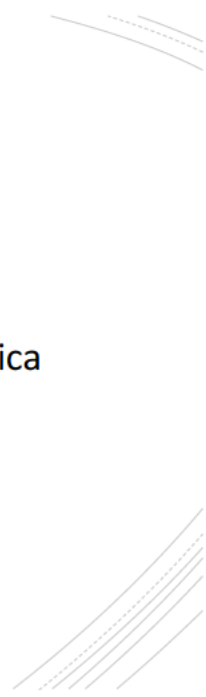


AHDB SUBMISSION
Paul D. Blake
[Redacted]

August 9, 2021
British Dairy North America
P. Blake



Agenda

- 1/ Mandatory requirements.
 - 2/ Quality Assessment
(Rationale & Methodology).
 - 3/ Health & Safety policy
 - 4/ Pricing notes
- 
- 

Mandatory requirements

- 1/ I am English speaking .
- 2/ I have an office in [REDACTED] Ontario Canada which is just outside of the Toronto GTA. I am a 1.5 hr flight to NYC.
- 3/ DATA protection – I have hired [REDACTED] [REDACTED] provides my data protection for regular firewall protection & regular maintenance.
[REDACTED]

Quality Assessment

SWOT CANADA

Strengths

Canadians have always supported British products through our Commonwealth relationship & our history.

The Brand resonates with British Canadians .

British residents are an integral part of our economic & social life in Canada.

British Dairy is well represented in the Deli counters from a visibility standpoint and been consistently growing in substantial numbers.

[REDACTED]

[REDACTED]

[REDACTED]

SWOT CANADA

Strengths

My personal experience of [redacted] years in cheese will speed up the executions of growth and visibility since I already am very familiar with the landscape and history of British dairy in our country and all the players.

I provide an added advantage with my knowledge of the marketplace

Weaknesses

Tariff rate Quota (TRQ) is very limited to WTO TRQ EU as a result of Brexit

[redacted]
[redacted]

The Canadian demographics are changing fast and the new Immigrants are not as familiar with British cheeses and or cheeses as a regular household purchases.

SWOT CANADA

OPPORTUNITIES

Convincing WTO importers that they could switch over to British alternative cheeses and use CETA TRQ for other countries cheeses.

Focus going on the high road by paying attention to lifting the British selection offerings such as farmhouse cheeses and their regional origins such as West country farmhouse cheddars. Focus on the regions.

[redacted]

Seasonal Promotional activity around British cheese with major retailers. There is a lot of [redacted] cheeses that can be used to build excitement & awareness around the British brand.

[redacted]

Keeping in touch with the International cheese council of Canada (ICCC)

[redacted]

SWOT CANADA

Threats

There is a CONSULATATION going on headed by Global Affairs which has consulted with all the stakeholders and will make decisions which could affect who gets TRQ access in the future.

Depending on who is awarded and how much they are granted could affect British cheeses exports to CANADA.

Navigation around these choppy waters will be crucial to differentiate your position and grow U.K. Cheese exports to Canada.

Geographic indicators need to be monitored to protect your regional cheese varieties from being copied else where

Demographics are changing with less CANADIANS of British decent.

SWOT USA

Strengths

The market is huge and will always provides a large opportunity for further growth with the correct marketing approach.

Having a P.T. position focused only on UK Dairy Specific will provide better synergy on bringing people together with a common goal of Highlighting the British brand awareness front and center.

The market more then likely is still under-developed based on my past experience working with one of the largest cheese licensed Importers in the USA.

I am well known in the USA

most of the the players in the industry

I know

SWOT USA

Weaknesses

The Cheese Quota in the USA is more restricted than in Canada.

Cheese licenses (quota) is allocation by [REDACTED] and by [REDACTED] which limits flexibility the Canadian system which is or was less complicated until Brexit took place.

COVID cases are on the increase which could hinder growth and the economy everywhere which becomes everyone's issue. [REDACTED]

The 25% cheese tariffs affected IMPORTS [REDACTED]

Americans are pushing buy made in the USA and reducing carbon footprints are all over the media now.

SWOT USA

Opportunities

There are so many regional retailers compared to Canada that the opportunities with a laser focus can be very rewarding.

The specialty cheese industry in the USA & everywhere) has been growing leaps and bounds as the artisans & terroir have made cheese a very hot topic at any party . There are many opportunities with offers differentiation.

Marketing cheese is about communicating a passion for the subject which resonates with buyers & consumers.

Analyzing the Import players and their portfolio will allow us to make better financial spend decisions based on information. Knowledge is power.

Cheese needs to be tasted and advertised to grow the business and not only thru social Media .

[REDACTED]

Great working relationships will create opportunities

[REDACTED]

SWOT USA

Opportunities

Some of the more obvious retailers to focus are as follows:



SWOT USA

Threats

Covid going into a 4th wave.



Pricing as it is a very competitive market.

Commercial & Marketing Approach

CANADA & USA

Understanding that my role is to facilitate the process of bringing people together to share our passion to growing British cheese & dairy in North America.

Commercial & Marketing Approach

Theses things must happen to ensure Success.

- 1/ This role is an Ambassador for British cheeses and connecting people .
- 2/ Creating a new buzz around UK cheese which resonates with the consumer is the ultimate goal.
- 3/ Leaders win and followers are second and third to market.
- 4/ Understand the consumer,
They are not looking for the same old thing & they prefer authenticity with a rich story.

Commercial & Marketing approach

CANADA &
the USA

The approach has to revolve around new & fresh offerings that bring the British brand back to top of mind with the consumer.
The cheese offerings in the deli counter today have more selection then ever before.

You are looking for the consumers attention.



Commercial & Marketing approach

CANADA &
the USA

Social media is a platform for bringing awareness to the consumer which is very important for generating behaviour.

Cheese needs to have a "wow factor" when purchased to generate long term repeat purchases.
Cheese needs to be tasted to bring actionable purchase.

The story is as Important as the cheese.

Commercial & Marketing Approach

CANADA &
the USA

Social media

[redacted] K cheeses thus far have been all about the company brand with the name of the cheese which is great for trade however [redacted] and not only the type of cheese.

Focus on REGIONAL Education
Where the cheese comes from.

The story of the place is as Important as the cheeses.
Consumers love stories and Terroir.

Commercial & Marketing approach

CANADA &
the USA

Social media Post Events

Organize cheese events at the American Cheese Society Annual Convention & Awards. This is the Academy Awards of Cheeses and garners a lot of press probably similar to Nantwich. Included in the 3 day conference is a meet the cheesemaker event [redacted]. This event is attended by many retailers of which Whole foods is a major Sponsor and attendee.

The evening in the host city gets a lot of MEDIA attention.

Project Plan

- 1/ Communications.
- 2/ Data collecting.
- 3/ Formulate the 2022 SPEND Plan for Approval.

Project Plan

CANADA & USA
Initial Priorities oct –march 31 2022

Understanding that my role is to facilitate the process of bringing people together to share our passion to growing British cheese & dairy in North America.
Setting the stage for 2022

1/

-
-
-
-

Project Plan

Year 2
Work the plan which has been approved.

We can take the same approach in the USA market.

The opportunities are endless.

Recommendations for achieving Growth of British Dairy Products

CANADA

The plan is much simpler.

Quite simply Britain needs to make a trade deal with the Pacific rim to get access to Canada's CPTPP TRQ.

Recommendations for achieving Growth of British Dairy Products

USA

Analyze the import players first and see where the volumes and more important **growth is coming from**. Importer / Clients and specific Products .

Create excitement around a major British Promotion possibly check in the

[REDACTED]

Pick the largest state for this year and focus on a few key

[REDACTED].

Focus on TERRITORIAL Cheeses in the

[REDACTED]

Get a new item into

[REDACTED]

Trade development Programs Canada

I have only focused on a few for this presentation on promotional activity in 2019

I have only mentioned the 4 National chains below plus one Western Canada regional chain. There are other banners within these banners plus many smaller

[REDACTED]

Trade development Programs Canada

A focused approach to marketing UK Cheese which will provide good sales results.

██████████: #1

Build a British program around an A

██████████ers onside to utilize their own TRQ with the Import partner they choose to work with.

Trade development Programs Canada

A focused approach to marketing UK Cheese which will provide good sales results.

██████████: #2

Build a

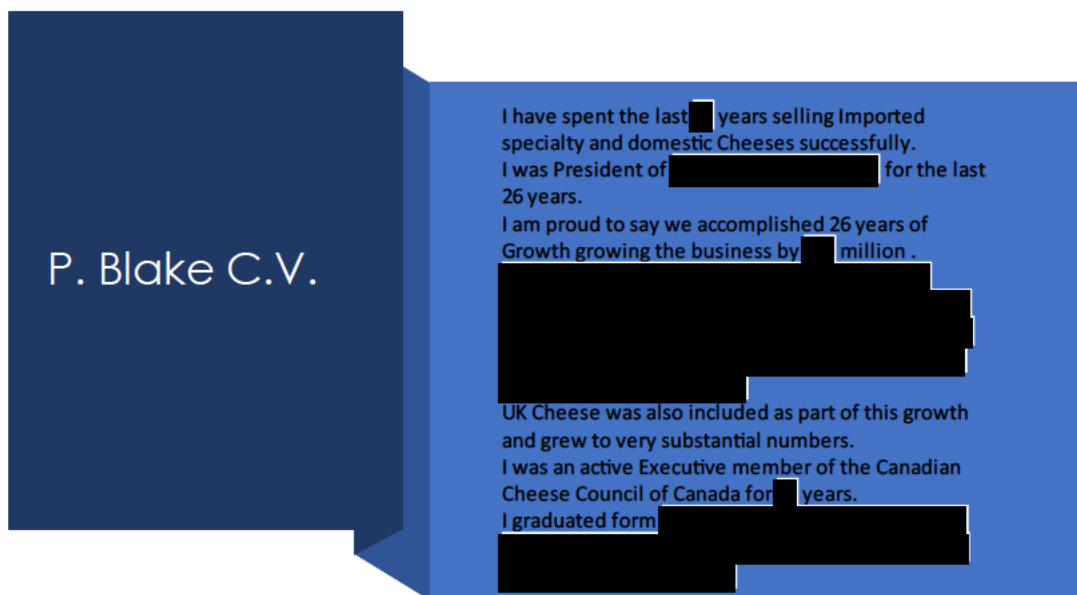
Trade development Programs USA

development Programs USA

A focused approach to marketing UK Cheese which will provide good sales results.

2021 spend to be decided with my Direct report as Christmas is close and running out of time. Pick low hanging fruit.

Work along side not only the traditional import partners TRQ but also assist in bringing the Major retailers onside to utilize their own TRQ with the Import partner they choose to work with.



I was a member of the Executive board of the **International Cheese Importers Association (ICCC)** in Canada. I also have members friends of the **Cheese Importers Association of America**.

My name is familiar with some of the UK Trade offices members in Toronto Canada.

I have relationships with all the Canadian buyers at the major supermarket level.

My overall track record speaks for itself.

Any further information required, please do not hesitate to reach out to me.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

