



## **Competitiveness: Factors affecting the Performance of Seafood Companies**

# Curriculum Vitae

## Dipl.-Kfm. Gerd Bollmann

Name: Gerd Bollmann

Name of Research Organisation / University: Royal Greenland Vertriebs GmbH

Position at the organisation / University: Marketing Manager / Market Development Manager

Scientific/ Job Background:

Apprenticeship at harbour authority in Hamburg

Study of marketing at University Hamburg

Unilever Trainee at different positions marketing, sales and purchase

Royal Greenland (RG): Product-Management, Plant management, Marketing



# Packaging concept Ziplock - Benefits

## Ziplock Packaging:

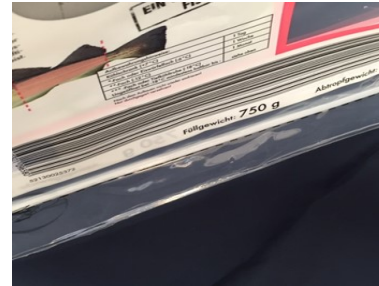
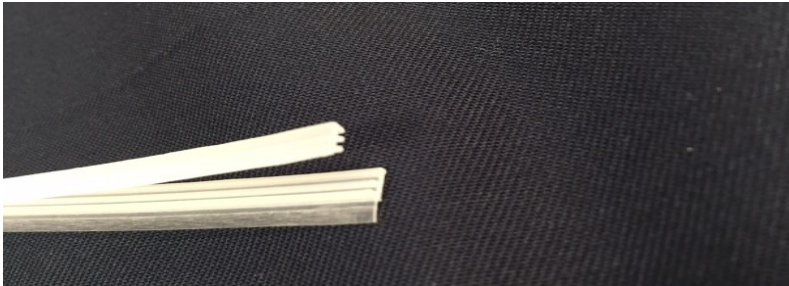
- exclusive design of the bag with window
- allows the product to be visible
- practical re-sealable bag
- label above the bag with all the important information
- QR-code printing possible
- recipe cards
- allows possibility of portions, remaining content is kept fresh  
- for later use
- color-coding of the different products in order to achieve better recognition



## The product in the bag:

- bag contains 900 g in that developed
- also smaller bag sizes can be realized  
450g – 500g – 600g– 750g
- similar fish portions in each bag.  
even with Tails and Loins  
(easier to prepare in the kitchen)
- full traceability- 6 points  
(Greenpeace request)
- what you see is what you get- high quality, natural fish
- partial with skin
- glazed natural fillets (appr. 10 %)
- practical boneless
- partly “Tails”, partly “Center cut”, partly “Loins”
- as far as possible MSC certified





## Ziplock - Reclosable Zipper

- three stripes keeping the bag securely closed:
  - a retailer may like to open the bag with scissors, press the zip together or shake the bag.
  - but keep calm, our zipper holds the weight of the fillets inside. Securely!
- food approved hygiene PE Material
- all certificates are available in Cuxhaven when requested
- the zipper can either be at the top or the bottom of the bag
- the zipper is strongly welded onto the plastic foil

# Packaging concept Chainpack

## - Benefits

- good product presentation – what you see is what you get (visible from both sides)
  - very good oxygen barrier
  - holds and keeps vacuum
  - no danger of holes that could cause the loss of vacuum – due to chooses foil material
  - vacuum – No ice on products
  - no freezer burn
  - portionable – Use one keep the remaining chambers in the freezer
- The picture is showing three filled chambers with paper label in the 4th







## Product Information

### - fish, fishing, traceability and recipes

In addition to the product information on the packaging you can get even more information about fish, fishing procedure and recipes by using the QR code.

Schollenfilet mit weißer Haut, ohne schwarze Haut, mit wenig Gräten, mit Trinkwasser glasiert, einzeln entnehmbar, tiefgefroren.

**ZUTATEN:** Scholle (*Pleuronectes platessa*), Wasser (als Schutzglasur), gefangen in der Nordsee, mit Schleppnetzen, Kiemennetzen und vergleichbaren Netzen und Wadennetzen gefischt.

**ZUBEREITUNG: PFANNE:** Die Filets im Kühlschrank ca. 4-6 Stunden schonend auftauen lassen und anschließend trockentupfen. Eine Pfanne mit Öl gut vorheizen. Die aufgetauten Filets nach Geschmack würzen und auf der Hautseite bei mittlerer Hitze ca. 3-4 Minuten braten, so dass die Hautseite schön knusprig wird, danach wenden und auf der anderen Seite weitere ca. 2 Minuten braten.  
**KOCHTOPF:** Reichlich gesalzenes Wasser in einem

Kochtopf erhitzen. Danach die tiefgefrorenen Filets hineingeben und bei geringer Hitze ca. 8 Minuten dünsten. **Nur durchgegart verzehren!**

**HALTBARKEIT**  
Im Kühlschrank (+7°C) 1 Tag  
\* -Fach (-6°C) 1 Woche  
\*\* -Fach (-12°C) 1 Monat  
\*\*\* -Fach oder Tiefkühltruhe  
bei -18°C mindestens haltbar bis:  
siehe Aufdruck rechts  
**Nach dem Auftauen nicht wieder einfrieren!**

Tiefgefroren  
Gesamtgewicht mit Glasur: **1000g**  
Abtropfgewicht: **900g**

PL 32631801 WE

**Ø NÄHRWERTE JE 100 g:**  
Energiewert: 296 kJ / 70 kcal  
Fett: 1,1 g  
- davon gesättigte Fettsäuren: 0,4 g  
Kohlenhydrate: 0,0 g  
- davon Zucker: 0,0 g  
Eiweiß: 15 g  
Salt: 0,25 g

Dieses Produkt stammt aus einer Fischerei, die unabhängig nach den Richtlinien des MSC für eine beispielhafte und nachhaltige Fischerei zertifiziert wurde.  
www.msc.org/de  
SGS-NE-MSC-C-0157



Royal Greenland A/S  
Hellebarden 7 - DK-9230 Srenstrup J  
www.royalgreenland.com

Bei -18°C mindestens haltbar bis:  
Eingefroren am:



# PIMS – profit impact on Marketing strategy

## **Increase in business performance**

- How profitable should a business be?
- What is the cost of the business?
- What is the right mix of advertising, marketing and sales effort for a business?
- What must a business focus on to improve its performance?

## **Portfolio Strategy**

- What performance can you expect from a business in a particular portfolio?
- In which business areas should one invest?
- How can the operational effectiveness of a poorly performing business be improved to achieve an acceptable return?
- Which business areas should you sell?

## **Customer benefit management**

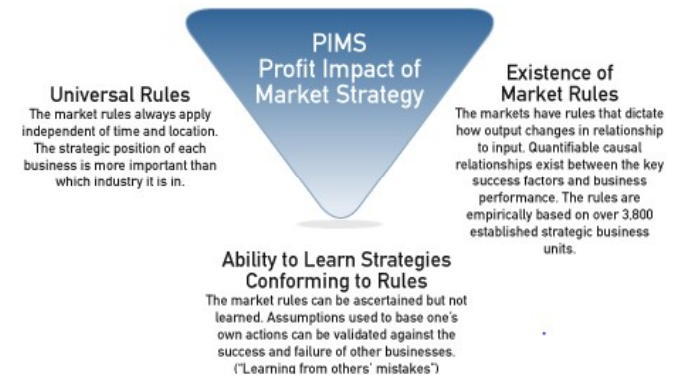
- What is most important to the customer and how well do you manage these factors?
- What are strengths and weaknesses compared to competitors?
- Do you really benefit?
- What are the customer clusters and segments and how do you properly address them?

## **Acquisition**

- What is an acquisition worth?
- Where are potential synergies?

## **New projects**

- What is the competitive position?
- What is the likely reaction of the competition at market entry?
- How fast can the market be tapped?
- Will the profit after market entry be reasonable?



# PIMS – profit impact on Marketing strategy

**Investment intensity correlates negatively** (explains about 15%):

Investment volume in relation to the turnover  
Depreciation volume in relation to the turnover  
Increases and thus the profit decreases

An urge to use these capacities as well, is to increase the output volume and possibly to lower prices and thus the profit margin.

**Relative market share correlates positively** (explains about 12%):

Economies of scale: higher market share -> greater production volume -> lower the unit costs  
experience curve. In addition, as the market share increases, so does the power to suppliers, which allows better conditions to be achieved.

**Relative product quality correlates positively** (explains about 10%):

Higher achievable prices for premium products  
Higher willingness of consumers to buy high-quality products  
Increases the sales volume  
Positively influences the market share  
Lower reclamation costs.

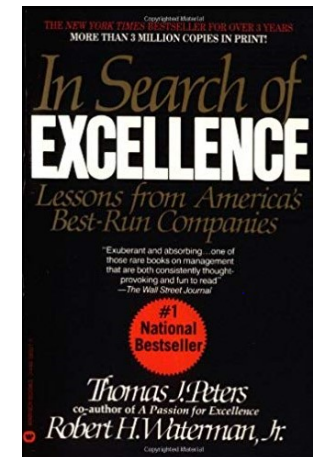
Overall, the factors collected account for approximately 70 percent of the difference in profitability between successful and unsuccessful



## In search of excellence

Peters and Waterman found eight common themes which they argued were responsible for the success of the chosen corporations. The book devotes one chapter to each theme.

1. A bias for action, active decision making - 'getting on with it'. Facilitate quick decision making & problem solving tends to avoid bureaucratic control
2. Close to the customer - learning from the people served by the business.
3. Autonomy and entrepreneurship - fostering innovation and nurturing 'champions'.
4. Productivity through people- treating rank and file employees as a source of quality.
5. Hands-on, value-driven - management philosophy that guides everyday practice - management showing its commitment.
6. Stick to the knitting - stay with the business that you know.
7. Simple form, lean staff - some of the best companies have minimal HQ staff.
8. Simultaneous loose-tight properties - autonomy in shop-floor activities plus centralized values.



# Innovation – categories pages

## Types of innovation

Innovations have to be in each other's performance fields in every field of performance be held coordinated. The market performance innovations (new products and Services) to provide more benefits -> effectiveness. The process innovations, to change the nature and quality of the new processes and technologies to enable market performance innovations, but also to the economy to improve processes -> efficiency. In that sense, one can innovation management also referred to as forward remediation, in contrast to the frequent experienced backward recovery through personnel and cost reductions. That on the innovation processes directed behavior of the people, building new skills and motivation, is called social innovations -> strategy directed and strategy-friendly behavior.

## Innovation Categories

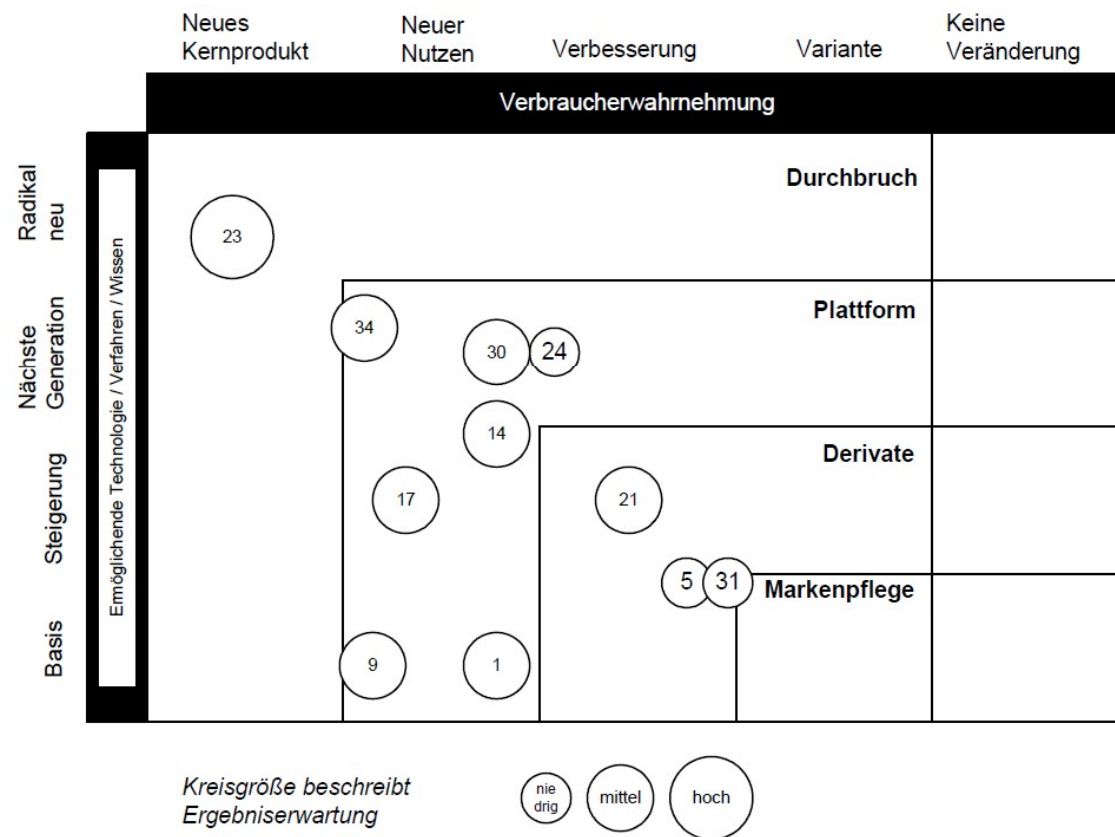
The dissent that often occurs in the company: "Is it an innovation or something not?" can be avoided by considering the product and service innovations qualified according to their degree of innovation. The dimensions serve this purpose

- Degree of novelty from the point of view of the consumer and
- Innovation-enabling technology, processes or enabling ones Knowledge.

The result leads to 4 innovation categories:

- Maintenance,
- Derivative,
- Platform and
- Breakthrough innovations.

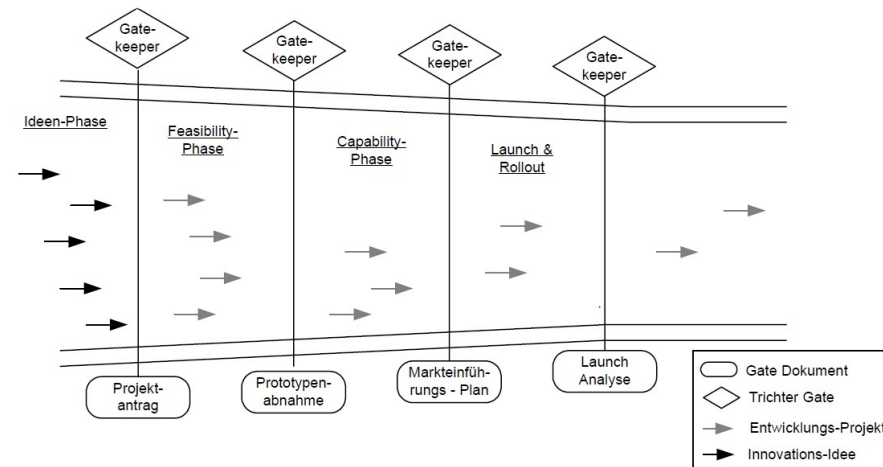
# Innovation – categories: customer perception / technology



## Innovation – funnel page

From the idea to the launch. Innovations have to go to market go through many steps. In the enterprise must through all functions the Conditions must be created so that they are on time in the right place Quality appear on the market. But projects have the fatal momentum take longer and consume more resources than you planned would have. It is therefore imperative to use the complex innovation process to steer a development project management structure.

Every participant must always know how the status of the innovation project is and what contribution he has to deliver. The upper management has defined make as gatekeeper on continuation or non-implementation of individual Innovation projects to decide. For all project phases are checklists for the main tasks of the individual Features provided as well as forms for presentations at the gates





# Red ocean / Blue ocean

## Red Ocean Strategy

- Competition in the existing market
- Beat the competition
- Using the existing demand
- Direct connection between benefits and costs
- Align the overall system of business activities to the strategic decision for differentiation or low cost

## Blue Ocean Strategy

- Creation of new markets
- Dodge the competition
- Open up new demand
- Eliminate the direct relationship between benefits and costs
- Aligning the overall system of corporate activities to differentiation and low costs



- Examples:
- Yellowtail wine
- Cirque de soleil



# IMF – trends in food – Gretel Weiß

## Trendprodukte 2018

Mengen-Bestseller auf Premium-Niveau:

Burger	↔	Better Burger
Pizza	↔	Gourmet Pizza
Brot	↔	Hand Crafted Snacks
Kaffee	↔	Artisan Coffee
Bier	↔	Craft Beer

gv-praxis foodservice

## Trendprodukte 2018

- Bowls: Moderner, gesunder Genuss
- Drei Beispiele:
  - Maloa, Berlin
  - beets & roots, Berlin
  - Poké You, Hamburg



gv-praxis foodservice

## Trendprodukte 2018

- Snack-Mahlzeiten laufen klassischen Hauptmahlzeiten den Rang ab.



gv-praxis foodservice

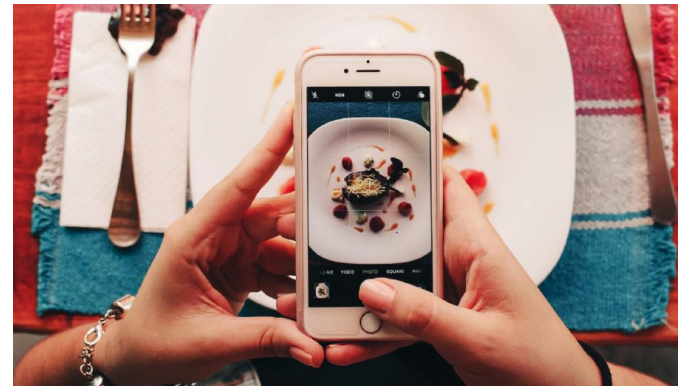


## IMF – trends in food – Gretel Weiß

### Lernstoff für 2018+

- Öffentliches Bewusstsein:  
Essen gewinnt immens an Bedeutung
- Soziale Medien:  
Food wird gepostet, nicht Klamotten!
- Rückenwind fürs kulinarische Geschäft
- Essen soll auf Handy-Foto sexy aussehen  
(„1. Lense Watering, 2. Mouth Watering“)

gv-praxis foodservice



# Nutaaq®

Royal Greenland has invested in a new processing method and in cooperation with local fishermen, created a new concept that takes the eating experience to new levels.

We call it Nutaaq® which is Greenlandic for „new“ – it is also the name of a new exceptional quality standard for cod presented by Royal Greenland. Nutaaq® raises the bar of cod quality as all handling from catch to finished product is optimized with one purpose: to preserve

light fish



## Nutaaq® Cod

### Fresher:

From water to freezer in maximum two hours.

### Brighter:

The uncooked flesh is almost translucent and perfectly lean, due to the stringent quality control and trimming by hand.

### Tastier:

The natural flavour and moisture are locked in, due to the rapid processing. The cod is stored in the factory's cold store at -23°C, and then dispatched to quality-conscious consumers all over the world.



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<https://www.royalgreenland.com/foodservice/product-news/nutaaq-cod/>



# Nutaaq®

## Summary

Fresher, brighter and tastier

New quality standard in Cod business

New procedure, high investment, new workflow

Live transport into factory – swims into factory

Calm down – stunning – slaughtering – headed & gutted fileted – hand trimmed

bleeding out due to water-temperature difference

In 2 hours from live to frozen fillet

Ultra fresh – juicy fresh flavour

Traditional fishery – small boats – fishing in shallow water – no pressure difference – no negative seabed impact

Net traps – small scale fishery – high selective – no squeezing – no suffocating/ choking

No bycatch – undersized can be set to freedom again

Well boats – live transport – permanent water exchange – no damage

No blood remaining in fillets – no red spots – no blue marks

Pure white – uniform in shape – i.q.f. – with protective water glaze – net weight



# Thank you for your attention!

