



Don Everitt - Far Reach Limited



# Imagine a brand

We are familiar with the belief that “Made In New Zealand” carries value in international markets. The claim has value and should be promoted and protected.

But by itself it's not enough. The claim does not pull enough consumers when they are making their buying decisions, but imagine the claim with an integrated design around the functional benefit of your product, a good brand story and the right distribution model.

# How Strategies Develop

- Three models:

- ❖ Linear

- Methodical, sequential, directed action of planning; aiming at a goal

- ❖ Interpretive

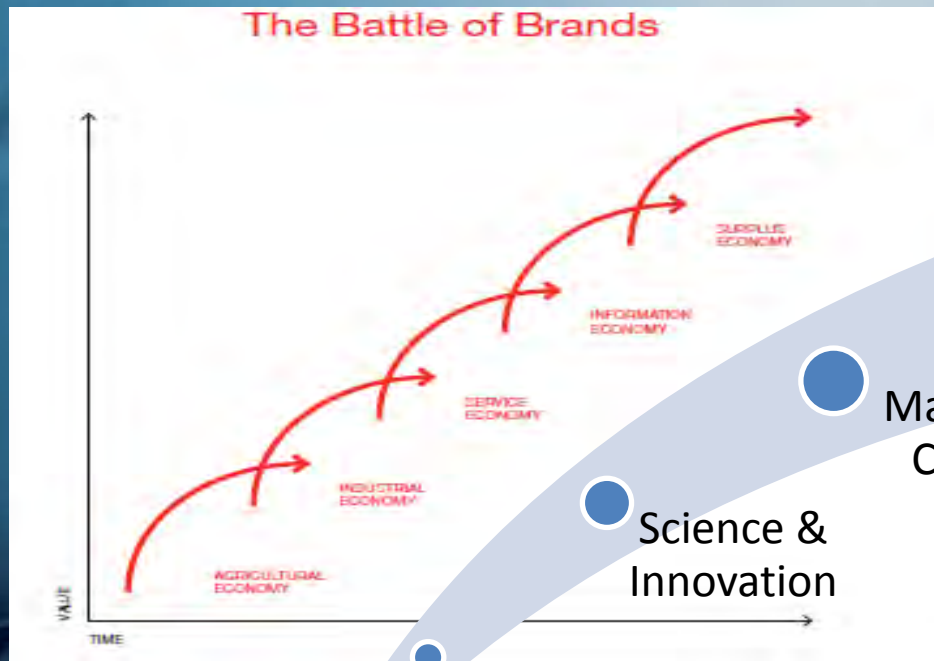
- Social, metaphorical, towards legitimacy

- ❖ Adaptive

- Stuff happens - deal with it!



# The New Zealand King Salmon Company : A good case study in “Adaptive Strategy”



Production  
Culture

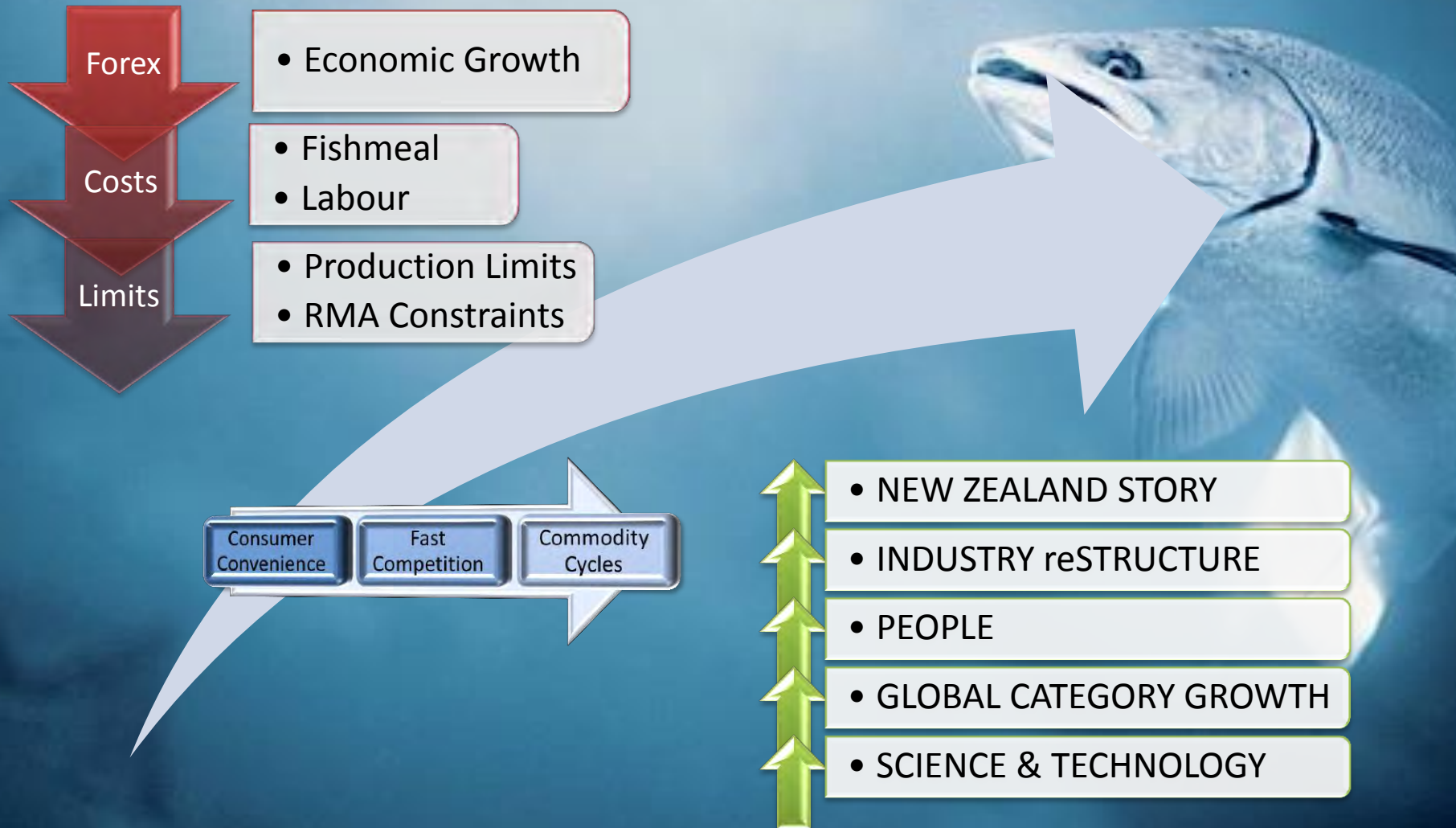
Science &  
Innovation

Marketing  
Culture

Branding

Fine Dining  
Culture

# External Influences





# NZKS STRATEGIES (INTERNAL EFFORT)



BRANDING

- Design
- Stories

INNOVATION

- New Products
- New Processes

DISTRIBUTION

- Direct
- Quick
- Global

# NZKS STRATEGIES



- Training
- Performance



- Business Systems
- Executive Information



- Workplace Teamwork
- Lean Manufacturing
- Automation

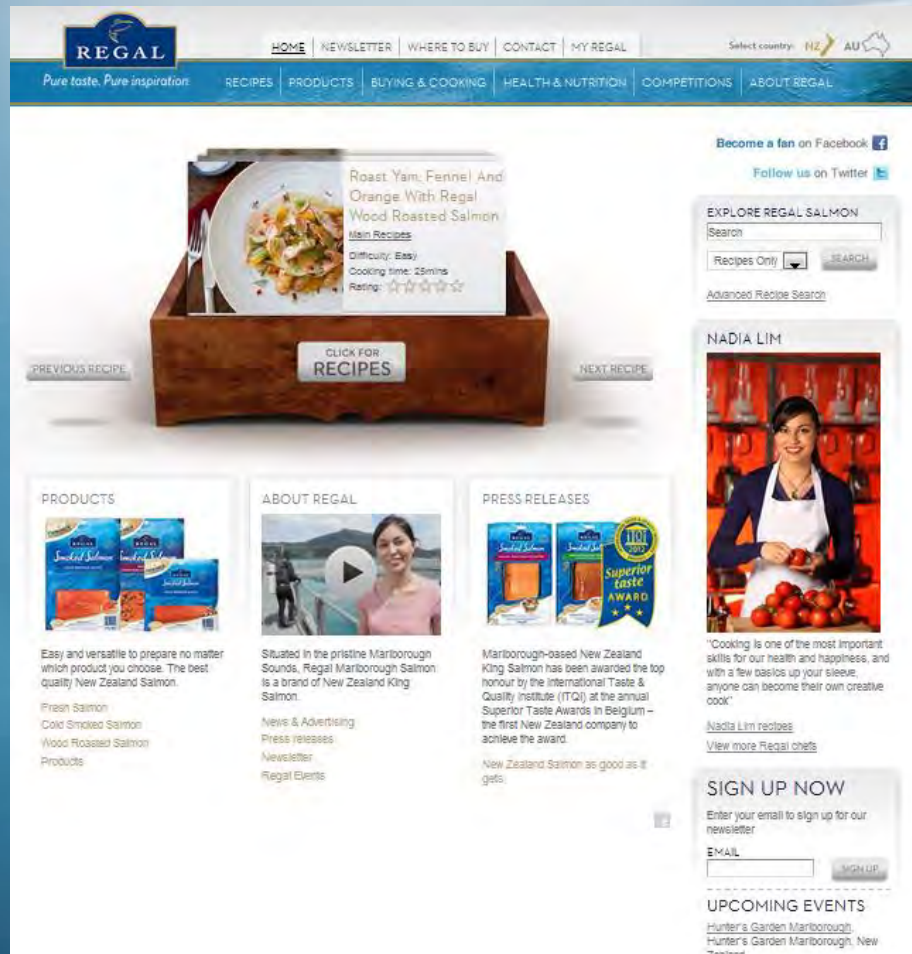


BRANDING

- Design
- Stories



# REGAL BRANDING



**REGAL**  
Pure taste. Pure inspiration.

HOME | NEWSLETTER | WHERE TO BUY | CONTACT | MY REGAL | Select country: **NZ** AU

RECIPES | PRODUCTS | BUYING & COOKING | HEALTH & NUTRITION | COMPETITIONS | ABOUT REGAL

**Roast Yam, Fennel And Orange With Regal Wood Roasted Salmon**  
Main Recipes  
Difficulty: Easy  
Cooking time: 25mins  
Rating: ☆☆☆☆

PREVIOUS RECIPE | **CLICK FOR RECIPES** | NEXT RECIPE

**EXPLORE REGAL SALMON**  
Search  
Recipes Only SEARCH  
Advanced Recipe Search

**NADIA LIM**  
"Cooking is one of the most important skills for our health and happiness, and with a few basils up your sleeve, anyone can become their own creative cook."  
Nadia Lim recipes  
View more Regal chefs

**SIGN UP NOW**  
Enter your email to sign up for our newsletter  
EMAIL  
SIGN UP

**UPCOMING EVENTS**  
Hunter's Garden Marlborough  
Hunter's Garden Marlborough, New Zealand


**PRODUCTS**  
Easy and versatile to prepare no matter which product you choose. The best quality New Zealand Salmon.  
Fresh Salmon  
Cold Smoked Salmon  
Wood Roasted Salmon  
Products

**ABOUT REGAL**  
Situating in the pristine Marlborough Sounds, Regal Marlborough Salmon is a brand of New Zealand King Salmon.  
News & Advertising  
Press releases  
Newsletter  
Regal Events

**PRESS RELEASES**  
Marlborough-based New Zealand King Salmon has been awarded the top honour by the International Taste & Quality Institute (ITQI) at the annual Superior Taste Awards in Belgium – the first New Zealand company to achieve the award.  
New Zealand Salmon as good as it gets.

# Using “New Zealand”

English | Japanese 日本語 | Chinese 中文

 **New Zealand King Salmon**

[The King of Salmon](#) | [Raising & Preparing Our Kings](#) | [Our Retail Brands](#) | [The NZ King Salmon Company](#) | [Our Publishing Room](#) | [Contact Us](#)



 **A Job. A Career**  
We are currently looking for skilled, enthusiastic people to join our growing team.

 **A Unique Story**  
The New Zealand King Salmon story is unique and starts in the clean, green New Zealand environment.

 **Time to Try Some**  
Where to find King Salmon and what to do with it.

 **Health Benefits of Salmon**  
King salmon is a rich source of healthy Omega-3 and minerals that promote good health.

**Latest News**  
VIP menu showcases country's best

**EPA Application**  
Evidence of NZ King Salmon

[TERMS & CONDITIONS](#)

# NZKS Strategies

INNOVATION

- New Products
- New Processes



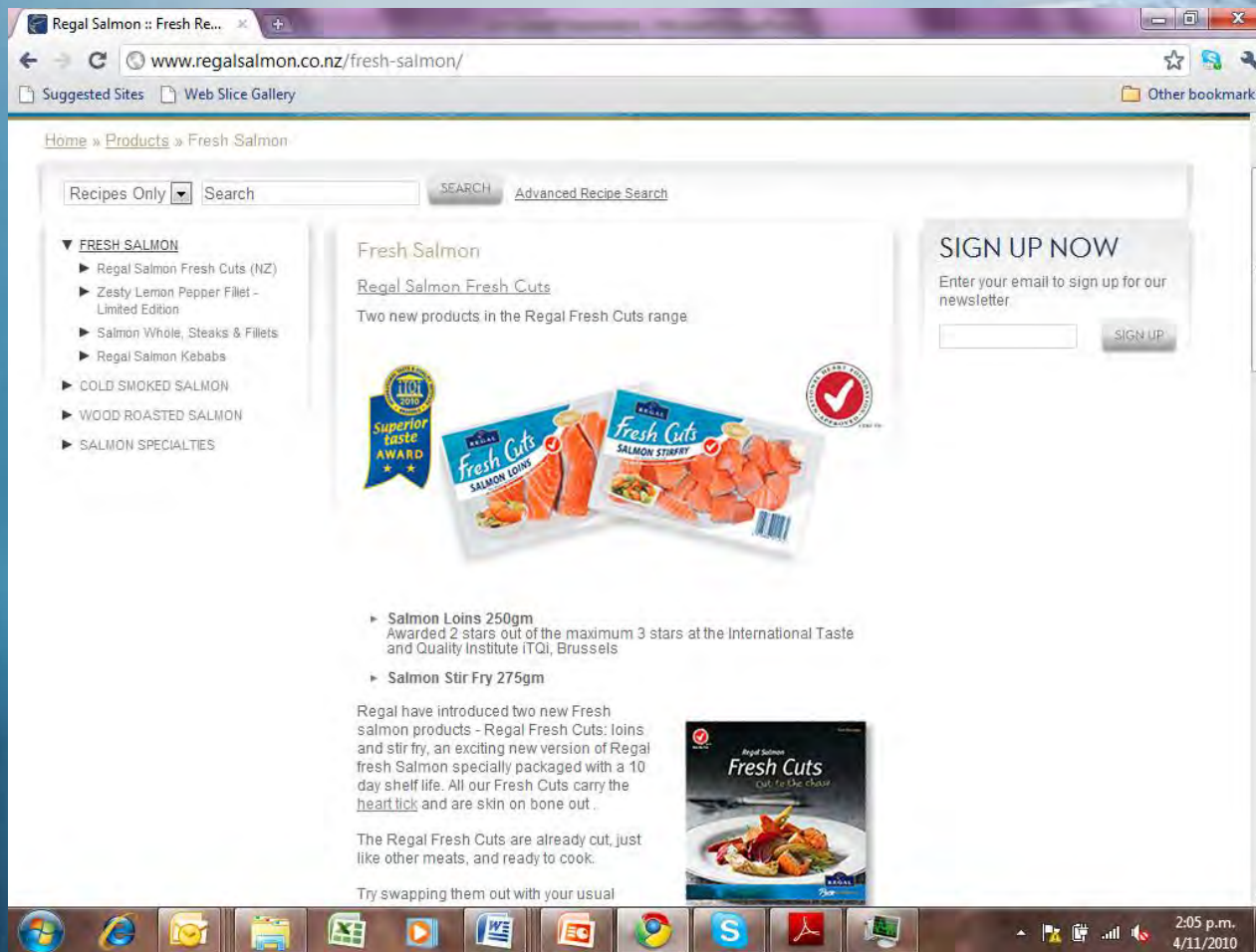


# Functional Product Strategy

- Strategy based on scientific finding and ongoing consumer surveys
- Previously a production-driven business
- Small producer globally so needed a POD
- In 1990s, new global focus on nutrition and functional foods
- Began to analyse genetic / nutritional makeup of the product to find functional benefits
- Looked for good things – found lots
- Looked for not so good things - didn't find much
- Surveying: what does the consumer really want?
- Devising plans
  - Production
  - Marketing
- Strategic alignment with credible institutions
  - The Omega 3 centre, Massey University, University of Auckland
- Assessing and understanding consumer needs



# Product Development





# Process Development

- Teamwork
- Lean Manufacturing
- Automation
- Compliance Management



# International Expansion



DISTRIBUTION

- 
- Direct
  - Quick
  - Global

# Expansion starts at home

- We developed the local market
- Established quick logistics
- Opened sales office in major city
- Cut through distribution layers
- Developed a marketing strategy
- Got close to customers
- Influenced the influencers
- Developed products for consumers



# Find global consumers

- Find the right consumers first  
(you can waste a lot of time and money with the wrong customers)
- Learn about them, what they want, even when they cannot express it themselves
- Fill that gap
- Remove obstacles in the supply chain
- Work on your organisational culture.



# Repeated with adaptation in Sydney, California, Tokyo, NY

- Developed the market
- Established quick logistics
- Opened sales office in major city
- Cut through distribution layers
- Adapted the marketing strategy
- Got close to customers
- Influenced the influencers
- Developed products for consumers





# New channel, new brand

- Ōra King
- Developed to differentiate
- Now pre-empts the competition
- A selected breed – hard to copy
- Especially for fine dining chefs



# Ōra King Story

When aspiring to exceptional culinary standards, not all salmon are created equal. Ōra King salmon is the best of our unique breed of King salmon, nurtured throughout their lifecycle to ensure the finest result. Ōra King salmon is inspired by and created for fine dining chefs around the world.





# Our Commitment

SALMON FARMING IN  
NEW ZEALAND IS ONE  
OF THE MOST  
SUSTAINABLE WAYS OF  
PRODUCING ANIMAL  
PROTEIN.

Worldwide demand for seafood is increasing and aquaculture is a highly efficient use of the marine environment. At Ora King, our focus is on the sustainable production of salmon that addresses the growing demand for marine protein without compromising the health of the planet, our salmon or consumers.

## **The New Zealand Environment**

New Zealand has some of the world's strictest environmental regulations protecting our waters and the salmon we farm. Ora King farms are isolated in the pristine waters of the Marlborough Sounds and we are able to raise healthy, full-bodied fish without the use of antibiotics, chemicals, hormones or vaccines.

In addition, King salmon are not native to New Zealand and there are no wild salmon in the Marlborough region in any significant number. This allows us to raise Ora King salmon without any impact on wild stocks of salmon.



# Our Chefs



TriBeCa head chef Hayden McMillan says it's the 'stories' behind the produce that excite professional cooks.

"Ora King is a case in point," McMillan says. "NZ King Salmon has a wonderful story to tell and I witnessed it first hand on a trip to Marlborough. The spring water in which the salmon smolt are raised is reputedly the purest in the world.

"The special stories and great raw materials such as Ora King salmon make you obliged to do special things with such world class ingredients."

Hayden McMillan, Head Chef – TriBeCa, Auckland, New Zealand  
[www.tribeca.co.nz](http://www.tribeca.co.nz)



# Our Product

The King salmon (*Oncorhynchus tshawytscha*) species makes up less than 0.5% of the global salmon population, yet is regarded by many as the pinnacle salmon species internationally.

We take great pride in producing wonderful handcrafted products which are available to you as whole, fillets or smoked all year round.

## Appearance

King salmon boast bright silver skin. They have a rounder mid-section in comparison to the longer, thinner body of the common Atlantic salmon species, resulting in a generous fillet.

## Colour

King salmon have a bright, vibrant orange flesh colour, which contrasts attractively with the marbled fat lines for unsurpassed plate appeal.

## Oil Content

King salmon has the highest natural long chain Omega-3 content of all salmon. This also greatly reduces the risk of over-cooking as the higher oil content keeps the salmon moist.

## Taste and Texture

With an elegant balance of umami flavours and a soft and buttery texture, King salmon has a complex, yet delicate mouth feel that coats the palate appealingly, making it a pleasure to eat.







## Where to buy

Bred in the stunning Marlborough Sounds and hand selected as the best of our breed, Ora King salmon is harvested 52 weeks of the year. As well as delivering superb dining experiences to gourmet connoisseurs around the world including Australia, China, Europe, Japan and North America, Ora King also appears on the menus of top NZ restaurants.

## Contact us

The New Zealand King Salmon Co. Ltd  
93 Beatty St, Tahunanui  
Nelson 7011  
New Zealand

T: 0800 SALMON, International  +64 3 548 5714  
E: [contact@oralingsalmon.co.nz](mailto:contact@oralingsalmon.co.nz)  
 Visit us on Facebook

If you have a query or would like to get in touch, please fill in your details below and we'll get back to you as soon as we can.

Name	<input type="text"/>	<b>Comments</b> <input type="text"/>
Email	<input type="text"/>	
Phone	<input type="text"/>	
Company	<input type="text"/>	
Country	<input type="text"/>	
<input type="checkbox"/> Please tick if you'd like to receive further information from Ora King.		<input type="button" value="SUBMIT"/>

THANKS