

TODAY'S MANAGER

Issue 1 \ 2021

COVID-19 THE ULTIMATE DISRUPTOR

Trade Tech Talk \ **COVID-19—Exposing Our Supply Chain Vulnerabilities**

New Age Leadership \ **Disruptive Leadership**

Viewpoints From a Leader \ **Veemal Gungadin**



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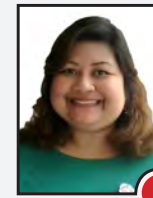
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FROM THE EDITOR'S DESK



Dear Readers,

I sincerely hope that all of you are staying healthy and well not only physically and mentally, but emotionally as well.

The latest in the world is that everyone is aware of some possible vaccines that are out. There are two camps of thought—one that wants the vaccine as soon as possible, the other that wants nothing to do with it.

COVID-19 brought about a major shake-up in the world too. Never in my life did I or anyone older than me ever think that they would see the world come to a standstill as countries started to lock down. The impact is still felt across the world as countries juggle having to balance economic recovery and taking chances with allowing outsiders in versus keeping their numbers low and stopping the spread.

Check out the slew of articles on this (unfortunately) hot topic, and we even feature TWO cover stories that discuss this ultimate disruptor.

The team also hopes that you enjoy this new look as we finally got the flipbook off the ground—something that we have been working on for a while.

Do check out the book review videos found on the [Management360](https://www.management360.com/) site that my team have put together too as these will be frequently shared on a weekly basis or even view them on my [personal Instagram](#).

Until the next issue, take care and stay safe.

Excelsior!
Sadie-Jane Nunis
Editor



Farm-to-fork Marketing Strategies during COVID-19

We investigate the marketing strategies adopted by Norwegian seafood businesses for greater market outreach in Southeast-Asia.

by Cheryl Marie Cordeiro


Disruptions in business environments caused by high-risk events require businesses to develop new resources and capabilities. The 2002-2004 SARS outbreak saw 8,000 people from 29 different countries and territories infected. ¹ According to the World Economic Forum, what comprises the 'new normal' for business environments today are increasing natural, socio-economic, and political turbulences. ² To that extent, the context of Covid-19 2019/20 is not a completely unexpected event. Still, the event has made necessary for businesses to innovate their business models and improve market outreach, particularly if the product is highly perishable and requires expedient delivery services from farm-to-fork.

Norwegian salmon and white fish are regarded as high quality products in a global market. ³ In a blind consumer market product review test held by a popular Swedish newspaper for frozen salmon products available in grocery stores in Sweden, Norwegian frozen salmon products topped for best overall product in terms of colour, texture, and flavour. ⁴ Norwegian salmon is known to have a farm-to-fork time of 48 hours between Norway and Asia, from when the fish was caught, to when it arrives at the dining table. ⁵ For many consumers in Asia and Southeast-Asia, a premium is placed on the product for its country of origin, perhaps the reason behind Norwegian seafood commanding higher market prices.

But how does Norway keep close to their global markets in a time of disrupted international trade and logistics during the COVID-19 pandemic?

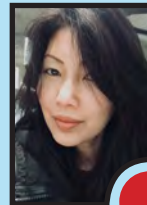
Data was collected from marketing Webinars and Web site documents between August to December 2020. The subsequent findings of the content analysis showed that several crisis management market outreach activities were prioritised by Norwegian seafood small- and medium-size enterprises (SMEs) including:

1. Organising targeted regional online marketing campaigns (for e.g. Taiwan, Thailand, Malaysia, etc) that ran between one to four months focussing on the Norwegian seafood brand, as well as the importance of country of origin of product. The marketing campaigns had two broad goals, (i) to raise awareness of how Norway's seafood was produced and (ii) to conduct local activities around their food products such as video presentations of how to cook seafood in a variety of ways.
2. Collaborative digital marketing strategies that tailored to local markets. Norwegian enterprises often worked in partnership with local seafood enterprises such as seafood importers, restaurants, and supermarket chains to create localised digital marketing content. Digital marketing content were both in the form of visuals as well as videos, disseminated through Facebook, YouTube, local TV channels as well as corporate Web sites that had online shopping services.
3. Building trust with consumers by providing more personalised food delivery services. As more people begin to cook at home and eat at home, seafood importers worked closely with restaurants who opened up their back-end operations to consumer viewership. Through video recordings, consumers were brought into centralised kitchens for kitchen tours. The tours showed how their food is being prepared and packed for delivery for both raw product as well as ready cooked meals. In terms of ready-cooked meals, the constant short interactive web sessions allowed for instant feedback from consumers to be incorporated into the company's food take-away services so that consumers could choose between small or large family meals. Seafood delivery was also accompanied by promotional items such as a free cooler bag.
4. Focussing on happy and important events such as birthdays, anniversaries, or local festivals as points for celebrating with seafood at home.

While the COVID-19 pandemic has proven disruptive to many global and local business environments, businesses are indeed adapting to the evolving business landscape and network relationships. With increasing digital farm-to-fork solutions and ease of online access and communication, it could well be that some new business models such as the distributor-to-consumer (D2C) that supports a shorter food supply chain are here to stay post coronavirus. 

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- ¹ F L Wang, "The SARS Epidemic of 2003," *Chinese Law and Government*, Vol. 36, No. 4. M.E. Sharpe Inc., pp. 3–11, 2003.
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- ⁴ J Hansson, "Test: Frysta portionsbitar av laxfilé–den är bästa köpet | *Aftonbladet*," *Aftonbladet*, Stockholm, 29-Sep-2020.
- ⁵ *Seafood From Norway*, "Norwegian salmon–Already perfect | Stories from Norway | *Seafood from Norway*," *Seafood From Norway*, 03-Mar-2020.



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