



A Work Project presented as part of the requirements for the Award of a Masters Degree in Management from Nova - School of Business and Economics.

An Internationalisation Research Project into the German market for the Portuguese canned seafood company COFACO.



Francesca Del Regno
Student number: 1468

A Project carried out on the International Business course, under the supervision of:

Prof. Carlos Marques
Ana Claudia Mariano Oliveira

20th of December 2014

Abstract

This project is aimed to analyse the German market of canned fish, in order to find out if there is potential of entering the market for the Portuguese canned seafood company named COFACO. The purpose of this foreign market research, carried out for COFACO, is to highlight the main key aspects of the current German seafood market, founded out through a deep analysis. Moreover, the work project is also aimed to give the company suggestions regarding the Brand, the Product and the Distribution strategy to implement in order to succeed, once considered the opportunity to enter the market.

Key Words

Canned seafood/fish, COFACO, Tuna fish, German fish market

Index

| | |
|---|-----------|
| Introduction | 4 |
| 1. Company Analysis..... | 5 |
| 1.1 Company Overview..... | 5 |
| 1.2 Product lines and business-level strategies..... | 7 |
| 2. In-Depth market Analysis (Industry Potential Analysis)..... | 7 |
| 2.1 STEEP Analysis..... | 7 |
| 2.2 German Seafood Market..... | 8 |
| 2.2.1 National fish landings / Production..... | 8 |
| 2.2.2 Imports..... | 9 |
| 2.2.3 Consumption..... | 9 |
| 2.3 German Canned Food Market..... | 10 |
| 2.4 German Canned/Preserved Fish Market..... | 11 |
| 2.4.1 Key Indicators..... | 11 |
| 2.4.2 Consumer trends..... | 12 |
| 2.4.3 Distribution..... | 14 |
| 2.4.4 Competition Analysis..... | 15 |
| 2.4.5 Regulation and Certification..... | 17 |
| 3. Current Outlook | 18 |
| 3.1 SWOT Analysis..... | 18 |
| 3.2 TOWS Analysis..... | 18 |
| 4. Conclusions/Suggestions (Entry Strategy)..... | 19 |
| 4.1 Brand Strategy..... | 19 |
| 4.2 Product Strategy..... | 22 |
| 4.2 Distribution Strategy..... | 23 |
| 5. References..... | 24 |

Introduction

General overview

This report is a summary of a work project related to the implementation of an internationalisation process, conducted for the Portuguese canned fish multi-brand company named COFACO. The purpose of the work project was to analyse the German canned seafood market in order to evaluate if the Portuguese company has potential to enter into the foreign market. Additionally, another important point of this research has been to identify which among the three different COFACO brands might be the one more appealing for the German market. The first and second part of the report are aimed to analyse the company and the German canned market, while the third section refers to the "Current Outlook", built based on the previous two analysis/researches. The last chapter has the purpose to give the company advices in relation to the potential brand strategy to implement, once decided to enter the German market. Moreover, in the last part, suggestions regarding the product and distribution strategy will be also provided, which both are linked with the choice of the brand strategy previously explained. Due to the nature of this project combined with space and time constraints, which required a deep analysis of different factors, a separate appendix is provided with, in order to better understand the conclusions and suggestions here presented. The main considerations, assumptions and intermediate reasonings are supported and in depth explained in the appendix.

Methodology and Literature overview

Primary and secondary researches were used for the formulation of this project. More specifically, as primary sources documents directly received from the German Ministry of food and agriculture have been used, like other data received from other important institutions. Moreover, important statistical German and international databases, like Statista or Euromonitor, were consulted in order to gain the most specific data possible in relation to the German fish and canned market. Other studies directly and indirectly linked with the German market were useful to describe the current seafood and canned market (See section 2.3 and 2.4), which are all listed in the References section. For the secondary research, both a quantitative than a qualitative analysis were made. In relation to the quantitative research, an online market survey was conducted, out of a panel of 200 people (*See Appendix: Survey*), while the qualitative one was made through personal interviews and field observations. Field observations were necessary to construct the analysis of the competition in the second paragraph and to describe the German distribution chains of food goods. I directly went to 5

different retailers in Germany to proof what I described in the distribution paragraph, in order to have an overview of the main canned fish brands sold in the main retailer stores in Germany. Eight personal interviews were made to eight retailer directors in Berlin, in order to better understand consumer trends towards the canned food market (See section 2.4.2). I contacted by email four retail directors and I went personally to talk to other four. The retail stores taken into account were the following (they are all located in Berlin):

EDEKA (supermarket, Heidelberger Straße) - EDEKA (supermarket, Platz der Vereinten Nationen) - ALDI (discounter, Weinstraße 9) - LIDL (discounter, Boxhagener Straße) - LIDL (discounter, Leipziger Str. 45B) - REWE (supermarket, Schönhauser Allee 10-11) - NETTO (discounter, Sonnenallee 215) - KAUFLAND (hypermarkets Marktstraße 6).

I asked to the directors of these retailers two main question: “How would you describe today the behaviour of your clients/German consumers towards food products? What do you think is the behaviour towards canned fish products?” Moreover, different colloquial conversations with German people at Nova SBE and in Berlin helped me to better understand German consumer trends towards fish products. I talked to twenty German people (fifteen Germans from the Nova SBE in Lisbon and five Germans per skype calls who live in Berlin). I asked them which are the most important aspect they look for when they buy food/fish and which is their perception towards canned fish. I used three main academic frameworks/methodological tools (STEEP Analysis ,SWOT Analysis and TOWS analysis), in order to develop specific points of this research project.

1. Company Analysis

1.1 Company Overview

COFACO is a Portuguese company of canned fish/seafood, specialized in the production of canned tuna, which represents the core-business of the company. In 1985, COFACO was transformed into a public limited company and two years later COFACO entered the Lisbon Stock Exchange. Nowadays, plants are mainly from the Azores and its industrial poles are located in the islands of Pico (Madalena do Pico) and S. Miguel (Rabo de Peixe), where the tuna fishing happens. Currently, 600 people work at COFACO, producing more than 15 thousand tonnes of tuna per annum. COFACO represents today the largest employer of Azores and the company has a leading position upon the national fish canning market (tuna, sardines, mackerel and specialities) with a market share higher than 50%; company’s most popular brands are “Bom Petisco”, “As do Mar” and “Bom Amigo”. The priority in offering maximum quality products is also internationally acknowledged: over 40% of the sales are

designed for export, with a global presence in more than 30 countries all over the world. COFACO is present at all stages of the chain: fishing, production/processing, distribution and marketing, both in Portugal than in international markets. This allows the company to have a direct control over the entire pipeline, by providing its customers with high standards of quality. The privileged location, right at the heart of the Atlantic, the clear, transparent and non-polluted waters of the Azores play also a decisive role in the quality of the canned fish. In addition, the proximity of the fishing harbours to the processing units in Madalena (Pico), Rabo de Peixe (S.Miguel) and Horta (Faial), allows the fish to be worked on while still fresh, granting the canning its own natural flavour characteristics. COFACO plants follow the rules of the HACCP (Hazard Analysis of Critical Control Points) and BRC Global Standards; the whole process, from the reception of the raw material until the final product, is target of a rigorous and tight hygiene control in line with food safety regulations. COFACO's fish is processed with utter care at the varied stages, from the cleaning of the fish, to the skin, the bones and the big size haematomas removal, one of the most important and demanding operations which is still performed by hand, with the same method and rigour it has always been carried out for dozens of years. The company adheres to the exclusive usage of sustainable fishing methods, which ensure not only the integrity of the captured fish, but they also avoid the mortality of cetaceans (whales, cachalot, and dolphins, among others). Traditional fishing are promoted in such way as to assure the defence of balance, ecosystems, biodiversity and the preservation of sea resources, by causing the least environmental impact possible and giving origin to great potential products in terms of quality. In fact, products are certified by “Friend of the Sea”, which was attributed in 2001 due to the sustainable tuna fishing methods used by the company, therefore, ensuring that the fish is captured through responsible methods, in areas where there is no over exploiting of stocks and with the minimum impact for the environment. COFACO also provides the status of “Dolphin-Safe”, attributed by the Earth Island Institute, aimed to assure that during the fishery performed, cetacean, such as whales, cachalot and dolphins, are neither captured nor injured. In the last four decades, COFACO has contributed towards the development of the Azores Region, namely by means of the prestige and notoriety of its major brands (“Bom Petisco” and “As do Mar”), and thus the company maintained the employment volume and the social support to the community. The canned tuna is one of the strongest elements of the Azorean export, being sold on the international markets with the label “Azores Tradition” and “Azores Product”.

1.2 Product portfolio and business-level strategies

COFACO is a multi-brand company, indeed the company applies through its several brands a business differentiation strategy, which involves the offer of different product lines aimed to different targets. Currently COFACO offers six brands; three were designed for the Portuguese market and three of them were specifically developed for the international market. Table 1 (*See Appendix: Table 1*) is aimed to shortly describe only three brands of the entire COFACO's portfolio, which from beginning have been designed as the most appealing for the German market. "**Bom Petisco**" is COFACO's leading canned tuna brand designed for the national market. It is company's oldest brand and includes different products, which can be categorized into five lines, distinguished between the type of packaging and/or the type of tuna. "**AS do MAR**" is COFACO's canned tuna brand specifically developed for the Italian market, where it is the leader of the premium segment of the tuna canning, the biggest European market for this segment. The brand and its strategy have been specifically designed to fulfil the Italian target and their needs, therefore, the labelling is entirely written in Italian, by passing the products as "made in Italy". "**Bon Appetit**" is the "Standard Brand" developed mostly for the international market, described as the "most complete and diversified range of products available in the international market, thus satisfying the most demanding consumer".

2. In-Depth Market Analysis / Industry Potential Analysis

2.1 STEEP Analysis

The brief STEEP analysis, summarized in the table below, is aimed to highlight the most relevant macro economic drivers of Germany, which might be key when it comes to consider entering the German market for COFACO (*See also Appendix: Table 2*).

| | |
|--------------------------|---|
| Social Indicators | <ul style="list-style-type: none"> - 15th most populous country in the world and the largest country in the European Union. - The female population is greater, with 41.052.886 women, representing 50.92% of the total. - The working population makes up 40.8 million, which is the largest pool of labour in the EU. - The vast majority of families in 2013 had either one child or two children living with them. - 34 people are aged 65 and over to every 100 working-age people (in the next 20 years the working population is expected to suffer the burden of Germany's ageing population). - Of all the 27 European Union states, Germany has the highest percentage of immigrants in its population. Just under 10 million people living in Germany today were born outside of Germany, that's about 12% of the German population. - Consumer expenditure per capita amounted to €18,481 (US\$24,538) in 2013; in 2014, the indicator will grow by 0.9% in real terms. Total consumer expenditure (in real terms) is expected to rise by 1.3% in 2015, by representing 53.6% of GDP. - In 2013 the "Observatório de Emigração" Portuguese has registered 104.084 people born in Portugal and living in Germany, which amounted for only 2% of the total foreign people currently living and resident in Germany but born abroad. 127.968 is the amount of Portuguese people with Portuguese nationality who live in Germany, which represents 2% of the total amount of foreign People resident in Germany but with a foreign nationality. The difference between the two amounts (127.968-104.084) is the resulting number of Portuguese people born in Germany with a Portuguese nationality. - In 2013 Italians represented the second largest foreign community living in Germany, with a total of immigrants of around 520.000 people. Cultural relations between Germany and Italy are globally |
|--------------------------|---|

| | |
|---------------------------------|--|
| | unique in their intensity. |
| Technological Indicators | - Germany is a world leader in innovation and technology, from physics and chemistry to cars and consumer products. |
| Economical Indicators | - Germany is Europe's most industrialized and populous country, ranked as the fourth largest economy in the world and considered as the largest European market. The German economy constitutes 20% of European GDP. - The legal system is transparent and efficient, therefore there is a high degree of legal certainty for investors. - Germany's GDP was worth in 2013 3.634.822.579 \$, by accounting an annual growth change from the previous year of 0,4%. - The service sector in Germany contributes around 70% of the total GDP, industry 29,1 % and agriculture only 0,9%. - German Exports accounted in 2013 for 51% of the country GDP, a higher percentage if compared to 30% of the Italian GDP and 41% of the Portuguese one (<i>See Appendix: Graph 1</i>). German imports of goods and service account more than 45% of the country's GDP since 2010. In 2013, the most important trading partners for German imports were Netherlands, China, France, Italy (<i>See Appendix: Graph 2</i>). The graph 3 (<i>See Appendix: Graph 3</i>) shows the 10 most important imported goods to Germany in 2013. - The most important food importers in Germany in 2013 have been Netherlands (19,3%), France (7,6%) and Italy (6,4%). |
| Environmental Indicators | - Germany is divided into 16 states, referred to collectively as Länder, and each state has its own constitution and remains fairly autonomous. Each state also has its own capital. Despite its large population, Germany has relatively few large cities and only four have a population over 1 million: Berlin – Germany's capital city-, Hamburg, Munich and Cologne. - Germany is seen as one of the most environmentally concerned and eco-friendly country in Europe. - Germany has ratified various international environmental agreements on air pollution, biodiversity, global warming, endangered species, oceans, the ozone layer, wetlands, and whaling. - The country has developed, in the last two decades, a number of measures to address environmental problems, ranging from controls on industrial emissions to identification of additives in food to smog control devices on vehicles. |
| Political Indicators | - Germany is a democratic republic. Since 1949, the party system was dominated by the Christian Democratic Union and the Social Democratic Party of Germany. |

2.2 German Seafood Market

2.2.1 National fish landings / Production

Fisheries and aquaculture in the Germany's economy play a minor role, due to the short German coast as opposed to the high population density. The value of the total fishing is less than 2% of the total value of agricultural production, which accounts for only 1% of total GDP. The German fishing takes place mainly in the North Sea; another main fishing area is the Baltic Sea, followed by the West British Waters, North of Azores, Coast of Norway, Pacific Ocean, Mauretania and others. Commercially important fish species with the northernmost distribution area are the codfish, the herring, the sprat and the flatfish. The coastal waters of the Baltic Sea are dominated by freshwater species such as perch, pike and roach. Compared to the total EU catches the German catches are insignificant. They are only about 5% of total EU catches. The German fishing industry also suffers from depletion, because its principal fishing grounds have become overfished by the many modern fishing fleets that enter North European waters. A generic division of the main fish types, of the German catches, is given by the graph in the Appendix (*See Appendix: Graph 4*), which dates

back to 2012. The specific percentages might be slightly changed today, but the chart provides an overview of the German fishing still valid for 2014. In June 2014 the total volume of fish, landed from the German fleet in the national and international markets, was about 11,500 t including unsold products. Fresh fishery products (sold goods only) accounted for 2,700 t and frozen ones (sold goods only) accounted for 6,200 t. Compared to the previous year, the German fishing landings increased by 72%. The main assortment of German fresh fish, sold in the domestic market in June 2014, consisted of shrimps, codfish, coalfish and flounders, while the main species sold of frozen fish (coming from German fishing fleet) in the domestic market were the blue whiting, the silver smelt and the halibut.

2.2.2 Imports

Fish and seafood in Germany is an expanding market that relies heavily on foreign suppliers. The seafood is highly reliant on imported products, which generally lands in frozen or in a further processed form to supply a large portion of the domestic market. A significant portion of seafood volumes is sold in processed form (canned or frozen packages) and a large part of imported frozen fish is sold into the domestic market as fresh product. Imports represent around 88% of the total fish and seafood sold in Germany. Top suppliers in 2012 were Norway, Poland, China, Denmark, the Netherlands and the United States. The table in the Appendix (*See Appendix: Table 3*) describes in detail the ranking of the top countries supplying Germany with Fish and Seafood in 2012 and their main imported products. Germany's main fish and seafood imports include frozen fish fillets, smoked salmon, fresh salmon, frozen shrimp and prawns, prepared tuna/skipjack/bonito. The total imports of fishery products amounted in 2013 around 870,000 tonnes (product weight), thus they were below the level of the previous year. With a value of 3.7 billion Euros, German overall seafood imports were around 130 million Euros lower than the previous year. As you can see from the graph 5 in the Appendix, from 2011 to 2013, national production, exports and per capita consumption of fish decreased, while imports remained stable over the same period (*See Appendix: Graph 5*). From January until May 2014 compared to the same period last year (January-May 2013) overall higher importers volumes were registered (+3%); EU import share increased by +3% and imports from third countries increased by +3%. (*See Appendix Graph 6*).

2.2.3 Consumption

Fish and seafood is becoming more popular with Germans, thanks in part to the increasing focus on health issues, particularly obesity and cardiac health. Germany is one of the world's largest markets for consumer-oriented foods, and fish consumption is four times higher than

domestic production. However, consumption of fish products in Germany is still below the world average. In addition to quality and price, consumers are becoming more interested in the origin and breed of fish products, which also influences their buying decisions. In 2011, the Germans ate 1,24 million tonnes of fish. This corresponds to a consumption of around 15,4 kg per capita more than beef (8,4kg per capita) and poultry (11,4kg per capita). In 2013 the consumption per capita was slightly lower, by reaching 13,4 kg and thus a decrease of 1.3 kg or 11%, compared to the previous year (2012). According to Euromonitor, fish consumption in Germany is forecast to grow from 2013 to 2015. According to the German Fish Association, each German is expected to consume 17.5 kg of fish per year from 2015. Atlantic pollack (23,3%), herring (18,5%), salmon (12,5%), tuna (11,2%) and catfish (4,8%) were the five main species of fish consumed in Germany in 2012. These five types accounted for two thirds of the total consumption. In Germany the majority of fish consumption is in the North. According to the GfK (Gesellschaft für Konsumforschung), the Hamburgers bought most fish in 2012 (5,8kg purchase for household consumption) followed by the Federal States of Schleswig-Holstein (5,6kg) and Saxony (5,3kg). The lowest figures were recorded in Saxony-Anhalt (4kg) and Baden Württemberg (3,9kg). The geographical ranking for fish consumption was still valid for the 2013 (*See Appendix: Figure 1 and 2*). German consumers bought in the last years mainly frozen fish, which represented 31% of the total fish products consumed in 2012. In second place came canned fish and marinades (25%), followed by crabs and mollusks (17%), fresh (9%) and smoked fish (9%) (*See Appendix: Figure 3*).

2.3 German Canned Food Market

In 2013 canned/preserved food value sales stagnated, while volume sales declined by 2%. As you can see from the tables (*See Appendix: Table 4, Table 5, Table 6 and Table 7*), in terms of volume, there was a decrease of sales for all the categories of canned food from 2012 to 2013, while, in terms of value, canned/preserved tomatoes and canned fish/seafood registered positive growth rates over the same period. In 2013 also the average unit price of canned/preserved food rose overall, caused by the rising commodity prices due to harvest losses for fruit and vegetables, higher fish prices and rising energy and raw material costs, which had a strong influence on the final unit prices. Private label clearly lead the canned/preserved food market in Germany, registering a 49% value share in 2013. Discounter chain Aldi is the leading company in canned/preserved food. This is due to the price aspect: the majority of German consumers might still tend to prefer to buy canned/preserved food

products in discounters and they might not be willing to buy higher-priced and clean-labelled canned/preserved food products. According to Euromonitor and to a forecast conducted by the Bundesanstalt für Landwirtschaft und Ernährung (Federal Agency for Agriculture and Food in Germany), the overall canned / preserved food is expected to decline or stagnate during the forecast period 2013-2018 (in volume and value terms), not only because of the introduction of other packaged food categories, such as chilled and frozen processed food, which are becoming increasingly popular in Germany, but also additional factors of a socio-demographic and psycho-social nature will foster this trend. Value sales are expected to show a slightly less significant decline than volume sales in the forecast period 2013-2018. Prices are expected to increase slightly during the same period due to an expected switch towards premiumisation within canned/preserved food and to higher commodity prices. In comparison to other category, sales of canned fish/seafood are not forecasting to decline so much as will do the other canned categories and not over the whole period (2013-2018). This means that for this canned category there is more potential to growth (*See Appendix: Table 8*).

2.4 German Canned/Preserved Seafood Market

2.4.1 Key Indicators

As mentioned before, in 2013, overall canned/preserved fish/seafood was still the fastest growing category within canned/preserved food in Germany, by performing with a value sales growth of 3%. It was being pushed up by higher fish prices but also by new premium products launched by Appel Feinkost GmbH & Co KG and Saupiquet Deutschland GmbH, the two main leaders in the German canned fish market. Even if canned/preserved fish/seafood recorded the highest value sales in 2013 of all canned/preserved food categories, it is also expected to decline in the forecast period 2013-2018. But, as mentioned in the previous paragraph, the decline of sales will not be gradual, thus the trend (2013-2018) will fluctuate by reaching also higher volumes in 2014, 2015 and 2016. From 2005 to 2012 the main imported canned / preserved fish products in Germany were tuna, canned mackerel, canned herrings/ marinades and canned sardines (*See Appendix: Graph 7*). While the overall consumption of canned fish and fish were slightly downward in Germany in 2013, the one of canned tuna rose. Germany is neither tuna fishing nor processing nation. However, the country is an important market for canned tuna. In 2013, the sales of canned tuna grew up to +17.9% from the previous year. So far, around 80% of the shelf space has been occupied by canned herrings and other preserved fish; Tuna, on the other hand, still occupies only 20% of the shelf space in the supermarkets. Moreover, according to the report of the “Fisch

Informationszentrum", tuna consumption accounted for nearly 11 % of the country's total seafood and fish demand in 2013. According to International Trade Center (ITC), Germany ranked the 8th in importing tuna and the 7th in buying canned tuna in the world. Among top 7 largest canned tuna importers, Germany is claiming the highest growth in importing the item with its market share of more than 3.4 % of the total canned tuna imports by the world. Germany is importing tuna from over 41 suppliers around the world: top 5 largest suppliers are Ecuador (21%), Philippines (23%), Papua New Guinea (12%), the Netherlands (11 %) and Vietnam (9%) (See Appendix: Graph 8).

2.4.2 Consumer trends

This paragraph is not aimed to segment the market and define a positioning for the three COFACO brands, since each brand already has its own positioning and thus its own brand strategy. This section is more aimed to highlight the main drivers/trends characterizing the German target for canned fish. Overall, canned/preserved food packaging in Germany had to deal with the on-going trend towards fresh products in the context of the **health and wellness boom**, as well as an enhanced **focus on food quality**. In the last years, consumers on average, took a keener interest in their diets and their ingredients, and consequently more often required fresh food instead of packaged. Due to the freshness trend, German consumers are increasingly making spontaneous decisions on a daily basis about what they want to eat. Fish and seafood products with low fat and sugar contents, limited additives and ideally 100% organic ingredients, have shown a recent growth. Germans are more and more concerned about healthy food and have started seeing at fish as a substitute of meat. New products entering the European market are focused on having no additives and preservatives, enhancing the image of natural fish and seafood products free from monosodium glutamate and polyphosphates, characteristics that appeal to Germans. Moreover, fish and seafood suppliers are increasingly providing chilled, processed foods fortified with omega 3 and vitamins. German consumers also seem to be very conscious about issues affecting food safety. This has a lot to do with ever occurring food scandals. Therefore consumers are very interested in quality assurance and food hygiene. One example of this attitude, was given by the high number of enquiries relating to the impact of Fukushima on German fish. This shift towards a healthier lifestyle and healthier nutrition amongst German consumers is having a negative impact on canned/preserved food. In response to the decline in volume sales, canned/preserved food companies are trying to attain a higher positioning with organic products, clean labelling and premium ingredients. Another aspect to be considered relates to

convenience/practicality. Due to a large number of single-person households, a rising number of female workers and a younger labour market - if compared with other European countries-, the Germans do not spend much time in cooking and preparing food like Italian or Portuguese generally do. More women are working full time in Germany and feel less inclined to cook during the week. Cooking is still largely seen as a female domain in Germany, with almost 80% of women reportedly commenting on being responsible for cooking at home. Single seniors is also another important consumer group, shifting more towards processed food, as they are not motivated to cook just for themselves. German workers meanwhile are in pursuit of stress reduction as they have less time to cook; therefore, they prefer quick but healthy ready meals. Also the younger generation is looking for convenience and practicality; according to a nutrition study carried out by the German health insurance company - Techniker Krankenkasse -, one in three people aged under 25 years eats on the go at least three times per week. In such a context, ready-to-eat meals are becoming very popular among the Germans, like prepared salads which often already include tuna or similar seafood. Tuna producers are trying to enhance the new needs of consumers by offering ready-to-eat meals where the main ingredient is still tuna, like Tuna Pasta in metal packaging or small snack products. The German market is incredibly price conscious when it comes to food and beverage purchases. Basic expectations for German consumer are high quality foods products. However they are very price sensitive; the German are among the most **price conscious** consumers for food in the world according to the European Parliament. This does not mean that Germans do not spend for food, but it means that they are willing to pay a higher price only if the latter is justified by a higher quality. Taste and convenience are no longer the only decisive factors. Questions like the origin or **sustainable** processing are equally important for German consumers. In Europe the health of the planet has become more important to consumers, Packaging has begun to reflect this trend, with clear labelling and prominent display of the MSC logo, which denotes sustainable and ethical products. According to a 2012 market study by “AMR” (Advanced Market Research in Düsseldorf) of 10 countries in Europe and major world markets 55% of the German consumers interviewed were aware of the blue Marine Stewardship Council (MSC) logo and relate it to sustainable fish. The European average was as low as 14%. German consumers also appeared to be especially worried about the **environmental** impacts of fishing. More than half of the interviewed candidates stated that overfishing of the ocean is a very serious problem; a total of 27% explained that they buy only fish and seafood from sustainable sources, independently

from price and quality. Moreover, according to the Bundesvereinigung der Deutschen Ernährungsindustrie (The Federation of German Food and Drink Industries), 13% of the German population consumes products in a sustainable way, which is expected to have a negative impact on sales of canned/preserved food products.

2.4.3 Distribution

The German food market is heavily dependent on imports to meet its consumer demands. In 2011, by value, about one fourth came from the Netherlands, while France and Italy each had about 10 percent of the import market. Switzerland, Turkey and the U.S. are the largest non EU-supplier of consumer-oriented products. Most of the fish and seafood in Germany was purchased in 2012 at discounters (51%), followed by supermarkets (36%) and fishmongers. Canned/Preserved fish (Fischkonserven) was sold mostly in discounters (63%), followed by supermarket (35%). The bar chart in the Appendix, provided by the “Fisch Informationzentrum” (See Appendix: Figure 4), shows specifically where Germans bought fish in 2012; the chart shows where which fish category was mostly bought in 2012; all data are expressed in percentage.

THE MAJOR RETAIL CHAINS: The retail sector in Germany is very dynamic; consolidation, market saturation, strong competition, private labels and low prices are key characteristics of the German retail food market. Food retailing in Germany is dominated by five major groups: Metro Group, Edeka/AVA Group, Rewe Group, Aldi Group and Schwarz Group, which account for almost 70% of the total German turnover (See Appendix: Graph 9). Table 8 in the Appendix is very important, since it gives a brief profile of the leading retail companies in Germany, by listing the retail chains owned by each of the groups previously nominated (See Appendix: Table 9). In terms of volume of sales, discounters are well established and dominate food retailing in Germany. However, from 2011 supermarkets performed better in terms of value than other retail channels because they distinguish themselves from other grocery channels by offering high-quality products located close to city centers. In recent years, there has also been a trend in consumer preference toward smaller grocery formats, including convenience stores, small grocery retailers and independent stores. Currently, convenience stores have a large presence in Germany, despite the higher price. Snack stands and kiosks, totalling 48,000 across Germany, represent half of the sales from convenience retailers. Convenience Stores include kiosks, gas stations, small grocery shops, etc. with extended opening hours, a selling area of less than 400sq meters, and offering take-away food.

ADDITIONAL KEY RETAIL CHAINS: Other relevant retail chains in Germany, which are different in size and profit from the ones described above, are listed in the appendix under “*Appendix: Annex 1: Additional key retail chains*”. These are mostly new chains, born in the last 10 years and which might represent an interesting distribution channel for COFACO, since some of them are specialized in selling fish products. Moreover, the scale of the organic market in Germany is much larger than in Portugal, specialist organic retailers are reasonably widespread and they may represent an opportunity for COFACO to increase their volume of sales. “Themma” and “Super Bio-Markt” are just some of the specialised retailers in the organic sector in Germany.

OTHER PHYSICAL DISTRIBUTION CHANNELS: There are a number of specialised retail and food service chains that, despite the modest size, may also present opportunities for Portuguese canned seafood producers. Another kind of distribution channel is represented by the so called “Delikatessen”, also known in Europe as gourmet food stores. In German-speaking countries, a common synonym for “gourmet stores” is “Feinkostläden” (“stores for fine food/delicacies”). The price for such kind of gourmet food products is often higher, due to the fact that often delicatessens may also provide specialist food from other countries, which is not readily available in local food stores. Normally, also luxury department stores have a Delikatessenabteilung (“delicacies department”). A list with the main delicatessen stores and their detailed description is provided in the appendix under “*Appendix: Annex 2: Other Physical Distribution Channels*”.

2.4.4 Competition Analysis

Among the canned food brands with the largest brand shares, operating within the German market and which are all ranked in the table (*See Appendix: Table 10*), only the yellow highlighted brands are the ones offering canned fish/seafood, thus only these ones were defined as competitors. As you can see from the table 10, small private labels are on the forefront, by constituting all together around 24% of brand share. In Germany, the market share for private label products has steadily increased to 40 percent in the last ten years. Focused on price, private label food products contributed to the initial success of German discounters. However, nowadays there is not only price competitive standard private label products, but also more expensive high quality premium products like »Edeka Selection« available only in Edeka supermarkets. Consumers are discovering the high value for money that private label brands are offering and how they can be an actual alternative to established brands. Private label market share is expected to increase further, driven by the increase

profitability it is giving to retailers. In fact, as you can see from the table, the two leading positions in the canned food market are occupied by other two private label brands, owned respectively by the discounter chain Aldi and the supermarket chain Rewe. After having identified the main potential competitors, not only among the ones listed in the previous table, a benchmark was created in order to shortly compare the main direct and indirect competitors of COFACO (*See Appendix: Table 11*). The comparison has been made based on different aspects: Country of Origin, Production, Distribution, Communication and the Target Group, which might better fit the products offered by the brand. It is important to specify that the column regarding the “Product lines”, has been compiled based on a entirely personal and subjective criterion, i.e. the difference between the product lines is given by the TYPE OF CANNED FISCH (tuna, herrings, salmon etc). The last column is only indicative and not really relevant, it provides the type of certification used by the brand (only the most important worldwide certifications have been considered). Were considered as **direct competitors** the grey highlighted brands, therefore the ones specialized on the production of canned tuna or which offer at least one product line of canned tuna. The other ones can be considered as **indirect competitors**, this means that they offer canned fish but not canned tuna. Even if they are not competing with the same type of fish, they are equally relevant and they have to be taken into account for the entry strategy. Through a market research, five main direct competitors have been identified. They are briefly described below.

1. The French **Saupiquet** is owned by the Dutch Corporation Bolton Group. Saupiquet is present at all stages of the production chain, from fishing to processing and marketing. The fishing fleet is mainly active in the Atlantic Ocean, delivering the fish to its factories located in Abidjian (Côte d’Ivoire), Quimper and Vannes (France), and Cermenate (Milan, Italy). Saupiquet has an important subsidiary in Germany; it is the leading brand of canned tuna in Germany and it leads the premium market. The main products are yellowfin tuna in brine, tuna fillets, tuna salads and, recently, also tuna in pouch. Saupiquet leads the premium market and offers a great variety of qualities and preparations.
2. **Appel** is the leading brand of canned seafood in Germany with the larger market share. It is a German brand and is not present at all stages of the production chain, but only from processing to marketing. Fish comes from different places. Due to the large assortment of the production, where tuna represents only a small line of the whole production, Appel should not be defined as direct competitor. I decided to classify it as direct competitor because of the successful results Appel reached by launching Tuna Salad, as canned product, some years ago.

3. Premium canned fish brand **Vier Diamanten** is specialized only in tuna fish, by offering a range of different tuna products. The brand is available only in EDEKA supermarkets and in independent stores, like delicatessens. Vier Diamanten is considered the "luxury" brand in the German canned tuna market. 4. **John West** is a 150 year-old brand, which bases its market strategy on tradition and its long past experience in the tuna market. John West is present at all stages of the production chain, from fishing to processing and marketing. Tradition, high quality, strong communication and transparency are only some of the key success factors thanks to which the brand can today benefit from a loyal customer base. - The brand describes itself as a movement toward sustainable, fresh and organic fish. 5. **Followfish** is the youngest label among the ones described previously, created in 2007 in order to embrace a new and innovative concept of selling fish. The brand offers not only canned tuna, but also frozen fish and other frozen products which have as main ingredient tuna (like frozen pizza). Followfish is about transparency, authenticity of tastes, organic ingredients and sustainability of the production: all aspects the Germans are concerned today look for.

2.4.5 Regulation and Certification

In addition to E.U. directives and regulations, Germany has imposed its own requirements on imported fish; therefore, all imported fish products must comply with both German and E.U. food regulations with regards to ingredients, packaging, and labelling, as well as with applicable veterinary requirements. The food sold in Germany must be safe, this applies to imported products as well. Food safety is under the responsibility of the Federal Ministry of Food, Agriculture and Consumer Protection and each federal state is responsible for carrying out the official food checks. In addition to the EU regulation, producers can choose to give additional information such as nutritional elements. The main elements of packaging, such as product description, weight, product ingredients, manufacture's address and best before dates, must all comply with German law. Sustainability is key in German market and in order to avoid, or to reduce, the effects of packaging waste on the environment Germany passed the "Packaging Directive" of the Ministry for the Environment, Nature Conservation and Nuclear Safety. The Packaging Ordinance is aimed at manufacturers and distributors of sales packaging, which are obliged to take back their packaging, send it for recycling and to provide proof of this. The same conditions apply for all sales packaging and all companies. The most important and most recognized seal for fish products in Germany is the MSC label, which stands for Marine Stewardship Council and was introduced in 1997 from an independent non-profit organization of WWF and the food company Unilever. Seafood

products with the MSC’s seal of approval are sold worldwide, making it easy for consumers to identify fish and seafood from well-managed and sustainable fisheries.

3. Current Outlook

3.1 SWOT Analysis

After having shortly analysed the company and having done a deeper analysis of the market, this paragraph is aimed to summarize the major aspects the company has to deal with when it comes to enter the German market. The analysis of the internal characteristics (Strengths and Weaknesses) and external factors (Opportunities and Threats) refers only to the potential entry of COFACO specifically to the German market. Due to the limited space, the table below lists the main factors without any explanations. The description and explanation of each of the factors is provided in the Appendix under “*Appendix: Annex 3: SWOT Analysis*”.

| | |
|---|---|
| <p>Strengths</p> <ul style="list-style-type: none"> - COFACO is present at all stages of the chain / pipeline - Sustainability is a primary concern for COFACO - The privileged position of the Azores islands - Differentiation strategy | <p>Weaknesses</p> <ul style="list-style-type: none"> - Low experience in European Western countries - German awareness on MSC certification - Low level of advertising |
| <p>Opportunities</p> <ul style="list-style-type: none"> - Changes in consumer preferences towards faster meals - Healthy food trend - Price parity between fishery products and other meats - Forecasted growth in fish consumption - Increase of canned tuna consumption | <p>Threats</p> <ul style="list-style-type: none"> - Trend towards fresh products - Ready-to-go and ready-to-eat products - Threat of private labels and retailers’ own brands - Lack of awareness of Portuguese food |

3.2 TOWS Analysis

A TOWS Analysis involves the same basic process of listing strengths, weaknesses, opportunities and threats as a SWOT analysis, but in a more dynamic way, by examining all these aspects in relation to each other. The purpose of this analysis is to examine how the company can take advantage of opportunities and minimize threats by exploiting strengths and overcoming weaknesses (See *Appendix: Table 12*), given as basis the previous SWOT Analysis.

SO - “Maxi-Maxi Strategy”: The **Communication strategy** should be focused on highlighting the benefits of fish and seafood, especially by providing the healthy components of tuna (Canned tuna is considered as a functional food, this means a food rich of components that are good for our health. Canned tuna has a high nutritional value and represents a natural source for Omega 3 Fatty Acids, Proteins, Vitamins A, D and B3,B6 and B12 complex, Mineral Salts - Calcium, Iron, Phosphorus, Zinc and Magnesium-). The Communication strategy should also highlight the advantage of COFACO, which, compared to other direct

competitors in Germany, owns the entire pipeline, thus by providing more control and sustainability over the fish/seafood. The future **Entry Strategy**, whatever it will be, must be implemented in the short term, thus exploiting the increase of tuna consumption and adopting a first mover advantage towards other potential Italian and/or Portuguese competitors. *ST - "Maxi-Mini Strategy"*: Considering to use the "As do Mar" line as the **Brand Strategy** to enter the market. The Italian labelling might be an advantage in order to exploit the widespread Italian food awareness in Germany and to gain the Italian communities as potential customers. Opting for a **Distribution Strategy** where the level of private labels is low. Discounters might be therefore excluded as a possible distribution channel, because in Germany the discounter is the distributor with the greater number of private labels (also as regards for canned seafood).

WO - "Mini-Maxi Strategy": Highlighting, through the **Communication Strategy**, the benefits of the "Friend of the Sea" certification, by pointing out the fact that recently this certification has been considered 20% more effective than the MSC one. The **Communication strategy** should be focused on the use of the web, by using social networks as primary mean. The wide use of tuna as an additional ingredient for different meals should be explained, by providing the users (potential costumers) receipts.

WT - "Mini-Mini Strategy": Participation to the main **Fish Expo in Germany** (for instance, the German International Fish Fair in Bremen in February 2016, www.fishinternational.com) might be a good opportunity for the company to gain visibility and to be more acknowledged about the German fish market. Taking part to other smaller local food fairs might also be a good chance for obtaining more visibility and knowledge in the German market. Considering as an additional **Distribution Strategy** the gourmet store chains (like "Frischeparadies") and/or chains like "Nordsee", which is a restaurant chain, but it also sells fresh fish through an inside fishmonger. The purpose should be to try to offer canned fish products to those fish distribution channels, for which packaged food does not represent the primary source of business.

4. Conclusions/Suggestions (Entry Strategy)

4.1 Brand Strategy

In relation to the question if COFACO should or not enter the German market, there are many positive indicators, which might foster the entry in Germany in the short-term. Currently, Germany, if compared to other European countries, shows to have more economical and social stability, which make the country more appealing for any fast consumer moving good

company. An easy-growing economy, a falling unemployment rate, a wage income growth and higher consumer expenditure per capita, will for sure support private demand for fish products. Entering the German market could be a great challenge for COFACO, which will have to deal with a different culture from the Portuguese one, or more generally from those the company is used to deal. As we already saw from the In-depth Analysis, from the 2011 to 2013, the overall per capita consumption of fish decreased, but positive forecasts are expected in 2015. In such a context, which apparently might discourage a fish food producer to enter, important indicators regarding the canned/preserved fish market have to be pointed out. While the overall sales of canned food in terms of volume decreased in 2013, sales of canned fish/seafood in terms of value registered a positive growth. Canned/preserved fish/seafood recorded the highest value of sales in 2013 of all canned/preserved food categories. Moreover, it can be proofed that the decrease of the volume of sales of canned fish is smaller than the increase of the value of sales, both results calculated as %. Moreover, we already saw that from 2008 to 2013 it was registered an increase of sales in terms of value over 12% in parallel with an overall decrease of the volume of sales of canned fish. This lead us to confirm, aligned to what has been already showed in the paragraphs 2.3.2, 2.4.1 and 2.4.2, that the increase of the value of sales is not only given by higher prices but also to a consumer trend to prefer premium products. This is only one of the important indicators which suggests to utilize as brand strategy the more **premium** one, this means to enter the market with the brand “**As do Mar**”. Another important aspect which makes "As do Mar" the best brand for entering the German market, is due to the strong Italian presence in Germany. In 2013 Italians represented the second largest foreign community living in Germany, with a total of immigrants of around 520.000 people. An important reality especially if compared with the Portuguese community in Germany, which is smaller. Moreover, as we saw in the Distribution analysis, in 2011 Italian food products had, by value, about 10 percent of the import market in the German retail chain. This is a positive sign of how Italian food brands are appreciated in Germany. The Italian labelling of "As do Mar" might be more appealing for the German market, whereby COFACO might leverage the purchasing power of the Italian community. It is no mystery the appreciation of Germans towards the Italian food, proved by the entry of several premium Italian brand over the last 10 years and by the opening of several Italian restaurants and food services in the country. In addition, by seeing at the market survey, we can also certify that Italy is perceived, among the 200 people interviewed, as the best country origin for fish products. The graph in the Appendix (*See Appendix: Graph 10*)

shows the current Positioning of the main canned fish brands in Germany and it considers also the potential positioning of the three COFACO brands (delineated by a red square). For the construction of this Positioning all canned fish brands were considered, this means all the main direct and indirect competitors were taken into account. The variables used are two: 1. the Price Range (vertical axis) and 2. the Breadth of the Product Assortment (horizontal axis). The breadth of a company's product assortment relates to the number of product lines a company offers, wherein a product line is represented by a specific typology of fish. The positioning is based on the previous Competition Analysis. As you can see from the positioning, the “economical” and “mainstream” price segments seem to be already saturated, especially due to the strong presence of private labels (private labels led the canned/preserved food market in 2013, with a 49% value share). This is another reason why COFACO should adopt a premium strategy, by targeting a specific group of consumers, which is willing to pay more for higher quality. Additionally, from the market survey, it appears that the most important aspect consumer look for when they buy food is "high quality" and not "low price" (also listed as alternative). This point was also highlighted during my interviews with the directors of supermarkets/discounters. This is indicative of what also written previously, that is, although German consumers are among the most price conscious consumers for food in the world, they are willing to pay a higher price only if the latter is justified by a higher quality. Another aspect contributing to the choice of "As do Mar", is the fact that there are no Italian brands currently present on the German market. From the competition and distribution analysis, it was found out that any Italian brands of canned tuna are sold in Germany, at least in the main retailers listed in the second paragraph. Moreover, different Italians living in Germany who answered the survey, said that they are used to bring canned tuna from Italy. More specifically, they said they normally buy canned tuna from the brand "Rio Mare", which represents the main competitor of COFACO in the Italian market. COFACO should use the "Italian" brand "As do Mar" for entering the market in order to exploit a first mover advantage and, therefore, benefiting from all the opportunities to be the only "Italian" canned fish brand present in the market. Entering the market with “As do Mar” means also to decide to compete in the same market (premium segment) of the leading canned tuna brand in Germany, Saupiquet. The two main competitors in this market segment are Saupiquet and Vier Diamanten. Both of them are direct competitors, this means both are specialized in the production of canned tuna and are present in the German market since long time, although both are not German. Saupiquet is the leading brand of tuna in Germany and resulted also to

be one of the most well known canned fish brand from the survey. John West, although cannot be entirely defined as a premium brand, created in the last years a more premium canned tuna line similar in the packaging to some products of “As do mar”. Moreover, John West resulted from the survey to be another of the most known brands in the German canned fish market. In comparison to the “economic” and “mainstream” segments, the premium one shows a lower level of competition, but, on the other hand, competitors in this segment are more consolidate.

4.2 Product Strategy

Among the two product lines offered by the brand “As do Mar”, my suggestion to the company is to enter the market only by offering **one product line**, thus the one of **canned tuna**. The decision to exclude the sardines product line is justified by different reasons: first of all, as already mentioned, the consumption of tuna was the only one that rose in 2013. In contrast to canned tuna, the consumption of canning sardines registered a decrease in 2013. Moreover, as already showed, sardines do not belong to the main species of fish consumed in Germany, according to what was found out by the Gesellschaft für Konsumforschung in 2012. In addition to what we said so far, also the market survey confirms that Sardines are not the favorite type of canned fish among the ones interviewed, as instead is the tuna fish. Currently, canned tuna occupies only 20% of the shelf space in the supermarkets, but according to the “Fish Informationszentrum” this might change, since an on going positive consumption of tuna is forecasted also for the next five years. My advise to COFACO is to focus now only on the entry of the tuna product line and evaluate which among the tuna products of "As do Mar" might be the best one to launch in the German market (*See Appendix: Figure 5*); in my opinion, the introduction of canned sardines should not be considered in the short term but only after entered the market with canned tuna. In relation to the tuna product lines, a benchmark between the main competitors was made, based on the types of tuna and of packaging sold in the German market (*See Appendix: Table 13*). From the comparison approach, two main considerations can be pointed out: 1. "Tuna fillets" is the type of fish less common to find among the main competitors, since this typology of tuna it is normally more expensive from a production point of view, but at the same time it also reflects a greater quality and taste. 2. The only brand, which offers, like Cofaco, tuna fillets in glass jars, preserved in extra-virgin olive oil and as natural flavour, is Saupiquet, already defined as the closest competitor to COFACO in terms of price and quality. The Saupiquet introduction of a glass jar line of canned tuna in the German market is recent and, as confirmed directly

from the CEO of the company, this innovative choice has been so far very successful in Germany. My advice to COFACO is to launch in the German market the entire **glass jar product line**, since so far any competitor (excluding Saupiquet) sells this typology of canned tuna in this packaging. In comparison to Saupiquet, COFACO's glass jar line is composed by two small glass jars (150 gr) - preserved in olive oil and in natural flavour - and also by a bigger version (250 gr), only available in olive oil. Saupiquet offers currently the same kind of tuna fish (same flavours), but the glass jars are different, indeed they contain 180gr of tuna instead of 150gr. The main advantages, of launching this specific product line, might be summarized in the following considerations: - The glass jar might be perceived more eco-friendly than the aluminium packaging, since glass in Germany is recyclable and included in the waste differentiation. This consideration perfectly fits the environmental issue of Germany, already mentioned in the previous part. - Due to an increase of single people, a decrease of the number of children per family and a increase of aging people living alone, the glass jar of 150 gr perfectly fits the so called single serving. - The small glass can be seen as a perfectly solution for the so called "ready-to-go" meal, already discussed before, while the big variant (250 gr) would be the biggest packaging offered among all the main competitors in the German market, ideal for families or for those people who go grocery shopping little times or once per week. - The glass jar in comparison to the aluminium one can be opened and closed, by allowing its consumption at different moments and thus being more practical. "Practical to eat" is the main characteristic recognized to the canned food by the majority of the people interviewed for the market survey. - From the market survey, it was also pointed out, that the most common uses of tuna is to eat it as an ingredient for cold dishes or directly, this means without cooking the tuna as you would do by preparing hot dishes. This typology of tuna (fillets), more then the solid one, can be perfectly eaten directly, since the fish is less processed and retains a greater flavour than the solid solution. - "Doubts about quality" (together with "Practical to eat") was also considered, in the market survey, as the first feeling when it comes to think about canned food. As already reported, the new healthy trend of the last years toward food products have threatened the canned food sector, thus companies will further be highlighting nutritional credentials and the convenience of canned/preserved food in order to diminish the categories low-end image and attract consumers back again.

4.3 Distribution Strategy

In relation to the potential distribution strategy to adopt, aligned to what they are the brand and product strategies described above, my suggestion to the company is to use

supermarkets as primary channel. The supermarket chain might be preferred to the discounter one, cause it better reflects the premium positioning of “As do Mar”. The risk that would occur in preferring the supermarket as the best distribution channel, is to go to compete with the major competitors, including Saupiquet. As you can see from the table 14 (See Appendix: Table 14), the supermarket chain EDEKA already sells many of the competitors brands. Direct sales to Germany’s leading retail chains, especially for supermarkets, is very difficult; however, it can be a desirable distribution entry approach for COFACO. Most food retailers would rather buy from central buyers/distributors importing food and beverages. In general, these wholesalers have specialized in products or product groups and some are even experts in food products from a specific country of origin. Retail buyers may only be interested in importing products directly if they are unique and if there is a low competition for the specific imported products and I think this is the case of COFACO's tuna line "As do Mar". Each of Germany’s leading retail groups previously explained in section 2, has a different business structure, purchasing, and distribution system. Generally, new products on the German market may require up to 1 to 2 years of testing to gain market acceptance. In my opinion, **as secondary distribution channel** and in a long-term perspective COFACO should also consider “**Delicatessen**” stores. “Delicatessen” reflect the high quality and premium positioning of the brand “As do Mar”, which the latter is in Italy mostly sold through this specific “gourmet” chain. For instance, fine food chains, like “Frischeparadies”, specialized in fish products or the well-known German fish restaurant chain “Nordsee” (See Appendix: Annex 2), seem to perfectly fit image of the brand "As do Mar". On the other hand, the fine food store still remains a channel not so commonly used by German consumers, especially when compared with the supermarket. A survey has been conducted in Germany in 2013 (published by Statista), regarding the so called “Feinkostläden”. It has been asked to a panel of 50000 German people how often do they buy food in “Delicatessen” stores (See Appendix Graph 11). Only 0,4% of them answered by saying “more times per week”; 1,5% answered by saying “once per week”; 2,4% said “2-3 times each month”; 4,4% said “once per month”; 22,4% answered by saying “rarely” and 67,9% said that they never buy food in delicatessens. The rest (1%) did not give a specific answer. Moreover, as you can see from the market survey, the supermarket chain is the distribution channel where the interviewed people buy more frequently food.

5. References

- Zarrouki A. and Karim B., August 2012, "Inside Germany: Seafood Trade", *Market Indicator Report*, Agriculture et Agroalimentaire Canada (International Market Bureau)
- Centenera Rafael (Europäisches Parlament), 2014, "Fischerei in Deutschland, Eingehende Untersuchung ", *Generaldirektion interne Politikbereiche Fachabteilung B: Struktur und Kohäsionspolitik – Fischerei (same report is also available in English)*
- Rath Kerstin (Senior Trade Adviser British Embassy Berlin), December 2012, "First Activity on German Seafood Market for Sea Fish Industry Authority", *Germany Overseas Market Introduction Service*, UK Trade and Investment
- Bundesanstalt für Landwirtschaft und Ernährung, 2011, 2012 and 2013, "Jahresbericht Fischwirtschaft Deutschland", *Berichte der BLE über die Fischerei und die Fischwirtschaft*
- Bundesanstalt für Landwirtschaft und Ernährung, 2013, "Anlandestatistik: Die Hochsee und Küstentfischerei in der Bundesrepublik Deutschland ", *Berichte der BLE über die Fischerei und die Fischwirtschaft*
- Bundesanstalt für Landwirtschaft und Ernährung, 2013, "Monatsbericht 2014: Bericht ueber die Fischerei und die Marktsituation fuer Fischereizeugnisse in der Bundesrepublik Deutschland ", *Berichte der BLE über die Fischerei und die Fischwirtschaft*
- Birger Nicolai, September 2012, "Diesen Fisch essen die Deutschen am liebsten", *Die Welt* (Online magazine)
- Supa-Vietnam Association of Seafood Entrepreneurs, 2013, "Market Analysis of trends and key stakeholder sourcing policies in Germany"
- Euromonitor International, 2014, "Canned/Preserved food in Germany", Country Report
- Markant Magazine (Online magazine), January 2014, "MEHR PLATZ IM REGAL FÜR THUNFISCH", <http://www.markant-magazin.com/sortiment/mehr-platz-im-regal-für-thunfisch>
- Rehder Leif Erik and Spencer Paul, August 2012, "Germany: Retail Foods.The German Food Retail Market", *GAIN Report Number: GM12021, Global Agricultural Information Network*, USDA Foreign Agricultural Service
- <http://de.statista.com/statistik/daten/studie/6168/umfrage/export-und-importmenge-der-deutschen-fischwirtschaft-seit-2007/>
- www.cofaco.pt
- www.saupiquet.de
- www.john-west.de
- www.appel-feinkost.de
- www.followfish.de
- www.destatis.de
- de.statista.com
- www.data.worldbank.org
- www.auswertiges-amt.de
- www.observatorioemigracao.secomunidades.pt
- www.supermarketcheck.de
- www.fao.org