Bachelor of International Marketing

–Further expansion of Ramoen AS in the UK market–

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EXECUTIVE SUMMARY

Ramoen AS has been operating in the UK market for 70 years. The aim of this report is to look at how they can further expand in the UK market through developing a marketing campaign.

In order to find out whether or not Ramoen could benefit from a marketing campaign, a series of analyses were conducted. Firstly, all external factors around Ramoen and their industry was found using tools such as PEST-Analysis and Porter’s Five Forces. The main findings from this secondary research showed that the industry is very profitable and the threat of new entrants is low. Ramoen is one of the key players in this industry and they are positioned to take over more market share in the UK. An internal analysis was also conducted which highlighted some of Ramoen’s strategic capabilities, and the areas where Ramoen separate themselves from the competitors. The main findings here were the innovative technology they use and their experience in the industry. A summary of the company’s internal and external analysis is mapped out in a SWOT-Analysis.

In order to gain knowledge about the fish consumers in the UK, quantitative data was conducted through a Qualtrics survey. It is found that quality is the highest rated attribute by the consumers, and the origin of the fish was rated as second. Other findings are that the consumer prefer buying fish from the supermarket. The clusters were analysed in SAS JMP in order to get a deeper insight into consumers’ habits and values. The analysis shows that there is correlation between the values of quality and the origin of the fish, and it is also found that the consumers have a good relation towards Norwegian fish.

The qualitative research was conducted through three in-depth interviews. Main findings from these interviews corresponded with the findings from the survey. Moreover, quality of fish is highly valued for consumers in the UK. The research also shows differences between B2B and B2C when it comes to buying fish. Rachel Tweedale from Elite Fish stated that people care more about the taste and cost of the product as opposed to where it has come from. The restaurants often have preferences towards specific nationalities, and only buy fish from for example Norwegian vessels.

Findings from the different analyses led to the recommendation for Ramoen to collaborate with their distributor, in order to strengthen their brand awareness and increase their market share. The collaboration would focus on a marketing campaign where origin of fish and quality will be highlighted. Ramoen’s technology and years of experience coupled with the distributors market knowledge, can lead to competitive advantages for both companies.
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1.0 INTRODUCTION

This Business Consultancy report is written by five Norwegian exchange students from BI Norwegian Business School, where this report will be considered as a dissertation. At Kingston University, this Consultancy Project is part of the module ‘BS6704 International Business Practice’. The company that was chosen is Ramoen AS, a Norwegian fish company exporting to the United Kingdom (hereby UK).

After meeting with the client company, the main objective of the report became to find out if a marketing campaign directed towards consumers in the UK will have a positive effect on sales revenue, and give Ramoen a competitive advantage. In order to provide the company with a recommendation, both primary and secondary data was collected and analysed, in addition to various theoretical frameworks conducted.

1.1 ACKNOWLEDGEMENTS

We would like to express our gratitude to everyone involved in this business consultancy report. Thank you to Katrine Florvaag, Linda Helen Slyngstadli and the rest of the Ramoen AS team for giving us the opportunity to write this report for their company, as well as providing us with internal and external information. We would also like to thank Bobby Joyce from Smales & Sons, Rachel Tweedale from Elite Fish Restaurant, and Hollie Allen from Fish Kitchen for providing information for our research. In addition, we want to thank our mentor Riccardo Vecchiato for giving us feedback and guidelines for how to proceed and deliver this business report.
2.0 BACKGROUND

2.1 THE CLIENT PROFILE

Ramoen AS (hereby Ramoen) is a Norwegian fish pioneer that was established in 1914. The company’s ambition is to be a fishing company that is leading and inspiring others, and they have a total revenue approaching NOK 125 mill. Ramoen is a forerunner in the development of deep-sea fishing in the North Atlantic. Today, EROS AS owns 65% of the company. EROS AS is a pelagic fishing vessel owner, and has been in the market for over 100 years. Moreover, Knut and Atle Vartdal own the remaining 35% of the company along with their family.

Recently the company invested in a new factory trawler, combining diesel and electric propulsion, which makes the trawler environmentally friendly. The factory on board utilises 100% of the fish through fish oil production and fishmeal. The company therefore freeze and produce the fish directly at sea, which gives the fish its Arctic freshness, as well as better taste.

Ramoen has been in the UK market for over 70 years, and the company has established a good relationship with UK wholesalers throughout these years. The company is selling fish to the UK market through three main importers, which are F.Smales & Sons Ltd (hereby Smales), Polarfrost and T.Quality (Edmonds, 2016). These wholesalers buy fish from Ramoen and distribute it to different restaurants and retailers in the UK. Smales is Ramoen’s biggest wholesaler, and the company has operated with Ramoen for over three generations. Wholesalers mainly sell Ramoen’s products to fish and chips shops in the UK.


2.2 DISTRIBUTION PROCESS IN THE UK

The model below describes the distribution process of Ramoen in five steps:
1. Maximum six hours after the fish is captivated, it is packed and frozen.
2. The fish is shipped with Eimskip within 5-6 days.
3. A cargo ship transfers the fish from Ålesund (Norway), pass the Netherlands, before reaching the UK.
4. Smales receives the fish on the dock in Hull (UK) and stored in a separate cold storage, before the fish is delivered by orders of restaurants.
5. It takes approximately 10 days from the fish is captured until it reaches the consumers.

2.3 THE COMPETITORS

Norway exported 141,000 tons of seafood to the UK in 2015. This had a value of NOK 5.1 billion. Britain import about two-third of the seafood they consume. Total imports of seafood in 2015 was 0.67 million tons, with a value of GBP 2.7 billion (Egeness, 2016).

The main competitors of Ramoen in the UK are Icelandic and Russian companies. The competitors consist of both Norwegian and foreign companies that are using longliners, while Ramoen is using bottom trawling. There are only three factory trawlers left that are producing sea frozen fish fillets in Norway, which are Ramoen AS, Andenes Fish and Granit. All of these are exporting the bulk of cod and haddock fillets to Great Britain (Ramoen AS, 2016).

The competitors in the UK market is shown in the figure below.
3.0 INTERNAL ANALYSIS OF RAMOEN

In order to analyse the internal factors for Ramoen AS, a VRIO analysis is used and a model for Ramoen’s value chain is created. These tools highlight Ramoen’s strategic capabilities and their operations.

3.1 VRIO

The VRIO framework is used to identify the strategic capabilities of Ramoen compared to their competitors (Johnson et al., 2015).

<table>
<thead>
<tr>
<th></th>
<th>Value: The strategic capabilities are extremely valuable because the products Ramoen delivers is of high value for their customers, and they can produce and deliver at a low cost.</th>
</tr>
</thead>
<tbody>
<tr>
<td>R</td>
<td>Rarity: Ramoen is the only company in Norway that are using the new factory trawler, which is mentioned earlier in this report. This makes it possible to fillet, pack and freeze the fish within six hours.</td>
</tr>
<tr>
<td>I</td>
<td>Inimitability: Ramoen’s strategic capabilities are hard to copy. The complexity, causal ambiguity and the history of Ramoen makes it very difficult for competitors to imitate their strategic capabilities.</td>
</tr>
<tr>
<td>O</td>
<td>Organisational support: Ramoen is organised in a way that it can fully take advantage of valuable, rare and inimitability capabilities.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Resources/competences</th>
<th>Valuable</th>
<th>Rare</th>
<th>Inimitability</th>
<th>Organisational support</th>
<th>Competitive Implications</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Resources</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Competitive parity</td>
</tr>
</tbody>
</table>
Ramoen has some resources which are valuable, rare, hard to imitate and organised in a way that makes it possible to capture value. They operate with a new trawler which is cutting edge technology, and process the fish within six hours. These are some of the resources that makes Ramoen successful. Their history and experience also makes acquired resources within technology, innovation, marketing and CSR very valuable, and they are able to differentiate from competitors.


### 3.2 VALUE CHAIN

The value chain is used to identify and understand the strategic position of Ramoen, and where valuable strategic capabilities reside (Johnson et al., 2015).

<table>
<thead>
<tr>
<th>Firm Infrastructure:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Ramoen has a very integrated infrastructure where information flows easily between departments.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>HR Management:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Ramoen’s HR department is in-house because they value their employees, and they want to develop these from within the company. They also choose to send employees on seminars to learn more about innovation and changes within the industry.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Technology Development:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Ramoen recently acquired a new trawler with innovative new technology which makes it possible to fillet, freeze and package fish within six hours. Consumers have high demands for fast and fresh fish.</td>
<td></td>
</tr>
</tbody>
</table>
Consultancy report: Further expansion of Ramoen AS in the UK market

regarding freshness of fish, and Ramoen want to be perceived as a premium quality supplier.

**Procurement:**

Ramoen has a qualified and experienced procurement manager in their staff, who is constantly negotiating with vendors to secure advantageous terms.

<table>
<thead>
<tr>
<th>Inbound Logistic:</th>
<th>Operations:</th>
<th>Outbound Logistic:</th>
<th>Marketing and Sales:</th>
<th>Service:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ramoen collect the fish directly from the vessel. Then the boat is discharged directly to Ramoen’s own cold store in Vartdal, Norway. After this a freezer boat charges it directly from the cold store, and then it will be shipped directly to England from Vartdal.</td>
<td>Ramoen fish, fillet, pack and freeze at sea within six hours.</td>
<td>Ramoen store the fish in a big local warehouse, and distribute to the UK in large quantity orders. Ramoen distribute directly to customers in their domestic market. The shipment is done within 5-6 days through a shipment company called Eimskip. They distribute through different agent firms in the UK, and the biggest distributor is Smales.</td>
<td>Marketing in the home market is done by social media and collaboration with their B2B customers. Marketing in the UK is supported by the Norwegian Sea Council and their local agents. Ramoen does not have close contact with their customers so they have to rely on their different agents.</td>
<td>Ramoen produce its fish according to HACCP and on-board Quality control regulations. This is being done to secure the quality and value of their products.</td>
</tr>
</tbody>
</table>

4.0 INDUSTRY AND INTERNATIONAL BUSINESS ENVIRONMENT

In order to analyse the external environment, the PEST-analysis was used followed by Porters Five Forces. This tools were used to find information on all external factors affecting Ramoen. Findings from the analysis is summed up in a SWOT-analysis.

4.1 PEST-ANALYSIS

A PEST analysis is used to examine macro factors. Considering that Ramoen is a Norwegian company that exports through the EU’s EEA trade agreement, Brexit will lead to future challenges. The question is not if Brexit will affect the Norwegian seafood industry, but rather how much it will affect the industry. This makes it natural to address these macro factors as it will affect Ramoen in the future, and discuss how British consumers will allocate with a reduced household budget as a result of a weaker pound.

<table>
<thead>
<tr>
<th>Political</th>
<th>Theresa May announced in January 2017 that the UK will go for a hard Brexit. This means that Britain will not negotiate for a EEA trade deal, but instead negotiate own trade deals and/or trade via WTO.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>After the Brexit was announced the GBP dropped against NOK, which affected Ramoen negatively. This could indicate that a hard Brexit will affect Ramoen’s business in the UK.</td>
</tr>
<tr>
<td></td>
<td>Within the EU internal market is the free movement of goods, services, capital and persons; known as the four freedoms. In addition, the EU has trade agreements with 52 countries, and more are under negotiation. The interest rate in the UK are already at a record low level. That means that The Bank of England has limited monetary policy instruments, if Brexit would create challenges in employment and housing.</td>
</tr>
<tr>
<td></td>
<td>Today’s customs deal for export of fish to the UK is at 0.9%. Without Customs Preference EFTA/EEA, the toll can possible increase to 7.5% as it is for Russian fish (Ramoen AS, 2016).</td>
</tr>
</tbody>
</table>
### Economic

Brexit has already resulted in macro- and microeconomic consequences. The pound has dropped with a decline of 20% against the Euro since last summer, and the inflation rate rose 1.6% in December 2016, making it the highest rate since 2014. A weaker pound and an all-time high inflation rate makes the purchasing power of the consumers in UK weaker (Trading Economics, 2017).

The Bank of England and the International Monetary Fund (IMF) suggest a fall in revenue at 3,000-5,000 pounds per UK household when the situation has stabilised 5-10 years after Brexit. The decrease in revenue combined with currency depreciation will provide a dramatic weakening of the purchasing power of British consumers (Egeness, 2016).

### Social

The UK has a very high ageing population and has a large scale of migrant workers, which may change in the future due to Brexit. As mentioned before, the purchasing power of the British consumers are declining, and is predicted to decline even more in the future. One can also see a difference in the way the British consumers are thinking and choosing more environmentally friendly brands. It is a change in the attitude towards the future and the environment (Ramoen AS, 2016).

In addition, there is a rising awareness among consumers regarding the health benefits of fish and fish products, as well as a rise in consumption (Key Note, 2016).

### Technology

The technology is changing and companies are becoming more digital than ever before. Some say that we are heading towards a new industrial revolution - The Technology Revolution. New technology and new development is changing the whole society.
4.2 PORTER’S FIVE FORCES

Porter’s Five Forces Framework have been used in order to get a better view of the attractiveness of the industry (Johnson et al., 2015).

Threat of entry

Threat of entry is regarded as low, because entering this industry requires high capital investments. It is easier for the businesses that have a long experience in the market to build a good customer relationship. This is due to the experience curve that affect the industry, such as established brand names and reputation. There are also laws concerning export of fish to other countries. Quality and branding are important to customers in this industry, and this causes high barriers to entry when introducing a new brand.

Findings: Low threat of new entrants.

Threat of substitutes

Because the different substitutes may provide different types of fish, the substitute performance is considered low to medium, as they reach out to different customer segments. Within the industry the threat of companies copying each other is regarded as low (Key Note, 2015). However, there are several companies in the existing market. To be considered as one of the
market leaders, the companies need years of experience, as well as a strong brand name. There is a high cost of change, due to the customer relationship.

**Findings:** Moderate threat of substitutes.

### Bargaining power of buyers

Usually manufactures of fish sell their products to distributors, and when having few clients, they also risk the possibility of giving them too much bargaining power. On the other side, switching costs would occur and they cannot get the product themselves.

End consumers hardly have any control over what brand the fish comes from, this is up to the supermarkets and restaurants. This makes the bargaining power of the end consumers low.

**Findings:** Moderate bargaining power of buyers.

### Bargaining power of suppliers

The suppliers are vital to the operations and business in the fish industry. However, switching suppliers for packaging and/or machinery is not very expensive, and the bargaining power of suppliers is therefore regarded as low.

**Findings:** Low bargaining power of suppliers.

### Competitive rivalry

There are several competitors in the fish industry, due to quality and other differences (such as other types of fish). The switching cost is high because of the customer’s loyalty to the company. Based on the findings, and the barriers to entry; the competitive rivalry is considered medium, which makes it a fairly profitable industry.

**Findings:** Moderate competitive rivalry in the industry.
5.0 SWOT

The findings from the external and internal analysis show that there are some key opportunities that Ramoen can capitalise on, but it also shows some threats and weaknesses. These are mapped out in a SWOT-Analysis.

<table>
<thead>
<tr>
<th><strong>Strengths:</strong></th>
<th><strong>Weaknesses:</strong></th>
</tr>
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<tbody>
<tr>
<td>High quality fish</td>
<td>Limited production capacity</td>
</tr>
<tr>
<td>Experience in the UK market</td>
<td>Low brand awareness</td>
</tr>
<tr>
<td>New trawler with innovative technology (Environmentally friendly)</td>
<td>No direct contact with end users</td>
</tr>
<tr>
<td>Fish, fillets, pack and freeze at sea within six hours</td>
<td>Weak impact force on restaurants and shops</td>
</tr>
<tr>
<td>Strong culture with an extensive history</td>
<td>Few clients with high bargaining power</td>
</tr>
<tr>
<td>Strong relationship with distributors</td>
<td>Not very diversified</td>
</tr>
<tr>
<td>Few distribution channels</td>
<td></td>
</tr>
<tr>
<td>Strong integrated infrastructure</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Opportunities:</strong></th>
<th><strong>Threats:</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>To increase market share in established markets</td>
<td>Brexit</td>
</tr>
<tr>
<td>Increase brand awareness</td>
<td>Decreasing value of GBP</td>
</tr>
<tr>
<td>Rise in consumption of fish in the UK</td>
<td>Increased customs deal for export of fish to the UK</td>
</tr>
<tr>
<td>Collaboration with distributors</td>
<td>Decreasing demand for Norwegian cod</td>
</tr>
<tr>
<td>Marketing campaign</td>
<td>Competitors in the UK market driving the prices down</td>
</tr>
<tr>
<td>New customised trade deal between Norway and the UK</td>
<td>Weakening of the purchasing power of British consumers</td>
</tr>
</tbody>
</table>

The key findings from SWOT show that there is opportunity within this industry, and Ramoen is positioned to take advantage of some lucrative opportunities such as collaboration with distributors. The relationships with distributors usually goes back a long time, and a joint
planning venture could benefit all participants. There are some threats to the industry, and Ramoen should always communicate with their distributors in order to address these issues.

There is also a rise in consumption of fish in the UK (Key Note, 2016), which indicates that there is an opportunity for Ramoen to proceed in the UK market. The demand for fish in this particular market is thereby high, and further research and analyses in this report will provide a deeper insight and understanding of UK consumers and their relationship towards fish.
6.0 KEY OPPORTUNITIES FOR INTERNATIONAL STRATEGY

After a meeting with representatives from Ramoen, it was discussed different issues that the company wanted to deal with. One of the issues was the lack of brand awareness in the UK market. Therefore, the company's main objective was to get an insight view and knowledge about the UK market, and to see if there was an opportunity to gain better brand awareness and increased revenue. By doing this the company would also gain a better competitive advantage. Furthermore, the company wanted to see if a marketing plan directed to UK consumers would help to deal with this issue.

Therefore, the main objective in this business consultancy report is:

Will a marketing campaign directed towards consumers in the UK have a positive effect on sales revenue and give Ramoen a competitive advantage?

6.1 OBJECTIVES FOR INTERNATIONAL BUSINESS

SMART-objectives are used to assess the main objective in an effective and measurable way for Ramoen (Chaffey and Ellis-Chadwick, 2012).

(SMART) Specific, Measurable, Attainable, Relevant, Time Based

(J6 Design, 2015)
<table>
<thead>
<tr>
<th><strong>Short term</strong></th>
<th><strong>Long term</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Gain more knowledge about consumers’ habits in the UK fish industry, in order to develop a marketing campaign.</td>
<td>Launch a marketing campaign based on the consumer’s needs and habits, and increase brand awareness.</td>
</tr>
<tr>
<td>Measure by using surveys and interviews, to see what impact it has on the consumers and the market.</td>
<td>Measure through market research, both before and after the implementation of the marketing campaign.</td>
</tr>
<tr>
<td>Develop a marketing campaign towards the UK market.</td>
<td>Launch a marketing campaign in order to strengthen Ramoen’s position in the UK market.</td>
</tr>
<tr>
<td>Look at the potential implications, and which effects Brexit might have on the industry sector.</td>
<td>After identifying the effects of Brexit, take this into consideration when developing/launching the campaign.</td>
</tr>
<tr>
<td>The short term objectives should be reached within one year.</td>
<td>The long term objective should be reached within 2-5 years.</td>
</tr>
</tbody>
</table>
7.0 RESEARCH METHODOLOGY

In order to obtain knowledge about the UK market, a survey was used to get primary data on consumer habits. Primary data was also collected through in-depth interviews with restaurants and distributors. Therefore, primary data was conducted through using both quantitative and qualitative methods. In addition, secondary data was collected about the UK fish market, which was used to conduct a PEST-analysis and Porter’s Five Forces.

7.1 QUANTITATIVE ANALYSIS

In order to get quantitative data, a descriptive design was used where the purpose is to describe the situation in a particular area (Gripsrud, Olsson and Silkoset, 2015). The data was obtained through a survey using Qualtrics, and the goal was to get at least 100 respondents. This research was conducted within the Kingston Upon Thames area, by asking people outside of stores, around town and at the University. The purpose was to gather information about UK consumer’s relationship, attitudes and purchase habits regarding fish in general, and their relationship specifically towards Norwegian fish (Appendix-1). The data was then analysed using SAS JMP.

7.1.1 QUANTITATIVE FINDINGS

The results from the quantitative research showed some important things about fish consumers in the UK. Not surprisingly, quality was the highest rated attribute when asked what consumers find the most important regarding the fish they buy. A total of 69 respondents claimed quality was the most important, and 16 placed it as the second most important.

<table>
<thead>
<tr>
<th>Quality</th>
<th>67.95%</th>
<th>15.89%</th>
<th>2.94%</th>
<th>1.96%</th>
<th>11.76%</th>
<th>102</th>
</tr>
</thead>
<tbody>
<tr>
<td>Origin of fish</td>
<td>15.69%</td>
<td>33.33%</td>
<td>27.45%</td>
<td>11.76%</td>
<td>11.76%</td>
<td>102</td>
</tr>
</tbody>
</table>
The other attributes scored lower and showed that consumers do not regard brand, availability or processing as the most important attributes.

Respondents were also asked where they buy and consume fish, and supermarkets was the most common with 70 respondents, and restaurants and fast-food restaurants as second and third.
A descriptive statistical analysis was conducted to identify characteristics of different groups. The analytical tool SAS JMP (Analyse > Distribution) was used to analyse the clusters. The findings are reliable, as the clusters have no extreme values.

In descriptive statistical analysis one, the objective is to find out if the respondents emphasising which country the fish comes from also considers that the quality of the fish is the most important attribute. As the data show, the group which rated the origin of the fish as the second most important feature regarding fish, also rates quality as the most important attribute concerning what the respondents care about when buying fish.

**Descriptive statistical analysis one**
In descriptive statistical analysis two, the objective is to find out if the respondents that eat fish and chips once a month have a good relationship towards Norwegian fish. The findings show that majority of the target group answered either “probably yes” or “might or might not” on the question “Is it more likely that you would buy fish if you knew it was Norwegian?”. The analysis can conclude with some security that the consumers’ perception towards Norwegian fish is good.

Descriptive statistical analysis two
In descriptive statistical analysis three, the objective is to find out if the respondents that eat fish more than once a month have a good relationship towards Norwegian fish. As the graph shows, the majority of the group that eats fish at least once a month answered “Probably yes” and “Might or might not” on the question “is it more likely that you would buy fish if you knew it was Norwegian?”. Having that in mind, it can be concluded with certainty that the respondents who eat fish at more than a month have a good relationship towards Norwegian fish.

**Descriptive statistical analysis three**

This quantitative research gave greater insight into consumer habits and what the customer finds the most important, and it gives support to the idea of running a marketing campaign.
7.2 QUALITATIVE ANALYSIS

Furthermore, in order to get qualitative data, an explorative design was used which provides more insight and understanding (Gripsrud, Olsson and Silkoset, 2015). This data was obtained through three in-depth interviews with the wholesaler Smales, restaurant-owner for Elite Fish Rachel Tweedale, and marketing manager for Fish Kitchen Hollie Allen. The purpose of the interviews was to get an inside view of the fish industry in the UK. The interviews were conducted through email (Appendices 2, 3 and 4).

7.2.1 QUALITATIVE FINDINGS

The findings of the qualitative research corresponded with the findings in the survey. However, the results from the analysis show differences between the B2B market and the B2C market.

As stated, the quality of fish is very important for consumers in the UK. The findings from Appendix-3 show the importance of quality from the consumers. The quality and price is the main factors for consumers when it comes to purchase of fish products. However, the main customer base does not care about which country the fish comes from. Rachel Tweedale from Elite fish in Hull (Appendix-3) believes that the interest around nationality only arises because they display such information. If Elite Fish did not do so, Rachel Tweedale do not think the majority of Elite Fish’s customers base would ask the questions they do. As long as the quality is good and the price is fair, the majority of customers are happy.

Many shops buy fish based on which nationality that have a history of good quality production (Appendix-2). The importance of quality is therefore a very important factor for the different restaurants. Furthermore, when it comes to the requirements for restaurants considering the processing of the fish, many shops have a preference towards nationality and only buy fish from, for example, Faroese Vessels. With restaurants preference towards nationality and quality, it has a positive correlation when it comes to creating a marketing campaign. Ramoen is known for being innovative, and the company have ambition to achieve a premium quality product.

However, Smales assume that Brexit will affect the sales for Ramoen in the UK due to currency rates. This is something the company should have in mind before deciding future action in the UK market. In addition, as the Brexit deal is still an uncertainty, the company hope that the trade with the UK will remain strong. Whereby, the major finding of the in-depth interview was that an ‘elite’ status has been created for Norwegian production as there is a reduced number of Norwegian trawlers that produce frozen at sea fillets for the UK market. However, many shops
buy fish only based on price and opting for the brand or supplier that is cheapest. But, the most successful shops will look at the quality of the fish, grading accuracy and sustainability, and thereby negotiate the price with the distributors. Likewise, Hollie Allen from Fish Kitchen state in the interview (Appendix-4) that a marketing campaign behind certain aspects should work for Ramoen, as the company is capable to promote and deliver both sustainable and quality products. Furthermore, Rachel Tweedale from Elite fish & Chips (Appendix-3) have conducted marketing campaign in the past, and the result was increased awareness and not increased demand from the consumers. Rachel Tweedale stated that people care more about the taste and cost of the product as opposed to where it has come from.

This leads to that Ramoen should focus more on conducting a marketing campaign towards the shops and restaurant, rather than the end-consumers.

7.3 RESEARCH CONCLUSION

The results from the quantitative and the qualitative analysis have shown that a marketing campaign would have an effect on sales revenue. As Ramoen does not have direct contact with their consumers, a collaboration with distributors would be the most optimal solution. The marketing campaign would highlight the origin of the fish and the quality that is achieved through innovative technology and years of experience.

According to the qualitative analysis, distributors of Ramoen fish are sharing the same strategic objectives. It also shows a willingness to collaborate, which is the most important. Close collaboration with Ramoen’s market intelligence team can lead to valuable insights into trends in the distributors’ market that their joint planning can capitalise on. The campaign would be in line with Ramoen’s ambition of being a premium quality supplier, and could also help the distributors’ image as well.
8.0 RECOMMENDATION

8.1 ACTION PLAN

As Ramoen and Smales share the same strategic objectives, a joint planning venture on a marketing campaign has been recommended. Collaboration with this distributor could give both the competitive advantage they need. The two companies need to appoint one representative each to have a superior responsibility for execution. They will need to share expectations and their best practices solutions through communication that can lead to mutual benefits.

<table>
<thead>
<tr>
<th>WHAT</th>
<th>Develop and launch a marketing campaign towards shops and restaurants in UK. This should be a marketing campaign that highlights both Ramoen and Smales as premium providers of fish.</th>
</tr>
</thead>
<tbody>
<tr>
<td>HOW</td>
<td>Appoint one representative from each company to be solely responsible for the execution of the campaign. The marketing campaign will highlight the origin and quality of fish. For this reason, Ramoen will supply the product knowledge obtained through experience with the product, and Smales will provide market knowledge and can contribute with how the message is delivered. If Ramoen and Smales can get the right product for the restaurants, and use their endorsement to promote the brand, then other shops should naturally aspire to use the same product, thus creating a premium status and increased value.</td>
</tr>
<tr>
<td>WHO</td>
<td>Smales can and will work with Ramoen to collaborate to create a marketing campaign towards shops and restaurants. This means in particular identifying and working with high profile shops that have owners who work to the best possible standard and require best quality.</td>
</tr>
<tr>
<td>WHEN</td>
<td>Ramoen should make a marketing plan for 2018. However, because of the uncertainty of Brexit the recommendation should be to wait for new trade deals to be announced, before any further action in the UK market.</td>
</tr>
</tbody>
</table>
9.0 CONCLUSION

This report has looked at whether Ramoen AS can strengthen their position and increase their brand awareness in the UK. The initial objective was to launch a marketing campaign towards the end consumers, in order to increase sales revenue and give the company a competitive advantage. However, findings from the research led to the recommendation for Ramoen to shift the focus of the campaign from the consumers to the distributors.

The findings from the primary research showed that quality and origin are most important to consumers when buying fish. However, it was found that shops tend to buy fish based on price and which is the cheapest seller. In addition, the most successful shops will negotiate the price with the distributors based on factors such as quality.

Consequently, this led to the recommendation to collaborate with distributors, and to launch a marketing campaign focusing on the origin and the quality of the fish.

9.1 LIMITATIONS

The primary research could have been improved by getting more respondents, but there was not enough time and resources to do so. This could have been improved by asking more respondents across the UK and not in one specific area, in order to get more valid numbers and analysis. In addition, the research group wanted to get more opinions from the restaurants and shops, however, they were not able to attend the interviews. The contact with Ramoen could have been better by having more face-to-face meetings, to gain a better insight on their market and challenges. However, this was difficult due to the company being based in Norway.
REFERENCES


APPENDIX - 1: SURVEY

Time: 1-2 minutes

What is your age group?
- 15-20
- 20-30
- 30-40
- 40-50
- 50+

What is your gender?
- Male
- Female
- Other

Where do you live?
- Northern England
- West-England
- East-England
- Central England
- South England
- Scotland
- Wales
- Ireland
- Northern Ireland
- Outside of UK

How often do you eat...
*(please make sure you answer all three of them)*

<table>
<thead>
<tr>
<th></th>
<th>Never</th>
<th>A few times a year</th>
<th>More than once a month</th>
<th>Once a month</th>
<th>1 or more times a week</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fish in general</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Cod</td>
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<tr>
<td>Haddock</td>
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<td>☐</td>
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<td>☐</td>
</tr>
</tbody>
</table>

Thank you for helping us with our dissertation!
What is your monthly budget for fish?
- £ 0-20
- £ 20-40
- £ 40-60
- £ 60-80
- £ 80-100
- £ 100+

Where do you generally buy/consume fish?
(You can choose more than one)
- Restaurant
- Supermarket
- Stalls/Food market
- Fast food restaurants
- Other

What's important to you regarding fish?
(Put it in your preferred order from 1-5, where 1 is what you prefer the most and 5 the least)
1. What country it comes from
2. What brand that produce it
3. The processing of the fish
4. Availability
5. Quality

How do you get aware/check about the quality of the fish you consume?
(You can choose more than one)
- What country it comes from
- What company produce it
- The origin
- The seller/distributor
- The company that provides it
- None of the above

Thank you for helping us with our dissertation!
What do you care about when buying fish?

(Put it in your preferred order from 1-7, where 1 is what you prefer the most and 7 the least)

- Convenience (e.g., location of supermarket/restaurant)
- Price
- Quality
- Freshness
- Nutrition properties
- Brand loyalty
- Something else

If you answered "something else" in the question above, please specify:

__________________________________________________________

How often do you eat fish and chips?

- Never
- A few times a year
- Once a month
- More than once a month
- 1 or more times a week

What is your relationship towards Norwegian fish?

- Not good
- Low
- Medium
- Good
- Very good

Is it more likely that you would buy fish if you knew it was Norwegian?

- Definitely not
- Probably not
- Might or might not
- Probably yes
- Definitely yes

Have you heard of Ramoen?

- Yes
- No

Thank you for helping us with our dissertation!
APPENDIX - 2: IN-DEPTH INTERVIEW WITH BOBBY JOYCE, F.SMALES & SONS LTD.

1. Are the origins of fish important to your customers?

Yes, many buy based on the trawler/nationality that has a history of good quality production.

2. Does your customers have any requirements to the origins or processing of the fish?

Some have a preference towards a nationality (for example some customers will only buy fish from Faroese vessels), and some buy purely on what is the cheapest available price at that time. Processing requirements vary between geographical areas, but there is a growing trend towards having a tightly graded, boneless fillet. Also, sustainability credentials are becoming more important.

3. What is your relation towards Ramoen?

We have traded with Ramoen for 40 years, developing close links and they are a company that reflects similar values to our own. Their ambition to achieve a premium quality product is very welcome and we are actively supporting this in the way we market Ramoen to our customers.

4. Do you think Brexit will have an impact on sales?

Short term yes, due to currency rates. Prices have maintained a high level and we are currently experiencing prices that, if sustained, could price some of the smaller shops out of the industry. Once the Brexit deal is finalised, we hope that the desire to trade with the UK will remain strong and the end of the uncertainty will hopefully reflect in trade continuing as always.

5. What do you think the customers value the most when buying fish?

Many shops will buy purely based on price, opting for whichever brand/supplier is the cheapest that week. However the more successful shops will look at fillet quality, grading accuracy and sustainability first, then negotiate a price once they've found the product that fits their criteria.
6. Is there a high demand for particular suppliers of fish? For example Ramoen.

Due to reduced number of Norwegian trawlers producing frozen at sea fillets for the UK market, we've noticed an almost 'elite' status is being created for Norwegian production. Ultimately everything will be judged on the quality of the production and those trawlers who get that to the highest level, consistently, will always see strong demand.

7. Do you think a marketing campaign would increase demand of Ramoen fish?

Yes, but it has to be carefully planned. When the 99p Norwegian Day promotion ran a couple of years ago it created national headlines and a buzz in the industry. However, I don't think many of the consumers who took advantage of the promotion would still actively seek out Norwegian fish. The owner of the shop will determine what fish they serve to the consumer so targeting him/her to be loyal to a brand such as Ramoen would be the best strategy. I have many ideas on how Smales can & will work with Ramoen to achieve this in the coming months & years, in particular identifying and working with high profile shops that have owners who work to the best possible standard and require best quality. If we can get the product right for them, and use their endorsement to promote the brand, then other shops should naturally aspire to use the same product, thus creating a premium status and increased value.
APPENDIX - 3: IN-DEPTH INTERVIEW WITH RACHEL TWEEDEALE, OWNER OF ELITE FISH RESTAURANT, HULL

1. Are the origins of fish important to your customers?

To a certain degree, yes I think it is. We display where our fish is caught and the names of the trawlers that have caught it and this receives interest from our customer base. We even have a customer that follows the trawlers. However, I believe the interest only comes because we display such information. If we didn't, I don't think the majority of our customer base would ask the questions they do. As long as the quality is good and the price is fair our customer base is happy.

2. Does your customers have any requirements to the origins or processing of the fish?

No. As mentioned above, as long as the quality and price is right then our customers are happy.

3. Have you heard of any Norwegian fishing vessels? If yes, what is your relation towards them?

Yes, we regularly use Ramoen across our shops. Due to the campaign held a few years ago by the Norwegian Seafood Council whereby we ran the 99p fish and chips offer and rolled out the loyalty scheme we are aware of the other vessels in the Norwegian fishing fleet.

4. Do you think Brexit will have an impact on future purchase?

Time will tell. We understand the implications that Brexit might have on buying but as a company are committed to buying what we believe is the best and if we have to adjust as a company to accommodate the effects that Brexit may have then we will do that.
5. What do you think the customers value the most when buying fish?

Quality. We have found over the years that as long as we commit to quality and don't compromise on it then our customers are willing to pay the price we charge.

6. Is there a high demand for particular suppliers of fish?

I think there is a higher demand for frozen at sea suppliers than fresh suppliers.

7. Do you think a marketing campaign would help increase demand from a particular vessel or country?

From past experience, I have seen a marketing campaign increase awareness but not increase demand. I think people care more about the taste and cost of the product as opposed to where it has come from.
APPENDIX - 4: IN-DEPTH INTERVIEW WITH HOLLIE ALLEN, FISH KITCHEN

1. Are the origins of fish important to your customers?

Yes - We regularly get customers asking where a particular species is sourced or who our suppliers are. Sustainable where possible is always the priority.

2. Do your customers have any requirements to the origins or processing of the fish?

They like to know the fish is sustainable & fresh.

3. Have you heard of any Norwegian fishing vessels? If yes, what is your relation towards them?

No.

4. Do you think Brexit will have an impact on sales?

Yes - There are 2 sides to this - our sales have gone up as the other currencies are now stronger against the pound so tourism has increased in London lately, hence more customers to our restaurants. However, Brexit has caused the price of fish to increase when purchasing our produce.

5. What do you think the customers value the most when buying fish?

Quality, customers do not want to eat fish that has been frozen or of bad quality when paying to dine out, which is fair.

6. Do you think a marketing campaign would help increase demand from a particular vessel or country?

Yes perhaps, marketing behind certain aspects generally does tend to work, as long as they can promote sustainability and quality that customers want.