

Client Case Studies

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Focused Market Study, Strategy Building & Market Entry Support, 1998 - ongoing

European Automotive Parts Supplier

- ✓ 2005 sales over 2 billion
- ✓ 10,000 employees
- ✓ Operations in 25 countries
- ✓ >100 production, assembly and R&D facilities
- ✓ IRC client since 1998

- IRC's client is a global leader in plastic automotive parts
- IRC supported their acquisition of a local plastic fuel tank manufacturer in 1988
- With IRC's support our client successfully out-maneuvered the fuel tank maker's technical license partner
- Our client approached us again in 2004 to support market entry by its plastic exterior parts division. IRC prepared a *Focused Market Study* to determine the economic attractiveness of market entry and identified potential targets
- IRC continues to support our client to win business from Korean auto assemblers and to strengthen its business in Korea



Organizational Optimization, 2004-2005

American Pharmaceutical Company

- ✓ *Global pharmaceutical leader*
- ✓ *2005 sales >US\$50 billion*
- ✓ *>100,000 employees*
- ✓ *Operations in >40 countries*
- ✓ *IRC client since 2004*

- In 2004 IRC helped them move from a culture of conflict to one aligned with individual and company performance objectives
- IRC optimized the operations of the company by defining department and individual responsibilities, defining, measuring and rewarding performance against key KPIs. The result was an organization pulling in the same direction
- Employees and managers now have clear direction, prioritized activities and are driving company growth



Focused Market Study, Strategy Building, Acquisition, Organizational Optimization, 1997-2004

European Papermaking & Converting Group

- ✓ *Global papermaking & converting company*
- ✓ *Exporting to over 50 countries*
- ✓ *Wholly owned sales and distribution companies in the USA, France, Germany and the Netherlands*
- ✓ *>1000 employees*
- ✓ *IRC client since 1997*

- IRC's client was suffering from stiff competition from a small Korean competitor
- IRC analyzed the competitor and assessed its operational, commercial and financial viability
- IRC approached the company on behalf of our client and negotiated the sale
- This resulted in the elimination of a competitor, provision of a low cost production base and satisfactory margins worldwide
- IRC continues to support the client by running an annual employee satisfaction assessment



Focused Market Study, Strategy Building, Acquisition, Organizational Optimization, 1992-2006

Swiss Technology Company

- ✓ Network of 80 subsidiary companies in 25 countries
- ✓ 2005 sales >Euro 1 billion
- ✓ >6,500 employees
- ✓ IRC client since 1992

- IRC's client is a global leader in the field of thin film, vacuum and precision technology
- IRC implemented several *Focused Market Studies* for the client, first in its core business area and subsequently in peripheral sectors
- IRC worked with government authorities to change regulations blocking investment into the sector
- IRC supported the company to establish a greenfield operation. Although the company began business in December 1997, the first month of the Financial Crisis, it successfully grew from the first month with targeted revenues in 2006 of US\$ 23 million
- IRC continues to support management of the company liaising between the all-Korean local staff and headquarters in Switzerland

- Seek and achieve your ambitious targets in Korea

Let IRC guide the way.

