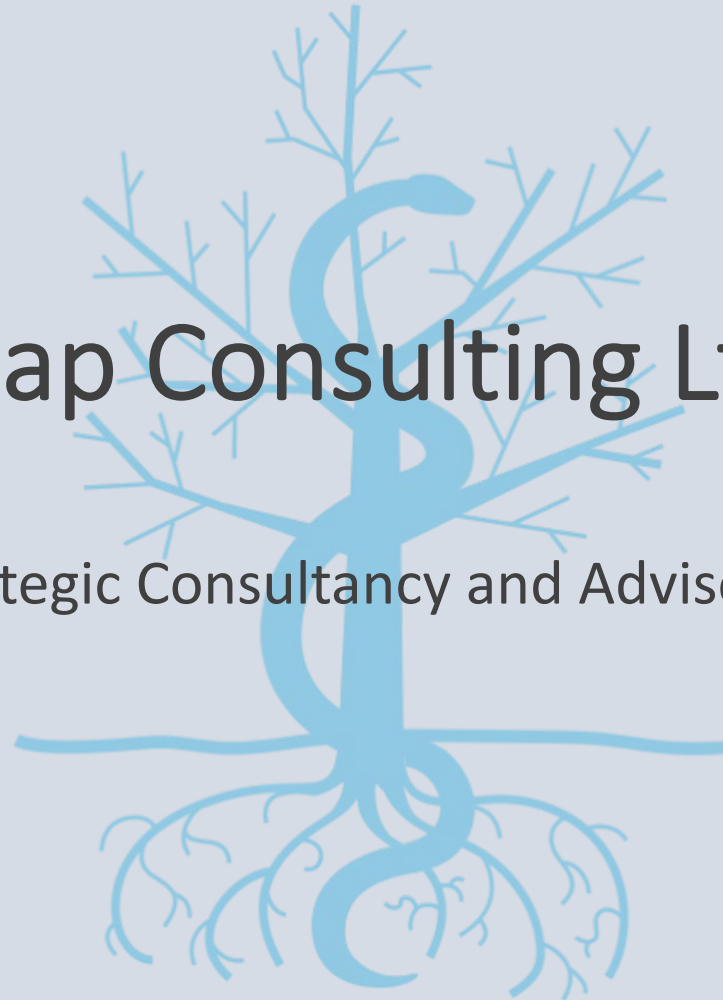




Reap Consulting Ltd

Strategic Consultancy and Advisory





Reap Consulting Ltd Overview



- UK-based consultancy offering global strategic consulting and advisory services, specialising in Pharmaceutical and Medical Device Packaging, Devices and Drug Delivery
- Reap Consulting is led by Colin Reed, who has 25 years of experience in the Healthcare packaging industry
- Specialising in strategic planning, organisational development, business growth acceleration, marketing and product strategy, M&A, industry and board advisory services
- Reap Consulting collaborates with a global network of experienced industry experts



Our services in brief

- Strategic Planning and Organisational Development
- Business Development and Growth Acceleration
- Product strategy and marketing plans
- M&A advisory and due diligence support; post-acquisition onboarding and integration
- Packaging selection and optimisation
- Industry and board advisory, seminars and presentations





Corporate Strategy and Organisational Development



- Develop business expansion strategy
- Build investment case for board approval
- Make vs buy in new markets
- Evolve the organisational structure and leadership skills to drive growth
- Align the corporate culture, structure and strategy



Growth Acceleration and Market Strategies

- Develop strategies for target markets
- Identify and qualify market segments and customers
- Select the optimum product and service portfolio
- Develop product and go-to-market strategies
- Build value propositions and execution plans





M&A Advisory and Due Diligence Support



- Identify targets for acquisition, JV, and strategic partnership
- Evaluate target suitability and fit
- Build business investment case to support project
- Support due diligence and develop integration action plan
- Support business onboarding and integration



Packaging Selection and Optimisation

- Develop packaging strategies for your product needs, including sustainability
- Identify and evaluate suitable packaging and suppliers
- Build business case for pack format optimisation
- Collaboration with industry packaging material and design specialists





Market and Board Advisory

- Educate businesses and investors on Packaging and Drug Delivery for the Healthcare Industry
- Corporate and industry seminars and discussion panels
- Provide insights into industry dynamics to guide strategic planning
- Identify trends in the Healthcare Industry and their impact on packaging and drug delivery





Colin Reed biography



- Colin Reed is a dual UK and German national, with a BEng (Hons) degree in Electrical and Electronic Engineering in 1988 and an MBA in 2003
- Colin started his career in IT, and first became involved in packaging in Germany and Switzerland, when implementing new business software and processes at Lawson Mardon
- He moved directly into the packaging business in 2000, taking a leadership role in Customer Service for Alcan's Pharma Packaging business in Germany and Switzerland
- From there, he held various leadership roles in Product Management and Operational Business Management, also successfully leading the integration of the Pharma Packaging businesses of Alcan, VAW and Pechiney in Europe in 2003-4
- From 2005 to 2008 Colin successfully led Alcan's largest Pharma Packaging business in Germany, with sales of €120M. At the same time he set up strategic partnerships in Asia, and led the acquisition and integration of a manufacturing business in India
- In 2008, Colin was tasked with setting up and leading a Business Unit for Emerging Markets, which he led until 2010, growing sales by 22% CAGR, and profit by 90% CAGR
- From 2010 to 2018, Colin led the global Marketing and Strategy for Amcor's Healthcare business of approx. €600M, focusing on product portfolio development and business growth, with a continued focus on growth in Asia-Pacific
- Colin founded Reap Consulting Ltd in January 2019



Case Study: Global Healthcare Strategy

Drove global Healthcare Packaging Strategy with value of \$1B

• **Key Responsibilities**

- Led the EMEA and Asia-Pacific Marketing and Strategy teams and led the co-ordination with Americas team
- Led the global analysis of market trends, customer needs and Key Buying Factors
- Performed comprehensive competition analysis
- Evaluate product portfolio profitability
- Developed full marketing and product strategy by region, including capital investment plans and M&A pipeline
- Led the development of product value propositions, go-to-market plans and R&D project pipeline
- Drove the execution of the action plans

• **Outcomes**

- Aligned 5-year Healthcare Packaging strategic plan across the global business, with growth of 7% CAGR
- Action plans approved by CEO and Executive Board
- Successful implementation of product development portfolio of over €80m sales p.a.
- Successful implementation of major capital investments of value >€25m p.a.
- Actual profit growth of >10% CAGR over 3 years against an underlying market growth of <3%

• **Key Success Factors**

- Detailed knowledge and understanding of global healthcare and packaging markets
- Ability to understand and explain complex environments and situations
- Interpersonal skills to align multiple Business Units
- Leadership skills to develop and lead cross-functional teams
- Cultural sensitivity and flexibility to lead and motivate teams across the world
- Understanding of corporate drivers to ensure acceptance and sign-off by Board



Case Study: M&A and Business Onboarding

Led the acquisition of a flexible packaging company in India

• **Key Responsibilities**

- Developed the business case that led to the decision to enter the Indian market for Pharmaceutical Packaging
- Identified target companies and initiated relationships with business owners
- Performed initial due diligence on multiple facilities
- Prepared investment proposal for board approval
- Developed trust and confidence with business owners to ensure progress of acquisition negotiation
- Prepared financial, commercial and operational scenarios to close the deal for mutual benefit
- Led the post-agreement due diligence
- Led the contract preparation
- Co-ordinated the final transaction execution

• **Outcomes**

- Successful acquisition of manufacturing plant at a transaction price the met buyer and seller expectations
- Successful handover of responsibilities and seamless transition of ownership
- Rapid and cost-effective upgrades to meet safety and growth needs
- Rapid growth of sales and profit post-integration

• **Key Success Factors**

- Building and nurturing relationships in multiple cultures, based on mutual trust and respect
- Detailed global and local industry knowledge
- Cultural flexibility and sensitivity
- Deep knowledge of financial, commercial and operational performance factors
- Creativity and rigour in executing due diligence and preparing scenarios to ensure deal closure
- Thoroughness and tenacity in executing the handover, onboarding and integration



Case Study: Strategic BU Leadership

Created and led a Strategic Business Unit in Asia-Pacific

• **Key Responsibilities**

- Built from scratch a new Business Unit for Global Healthcare Packaging in Emerging Markets
- Responsible for P&L of the Healthcare business in Asia-Pacific, including 3 manufacturing sites and approx. 340 employees
- Recruited a leadership team of 5 direct reports in Asia, internally and externally, including replacement of one incumbent in China
- Integrated newly-acquired business into the corporate culture and turned around loss-making plants in China and India
- Defined, gained approval for, and implemented capital investments in new and upgraded production equipment
- Developed and implemented detailed plans to develop new products and transfer existing products to Asia

• **Outcomes**

- Successful integration of Asian businesses into corporate Healthcare culture
- Sales growth of 22% CAGR and profit growth of 90% CAGR over 2 years
- Successful implementation of capital investments in China and India
- Launch of first Class 100k packaging clean room in India
- Launch of multiple new product specifications

• **Key Success Factors**

- Flexibility and sensitivity across multiple cultures in North America, Europe and Asia
- Outstanding and courageous leadership to recruit, onboard, mentor and develop BU team
- Strategic vision to develop the long-term growth strategy
- Organisational agility to ensure support from corporate leadership
- Drive for results to ensure rapid integration and execution of plans, and onboarding, training and development of employees across the BU



Case Study: Post-acquisition Integration

Led the integration of 10 Packaging sites to capture synergies

- **Key Responsibilities**

- Led the project to integrate the Pharmaceutical packaging sites in Europe post acquisition of VAW and Pechiney by Alcan
- Optimized 10 sites producing packaging in France, Germany, Switzerland and Italy and achieve planned synergy targets
- Responsible for protecting portfolio of over €300m
- Ensured successful and timely transfer of production equipment and product specifications between sites without customer service interruptions
- Closed production at one site without losing supply performance
- Built new sales and operations teams and integrated into corporate culture

- **Outcomes**

- Successful integration of VAW and Pechiney plants and sales teams into Alcan Global Healthcare
- All production equipment and product specifications transferred on time and on budget
- No sales loss and no interruption of supply
- Successful plant closure and transfer of selected employees
- Over-delivery of planned synergies and on-time completion

- **Key Success Factors**

- Detailed knowledge of packaging processes and customer needs
- Rigorous planning and project preparation
- Courageous and sensitive leadership to motivate project team and all affected employees
- Ability to manage and negotiate through complex situations
- Drive for results to ensure rapid execution and maintain focus on corporate goals



Case Study: Pharma pack format optimisation

Led project to change customer pack format and save £Ms

• **Key Responsibilities**

- Led the design of tool to calculate total cost of ownership for drug packaging
- Reviewed and evaluated packing costs with Pharma technical packaging lead
- Calculated packaging options and cost savings
- Built business case to demonstrate how change in pack format could reduce drug unit cost.
- Supported customer packaging team to gain approval for change

• **Outcomes**

- Senior customer leadership approval to change pack format from bottles to high barrier blister pack
- Successful re-launch of established brand in several countries, outstripping growth targets
- Annual savings in total packing costs estimated at approx. £2M
- Measurable improvement in carbon footprint with new pack format

• **Key Success Factors**

- Analytical skills to conceive, drive development and test tool to calculate packing costs
- Deep understanding of customer packaging process to identify source of cost and profit
- Collaboration and interpersonal skills to develop transparency and trust with customer team
- Market and customer knowledge to understand needs and develop alternative solutions and business case



Case Study: Healthcare Market Entry Strategy

Developed Healthcare Packaging market entry strategy

• **Key Responsibilities**

- Led and guided the client team to understand the Healthcare primary packaging markets
- Trained and educated client team in market dynamics, terminology, regulatory environment
- Led the analysis into market sub-verticals, customer needs, competitive landscape and addressable spend
- Define operational and manufacturing needs
- Define target product specifications
- Led the client team to define strategic options, investment roadmap and decision criteria
- Support preparation of board decision paper

• **Outcomes**

- Client team trained and educated in Healthcare primary packaging market
- Substantial understanding of customer needs and market opportunities
- Gap analysis and costed investment plan for operational upgrades
- Clear, founded and actionable strategic options
- Successful board presentation leading to market entry decision

• **Key Success Factors**

- Detailed knowledge and understanding of global healthcare and packaging markets
- Ability to understand and explain complex environments and situations
- Breadth of commercial and operational skills to cover all processes
- Communication skills to enable training of client team, in English and German
- Project leadership to ensure deliverables completed on-time
- Strategic foresight to establish short-, medium- and long-term strategic options



Contact Us

Mail: colin.reed@reap-consulting.com

M: +44 7368 201467

Web: www.reap-consulting.com

