

Adding Value to Salmon

Opportunities

France 2005

Gaining market
Shares

Competition

Increase
per unit value

Innovation

Processing

Branding

Omega three

Environment

Everything you wanted to know
about adding value to salmon

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Septembre 2005

Time
to Look at
Differentiation
in the Salmon
Business...



France is Europe largest market for fresh, frozen and cured salmon (>380 million euros in 2004),

open to opportunities for differentiated items, but close to saturation for traditional products. Over the last ten years, the supply of salmon based products has moved from basic items to more sophisticated ones. Salmon operators are now using several ways of adding value: Filleting, Fixed-weight portioning, Pre-cooking, Assembling, Smoking, Packing, Branding (Premium, Private Label), Labelling (Environmental, Regional, Ethnic Marketing, etc.), Communicating/Advertising (B2B, B2C messages).

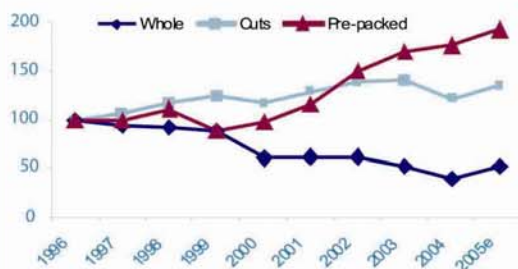
In adding value with one or the other mentioned above, you change the product, its image, its utility, its value.

You have the choice of one, or several of these strategies... knowing they do not all have the same cost, do not all generate the same price premium and do not all create the same benefit. So, see what the others in your market are doing and... What they are not, yet. See where **the real opportunities** are and make the right choice.

Right now you are thinking about your marketing strategy for increasing your sales of salmon. Or have not

yet started but would like to. Have a close look at what is happening on one of the most sophisticated markets around, get inspiration and professional advice before making a move. France is Europe largest market for salmon, offering good opportunities to **differentiated** items, but at the same time close to saturation for traditional products.

The case of the poultry industry gives us a good example of 40 years of an industry in constant development through product innovation. Is the salmon business developing in the same way?



Source: Ofimer (2005)

What do consumers want? What are they willing to pay for? Do suppliers of salmon products to France meet the market requirements and expectations? Did you know that pre-packed fresh salmon was the most dynamic sub-segment in 2005, that wild Pacific salmon is quite successfully entering into organic food retail shops, that omega three is more advertised by dairy producers than by salmon companies? that

innovation, even if it is supported by heavy media campaign, will not be successful if not perceived as «satisfying» by the client. Pre-packed fresh salmon: the most dynamic sub-segment

This report is based on a comprehensive **Store check** carried out in July 2005 in stores of the following retail chains: Auchan, Carrefour, Casino, Intermarché, Leclerc, Picard, Monoprix, Lidl, Naturalia, Bio-coop, Paris-Store. Spring-summer 2005 wholesalers' products are also reported on.

Methodology

The report includes pictures of the newest items are included (>30) 2004 & 2005 market data, over 250 detailed products' descriptions. All market segments are scanned: smoked, marinated, appetizers, chilled/frozen entrée/hors d'oeuvre, chilled/ frozen delicatessen, chilled/frozen ready meals, chilled/frozen plain portions, pre-packed or not. Canned salmon is not included.



Monfort's reports bring detailed and accurate market information to their readers, and above all, a clear and unmatched analysis of the seafood market forces." Ivar Kvangardsnes, Vice Chairman, Volden Group

"Many reports produced for the seafood sector may make good reading, but fail to provide companies with the practical information that enable them to be used as an effective tool to grow their business, something Marie Christine Monfort never fails to deliver with her work". Libby Woodhatch, Chief executive, Seafood Scotland



Who is
this Report
Designed for?

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The author

For **Managing Directors** wishing to assess opportunities for their salmon products in France,

For **executives** wondering which strategy to develop for increasing their values in salmon sales, in France and in Europe,

For **marketing people** requiring relevant data for identifying the winning zones and building their strategic plans,

For **export managers** eager to evaluate their competitive position and improve their performance in France,

For **R&D** people in search of new product ideas,

Executive Summary

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This report was prepared and edited by Marie Christine Monfort, senior seafood marketing expert. The author has been operating since 1990 as a marketing consultant exclusively dedicated to seafood products in Europe. She assists and advises private companies in defining their strategy to meet European market requirements and to reach professional buyers. She also cooperates with public institutions and international organisations. She is educated from France (Msc marketing, La Sorbonne) and Norway (Hoeyere avdeling, NHH Senter for Fiskeriøkonomi). As a privileged market "watcher" Marie Christine Monfort is the permanent correspondent in France to the magazine Seafood International.

Marie Christine Monfort is the author of several successful **market watch reports**:

- = The French Market for Seafood (1992, re-edited 2001, sold in 17 countries)
- = Fresh and Frozen Scallops : Products and Competences (2001 sold in 7 countries)
- = Fresh and Frozen Tropical Shrimps: Products and Performances (2003 sold in 14 countries)

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