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FINANCING STRATEGY FOR A DEVELOPMENT
OF A BUSINESS: CASE OF DANADAMS
PHARMACEUTICALS INDUSTRY LIMITED

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Dedication

This Work is dedicated:

To my parents for their love and unwavering support, To all my Family.

Thanking

The accomplishment of this thesis is not only the merit of individual work. Through these lines I wish to extend my thanks:

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Acronym and abbreviation

AIDS Acquired immune deficiency syndrome

ARV: Anti-retroviral

BRVM: Bourse Régionale des Valeurs Mobilières

CAC: Cotation Assistée en Continu

ECOWAS Economic Community of West African State

FTSE Financial Times Stock Exchange

GSE: Ghana Stock Exchange

IPO Initial Public Offering

JSE: Johannesburg Stock Exchange

LBO Leverage Buy-Out

LMD: License Dealing Members

UNIDO United Nations Industrial Development Organization

UNAIDS United Nations Program on HIV/AIDS

WAHO West African Health Organization

WHO World Health Organization

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Introduction

BACKGROUND, RATIONALE, STUDY OF THE PROBLEM

A company is a structured economic organization that optimally combines factors of production that is to say human, material, immaterial and financial factors to produce goods or services in order to satisfy its consumers who are becoming more demanding and to make profits. Indeed many companies are profit making organizations; the profit is therefore a major factor in their survival.

Every business at some point in her life needs to be developed to fully meet the needs of consumers, make maximum benefit, be present at the international scene and often global. The reasons for development vary from one company to another; it really depends on the ambitions and objectives of each firm. For a company that wants to be global, registration to the stock market, the issue of new shares, capital investment may be options.

These financial resources allow the company to be opened to the world, to participate in the changing global market, take advantage of financial products on the market, of the many benefits of globalization. But this is not just limited to benefits, she will also have to be faced with the imbalance, instability and volatility of the market when introduced to the stock market, the view of the new shareholders in the company management, their actions and decisions in case of issuing new shares.

For both commercial and industrial company, introduction the stock market, the new share issuance, debt financing, leasing are means of development. But in the case of large companies based in the manufacturing of products, going on stock market, raise of capital, private equity ... can enable growth and get better visibility.

industrial companies in this case DANADAMS Pharmaceuricals Industry Limited, which is in the manufacturing of pharmaceutical products, would often be present on the international stage. DANADAMS specializes in the production and distribution of pharmaceutical product and is among the few pharmaceutical companies in Africa to produce drugs against tuberculosis and antiretroviral drugs against AIDS.

It therefore occupies a prominent place in West Africa and would like to extend over the whole of Africa and even overseas DANADAMS being a sole proprietorship with its heritage cannot achieve all its objectives. To do this she thinks of an opening in the capital by issuing new shares or an introduction to the stock market to attract international investors.

A new share issue may be with private or public, national or international. The financial markets are numerous and often formed by geographic area. So we have as a financial center in the world: London main index for the FTSE, with Paris the CAC 40, New York with the Dow Jones, with the Tokyo Nikkei, BRVM for West Africa with BRVM 10 ... and the Ghana Stock Exchange. For these financial markets going on stock market abounds certain conditions for access and meet other conditions to remain.

Our study will answer the following questions:

What are the impacts both positive and negative of an issue of new shares and a listing of DANDAMS Pharmaceuticals Industry on the stock market? What is the best financial option for DANADAMS which has international or even global vision? What is the best way for development DANADAMS?

PURPOSE OF STUDY

Our study's specific objectives are to know the extent of a new share issue or a stock market for an industrial individual seeking international recognition and global, and to know the best Financial option for DANADAMS.

Achieving these specific objectives will enable us to achieve our overall objective which is to advise DANADAMS in her choice of development that is to say, a new share issue or a stock market.

METHODOLOGY AND WORK PLAN

To carry out this study we will begin first by a literary review on the concepts related to the capital increase by issuing new shares and introduction of firms to stock market. Then our internship at DANADAMS will be very beneficial in that we have access to administrative and financial documents of the company. In addition to that, the issues under study are very current and of a high relevance to her, reports of meetings held on this matter will be at our disposal. Finally the study of the impacts of three development tools will enable us to provide advice and recommendations to DANADAMS for a better strategy.

FIRST PART

Chapter 1. Finance the development of a business

1.1. Private Equity

According to Pierre Vernimmen, "the investment fund aim to invest in companies they have selected based on criteria. They are most often specialized based on the purpose of their intervention: venture capital fund, capital fund development, LBO fund corresponding to different stages of maturity of the company. "The capital investment is to invest in unlisted companies that need equity, for an average of 4 to 7 years. In other documents of corporate finance we can see that a fourth operation adds to the three interventions cited by Vernimmen. This is the capital reversal.

1.1.1. The venture capital fund

Venture capital is an operation that involves providing capital, networks, experience with companies in the process of creation or development of young firms for which debt financing is not appropriate. Investors before performing this operation requires an analysis of the development plan of the company to choose the best project. Profitability generated by the venture capital is higher than that produced by a bank loan. The portfolio of these funds is often composed of a project that failed and successful project to offset the losses of the first. The venture capital fund is much more axis on the areas of information technology and communication (ICT) and biotechnology.

1.1.2. The capital fund development

The capital fund provides funding for developing existing businesses for several years, having reached a significant size and profitability with strong growth and need financing very high. Companies for which we use this operation have already passed the venture capital funding and need to accelerate their growth. This growth can be either internal to finance working capital needs or external through new acquisitions. The investor can by sale of its stakes or IPO, to find liquidity in the short and medium term. This involves much less risk than others.

1.1.3. The Capital fund transmission or LBO

The transmission fund or LBO transactions facilitates consolidation and transfer of business by purchasing the shares of the company founder, usually of limited duration in a market wall. It also funds acquisition by a much debt and have a very clear preference to have the exclusive control of the company given the significant risk taking through leverage. It also released a brokerage firm when it is poorly utilized or that its management and shareholders no longer receive the benefit of trading because of the large stresses that the initial public offering poses to society. This is a very risky operation.

1.1.4. Reversal of capital

Capital reversal helps straighten struggling businesses by providing capital and human resources. In general, investors in reversal of capital acquire all of the company or the majority of shares in order to inject financial resources for its recovery. This type of operation applies only to firms in difficulty, in a very complex situation.

1.2. Increases Capital

The capital increase is a technical accounting and reporting that allows the company to raise capital by an immediate remuneration. The decision to increase capital falls under the Special General Meeting, unanimously, by a majority of two thirds of the shares, because ... what often causes the modification of the statutes. The capital increase is done differently depending on the legal aspect of society. We distinguish the capital increase in partnerships and limited liability companies:

1.2.1. In privates holdings

Private holdings are made up of the company on a personal, i.e. it is the very person of the partners is taken into account. In this type of company, the associates are accountable to the tune of their participation or in proportion to their capital. The decision to increase the capital in this case, is by a unanimous decision, of the majority of the partners holding three quarters of the capital, whether by contribution or by incorporation of new reserves.

1.2.1.1. By New input a new or issue new shares:

When the company is planning a development, it increases its financial contribution in cash or by means of its exploitation by contribution in kind. Contributions in kind must result from

¹ Pierre Vernimmen, Finance d'entreprise, définition de fond de LBO

a written contract, and cash contributions must be fully free or not depending on the legal classification of the company. In accounting terms, the increase in supply can present two new cases.

- The former associates are the only subscriber in the same proportions as their share capital. Shares may be issued at peer or nominal value can be increased.
- New associates wish to subscribe to the capital. They will automatically be entitled to the reserves. This will reduce the share of former associates. To avoid disadvantage, two processes can be implemented:
- The first is to issue new shares to the value of the old accounts of reserves
- Creation of preferential subscription rights (DPS) reserved for former associates

1.2.1.2. By incorporation of reserves

When reserves are abundant, the company may decide a capital increase by incorporation of reserves. This method is a simple transfer of reserved to capital account. This operation has no impact on company action plans.

1.2.1.3. By compensation of claims in the share

In this case, the claims must be certain and payable. It can be done either by contribution in kind or by offsetting, but no matter the method that option must be provided in the extraordinary general meeting which decides on the increase.

1.2.2. Equity companies

Equity companies are generally commercial and are set up based on capital contribution of associates. In such a Company, the associates are accountable only to the tune of their contributions. A capital increase in an equity company, the extraordinary general assembly is held and decides on the proposals of the Board, a notice is sent to shareholders by registered letter, information is published, and it is the same procedures as in a constitution. Deliberation is done based on the Quorum² and the majority ie 2/3 of the votes present or represented.

² Quorum: ¹/₄ of capital at the first meeting and possibly at ¹/₄ second. Then eventually extend to more than a month.

1.2.2.1. By new intakes or by incorporation of reserves

The capital increase by contribution in new capital companies can only be possible if the former capital is fully released. This increase occurs when the situation of the company is successful. She has reserves and shares that have an intrinsic value that is greater than the nominal value. New shares of the same nominal value as the old but have an issue price that is generally different. The issue price will be:

- at least equal to the nominal value as an issuance at par is prohibited;
- at least equal to the value of the old share to attract subscribers.

1.2.2.2. By double simultaneous increase: new contributions and by incorporation of reserves

In this case it will calculate the theoretical value of a global right made up of subscription right and a right of attribution. Moreover it would be interesting to deduce the value of subscription rights and that of the right of attribution.

1.3. Stock exchange listing

According to Pierre Vernimmen, "the IPO is to develop stomach securities in a company to gain access to capital markets and to externalize the value of the company. The sale of these securities, for which information is extremely limited, with many different investors (institutions, individuals, employees) makes the process complicated and time factor to prepare. The stock exchange has many advantages (increased awareness, ability to tap financial markets if necessary, potential liquidity for shareholders ...) as well as constraints (obligations of transparency and communication that takes time leaders, fluctuations of course sometimes unstable)."

In addition to this comprehensive definition we can add that the IPO on the stock market can raise funds, promote acquisitions, and depend on the motivations of companies. It will still be noted that each introduction pursues its own goals or at least those shareholders who have decided. To introduce a company public should be chosen on which the financial enterprise will score, the procedure according to this financial center, the costs related to the introduction.

1.3.1. Purpose of an IPO

A company decides to go public for several reasons. The motivations are different from each other however we cite four of them:

Liquidity of capital

An individual company can decide to put on the financial market to sell its shares quickly and get liquidity and obviously diversify its assets.

> Need of capital for investment

This is one of the most common reasons for IPO companies. When the company needs capital to ensure new investment and that existing shareholders are unable to provide capital, the IPO will raise funds on the market that has significant resources.

Reduce Debt

In general, opting for an IPO to reduce debt is not well seen on the market because offering new shares for sale is more expensive than the debt itself.

Increasing its reputation

Indeed IPO can increase the company's reputation, but it depends on the choice of financial market. This is because acquiring an international or global reputation depends on the position of the financial center. Therefore a need to choose the best financial center.

1.3.2. The financial markets

As defined by the Bank of France, a financial center is a place "which brings together multiple players contributing to the smooth functioning of financial markets within ecosystems releasing significant synergies." There are several financial centers in the world, but some are better known than the other by their stock index indicating the number of companies listed on them. Some of the most important financial centers:

New York

In the city of New York we can count three financial centers namely: NASDAQ, NYSE-Euro next and AMEX. NYSE, New York Stock Exchange, was created in 1792 but started using

its current name since that is the main NYSE composite. But it is associated to, the Dow and the Standard & Poor's 500.

NASDAQ, National Association of Securities Dealers Automated Quotations has been established since 1973 and is now the largest electronic stock markets in the world and second largest in the USA. The stock market index that measures the performance of the NASDAQ market is also called NASDAQ.

The AMEX, American Stock Exchange, is a stock exchange with headquarters in New York. She is reputed to have flexible rules allowing modest companies to be listed.

> Europe

The financial centers of Europe are numerous but we will mention only few ones highlighting the importance of transactions. We list three namely: London, Paris, and Frankfurt.

The London Stock Exchange was established in 1801 and is headquartered in England. On the London Stock Exchange, the benchmark index is the FTSE 100 which was established since 1984.

The Paris stock exchange was established in 1724 but was renamed Euronext Paris since 2000. Its headquarters is in Paris now part of NYSE Euronext. Stock index is the CAC 40. ACC means the continuous trading assists.

The Frankfurt Stock Exchange is the largest trading market in Germany. The stock market at the Frankfurt stock exchange is the DAX (Deutscher Aktienindex).

> Africa

African stock exchanges are located by region and just a few are very active. Globally, the Johannesburg Stock Exchange is the best known. In North Africa we have the fellowship of Algiers (Algeria), the stock exchange in Casablanca (Morocco), the Cairo & Alexandria Stock Exchange or Egyptian Exchange (Egypt) and the Tunis Stock Exchange (in Tunisia). In West African member countries of the West African Monetary Union (UEMOA) have created a common Regional Stock Exchange (BRVM) which has its headquarters in Abidjan, the Ghana Stock Exchange (in Ghana), and Nigeria Stock Exchange (in Nigeria). In Central

Africa there is the Douala Stock Exchange (Cameroon) and (BRVM) of Central Africa (Gabon). Finally in Southern Africa the Johannesburg Stock Exchange (South Africa), Sembex the Stock Exchange of Mauritius and Swaziland Stock Exchange.

The Stock exchange of in South Africa the Johannesburg Stock Exchange (JSE) is the largest in Africa alone and together over two thirds of market capitalization in the continent. It was created in 1887 and is based on the 20 largest exchanges in the world. Since it is linked to the London Stock Exchange's benchmark index is the FTSE / JSE.

The Egyptian Exchange (EGX) and Cairo & Alexandria Stock Exchange (CASE) in Egypt is the second financial center of Africa. It was born from the merger of the stock of Alexandria and Cairo in 1940. Its benchmark index is the EGX20.

BRVM, Regional Stock Securities was founded in 1996. It is common to all member countries of UEMOA. It is not very dynamic compared to the other two highest but its main index is the composite BRVM. Its headquarters is in Abidjan (Ivory Coast).

The Ghana Stock Exchange (GSE) was in 1989 in Ghana. The main index is the GSE All Shares Index, which includes 32 companies.

1.3.3 The procedure for IPO

The IPO process varies from one financial center to another. The procedure is quite long and contains requirements, conditions, standards ... to meet in order to go public and behaviors to adopt to avoid being evicted or even to get out. For each situation, which can exist in the stock market, financial markets, a rule is written to that effect. These rules are very many but we can mention some general procedure for running while highlighting the technical rules and adjustments according to the Financial Markets Authority regarding Euronext Paris SA:

Direct quotation: it is rarely used.

Rules: notice specifies the number of shares offered, the minimum price below which the securities may not be yielding, the maximum allowable variation from the minimum price (usually 10%) and the maximum reduction that can be applied (orders must be served at least 4%, but the notice of commencement may set 1% different). Purchase orders may be denominated "limit" or "market"

The adjustment technique: provided that the equilibrium is established within a predefined range, the adjustment is done by the price beyond the adjustment is done either by reducing requests to the ceiling price, or by defining a new range of courses.

Offer a minimum price (OPM)

Rules: notice specifies the number of titles available in the market and the minimum price required for the sale of shares. Purchase orders must always be limited price, in addition, Euronext Paris SA reserves the right to delete applications at prices denominated considerably exceeds the minimum offer price.

The adjustment technique: it is partly by the price and partly by reducing demands.

Offer at firm price (OPF)

Rules: notice specifies the number of shares offered and the offer price is firm and final (notice may not be the final price but only an indicative range, in which case, additional advice is to know the price definitive at least 48 hours prior to the introduction).

Investors are required to limit buy order at that price (orders "at market", "to-limit" or limited to higher prices are systematically eliminated).

The notice will also, where available, the different categories of orders (and / or slices). The most common are:

- · order A, priority orders for individuals;
- orders B, orders for non-priority individuals;
- orders C orders for corporations;
- other Category: Orders reserved to a particular category (shareholders, members.);

Any order can be expressed in quantity or amount. It is possible to take a multiple of quantity (eg multiples of 200 shares) or amount. We speak of the presence of a "no" in amount or quantity

The technical adjustment: the adjustment is done only by reducing demands on the basis of the offer price. The reduction may be linear (subject to adjustments mathematics, the same% will be applied to all orders or differentiated by class of the order A, B, C ...): These categories can be established depending:

- Quantities: orders up to 50 A (or x) titles, orders all quantities B above;
- Of contractors: A personal orders, orders C corporations;
- Quantities and contractors: A1 up to 50 individual titles (or titles x), A2 individuals over 50 titles, C corporations.

This categorization of orders designed to serve individuals better than corporations and small orders than large orders. She allows also reserving part of titles to identified population of investors (by example, distributors products of society introduced). It may not apply to very large transactions.

* The Offer at Open price (OPO)

Rules: the notice shall specify the price range, orders must be limited to a price within that range, inclusive (market orders, limit or at best limited outside the range allowed).

The technical adjustment: The adjustment is done partly by the price (within a predefined range) and, if necessary, partly by reducing demands. The quoted price is set at the end of the offer, it follows from the combined reading of the order book which gathers the requests made in connection with the offering and the order book held by Euronext, which centralizes requests from OPO. As for the OPF, the notice may distinguish several categories of orders A, B,

SECOND PART

Chapter 2.

Chapter 3. Presentation of the company

DANADAMS Pharmaceuticals Industry Limited is a part of DANPONG GROUP wholly-Ghanaian owned limited liability company incorporated in Ghana. Danadams was commissioned on 8th June 2005 by then President John KUFOUR, who noted that the company would be strategic for Ghana in its fight against endemic diseases. From its original staff strength of fifty-two, Danadams now employs over 250 employees, and is delivering on its promise to contribute to the growth and impact of the local manufacturing pharmaceutical industry in Africa.

DANADAMS is a Ghaneen company, and it's located at TEMA. Tema is Ghana s city and it's very near to Accra the main capital.

DANADAMS'S mission is to lead Africa for best-in-class, quality, safe and efficacious pharmaceuticals at affordable prices – developed, manufactured, and distributed by Africans. Our core business is the production of anti-retroviral, anti-malarial, anti-tuberculosis and other quality generic pharmaceuticals used to fight opportunistic infections in HIV/AIDS patients.

DANADAMS in particular seeks to address the problem of scarcity of anti-retroviral (ARV) drugs in Ghana and the rest of West Africa, by increasing its production of quality generic ARV drugs locally, and as from 2011, collaborating with strategic partners to develop new pediatric ARV drugs especially for the African market.

Moreover, DANADAMS is among other West African Pharmaceutical companies selected to collectively act as catalysts to spearhead the building of the local capacity for production and distribution of ARV drugs. It is working in partnership with governmental initiatives like the Food and Drugs Board (FDB), economic regional bodies such as West African Health Organization (WAHO) under ECOWAS, and international organizations like the United

Nations Industrial Development Organization (UNIDO) and World Health Organization (WHO).

2.1. Vision

Building a strong company that will help create a healthy Africa, where all Africans have an opportunity to make their own success happen.

The mission of DANADAMS is to lead Africa toward pharmaceutical categories of best quality, reliable and efficient at affordable rates, manufactured and distributed by Africans.

2.2. Objective

The goal of DANADAMS is to be Number One (1) in terms of revenue growth, profit and market share, by guiding the industry through innovation, quality and investment in human resources and technological development. The difference between DANADAMS and other pharmaceutical companies is that it prioritizes: The People, Experience and Technology.

2.3. The S.W.O.T Analysis of DANADAMS

The SWOT analysis (Strengths, Weakness, Opportunities, Threats) as the name suggests helps bring out the strengths, weaknesses, opportunities and threats of a company. This analysis provides an overview of the company to investors.

Strengths

Ghana is politically stable, which promotes good continuity of pharmaceutical policy.

- Ghana has its own drug manufacturers that produce generic drugs and prescription drugs that are exported to ECOWAS.
- The hurden of the disease creates a strong demand for various drugs, including HIV / AIDS, tuberculosis and malaria drugs.
- Investment in health care and pharmaceutical products by the government will be in the process of growth in the wake of the discovery of oil.

 Presence of a good policy of regularization of the environment by the Ghana Food & Drugs Board, Ghana Standards Board, the inspectorate Factoring, Ghana Gold Limited counterfeiting Improving regularly ...

A key strength in the way Danadams work is having an active board of directors that provides effective oversight, direction and clarity on the company's credibility. All board members are highly qualified and well respected in their own fields of expertise, and have an excellent understanding of what is needed to run a business profitably and prosperous.

Weaknesses

Lack of universal health insurance accessible to all people

The importation of generic products is less expensive. Competition with local pharmaceutical industries is therefore very strong and less advantageous for the latter.

Opportunities

The local pharmaceutical industries have an opportunity to partner with foreign pharmaceutical industries. These partnerships often have an advantageous position.

Pharmaceutical industries have a mastery of diseases for which they manufacture the products. In addition to Ghana, they can then target the other African countries.

South Africa and other foreign countries consider Ghana as a leading country in drug production.

Threats

Competition of generic products from Indian companies represents a real threat to local companies.

Many production companies are in counterfeiting especially those from abroad. In addition to herbal mixtures that are highly used by Ghanaians at the expense of pharmaceuticals.

2.4. The Danadams Story

- Facility Commissioned by His Excellency J.A. KUFOUR, Former President of the Republic of Ghana.
 - Registered fourteen products for market at the Food and Drugs Board including Artemisin medicines like Artesunate, Dihydroartemisin, and Artemisin Combination medicine (Camosunate). Others included Analgesics, Dewormers and Antibiotics.
 - Received authorization for seven Antiretrovirals and became a pioneer by being first company in Ghana to produce "generic" ARVs.
 - Obtained external QA validation reports from North West University, Potchefstroom Campus, South Africa for key Danadams products: Lamivudine, Zidovudine, Lamivudine/Zidovudine combination, Nevirapine, Nelfinavir, Effavirenz and Didanosine.
- Products registered in other West African countries: Inspections and approvals by
 Drug Regulators from Burkina Faso, Sierra Leone, and Liberia.
 - European technical inspections of factory and dossiers commissioned through GTZ, Germany. Engagement of KPMG to do a feasibility study for Danadams in the production of Antiretroviral, Antimalarial and Anti-tuberculosis medicines in Ghana for the Sub-Region. This project was assisted by GTZ/DEG of Bonn in Germany.
 - Aids Technology Transfer Initiative sets up visit from Roche Pharmaceuticals.
 - Seven ARVs registered in the Democratic Republic of the Congo.
- 2007 Follow up visit/advisory meetings with Roche Pharmaceuticals through Aids Technology Transfer Initiative.
 - Factory inspection by Drug Regulators from Cote d'Ivoire and registration of five Danadams brand products including Camosunate Plus, Camosunate Jr. Camosunate PED, Danciflox, and Anapain Extra.
- Visit by Dr. Patrick Hoet, as part of the WHO Technical Assistance Mission to review and provide counseling on the implementation of GMP according to WHO requirements and review documents to be submitted for WHO Prequalification.
 Factory Technical inspection by Dr. Ekkehard Michahelles , Hennehstr,

Augburg/Germany from the WHO Technical Assistance Program.

- West African Health Organization (WAHO) awards US \$1.2 million contract to Danadams to provide ARVs to Togo and Gambia.
 - Drug Regulators from Togo and Gambia inspect plant facility and approve ARVs for marketing Danadams products in their respective countries.
 - Field Visit inspection by Michel Gouy and Dr. Harald Orth under the Technical Assistance by the United Nations Industrial and Development Organization (UNIDO).
 - Engagement of Price Waterhouse Coopers to assist Danadams in preparing 5-Year Business Plan (2009-2014), assisted by West African Health Organization (WAHO).
- 2010 Adjudged as the number one leader in the Health Sector in the Republic of Ghana by the Ghana Investment Promotion Centre (GIPC). Ranked overall at 6th position among the Club 100 Companies in the Republic of Ghana by GIPC.
 - Winner Best Entrepreneur Health Services Award 2010 Entrepreneurs
 Foundation of Ghana and 20th Golden Award for Business Excellence 2010 Trade Leaders Club New Millennium Award, Europe
- Award as Most Innovative & Multipurpose Pharmaceutical Company in West Africa 2011 – Accra, Ghana; West Africa International Magazine
 - International Arch of Europe Gold Award for Demonstrated Excellence and Sustainability 2011 – Frankfort, Germany, International Business Initiative
 - Majestic Five Continents Award for Quality and Excellence 2011 Rome, Italy;
 Other Ways Consultancy
 - Ghana Club 100: Chosen as Leader in Manufacturing Sector, and sustained 6th overall rank among Club 100 companies based on profitability and growth performance from 2008 to 2010.
- UNAIDS Executive Director Michele Sidibe tours Danadams Pharmaceuticals in February and calls for government to invest more in local manufacturing.

Table n° 1: Ghana Club 100 Rankings (For Pharmaceutical Llcs) 2010

Company 2010	Overall Rank	Chiffre d'Affaires (USD)	Rank on Turnover	3yr Growth Compounded	ROE (Return On Equity)
Danadams	6	6,784,538.13	68	65%	44%
M&G Pharmaceuticals	35	9,850,661.25	62	30%	50%
Kama Health	55	7,813,314.38	65	19%	66%
Kinapharma	72	16,221,626.25	52	25%	21%
Ayrton Drug	88	7,784,678.75	66	9%	17%
Starwin Products	100	2,350,982.50	80	22%	2%

Source: worldwide (2010) USD: United State Dollar

Table n° 2: Summary of Company Financials

Selected Income Statement information (2006-2010)

Amount in USD

	2010	2009	2008	2007	2006
Sales	6,784,538	3,965,372	2,197,377	1,703,332	835,389
Cost of Sales	(3,273,764)	(1,629,899)	(800,260)	(865,909)	(484,809)
Gross Profit	3,510,774	2,335,473	1,397,117	837,424	350,581
Selling, General & Admin Expenses	(1,080,080)	(607,275)	(490,199)	(412,507)	452,807
Trading Profit/Loss	2,481,564	1,728,198	906,919	424,916	(102,226)
Finance Cost	(500,499)	(468,786)	(171,437)	(225,734)	(106,099)
Profit/Loss before Taxation	142.994	631.423	1.403.684	2.608.245	2.527.220
Profit/Loss After Taxation Transferred to Income Surplus Account	1,981,066	1,270,044	764,352	225,283	(208,326)

Source: worldwide (2010)

Tableau n° 3: Balance Sheet

Selected Balance Sheet Information ((2006-2010)

Amount in USD

ITEM	2010	2009	2008	2007	2006
	USD	USD	USD	USD	USD
PROPERTY, PLANT & EQUIPMENT	3,190,700	2,216,837	1,870,110	1,844,489	1,819,904
INVESTMENT	605,858	2,836	267	286	-
Total Current Assets	4,933,522	4,648,679	2,207,452	1,407,922	574,328
Total Current Liabilities	2,035,472	2,367,330	1,092,463	1,337,936	578,183
NET CURRENT ASSETS	3,357,499	2,281,349	1,114,989	69,986	(3,855)
Long Term Loan	2,548,164	-	-	-	-
NET ASSETS	4,146,444	3,031,041	894,407	344,082	118,799
Financed by:	7				
Stated Capital	(0)				
Capital Surplus	241,794	257,914	257,914	276,336	276,336
Income Surplus	2,654,649	1,439,793	436,493	(146,540)	(371,823)
TOTAUX CAPITAUX	4,146,444	3,031,041	894,407	344,082	118,799

Source: worldwide (2010)

2.5. Five Year Expansion strategy

The main strategy of the orientation of the company is reaching the status of WHO prequalification in order to enter the market for tenders financed by donors especially in West Africa as a starting point and possibly in Africa. In addition, the company must carry out several strategies related to growth:

- 1. The company intends to relocate and expand its storage facilities to enable it to maximize storage space for finished goods and raw materials.
- 2. The company plans to conduct clinical tests of bioequivalence of its products in a center approved by the WHO Contract Research (CRO).
- 3. It must contain increased volumes of raw materials to support the planned increased presence in the sub region. This will require an additional working capital.

2.6. Danadams Market Share Forecast

Given the high prevalence of malaria and HIV / AIDS in West Africa, the market for antiretroviral drugs and antimalarial drugs is growing rapidly. The report from IMS HEALTH for UNIDO in March 2009 indicates a high potential for the manufacture and formulation of antimalarial drugs, but reveals that there is a weak capacity of African countries and a lack of technological resources to meet this demand. Estimated market demand for drugs antibiotics to about 800 to 1000 tons per year by UNIDO in Africa. Nearly 405 tons or half of this request is being imported in Ghana each year. Hence the importance of the presence of industries such as pharmaceutical DANADAMS to reduce such gaps.

The market for ARVs and antimalarial drugs is supported by donor funds and government spending. A report by the Global Fund disbursement indicates that over 830 million USD was spent on ARVs and antimalarial drugs in the sub region in 2008. If these expenses are expected to continue, it would constitute a huge potential which would benefit Danadams when they get the status of pre-qualification from WHO. This pre-qualification is a prerequisite for suppliers interested in participating in tenders for drug donations funded by donors in the sub-region.

In Ghana, Danadams has an established customer base, broad and segmented. Its revenue comes mainly from supply markets of the Ministry of Health ARVs. Only locally-owned manufacturer of ARVs, Danadams has resources necessary to meet the additional needs of the government. It is thus one of the main players in the local market providing the equivalent of about \$ 15 million in drugs a year. Its market is grouped into four segments namely: government institutions, private institutions, wholesalers and retailers of health care. Regionally, Danadams is present in Ivory Coast, Burkina Faso, Togo and Gambia.

Moreover, the market size untapped potential of ECOWAS is an indication of positive anticipation in its expansion policy. The need for medication in the sub-region is increasing. This correlates with the rapid urbanization of populations, the occurrence of diseases related to lifestyle of people and the resurgence of infectious diseases. It should be noted that Ghana

and most countries in the sub-region imports up 70% of their drugs. Thus faced with such dependence - vis foreign suppliers, Danadams argues that there are plenty of opportunity for local manufacturers that have a capacity to supply time and quality.

2.7. Organogram of the company

Dr. Yaw Adu-Gyamfi is the founder and the CEO of the Danpong Group of Companies and Danadams Pharmaceuticals Industry Ltd. he is from Adanwomasi, in the Ashanti region of Ghana. During his study in USA, he went on to attain his Pharm.D. Doctorate from Mercer University in Atlanta, Georgia in 1985, and was the first black Resident at the historical pioneering Montefiore Medical Center in New York.

The company organization chart has gave below,

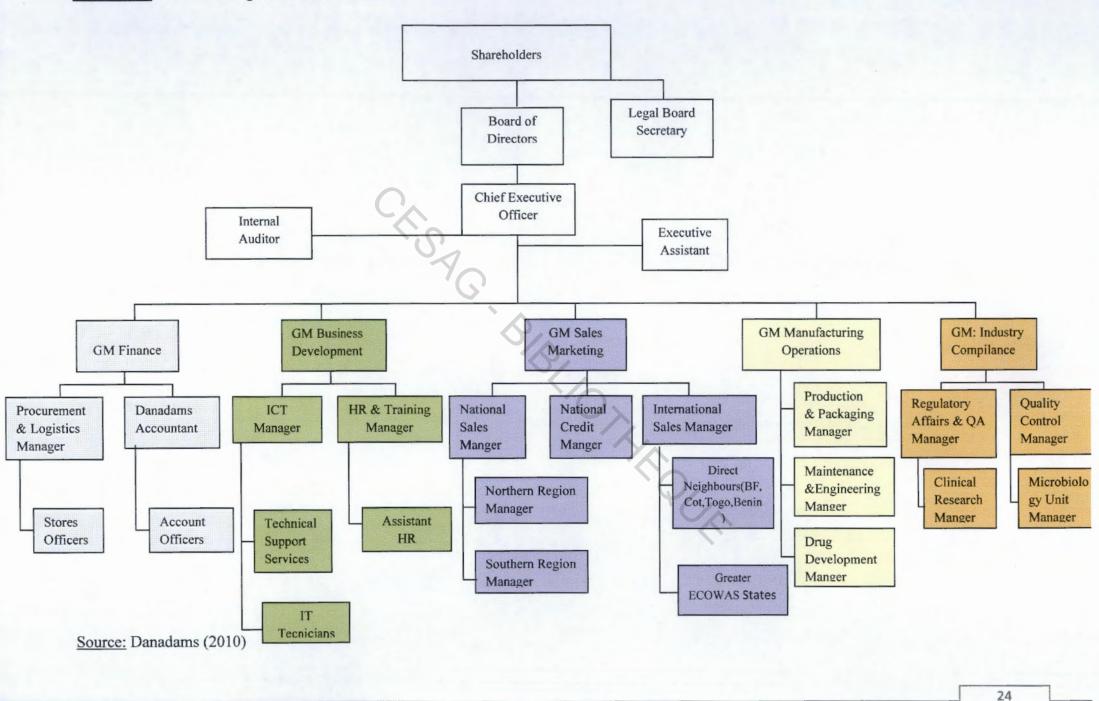


Figure n°1: Danadams Organizational structure

2.8. Product Range

Danadams manufactures more than 30 of its own commodities and sells over 50 products across the region of West Africa.

Antiretroviral

Bivek (zidovudine / lamivudine)

Bivek N-(zidovudine / lamivudine / nevirapine

Effavek (efavirenz)

Lamdek (lamivudine)

Nevek (nevirapine)

Tenofovek (tenofovir)

Zivek (zidovudine)

Antihypertensions

amlodipine

Losadipine (K losartan / amlodipine)

Losartan

Analgesics

Anapain (paracetamol)

Anapain-Extra (paracetamol / caffeine)

Anapain 1,2,3 (paracetamol / codeine)

Anfen (ibuprofen)

Strong Anfen / Panafen (paracetamol / ibuprofen)

Dafenac (diclofenac sodium)

Wormers

Antel (albendazole)

Mentel (mebendazole)

Antimalarial

Camosunate (artesunate / amodiaquine)

Danmether (artemether / lumefantrine).

Antibiotics

Danciflox (ciprofloxacin)

Dangyl (metronidazole)

Deptrin (cotrimoxazole)

Deptrin DS (double strength)

Amoxycillin

azithromycin

clarithromycin

flucloxacillin

Antidiabetic

glimepiride

metformin

Gastro Intestinal

esomeprazole

lansoprazole

ANTI-HYPERLIPIDEMIA

atorvastatin

Chapter 4. Finance the development of DANADAMS

3.1. Capital increase

DANADAMS group would conduct a capital increase of 15 million U.S. dollars. The decision to increase the capital is that it wants to grow and be present on the worldwide market. The decision meets the standards of partnerships because this decision was made by shareholders representing three quarters of the capital. Given that there is only one shareholder at DANADAMS who represents all the capital, the decision was then taken by the business owner. For this increase, the contribution will be in cash and new shareholders may buy shares. The Danadams action being a significant amount of 1 Ghana Cedis, there will be 15 million shares. The sole holder of the shares of DANADAMS does not have enough staff to invest back in this increase. Even a reserves incorporation of the company, will not be sufficient. Therefore, he decided to open its capital to other investors. These new shareholders will not be individuals unless they have proved of the source of their funds and which DANADAMS will have to judge lawful.

3.1.1. Consequences

The capital increase may have consequences both positive and negative. But it can take two forms:

3.1.1.1. The increase is by the sole shareholder of the company

- Positive

Single-invest in capital will allow the owner of the company to keep an eye on the management of the company; the company will remain under his absolute control

- -Liability is limited to the amount of capital; its own property will not be involved since it is a sole limited liability corporation sole.
- -a capital increase by the sole shareholder is cheaper because no cost just the amount of the increase
- it will increase the financial autonomy of the company and make the company stronger -the risk is lower compared to an increase in debt

- Negative

- It shall be solely responsible for the debts of the company in case of mismanagement it overall tax rate may be high for him
- To have associates may be an opportunity, as they can bring good ideas in the management of the company and this is an opportunity to brainstorm.
- The amount of the increase can be very important, not obvious to be provided solely.

3.1.1.2. It calls on new shareholders

- Positive

- New ideas for managements, and development and less risk in decision making because everyone will give his opinion for the good of society;
- Easy to have all the funds needed for the increase;
- The risks are shared between the shareholders to the tune of their contributions.

- Negative

- loss of control of the company, because each shareholder is an owner to the tune of his/ her contribution;
- profits will be divided between all shareholders;
- the contribution of shareholders can be done with a debt they have contracted so there is a risk even if limited.

3.2. Private Equity

DANADAMS being a company that needs financing to develop its business, the operation in private equity is that we will use is the capital development. For its part, the company decided to find a company of private equity which is the corporation WORLDWIDE SECURITIES LIMITED. The Worldwide Securities Limited is a share of Worldwide Investment. It's a brokerage company; they sell shares, bonds, deals in stocks, and Initial Public Offerings (IPO) ... They Are in corporate finance and private investment area. They are a licensed member of the Ghana Stock Exchange and brought a lot of companies Into the Market. The Worldwide

Securities ltd is doing private equity services for DANADAMS. Referring to private equity, growth capital will be the best because it's for mature company that are looking for capital to expand and restructure company, enter new markets or finance a major acquisition without a change a control of the business. Danadams is using Worldwide Securities Ltd like an investment bank. They are the link between surplus unit, people who get money and want to invest and deficit unit the one who need that money. And this investment bank will find that money, in choosing the investors who can provide the funds that you need, with a certain percentage. For being the investment bank of DANADAMS, Worldwide Securities Ltd is asking 100 000 US Dollars of fees. They already studied the share price valuation and information memorandum DANADAMS.

3.2.1. Consequences

- Positive

- Worldwide securities limited will find the best surplus unit for DANADAMS;
- they will start the investment because they will get the funds in need;
- - the company will get a partner, so news ideas, news knowledge...

- Negative

- - they are asking for a certain percentage of the operation like fees;
- - the owner can lose a part of the control of the company;

3.3. Introduction of DANADAMS to stock market

In an aim to increase awareness in the market and raise funds for investments, DANADAMS could set up titles on the market of share. The financial area DANADAMS is chosen is the Ghana Stock Exchange (GSE) which is the main stock exchange of Ghana. All types of securities Can Be listed there. To enter Ghana Stock Exchange, DANADAMS will provide information on the financial statements of the company, to evaluate whether the date of introduction. She would hope to raise 15 million dollars in stock exchange funds for its

development. The sale of share of DANADAMS will be by an investment bank in return for commissions negotiated with the latter. During submission of dossier for introduction, the company should not afford a misstep, because it is the subject of special attention from future investors.

Concerning GSE, there are many listing rules and dealing membership rules. To talk about dealing membership rules, we will choose just two of rules: the procedures of admission in the GSE, and admission fees and other subscription.

The procedures for admission in the GSE:

- The managing Director shall put the application before the Council for consideration together with any material produced by the applicant or collected by the Exchange;
- The Council at its meeting may by a majority decision:
 - ✓ Accept or reject the application
 - ✓ Impose other conditions, subject to which the application may be accepted, or
 - ✓ May make any order which it considers necessary or expedient.
- The Exchange shall respond to the application no later than ninety (90) days after its submission and the Managing Director shall post a notice on the board of the Exchange on the admission of a new member no later than seven (7) days after approval;
- An applicant shall be issued with a Licensed Dealing Member (LMD) license on admission upon payment of the admission fee and first annual subscription.

Admission fee and other subscriptions

- Every member shall pay an admission fee on admission as a Licensed Dealing Member and shall also pay admission fees on behalf of its Authorized Dealing Officers;
- Every member shall also pay annual subscriptions in respect of itself and its Authorized
 Dealing Officers and any other levies or security deposits;

- The subscriptions shall be due and payable on admission of a member to membership or approval of an Authorized Dealing Officer and after that on the first day of January in each year, or in the case of special levies, on such other date as the Council may determine;
- The fees in (1) and (2) above shall be determined by Council from time to time.

The company will follow the procedure of GSE, and its shares will be for sale by an investment bank. After buying all the shares it will come into possession of the funds it needs.

3.3.1. Consequences

- Positive

She may take possession of funds to begin its process of development.

She has a reputation and credibility will be increased because more entered into a financial center.

The arrival of new shareholders bring new ideas, ways of seeing things, directing

Negative

Shareholders can sell their shares at any time, and we do not know what kind of a people and a strong sales trend will drop very quickly stock prices.

Volatility-and the imbalance of the steps is a potential risk.

Certain information as small as they may be, can make stock prices to fall it is therefore necessary to be keen of market fluctuation.

Chapter 5.

RECOMMENDATIONS

Danadams needs funds to develop its business and should choose one of three ways of funding that we studied. The list is very long we decided to study three methods used to finance the development of a business to choose the best for DANADAMS. This study allowed us to describe each of these methods and especially to identify their advantages and disadvantages. Our choice will then be focus on the means of financing the simplest and most effective for Danadams especially one that allows it to achieve its aims with more benefits.

When we take the three methods studied, we can notice that the presence of new shareholders is required which can be inconvenient for DANADAMS, because it means new point of view on the management and direction of the company the previously belonged to a single owner. This is not necessarily a disadvantage because new ideas, suggestions, ways of thinking, new strategies... from people outside certainly full of experience and expertise could be very beneficial for the company. Of the three methods studied, only the IPO ensures the reputation and credibility of the company, something very popular in its objectives. All have costs of operation, they are certainly the most important one than the others and taking account of certain cases already studied although we have not the exact amount, but considering the size and importance company, we can say that the IPO will be the most expensive in terms of price. However, all operations will take possession of the funds the company needs.

The increase of capital, development capital in private equity and the IPO will get the funds that are 15 million U.S. dollars, the presence of new shareholders will benefit the company with new ideas, strategies and expertise but only the IPO will also enable to gain notoriety and international in scope for now it will be seen on the Ghana Stock Exchange (GSE). The best way to finance development of DANADAMS despite the cost of this operation, in terms of benefit, accessibility and above objectives is the IPO.

CONCLUSION

A business is an organization that combines the financial, human and material to produce goods or services for sale. This organization has clear objectives that they try in their lifetime to achieve, to refine or redirect. Development is a fairly common goal has it all. We then chose to study three of the many ways that can be used to finance the development of a company that in this case are the increase of capital, private equity and IPO. DANADAMS Pharmaceuticals Industry, is a large enterprise specialized in the manufacturing of pharmaceutical products in this case the anti-retro viral for AIDS, drugs against tuberculosis, malaria ... It is located in Ghana, few kilometers away from the political capital, in the city of TEMA. As a development trend, we judge that DANADAMS was the best case for our study. We then studied each of the three methods mentioned above which we then adapt to the data DANADAMS. Several advantages and disadvantages were drawn in this study for each of three ways to finance development of DANADAMS.

We recommended that a company go IPO because it means they offered him the same benefits as the other two but in addition it enabled him to extend its awareness and a presence on the international scene which is one of his biggest goals of DANADAMS. After the IPO they can't use private equity operation because it's just concern the unlisted company. Nevertheless, they will able to do a capital rising that can allow them to be greater, more present on the international stage and even world-wide.

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ABSTRACT

A business is a structured organization that combines many factors of production to say human factors, equipment, intangibles and financial resources to make goods, sell goods or provide services to consumers. Businesses are predominant in capitalist economies, where most of them are privately owned and administered to earn profit to increase the wealth of their owners...

A business owned by multiple individuals may be referred to as a company, although that term also has a more precise meaning. Every business at some point in her life needs to be developed to fully meet the needs of consumers, make maximum benefit, and be present at the international scene and often global.

DANADAMS Pharmaceuticals Industry Limited is an industry in the manufacturing of pharmaceutical products. It's a Ghanaian company and it's located at TEMA, a region not far from the main capital Accra. Specializes in the production and distribution of pharmaceutical product, DANADAMS is among the few pharmaceutical companies in Africa to produce drugs against tuberculosis and antiretroviral drugs against AIDS. They want to be present on the international or global scene. For that, we will analyze three way of development to say private equity, Introduction in stock Exchange, or increases capital. Then we will accommodate these analyses to DANDAMS and after studies, we will choose the best way of development. Being individual company, the choose must be very rewarding and reassuring to motivate the owner. After studies, we recommend DANADAMS to go Stock Exchange just because this operation give the same favour that the others and more it will allow them to extend its awareness and a presence on the international scene which is one of his biggest goals. Moreover, after the IPO they can make expand the company with an increasing capital.

RESUME

Une entreprise est une organisation qui combine plusieurs facteurs de productions c'est-à-dire humaines, matérielles, immatérielles et financières pour produire des biens, les vendre et fournir des services. Les entreprises sont créer dans l'esprit capitaliste ou l'objectif premiers est de faire des profits. Il existe par ailleurs des entreprise à but non lucratif.

Toute compagnie a un moment donne de sa vie à besoin de se développer, de connaître les besoin des consommateurs, de faire plus de profit et de se positionner sur la scène international ou mondial. Selon dépends d'une entreprise a une autre en fonction des objectifs de celle-ci.

DANADAMS Pharmaceuticals Industry Limited est une industrie de fabrication de produit pharmaceutique. C'est une entreprise Ghanéenne qui est située à TEMA, une ville à 25 km de la capital Accra. Elle est spécialisée dans la production et la distribution des produits pharmaceutique. C'est l'une des rares entreprises Africaine à fabriquer des antis rétroviraux contre le SIDA et des médicaments contre la tuberculose qu'elle distribue dans l'Afrique de l'Ouest. DANADAMS voudrait s'imposer sur la marche internationale et être connu dans le monde. Pour cela nous choisit trois moyens de développement d'une entreprise que nous avons étudier puis adapter au cas DANADAMS afin de choisir le meilleur moyens de développement pour elle a savoir le capital investissement, l'introduction en bourse et l'augmentation du capital. Etant une entreprise individuelle car DANADAMS appartient à une seule personne, le CEO, cette étude doit être faite en y tenant compte afin de prendre une décision rassurant le propriétaire et le motivant à faire cette opération. Apres l'étude de chaque moyen de développement adapté au cas DANADAMS, nous avons choisi l'introduction en bourse. Cette opération regroupe presque les même avantages que les deux autres mais de surcroit elle permettra a l'entreprise d'augmenter ses capacités et surtout d'être présent sur la scène international grâce a sa cotation GHANA STOCK EXCHANGE, l'un des plus grand objectif de celle-ci. Cette opération est le meilleur pour DANADAMS car elle pourra ouvrir son capital c'est-à-dire augmenter son capital.

