#### Christopher A. Copping

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## Profile

I have a proven commercial background in the salmon industry and related sectors. Combining strategic, analytical, strong relationship management and communication skills, I enjoy working in UK and international environments. I continue to monitor and analyse industry developments and enjoy an extensive network. Now consulting after 4 years in salmon manufacturing, which has provided an additional dimension to my experience, I want to contribute to a progressive, diversified company which operates in the aquaculture value chain.

**Consultancy May 2020 – during furlough to the present**

**StringBio Ltd**. Alternative SCP ingredient for fish nutrition Market outreach specialist

Market research; competitor and customer analysis; reaching out to feed manufacturers and salmon & trout growers

**FishFrom Ltd.** Prospective RAS salmon farming start-up Business support

Sales & marketing strategy formulation; market research and introduction to prospective customers; market research and analysis; investigation of funding opportunities

**Seagreens Ltd.** Seaweed for human nutrition Commercial business support

Market research; investigation of collaborative opportunities; business strategy

**Lions Speciality Foods Ltd (Brown’s Food Group) June 2016 – Aug 2020**

**General Manager Salmon smoker/processor**

Hired to motivate the team, introduce a new culture, provide salmon industry insight.

* Developed new partnerships with major producers of salmon and trout; investigation of additional farmed species for innovation and product development.
* Devised and introduced new commercial strategy based around product innovation.
* Helped secure new business with major retailers, manufacturers and food services.
* Pricing, negotiation, account management
* Close liaison with Group sales and marketing team

**Advisor: Aquaculture / Seafood Selected Assignments 2011-16**

Projects undertaken with UK and international colleagues: market research, business development, product development, strategic planning, the creation of a prospective industry trade body, and participation in aquaculture and food industry common interest groups.

Clients included the leading Icelandic salmon grower; the UK’s first pre-start up land-based salmon farming company; salmon industry investors, a major German food producer; a leading UK seafood industry body; a leading seaweed company, and industry organisations.

The work necessitated liaison with the industry supply chain, NGOs, academia and others.

**Interim Sales Director 2010 – 2011**

**Villa Organic AS, Norway** Eco-salmon grower, t/o +£50m.

Joined the company to support the Group CEO to devise and implement a new strategy, and lead and further professionalise the sales and technical team.

* Acquired new major processors and retailer customers in UK, USA and Europe.
* Formulated new commercial approach focusing on collaborative partnerships.
* Became familiar with SINTEF, NOFIMA, NSEC

**Partner Oct 09 – Oct 12**

**Hygicare Scientific Solutions LLP Natural anti-microbial products**

* Created this business to supply bacteriophage solutions for salmon industry applications after securing the UK distribution rights from the Dutch manufacturer

**Head of Purchasing 2008 - 2009 Farne Salmon & Trout Ltd, Alfesca Group Food manufacturing**

Hired to bring insight of the global salmon industry and lead the salmon, packaging and ingredients purchasing for this major UK salmon smoker/processor and international group.

* Introduced strategic sourcing of Scottish, Norwegian and Chilean salmon.
* Instigated and presented global salmon supply and price trend analysis and forecasts.
* Initiated supply base re-tender and rationalisation process.
* Group international buying team member

**Sales Director 2004 - 08**

**Pan Fish (now Mowi, and The Scottish Salmon Co.) Salmon farming**

Brought to the business by the CEO of this Norwegian group.

Reformulated and executed the sales strategy; rebuilt the sales and logistics teams during period of rapid change through acquisitions, divestment and stock market listing.

* Acquired and ran new multi-channel key accounts in UK, Europe, USA and Japan.
* Rationalised the customer base to refocus on the least cost, highest return, best fit.
* Took over responsibility for the procurement of packaging and logistics services.
* Introduced new technical consulting approach to the sales team.
* Undertook feasibility project for £multi-million salmon filleting factory investment.

**Earlier Career**

**Sales** **Director, Salmac Ltd. Salmon Sales Shetland Salmon Group**

Joined the company to lead its sales function through period of rapid growth.

**Sales Director** / Senior Sales Manager

**Hydro Seafood (now Scottish Sea Farms, and Mowi) Major salmon producer**

* Devised sales and marketing strategy; opened new global markets and established market leadership positions for Scottish, Irish and Shetland salmon.
* Introduced technical and tripartite partnership approach towards customers.
* Creation and leadership of sales, logistics, harvest planning and credit insurance.
* Co-directed- working in Norway- the Group sales, marketing and logistics teams.

During this period the company’s production grew X10 via organic growth and acquisitions.

**Director (unpaid role)**

**Scottish Salmon Marketing Board Industry organisation**

The salmon industry’s generic marketing body.

**Other**

I give talks to Stirling University MSc students on salmon company creation; am a member of the industry’s Aquaculture Common Interest Group; have produced an analysis of the European fish farming industry; participated in SAIC working groups involving salmon industry innovation and feed, and the Scottish food industry’s “Ambition 30” strategy.

**Edinburgh University** Post graduate Diploma “Renewable Resources Management”; dissertation: “Site selection for coastal salmon farming”; projects on aquaculture’s potential.

**Aberdeen University**  BSc (Geography with zoology, geology and chemistry).