

EU Market Entry / Commercial Strategy— Leading Seafood / Aquaculture Market Participant



SITUATION

A leading North-American aquaculture and seafood (branded and unbranded) company wanted to enter the EU markets. To that end, the client wanted to:

Market Understanding

Develop a broad understanding of the marketplace (e.g. consumption patterns, trends, trade and price structure)

Target Identification

Identify key countries and product segments of interest

Success Factors

Understand key success factors, by sales channel and whether organic growth was a possibility

M&A Strategy

Identify M&A target and prioritize entry options

SOLUTION

Thorough Analysis of the EU Aquaculture and Seafood Market:

Market Analysis

- Regional Overview to understand key trends, consumer tastes, regulations, pricing (etc.) to contrast with North America
- Identification of key countries, species and form factors (e.g. raw, chilled) for deeper dives
- Deep-Dives on 5 key countries to better assess channel dynamics, price sensitivity and key success factors

Strategic Assessment

- Value chain deep-dive to define profit pools
- Interviews with industry insiders to understand the retail purchase process by key channel and participants
- Identification of key potential M&A target by country and position in the value chain



OUTCOMES

Strategic Recommendation

Recommended entry via M&A given the limited transnational organic synergies and the Client's aggressive growth aspirations

Current Status

Client currently pursuing a few of the recommended targets