



Representative Case Studies: Speciality and Fine Chemicals

Evaluation for Potential Acquisition of an Oleochemical Company

■ **Situation**

An investment bank was considering the acquisition of an oleochemicals company being sold by a major international consumer products manufacturer.

■ **Business challenge and objectives**

We were retained to assist the bank in its evaluation of this opportunity by undertaking an appraisal of the company's commercial position and production operations.

Evaluation of Potential Acquisition Candidates for U.S.-Based Specialty Chemical Producer

■ **Situation**

A U.S.-based specialty chemical producer sought to enhance its strategic position through selective acquisitions in the U.S. and Europe.

■ **Business challenge and objectives**

We were retained to identify and evaluate potential acquisition candidates according to criteria developed jointly with the client. The process involved significant desk-based analyses as well as contacts and meetings with candidate companies in the U.S. and Europe.

■ **Results**

A short list of suitable candidates was developed for direct approach by the client company.

Evaluation of Opportunities for Downstream Development

■ **Situation**

A Middle Eastern producer of commodity chemicals sought assistance in identifying and evaluating opportunities for downstream development.

■ **Business challenge and objectives**

We were retained to review markets, process technoconomics, and indicative financial viability of eight potential development projects.

■ **Results**

The study ranked the development projects according to factors such as market attractiveness, technical feasibility, indicative financial return, and the fit with client activities.

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Commercial and Technical Assessment of the Business and Production Facility of a Bulk Active Pharmaceutical Company

■ **Situation**

A leading fine chemical producer operating in the US and Europe sought financing from its US bank to buy the UK bulk actives chemical production facilities of a major multinational pharmaceutical company.

■ **Business challenge and objectives**

We were retained by the bank to assess the commercial and technical risks associated with the transaction. These risks involved establishing a supply agreement for specific actives and intermediates as well as the sale of assets. We investigated the current and future market positions of the company's key products, and also carried out an audit of the technical operations at its existing facilities and at the facilities to be acquired.

■ **Results**

The bank used our findings to decide whether to provide financing and subsequently asked us to undertake a progress review.

Competitive Position Analysis for Emulsion Polymers

■ **Situation**

The European operation of a major US-based multinational chemical company required an analysis of its competitive position in emulsion polymers in selected regional markets.

■ **Business challenge and objectives**

We were retained to undertake a detailed assessment of market, technological, and site-specific cost positions of certain nominated competitors. In addition, we were asked to evaluate the competitive market position for a different product form then under development.

■ **Results**

The analysis provided important input to the client's strategic planning process.

Due Diligence Evaluations of Major European Life Science Company

■ **Situation**

A major European-based life science company sought to divest its specialty chemicals businesses to concentrate on pharmaceuticals and life sciences.

■ **Business challenge and objectives**

We were retained by potential buyers to carry out detailed commercial and technical due diligence of the major business units comprising life science molecules, specialist colors for ink jet laser jet printers, coatings resins, biocides, leather chemicals, and ore extraction chemicals.

■ **Results**

Comprehensive evaluations were provided and used as inputs for development of the client valuation model.

Opportunity Analysis of Selected Specialty Chemicals for a Major Petroleum Company Planning an Integrated Petrochemical Complex

■ **Situation**

A petroleum company was interested in attracting partners to develop an integrated chemical production facility that would be built on available land on a refinery site and utilize its own feedstocks.

■ **Business challenge and objectives**

We were retained to determine and describe a set of value chains with higher value products that could be derived from major feedstocks using readily available technology. We were asked to help the client select products and markets that were most attractive based on profit potential and congruency with the client's competencies, strategy, and resources.

■ **Results**

A short list of product and market opportunities were identified together with a description of the technology, skills, resources, and investments needed to succeed. The names and profiles of technology providers and potential partners were provided.