

# Going global - growth through acquisitions

## Company

Soho Flordis International (SFI)

## Problem/opportunity

Global growth ambitions were set by the shareholders and agreed by the leadership team. The goal, from a base of a very small management team, was to establish a business in Europe and North America and sales in 20+ countries within 5 years. From this platform the vision was to build the first global brand of specific evidence natural health products.

## Solution

A strategy map for the global strategy was designed and set, using balanced scorecard principles. Acquisition criteria were agreed (4 requirements), a team established, and appropriate governance was put in place to execute the plan.

## Our role

Pollard, as Group CEO, had ultimate responsibility for the delivery of the plan, with a team. Particular acknowledgement is made of Wolfgang Kuchen who led the acquisition effort and the financial support of the Tan family.

## Outcomes

- A database of 144 carefully selected target companies was established.
- Formal and informal contact was made with 100+ companies.
- Screening led to formal engagement with 40 companies.
- Acquisitions between 2010 and 2015 were executed and integrated as follows:
  - Australia (1 company)
  - South Africa (1 company)
  - North America (2 companies).
  - Europe (2 companies, 1 product).
- Awards
  - Acquisitions International: Asia Pacific Health Care Acquisition of the Year 2013
  - CEO Today: Global CEO Award 2019
- Footnote - by early 2018 6 different legacy brands were harmonised, including a 200-year old natural health brand – to an umbrella brand and 3 channel brands

## Tags

Global business, Balanced scorecard, Corporate acquisition, Specific evidence, Soho Flordis International, SFI, Potters, Ginsana, Klair Labs, Complementary Prescriptions, ProThera