

# The vision and strategy behind collective brands:

## *Crianza de Nuestros Mares.*

(How actions like this can contribute to the competitiveness of an industry)

Javier Ojeda (APROMAR)

Mateo Blay (AGR Food Marketing)



1

How can we **increase** the **sales** and **value** of our (farmed fish) productions?

# 2

The two strategic paths to be **competitive** are to be competitive on **costs** or through **differentiation**

# 3

If our product is really **different** or **unique** on something that can be give value to (considering consumer' wishes) lets do it.

If it is not, **let's create that difference!**

## Marketing

Enhance value



Recover value

“Plátano  
de Canarias”  
(spots/taste)



## Innovation

Creates value

Enhance value

Recover value

Kaki hard  
“Persimon”



Watermelon  
Without seeds  
“Bouquet”



4

How can we enhance the value of our difference?

Communicating through a **brand** can make us more competitive.

5

We have to move away from selling (commodity) products and **sell** recognizable **brands**.  
But what brands?

# Successful brands

Geographical brands



Plátano de Canarias



California walnuts



Jerte cherries

Private brands

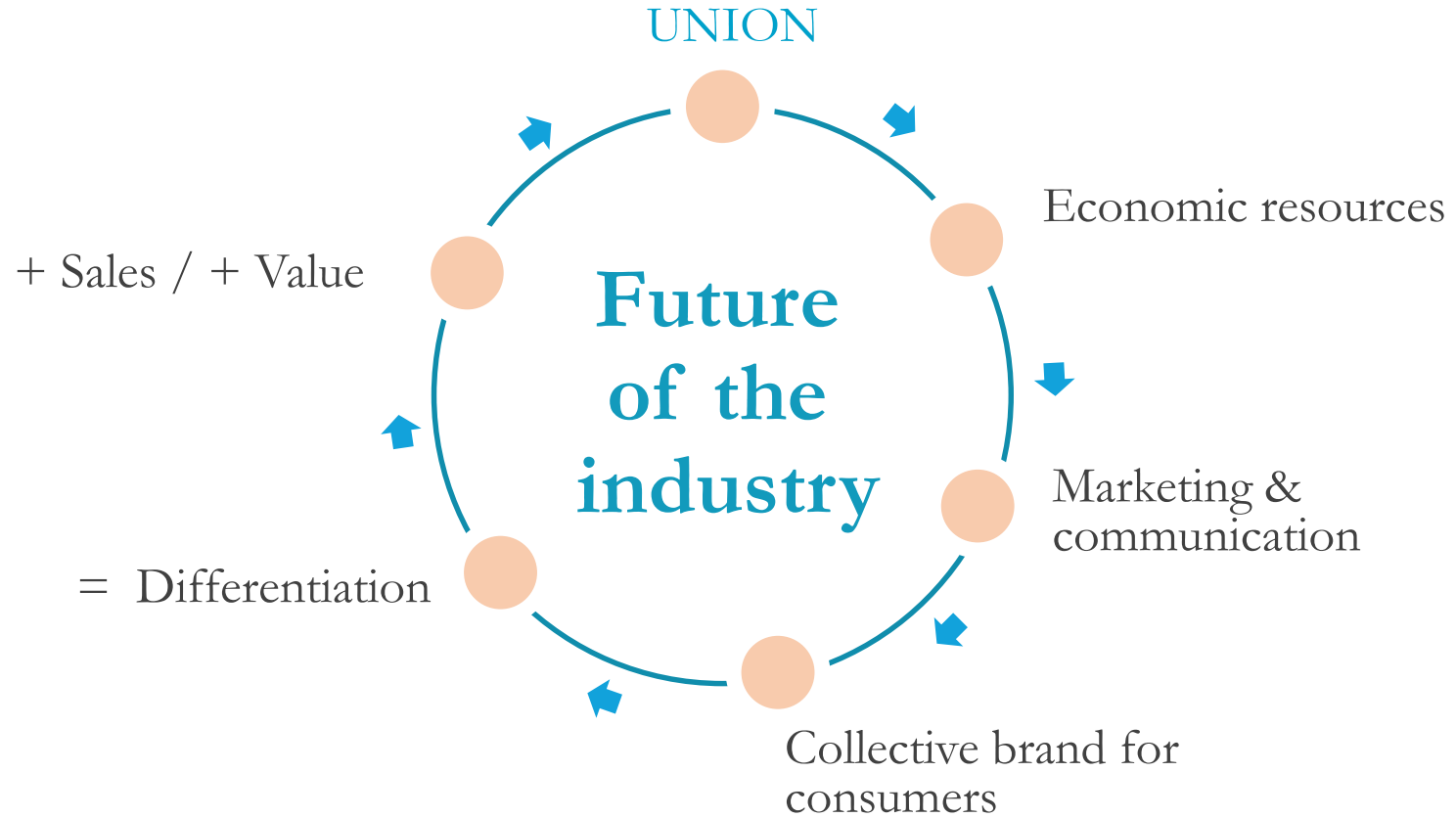


+ Sales  
+ Value



# What do they have in common?

1. Maintaining quality over time.
2. Communication through advertisements → B2C brands.
3. Collective brands → Result of company unions or cooperatives.



Thanks to the union in a collective brand,  
besides sales and value...



We can obtain:

- + Internationalisation
- + Power in front of retailers
- + Social & political relevance
- + RTD
- + Economic support



# What about our fish? (Spanish aquaculture)

<b>Total</b>	223.709 t 408 M€	
<b>Marine aquaculture</b>	Seabass: 17.380 t Seabream: 16.230 t	
<b>Domestic market</b>	Seabass : 20.800 t Seabream : 19.200 t	
<b>Imports</b>	Seabass : 9.000 t Seabream : 8.000 t	} 45%

# What about our fish?

- Sold fresh & ungutted
- Sold unpacked, on ice
- Spain, our main market.



# What about our fish?

- Work under the objectives of the EU CFP
- Values: freshness, proximity and healthy
- Aiming to benefit retailers and consumers (besides us)
- Each fish must bear a tag





Have we achieved a  
**successful** collective  
B2C brand?

(Not yet, but getting there!)



# First

We start with a product that has a **competitive advantage**, offering a real value (physical, psychological, emotional, social, ...)

Origin & freshness





## Second

We **communicate** this advantage to consumers through a **brand** and have decided (from the beginning) what type of B2C brand you wanted.

### Geographical



### Private



*Hojiblanca*

# Geographical



# Third

All the producers participating in the brand must communicate **the same brand** in **all of their objects**.



VS.







# Forth

We began the **communication of the brand** fulfilling the 3 conditions for a successful communication campaign.

Make it visible



Good communication  
plan & media strategy

Make it attract  
attention



Nice creativity

Make it motivate  
buying



Correct communication  
strategy

# Fifth

- We have a **vision** (and **patience**).
- The **objectives of marketing** (sales & value) arrive after achieving the **objectives of brand communication** (notoriety, image & positioning).

## Sixth

- We have made sure that we have the required **economic resources**, (+EMFF + Spain's MAPAMA)
- Economic effort depends on the size of the geographical target market area.

# Seventh

- Keep high **quality over time**.
- A brand is simply a **promise** we must keep.



# Recommendation

We have relied on good and experimented communication and marketing **professionals** to walk successfully this road.

# Have we succeeded?

Not yet...

Because the brand is an **asset** that we can't afford losing

Because it makes us **different** & will allow for **+Sales/+Value**

Having a brand allows for **better negotiation capacity** with retailers

Because we create an **entrance barrier** to cheaper imports



Because it is an **information responsibility** towards consumers

**Why continue?**

Tags can be improved and help to **differentiate our product** at the fish counters



We take care of our brand and trust the business vision of the project



I hope you found this presentation interesting.

Thanks for your attention.

Javier Ojeda (APROMAR)

[ojeda@apromar.es](mailto:ojeda@apromar.es)

Mateo Blay (AGR Food Marketing)

[mateo@agrfoodmarketing.com](mailto:mateo@agrfoodmarketing.com)