



Business Case Study

Go-to-Market Assessment for Perlite Mineral

Case study: Go-to-market assessment for perlite mineral (1 / 2)

Client	Leading industrial mineral company
Industry	Construction, filtration, horticulture, etc.
Product / technology	Crude / raw perlite; open-cell / close-cell expanded perlite

Context

• The Client seeks to gather country-specific (31 countries spread across Americas, EMEA, and APAC) intelligence on supply-demand, demand outlook and trends, pricing, key suppliers and customers, route-to-market options, acquisition targets, etc. to formulate its go-to-market strategy.

Key business questions

- What is regional and country attractiveness for perlite?
- Which are attractive product and application segments per country?
- Which are potential customers that could be targeted for business opportunities?
- Which are suitable route-to-market options and attractive acquisition targets?

Engagement scope

1	Supply-demand analysis	2	Competition analysis	3	Customer analysis	4	Key findings and conclusions
<ul style="list-style-type: none">• What is demand of perlite per country segmented by major grade, application, and channel?• What is supply of perlite per country segmented by major player and local vs. imports?• What is price of perlite segmented by grade, application, supply source, and key player?		<ul style="list-style-type: none">• What is universe of key local suppliers per country and their market positions?• What is universe of key exporters per country and their market positions?		<ul style="list-style-type: none">• Which are major customers per country spread across major applications?• What are pertinent perlite consumption details such as annual demand, grade, price, supplier, unmet needs, etc. of each major customer per country?		<ul style="list-style-type: none">• What is addressable market per application-centric business segment of Client?• Which countries are most attractive for Client?• Which market segments are most attractive for Client?• Which are attractive acquisition targets as per Client's criteria?	

Case study: Go-to-market assessment for perlite mineral (2 / 2)

Research methodology

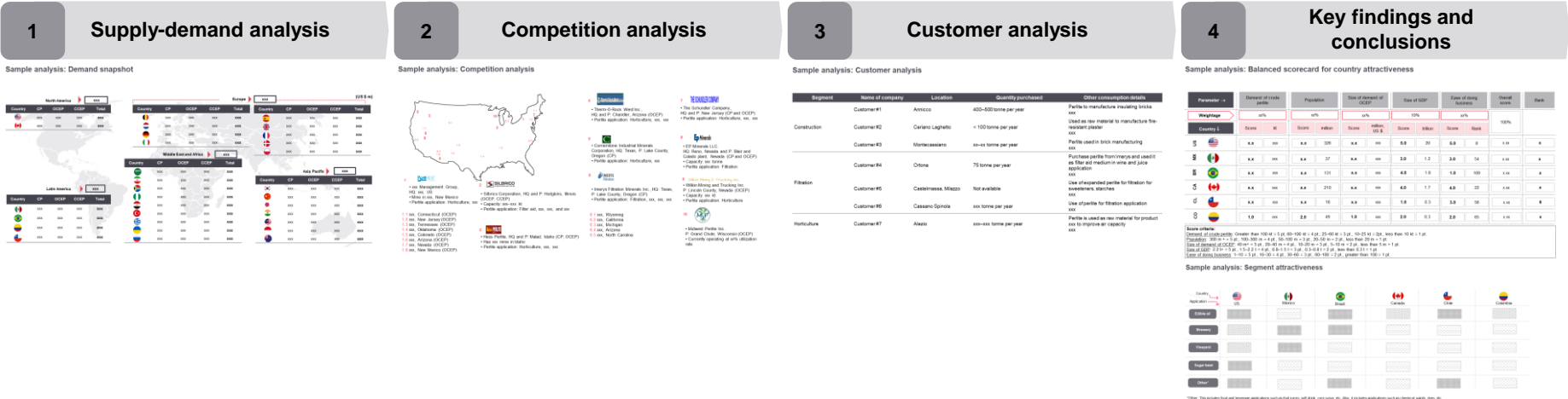
Secondary research

- Paid commercial, IP, and technical databases
- Company, analyst, trade journal, association, etc. publications

Primary research

- 240+ telephonic interviews / surveys with major perlite (crude and expanded) manufacturers, key customers of perlite, thought leaders, independent consultants and analysts
- 5–8 hours of consultations with industry experts (20+ years of industry experience)

Sample analysis



Sample analysis: Demand snapshot





North America

xxx

Country	CP	OCEP	CCEP	Total
	xxx	xxx	xxx	xxx
	xxx	xxx	xxx	xxx

Latin America






xxx

Country	CP	OCEP	CCEP	Total
	xxx	xxx	xxx	xxx
	xxx	xxx	xxx	xxx
	xxx	xxx	xxx	xxx
	xxx	xxx	xxx	xxx

Europe










xxx

Country	CP	OCEP	CCEP	Total
	xxx	xxx	xxx	xxx
	xxx	xxx	xxx	xxx
	xxx	xxx	xxx	xxx
	xxx	xxx	xxx	xxx

Country	CP	OCEP	CCEP	Total
	xxx	xxx	xxx	xxx
	xxx	xxx	xxx	xxx
	xxx	xxx	xxx	xxx
	xxx	xxx	xxx	xxx
	xxx	xxx	xxx	xxx








Middle East and Africa

xxx

Country	CP	OCEP	CCEP	Total
	xxx	xxx	xxx	xxx
	xxx	xxx	xxx	xxx
	xxx	xxx	xxx	xxx
	xxx	xxx	xxx	xxx
	xxx	xxx	xxx	xxx
	xxx	xxx	xxx	xxx
	xxx	xxx	xxx	xxx
	xxx	xxx	xxx	xxx
	xxx	xxx	xxx	xxx

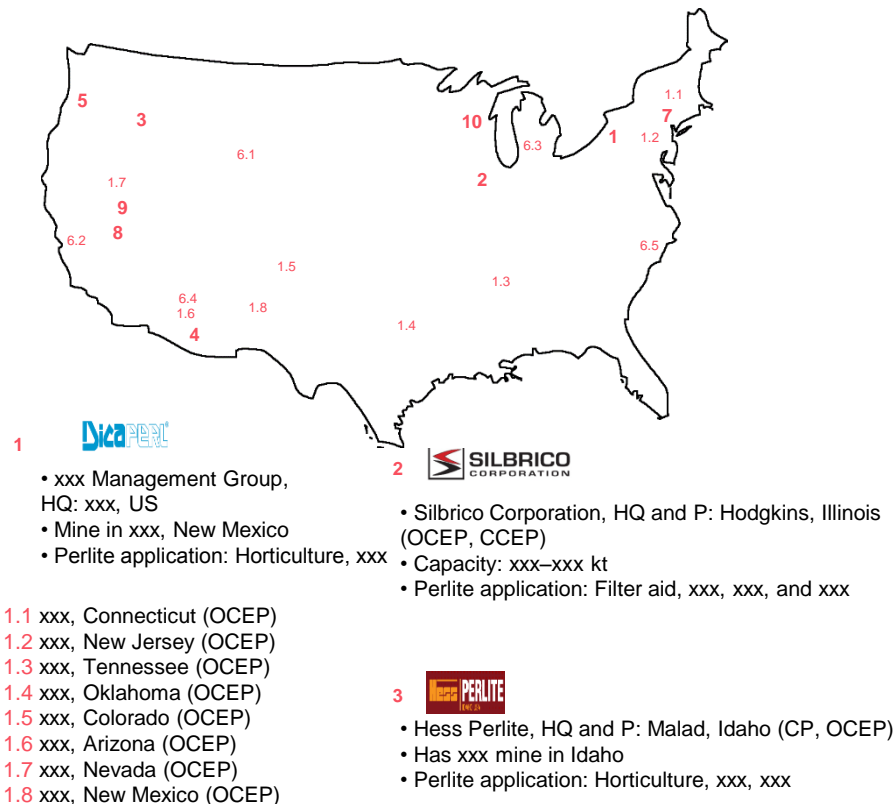
Asia Pacific

xxx

Country	CP	OCEP	CCEP	Total
	xxx	xxx	xxx	xxx
	xxx	xxx	xxx	xxx
	xxx	xxx	xxx	xxx
	xxx	xxx	xxx	xxx
	xxx	xxx	xxx	xxx
	xxx	xxx	xxx	xxx
	xxx	xxx	xxx	xxx

(US \$ m)

Sample analysis: Competition analysis



4 • Therm-O-Rock West Inc., HQ and P: Chandler, Arizona (OCEP)
• Perlite application: Horticulture, xxx, xxx

5 • Cornerstone Industrial Minerals Corporation, HQ: Texas, P: Lake County, Oregon (CP)
• Perlite application: Horticulture, xxx

6 • Imerys Filtration Minerals Inc., HQ: Texas, P: Lake County, Oregon (CP)
• Perlite application: Filtration, xxx, xxx, xxx

6.1 xxx, Wyoming
6.2 xxx, California
6.3 xxx, Michigan
6.4 xxx, Arizona
6.5 xxx, North Carolina

7 • The Schundler Company, HQ and P: New Jersey (CP and OCEP)
• Perlite application: Horticulture, xxx, xxx

8 • EP Minerals LLC, HQ: Reno, Nevada and P: Blair and Colado plant, Nevada (CP and OCEP)
• Capacity: xxx tonne
• Perlite application: Filtration






9 • Wilkin Mining and Trucking Inc. P: Lincoln County, Nevada (OCEP)
• Capacity: xxx kt
• Perlite application: Horticulture

10 • Midwest Perlite Inc. P: Grand Chute, Wisconsin (OCEP)
• Currently operating at xx% utilization rate

Sample analysis: Customer analysis

Segment	Name of company	Location	Quantity purchased	Other consumption details
Construction	Customer #1	Annicco	400–500 tonne per year	Perlite to manufacture insulating bricks xxx
	Customer #2	Ceriano Laghetto	< 100 tonne per year	Used as raw material to manufacture fire-resistant plaster xxx
	Customer #3	Montecassiano	xx–xx tonne per year	Perlite used in brick manufacturing xxx
Filtration	Customer #4	Ortona	75 tonne per year	Purchase perlite from Imerys and used it as filter aid medium in wine and juice application xxx
	Customer #5	Castelmassa, Milazzo	Not available	Use of expanded perlite for filtration for sweeteners, starches xxx
	Customer #6	Cassano Spinola	xxx tonne per year	Use of perlite for filtration application xxx
Horticulture	Customer #7	Alezio	xxx–xxx tonne per year	Perlite is used as raw material for product xxx to improve air capacity xxx

Sample analysis: Balanced scorecard for country attractiveness

Parameter →	Demand of crude perlite		Population		Size of demand of OCEP		Size of GDP		Ease of doing business		Overall score	Rank
Weightage	xx%		xx%		xx%		10%		xx%		100%	
Country ↓	Score	kt	Score	million	Score	million, US \$	Score	trillion	Score	Rank		
US 	x.x	xxx	x.x	326	x.x	xxx	5.0	20	5.0	8	x.xx	x
MX 	x.x	xxx	x.x	37	x.x	xxx	3.0	1.2	3.0	54	x.xx	x
BR 	x.x	xxx	x.x	131	x.x	xxx	4.0	1.8	1.0	109	x.xx	x
CA 	x.x	xxx	x.x	210	x.x	xxx	4.0	1.7	4.0	22	x.xx	x
CL 	x.x	xxx	x.x	18	x.x	xxx	1.0	0.3	3.0	56	x.xx	6
CO 	1.0	xxx	2.0	49	1.0	xxx	2.0	0.3	2.0	65	x.xx	x

Score criteria:

Demand of crude perlite: Greater than 100 kt = 5 pt., 60–100 kt = 4 pt., 25–60 kt = 3 pt., 10–25 kt = 2pt., less than 10 kt = 1 pt.





Population: 300 m + = 5 pt., 100–300 m = 4 pt., 50–100 m = 3 pt., 20–50 m = 2 pt., less than 20 m = 1 pt.

Size of demand of OCEP: 40 m+ = 5 pt., 20–40 m = 4 pt., 10–20 m = 3 pt., 5–10 m = 2 pt., less than 5 m = 1 pt.

Size of GDP: 2.2 t+ = 5 pt., 1.5–2.2 t = 4 pt., 0.8–1.5 t = 3 pt., 0.3–0.8 t = 2 pt., less than 0.3 t = 1 pt.

Ease of doing business: 1–10 = 5 pt., 10–30 = 4 pt., 30–60 = 3 pt., 60–100 = 2 pt., greater than 100 = 1 pt.

Sample analysis: Segment attractiveness

Country Application	 US	 Mexico	 Brazil	 Canada	 Chile	 Colombia
Edible oil						
Brewery						
Vineyard						
Sugar beet						
Other*						

*Other: This includes food and beverage applications such as fruit juices, soft drink, corn syrup, etc. Also, it includes applications such as chemical, paints, dyes, etc.

Thank you

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