

Globally Local

MarketLink simplifies product
development for borderless
food processing





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Global Product Development Made Easy

The 21st century food supply chain is complex and dynamic. Developing a new concept in one country that will be processed in another brings some unique challenges.

✱ Is the product legal for import/export?

✱ Does it meet the brand standards of the end vendor?

✱ Is the taste and texture right for the consumer?

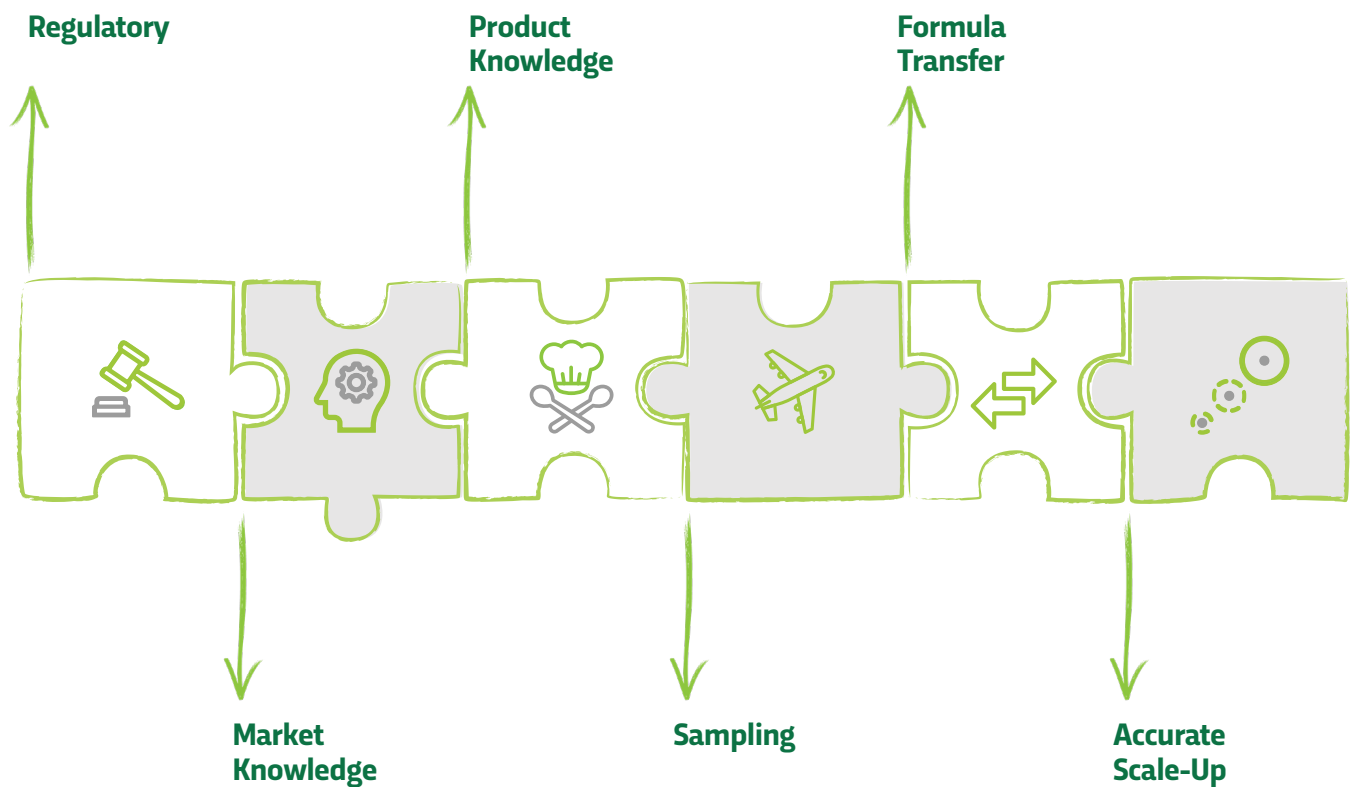
✱ What if there are unforeseen challenges that require a pivot to another processing country?

These questions, among others, are factors [MarketLink](#) addresses to give customers peace of mind.

As part of [Griffith Foods'](#) capabilities, the MarketLink model is designed to work with customers by making product development for import/export simple and seamless. By [Creating Better Together™](#), we help support our customers with respect to legality of raw materials, market intelligence, product taste and texture, rapid sampling, recipe transfer, and line trial assistance where needed.



Linking source market (country of processing) with destination market (country of consumption) is the key.



“MarketLink exists to simplify our customers’ development process for imported products. We have three simple asks: tell us what you want, where you’ll process it, and where it will be consumed. We’ll handle the rest.”

NEIL SWINYARD

SENIOR DIRECTOR — GLOBAL MARKETLINK, GRIFFITH FOODS

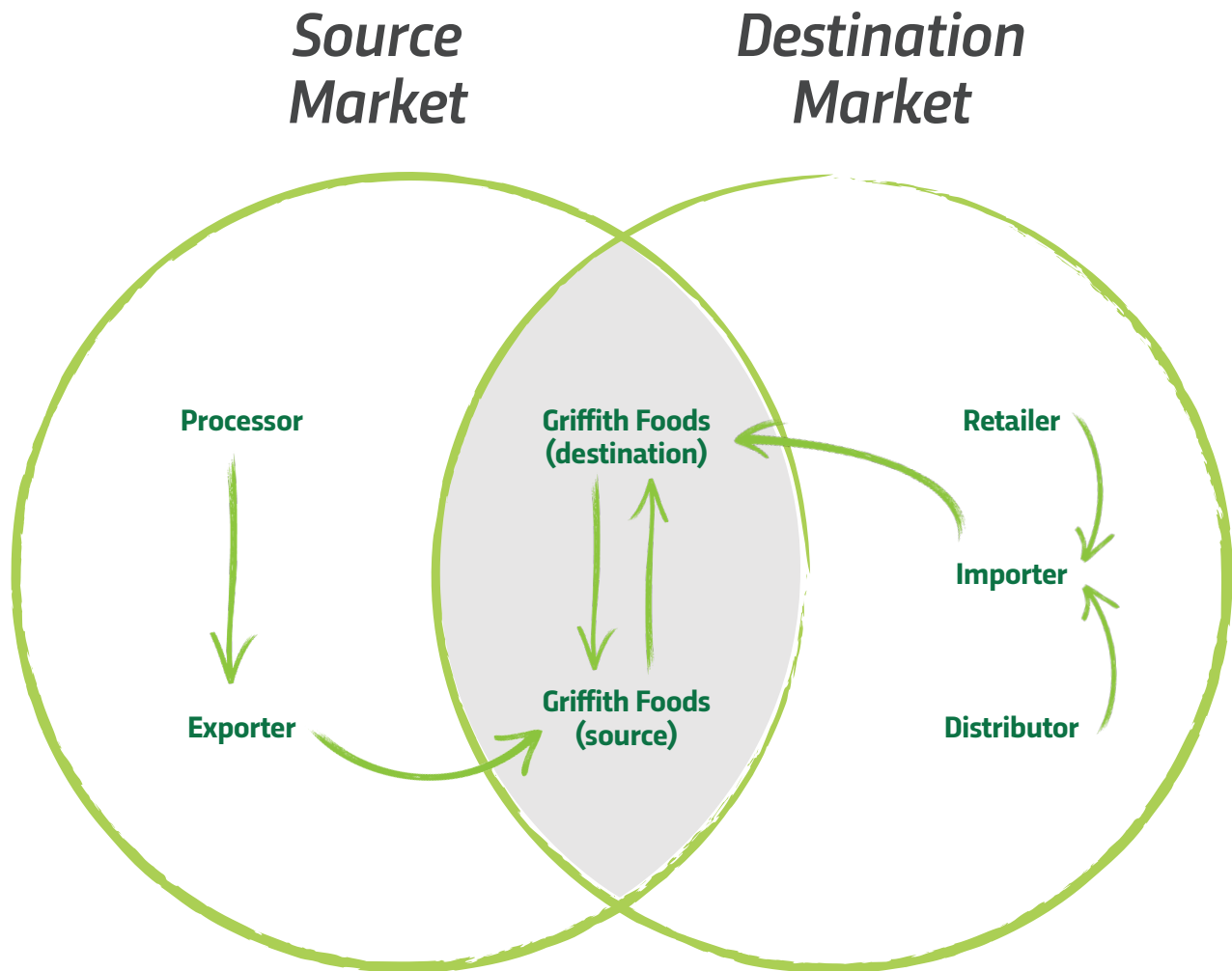
GLOBAL PRODUCT DEVELOPMENT MADE EASY

MarketLink: *An Example*

For instance, using Brazil as the source market and the US as the destination market, a typical development could look like this:

- * **1** | The retailer in the US briefs their supplier (importer) for a hot and spicy marinated chicken breast to be sourced from Brazil.
- * **2** | The importer passes the brief to Griffith Foods US who will develop the marinade system with support from their local culinary and product development team using Griffith Foods Brazil raw materials (not Griffith Foods US ingredients). This step is vital to success as it (a) ensures we achieve the correct organoleptic requirements of the US consumer and (b) ensures there are no changes when it moves from kitchen to processor.
- * **3** | Any sample modifications are handled by Griffith Foods US (for speed, cost, and sustainability concerns) until signed off. Once sign off is received, ownership moves to Griffith Foods Brazil.
- * **4** | Griffith Foods Brazil then works with the chosen processor to handle trials, pricing, and scale up to order.





“MarketLink acts as a coach for the customer, maximizing resources to obtain the best results. There are far less restrictions on creativity...and you have a better ability to develop truly differentiated products.”

DAMIEN WURPILLOT

DIRECTOR, GLOBAL PROCESSING MARKETING AND INSIGHTS, GRIFFITH FOODS



Global Sourcing is Growing

There are numerous reasons why customers import some products rather than have them processed locally. Cost is a factor of course, but it's not the only reason (and should never be misconstrued for "lower quality").

Specialty processors around the world have mastered their craft, producing high volume, premium quality, vertically integrated supply chains with quick turnarounds and flexible production capabilities.



The import/export of value-added protein (such as processed poultry and shrimp) has been growing steadily and (pandemic aside) shows no signs of slowing down:

✱ Global exports of processed poultry total around 2,000 tonnes per year and have a compound annual growth rate (CAGR) of 4.1%. **Thailand** and **China** lead the pack as the world's largest exporters with 40% market share between them.

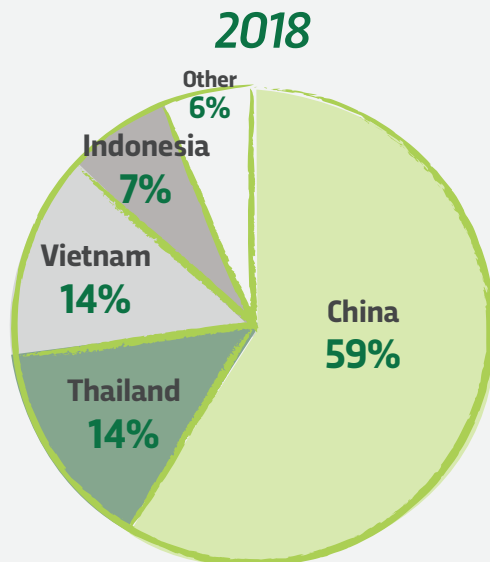
✱ **Poland** accelerated to the fourth largest exporter in 2020 with a CAGR of 17%.

✱ **Japan** and the **United Kingdom** are the largest importers of processed poultry with 46% of global share.

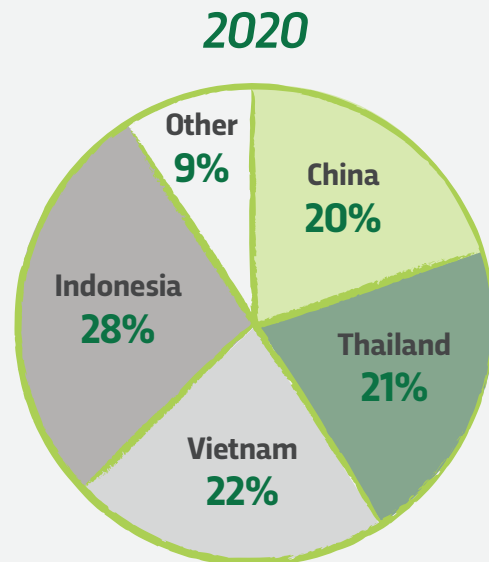


The US is the largest buyer of breaded shrimp in the world, averaging around 50,000 tonnes per year. There has been a massive shift in source market over the past few years:

US Imports: Breaded Shrimp



In 2018, 94% of US imports of breaded shrimp came from **China** (59%), **Thailand** (14%), **Vietnam** (14%), and **Indonesia** (7%).



In 2020, this dropped to 91% from the same countries, but with a very different split: **Indonesia** (28%), **Vietnam** (22%), **Thailand** (21%), and **China** (20%).

The primary motivating factor for this change was tariff rates shifting between the US and China — something outside of the control of anyone in the supply chain.

Following the MarketLink model as the production country changes is essential to scaling brands and product portfolios around the world in an easier, more reliable way. Global transparency and collaboration between units ensures we communicate the movement, allows us to quickly localize our systems in the new source market, and helps more brands achieve global success, leading to growth for both Griffith Foods and our customers.

Never has there been a better example of this than during the pandemic. Protein processors suffered supply chain issues

at the start of the pandemic due to factory outbreaks, lockdowns, and other restrictions. But it didn't stop the global market from moving. Instead, many importers worked with Griffith Foods' MarketLink model, enabling them with the speed and agility needed to move their supply chains to other countries. As COVID-19 outbreaks forced some processors to reduce hours, downsize staff, and even close temporarily, MarketLink worked with multiple Griffith Foods business units, importers, and processors to keep production moving, saving time and money.



The MarketLink Difference

MarketLink provides deep market expertise in ways not found in other parts of the industry. Because of Griffith Foods' global network of chefs and product development experts, we have "boots on the ground" who are acutely in tune with local markets, allowing us to provide unprecedented guidance in key areas.



THE MARKETLINK DIFFERENCE

Accurate Flavor

When a customer asks for an "authentic flavor," it's rarely what they really mean. Just travel abroad, eat the food, and then compare it to the same dish you have in your local restaurant, and you'll see a difference — sometimes subtle, sometimes vast.

The "localization" of a flavor profile is vital to a customer request. We must view authentic inspiration as a starting point, and then adapt it to the local market consumer expectation.

This is at the heart of the MarketLink model. By taking the destination market's culinary and R&D expertise and aligning it with insights and sensory findings, we can create a winning recipe to ensure the consumer demand is addressed when developing a concept for processing abroad.

"The consumer is becoming more savvy to authentic interpretations. You can't fool a customer. They're looking for local and regional flavor profiles."

JONATHAN TOMLIN, CRC

CORPORATE EXECUTIVE CHEF, GLOBAL CULINARY, GRIFFITH FOODS

THE MARKETLINK DIFFERENCE

Regulatory Compliance

Most countries have differing legislation about which ingredients can be used and for what purpose. This creates a web of regulations to comply with in both the source and destination market, which requires deep expertise to manage.

MarketLink's regulatory experts in source and destination markets work together to pre-approve all raw materials for use in both markets, and only these are stocked in the destination market. For example, Griffith Foods USA holds a library of the approved Griffith Foods Thailand raw materials and uses only these ingredients in development for Thailand-sourced recipes.

Canadian flour enrichment is a good example of this. All products sold in Canada must be legally fortified, which differs from other countries' fortification requirements. In working with Canadian brands, MarketLink ensures every coating system produced is correctly fortified.

But compliance also has another layer of complexity beyond legal regulations. Even if a product or ingredient is legally compliant in the destination country, it may not meet the retail customers' own brand standards. (e.g. MSG may be legal, but many retailers like Whole Foods will not accept it). Griffith Foods is able to meet both levels of regulatory requirements.





THE MARKETLINK DIFFERENCE

Market Insights

Our consumer and market insight specialists are constantly conducting research to quantify consumer preferences, monitor trends, and stay in close contact with customers.

They distill these findings into clear insights to help inform customer decision making, which many find invaluable. Executing research in the destination market with local experts is critical to building customer success.

“Working collaboratively with destination markets ensures objective insights of the consumer’s needs and wants.”

JENNIFER ANARNA

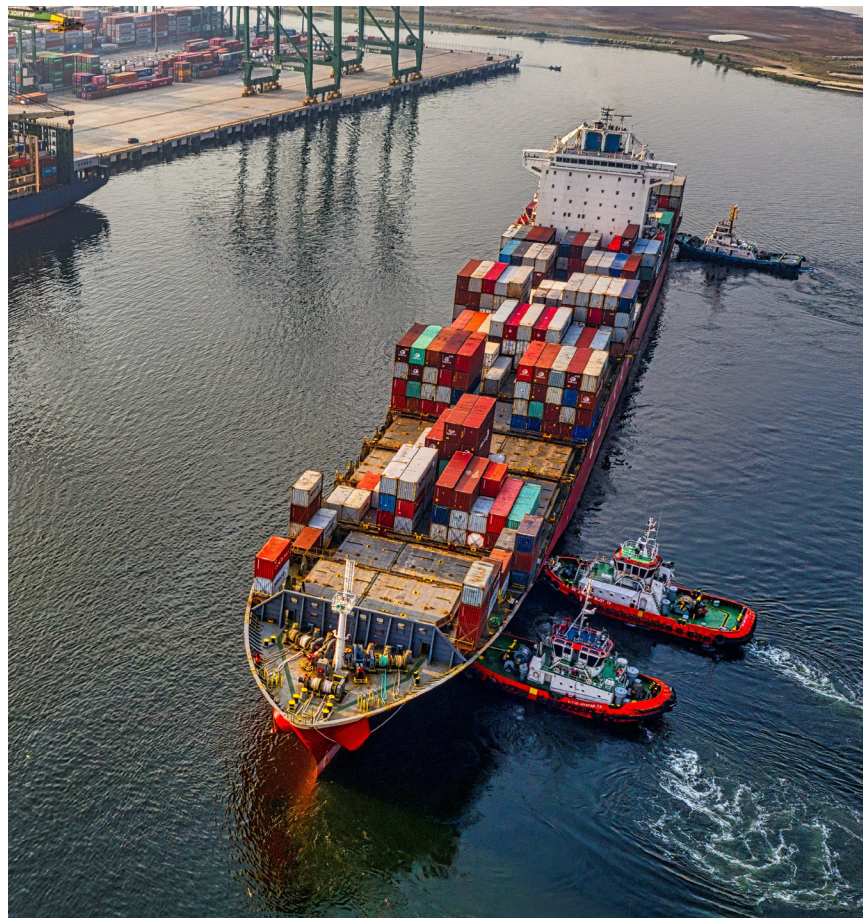
REGIONAL MARKETING DIRECTOR, ASIA-PACIFIC, GRIFFITH FOODS

THE MARKETLINK DIFFERENCE

Speed to Market

Developing and producing a product for export can be a lengthy process considering sampling, shipping, and obtaining regulatory compliance.

MarketLink customers can secure a faster sign-off to product development by preemptively addressing foreseeable hurdles. Plus, our destination and source market teams work within the same software to ensure there is no need for physical recipe transfers.





The Future is MarketLink

MarketLink is just getting started in terms of what Griffith Foods can accomplish.

There will be even more interaction and collaboration between different markets in the coming years. As demand for protein increases; more markets import effectively and economically without lowering quality; and consumers demand more responsibly sourced food, suppliers need to be flexible in where they derive ingredients.

Through MarketLink, Griffith Foods has the global knowledge and

product development expertise to continue leading the market. Despite the increasing complexity of the global supply chain, MarketLink can better connect markets around the world with more agile practices that allow for nimble production, flavor integrity, and regulatory adherence.

With a global presence in more than 30 countries, Griffith Foods has the knowledge, expertise, and capabilities to deliver authentic food and dining experiences to consumers worldwide.



Let's Connect

Learn more at griffithfoods.com