

# 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