

Une planification stratégique pour CTBI inc.

Dr. François Eudes

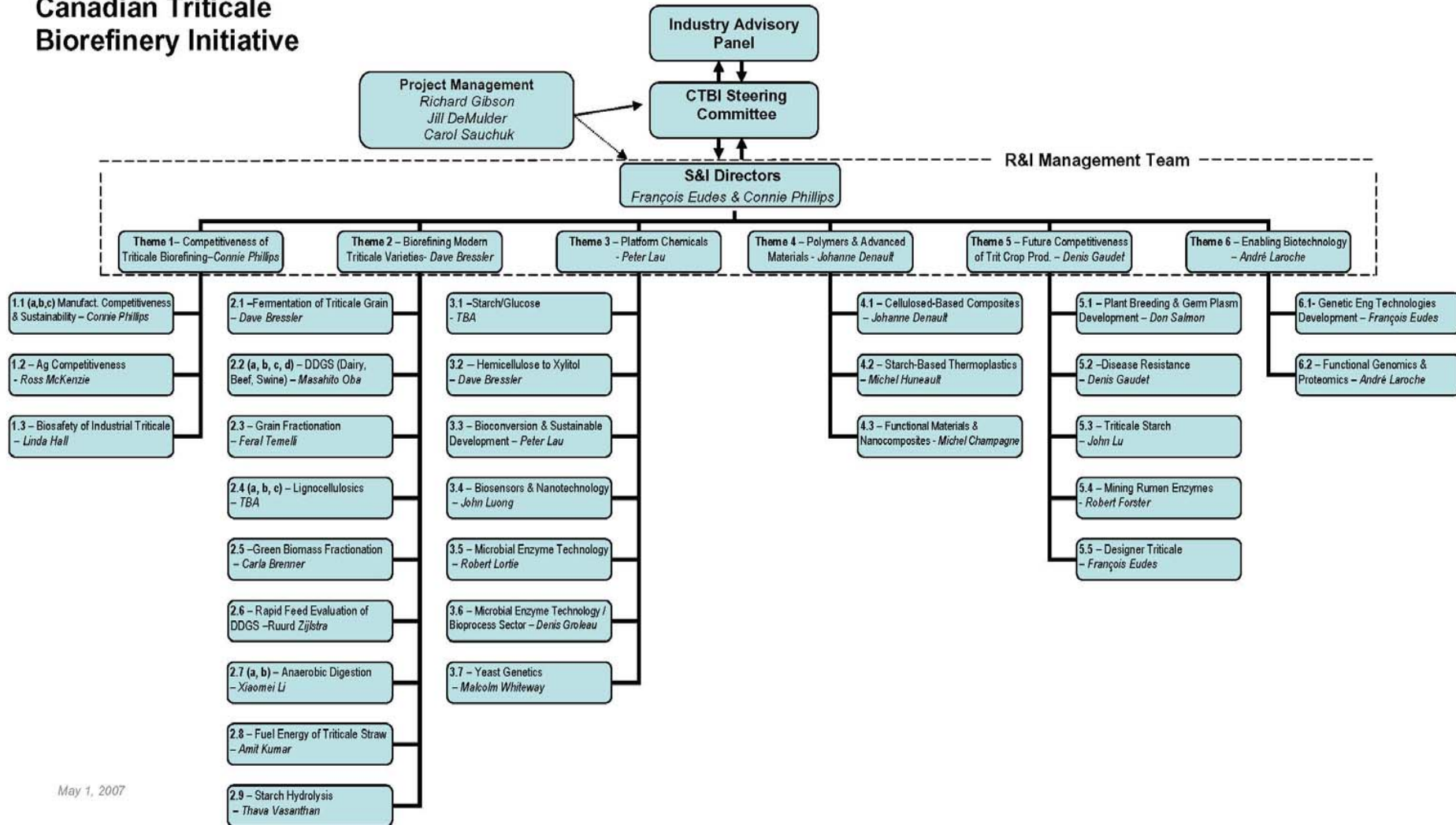
Directeur scientifique

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Canadian Triticale Biorefinery Initiative



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Le comité de direction

Stan Blade	Alberta Agricultural Research Institute
Lianne Dwyer	Agriculture et agroalimentaire Canada
François Eudes	Agriculture et agroalimentaire Canada
Richard Gibson	Alberta Research Council
Alan Hall	Alberta Crop Industry Development Fund
Connie Phillips	Alberta Agriculture and Food
Yves Quenneville	CNRC – IRB



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Nouvelle structure opérationnelle



APF

PIBA

Cultivar
l'avenir

Executive Director – Connie Phillips (*Acting until permanent director is hired*)

Special Projects Manager – Carol Sauchuk

Director, R&I – François Eudes / Connie Phillips

Director, Business Development – Richard Gibson

Marketing & Communications Manager – vacant

Director, Finance – Darrell Penner

Director, Operations Management & Logistics – Tricia McAllister

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Session de planification stratégique CTBI

Modérateur: Steven Haines
Haines Centre for Strategic Management



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Vision 2020

Triticale is a socially, environmentally and economically sustainable key component of a globally competitive Canadian bioindustry.

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Mission 2020

- We are Canadian public-private partnership with an evolving knowledge network.
- We mobilize the research, development, and commercialization of triticale-based processes, products and technology with intellectual property and business processes that help create new products and integrated value streams.
- We serve the global biorenewable industry, including agribusiness, processors, energy / chemical / materials, and biotech manufacturers.

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Nos valeurs

Sustainability: we believe strongly in a commitment to economic, environmental and social sustainability

Inclusiveness: we encourage engagement and participation of all stakeholders

Integrity and Respect: create a positive, trusting and open communication and research environment

Commercial Responsiveness: we are responsive and flexible to commercial needs and requests

Global Perspective: we have a Canadian wide participation, a strong team approach and global view

Leveraging Knowledge: we create and enhance our knowledge network through sharing multi-disciplinary expertise, personal growth and mentorship

Accountability: we demonstrate a responsible, pragmatic, common sense, get it done philosophy

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Nos six stratégies

1. Communications

To: communicate/demonstrate the value of triticale brand/opportunities for all potential stakeholders

2. Organization

To: build the organization, structure, staffing, funding and fill gaps needed to achieve the vision

3. Business Intelligence

To: develop and act on global business intelligence for triticale-based commercial applications

4. Research & Innovation

To: foster integrated technology development that creates value streams of compatible products and co-products

5. Value Proposition

To: develop and communicate the business value proposition for each market sector and value chain components

6. Strategic Partnerships and Commercialization

To: identify and develop close relationships with key partners (industry, government, university) to commercialize new products, processes and technologies (including prototypes)

Les actions prioritaires annuelles

STRATEGY	AAI#	ITEM	LEAD	DUE DATE
#1 - Marketing & Communication	1.1	Develop key messages – brand	Richard	
	1.2	Launch website	Carol	
	1.3	Target stakeholders using communications plan and tactics a. Government (operational & capital funds) b. Industry (customer engagement)	a. Connie b. Richard	
	1.4	Market prototype products developed at a demonstration facility (obtain funds to build this facility): main purpose is customer engagement		
#2 Organization	2.1	Governance - describe evolution from Steering Committee to Board of Directors – put Board of Directors in place	Connie	
	2.2	Funding – make application(s) to appropriate agencies to fund CEO/CSO	Tricia	
	2.3	Leadership search – job description, expectations, etc. for CEO and other staff	Rolf	
	2.4	The PLAN – assign accountability and dates due – implement	All	
	2.5	Build and gain approval for the Business Model	Connie / Rolf	
#3 – Business Intelligence	3.1	Define Intelligence needs: <ul style="list-style-type: none"> ▪ What intelligence do we need? ▪ What sectors? ▪ Which companies? ▪ Who are the people? ▪ Who know them? 	Richard	
	3.2	Develop a people map from requirements above	Carol	
	3.3	Maintain a value chain awareness		
	3.4	Undertake IP scouting / intelligence gathering	Yves Quenneville	
	3.5	Define who is collecting the information – researchers? Or others?	Carol	

Les actions prioritaires annuelles

Strategy	AAI	ITEM	Lead	Due date
#4 - Research & Innovation	4.1	Theme 1 – Competitiveness of Modern Triticale <ul style="list-style-type: none"> ▪ Agronomy (2011) ▪ Biosafety (2009) ▪ Biorefinery economics modeling (cluster) (2011) 	François with support from Connie	
	4.2	Theme 2 – Biorefining <ul style="list-style-type: none"> ▪ Develop economic extraction and fractionation processes (2009-2011) ▪ Green and mature model development 	François with support from Dave Bressler	
	4.3	Theme 3 – Platform Chemicals and Fuels (Butanol and Others) <ul style="list-style-type: none"> ▪ Biochemical (fermentation) ▪ Thermo-chemical (pyrolysis, gasification, pulping, catalytic) 	François with support from Peter Lau	
	4.4	Theme 4 – Polymers and Advanced Materials <ul style="list-style-type: none"> ▪ Plastics ▪ Composites ▪ Carbonized application 	François with support from Johanne Denault	
	4.5	Themes 5 & 6 – Future Competitiveness / Enabling Biotechnology <ul style="list-style-type: none"> ▪ Increase sugar in starch and straw ▪ Improve traits to extract sugar economically from lignocellulosics ▪ Increase yield and resistance and lower inputs ▪ Genomic information (sequencing) ▪ Enabling biotechnologies (genetic engineering) 	François with support from Denis Gaudet / Andre Laroche	

Les actions prioritaires annuelles

Strategy	AAI	ITEM	Lead	Due date
#5 - Value Proposition	5.1	Integrated feasibility assessment <ul style="list-style-type: none"> ▪ Green whole cr. ▪ Mature whole cr. ** driven by final product requirements	Connie / Rolf	
	5.2	Develop opportunity filter		
	5.3	Initiate technical programs and feasibility assessment of possible quick wins <ul style="list-style-type: none"> ▪ Dissolving pulp ▪ Pellets – fuel ▪ Carbonized pellets (horticultural substrate and fuel) ▪ Insulation ▪ Spray-based environmental ▪ Aqueous phase reforming – biogasoline 	(need to complete feasibility study first and then work to accomplish quick wins)	2010
#6 - Partnerships & Commercialization	6.1	Create inventory of products, processes and technologies that will become available. Segment in connected groups/clusters (use IMC Market Dev Report)	Tricia / Carol	
	6.2	Create prioritized list of existing target contacts based on conclusions from the value proposition work		
	6.3	Based on “hottest areas”, contact target companies to build/gauge interest		
	6.4	Follow-up with industry contacts made in market development report	Rolf	
	6.5	Focus on major partner(s) to become Champion		
	6.6	Ongoing ... work with theme areas to continue relationship building for identifying commercialization opportunities/contacts		

CTBI inc. au Québec

- **Partenariats public et privé**
 - Consortiums technologiques
 - Financement > 3 000 000 \$
 - Gestion de la propriété intellectuelle
- **Opportunités**
 - Cluster industriel dans la région de Montréal
 - Diversification et développement agricole en dehors du corridor du St. Laurent.
 - Intégration des secteurs forestiers et agricoles
 - Programme fédéral-provinces
« Cultivons l'avenir »

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La culture céréalière à vocation bioindustrielle



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Agriculture and Agri-Food Canada

Agriculture et Agroalimentaire Canada



Cinq forces et faiblesses

Forces (à développer)	Faiblesses (à éliminer)
Equipe multidisciplinaire	Disponibilité de la biomasse vs le marché
Expertise et activité à l'échelle labo et pilote	Disponibilité du financement et des investissements privés
Technologies type plateformes	Pas d'exemple de bioraffinerie (ie. Permolex)
Faible interaction avec la chaîne de production alimentaire	Faible lien entre la recherche et la demande spécifique en bioproduit
Sur une trajectoire verte	Viabilité en tant que plateforme unique



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