

A large fishing vessel is seen from a distance on a deep blue sea. The boat has a white upper hull and a dark blue lower hull. It features various pieces of equipment on its deck, including cranes and antennas. In the background, a range of rugged mountains is covered in snow under a clear blue sky with a few birds flying.

PASSPORT

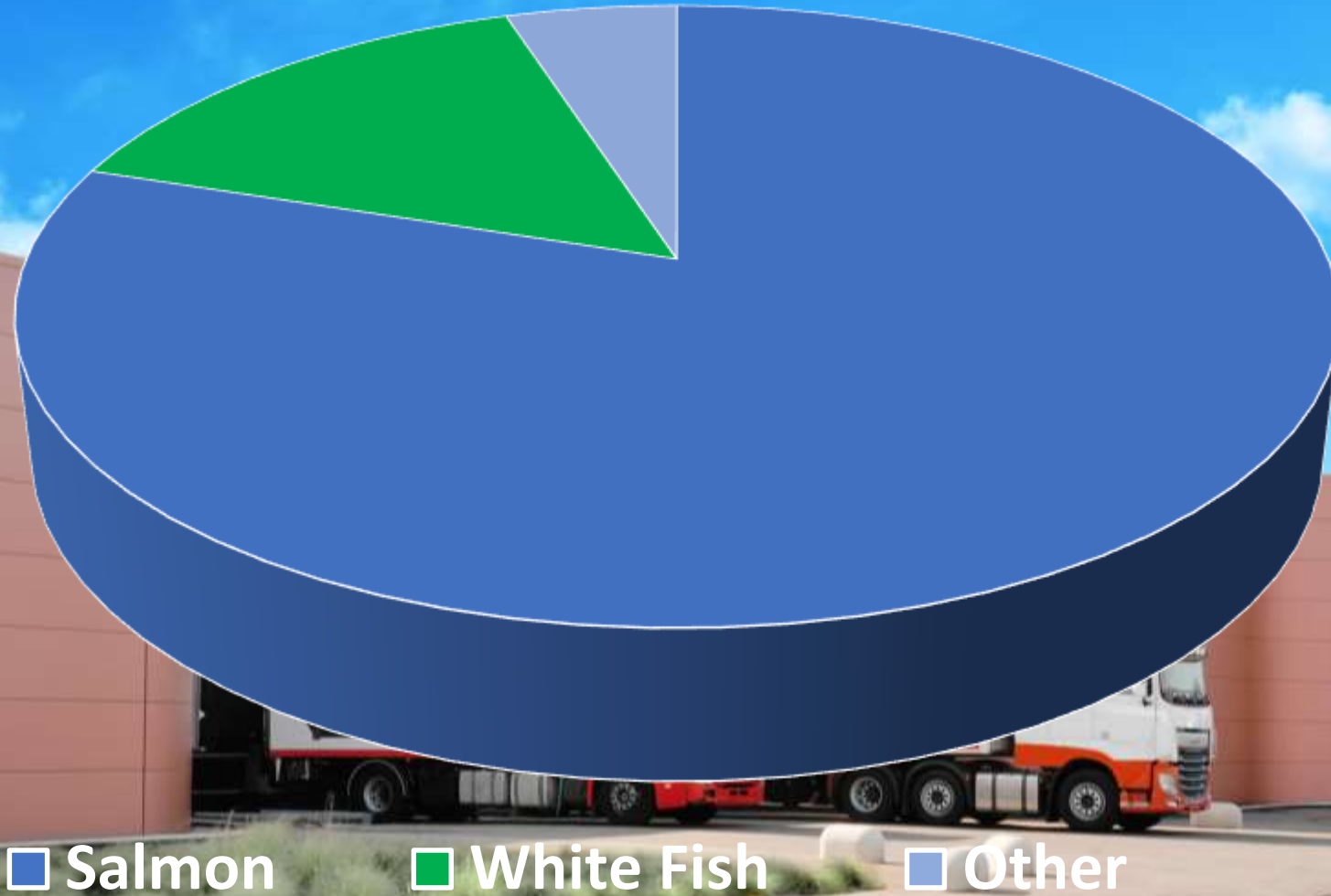
Name: Tim Brouwer

Age: 28

Work: Visscher Seafood

Has been a fisherman for 4 years

PRODUCT GROUPS

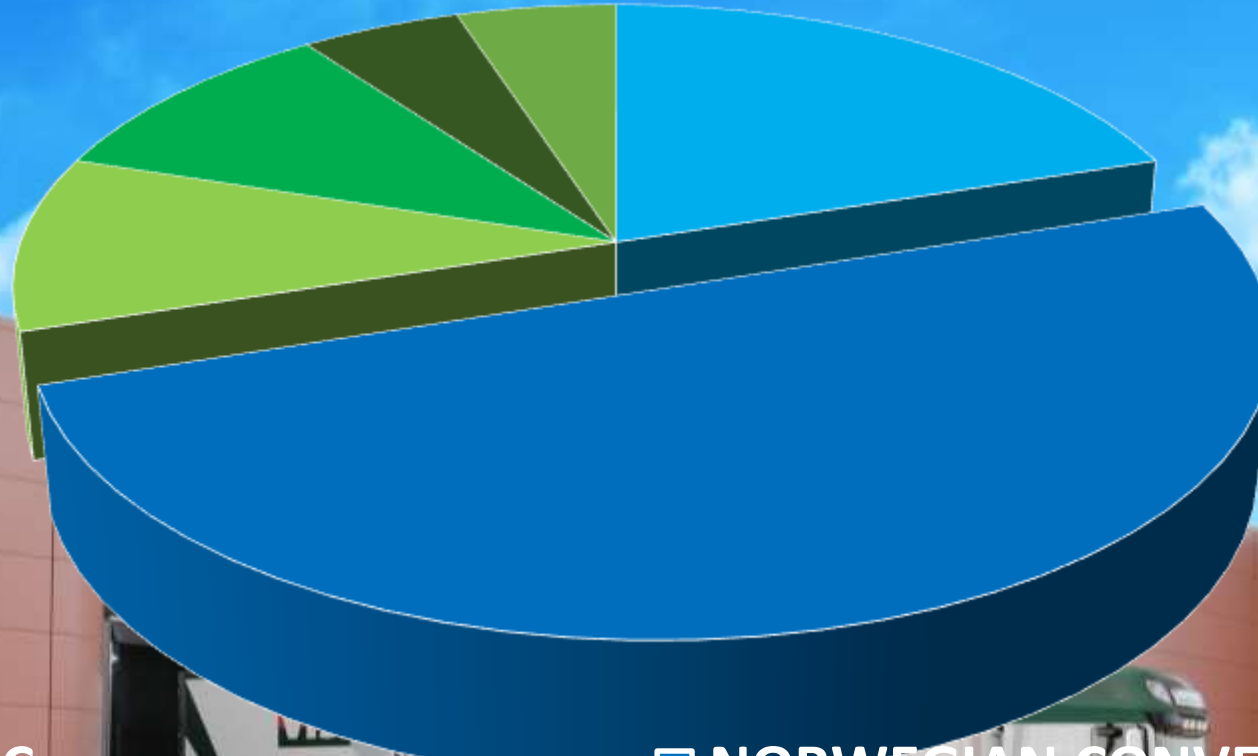


■ Salmon

■ White Fish

■ Other

SALMON



■ NORWEGIAN ASC

■ NORWEGIAN ORGANIC

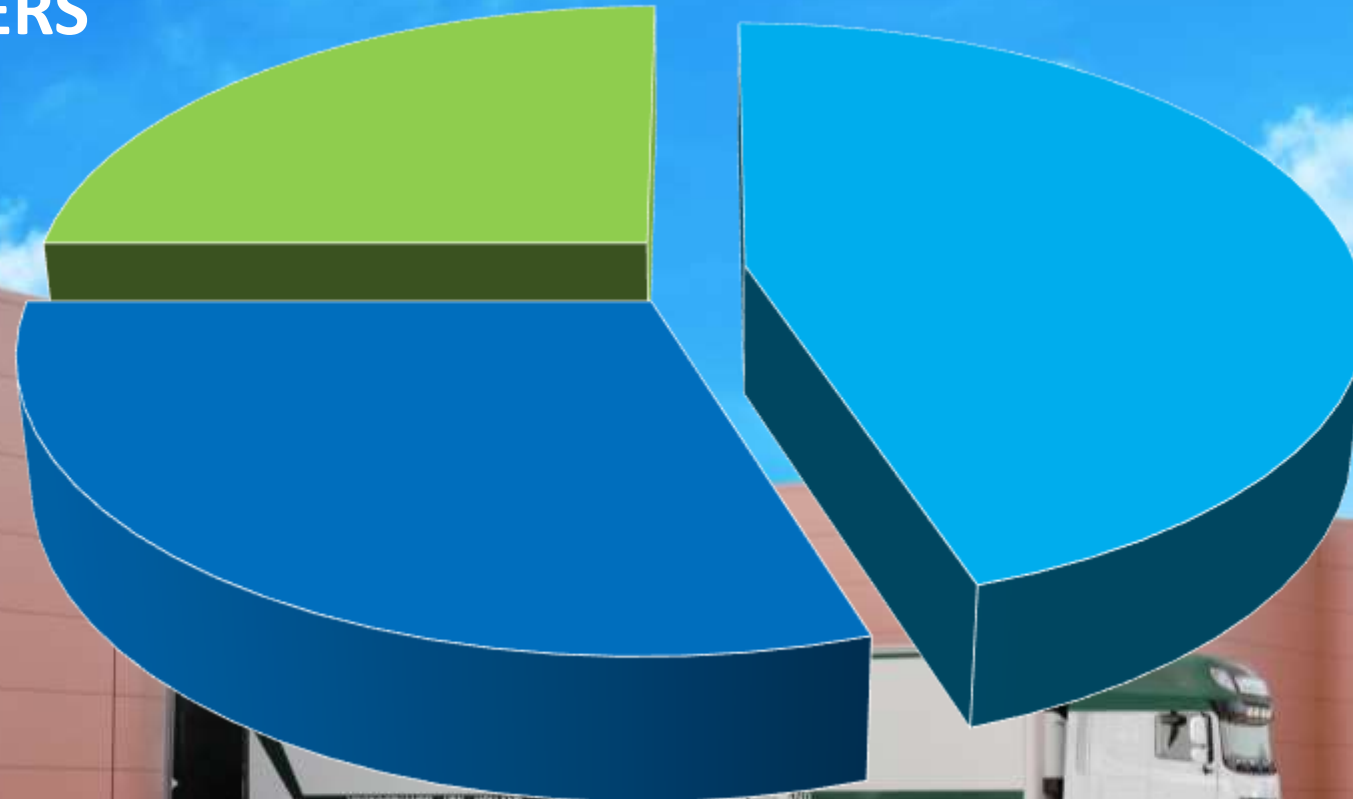
■ SCOTTISH

■ NORWEGIAN CONVENTIONAL & GG

■ IRISH ORGANIC

■ FAROESE & ICELANDIC

CUSTOMERS



■ RETAIL


■ WHOLESALE & FOODSERVICE

■ INDUSTRIAL & SMOKERS

A scenic view of a fjord with snow-capped mountains and salmon farming cages in the water. The sun is low on the horizon, creating a bright reflection on the water. The text "KNOWLEDGE IS POWER BUT NOT ALWAYS" is overlaid in white, bold, sans-serif font.

**KNOWLEDGE IS POWER
BUT NOT ALWAYS**

Fresh salmon sales in European retail

A surreal landscape featuring a tree with a split canopy: the left side is lush green, while the right side is brown and withered. The tree stands on a grassy hill that also has a split appearance, with the right side appearing dry and cracked. The background shows a dramatic sky with dark, heavy clouds on the left and a bright, hazy light on the right. The foreground is a body of water with a greenish tint.

What would be the impact of
the price increase in retail
stores after January 1st 2017?

SPOT

10%

SHORT TERM

10%

1 YEAR CONTRACT

80%

2 YEAR CONTRACT

0%

Contract Choice fall 2015 vs fall 2016

SPOT

10%

SHORT TERM

0%

1 YEAR CONTRACT

10%

2 YEAR CONTRACT

80%



2016

44-46 NOK

2017+2018

55-58 NOK

The price increase is 20-25%

A

**LOWER
MARGINS**

B

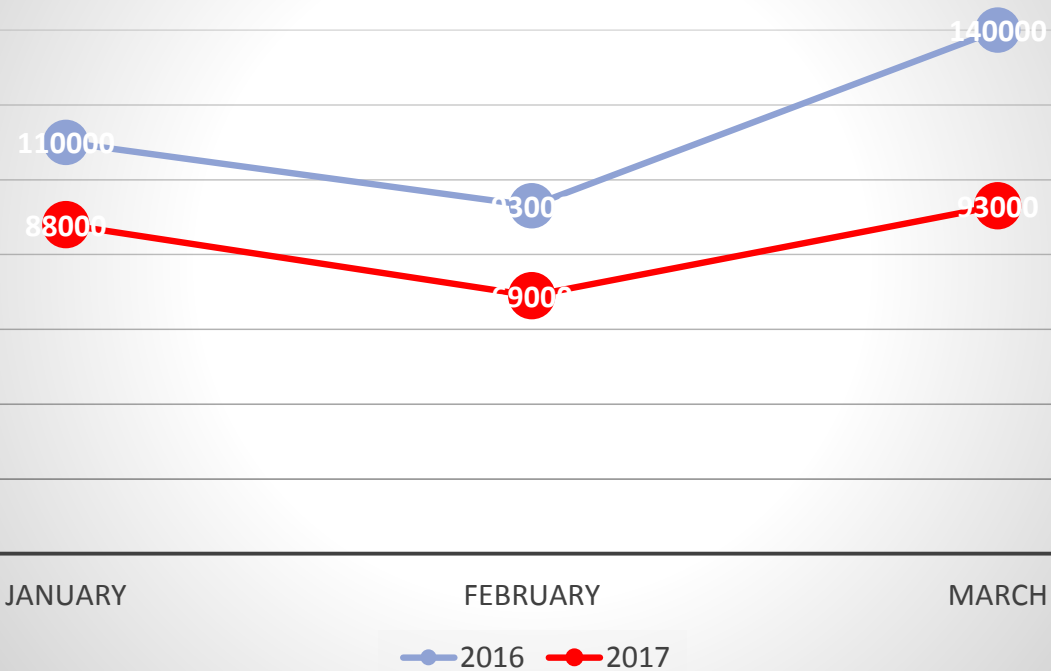
**RAISE
PRICES**

C

**DOWNSIZE
SALES UNIT**

Customers who chose to pass through the price increase directly to the sales price per unit see a dramatic decrease of demand.

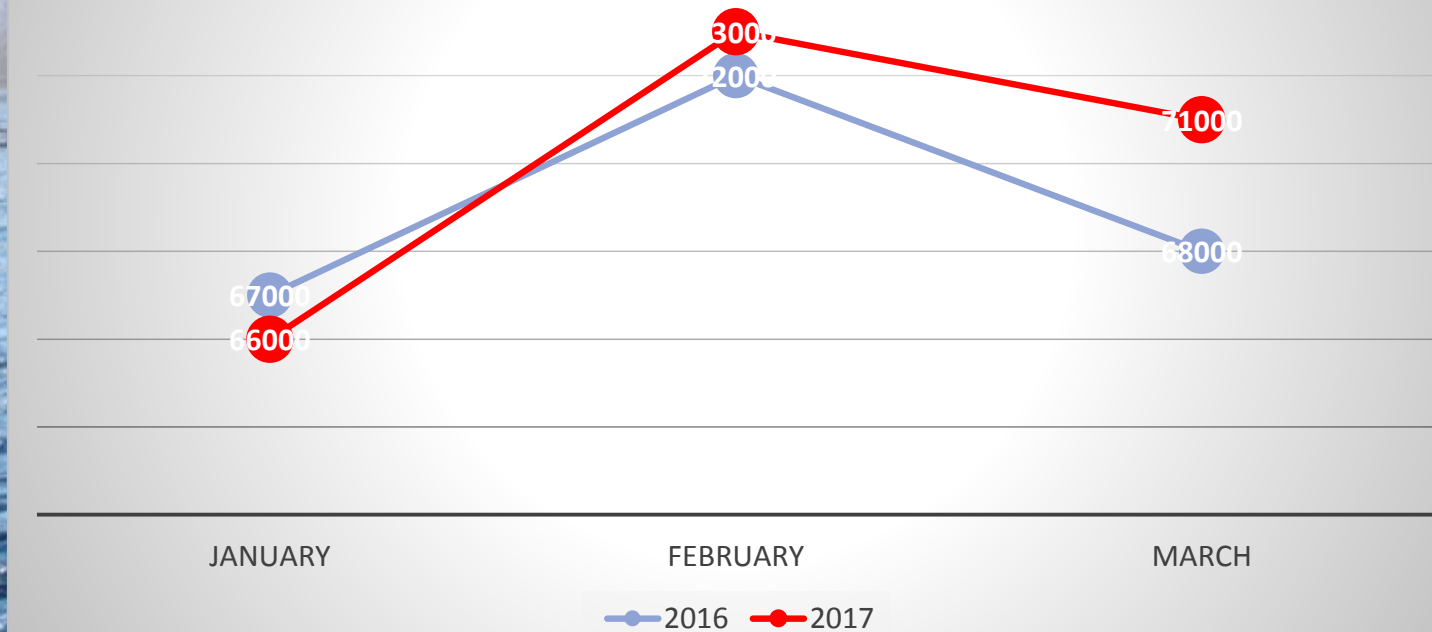
Retail chain X | price increase of 20% per unit



Fresh salmon sales in European retail

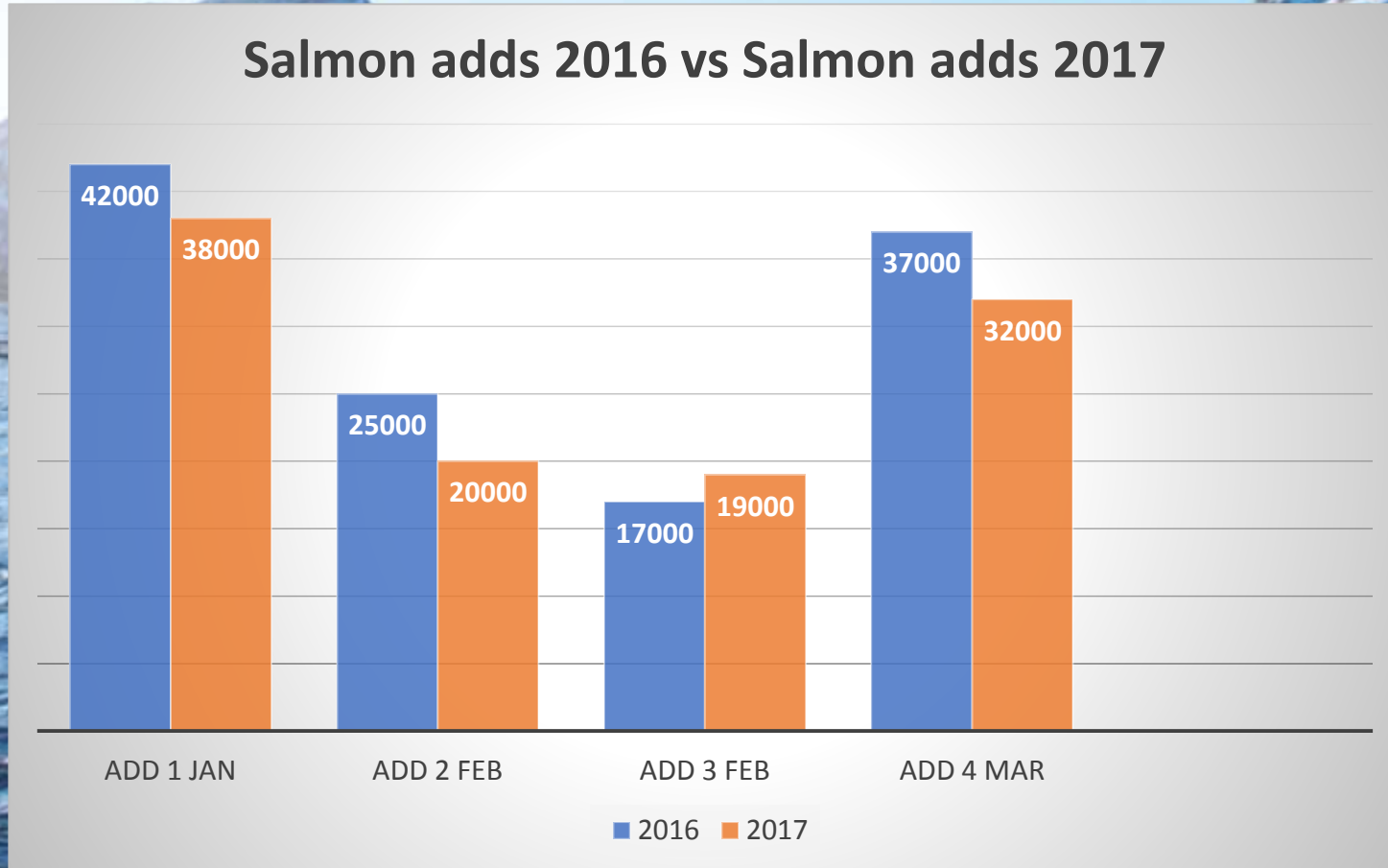
Customers who've raised their sales price per unit with 8% or less sell more units and similar volumes.

Retail chain Y | Price increase (8%), downsized sales unit (10%), lower margin (2%).



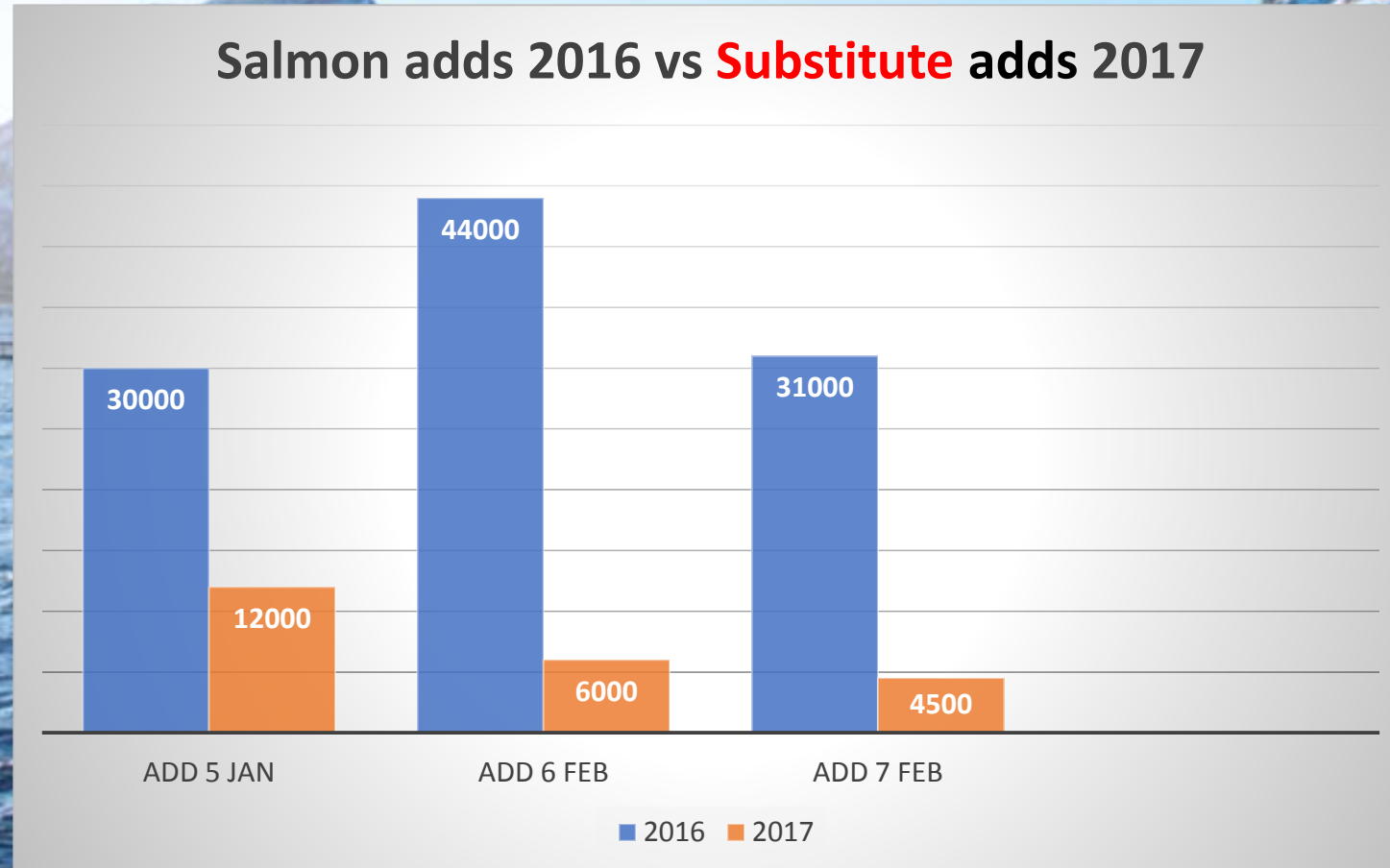
Promotions

Salmon adds 2016 vs Salmon adds 2017

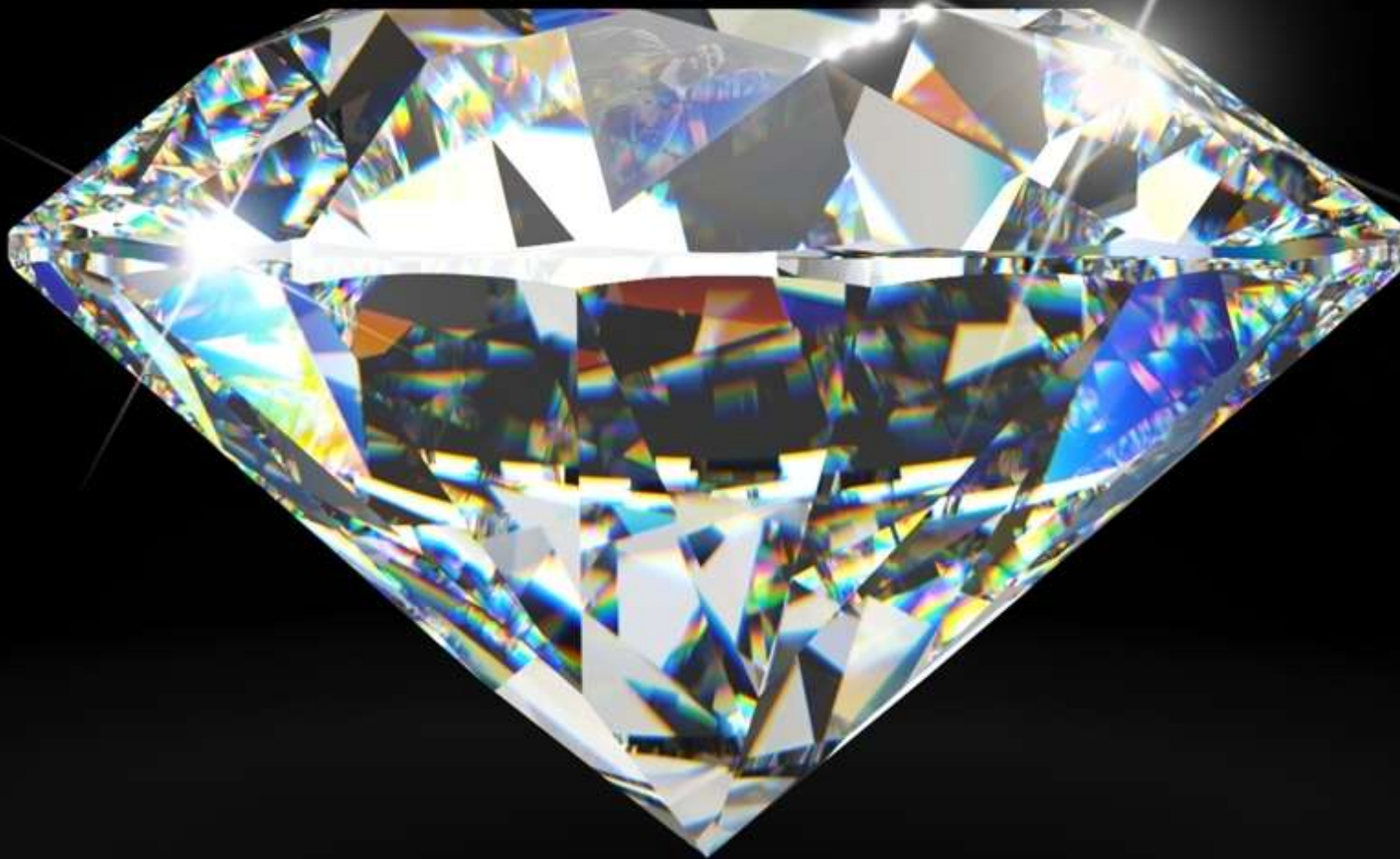


Promotions

Salmon adds 2016 vs **Substitute** adds 2017



Fresh salmon sales in European retail



SHINE BRIGHT LIKE A DIAMOND

Fresh salmon sales in European retail