



Openfield™

The merger of Grainfarmers and Centaur Grain to form Openfield

‘EFFP’s team provided a compelling combination of quality advice, project management skills, sector knowledge and hard work. Moreover their independence and ability to focus on the new company really helped us to deliver this complex transaction.’

Tim Davies
Chief Executive, Openfield

Summary

EFFP facilitated the merger of Grainfarmers and Centaur Grain to form a major new national grain marketing and input supply business. We worked closely with both parties from the outset helping them to develop, plan and implement the deal.

The business challenge

A series of mergers and acquisitions during the 1990s had left Grainfarmers with a national presence in the grain sector but a fragmented business with a lack of clarity in ownership and purpose. Centaur, on the other hand, was looking to build its core strategy of forming long-term relationships within the food chain into a larger more influential business offering.

How we helped

EFFP was engaged by both parties to provide an independent lead to discussions, project manage and give direct support and advice to the merger process, including:

- Strategic development;
- Business planning;
- Legal structuring;
- Integration planning;
- Brand development;
- Marketing and communications;
- Professional development.

Working with other advisers, including corporate financiers and legal teams, EFFP had a leading role across multiple workstreams throughout the process and continues to remain actively involved in the provision of advice and support to Openfield.

4m

Openfield handles around 4 million tonnes of grain.

7000

Openfield work with over 7,000 farmers.



The outcome

Through the merger, the combined organisations developed a new and innovative business model focussing on building long-term supply chain partnerships creating value for both the farmer owners and customers; the enlarged business handles around 4 million tonnes of grain working with over 7,000 farmers making it the No.1 farmer owned supplier of grain. In addition, Openfield's growing arable inputs business, providing both seeds and fertiliser, is now the 3rd largest supplier in the UK.

Openfield is also developing an on-going partnership with NetworkGrain UK, a UK-wide network of independent farmer-owned grain storage businesses marketing around 500,000 tonnes of grain per annum.

Facing the challenge

A merger, acquisition or joint venture is exciting and can be very rewarding if the right deal is made; but the cost of getting it wrong can be even greater.

A successful transaction not only needs great leadership and a clear strategic purpose, but also well defined plans and milestones, excellent execution and clear and concise communication.

EFFP has been involved in many transactions where we not only have assisted in defining the goals, strategies and plans but have remained an integral part of the team to help coordinate and deliver a successful outcome.

About EFFP

EFFP is a specialist agri-food business consultancy, working across the whole supply chain. We combine our farming knowledge with food industry expertise to address structural, commercial and trading relationship issues from an objective and independent viewpoint.

As a national organisation, with a dedicated team of highly experienced sector and regional specialists, we not only assist individual businesses but also promote new thinking and transformational change across the complete chain. We reinvest all our profits back into the industry to help make that change happen.

We offer

- strategic insights into what is happening both globally and nationally, and crucially the implications for UK businesses;
- a range of business development services to help deliver growth, organisational and structural improvements and continuing professional development;
- expert advice and practical solutions to strengthen and integrate the supply chain back to farm level.

Speak to us

To discuss how EFFP can support your business please contact us.

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