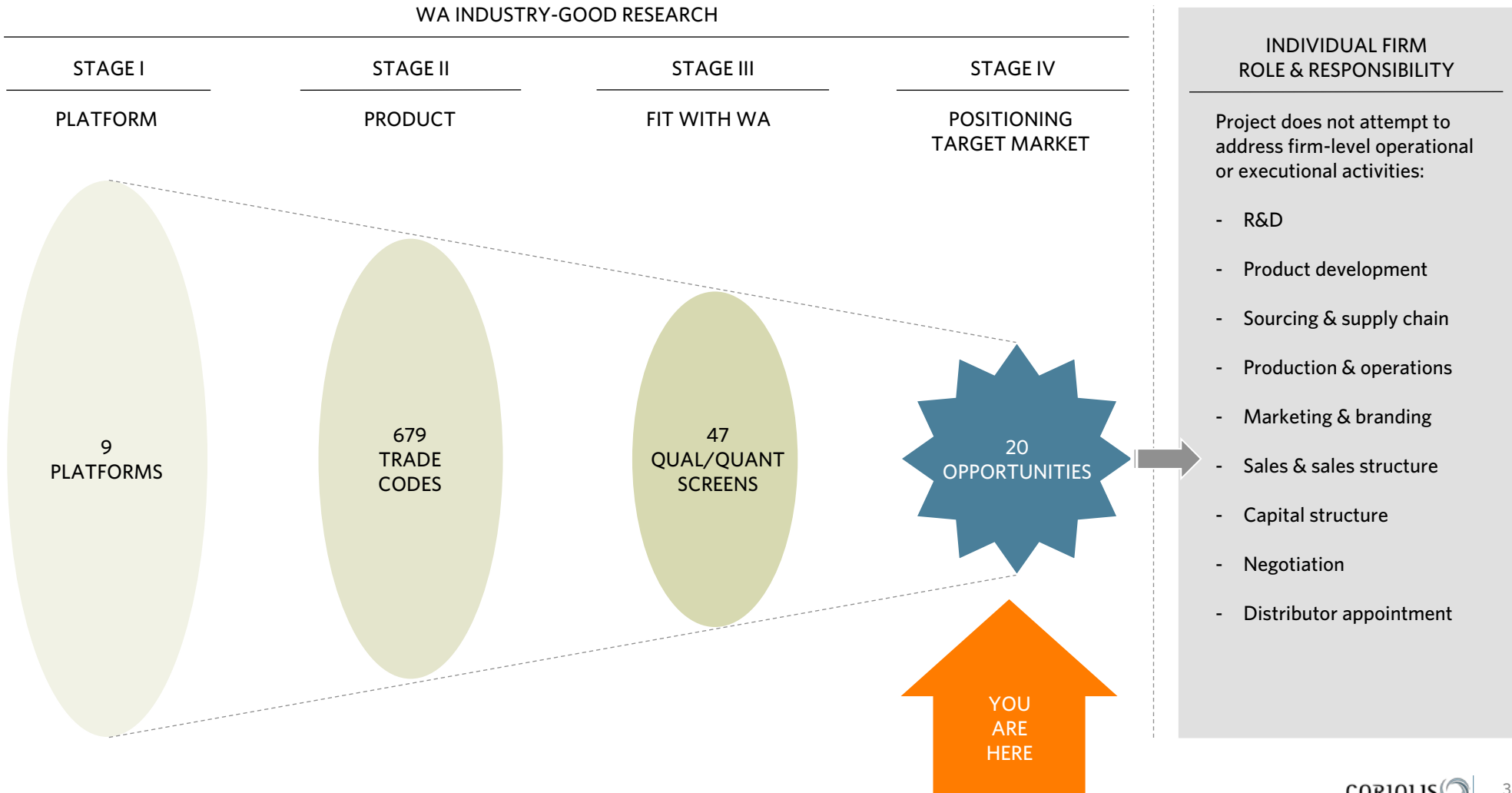
FINAL v100; April 2016

SCREENING OVERVIEW

In Phase One of the Target Market Opportunities in Asia for WA Premium Products Report (TMO Report), extensive import/export trade data was fed through a multi-stage screening process to “hone-in” on potential opportunities for Western Australia; stakeholder interviews also fed into this process

STRUCTURE OF MULTI-STAGE SCREENING PROCESS USED IN THIS PROJECT

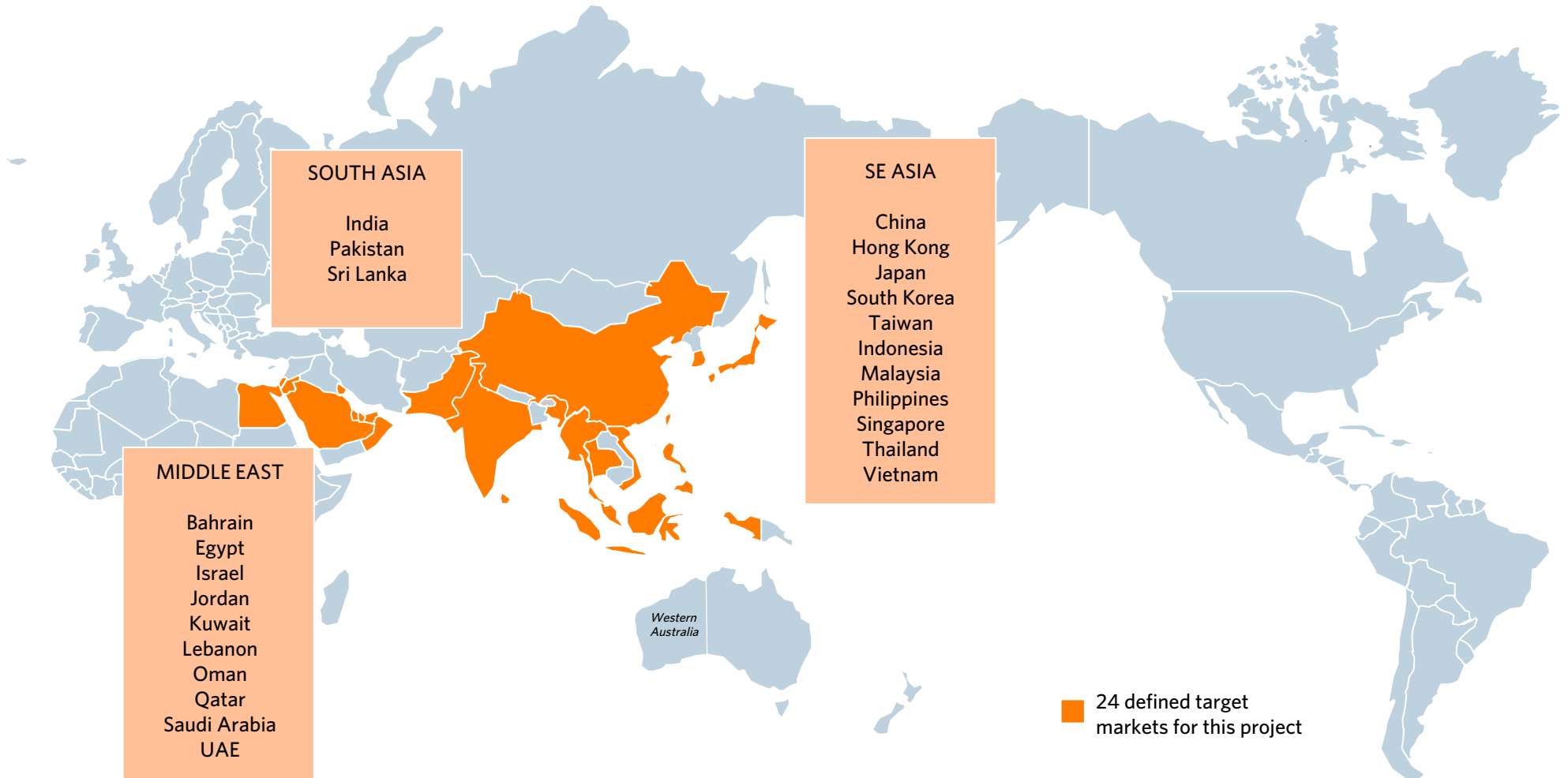
Model; 2016



This project is focused on “market demand” from the following twenty-four Asian/Middle Eastern markets

24 COUNTRIES DEFINED AS HIGH POTENTIAL TARGET MARKETS FOR WESTERN AUSTRALIA

Target markets; 2015



Note: Complete list for analysis purposes, some countries excluded from list if no/limited trade data available (e.g. Iran)

WHAT IS THE PRODUCT?

Honey emerged in Phase I as one of twenty “high growth, high potential” opportunities for Western Australia; honey is produced by bees as their food source using nectar from various blossoms

PRODUCT OVERVIEW

Example; 2016



PRODUCT PROFILE

HS Code	040900
Product	Natural honey
Out-of-scope	Foods flavoured with, confectionary, supplements, medicinal products etc. as all are covered under other screened trade codes
Origin	Humans have been gathering honey for at least 8,000 years
Example ingredients	Honey
Forms/usage	<ul style="list-style-type: none">- Natural sweetener in drinks- Ingredient in savoury dishes and sauces (e.g. honey soy)- Spread- Flavouring in processed meats- Ingredient in bakery products (e.g. baklava)- Confectionary- Medicinal uses, cosmetic uses
Drivers of consumer/ market success	<ul style="list-style-type: none">- Natural sweetener- Health properties of Manuka honey has had halo effect on all honey- Long tradition of use as food and medicine

DOCUMENT STRUCTURE

What is the strategic situation in the market?

In this environment, what is the opportunity for Western Australia?

Who are the potential in-market partners?

Who are the key firms in Western Australia capable of delivering?



Western Australia is well-positioned to grow honey exports to select markets in Asia

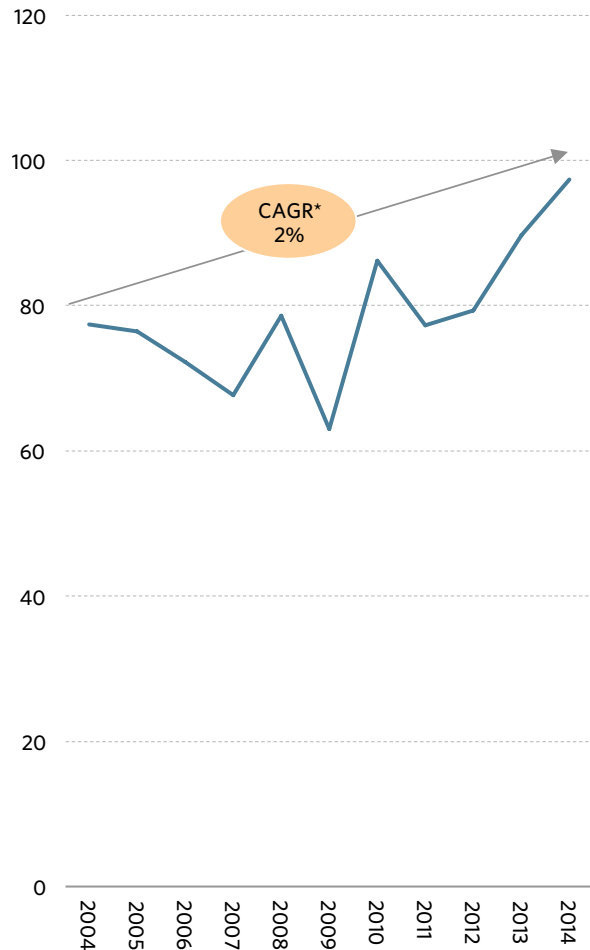
- Asian honey imports are growing, with import value growth being driven by strongly increasing average FOB (free-on-board) prices across relatively flat volume, suggesting a shift to quality
- While Asian & Middle Eastern honey imports come from a wide range of countries, New Zealand, China and Europe stand out as large suppliers
 - New Zealand, Germany and China stand out for driving honey import value growth in Asia & the Middle East
 - New Zealand leads in absolute both absolute value growth and rate of growth
 - Average FOB price to target Asian markets vary by supplier, with New Zealand and Germany standing out for achieving good premiums; Australia has pricing upside
- Honey goes to a wide number of the target markets, with Japan and Saudi Arabia standing out
 - Growth in honey imports is broad based and coming from across multiple markets
 - China, Saudi and Thailand stand out for growth, followed by Hong Kong and Japan
 - Average honey import prices vary significantly by country, with China, Hong Kong and Singapore paying more and Japan, Taiwan and Thailand standing out for paying less
 - Imported honey consumption and aggregate honey imports appear partially driven by income per capita; a number of markets appear to have long-run penetration upside
- Honey market share vary by country; European countries generally stronger in Middle East; China strong in Thailand, Japan, Malaysia & India; NZ strong in China, HK & Singapore
- Western Australia has opportunities for honey export growth across a range of markets
- Data supports new high value, premium honey opportunities being initially launched in (1) Hong Kong, (2) Singapore and (3) China
- As a “Straw Man” for discussion, we identify a export market roll-out plan

Asian honey imports are growing, with import value growth being driven by strongly increasing average FOB (free-on-board) prices across relatively flat volume, suggesting a shift to quality

TOTAL IMPORTS TO ASIA/MIDDLE EAST TARGET REGION (24 COUNTRIES)

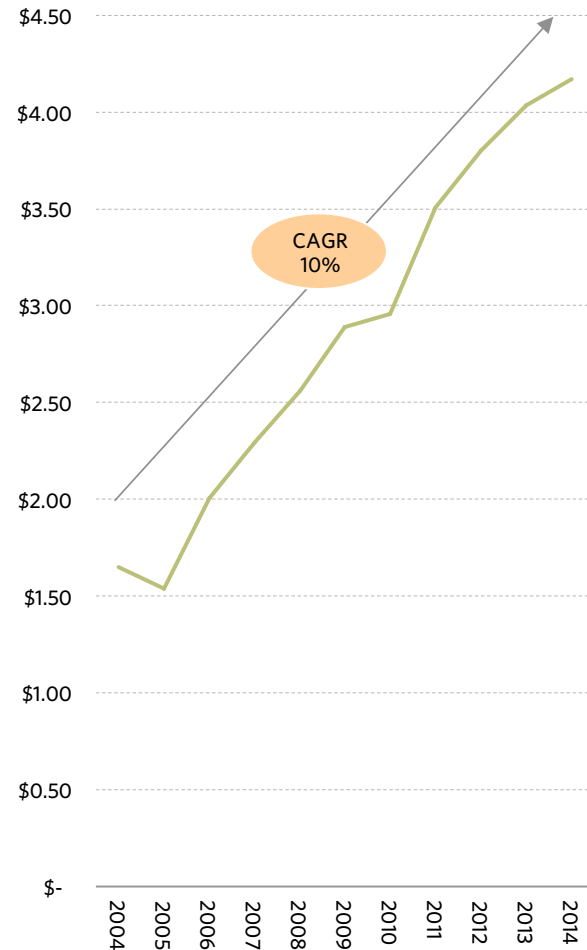
VOLUME

T; 000; 2004-2014



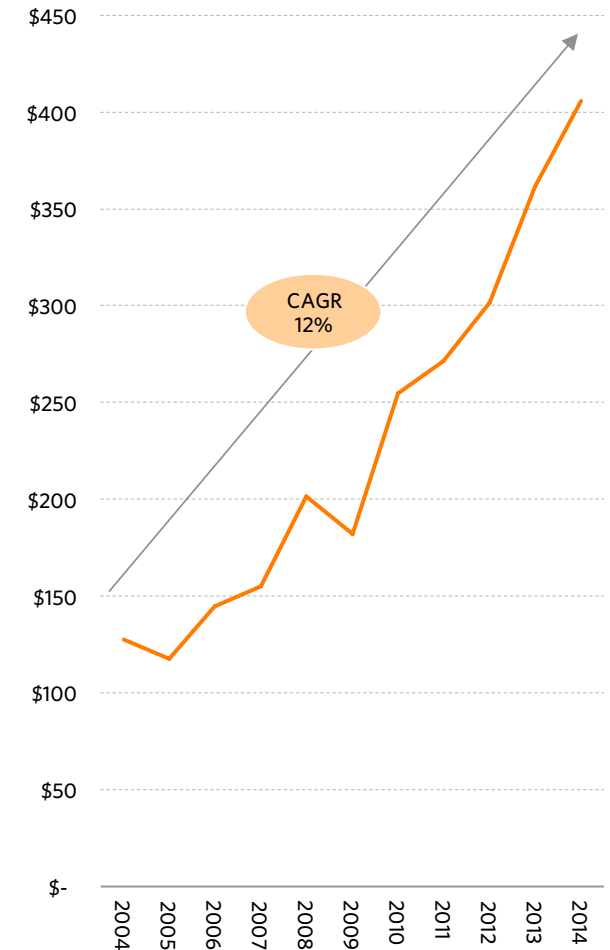
AVERAGE PRICE PER KILOGRAM

US\$; 2004-2014



VALUE

US\$m; 2004-2014

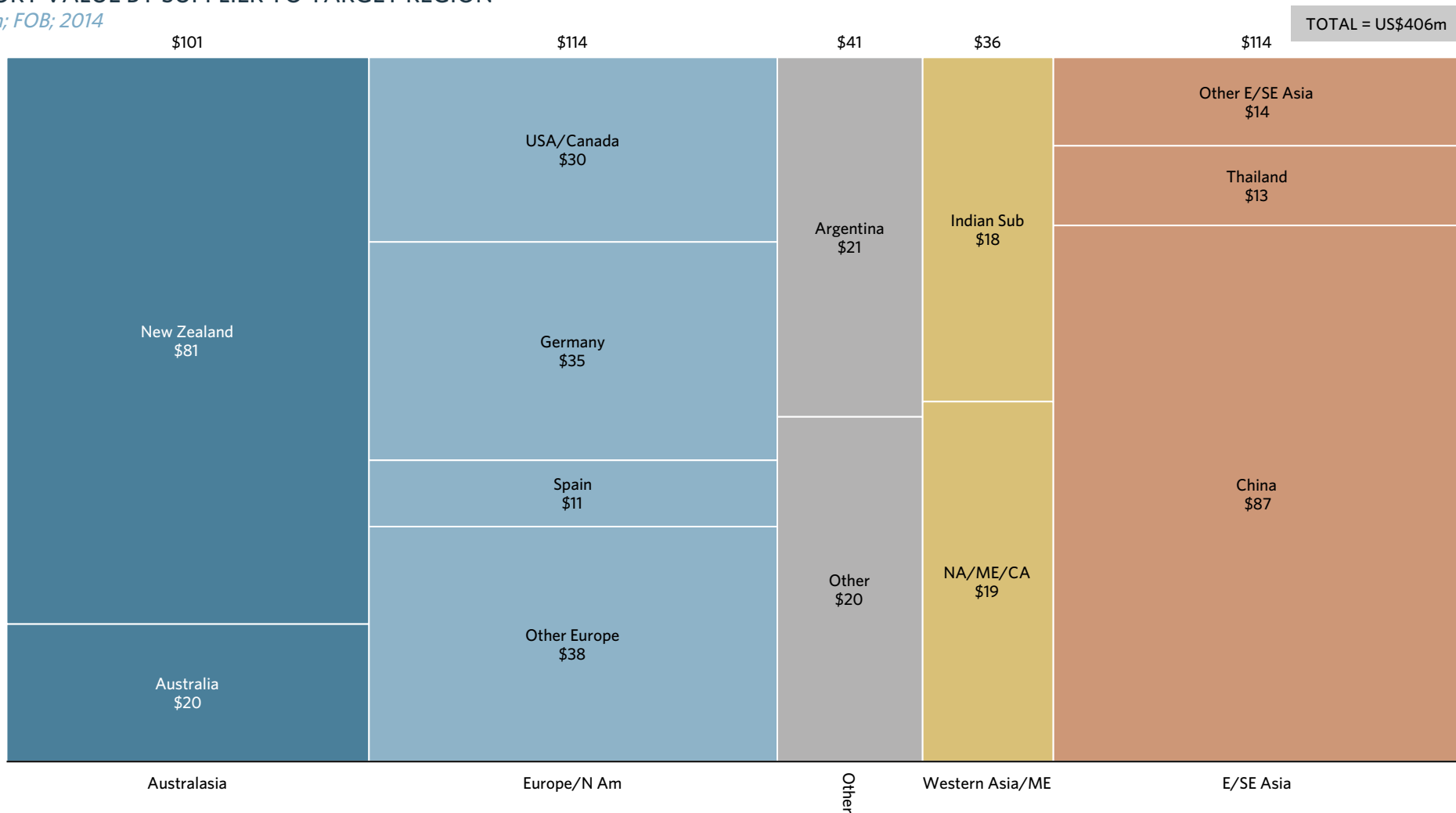


* Compound Annual Growth Rate; Source: UN Comtrade database; Coriolis analysis and classifications

While Asian & Middle Eastern honey imports come from a wide range of countries, New Zealand, China and Europe stand out as large suppliers

EXPORT VALUE BY SUPPLIER TO TARGET REGION

US\$m; FOB; 2014

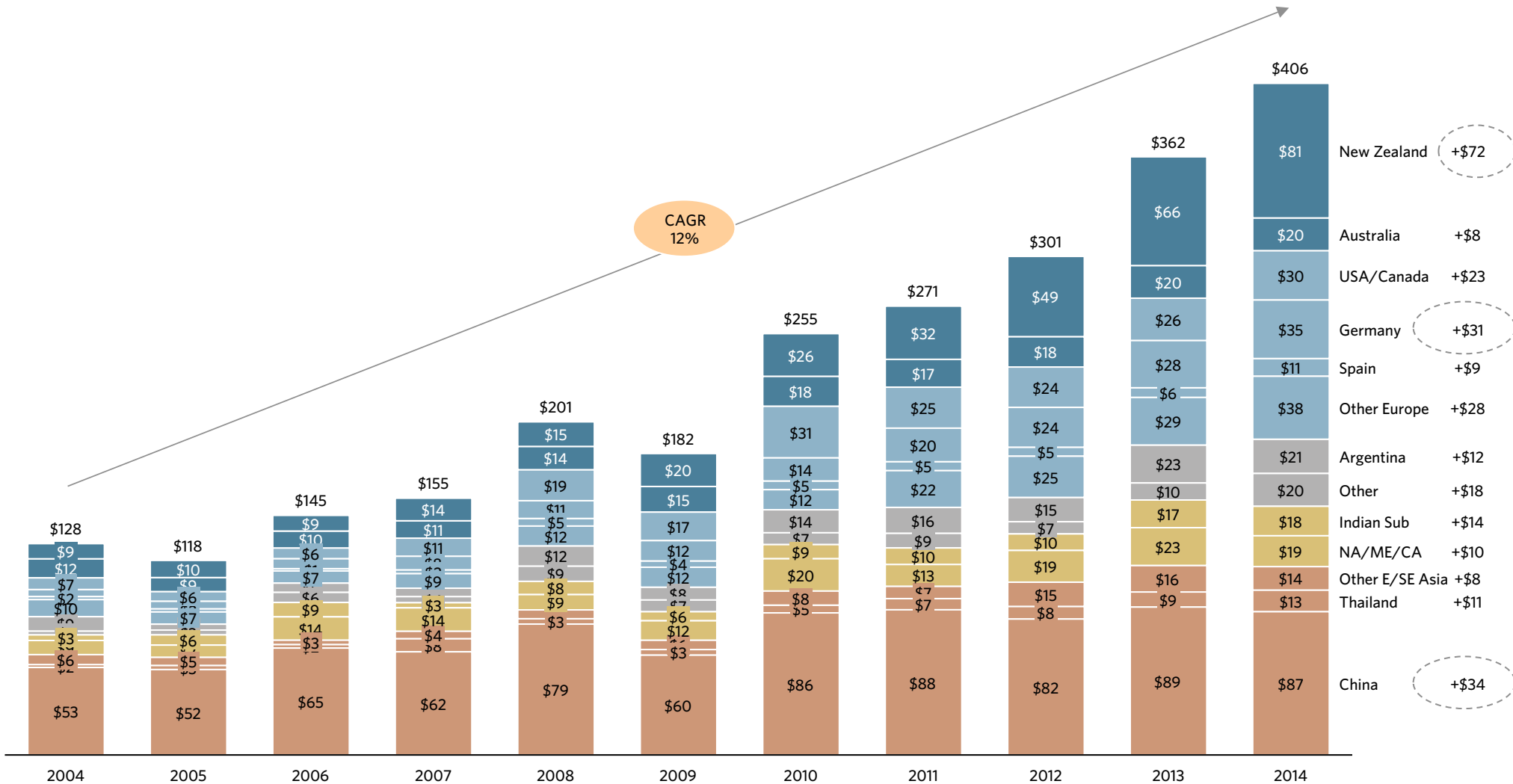


New Zealand, Germany and China stand out for driving honey import value growth in Asia & the Middle East

10y ABS

EXPORT VALUE BY SUPPLIER TO TARGET REGION

US\$m; FOB; 2004-2014

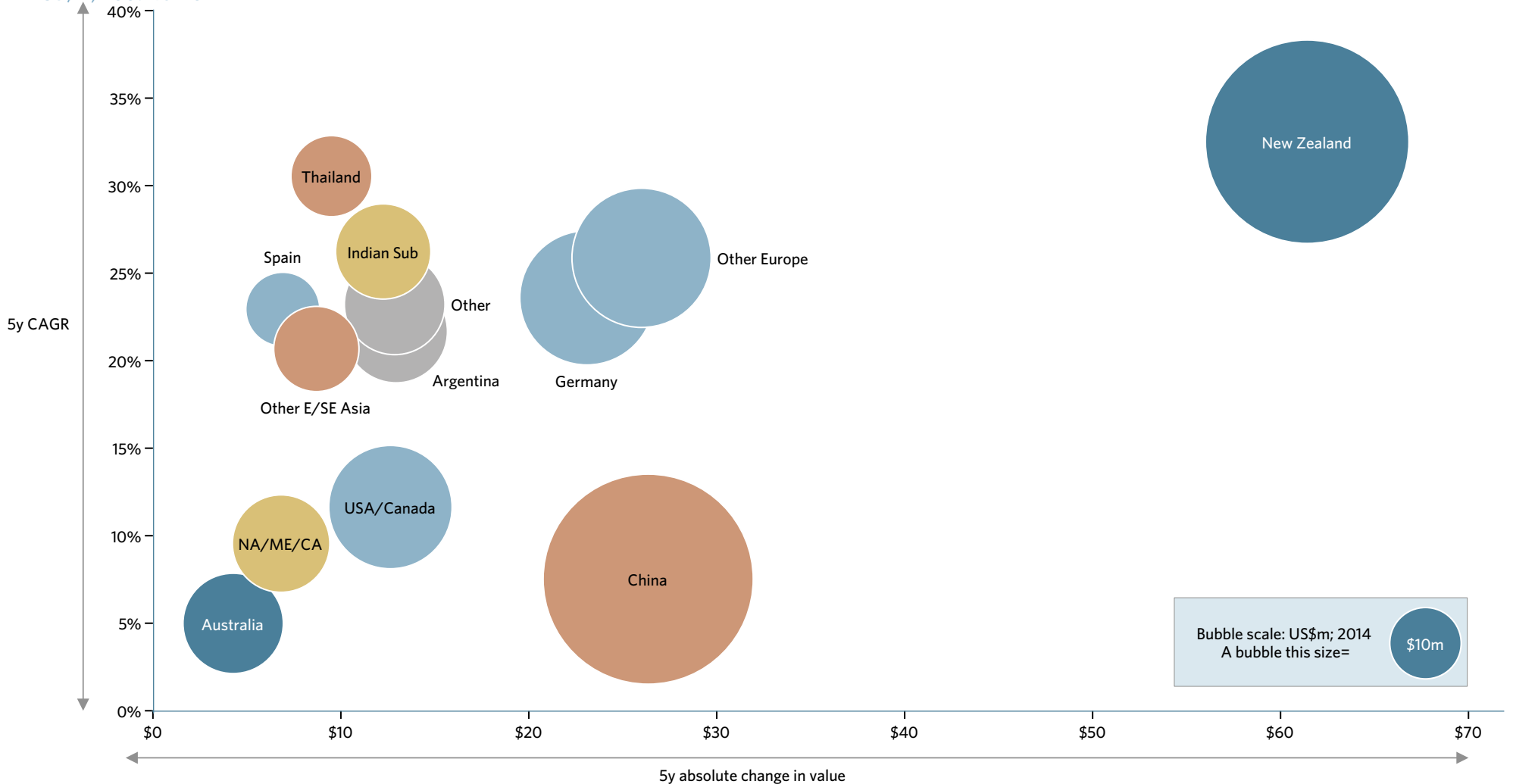


Note: data is as reported by sender (FOB), not receiver; Source: UN Comtrade database; Coriolis analysis and classifications

New Zealand leads in absolute both absolute value growth and rate of growth

FIVE YEAR EXPORT GROWTH MATRIX: CHANGE IN VALUE VS. RATE OF GROWTH VS. ABSOLUTE VALUE

US\$m; 2009 vs. 2014

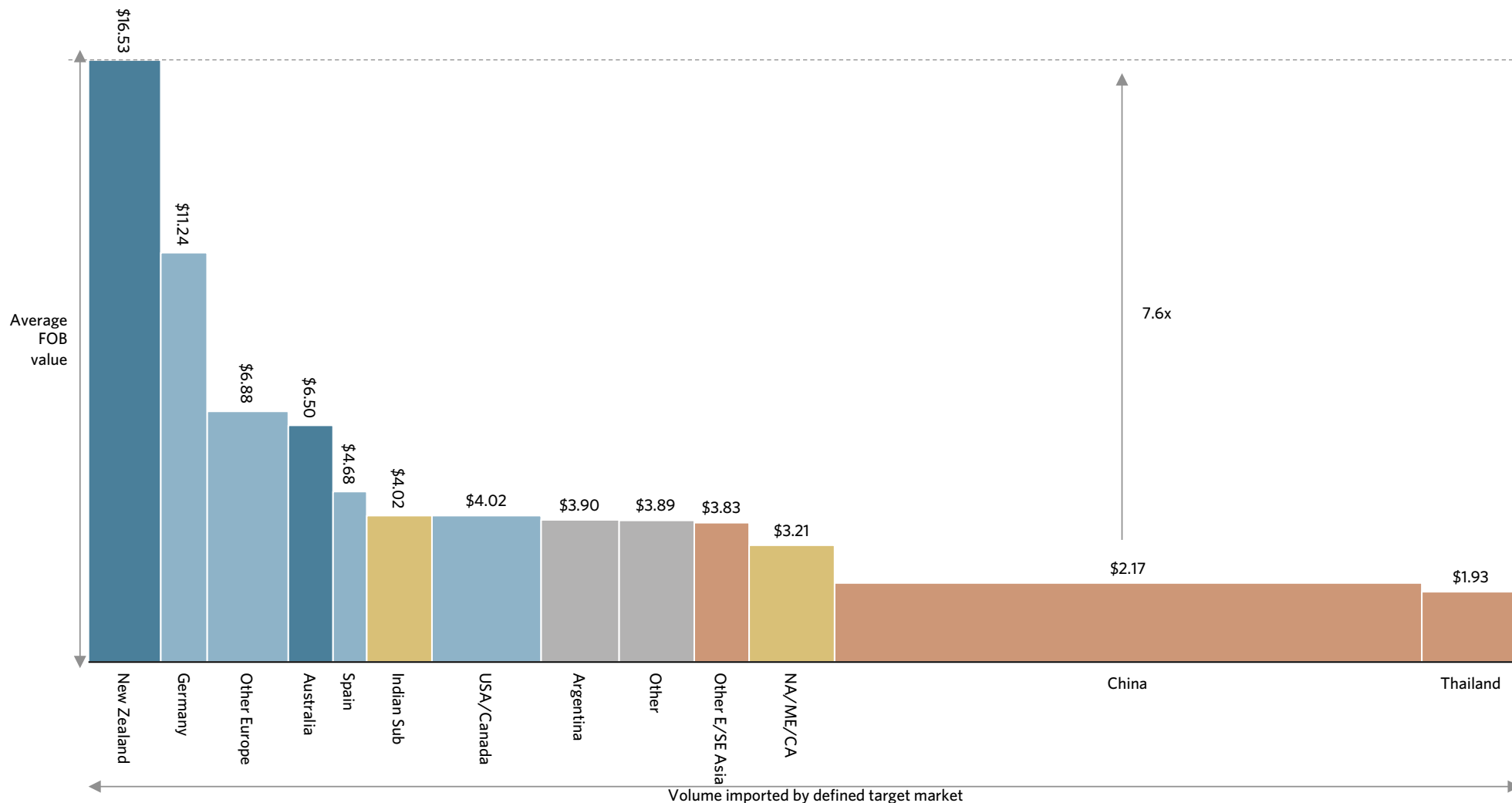


Note: data is as reported by sender (FOB), not receiver; Source: UN Comtrade database; Coriolis analysis and classifications

Average FOB price to target Asian markets vary by supplier, with New Zealand and Germany standing out for achieving good premiums; Australia has pricing upside

AVERAGE EXPORT VALUE COST CURVE BY SUPPLIER

US\$/kg; t; FOB; 2014



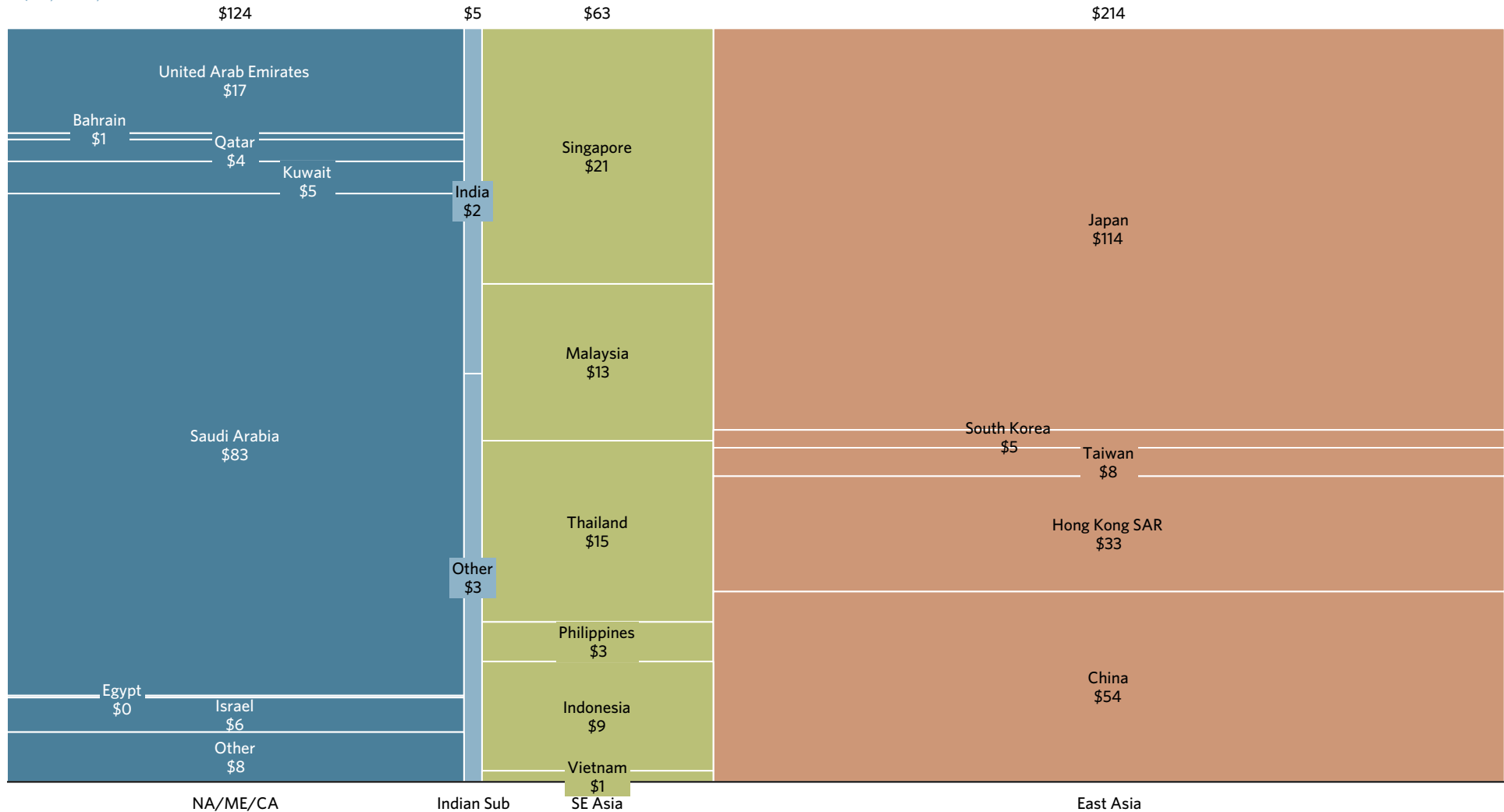
Note: data is as reported by sender (FOB), not receiver; Source: UN Comtrade database; Coriolis analysis and classifications

Honey goes to a wide number of the target markets, with Japan and Saudi Arabia standing out

IMPORT VALUE BY MARKET BY REGION

US\$m; FOB; 2014

TOTAL = US\$406m

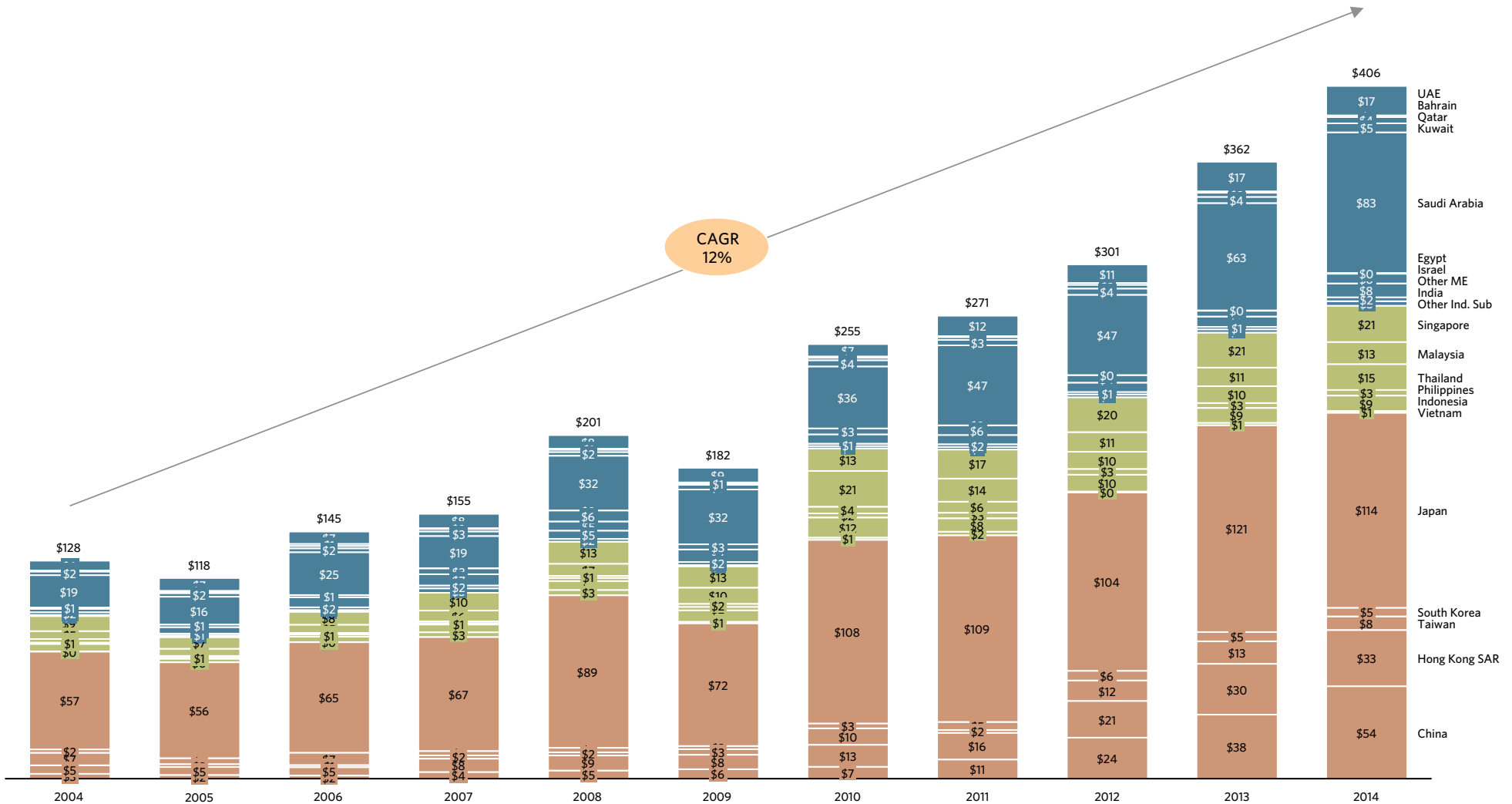


Note: data is as reported by sender (FOB), not receiver; Source: UN Comtrade database; Coriolis analysis and classifications

Growth in honey imports is broad based and coming from across multiple markets

IMPORT VALUE BY MARKET BY REGION

US\$m; FOB; 2004-2014

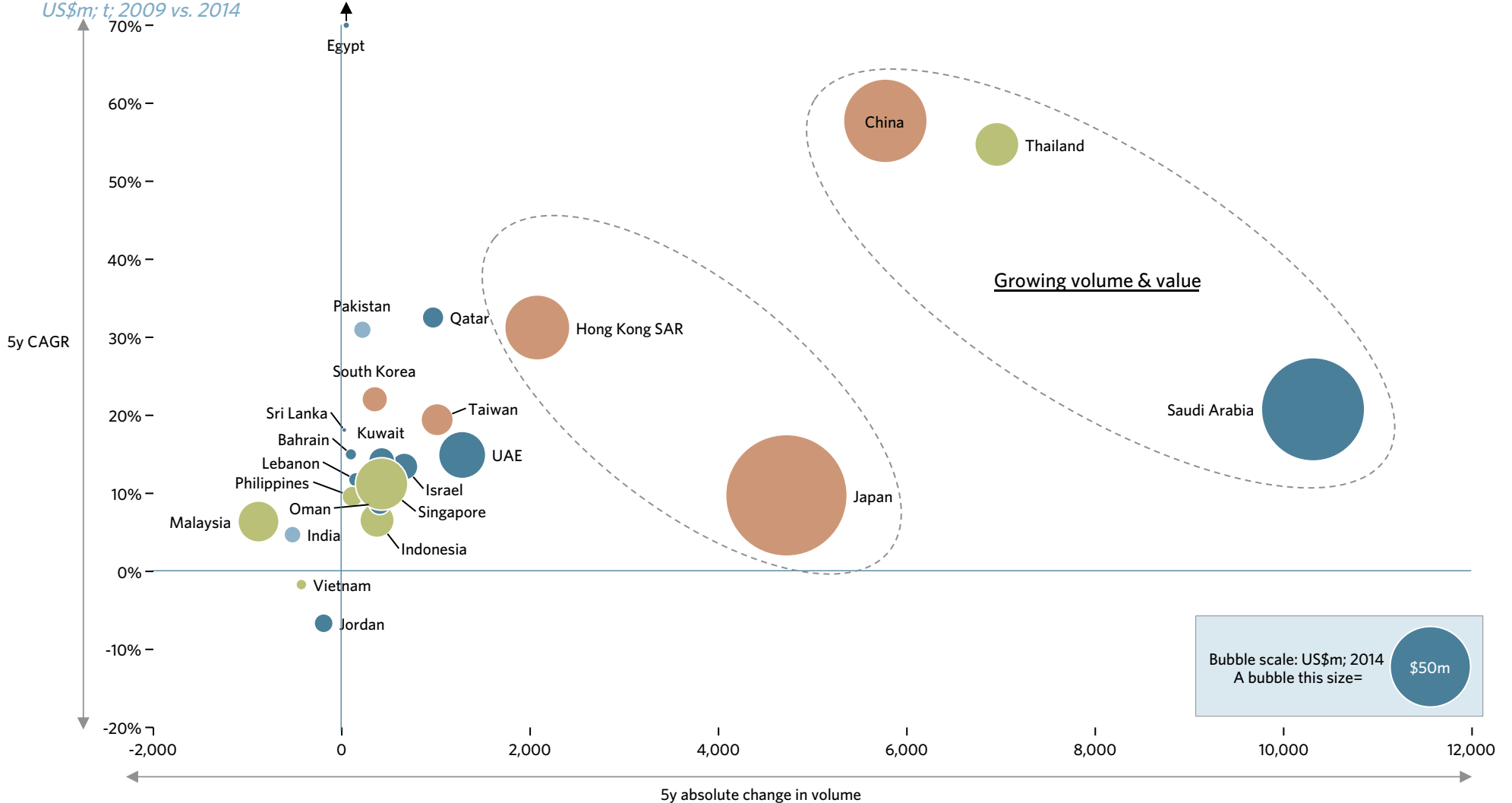


Note: data is as reported by sender (FOB), not receiver; Source: UN Comtrade database; Coriolis analysis and classifications

China, Saudi and Thailand stand out for growth, followed by Hong Kong and Japan

FIVE YEAR IMPORT GROWTH MATRIX: CHANGE IN VOLUME VS. RATE OF GROWTH VS. ABSOLUTE VALUE

US\$m; t; 2009 vs. 2014



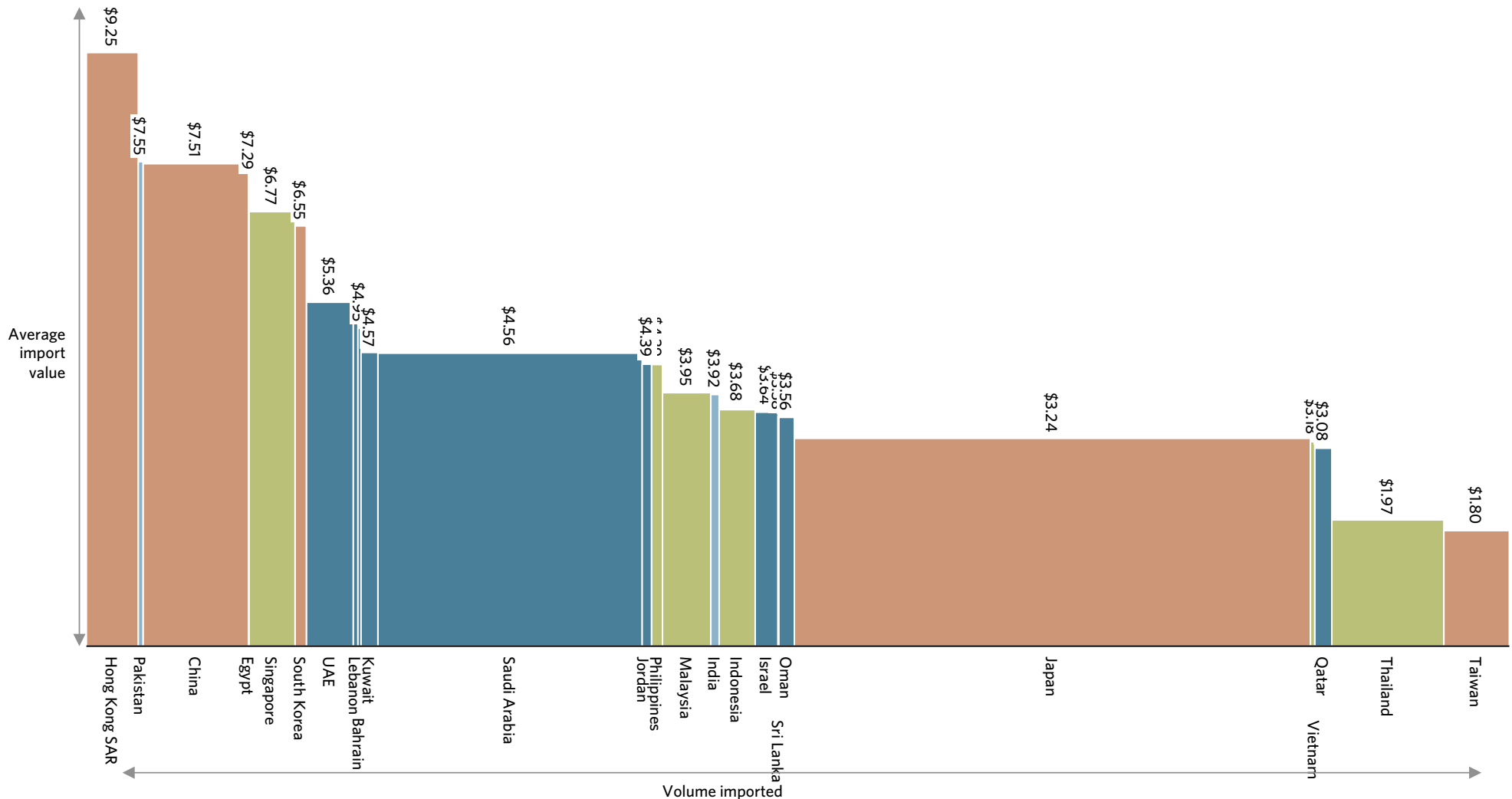
Bubble scale: US\$m; 2014
A bubble this size= \$50m

Note: data is as reported by sender (FOB), not receiver; Source: UN Comtrade database; Coriolis analysis and classifications

Average honey import prices vary significantly by country, with China, Hong Kong and Singapore paying more and Japan, Taiwan and Thailand standing out for paying less

AVERAGE IMPORT VALUE COST CURVE BY MARKET/REGION

US\$/kg; t; FOB; 2014

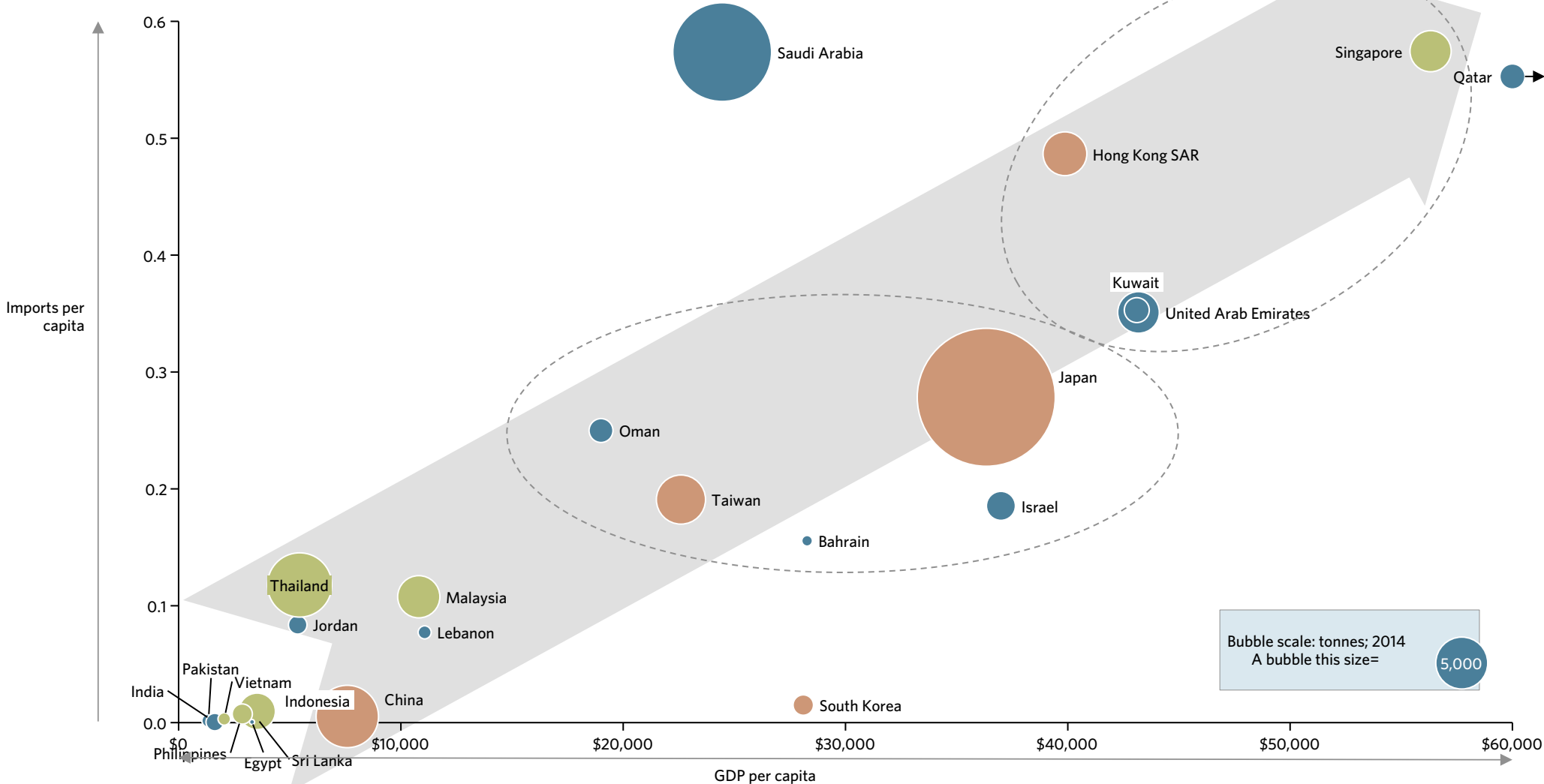


Note: data is as reported by sender (FOB), not receiver; Source: UN Comtrade database; Coriolis analysis and classifications

Imported honey consumption and aggregate honey imports appear partially driven by income per capita; a number of markets appear to have long-run penetration upside

MARKET SIZE DRIVERS: GDP PER CAPITA VS. IMPORTS PER CAPITA VS. MARKET SIZE

Kg; US\$; t; 2014

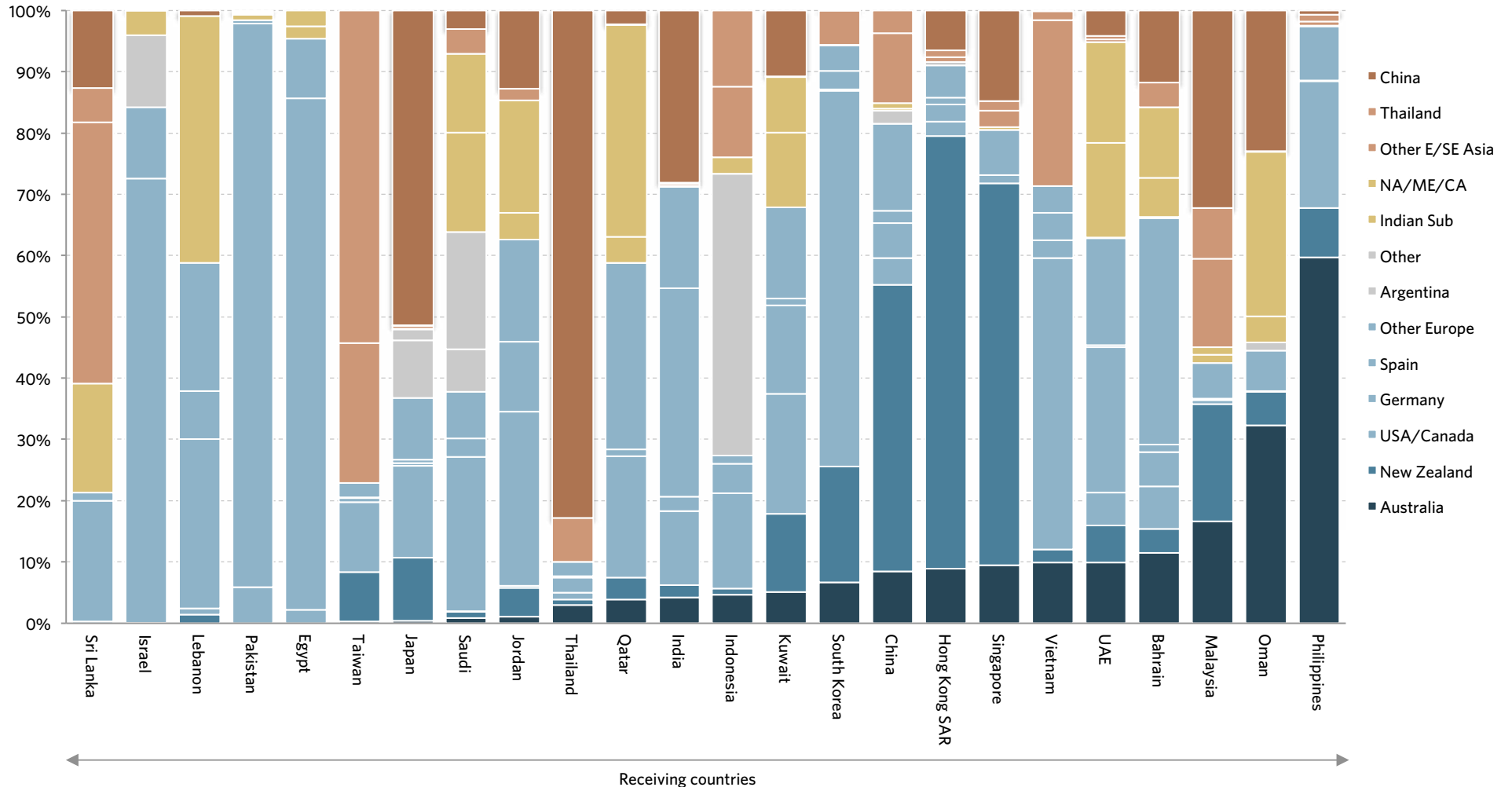


Note: data is as reported by sender (FOB), not receiver; Source: UN Comtrade database; Wikipedia (GDP/capita); Coriolis analysis and classifications

Honey market share varies by country; European countries generally stronger in Middle East; China strong in Thailand, Japan, Malaysia & India; NZ strong in China, HK & Singapore

IMPORT VALUE MARKET SHARE BY MARKET BY KEY SUPPLIER

% of value in US\$m; FOB; 2014

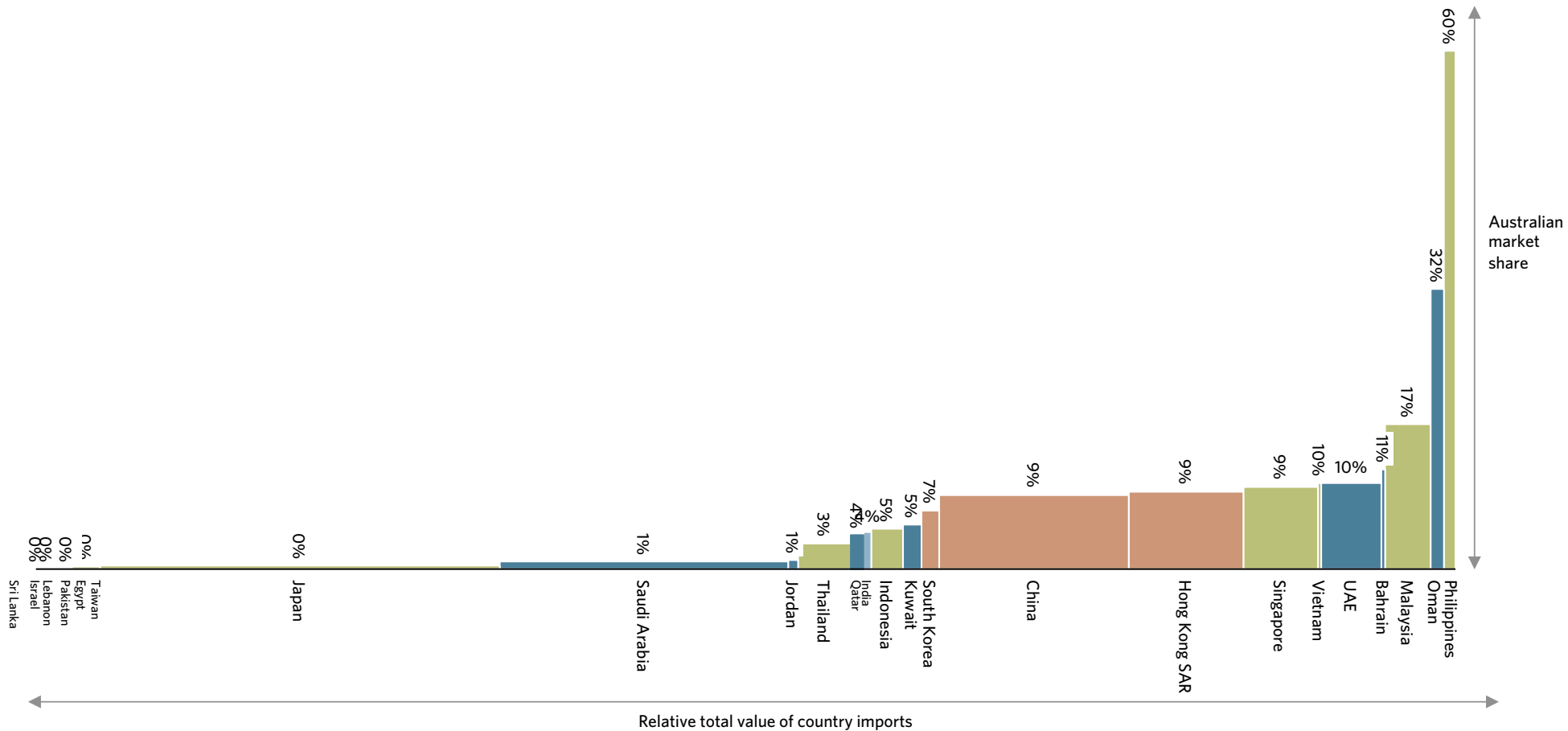


Note: data is as reported by sender (FOB), not receiver; Source: UN Comtrade database; Coriolis analysis and classifications

Western Australia has opportunities for honey export growth across a range of markets

AUSTRALIAN IMPORT VALUE MARKET VS. MARKET VALUE

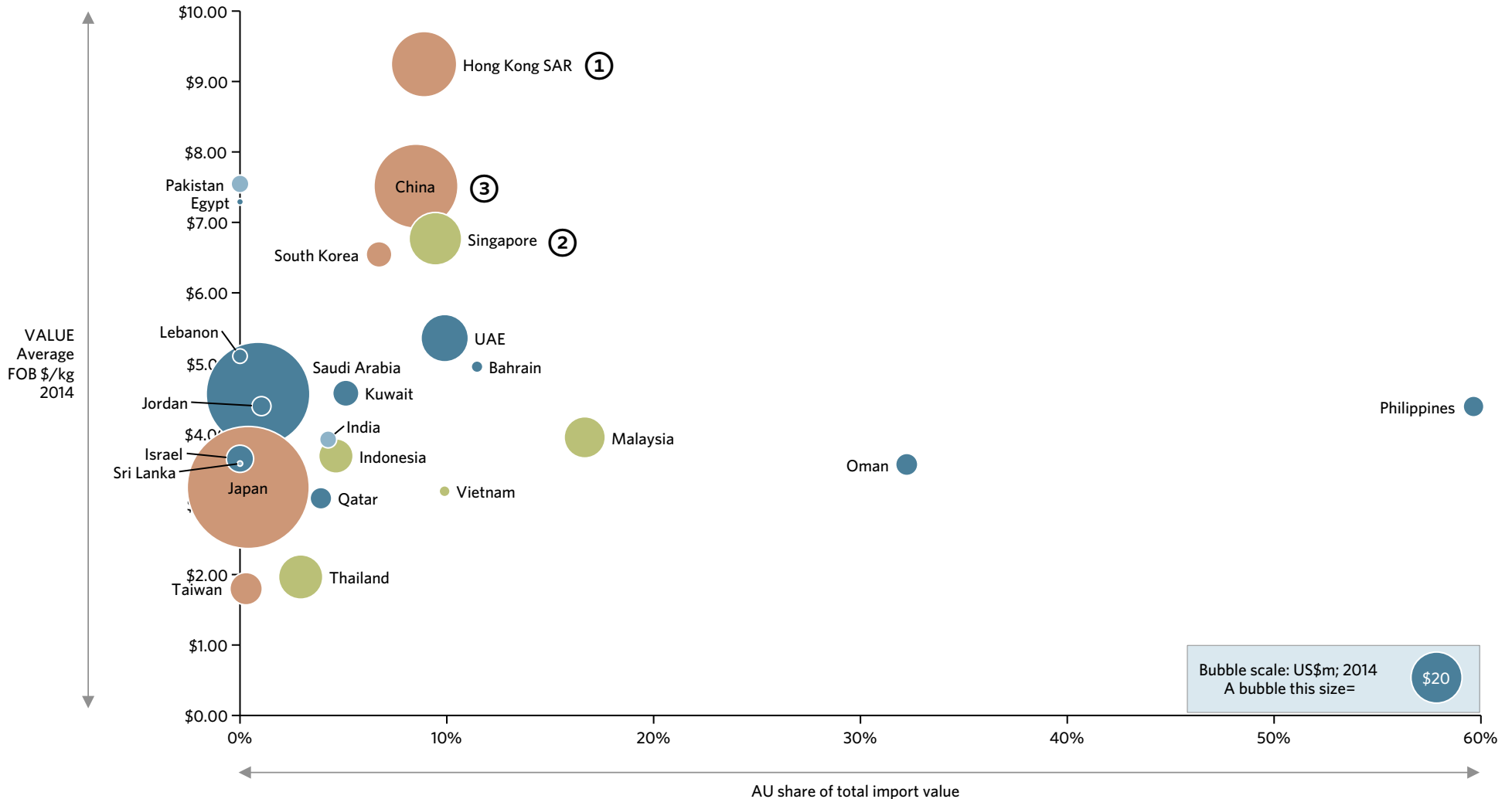
US\$m; FOB; 2014



Note: data is as reported by sender (FOB), not receiver; Source: UN Comtrade database; Coriolis analysis and classifications

Data supports new high value, premium honey opportunities being initially launched in (1) Hong Kong, (2) Singapore and (3) China

WHERE TO FOCUS FOR NEW HIGH VALUE, PREMIUM PRODUCTS: AU SHARE VS. AVERAGE VALUE VS. MARKET SIZE
 % of value; US\$; US\$m; 2014



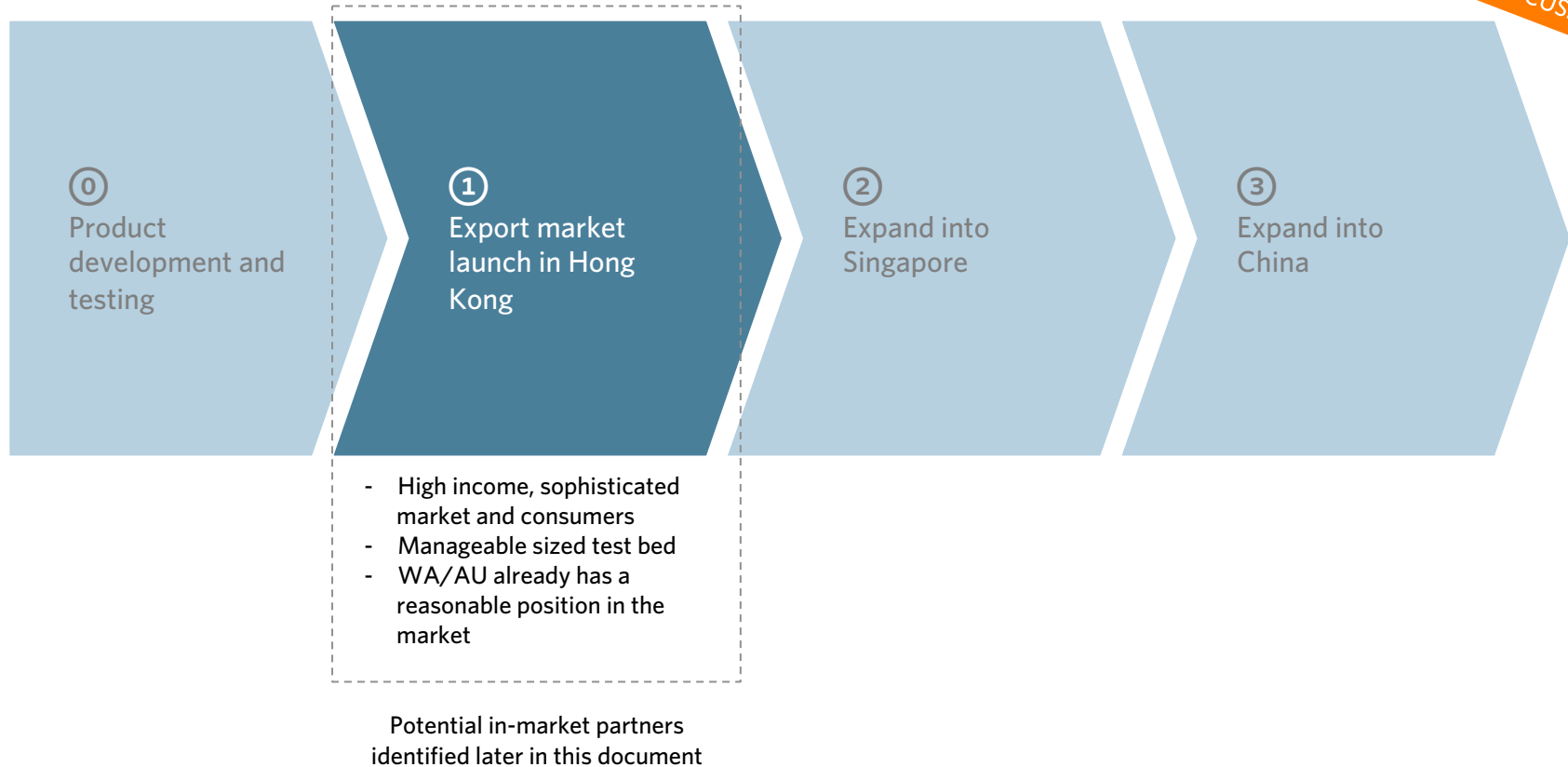
Note: data is as reported by sender (FOB), not receiver; Source: UN Comtrade database; Coriolis analysis and classifications

As a "Straw Man" for discussion, we identify a export market roll-out plan

PRELIMINARY "STRAW MAN" DEVELOPMENT & ROLLOUT PLAN FOR HONEY OPPORTUNITY

Model; 2016

THOUGHT STARTER
"STRAW MAN" MODEL
FOR DISCUSSION



DOCUMENT STRUCTURE

What is the strategic situation in the market?

In this environment, what is the opportunity for Western Australia?

Who are the potential in-market partners?

Who are the key firms in Western Australia capable of delivering?



Western Australia can grow honey exports to Asia, but innovation is required

IS THE MARKET DEVELOPED & COMPETITIVE?

- The flow of honey from the beekeeper through to the consumer is relatively straight forward and simple
- Honey prices are competitive in Asia; there is a premium for monoflorals and active Manuka
- Asian markets have a somewhat less developed honey range and offer than western countries
- "Leading indicator" Western markets suggest depth of range in Asian honey markets will increase going forward, though not dramatically (+25-35%)
- Honey appears to support a market structure of ~4-5 brands and private label; Capilano is present in many of these markets, but no clear regional or global leaders exist

WHAT IS WA CAPABLE OF DELIVERING?

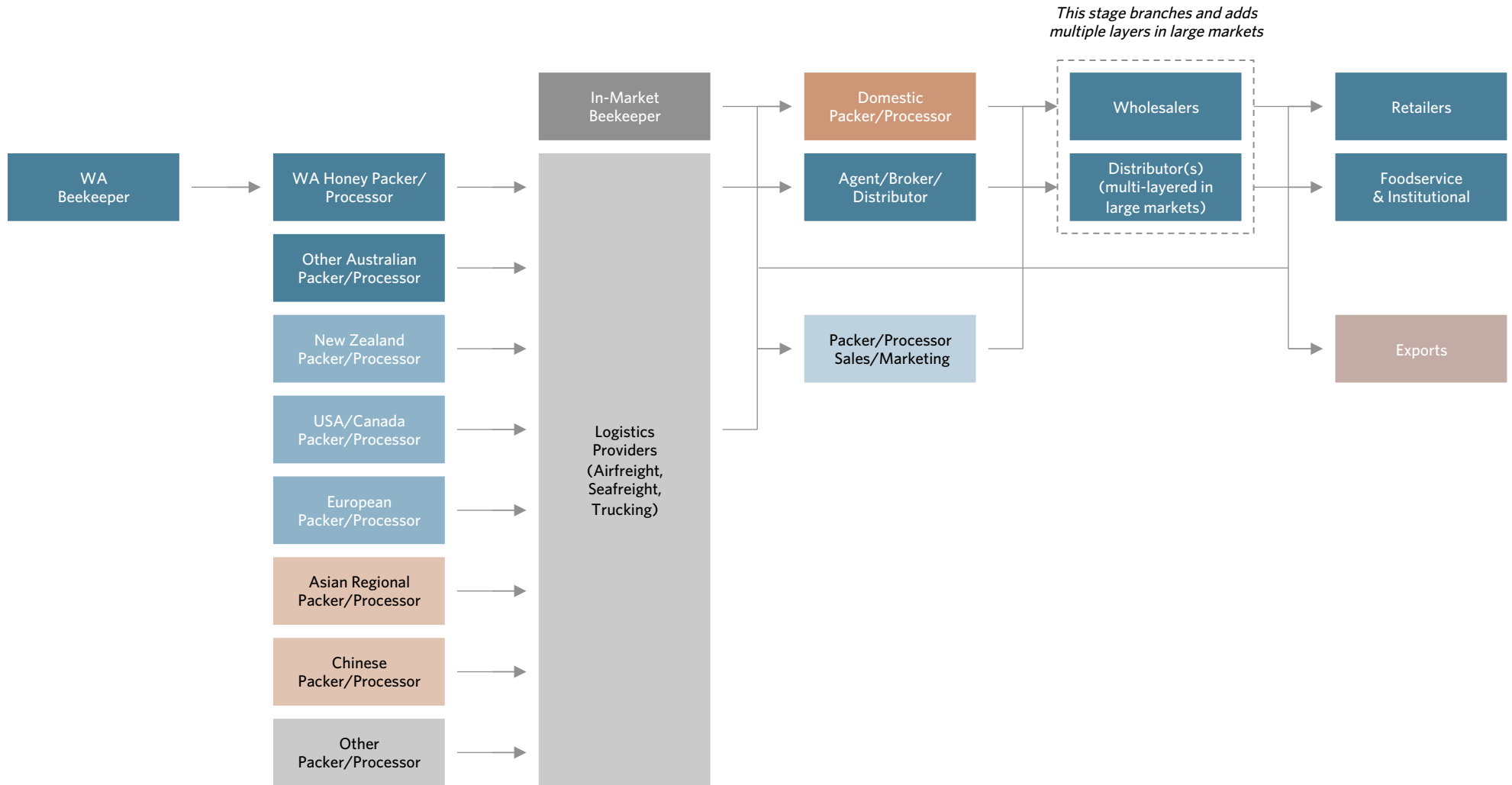
- A range of premium, value-adding product attributes emerged from our cross-country retailer survey
- Western Australian honey producers need to continue to move forward and improve through new products
- Multiple potential positions exist to develop a premium honey offer for Asia
- Products from other processors in other markets demonstrate what is possible in terms of developing a premium Western Australian honey offer
- There are a wide range of potential product positions or claims available for a premium honey product from Western Australia targeting Asia
- As a "Straw Man" for discussion, we identify an opportunity for a high value, premium honey product with select characteristics for export market launch

HOW IS THE MARKET STRUCTURED?

The flow of honey from the beekeeper through to the consumer is relatively straight forward and simple

SIMPLIFIED MODEL OF SUPPLY CHAIN: HONEY

Model; 2016



WHO IS THE COMPETITION? PRICING

Honey prices are competitive in Asia; there is a premium for monoflorals and active Manuka

SHELF PRICE PER KG ACROSS SELECT SE ASIAN MARKETS AND AUSTRALIA: HONEY

US\$/kg; Jan 2016



WHAT IS ON THE SHELF? RANGE IN MARKET

Asian markets have a somewhat less developed honey range and offer than western countries

EXAMPLE: ACTUAL HONEY RANGE ON SHELF

Jan 2016

Waitrose

London: GDP/Capita US\$75,200

TESCO Lotus

Bangkok: GDP/Capita US\$15,192

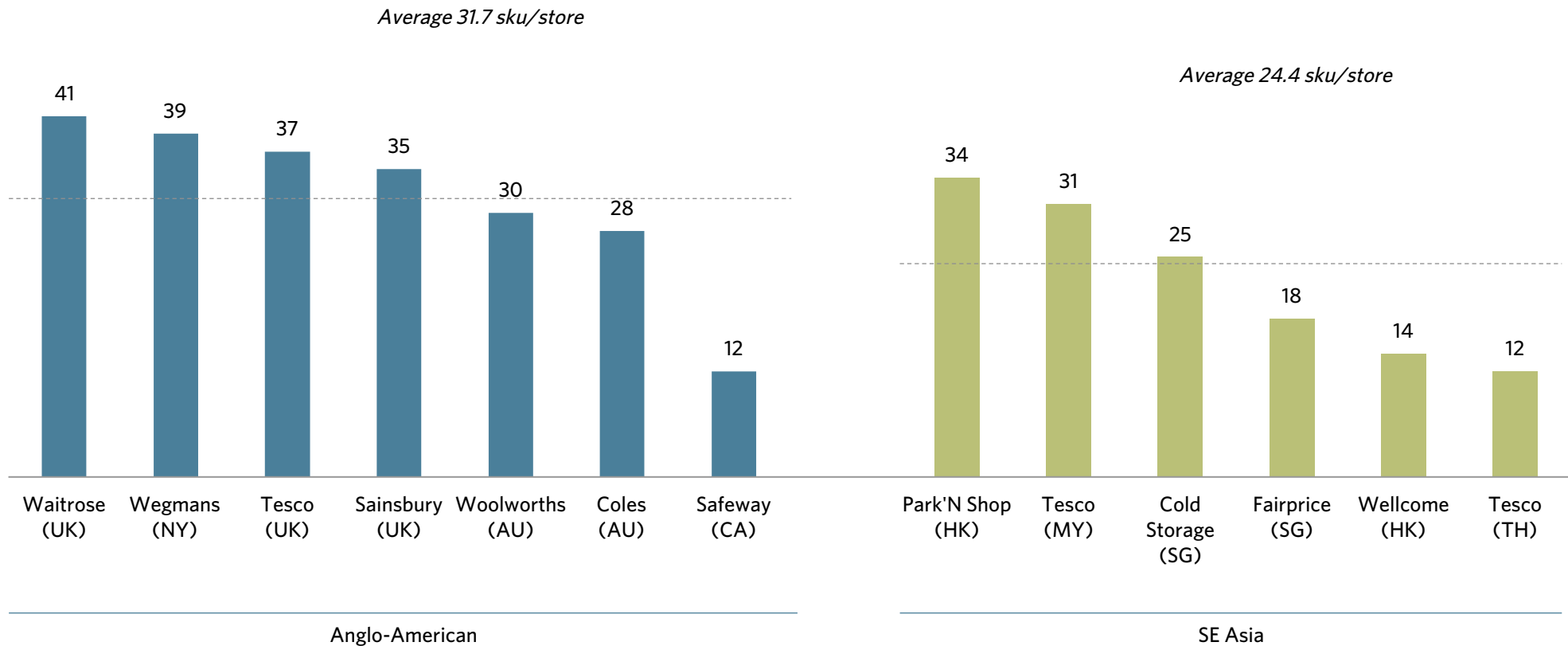


IS THE MARKET DEVELOPED & COMPETITIVE? RANGE

“Leading indicator” Western markets suggest depth of range in Asian honey markets will increase going forward, though not dramatically (+25-35%)

NUMBER OF LINES ON SHELF: SELECT RETAILERS FROM ACROSS MULTIPLE MARKETS

SKU; actual; Jan 2016



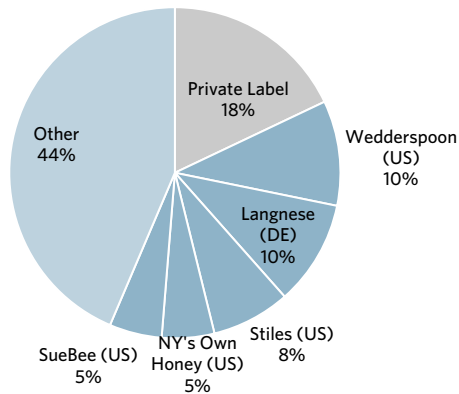
IS THE MARKET DEVELOPED & COMPETITIVE? SEGMENTATION

Honey appears to support a market structure of ~4-5 brands and private label; Capilano is present in many of these markets, but no clear regional or global leaders exist

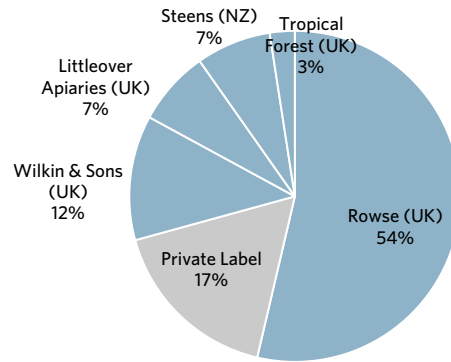
MARKET SHARE BY BRAND: SELECT RETAILERS FROM ACROSS MULTIPLE MARKETS

SKU; actual; 2016

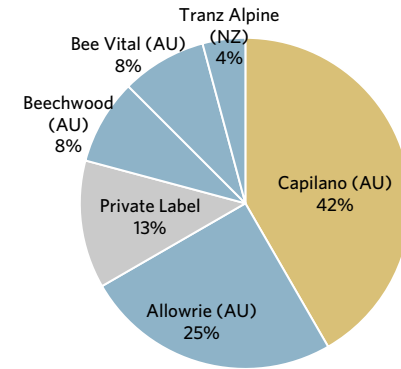
Wegman's (NY)



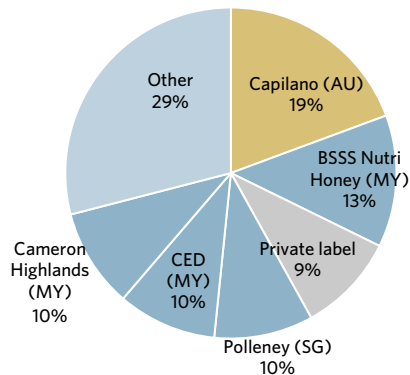
Waitrose (UK)



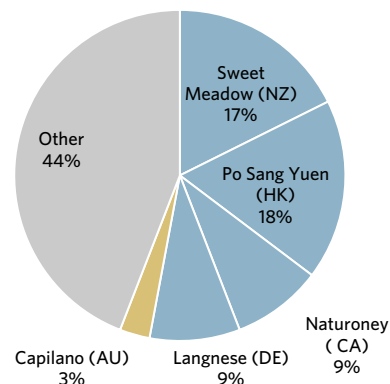
Coles (AU)



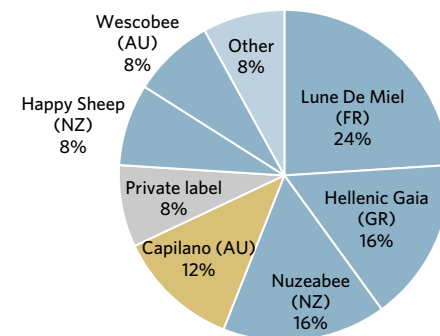
Tesco (MY)



Park 'N Shop (HK)



Fairprice (SG)

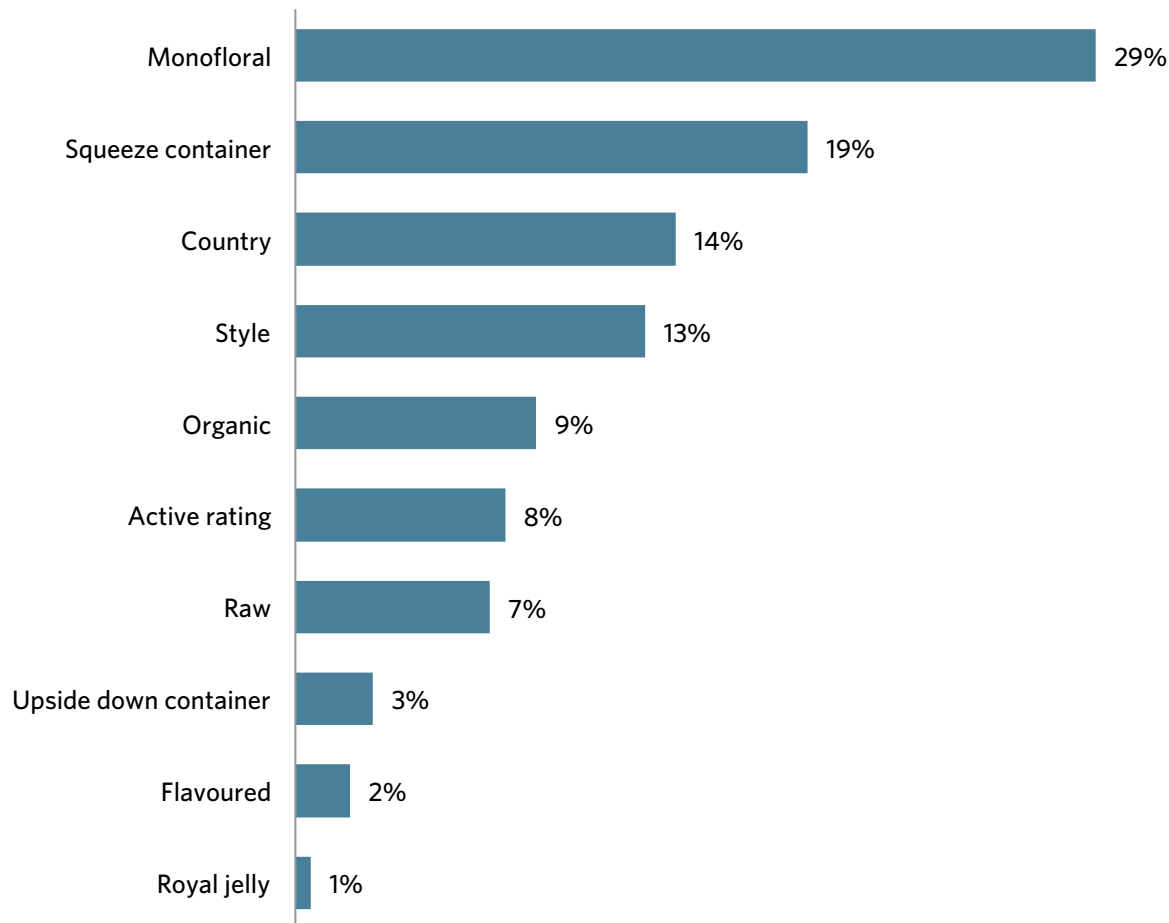


IS THE MARKET DEVELOPED & COMPETITIVE? PRODUCT ATTRIBUTES

A wide range of premium, value-adding product attributes emerged from our cross-country retailer survey

PERCENT OF OBSERVED PRODUCTS ON SHELF MAKING THE CLAIM ON PACK

% of SKU; N=356; Jan 2016



TAKEAWAYS

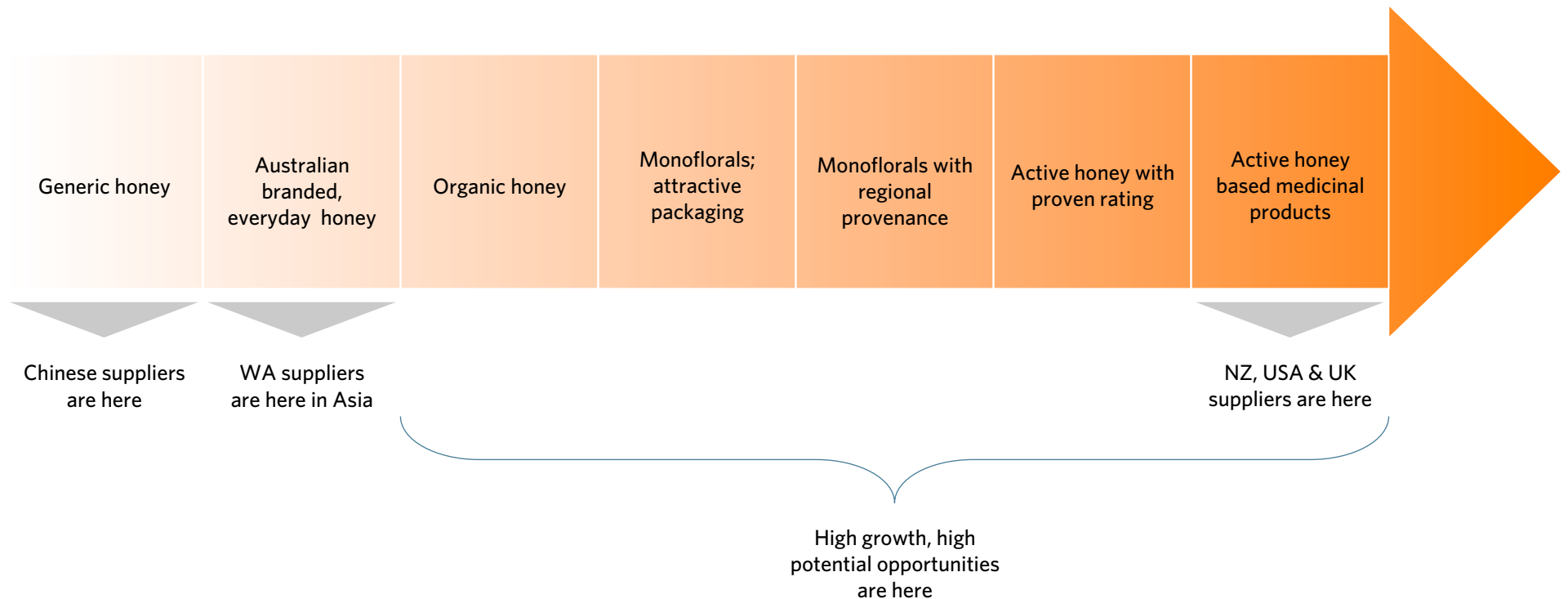
- This provide very clear instruction on what product attributes are succeeding the most across markets
- Western Australian honey producers looking to grow value and share should focus in these areas
- Monoflorals stand out, with almost 1/3 observed product SKU being a stated monofloral e.g. orange blossom
- Survey universe is all products in all listed retailers (across multiple countries)

WHAT IS WA CAPABLE OF DELIVERING? STRATEGIC DIRECTION

Western Australian honey producers need to continue to move forward and improve through new products

SUGGESTED STRATEGIC DIRECTION: WESTERN AUSTRALIAN HONEY

Model; 2016



WHAT IS WA CAPABLE OF DELIVERING? CLAIMS

Multiple potential positions exist to develop a premium honey offer for Asia

IDENTIFIED POTENTIAL PREMIUM POSITIONS

Model; 2016



Antibacterial properties

Contains flavonoids

Antioxidants

Anti-fungal

Reduces ulcers

Maintains glycogen levels

Reduces throat irritation

Wound and burn treatment

Probiotic

Organic

Identified source region

Monofloral honeys

Track & trace

Monofloral honeys

Jarrah honey

Attractive packaging

Easy to use packaging

Ready made sauces

Single use for beverages

Honey crystals

WHAT IS WA CAPABLE OF DELIVERING? GLOBAL PEERS

Products from other processors in other markets demonstrate what is possible in terms of developing a premium Western Australian honey offer

EXAMPLES OF PREMIUM PRODUCTS FROM OTHER MARKETS

Select; 2016



Honey crystals

"Honey without the sticky mess"

100% natural

Rich, elegant taste of honey

Convenience

Naturally gluten free

GMO free



Honey comb

Monofloral

100% pure and natural

Perfect with warm croissants

Since 1938



UMF 20+

Manuka honey

Product of New Zealand

UMF level guaranteed

Contains unique plant phenols

UMF symbol

Medicinal feel to packaging



New Zealand wild Rata honey

100% raw organic

Product of New Zealand

No.1 white

Ecocert SA

Picture of tree

WHAT IS A POTENTIAL WA OFFER?

There are a wide range of potential product positions or claims available for a premium honey product from Western Australia targeting Asia

HYPOTHETICAL EXAMPLE OF POTENTIAL PREMIUM PRODUCT FROM WA

Model; 2016



Antibacterial

Soothes irritated throats

Antioxidants



From Western Australia

Organic

Unique Jarrah forests



Jarrah monofloral

Attractive packaging



Easy to use container

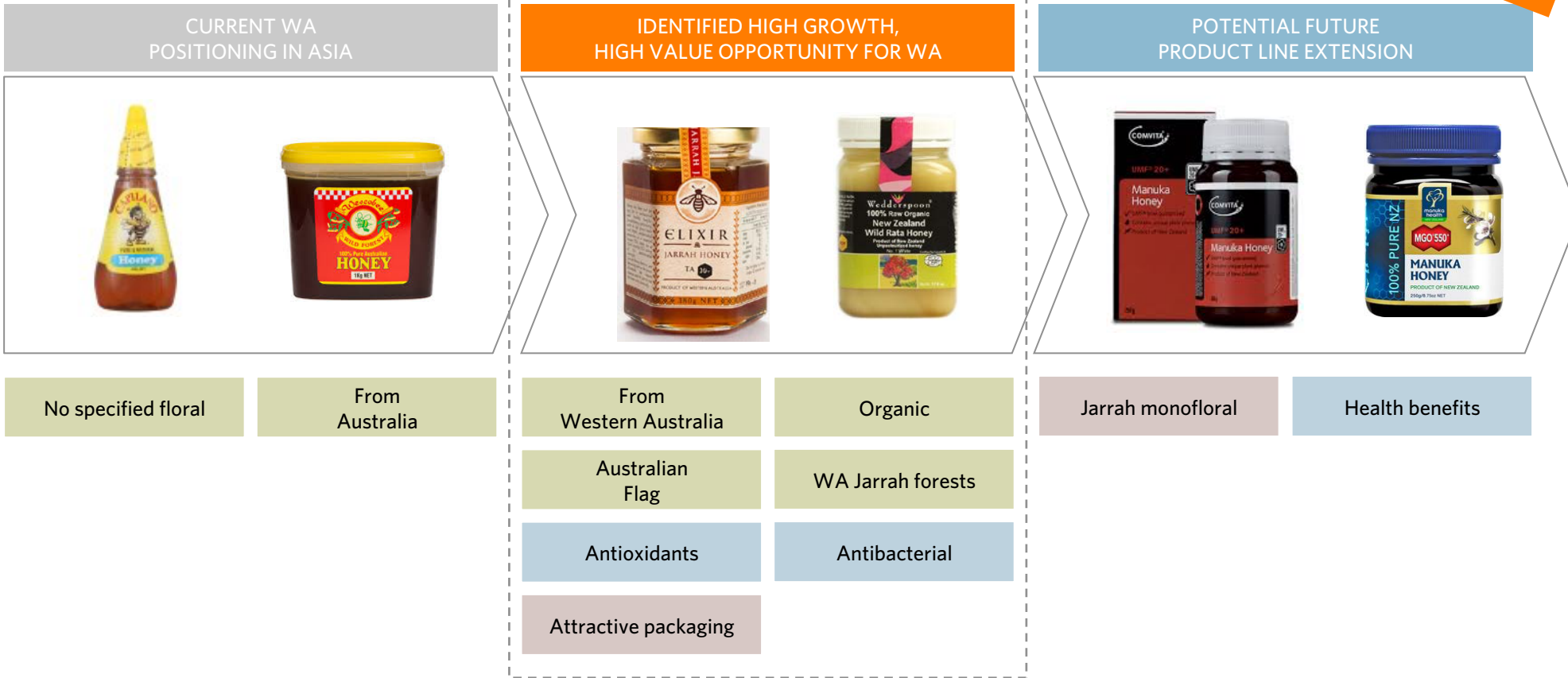
WHAT IS THE IDENTIFIED OPPORTUNITY?

As a “Straw Man” for discussion, we identify an opportunity for a high value, premium honey product with select characteristics for export market launch

THOUGHT STARTER
“STRAW MAN” MODEL
FOR DISCUSSION

PRELIMINARY “STRAW MAN” DEVELOPMENT & ROLLOUT PLAN FOR HONEY OPPORTUNITY

Model; 2016



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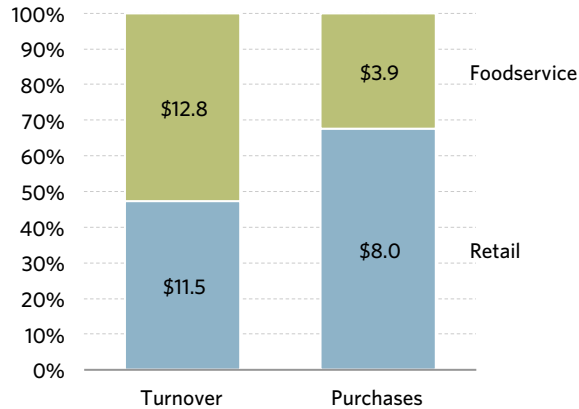


FOCUS MARKET - 1 - HONG KONG

Hong Kong has a robust and well-developed food retailing and foodservice sector

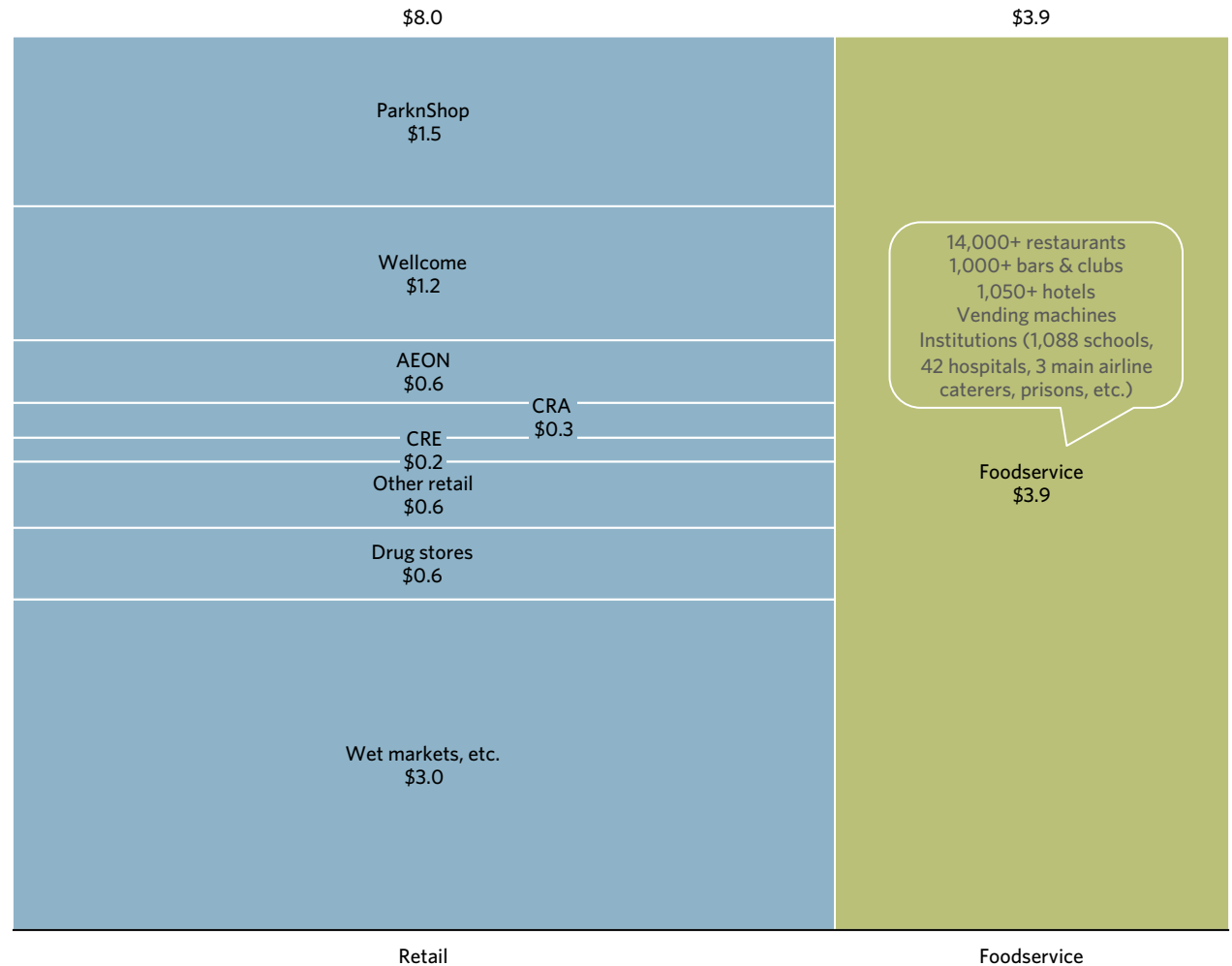
TURNOVER & PURCHASES

US\$b; 2014



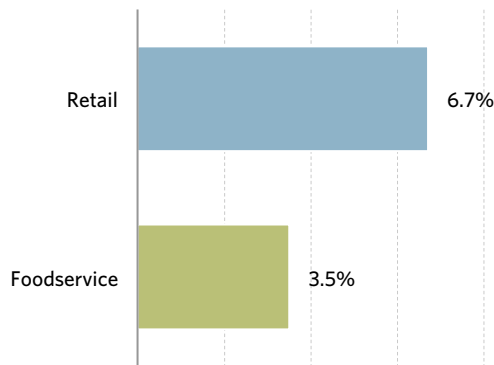
ESTIMATED WHOLESALE FOOD & FMCG PURCHASES

US\$b; 2014



TURNOVER GROWTH RATE

% Y-O-Y; HK\$, 2013v2014



FOCUS MARKET - 1 - HONG KONG

Seven potential in-market partners are identified for Western Australian firms in Hong Kong

POTENTIAL IN-MARKET PARTNERS - HONG KONG

2015 or as available

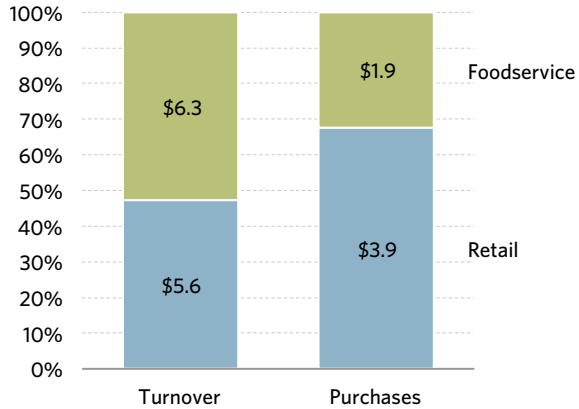
							
Firm	Wellcome	Park'N Shop	CR Vanguard	Dah Chong Hong	759 Stores	AEON Stores	Convenience Retail Asia
Ownership	Dairy Farm International/Jardine Matheson	A.S. Watson/Hutchison Whampoa	CRE/China Resources (SOE; China)	Dah Chong Hong/CITIC Pacific/CITIC (SOE; China)	Private; Hong Kong (Lam Wai Chun)	AEON (Japan)	Fung Group
Website	www.wellcome.com.hk	www.parknshop.com	www.crvanguard.com.hk www.crc.com.cn	www.dch.com.hk	www.759store.com	www.aeonstores.com.hk www.aeon.info	www.circlek.hk/en www.cr-asia.com
Annual sales (in HK)	\$2.2b+	\$2.8b	~\$0.8b (food/FMCG)	N/A	N/A	\$0.8b	\$0.4b
Food store formats	Supermarkets 318 Convenience 921 Health & Beauty 369 Restaurants 676	Supermarkets 260+ Convenience	Supermarkets Convenience	Supermarkets	Grocery 247+	Dept. stores (w/food) 8 Supermarkets 5	Convenience 600+ Bakery
# of stores	Wellcome 280+ Marketplace 31 7-Eleven 900+ Olivers the Delicatessen ThreeSixty	ParknShop 175 PnS Superstore 50+ PnS Taste 10 PnS Fusion 14	CR Vanguard 100+ VanGo 79	DCH Food Mart 80+ DCH Food Mart Deluxe	759 Stores 247+	AEON 13	Circle K Saint Honore Cake
Store fascia	 		 	 			 

FOCUS MARKET - 2 - SINGAPORE

Singapore has a robust and well-developed food retailing and foodservice sector

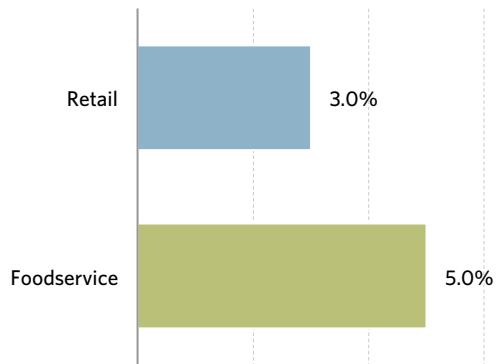
TURNOVER & PURCHASES

US\$b; 2014



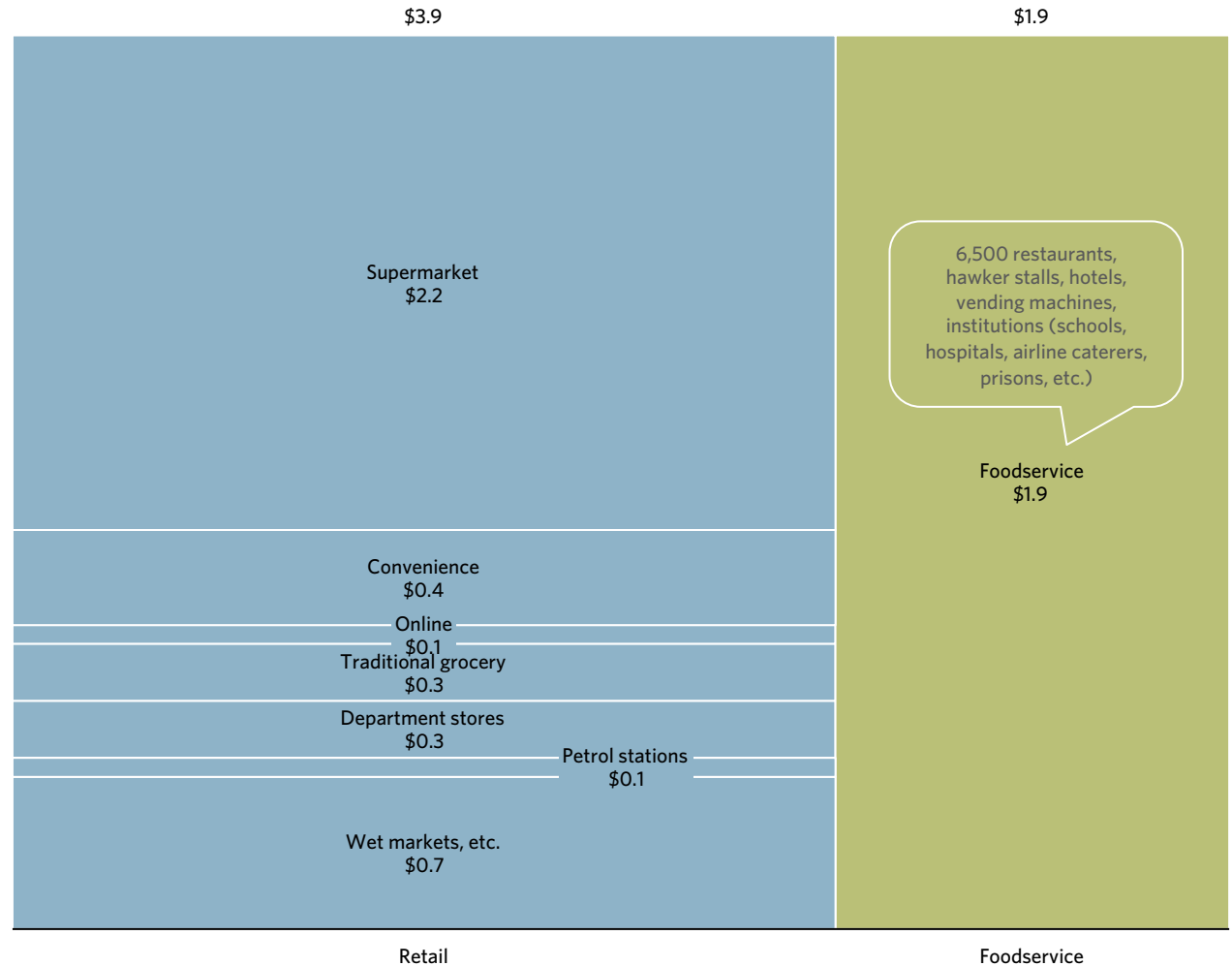
TURNOVER GROWTH RATE

% Y-O-Y; S\$; 2013v2014



ESTIMATED WHOLESALE FOOD & FMCG PURCHASES

US\$b; 2014




FOCUS MARKET – 2 – SINGAPORE

Four potential in-market partners are identified for Western Australian firms in Singapore

POTENTIAL IN-MARKET PARTNERS – SINGAPORE

2015 or as available

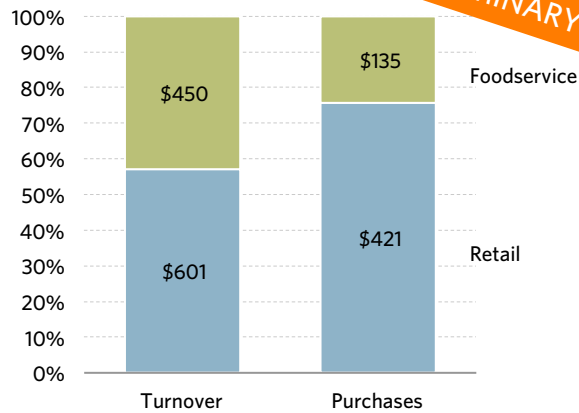
				
Firm	NTUC Fairprice	Cold Storage	Sheng Siong	Prime Supermarkets
Ownership	National Trade Union Council (Singapore)	Dairy Farm International (Hong Kong)	Listed; Singapore	Private; Singapore
Website	www.fairprice.com.sg www.ntuc.org.sg	www.coldstorage.com.sg www.dairyfarmgroup.com	www.shengsiong.com.sg www.allforyou.sg	www.primesupermarket.com
Annual sales	US\$1.83b	US\$1.55b	US\$0.55b	US\$0.2b
Store formats	Supermarket Hypermarket Convenience (Cheers; 139) Online	Supermarket (Cold Storage, Marketplace) Hypermarket Convenience (7-Eleven; 502) Online	Supermarkets Online	Supermarkets
# of stores	285	848	38	19
Store fascia				

FOCUS MARKET - 3 - CHINA

China has a robust and well-developed food retailing and foodservice sector

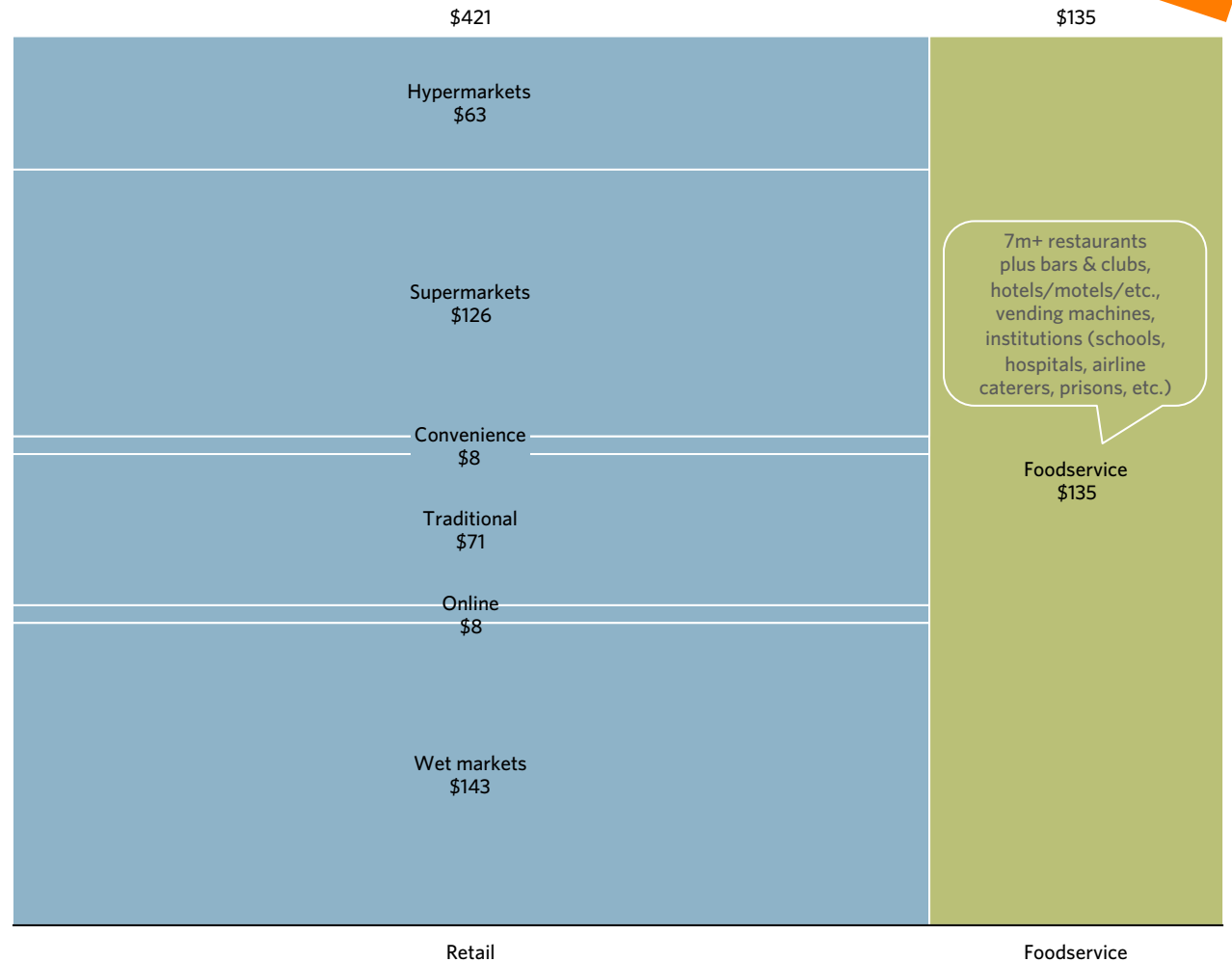
TURNOVER & PURCHASES

US\$b; 2014



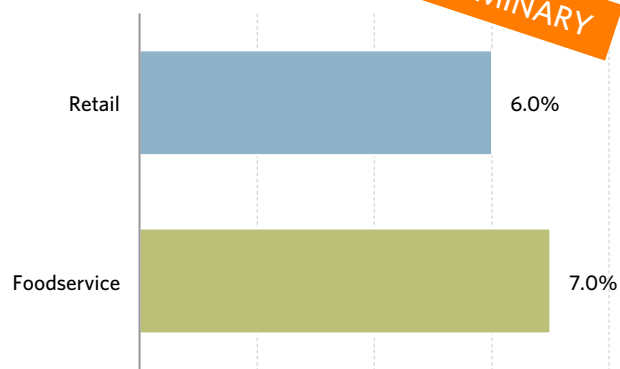
ESTIMATED WHOLESALE FOOD & FMCG PURCHASES

US\$b; 2014



TURNOVER GROWTH RATE

% Y-O-Y; CNY; 2013v2014



FOCUS MARKET - 3 - CHINA

Eighteen potential in-market partners are identified for Western Australian firms in China...

POTENTIAL IN-MARKET PARTNERS - CHINA

2015 or as available














							
Firm	CR Vanguard	Sun Art Retail Group	Wal-Mart China	Lianhua	Carrefour China	Yonghui Superstores	Nonggongshang
Ownership	China Resources (SOE; China)	Listed; HK; Auchan and Ruentex group	Listed; USA	Listed; HK; Bailian Group Co.	Listed; France	Listed; Shanghai; Dairy Farm 20%; JD.com 10%;	China
Website	www.crvanguard.com.hk www.crc.com.cn	www.sunartretail.com www.rt-mart.com.tw	www.wal-martchina.com www.samsclub.cn	lianhua.todayir.com	www.carrefour.cn www.carrefour.com.cn www.carrefour.com	www.yonghui.com.cn	www.ngs1685.com
Annual sales Total/Food	US\$15.2b (13)	US\$14.0b (14)	US\$11.0b (13)	US\$10.5b (13)	US\$7.1b (13)	US\$5.3b	US\$4.6b
Food store formats	Hypermarket Supermarket Convenience	Hypermarket Online	Hypermarket Warehouse Club Compact HM Supermarket	Hypermarkets Supermarket 4,600 Convenience 1,905	Hypermarket 236 Convenience 3 Online	Supermarket	Supermarkets 2,644 Convenience 1,700
# of stores	4,637	264	423	6,900+	239	351	2,644
Store fascia							 - Alldays - Kedi

FOCUS MARKET - 3 - CHINA

... continued

POTENTIAL IN-MARKET PARTNERS - CHINA

2015 or as available

							
Firm	HNA Group	Wumart Stores	Better-Life	Jiajiayue Group	A. Best Supermarket	Metro Cash & Carry	Lotte Mart
Ownership	Private; China	Public; China	Public; China	Public; China	Public; China	Listed; Germany	Listed; Korea
Website	www.hnagroup.com/	www.wumart.com	www.bbg.com.cn	www.jiajiayue.com.cn	www.abest-xyj.com	www.metro.com.cn www.metrogroup.de	www.lotte.co.kr
Annual sales Total/Food	US\$4.0b (13)	US\$3.3b (13)	US\$3.2b (13)	US\$2.9b	US\$2.7b	US\$2.7b (13)	US\$2.4b (13)
Food store formats	Hypermarkets Supermarkets Convenience	Hypermarkets Convenience	Hypermarkets Department stores Online	Hypermarket Supermarket Department store Convenience	Hypermarket Supermarket	Cash & Carry	Hypermarkets Supermarkets
# of stores	482	547	445	601	116	75	110
Store fascia	Le Wan Jia Supermarket Jiangsu Chaoyue Supermarket Hunan Joindoor Supermarket			 新鲜世界 全家购物趣			




FOCUS MARKET - 3 - CHINA

... continued

POTENTIAL IN-MARKET PARTNERS - CHINA

2015 or as available



Firm	Sinopec Group	PetroChina Co.	Dongguan Sugar & Liquor Group	Seven & I Holdings
Ownership	Chinese government (SOE)	Chinese government (SOE)		Japan; listed
Website	english.sinopec.com		www.meiyijia.com.cn	www.7-11.cn www.7andi.com www.sej.co.jp www.itoyokado.co.jp
Annual sales Total/Food	US\$455b (14)			US\$49.1b US\$17.5b
Food store formats	Easy Joy	uSmile	Meiyijia	Seven&I 301 Area licensees 1,763 - DairyFarm 740 - Others -1,063
# of stores	23,300	14,000	5,580	2,064
Store fascia	 			

DOCUMENT STRUCTURE

What is the strategic situation in the market?

In this environment, what is the opportunity for Western Australia?

Who are the potential in-market partners?

Who are the key firms in Western Australia capable of delivering?



IDENTIFIED WA COMPANIES

<p>CAPILANO HONEY</p> 	<p>DAVIES APIARIES</p> 	<p>ELIXIR RAW HONEY</p> 
<p>ADDRESS: 99 Beechboro Road, Bayswater, WA, 6053</p>	<p>ADDRESS: Surflin Court 6 WA 6167</p>	<p>ADDRESS: 82 Mt Lindesay Rd, Scotsdale, WA 6333</p>
<p>PHONE: 08 9271 8133</p>	<p>PHONE: 0428 917 210</p>	<p>PHONE: 0439 923 134</p>
<p>WEBSITE: www.capilano.com.au www.wescobee.com</p>	<p>WEBSITE: www.daviesapiaries.com.au</p>	<p>WEBSITE: www.elixirrawhoney.com.au</p>

<p>FEWSTER'S FARM</p> 	<p>ONE FOOD BEE FARM</p> 	<p>SWAN VALLEY HONEY</p> 
<p>ADDRESS: 887 Brand Hwy, Muchea, WA 6501</p>	<p>ADDRESS: 11 Boona Ct, Karawara, WA 6152</p>	<p>ADDRESS: 83 Motivation Drive, Wangara, WA 6065</p>
<p>PHONE: 08 9571 4012</p>	<p>PHONE: 0430 112 002</p>	<p>PHONE: 08 9302 4660</p>
<p>WEBSITE: www.ffhoney.com</p>	<p>WEBSITE: www.onefood.com.au</p>	<p>WEBSITE: www.swanvalleyhoney.com.au</p>

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Coriolis is the leading Australasian management consulting firm specialising in the wider food value chain. We work on projects in agriculture, food and beverages, consumer packaged goods, retailing & foodservice. In other words, things you put in your mouth and places that sell them.

WHERE WE WORK

We focus on the Asia Pacific region, but look at problems with a global point-of-view. We have strong understanding of, and experience in, markets and systems in Australia, China, Japan, Malaysia, New Zealand, Singapore, South Korea, Thailand, the United Kingdom and the U.S. We regularly conduct international market evaluations and benchmarking.

WHAT WE DO

We help our clients assemble the facts needed to guide their big decisions. We develop practical, fact-based insights grounded in the real world that guide our clients decisions and actions. We make practical recommendations. We work with clients to make change happen. We assume leadership positions to implement change as necessary.

HOW WE DO IT

All of our team have worked across one-or-more parts of the wider food value chain, from farm-to-plate. As a result, our recommendations are grounded in the real world. 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.

Coriolis advises clients on growth strategy, mergers and acquisitions, operational improvement and organisational change. 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.

