


# How to position premium salmon from Iceland

Sjávarútvegsráðstefnan 2016, Hörpu,

November 24- 25<sup>th</sup>, 2016

Kristian Matthiasson, CEO



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- A photograph of the Aurora Borealis (Northern Lights) in a snowy, mountainous landscape at night. The aurora displays vibrant green and yellow-green light curtains against a dark, starry sky. In the foreground, a snow-covered valley features a small body of water with a cluster of warm lights on its shore, and distant, snow-dusted hills are visible under the glowing sky.
- The product
  - The story
  - The access
  - The route



# Our challenges

- We have low production volumes.
- We have higher costs.
- We have logistics challenges.
- We are far away from most markets.
- Some markets are closed.
- We face trade barriers.



# Logistics challenges

„Við höfum misst bíla útaf veginum, fests í drullu sem getur seinkað því að við komum vörunum okkar á markað.“

„Þetta er allt flutt ferskt og ef við komum ekki afurðunum af stað þá er það eina sem við getum gert er að frysta þær ... þar af leiðandi fáum við lægra verð fyrir þær.“

Víkingur Gunnarsson, framkvæmdastjóri  
Arnarlax



**RÚV**


05.06.2016



# Our challenges

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A map showing North America and Europe. A red curved line with arrows at both ends connects Montreal, Canada, to Paris, France. The line starts in Montreal, goes north and east over the Atlantic Ocean, and ends in Paris. The text "Not only are we far away from the markets – we also have to deal with ..." is overlaid on the map.

Not only are we far away  
from the markets – we also  
have to deal with ...



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# Closed markets or limited access

- The market in the Russian Federation is closed.
- We are not allowed to export to China.
- We face tariffs into the European Union with 2% import tax.





Premium salmon  
positioning  
is our way to  
address the  
challenges!







# The customers' requirements

- Seafood sourced only from responsibly managed fish farms.
- No antibiotics, no added hormones, no parasiticides.
- No chemicals or copper on nets
- Raised in carefully monitored cages or tanks with low density
- Marine protein only in the feed – no land-animal ingredients.
- No synthetic pigments allowed in the feed.
- Minimizing the impacts of fish farming on the environment.





# Most stringent checks required

- Minimizing the impacts of fish farming on the environment.
- Raised to the highest standards for quality, freshness and responsible farming.
- No genetically modified or cloned seafood.
- Traceability from egg to store.
- Third party audits.





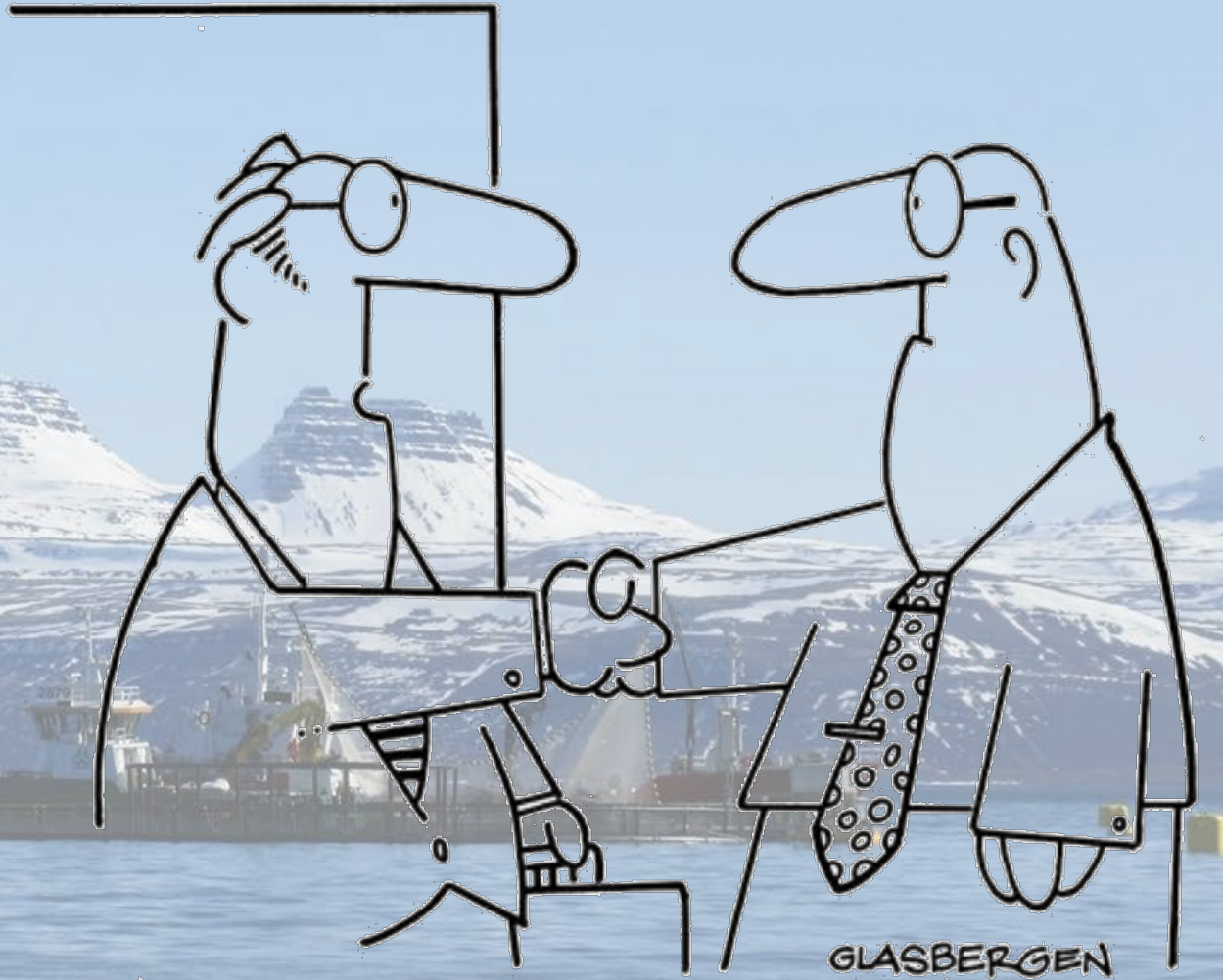
We have the product – but ...





That is not enough.

We also need to  
correctly position  
our product.



“Can we swap glasses? It helps me see  
things from the customer’s point of view!”



# The buying process

- People buy emotionally.
- People buy experiences.
- Price communicates value.
- Packaging communicates value.
- Employees create value.
- Differentiation, when it serves a set of customers, creates value.



*'He's very good at choosing the freshest fish'*

Arnarlax is the largest farmer and producer of quality salmon in Iceland. The process has from the start been focused on the production of a naturally  
order to reach this goal, our motivation  
farm our salmon in as

The Community

# The story telling

## Our Icelandic Salmon

Arnarlax's natural and sustainable concept of salmon farming in the clear Arctic ocean around Iceland has been established with strict quality standards, which do not allow for the use of any artificial chemical treatment for salmon lice.

With six farming locations in the Arctic, Arnarlax is able to use its full potential throughout the year, producing salmon in 10 months a year, which is a significant advantage in the farming cycle.

This exceptional quality, free from hazards, such as

## Sustainability

The philosophy of salmon farming by Arnarlax is an ecologically sustainable operation in harmony with nature, reducing the environmental impact. The land is derived from





# Building the brand



# Putting it all together

- It's not only enough to have the unique and rare product.
- It's not only enough to have the naturally raised salmon of the highest quality in the clean Icelandic environment.
- It's not only enough to have the story and the brand.
- It's not only enough to have the support from the community.
- **WE HAVE TO DELIVER VALUE AND ALL THE PIECES HAVE TO FIT – ONLY THEN CAN WE SUCCEED!**





ARNARLAX

[ABOUT US](#)

[OUR SALMON](#)

[SUSTAINABILITY](#)

[COMMUNITY](#)

[CONTACT US](#)

## A Naturally Raised **Quality Icelandic Salmon**, farmed according to new approach in harmony with nature

- No Antibiotics
- No Delousing
- Less density
- High omega 3
- Non GMO

