



Breaking through a new international market



Inês Prata



Rui Massena



Rodrigo Carvalho



Marta Vigário

FICT

TEAM

TINE IS FACING SIGNIFICANT CHANGES OVER THE NEXT FEW YEARS



TINE SA is Norway's largest producer, distributor and exporter of dairy products



30 dairies
In Norway



24 715 MNOK
revenues

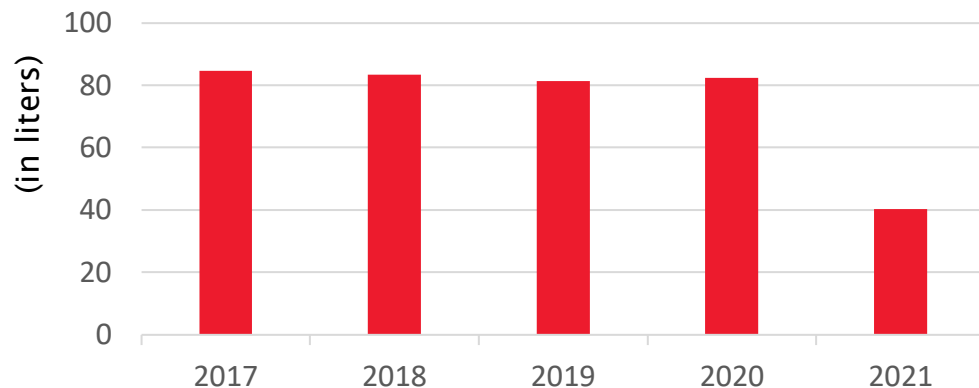
...TINE needs to expand abroad



To maintain production levels of milk

✓ Already in South Korea

However, milk consumption is declining...



Per capita consumption volume of milk in Norway

East Asia are highly desirable markets

✓ Rapid economic growth

✓ Urbanization

✓ Changing food consumption patterns

✓ Consumption of dairies is rising

TINE IS FACING SIGNIFICANT CHANGES OVER THE NEXT FEW YEARS



TINE SA is Norway's largest producer, distributor and exporter of dairy products



30 dairies
In Norway



24 715 MNOK
revenues

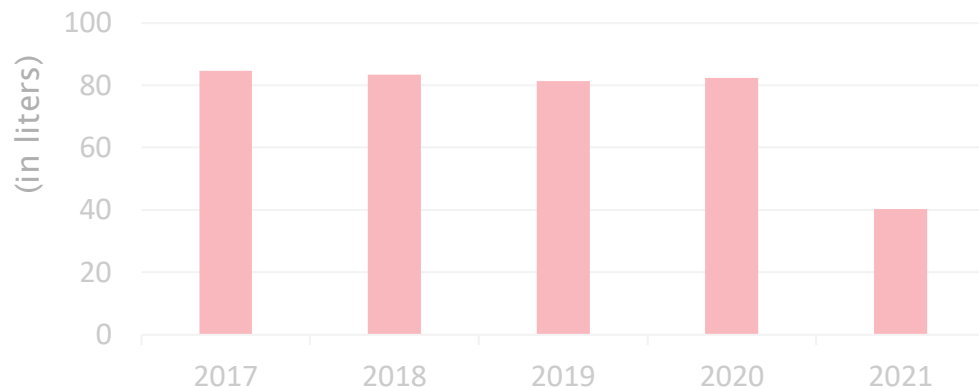
...TINE needs to expand abroad



To maintain production levels of milk

✓ Already in South Korea

However, milk consumption is declining...



Per capita consumption volume of milk in Norway

East Asia are highly desirable markets

- ✓ Rapid economic growth
- ✓ Urbanization
- ✓ Changing food consumption patterns
- ✓ Consumption of dairies is rising

**HOW CAN TINE ENTER A NEW EAST ASIAN MARKET IN A
PROFITABLE WAY?**

Problem

HOW CAN TINE ENTER A NEW EAST ASIAN MARKET IN A PROFITABLE WAY?

Tasks

Choose a new market to enter

Decide on an entry point

Develop a marketing plan

Come up with a pricing strategy

Strategy



READY

Enter the Japanese market and target Digital Natives



SET

Partner with both a local retailer and concept food chain



GO

Use targeted Youtube Ads and collaborate with influencers

Impact

4 Million new annual purchases

847M NOK annual revenues

Problem

HOW CAN TINE ENTER A NEW EAST ASIAN MARKET IN A PROFITABLE WAY?

Tasks

Choose a new market to enter

Decide on an entry point

Develop a marketing plan

Come up with a pricing strategy

Strategy



READY

Enter the Japanese market and target Digital Natives



SET

Partner with both a local retailer and concept food chain



GO

Use targeted Youtube Ads and collaborate with influencers

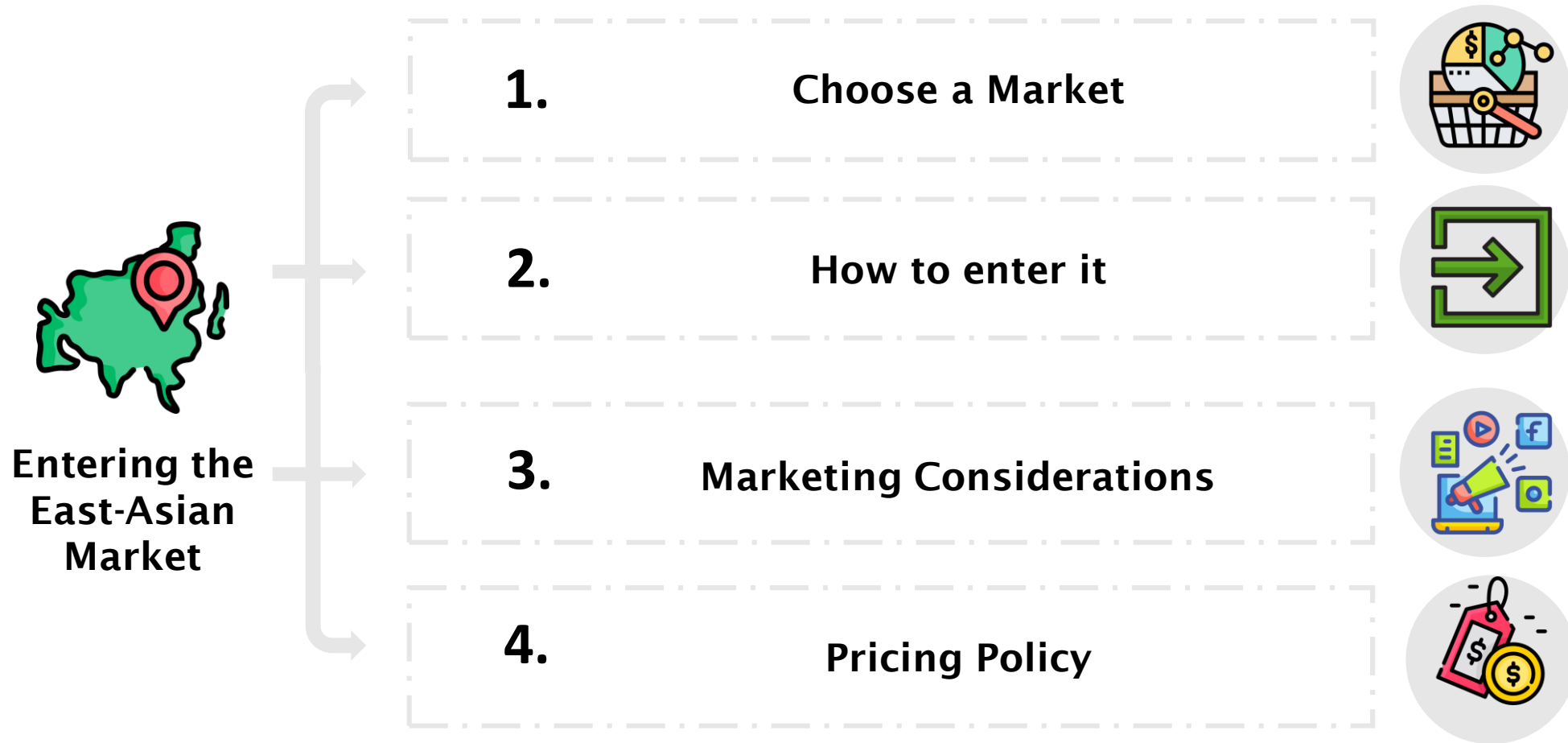
Impact

4 Million new annual purchases

847M NOK annual revenues

HOW TO STRUCTURE TINE'S EXPANSION

The expansion answers 4 main criteria



HOW TO STRUCTURE TINE'S EXPANSION

The expansion answers 4 main criteria



























CHOOSING A COUNTRY

Evaluation of the possible countries answers to 4 criteria



Bad    Good

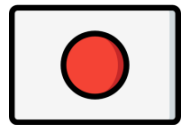
	GDP PER CAPITA	DAIRY CONSUMPTION PER CAPITA	COMPLEMENTARY PRODUCTS	COMPLEMENTARY PRODUCTS
JAPAN				
CHINA				
PHILIPINES				
MALASYA				
TAIWAN				
INDONESIA				

THE CHOOSING OF JAPAN

Japan is the ideal location to expand the TINE brand



Dairy consumption per capita



Japan (72,06)



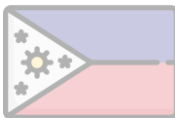
Taiwan (41,72)



China (32,66)



Malaysia (25,28)



Philippines (15,66)



Indonesia (14,82)

Result of the Japanese demand



Fourth biggest importer of dairy products

Japan Imports...



40% of its entire milk demand



4.5 million dairy products

WHO TO TARGET?

The aim is to target the digital natives



MEET TAMAKO

Tamako is a 22 year-old Japanese man that grew up using the Internet

He owned his first smartphone by the time he started high school

Targeting consumers like Tamako in a first stage is the most effective strategy



WHO TO TARGET?

The aim is to target the digital natives



MEET TAMAKO

Tamako is a 22 year-old Japanese man that grew up using the Internet

He owned his first smartphone by the time he started high school

Targeting consumers like Tamako in a first stage is the most

But why is targeting this segment of consumers the best option?

WHO TO TARGET?

The aim is to target the digital natives

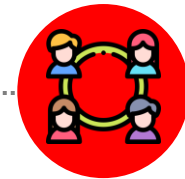
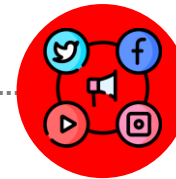


THE DIGITAL NATIVES

The digital natives spend on average 4 hours per day surfing the internet

This segment spends most time on social channels, compared to other generations

Online circles are a persuasive force in making personal decisions



WHO TO TARGET?

The aim is to target the digital natives

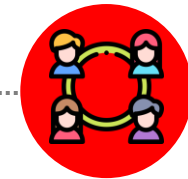
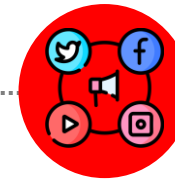


THE DIGITAL NATIVES

The digital natives spend on average 4 hours per day surfing the internet

This segment spends most time on social channels, compared to other generations

Online circles are a persuasive force in making personal decisions



Psycographic

- ✓ Influenced by close circles and social media
- ✓ Great acceptance of video content
- ✓ Active lifestyle



Key Takeaway

WHO TO TARGET?

The aim is to target the digital natives

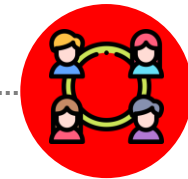
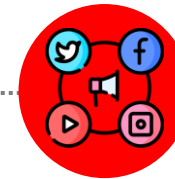


THE DIGITAL NATIVES

The digital natives spend on average 4 hours per day surfing the internet

This segment spends most time on social channels, compared to other generations

Online circles are a persuasive force in making personal decisions



Psycographic

- ✓ Influenced by close circles and social media
- ✓ Great acceptance of video content
- ✓ Active lifestyle

Behavioural

- ✓ Acceptance of international products and brands
- ✓ Open minded
- ✓ Less consumption of traditional staples



Key Takeaway

WHO TO TARGET?

The aim is to target the digital natives



In conclusion



Unlike older generations...



- ✓ More traditional
- ✓ Prefer national brands
- ✓ Value customs

✓ Less consumption of traditional staples

WHO TO TARGET?

The aim is to target the digital natives



In conclusion



Unlike older generations...



- ✓ More traditional
- ✓ Prefer national brands
- ✓ Value customs



The digital natives...

Have access to more information



Value experiences

✓ Less consumption of traditional staples

Problem

HOW CAN TINE ENTER A NEW EAST ASIAN MARKET IN A PROFITABLE WAY?

Tasks

Choose a new market to enter

Decide on an entry point

Develop a marketing plan

Come up with a pricing strategy

Strategy



READY

Enter the Japanese market and target Digital Natives



SET

Partner with both a local retailer and concept food chain



GO

Use targeted Youtube Ads and collaborate with influencers

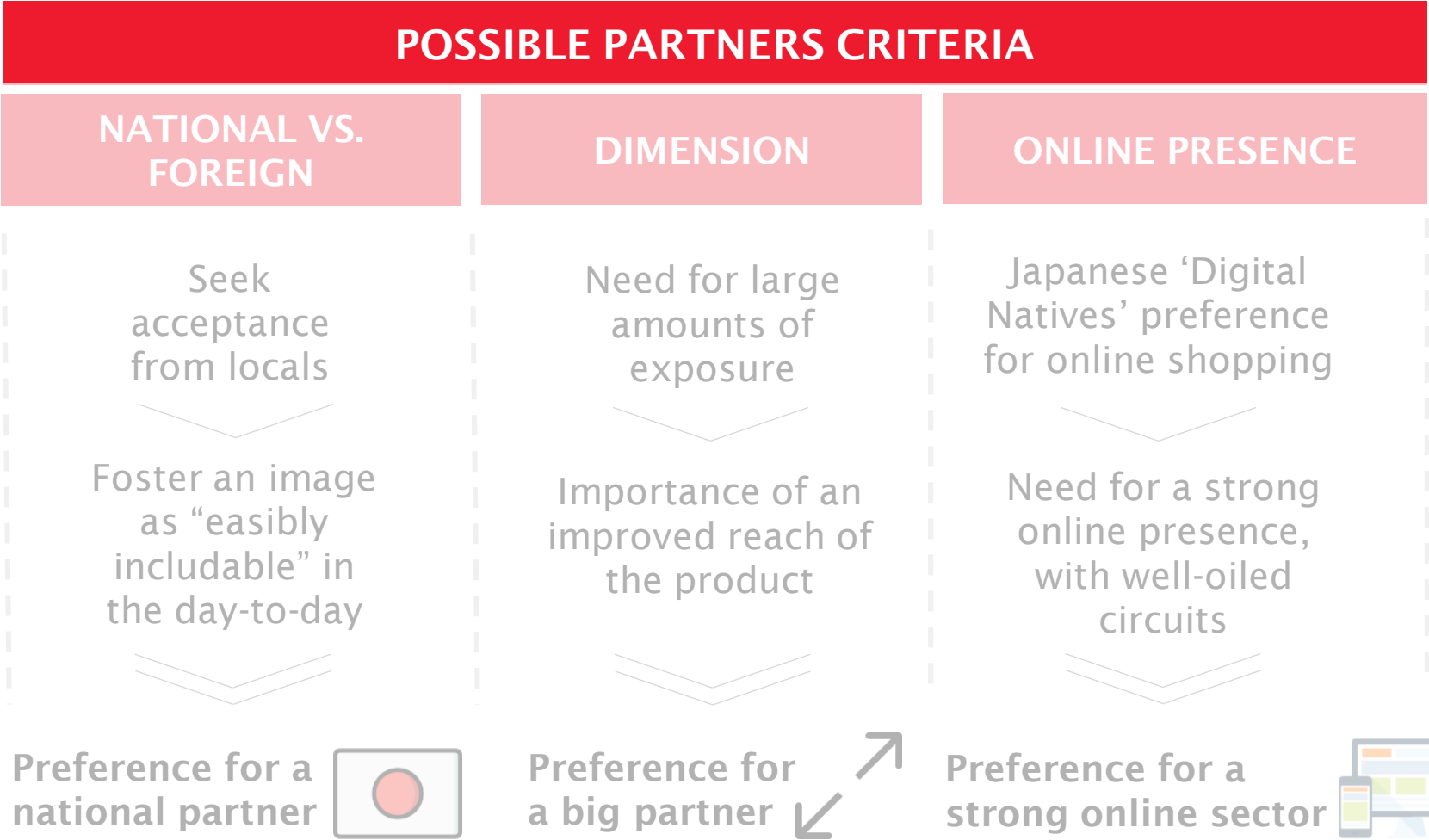
Impact

4 Million new annual purchases

847M NOK annual revenues

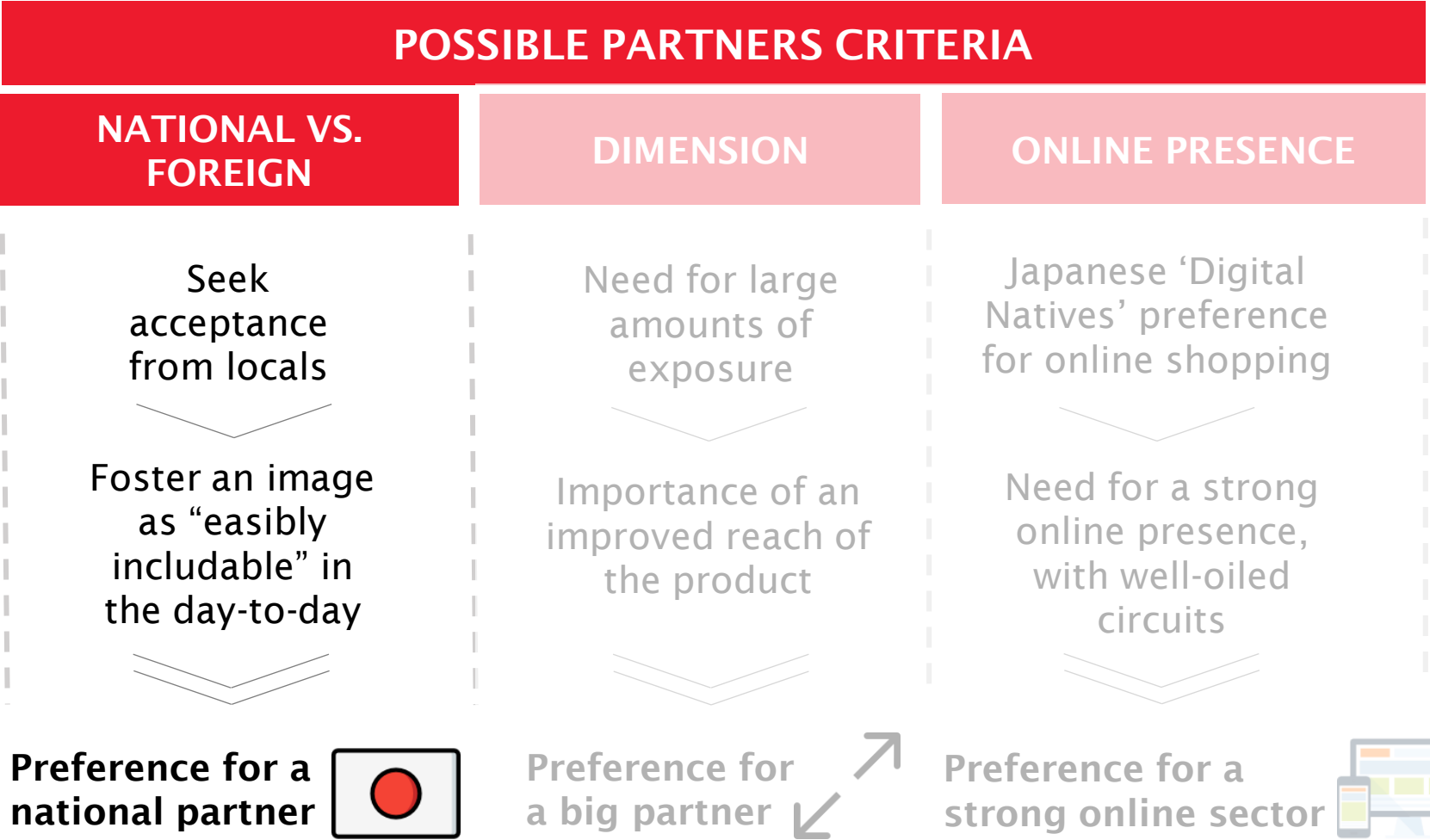
POSITIONING SKI QUEEN FOR SALE IN JAPANESE RETAIL CIRCUITS

Finding the right partner to become available and accessible to consumers all over Japan.



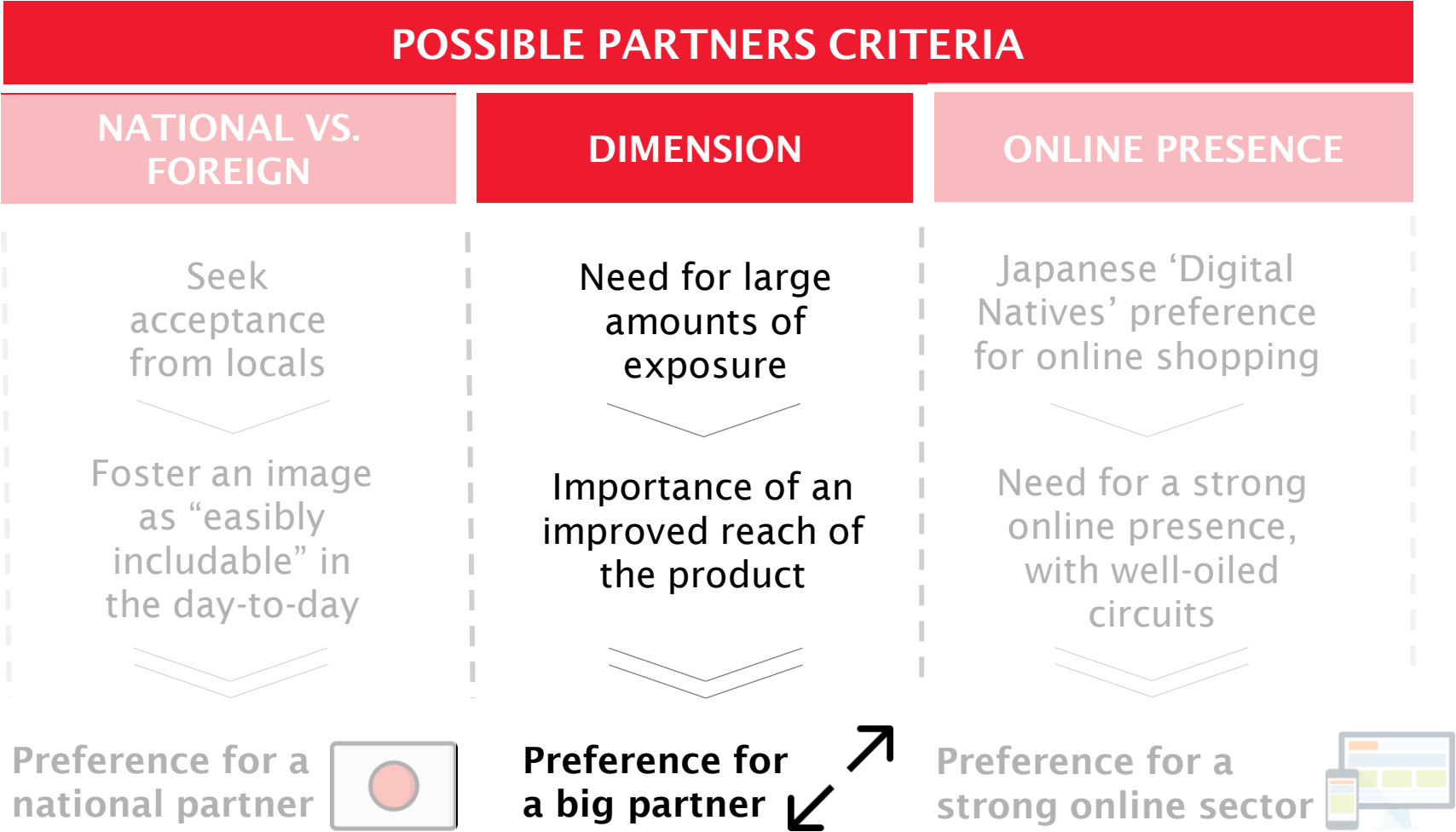
POSITIONING SKI QUEEN FOR SALE IN JAPANESE RETAIL CIRCUITS

Finding the right partner to become available and accessible to consumers all over Japan.



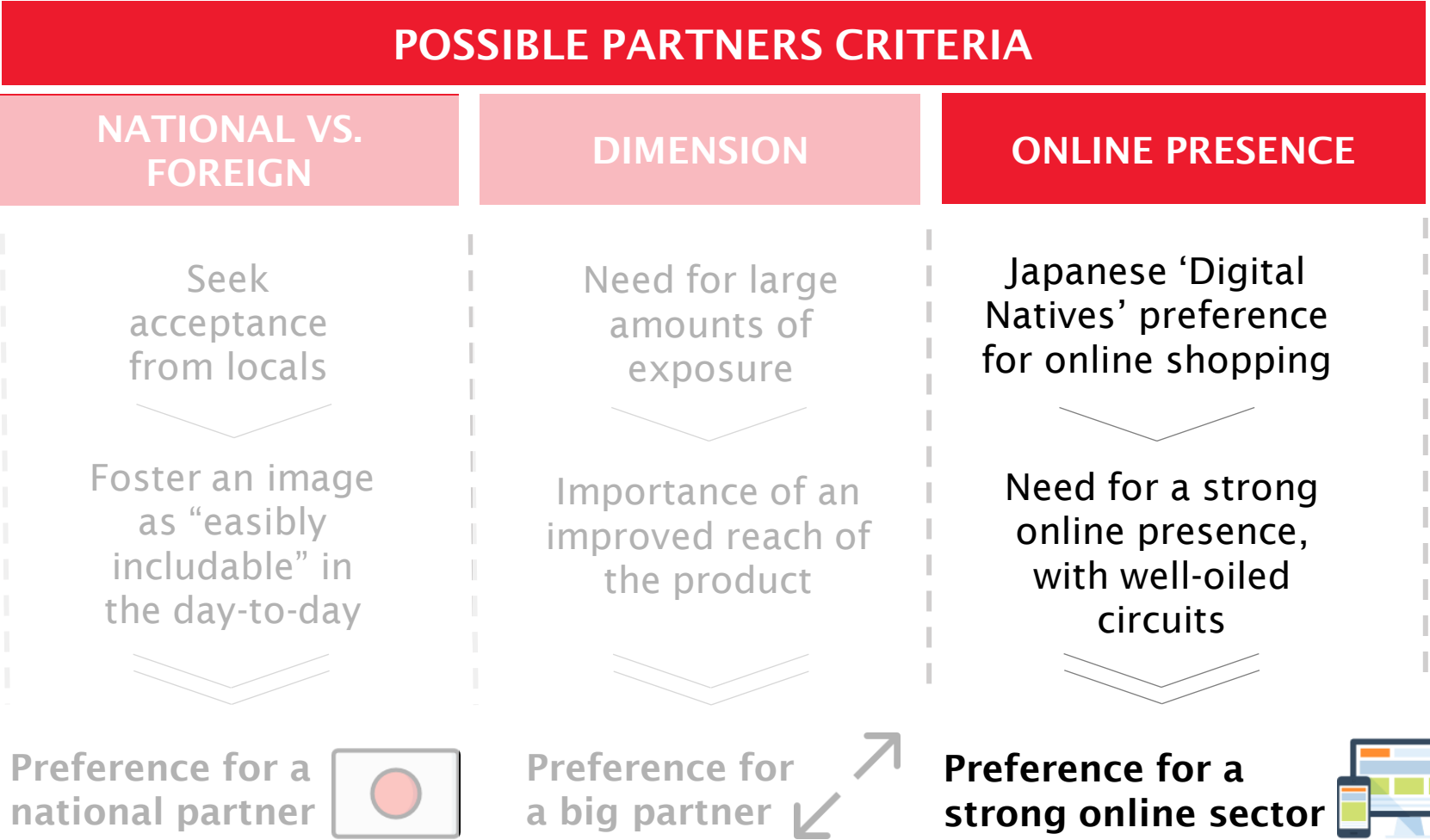
POSITIONING SKI QUEEN FOR SALE IN JAPANESE RETAIL CIRCUITS

Finding the right partner to become available and accessible to consumers all over Japan.



POSITIONING SKI QUEEN FOR SALE IN JAPANESE RETAIL CIRCUITS

Finding the right partner to become available and accessible to consumers all over Japan.



POSITIONING SKI QUEEN FOR SALE IN JAPANESE RETAIL CIRCUITS

Finding the right partner to become available and accessible to consumers all over Japan.



POSSIBLE PARTNERS CRITERIA

NATIONAL VS. FOREIGN	DIMENSION	ONLINE PRESENCE
----------------------	-----------	-----------------



POSITIONING SKI QUEEN FOR SALE IN JAPANESE RETAIL CIRCUITS



The SEIYU Partnership model



A japanese group, with department stores, shopping centres and supermarkets

DISTINCTIVE FEATURE



Recipes included in the website, redirecting customers to the ingredients



Omnichannel implementation in the commercialisation partnership

Department Stores

Online Supermarket - Website



Provide people with immediate possible usages of the product

POSITIONING SKI QUEEN IN CONCEPT FOOD BOUTIQUES

Partnering up with one of the most popular snack food chains in Japan.



Home of the famous ‘fluffy pancake’, which has already expanded internationally

Franchise of 16 stores spread throughout the whole of Japan



Production of the brunost

Shipping to Japan, to the brand’s facilities

Usage of Ski Queen as a topping in the snacks prepared

POSITIONING SKI QUEEN IN CONCEPT FOOD BOUTIQUES

The outcomes of the partnership: for the topping; for the pancake.



- ✓ Increased exposure of Ski Queen
- ✓ Normalisation of brunost as a part of a snack/meal

Benchmark:

Synnøve Finden,
who used
presence in snack
food stores to
successfully grow
its position in
South Korea



- ✓ Improved offer, with a new, attractive topping
- ✓ Take the lead in the sector, by being the first to welcome a growing trend (brown cheese)

Problem

HOW CAN TINE ENTER A NEW EAST ASIAN MARKET IN A PROFITABLE WAY?

Tasks

Choose a new market to enter

Decide on an entry point

Develop a marketing plan

Come up with a pricing strategy

Strategy



READY

Enter the Japanese market and target Digital Natives



SET

Partner with both a local retailer and concept food chain



GO

Use targeted Youtube Ads and collaborate with influencers

Impact

4 Million new annual purchases

847M NOK annual revenues

T-PACKAGE

T-MEDIA



Adapt the design for the Japanese consumer



Take advantage of the packaging to **educate the consumer**

T-PACKAGE



T-MEDIA

Insert a **small label on the package** with food icons



Make the **design slightly more graphic** to match local products



Provide **information on how to use** the product



Adapt the design for the Japanese consumer



Take advantage of the packaging to **educate the consumer**



Cultural acceptance



Export the tradition

T-PACKAGE

TINE should include a QR Code on each Burnost package, linking to recipes



T-PACKAGE

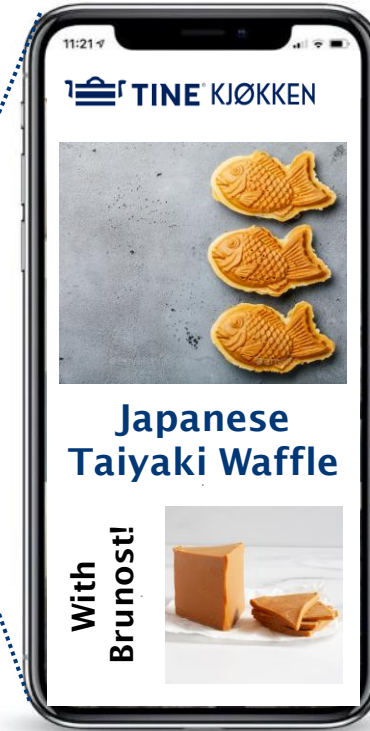


Adapt the design for the Japanese consumer



Take advantage of the packaging to **educate** the consumer

T-MEDIA



Insert a **QR Code** on the package that redirects to **TINE's website**



Recipes that combine **Japanese cuisine** with **Ski Queen cheese**

- ✓ Translate the website
- ✓ Develop a **dedicated section** alongside chefs
- ✓ Regularly **update** recipes

T-PACKAGE

Occasionally there would be cooking collabs with famous Japanese chefs



T-PACKAGE

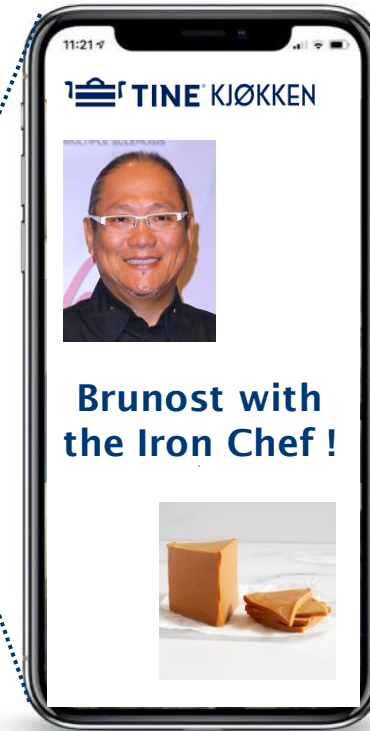


Adapt the design for the Japanese consumer



Take advantage of the packaging to **educate** the consumer

T-MEDIA



Insert a **QR Code** on the package that redirects to **TINE's website**



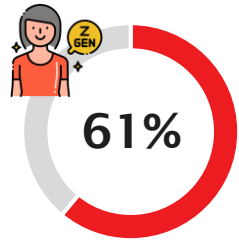
Recipes that combine **Japanese cuisine** with **Ski Queen cheese**

- ✓ Collaborate with famous **Japanese chefs** and cookbook writers
- ✓ Tailor Brunost to the local tastes
- ✓ Keep customers **engaged**

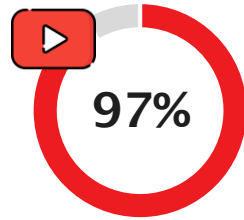
T-PACKAGE

T-MEDIA

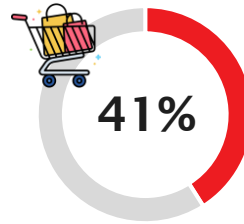
Japanese Digital Natives online behaviour



Use video-sharing websites



Youtube penetration



Influenced by social media in purchase decisions

- ✓ Digital Natives **view more video content online** and are **significantly more influenced** by it, especially in Japan

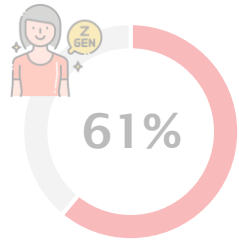


Use **Youtube targeted ads** for Japanese Digital Natives

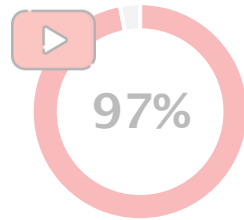
- ✓ Drive up Digital Natives purchases

T-PACKAGE

Japanese Digital Natives online behaviour



Use video-sharing websites



Youtube penetration



Influenced by social media in purchase decisions

- ✓ Digital Natives **view more video content online** and are **significantly more influenced** by it, especially in Japan

T-MEDIA

5x

Recent view increase in **cooking** videos

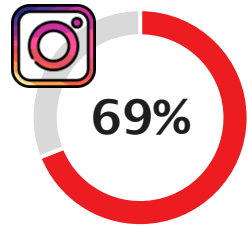


Use **Youtube targeted ads** for Japanese Digital Natives

- ✓ Drive up Digital Natives purchases

T-PACKAGE

Japanese Digital Natives online behaviour



Instagram
penetration



Buy products
because they found
them on Instagram

- ✓ Digital Natives are **highly engaged on Instagram** and use it to **find updates on new products**

T-MEDIA



Tesshi



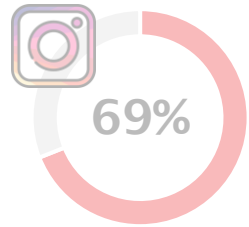
Masaki Higuchi

Collaborate with two Japanese cooking
Instagram influencers

- ✓ Send them products to use in recipes
- ✓ Promote the product's history and applications

T-PACKAGE

Japanese Digital Natives online behaviour



Instagram penetration



Buy products because they found them on Instagram

- ✓ Digital Natives are highly engaged on Instagram and use it to find updates on new products

T-MEDIA



Tesshi



Masaki Higuchi

Collaborate with two Japanese cooking Instagram influencers

- ✓ Send them products to use in recipes
- ✓ Promote the product's history and applications



TIMELINE & IMPACT

IMPLEMENTATION PLAN

How these strategies will be brought to life






	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar			
READY	Choosing the Country to Expand to																				
	1st phase: Establish Partner			2nd phase: Pilot of Implem			3rd phase: Expand and monotorize														
SET	3 months to establish the Par			2 months for pilot implement			Grow the Brand Image and monitorize the evolution														
	KPI: New consumers, revenues, costs																				
GO	1st phase: Video ads			Roll out																	
	Set up and record video ads			Mantain ads and monitorize																	
	Influencer ads			Influencer ads			Influencer ads			Influencer ads			Influencer ads			Influencer ads			Influencer ads		
	KPI: Revenues, conversion rates																				

FINANCIAL IMPACT OF READY, SET, GO




Expand to Japan will allow to increase the annual revenues in 847 MNOK

KEY DATA

-  Tax duties in exportation **10%**
-  Ski Queen price **206 NOK (kg)**
-  Youtube ad conversion rate **0,5%**

KEY ASSUMPTION

-  In-store conversion rate **4% in the first year**
3% in the remaining years

KEY COSTS

- ✓ 5% of the total duties
- ✓ Youtube ads **92 MNOK**
- ✓ Influencer salary
✓ 1 MNOK
- ✓ Other marketing expenses
- ✓ Human resources



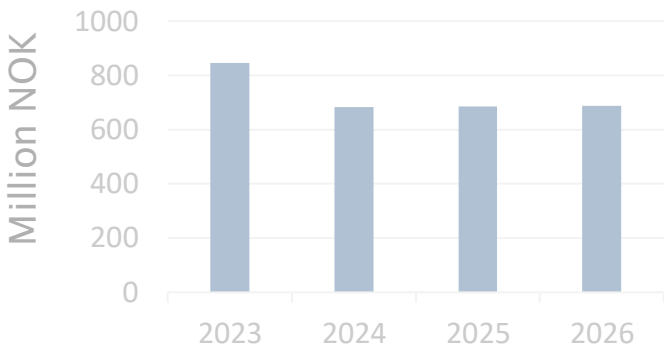
Annual costs
276,3 MNOK

IMPACT

- ✓ **3,19 M** In-store and online purchases annually
- ✓ **921 000** Online driven purchases annually







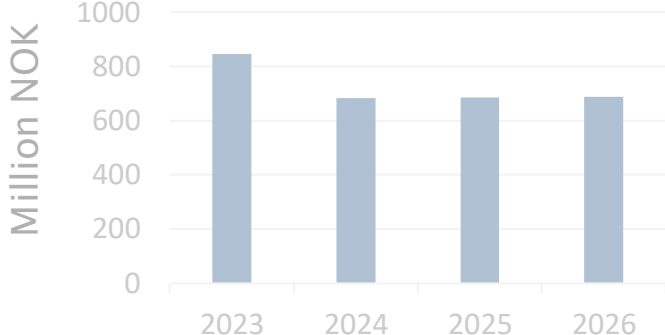

Total revenues in Japan



FINANCIAL IMPACT OF READY, SET, GO



Expand to Japan will allow to increase the annual revenues in 847 MNOK




KEY DATA	KEY COSTS	IMPACT										
<div> Tax duties in exportation 10%</div>	✓ 5% of the total duties	✓ 3,19 M In-store and online purchases annually										
<div> Ski Queen price 206 NOK (kg)</div>	✓ Youtube ads 92 MNOK	✓ 921 000 Online driven purchases annually										
<div> Youtube ad conversion rate 0,5%</div>	✓ Influencer salary ✓ 1 MNOK											
	✓ Other marketing expenses											
	✓ Human resources											
	<div><div></div><div>Annual costs 276,3 MNOK</div></div>	<div><div>Total revenues in Japan</div><table><tr><th>Year</th><th>Revenue (Million NOK)</th></tr><tr><td>2023</td><td>850</td></tr><tr><td>2024</td><td>680</td></tr><tr><td>2025</td><td>690</td></tr><tr><td>2026</td><td>700</td></tr></table></div>	Year	Revenue (Million NOK)	2023	850	2024	680	2025	690	2026	700
Year	Revenue (Million NOK)											
2023	850											
2024	680											
2025	690											
2026	700											
<div><div>KEY ASSUMPTION</div><div><div> In-store conversion rate 4% in the first year 3% in the remaining years</div></div></div>												

FINANCIAL IMPACT OF READY, SET, GO




Expand to Japan will allow to increase the annual revenues in 847 MNOK

KEY DATA

-  Tax duties in exportation 10%
-  Ski Queen price 206 NOK (kg)
-  Youtube ad conversion rate 0,5%

KEY ASSUMPTION

-  In-store conversion rate 4% in the first year 3% in the remaining years

KEY COSTS

- ✓ 5% of the total duties
- ✓ Youtube ads 92 MNOK
- ✓ Influencer salary 1 MNOK
- ✓ Other marketing expenses
- ✓ Human resources



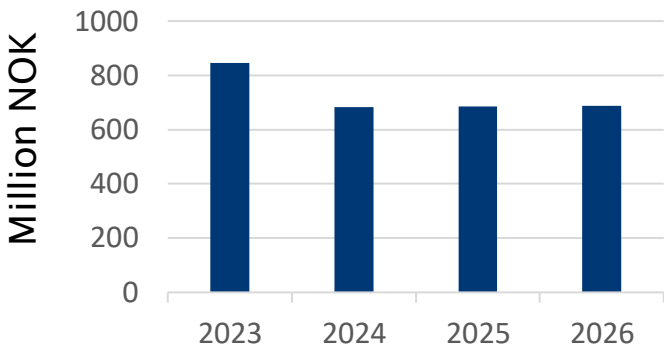
Annual costs 276,3 MNOK

IMPACT

- ✓ 3,19 M In-store and online purchases annualy
- ✓ 921 000 Online driven purchases annualy



Total revenues in Japan



Problem

HOW CAN TINE ENTER A NEW EAST ASIAN MARKET IN A PROFITABLE WAY?

Tasks

Choose a new market to enter

Decide on an entry point

Develop a marketing plan

Come up with a pricing strategy

Strategy



READY

Enter the Japanese market and target Digital Natives



SET

Partner with both a local retailer and concept food chain



GO

Use targeted Youtube Ads and collaborate with influencers

Impact

4 Million new annual purchases

847M NOK annual revenues



Breaking through a new international market



Inês Prata



Rui Massena



Rodrigo Carvalho



Marta Vigário

FICT

TEAM

Digital natives (16- to 26-year-olds)

Japan's digital natives were born between 1995 and 2005. This generation grew up using the Internet and likely owned a smartphone by the time they started high school.

Like those of the enlightenment era, digital natives grew up in a more relaxed education environment and currently show the least interest in excessive consumption. Key takeaways about marketing to digital natives include the following:

- Highest contentment rate compared with other generations.
- Average Internet usage time per day is 4 hours.
- Spends the most time on social channels, compared to other generations.
- Online circles are a persuasive force in making personal decisions.
- Twitter, Instagram, and social media influence purchasing choices.

Enlightenment era (27- to 38-year-olds)

Japan's enlightenment-era generation (*satori seditai*) was born between 1983 and 1994 and spent their formative years in the aftermath of Japan's bubble economy collapse.

This generation correlates with the US's Gen-Z age bracket. Japan's *satori* generation grew up during economically stagnant times and have seen large companies go bankrupt, which has affected their attitudes toward work and consumption.

- Avoids excessive consumerism in efforts to preserve financial stability.
- Values their private lives over their work.
- Values experiences over things.
- Spends on average 3 hours on the Internet daily.
- Finding ways to lower uncertainty over purchases is an important issue for this generation.

Second-wave/post-second-wave boomer (40- to 50-year-olds)

Japan's second-wave/post-second-wave boomer generation was born between 1971 and 1981, often called the "unlucky-generation" as they entered their twenties after the bubble burst in 1991 and deflation set in, influencing career choices and trajectories.

Respondents in this age category gave answers that revealed values geared toward personal freedom over salary. Key takeaways about marketing to this generation include the following:

- Willing to spend a tremendous amount on their children's education to give them every advantage possible.
- Far more individualistic than the older generations.
- Prefers looser relations and connections with people and enjoys spending time alone.
- Many in this generation segment are in double-income households and look to convenience as a key when making purchasing decisions.
- Primary information source is the Internet when looking to purchase a product.

Bubble-era generation (51- to 61-year-olds)

Japan's bubble-era generation was born between 1960 and 1970 and spent their formative years experiencing Japan at its economic height.

Buying brand items was a matter of prestige for this era, so being mindful of what others think is essential in marketing to the bubble-era generation. Other key takeaways about marketing to this generation include the following:

- Enjoys consumerism.
- Prefers to buy well-known brand items even if they are on the pricy side.
- Willing to spend money on relationships and entertainment.
- Company relationships are at the center of their social nexus. However, in the future, hobbies and new skills will be the keys to this demographic.
- Primary information sources are Internet and TV commercials for gathering information about a product.

Team to set partnership (MNOK)	0,77 NOK
Tax duties to export per kg	10 NOK
Total tax duties (M annual)	40,3 NOK
Youtube cost per ad	10 NOK
Total Youtube ad costs (M annual)	92 NOK
Instagram cost per post	50 000 NOK
Total Instagram costs (M annual)	1 NOK
Recipes development and maintainance	2 NOK
Other marketing expenses (M)	70 NOK
Transportation costs	30 NOK
Human resources extra	40 NOK
Other costs	0,3 NOK
Total annual costs	276,3 NOK

Average cheese price in Norway (1kg)	108 NOK
Ski Queen price (1kg)	169 NOK
Diference of price (%)	36%
Average cheese price in Japan (1kg)	144 NOK
Ski Queen price (1kg)	196 NOK
Diference of price (%)	36%
Ski Queen price (kg)	196 NOK
Tax dutie and taxes in Japan	10%
Tax dutie and taxes (supported by consumer)	5%
Final price to consumer	206 NOK

TOTAL CONSUMERS



	2023	2024	2025	2026
Japanese population (M)	125,8	125,8	125,7	125,7
Cheese consumers (%)	63,40%	63,61%	63,82%	64,03%
Cheese consumers	79,76	79,99	80,23	80,47
In-stores conversion rate (new product)	4%	4%	4%	4%
In-stores conversion rate (regular product)	3%	3%	3%	3%
Total in-store consumers (M year)	3,19	2,40	2,41	2,41
Youtube month active users (M)	65			
Cheese consumers (%)	63,40%			
Youtube cheese consumers (M)	41,21			
Ad reach on Youtube	35,4%			
Conversion rate of ad	0,50%			
Youtube consumers (month)	72942			
Youtube consumers (M)	0,88			
Youtube consumers (year)	875300			
Instagram month active users (M)	33			
Influencer followers (M)	9,4			
Engagement Rate	2,20%			
Conversion rate instagram	1,85%			
Youtube consumers (month)	3826			
Instagram consumers (M)	0,05			
Instagram consumers (year)	45910			



	2023	2024	2025	2026
Total number of purchases (M annual)	4,11	3,32	3,33	3,34
Final price to consumer	206 NOK	206 NOK	206 NOK	206 NOK
Total annual sales volume (M)	4,11	3,32	3,33	3,34
Total annual revenues (MNOK)	847,0 NOK	684,1 NOK	685,6 NOK	687,1 NOK



Tine

Tine Brown cheese 1 kg (Brunost - Gudbrandsdalsost)

kr 169.00

Shipping calculated at checkout.

QUANTITY

- 1 +

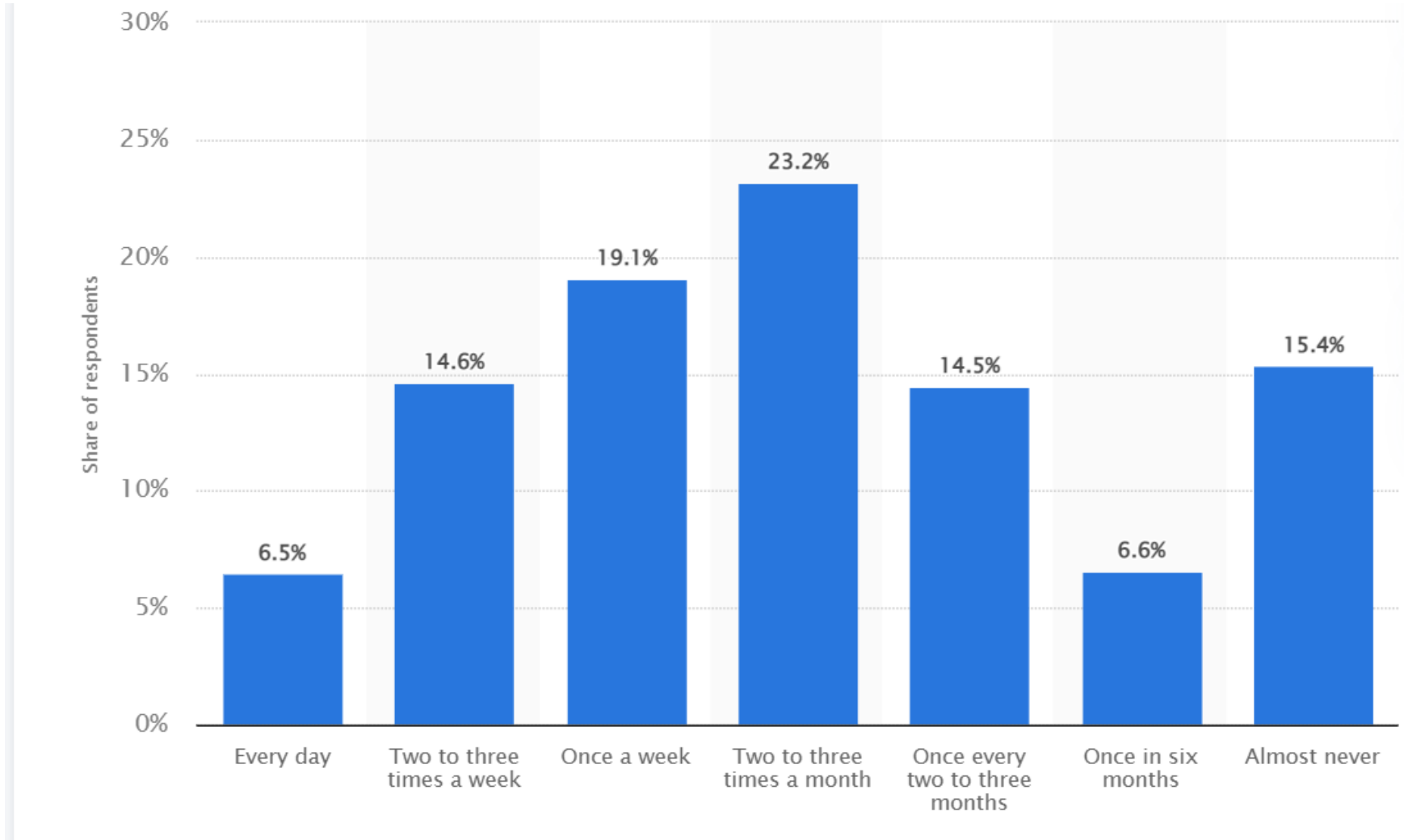
ADD TO CART

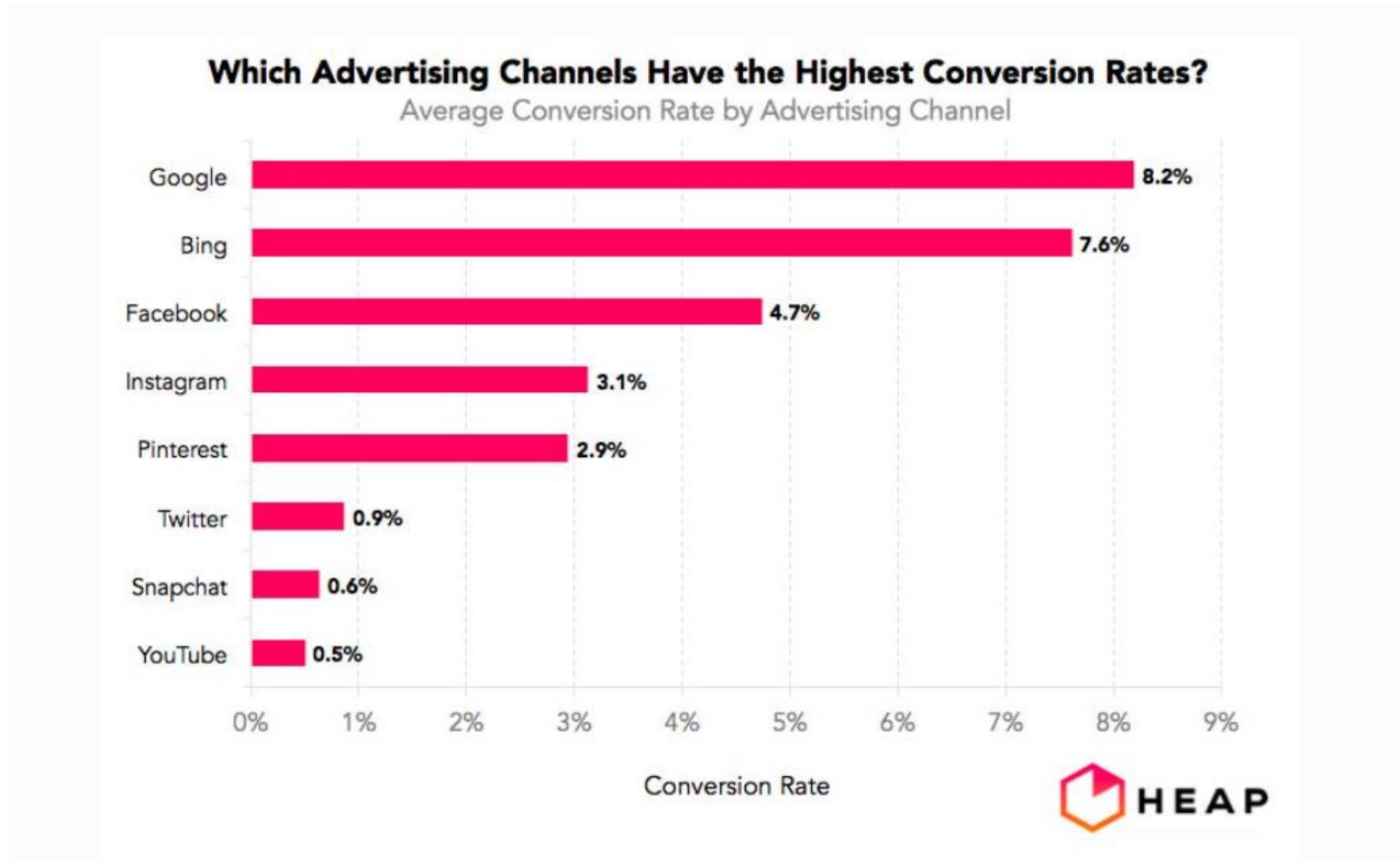
Brunost plays a big role in Norwegian food tradition and is a





CHEESE CONSUMERS IN JAPAN (2017)



63,4% of Japaneses consumes cheese at least 2 or 4 times a month





#	@Username	Country	Topics	Followers	Engagement Rate
1	 渡辺直美 @watanabenao mi703	 Japan	Food Modeling Styling	9.4M	3.60%
2	 スターバックス 公式 @starbucks_j	 Japan	Food	2.7M	1.90%