



Don Everitt - Far Reach Limited

# Imagine a brand

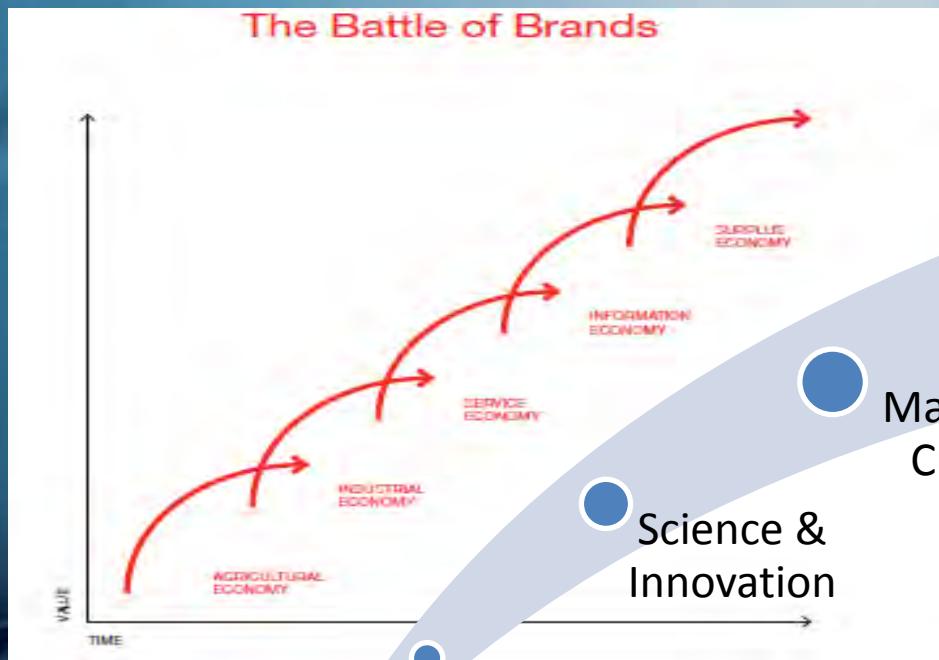
We are familiar with the belief that “Made In New Zealand” carries value in international markets. The claim has value and should be promoted and protected.

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.

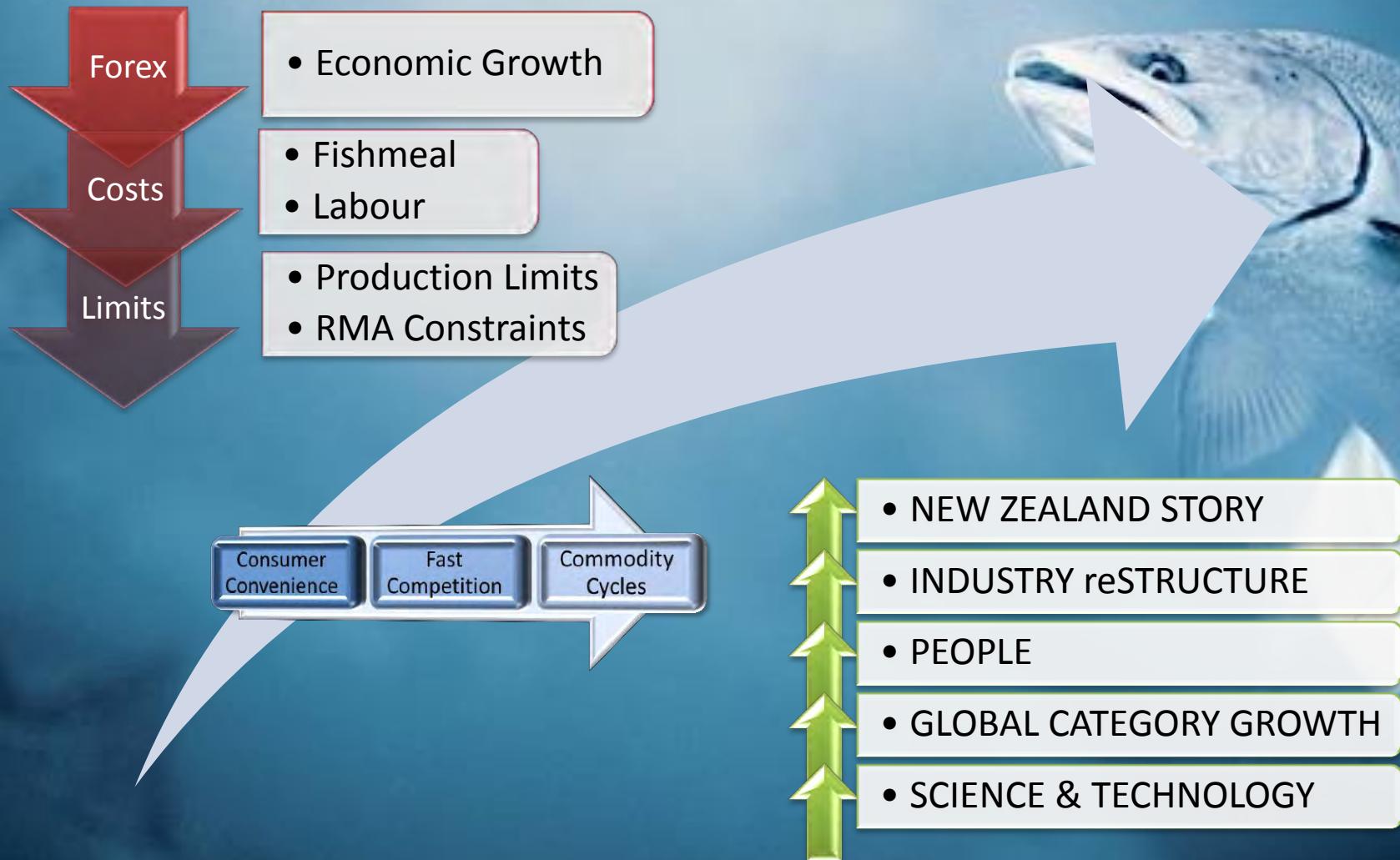
# How Strategies Develop

- 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”



# External Influences



# NZKS STRATEGIES (INTERNAL EFFORT)



- Design
- Stories

- New Products
- New Processes

- 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 Recipe](#)  
Difficulty: Easy | Cooking time: 25mins | Rating: 

**CLICK FOR RECIPES**

**PREVIOUS RECIPE** **NEXT RECIPE**

**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**  
  
Situated 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](#)

**NADIA LIM**  
  
"Cooking is one of the most important skills for our health and happiness, and with a few basics up your sleeve, anyone can become their own creative cook!"

[Nadia Lim recipes](#)  
[View more Regal chefs](#)

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Enter your email to sign up for our newsletter  
 EMAIL

**UPCOMING EVENTS**  
[Hunter's Garden Marlborough](#)  
[Hunter's Garden Marlborough, New Zealand](#)

# Using “New Zealand”

English | Japanese 日本語 | Chinese 中文



[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.

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



#### Health Benefits of Salmon

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



#### Time to Try Some

Where to find King Salmon and what to do with it.

**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

Regal Salmon :: Fresh Re...

www.regalsalmon.co.nz/fresh-salmon/

Suggested Sites Web Slice Gallery Other bookmark

Home » Products » Fresh Salmon

Recipes Only  Search  Advanced Recipe Search

**FRESH SALMON**

- Regal Salmon Fresh Cuts (NZ)
- Zesty Lemon Pepper Fillet - Limited Edition
- Salmon Whole, Steaks & Fillets
- Regal Salmon Kebabs

**COLD SMOKED SALMON**

**WOOD ROASTED SALMON**

**SALMON SPECIALTIES**

**Fresh Salmon**

Regal Salmon Fresh Cuts

Two new products in the Regal Fresh Cuts range.

**Salmon Loins 250gm**  
Awarded 2 stars out of the maximum 3 stars at the International Taste and Quality Institute iTQi, Brussels

**Salmon Stir Fry 275gm**

Regal have introduced two new Fresh salmon products - Regal Fresh Cuts: loins and stir fry, an exciting new version of Regal fresh Salmon specially packaged with a 10 day shelf life. All our Fresh Cuts carry the heart tick and are skin on bone out.

The Regal Fresh Cuts are already cut, just like other meats, and ready to cook.

Try swapping them out with your usual

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

2:05 p.m.  
4/11/2010

# 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
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# 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. Ora King salmon is the best of our unique breed of King salmon, nurtured throughout their lifecycle to ensure the finest result. Ora King salmon is inspired by and created for fine dining chefs around the world.



A wide-angle photograph of a salmon farm in a fjord. In the foreground, the dark blue water of the fjord is visible. In the middle ground, a long, low-profile building of the farm is situated on a rocky shore. Numerous vertical wooden poles or posts are driven into the water, creating a long line that extends into the distance. The background is dominated by the towering, forested mountains of the Marlborough Sounds, with their slopes covered in dense green trees under a clear blue sky.

# 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://wwwtribeca.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

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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

Comments

Email

Phone

Company

Country

Please tick if you'd like to receive further information from Ora King.

SUBMIT

THANKS