

A Work Project presented as part of the requirements for the Award of a Master's Degree in Finance from the Nova School of Business and Economics

RIBERALVES CONSULTING LAB ON INNOVATION – THE BUNDLE OF NEW COD FISH PRODUCTS AND CAPITATIONS' RECOMMENDATIONS

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Innovation towards the AVFF market is a major step for Riberalves and, thus, product recommendations are based on sound evidence



RECOMENDATIONS | PRODUCT

OBJECTIVES	RATIONALE	DESCRIPTION
<p>Propose a product to introduce Riberalves to the AVFF market, which is typically associated to easy-to-cook and quick products, fundamental characteristics of new trends of consumption</p>	<p>Follow the results from the investigation methods, survey and proof-of-concept, that confirmed Fritters, Fillets and Fish Fingers as products with potential demand</p>	<p>For these products recommendations 3 different options are presented:</p> <p>Fritters: Product typically cooked with Cod and traditional in Portuguese cuisine to be sold in packs of 10 units with 68g each</p>
<p>Overcome the unsuccessful experience with Pastels by offering pre-fried products at a premium quality leveraging on the high brand recognition of Riberalves</p>	<p>Recognize market trends and demand towards existing products, Fish Fingers and Fillets dominate this market, to understand "What is the job to be done?" by Riberalves</p>	<p>Breaded Fillets: Adaptation to Cod Fish of the existing products in the market. To be sold in packs of 2 units with 110 g each</p> <p>Fish Fingers: Adaptation to Cod Fish of the existing products in the market. To be sold in pack of 10 units with 26.5 g each</p>
	<p>Define the priorities in which product to launch first to curb the risk of entering a competitive market</p>	

The first and strongest recommendation is of Fritters, given the match between this product and Riberalves' Brand recognition

RECOMENDATIONS | PRODUCT | FRITTERS



Capitation Recommendation of 10 units according to the results of the proof-of-concept and respecting the popularity among families



Fritters are a traditional product, something that matches the image of Riberalves' Brand, the main competitive advantage, as a specialist and traditional Cod Fish Brand



The results of the survey and of the proof-of-concept show a clear demand for Cod Fish Fritters, being the most chosen product in both investigations



Fritters present an opportunity to enter in the competitive AVFF market with a product that has very small presence in the market nowadays



Based on the three aforementioned strengths of betting on Fritters, the recommendation for this product is the strongest of the three. It's a natural step for Riberalves, as Cod Fish specialist, to sell a traditional Cod Fish Specialty and specially because of the almost inexistent supply regarding this product.

Breaded Fillets are recommended, aiming to put Riberalves again as a brand that brings innovation and that leads the Cod Fish market



RECOMENDATIONS | PRODUCT | BREADED FILLETS



Capitation Recommendation of 2 units according to the results of the proof-of-concept and respecting the popularity university students



INNOVATIVE

Breaded Fillets present an innovation by adding a crusty cover to a typical loin. Riberalves has an innovative background namely with FRTC Cod Fish which revolutionized Cod Consumption



DEMAND

The results of the survey and of the proof-of-concept show that there's an opportunity for this product to add value to Fillets market and capture demand



COMPETITION

Product with large presence and great variety in a market with intense competition and a duopoly structure



Given these three factors, Breaded Fillets are also recommended for Riberalves. This product had a good response in both the survey and the proof-of-concept and presents a good chance for Riberalves to once again lead innovation in Cod Fish and reinforce it's position as main specialist Brand

Fish Fingers are recommended as a product to implement after the other two as a “second step” to enter in this market

RECOMENDATIONS | PRODUCT | FISH FINGERS



Capitation Recommendation of 10 units according to the results of the proof-of-concept and respecting the popularity university students



INNOVATIVE

Fish Fingers are the most popular product in AVFF market, but there isn't a Cod based product, thus, **there's room for Riberalves to innovate** with this imported product



DEMAND

The survey showed **potential Demand** for this product, although **smaller than the other two products recommended**, pattern confirmed in the proof-of-concept responses



COMPETITION

Large market with a **duopoly structure and intense competition** increases the risk of this recommendation



The recommendation for Fish Fingers is presented as **the riskiest of the three recommendations** for product, as demand was perceived to be lower and the market has two very strong incumbents. Hence, this product is ideal for a **follow up once Riberalves has established itself in this new market**