

Consulting Services - Summary of Qualifications

Emerging Markets Online provides customized management consulting, strategic business development and market research services for the biofuels, petroleum and utilities sectors.

Emerging Markets Online's consulting and advisory services are specifically tailored to each client's needs. EMO's global team of management consultants and research analysts provide specialized expertise in strategic business development.

Emerging Markets Online Consulting Services specializes in helping clients to:

- ⇒ Develop research initiatives with direct surveys of markets, competitors, prospective suppliers and government regulatory and procurement entities;
- ⇒ Perform due diligence and investigative research on specific companies;
- ⇒ Identify new business opportunities in regional and local markets;
- ⇒ Facilitate joint venture activities and identify prospective partners;
- ⇒ Provide assessments of sales and distribution channels;
- ⇒ Track competitor's activities;
- ⇒ Forecast market growth potential for products and services;
- ⇒ Analyze new trends and forecast market growth;
- ⇒ Acquire strategic information on utility markets deregulation, liberalization and privatization initiatives;
- ⇒ Develop strategies for competitive tenders and bidding scenarios

Emerging Markets Online was established in 1997. For more than a decade, EMO has provided strategic business development intelligence services, specializing in global biofuels, energy and utilities markets. Since its inception, Emerging Markets Online has established an extensive network of highly specialized analysts, consultants, and content providers from around the world. This network provides EMO customers with a steady stream of multi-client studies, management reports and industry databases. This network also provides a key source of data and expert contributors for EMO's single-client consulting services activities.

When you are preparing for a specific project or a business plan, EMO's team can help. To have Emerging Markets Online produce a management study or market research survey for you send a request for proposal to info@emerging-markets.com or call +1 713 429 4905.

Consulting Services – Examples

Emerging Markets Online Consulting Services has helped dozens of clients worldwide assess emerging market challenges and identify new growth opportunities. Here are a few examples of projects EMO has completed for our clients.

Selected Biofuels Consulting Assignments:

- ⇒ Developed a business plan for a prospective San Francisco Bay based biodiesel tank storage facility and biodiesel production enterprise. This assignment focused on a supply chain analysis of site locations for tank storage terminals, potential customers for the operation, and potential feedstocks. The business plan also included strategic support for the California Governor's biofuels initiative, infrastructure development plans, and site location requirements for tank storage and biofuels production. EMO succeeded in one of the organizations' primary goals to produce and deliver the business plan to the governor of California earlier in 2008 (by way of local support from a state senator) in an effort to clear site location permits, and to encourage cooperation and investment from the state. EMO advised this private company on the development of its operations, feedstock acquisition and development strategies, and government initiatives.
- ⇒ Assisted former investors from Willie Nelson's biodiesel company in evaluating and preparing for a prospective biodiesel operation in Texas. The assignment included evaluating the potential acquisition and merger of several yellow grease collection operations to supply a prospective biodiesel production operation. For this project, EMO produced a comprehensive assessment of Houston, Dallas, Austin and El Paso's yellow grease collection operations, markets, volumes, collectors, renderers, buyers, pricing, and supply-chain analyses. This project also included an evaluation of acquiring assets and technologies for rendering restaurant-based yellow grease with high FFA and MIU content into ASTM quality biodiesel. EMO also provided a market demand survey of 12 major biodiesel producers in Houston as prospective customers and competitors for yellow grease as a biodiesel feedstock.
- ⇒ Supported a Wisconsin-based biodiesel producer in writing a business plan for a brownfield expansion by tenfold from a 4 million gallon a year operation into a 40 million gallon a year operation. The assignment included reviewing market demand, consumption and production of biodiesel and diesel fuel in the US. EMO also produced a series of forecasts and projections for biodiesel and diesel demand, consumption and prices through the year 2012. The biodiesel producer utilized the forecasts in an effort to secure a second round of financing for a brownfield expansion.

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- ⇒ EMO assisted a large consulting firm's project in support of a national oil company in Southeast Asia on the potential demand for the development of biodiesel operations using palm oil feed stocks in Asia, Africa, and the Americas. For this assignment, EMO Consulting produced a review of market prices and demand drivers for biodiesel feed stocks including key time-series historical data and analysis of biodiesel feedstocks in the Americas (soybean oil-CBOT), Europe (rapeseed-Rotterdam) and Asia (palm-Malaysia). This assignment included price forecasts and demand drivers for biodiesel in Europe, Americas and Asia to 2020.

Selected Petroleum, Oil, Gas & Utilities Consulting Assignments:

- ⇒ EMO advised the M&A director for British Petroleum in the UK on how current LNG projects are structured and financed world-wide. This included an analysis of the mix of private finance, commercial finance, ECA and multilateral finance, and engineering finance in current projects. The assignment included a matrix of how current LNG projects are financed by participant and percentage. EMO also provided details of how key LNG projects were structured and financed in Egypt, Trinidad, Qatar, Oman, Baja Mexico, and Nigeria. Finally, we identified three major trends in the financing of LNG projects.
- ⇒ Consulted a major Russian oil and gas company on the practices of U.S. refinery operating companies. Performed a survey of refinery companies, detailing management practices, investment and purchasing activities, refinery manager roles and responsibilities, and downstream operations. Produced a report of recommendations for applying western practices in refinery management and operations to Russian firm.
- ⇒ Supported a major law firm with an in-depth assessment of South Africa's natural gas market. Produced a survey and a report of key players, existing operations, exploration activities, pipeline developments, major contracts, pricing mechanisms, and the outlook for downstream natural gas markets
- ⇒ Consulted a major U.S. pipeline company in its transition from an energy utility to a broadband telecom services and trading company. Activities include due diligence, competitor assessments, supplier surveys, and regulatory analysis.
- ⇒ Produced a due diligence assessment on a major electric and natural gas company's operations in Latin America
- ⇒ Created a market assessment for a major European utility regarding the market for power generation, transmission and distribution in eastern Europe

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CV – Emerging Markets Online Founder William Thurmond

William Thurmond is the President and founder of Emerging Markets Online, a global energy and biofuels intelligence firm started eleven years ago in 1997. Mr. Thurmond is also the author of *Biodiesel 2020: A Global Market Survey, 2nd edition* (685 pages, February 2008) and the forthcoming study *Algae 2020: Advanced Biofuels Markets and Commercialization Outlook*.

Mr. Thurmond's work been cited in the *Wall Street Journal*, *the Financial Times*, *Biodiesel Magazine*, *Swiss Derivatives Review*, *the Futurist*, *BBC Radio*, *Fox News*, *Reuters TV*, and his business has received *Forbes Magazine's* "Best of The Web" award seven years in a row. Mr. Thurmond is also a columnist for *Biofuels International journal*, *Renewable Energy Access*, *Biofuels Digest*, and speaks regularly at biofuels and renewable energy conferences.

Mr. Thurmond serves the American Biofuels Council as Chairman of Development, the National Algae Association as Chairman of Research and Development, and serves as a consultant and advisor to the Houston Technology Center's Energy Client Screening Committee. Mr. Thurmond is a member of The United States Association for Energy Economics, and the Association of Professional Futurists. Mr. Thurmond has participated in graduate courses towards a PhD, Alternative Futures, at The University of Hawaii at Manoa; earned an M.S., Studies of The Future, from The University of Houston; and a B.A, International Relations and Economics from Rollins College.

Photo



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Media Information - Biofuels Articles and Press Coverage

These articles are available in PDF at <http://www.emerging-markets.com/media/index.html>

Articles Written by Emerging Markets Online President Will Thurmond

- Ø **Forbes Magazine** - [Biofuels' Bright Future](#) by W. Thurmond, November 2008
- Ø **Biofuels International Magazine** – Senior Columnist, Expert on Feedstock Trends
 - [Algae Investment Trends](#), by W.Thurmond s, November 2008
 - [Welcome to The Biofuels Revolution Evolution](#), by W. Thurmond, September 2008
 - [Biocrude Feedstock Trends and Applications](#), by W. Thurmond July 2008
 - [Economically Sustainable Biofuels](#), by W. Thurmond May 2008
 - [Algae Feedstock Trends and Applications](#), v Feb 2008
 - [Renewable Diesel Trends](#), by W. Thurmond Jan 2008
 - [Latin American Feedstock Trends](#), by W. Thurmond Nov 2007
 - [Jatropha Curcas: Feedstock Trends](#), by W. Thurmond Sept 2007
 - [Americas Ethanol Feedstock Price Trends](#), by W. Thurmond July 2007
 - [Global Biofuels Feedstock Price Trends](#), by W. Thurmond May 2007
- Ø **Swiss Derivatives Review** - *Biodiesel 2020: The Emerging Markets*, by W.Thurmond, August 2006

Articles and Interviews With W. Thurmond in Print

- Ø **Houston Chronicle** - [Algae: From The Laboratory To The Fuel Tank](#) , November 2008
- Ø **Red Herring Magazine** - [Algae Market Growth and Outlook for China](#), November 2008
- Ø **Renewable Energy World** - [Rapid Growth In Algae Market](#) audio podcast MP3 [download](#), October 2008
- Ø **Wall Street Journal** - [ADM Seeks Global Options With Biodiesel Markets](#), by Lauren Etter of WSJ, with contributions from Will Thurmond of Emerging Markets Online, February 2007
- Ø **Financial Times** - [U.S. Sees Mileage in Biodiesel](#), by Anuj Gangahar, with contributions from Will Thurmond of Emerging Markets Online, February 2007
- Ø **Business 2.0 Magazine** – [What's Next - The Biodiesel Boom](#), by Katherine Ellison, with contributions from Will Thurmond of Emerging Markets Online, October 2007
- Ø **Biodiesel Magazine** – [Global Biodiesel Report Identifies Trends](#), by Dave Niles, September 2006

Television and Radio Interviews With W. Thurmond

- Ø **Reuters Television** – interview with Will Thurmond and Al Gore on biofuels, with distribution to BBC and CNN in video format link [here](#)
- Ø **Finland's TV Network "N"**- interview with Will Thurmond on biofuels in video format link [here](#)
- Ø **Fox News Radio** – interview on **"Energy Week"** audio format mp3 [download](#)
- Ø **BBC News – Radio 4 – UK** – interview with Will Thurmond on biofuels – audio format mp3 [download](#)
- Ø **National Public Radio – Market Place** – interview on Latin American growth – audio mp3 [download](#)