The Orange Roughy Story

Globalisation & Branding

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Sealord Philosophy

- Sustainability
- Win/Win
- Long Term
- Honesty/Openness/Ethical
- No Surprises
- Confidence and Reliability
- Fun
What makes up Sealord?

- Consumer
- Food Service
- Industrial
- Extractions
- Partnerships
- Global Scope
- Deep Sea
- Aquaculture
- Hoki
- Orange Roughy
- Hake
- Greenshell Mussels
- Toothfish
- Alfonsino
- Fishing
- Processing
- Marketing
- Logistics
- Fresh Chilled
- Frozen At Sea
- Reprocessed
### Orange Roughy Market Positioning

- **Orange Roughy**: US$5.00/lb
- **Cod**: US$2.00/lb
- **Pollock**: US$1.25/lb

### NZ Market Share of the Orange Roughy International Market

- **New Zealand**: 90%
- **Australia**: 8%
- **Other**: 2%
Implications

- High Market Demand
- Very Profitable Business
- Extremely Difficult for Others to Enter
- Declining Catch

Fish-Down Phase

![Graph showing fishing down phase and MSY level (30%) over 20 years. The graph indicates a decline in % Virgin Biomass from 120% to 0% over the years.]
Competitive Advantages

♦ Know the Product
♦ Know the Territory
♦ Know how to Catch it
♦ Know how to Process it
♦ Know the Customers

USA Customers
Catching Capability

The Catch
The Fish
The Territory

The Product/Brand
Deepwater Skills

- High tech deep sea vessels
- Bathometric analysis capability
- Processing expertise
- Market knowledge
- Rough ground techniques
- Exploratory fishing skills
- Net technology
- Fish stock analysis capability
- Quota Management Systems
- Education and training
- Deep water research capability

Stocktake

- Business could not grow
- Profitable but…

That meant we had 3 choices:
- Stagnate
- Enter new fields domestically
- Leverage globally
Southern African Investment

Satellite Mapping
Bathometry

Success
But…

it is small!

Market Knowledge (USA)

- People eating out
- Consumers nervous about cooking fish
- Retail sales of fish low
- Retailers not enthusiastic
- High product knowledge
- Expanding food service industry
Wetfish Counter

A New Concept

- Create retail interest
- Solve the consumer’s problem
- Make it convenient
- Trade on the image
Risks....

♦ Fighting against the tide
♦ Everyone says to focus on food service
♦ Americans won’t cook fish at home

Project Management

♦ Know what you are trying to achieve
♦ Due diligence and risk
♦ Management and reporting
♦ Focus and flexibility
A Major Success Story

$100 million

- Branding
- Profitability
- Shareholder Value

Branding & Packaging
Globalisation

- Think global
- Act local
- Know what you are good at
- Competitive advantage
- Leverage
- Focus
- Manage and monitor risks

Review

- Risk analysis
- Flexibility and speed of response
- Competitive advantages
- Not betting the farm
- Clear accountability with management
- Reporting
- Board and project governance