



MedArtSal

Sustainable Management Model for Mediterranean Artisanal Salinas

WP5 - Marketing
Strategic Marketing Plan
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1 Introduction - WP 5 Overview

The artisanal salt market is an interesting niche that has grown significantly in recent years and where the business opportunities are encouraged by the fact that the control of the distribution channels is much lower than the industrial salt one. To approach, a Marketing Plan that combines traditional and digital strategies is absolutely essential, since the internet channel has the greatest interest for the commercialization of the potential products generated in the project. In this regard, the following general objectives are proposed:

- to design a marketing strategy that facilitates the international commercialization of products (goods and services)
- to carry out a market research of the artisan salt
- to study the possible market segments as well as the desired positioning for the group's brands products
- to establish the commercial objectives in accordance with the salinas capacities and with the minimum necessary profitability
- to design a Marketing Plan and a digital marketing strategy
- to develop a sustainable tourism and territorial marketing strategy

Secondary sources (reports, studies, articles, books, etc.) and primary sources (surveys and personal interviews) will be used for this purpose (due to Covid-19 has been impossible to use primary data sources so that a qualitative study have been conducted to supply primary information).

According on the results of the research, market segments, positioning, commercial objectives and strategies to be followed has been defined.

Two salt fairs (1 TN, 1 LN) of 2-days will be organized (if possible) to foster clustering and networking of Med artisanal salinas and entrepreneurs, improving economic diversification and territorial cohesion. 25 expected participating salinas and participants will benefit by exchange of knowhow and market and marketing information.

The WP leader (PP04) will be operatively supported by experts from all PPs, with particular reference to LB for SME clustering and tourism, PP1 for eco-tourism, and PP05 and PP06 for Tunisian and Lebanese fairs respectively.

To carry out all the activities the following plan (Outputs and Activities) has been described:

- Output 5.1 Strategic Marketing Plan
 - A5.1.1. Perform a market analysis report and define marketing strategy objectives
 - A5.1.2. Identify target segmentation and brand positioning. Definition of commercial goals
 - A5.1.3. Design of the Marketing plan and Strategy
- Output 5.2 Digital Marketing Strategy
 - A5.2.1. Create an e-commerce platform to support Mediterranean salinas commercial products and activities
 - A5.2.2. Design an Inbound strategy, SEO & SEM positioning strategies
- Output 5.3 Sustainable tourism and territorial marketing
 - A5.3.1. Cluster brand strategy
 - A5.3.2. SMEs cluster



- A5.3.3. Awareness campaign
- A5.3.4. Territorial Ho.re.ca strategy
- Output 5.4 MedArtSal Fair
 - A5.4.1. Fair organization
 - A5.4.2. Fair execution

1.1 Expected output description

1.1.1 Output 5.1

A strategic marketing plan will be developed, considering the particularities of different salinas. It should include a market research (link to OT3.1), segmentation and positioning, business objectives “SMART”, marketing strategies approach, digital marketing strategy, sustainable tourism and territorial management strategy, AOC (Appellation d’origine contrôlée) or PDO (protective designation of origin), awareness campaigns tools and program of audit and control of results and feedback. This final plan will be published in the project website and free downloadable.

1.1.2 Output 5.2

In addition to the conventional marketing strategy, it is absolutely essential to design a digital marketing strategy, through e-commerce, widely conveyed by internet. For this it will be necessary to create a sale platform and to develop a non-intrusive inbound marketing strategy. All this will require the collaboration of digital marketing agencies or, where appropriate, could be proposed scholarship holders digital marketing that takes place in the UCA. The platform will be open to all users (Salinas involved in the project as well as their competitors) in order to increase the diffusion and maximize the effect on market.

1.1.3 Output 5.3

The SMEs cluster aims to:

- foster collaborations effectively competing on B2C (residents and tourists) and B2B (GDO and HO.RE.CA) markets;
- develop a brand architecture (umbrella brand plus a local based brand), in collaboration with local authorities (e.g. informative signs, museums);
- position salinas’ products as a souvenir (e.g. salt museum), supporting the market internationalization;
- build network among local producers and tourism businesses to develop thematic tourism experiences.

1.1.4 Output 5.4

Two MedArtSal salt fairs (1 in Tunisia, 1 in Lebanon) will be organized to foster clustering and networking of Med artisanal salinas and entrepreneurs, improving economic diversification and territorial cohesion. Clusters are a striking and remarkable feature in today’s economy and they stimulate the productivity and competitiveness at national and regional level. Salinas will benefit by exchange of knowhow and market and marketing information.

1.2 State of play

Marketing wp5 strategic Plan is about how can we support our partners to improve the commercial strategy in the Gourmet market and the Salinas tourist activities.



The first step is related to the Marketing Plan and include 3 Activities: Market Analysis (first semester of implementation); Segmentation, positioning and commercial goals (second semester) and the Marketing Plan (second year).

This report is about the market analysis, segmentation, positioning and goals as planned.

In general terms we have study and report a market analysis dealing with the following subjects:

- Salt Market introduction
- Key market trends
- Key success factors
- Market demand
- Pricing analysis
- Market background
- Analysis by product type
- Analysis by end use
- Analysis by region
- Market structure

Due to Covid-19, primary data cannot be obtained at all, therefore we decided to change the methodology and perform a qualitative analysis based on focus group technic, share it with CUEIM in order to perform in Italy (we have a previous Salt focus group performed in Spain) and to be done in the second year.



2 Objectives – Goals and Methodology

2.1 Objectives and Goals

WP5 focus is on marketing activities. As a general subject we try to design a Marketing Plan useful for SEM to improve his companies in marketing action. For that purpose, we have planned to reach the following objectives and goals:

- 1.- Report a Strategic Marketing Plan including a market research, segmentation options, positioning ideas and relevant goals to be achieved for SME.
- 2.- Create a Digital Marketing Strategy through an e-commerce platform and inbound, SEO and SEM actions.
- 3.- Sustainable tourism and Territorial Marketing Plan
- 4.- Medartsal Fair

This report is about first goal: Strategic Marketing Plan.

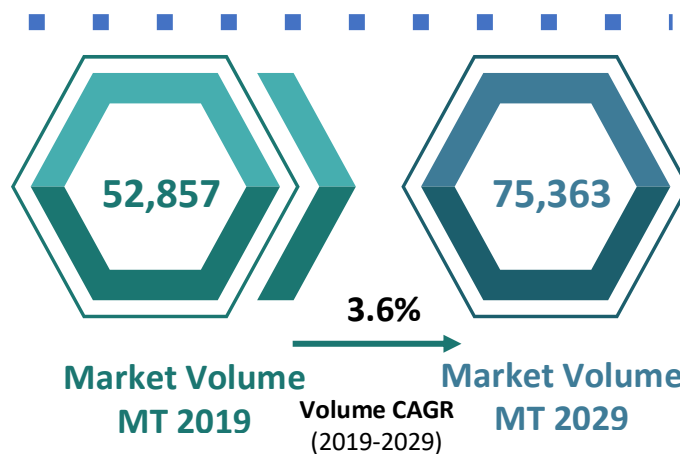
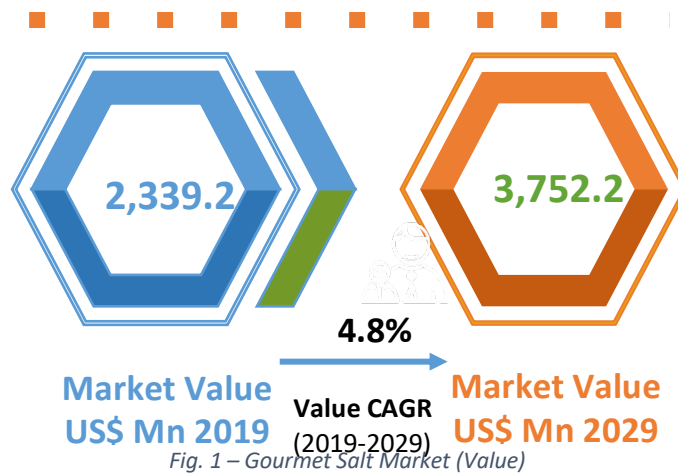
2.2 Methodology

In order to reach the objectives mentioned, we planned to use both secondary and primary data information. Secondary data come from different sources as a result of an intensive search about salt market and gourmet sector, looking for data market information. So as to primary data, we planned to carry out a survey while visiting salinas' partners as a benchmarking action. Due to Covid-19 and the impossibility to travel, we have developed a qualitative methodology as a provisional alternative to get primary data. The selected technique was Focus Group, to be performed in Spain and Italy. The results may be available in the third semester.



3 Results (1) – Gourmet Salt Market analysis

The Global Gourmet Salts market was valued at US\$ 2,339.2 Mn in 2019, and is projected to be valued at US\$ 3,752.2 Mn by 2029 end. Sales revenue is expected to increase at a CAGR of 4.8% during the forecast period (2019-2029). In terms of volume, the Global Gourmet Salts market was pegged at 52,857 MT in 2019, and is projected to reach 75,363 MT by the end of 2029. Volume sales is expected to increase at a CAGR of 3.6% during the forecast period (2019-2029). Data is represented on figures 1 and 2.



Europe is estimated to dominate the Global Gourmet Salts market, with a 35.9% market share in terms of value by the end of 2019.

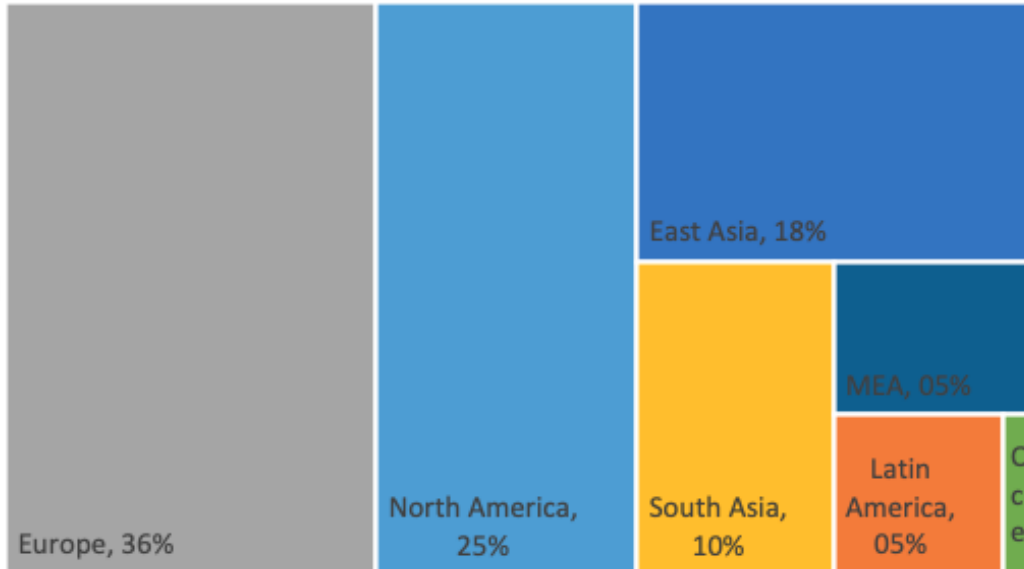


Fig. 3

Salt Market (by region)

– Gourmet

By product type, the Fleur de Sel is estimated to dominate the Global Gourmet Salts market, with a revenue share of 27.4% by 2019 end.

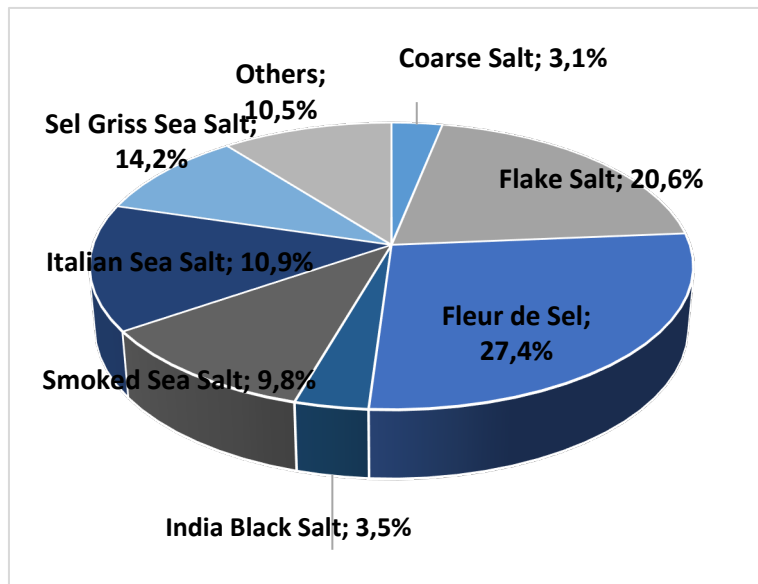


Fig.4 – Gourmet Salt Market (by product type)

By application, Meat & Poultry segment is estimated to dominate the Global Gourmet Salts market, with a revenue share of 31.2% by the end of 2019.

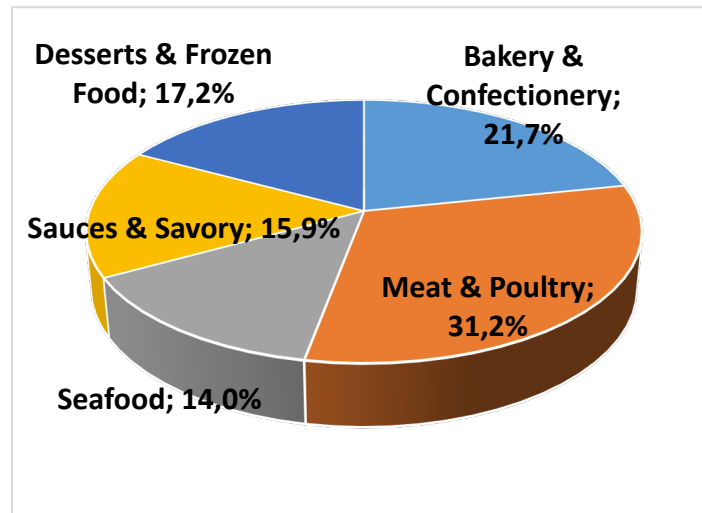


Fig. 5 – Gourmet Salt Market (by application)

The market key drivers and trends include the following items: greater spending on fine food and beverages; increasing use of gourmet salt in exotic food preparations; launch of Next Generation gourmet salt; clean label specialty products; fancy and durable packaging for a new range of gourmet salts.

Related to the Market Strategy, companies are trying to expand their market presence, product portfolio, and distribution networks through acquisitions and collaborations as the gourmet salts market is highly fragmented and highly competitive with a large number of small local players and few global players. End-user companies and manufacturers are collaborating and forming alliances on the basis of a quality of products as in the United States and European countries, companies are more concerned towards the purity and quality of gourmet salts.

As to Target Market in the global market, the demand for gourmet salts is increasing in meat, poultry & fish products. Increasing demand for exotic preparations of meat & poultry is expected to increase the demand for gourmet salts across the globe. Furthermore, the increasing consumer interest in various seafood products also proves to be a positive factor for the gourmet salt market.

About Target Regions, Europe represents a majority of market share in terms of value and volume, but the demand for gourmet salts products is expected to be low in the region. Currently, the demand for gourmet salts products is increasing at significant growth in Asian markets owing to flourishing end user industries such as food service and food processing industries. This expects higher demand for gourmet salts in near future.

Finally, the key differentiation strategy adopted by the manufacturers is to innovate various packaging formats. The manufacturers are innovating and implementing the new types of packaging to attract the attention of the consumers which will define their gourmet salt as the premium product. Companies are



more focused on the application of gourmet salts in a variety of applications, companies are offering tailor-made solutions for new product applications. For instance, along with the use of gourmet salts in exotic food, companies are also offering gourmet salts for application in frozen food, bakery products and seafood.

3.1 Market Introduction

Gourmet salts are basically sea salts with lower sodium levels and are harvested naturally. These salts are available in various colors, textures, forms, packaging formats and flavors. Emergence of demand for gourmet salts has been due to consumer concern for healthier alternatives, clean-label products, increased awareness of products across various social media platforms and growing traction towards innovative flavors and ingredients. The gourmet salt is either harvested or mined. Harvested salt is obtained from sea water, whereas mined salt is obtained from mineral rocks and other sources and is not as important as for this project.

On the basis of Product Type, gourmet salts market is segmented in Coarse Salt, Flake Salt, Fleur de Sel, Indian Black Salt, Italian Sea Salt, French Grey Sea Salt, Smoked Sea Salt, Others. In the Others segment we have included gourmet salts such as Himalayan pink salt and specialty flavored salts.

By End Use, the gourmet salts market is segmented into Bakery & Confectionery, Meat & Poultry, Seafood, Sauces & Savory, Desserts & Frozen Food.

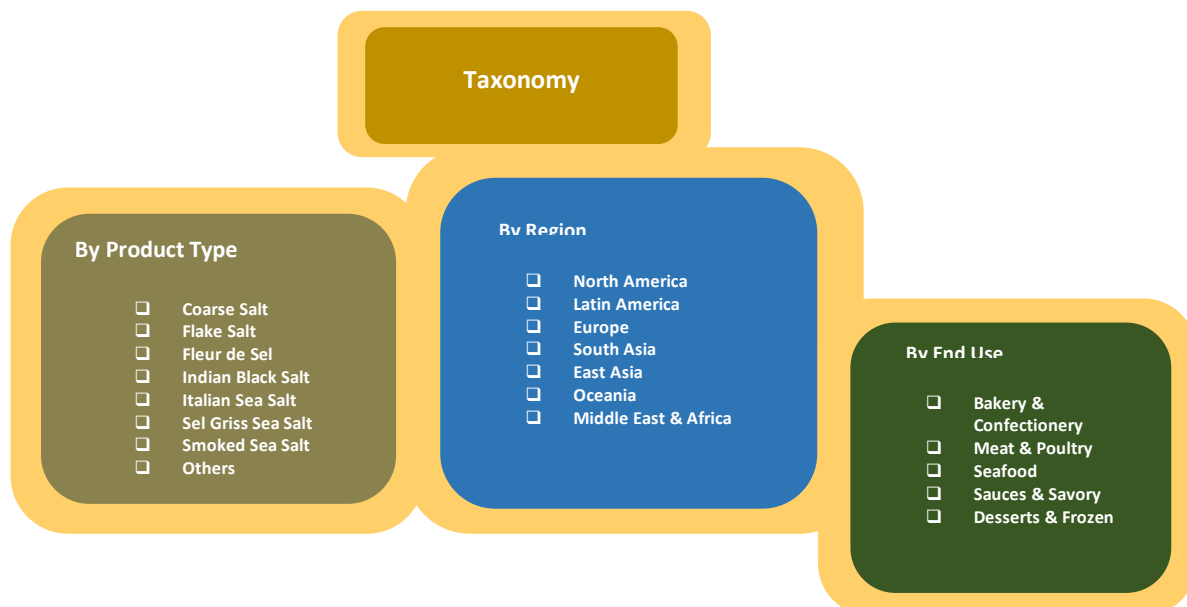


Fig. 6 – Gourmet Salt Market (taxonomy)

3.2 Key Market Trends

In general terms, global food and beverage industry is affected by the following trends:



- High demand for natural, healthy, functional and organic
- Increase label scrutiny and recognized ingredient list
- Transparent and clear information
- Significance for ethical positioning such as eco-friendly, recycled, natural and others
- On-the-go consumption
- Demand for credible labeling and certification
- Preference for plant-based food and beverage products
- Animal welfare

The key trends impacting the market related to edible insect movement in North America are leading to new innovations in the edible insect ingredients market. This resulted in a new ingredient innovation in gourmet salts, called Himalayan Pink - The Cricket Salt, a salt spiced with powder made from real crickets. Besides, increasing awareness about clean label products among consumers is raising the demand for clean label ingredients: consumers are now aware of the health benefits of clean label products. This trend is forcing gourmet salt manufacturers to focus on the introduction of clean label specialty ingredients for application in various food segments. In addition, as the growing interest and trend of exotic food among consumers is expected to boost the gourmet salt market, most of the leading suppliers of gourmet salt are now focusing on the attractive packaging of their gourmet salt varieties. Therefore, companies are now offering the same gourmet salt in different packaging, shapes, sizes and materials. Also, the durability, efficiency and quality of the packaging are kept at high priority (*in June 2017, SaltWorks, a leading supplier of gourmet salt, introduced new products with new packaging styles, such as pour-spout pouches, refillable ceramic grinders, boutique glass jars, and reusable salt shakers, at the 'Summer Fancy Food Show' in New York City*).

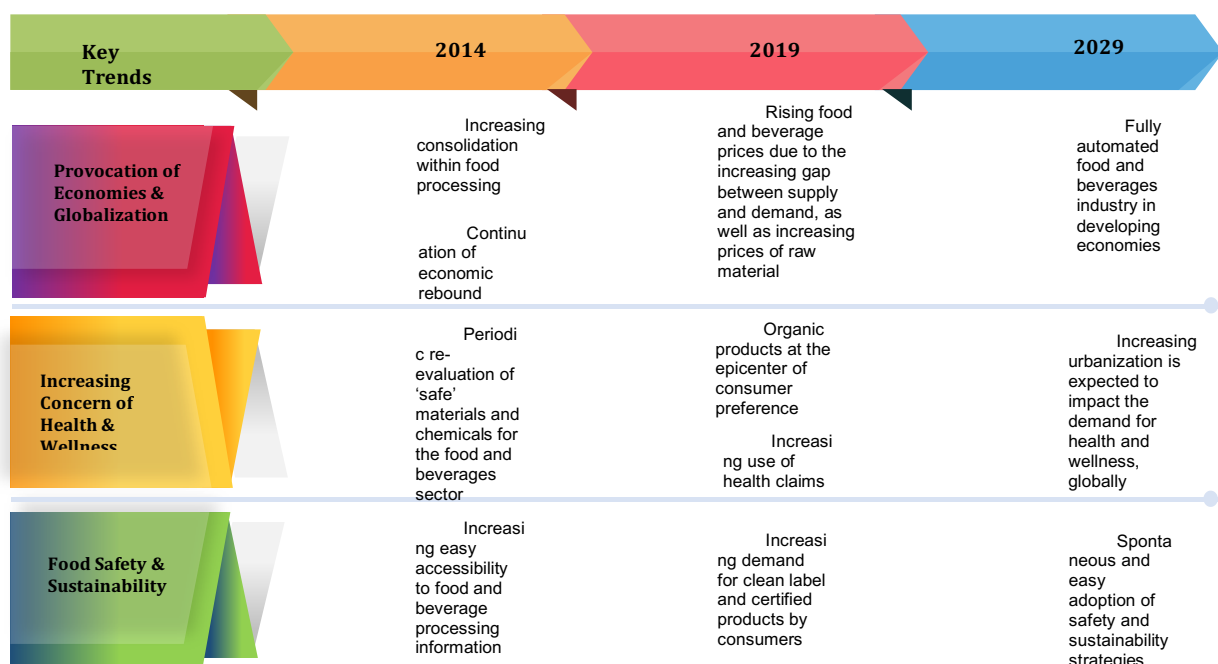


Fig. 7– key market trends resume

3.3 Key Success Factors

3.3.1 By product type

The global gourmet salts market success factors by product type is represented by the following:

Sel Gris: also known as French grey sea salt, this salt is gray in color, has high moisture content and contains complex minerals. It is used in cooking and finishing salts.

- *In September 2015, Gear Petrol published an article on Primer Salts, comparing industrial salt and sea salt. The article lays emphasis on gourmet sea salt, and suggests the use of Sel Gris, flake salt, and Fleur de Sel for salad, meat and all-purpose food products.*
- *In November 2013, SaltWorks was certified by the prestigious Nature et Progress, an organization that ensures the quality and purity of high-end sea salt, for its Sel Gris and French grey sea salt products, which are available in fine and velvet form.*

Smoked Sea Salt: smoked salts are created by a natural smoking method using real wood fire to infuse the salt crystals with 100 percent natural smoke.

- *In March 2015, Hollywood Farmer’s Market added Spice Alley, a new extension of the market devoted to spices and gourmet sea salts. Vendors such as Hepps Salt Co. would offer exotic selections of gourmet salts that include smoked salts, natural blends, cooking salts, and finishing salts.*
- *In February 2014, SousChef.co.uk, a specialty cooking ingredients website, launched Ottolenghi’s online pantry range, that included lemon myrtle salt from Queensland in Australia, and Welsh oak smoked sea salt and Harrods which is a luxury department store in London offered a space in its store totally dedicated to gourmet salts shelving.*

Indian Black Salt: also known as Kala Namak, it is an unrefined mineral salt with strong sulfuric flavor and aroma. It is mainly used as a dressing in Indian savory dishes and is also sprinkled on salads.

- *In February 2014, The Salt News published a recipe for popcorn with ‘Kala Namak’, which incorporates a strong pungent taste and adds fullness to the dish.*
- *In March 2015, StyleCraze published an article about the various health benefits of using Indian black salt in food. The salt offers a cure for high blood pressure, treatment of arthritis and also offers other hair and skin benefits.*

Flake Salt: flake salt is typically wide and thin in nature and provides larger surface area to disperse seasoning as compared to other salts such as Fleur de Sel, Sel Gris and other traditionally used salts.

- *In August 2014, Salt News covered an article about the use of flake salt in the preparation of grapefruit salad, that gives it a beautiful and sparkling appearance.*



Fleur de Sel: this type of salt has a peculiar grey color and a distinct taste. It is characterized by high mineral content and complex mineral structure. It is also known as the Flower of salt and Caviar of salts

- *In March 2013, HEPP'S Salt CO published a new recipe for roasted asparagus using Fleur de Sel salt for flavor enhancement and to retain the fresh green color of the dish.*
- *In April 2013, danazia.wordpress.com released an article about the amazing world of artisan salts, and covered the Meadow sea salt range and its benefits over common table salt.*

Italian Sea Salt: Italian sea salts are rich in flavor without being too overpowering or salty. These can be used in salads, and for finishing roasts and sauces.

- *In September 2018, Jacobsen LLC had launched the Italian Sea salt under the category of seasoning salt at the Expo East 2018.*
- *In February 2013, Hepps Salt Bar published a review of its product offerings, that include finishing salt varieties such as black truffle that is composed of Italian sea salt mixed with dried black truffles collected from the Abruzzi region of Italy. It is used as a garnishing salt for egg and pasta dishes, and is often described by users as the most flavorful salt in the whole world.*

Coarse Salt: this type of salt is characterized by large grains and low moisture sensitivity, and it is best suited for grinders.

- *In March 2015, Burbank, CA launched a new product called the dual salt grinder and pepper mill. This is specially designed for coarse salt grinding to get desired size grain size.*
- *In August 2014, Halfpops launched two new flavors—Caramel & Sea Salt and Chipotle Barbeque—to expand its product offering of partially popped and fully delicious popcorn snack range.*

Others (Himalayan, flavored, etc.): specialty salts and flavored salts are usually mixed with natural ingredients such as lemon, tomato, basil and other natural flavors, and are mainly used in premium products.

- *In August 2012, Urbandale Hy-Vee commenced the sales of Artisan Salt Company salts such as Himalayan pink mineral salt, Hiwa Kai black lava salt, Yakima applewood smoked salt, and also other ranges of colorful exotic salts.*
- *In March 2012, Salt Farm launched a new specialty salt fortified with basil.*
- *In September 2014, Gustus Vitae Condiments commenced the sale of gourmet seasoning blends and finishing salts in California.*
- *In January 2015, Gourmet Italian—an Italian-based food specialist—offered a new line of artisan salt and sugar options at Olimila Gourmet Emporium—an Italian grocery store. This range includes various savory flavored salts, such as infused sea salt, which are created using a variety of raw and natural ingredients.*
- *In October 2017, Cricket Flours launched its innovative product Himalayan Pink, a handcrafted gourmet salt made from crickets. The cricket salt was launched on World Edible Insect Day.*



- *In December 2018, theatlantic.com published an article about the health benefit of Himalayan Pink salt and how pink salt took over the common salt in many Chef's kitchen and in the households.*
- *In September 2019, Morton Salt has added a colorful new product to its product line-up with the launch of All-Natural Himalayan Pink Salt.*

3.3.2 By Application

Bakery and Confectionery: bakery and confectionery product manufacturers lay emphasis on introducing novel and innovative products using ingredients such as gourmet salts in order to satiate consumer taste and preferences.

- *In 2019, For the development of new products using gourmet salt, Murray River Salts has collaborated with Mildura Chocolate Co., and developed two new products - Salted Chocolate Sauce and Salted Chocolate Bars, by using a combination of dark chocolates and gourmet salt.*
- *In July 2015, General Mills launched Nature Valley's Simple Nut Bar, which is made of whole nuts, seeds, honey, tapioca syrup and sea salt. These gluten-free bars are available in two flavors, namely, almond, cashew and sea salt, and roasted peanut and honey.*
- *In January 2014, Lindt and Sprungli launched Lindor coconut truffles and classic recipe caramel sea salt bars. These new products are expected to cater to new consumer trend of premium chocolates with a hint of salt.*

Meat and Poultry: meat and poultry products are part of daily diet in various regions, and restaurant and home cooks prefer salt blocks for meat cooking, smoking and curing as it imparts a unique flavor to the food product.

- *In June 2019, the chef at Grass & Bone Butcher shop in mystic, makes his own salts to keep up with increased demand for flavored version.*
- *In March 2014, Emirates Gourmet General Trading LLC, launched Himalayan Pink Salt Coarse—an all-natural salt specially developed to enhance flavor of meat and seafood products.*
- *In July 2014, Beyond The Shaker—a popular online food store—released a blog about rising adoption of gourmet sea and also announced launch of a new gourmet salt blend for meat grilling products*

Seafood: people are using gourmet salt blocks for cooking for parties or family get-togethers, as it imparts unique flavor especially to seafood. These blocks can also be chilled and used to serve cold items.

- *In July 2016, Naturiffic Salts announced three distinct salts at the 'Elk Grove Red' & 'White and Blue Festival' - Garlicky Lemon Gourmet salt, Gingery Orange Gourmet Salts and Peppery Lime Gourmet Salt.*



- *In June 2013, the Cornstore Group—a popular restaurant in Ireland—launched a summer seafood and cocktail collection that includes whole baked fish wrapped in seaweed and fresh herbs on ice with Himalayan salt and lemon juice.*
- *In April 2013, WorldNow and KLTV—popular media platforms—published an article posted by Stephanie Frazier about Sweet Gourmet recommending Himalayan pink salt block for seafood grilling to achieve the perfect taste.*

Sauces and Savory: sauces and savory manufactures are using gourmet sea salts in addition to table salt to add extra crunch, crisp and citrus taste. Crushed sea salt flakes are used in sauces, salsas, soups and marinades.

- *In March 2019, the chef at Empellon restaurant had launched the Margaritas with six to eight different flavors, and the famous one is Strawberry Salt: Strawberry Margaritas.*
- *In Sep. 2015, Food and Beverage magazine, covered article about launch of soy ginger by Snikiddy exclusively at Kroger. The snacks options offered are includes sea salt, Italian herb and olive oil and sea salt and lime.*
- *In Aug. 2015, Huffman launched Bloody Mary ketchup and expanded its sauces product portfolio, as consumers are searching product containing quality ingredient, the company is launching new range of sauces using high grade ingredients, fermented vinegar, sea salt and natural ingredients.*
- *In July 2015, Primizie, the creator of thick cut chef-inspired crispbreads, introduced unique food product as on-the-go treat by launch of sweet snack crisps, Dolce Caramel and Italian Sweet Cream. This is perfect savory snacks.*

Desserts and Frozen Food: salt is used as a preservative in frozen food products. With increasing consumer inclination towards healthy and low sodium food, frozen food manufacturers are focused towards use of alternative preservatives such as gourmet salts, which have lower sodium content than conventional salt and also impart a unique taste to the food product.

- *In October 2013, Connoisseur—a gourmet ice cream brand based in Australia—expanded its premium ice-cream range through introduction of a new on the stick range available in five exotic flavors, namely, Madagascan Vanilla, Murray River Salted Caramel with Macadamia, Kangaroo Island Honey with Pistachio, Sumatran Coconut and Cookies and Cream.*

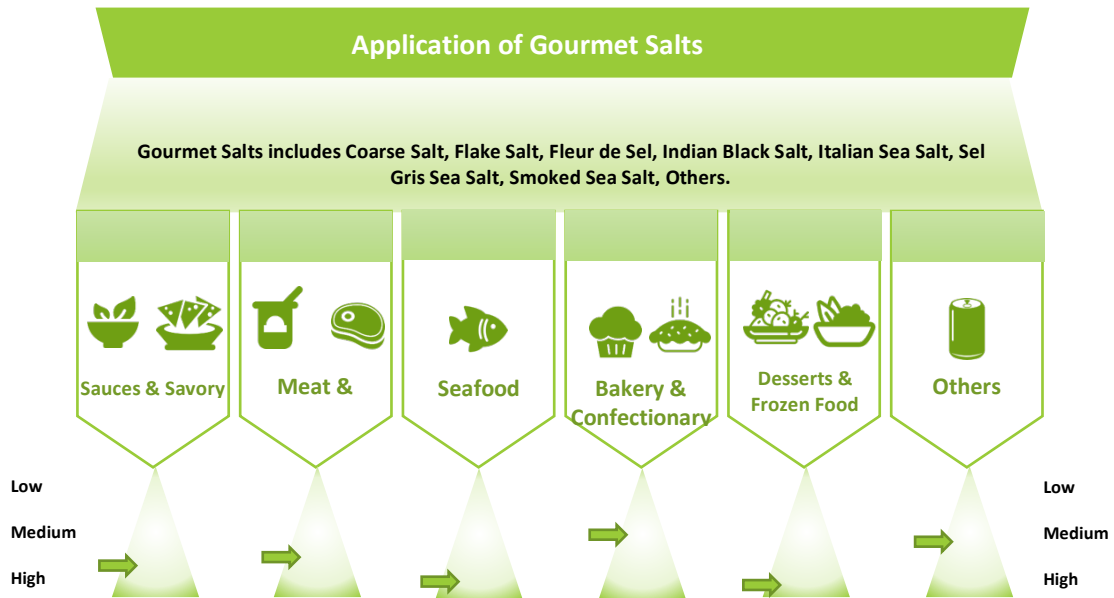


Fig. 8– Application of gourmet salts

3.4 Global Gourmet Salts Market Demand

The revenue from the global Gourmet Salts market is US\$ 2,339.2 Mn in 2019, and is expected to reach US\$ 3,752.2 Mn by the end of 2029. Sales revenue is expected to register a CAGR of 4.8% over the forecast period (2019–2029). Volume of the global Gourmet Salts market is 52,857 Tons in 2019, and is expected to reach 75,363 Tons by the end of 2029. In terms of volume, the market is expected to register a CAGR of 3.6% over the forecast period (2019–2029). We can see data on figures 9 & 10.

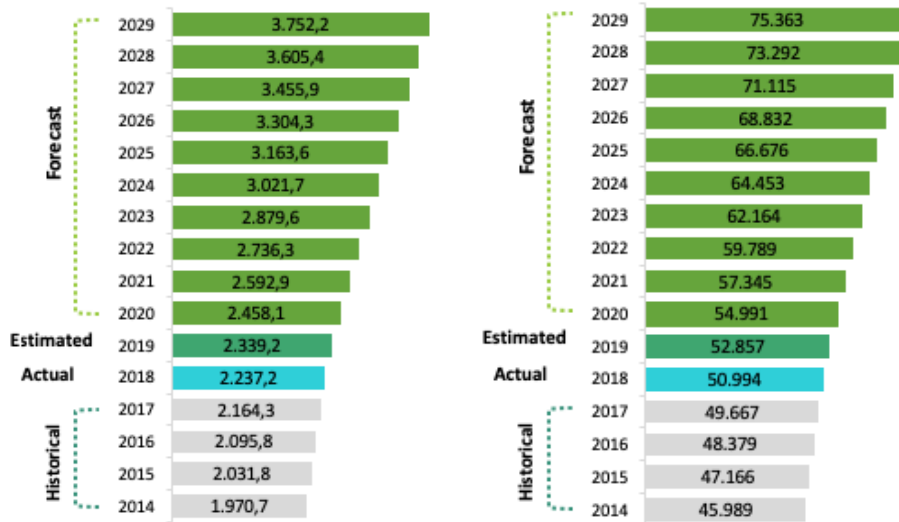


Fig. 9– Global gourmet salts market value/volume

Figures indicate the global Gourmet Salts market value (US\$ Mn) and Volume (Tons) between 2014 and 2029

The global gourmet salts market is estimated to create an absolute opportunity of US\$ 101.9 Mn by the end of 2019 over 2018, and represents an incremental opportunity of US\$ 1,413.0 Mn between 2019 and 2029.



Fig. 10– Global gourmet salts market value forecast 2029

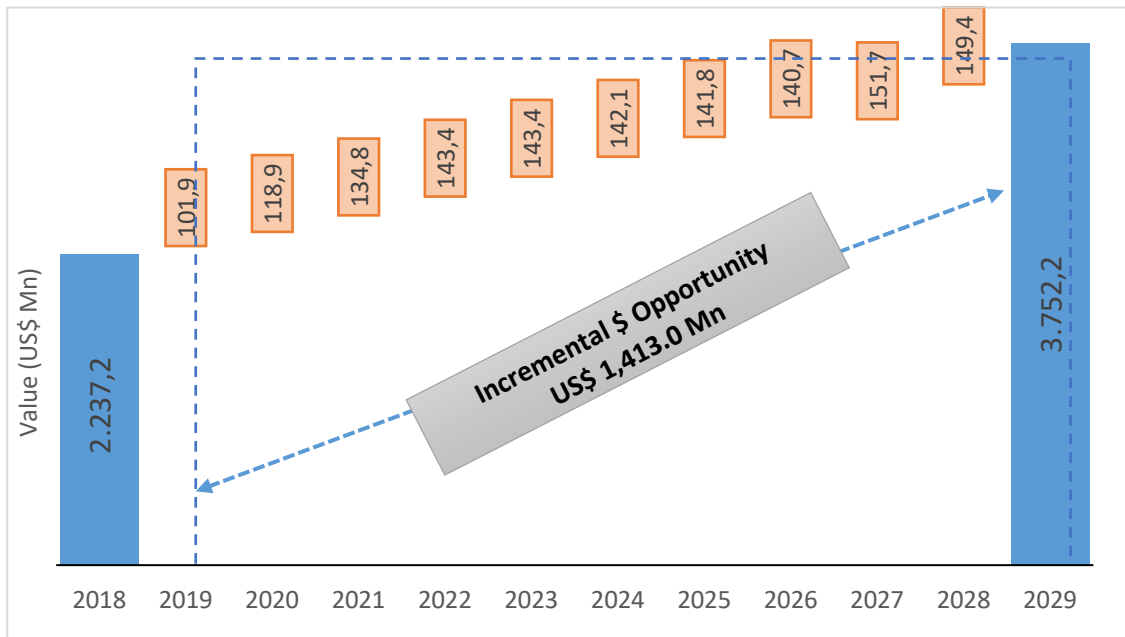


Fig. 11– Global gourmet salts market volume forecast 2029



3.5 Global Gourmet Salts Market Pricing Analysis

Pricing analysis is made by product type and regions. Value is considered on US\$ /Ton.

For the representation, prices are derived through weighted average method based on quotations from numbers of suppliers, distributors and manufacturers (pricing varies based on sourcing method, contracts with company, business relationship with company, quantities to be purchased, and payment mode etc.), and also at manufacturer level FoB (Free on Board) prices.

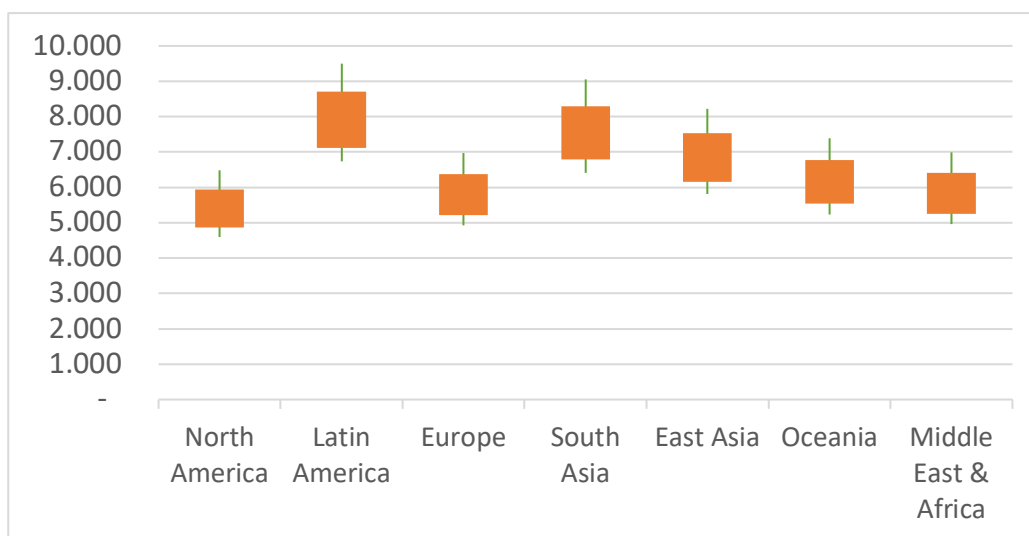


Fig. 12– Coarse Salt average prices (US\$/Ton)

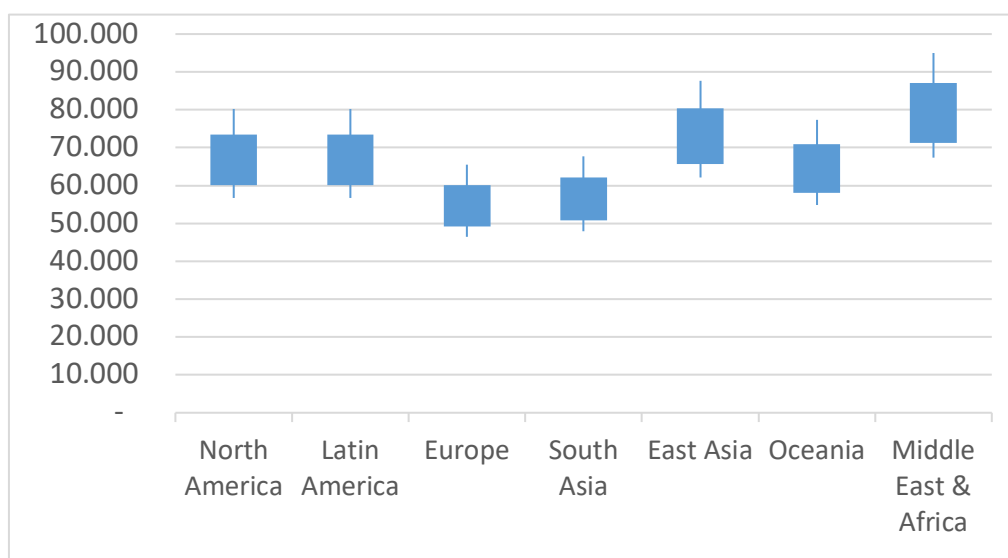


Fig. 13– Flake Salt average prices (US\$/Ton)

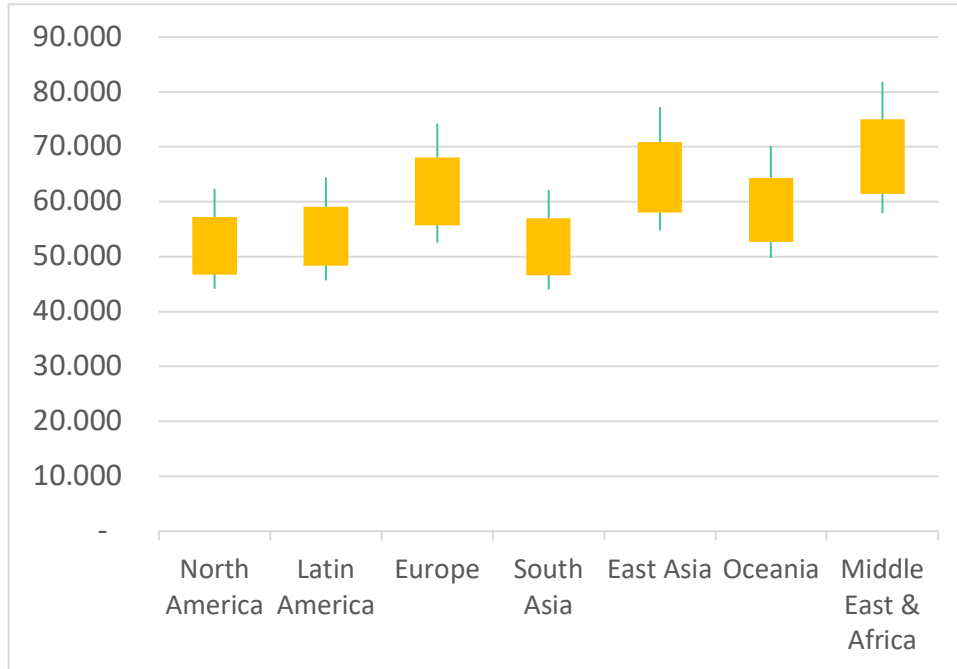


Fig. 14– Fleur de Sel average prices (US\$/Ton)

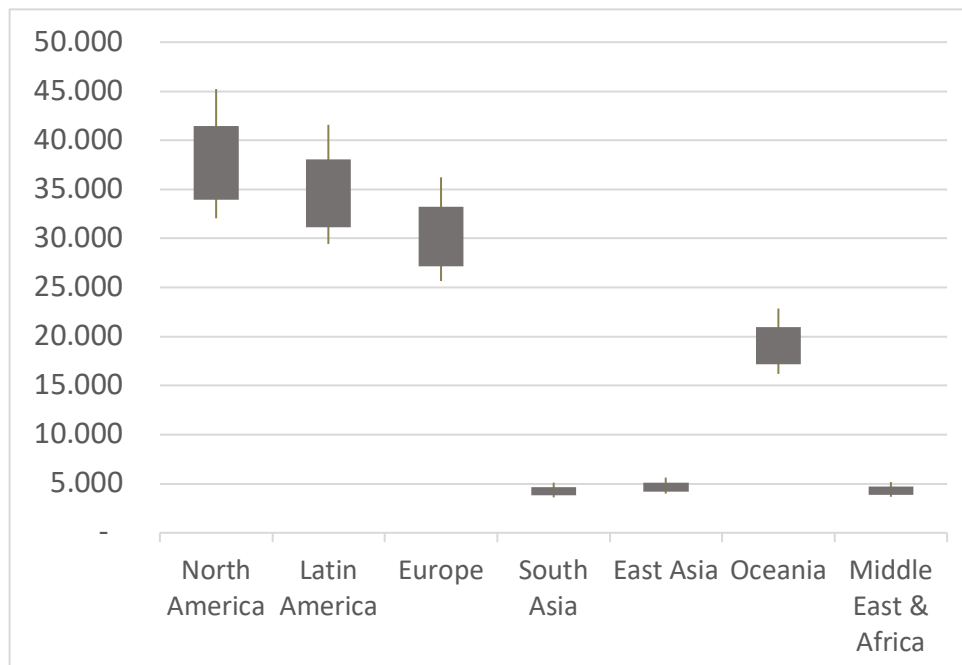


Fig. 15– Indian Black Salt average prices (US\$/Ton)

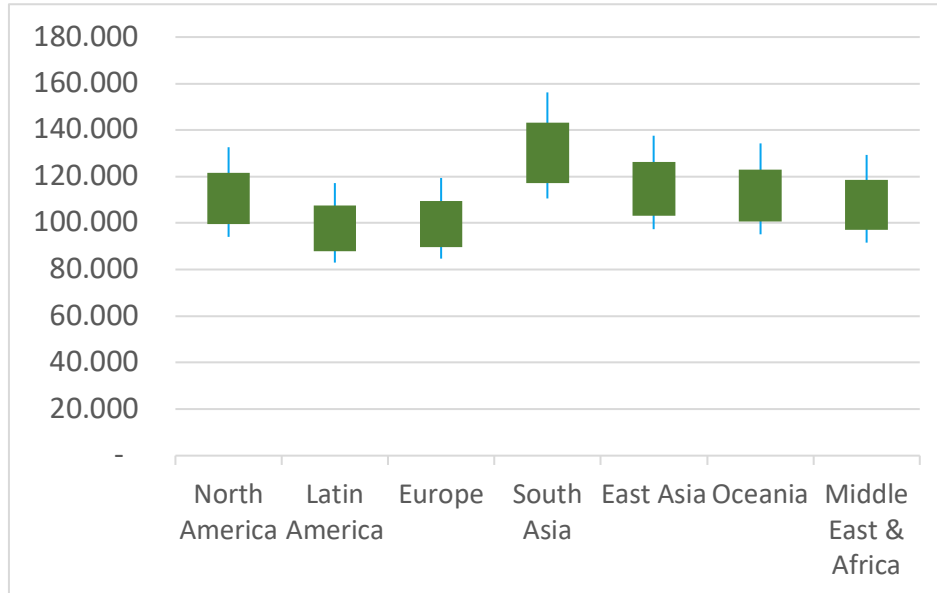


Fig. 16–Italian Sea Salt average prices (US\$/Ton)

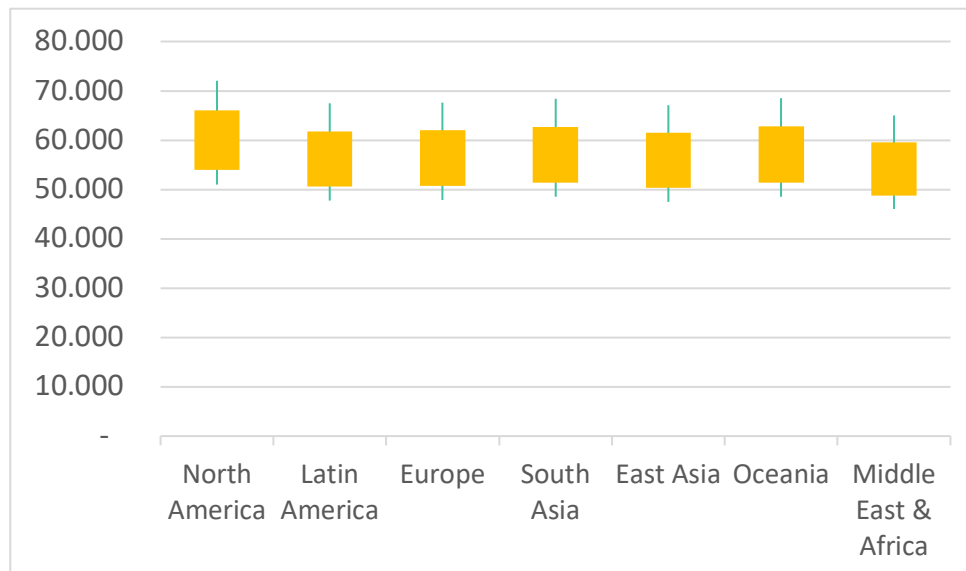


Fig. 17–French Grey Sea Salt average prices (US\$/Ton)

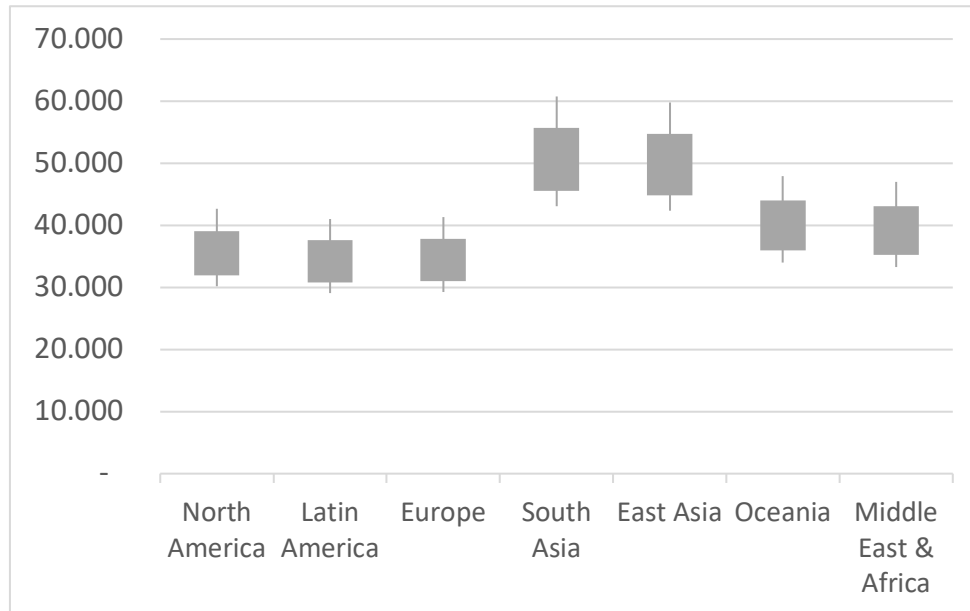


Fig. 18–Smoked Sea Salt average prices (US\$/Ton)



3.6 Market Background

3.6.1 Macroeconomic factors

GDP Growth – fairly low impact

- Globally, GDP growth has been stagnant in most prominent economies in the recent past. The advanced and matured economies of the world are expected to witness disparate recovery and growth over the next five years.
- Emerging and developing economies are expected to contribute significantly to global economic growth. Notably, the prominent economies of Southeast Asia, Latin America, and Eurasia are expected to witness gradual growth. Globally, GDP growth is expected to continue at a nominal rate over the next decade.

Urbanization – high impact on the target market

- As of 2018, approximately 54% of the global population lived in urban areas, and this share is expected to cross 65% by 2050. Owing to employment prospects, migration of working population to Tier-1 cities is further expected to bolster the urbanization trend across the globe. Notably, urbanization in Asian countries is expected to grow at a faster pace.
- Increased urbanization leads to exposure and awareness about essential food ingredients for a healthy lifestyle pattern.

Per capita expenditure – high impact on the target market

- Globally, per capita expenditure on food and beverages by the global population has witnessed an increase. The key reason behind increasing per capita consumption expenditure is willingness of the consumers to pay more for the premium food products. The consumers' expenditure on the premium and exotic food has witnessed the substantial growth owing to the fine quality and extraordinary feel of the premium and exotic food. Thus the increasing per capita expenditure on the premium food products and exotic food is driving the growth of global gourmet salt market.

Retail sales – moderate impact

- The global retail sales sector is becoming more organized, and it is expected to increase across various domains of consumer products. Expansion of global retail chains, both, physically and digitally, along with increasing product lines and product portfolios are expected to further drive the growth of the salt products including (gourmet salts) market.

3.6.2 Global food and beverage sector outlook

The food & beverage industry in North America is colossal and comprises a number of players competing in largely fragmented and multi-tiered supply chains. The industry is stringently regulated and players often have to adapt to a landscape that changes quite frequently. The primary demand drivers in North America are witnessing face-paced evolution, as dietary habits receive emphasis, especially among consumers who scour every label to read the ingredients.



Asia Pacific (APAC) remains one of the most prominent markets for food and beverage manufacturers globally. The region is home to the world's leading food producers, importers, and exporters. Opportunities galore as the region is also home to some of the world's most populous countries. Satisfying the growing and evolving needs of such a large consumer base will entail new solutions.

The global trends related to healthy, organic, and natural are also being witnessed in APAC's food and beverage sector, and manufacturers with a diverse portfolio have an increasing likelihood of succeeding in this marketplace. The evolving tastes and preferences of consumers are not lost on manufacturers, as offerings have been broadened to accommodate organic and natural food products. Many established players are focusing on acquiring smaller companies which have the expertise and reputation of being pros in specific organic and natural domains. These smaller companies have deep brand loyalty, and owing to the small scale of production, it is much easier for them to come up with innovative products. These factors, combined with increasing emphasis on organic and natural, are likely to make smaller companies attractive targets for mergers and acquisitions.

In Europe, notable developments that the food and beverage industry needs to lookout for are stricter monitoring of unfair trade practices (UTPs) by the European Commission (EC). Many food and beverage manufacturers are currently assessing the risk to business due to concerns of Brexit. Food and beverage companies are focusing on taking preventive action to secure their business interests.

3.6.3 Industry overview

The global food and beverages market is estimated to grow from around US\$ 13.9 trillion in 2016 to US\$ 16 trillion by 2020, representing an annual growth rate of 3.6%. The U.S. food and beverage industry is growing at a steady pace. The industry is also expanding rapidly in terms of number of companies and number of products. Japan is valued among the top five markets for baked goods and is the second largest in the Asia Pacific with an increasing demand for bakery products. Approximately 60% Europeans consume functional food, with women consuming a higher amount of functional drinks. Growing wellness trends across Brazil has elevated per capita consumption of flavored and functional water. Organic milk in Australia and New Zealand have picked up high demand. Flavored beverages are estimated to witness the highest growth rate of over ~7%.

3.6.4 Processed food market overview

With the increase in urbanization, demand for processed and packaged food and beverages is anticipated to increase globally. Growth in GDP at 3.5% surpasses population growth of 1.2% (CAGR 2017-30), however the overall consumer expenditure on food and beverages is set to drop from 8.6% of GDP to 8.1% by 2030 as products will become comparatively more affordable and will make up a lesser proportion of overall consumer expenditure.

Young populations located in urban areas of either Middle East, Africa, Asia Pacific or Latin America will be prominent consumers of the future. This group is the fastest growing and largest provider to value sales growth with their increasing buying power and affection towards westernized, convenient and easy-to-prepare food and beverages.



MedArtSal

Asia Pacific and Middle East and Africa are the major growing regions and contributor for the growth of processed food industry: The Middle East and Africa regions offer the peak level of prospective growth in food and beverage industry. These regions have high birth rates, rapidly escalating cities and growing employment. With greater wealth, increasing economic and political stability and fast developing infrastructure, consumers have greater access to a broader range of foods and beverages. In spite of lower growth rates across Asia Pacific, the size of the population and per capita disposable income growth across the region offers an alluring growth market in all categories.

3.6.5 Opportunities in global food and beverage industry

Most important opportunities may be: Differentiate with clear, credible, and transparent labelling to lure health-conscious demographics; Developing affordable product lines for low-income and middle class population; Increasing demand for natural ingredients, additive-free or lack of artificial ingredients products; Demand for on-the-go, ready-to-eat, ready-to-drink, quick cook, easy to prepare, ready-to-cook, convenience foods to meet ever increasing demand of busy consumers; Innovative packaging and development of smart packaging to ensure freshness, quality, portability, and design to attract customers; Consumer preference for packaged and convenience foods; Convenient form of packaging, portable size or products that are easy to consumer and carry; Competitive advantage through ethical and sustainable farming.

3.6.6 Industry value and supply chain

Supply chain is an important factor to get margin. Depending on your position, it may vary from 15/20% for retailers to 33/40% for dealers.

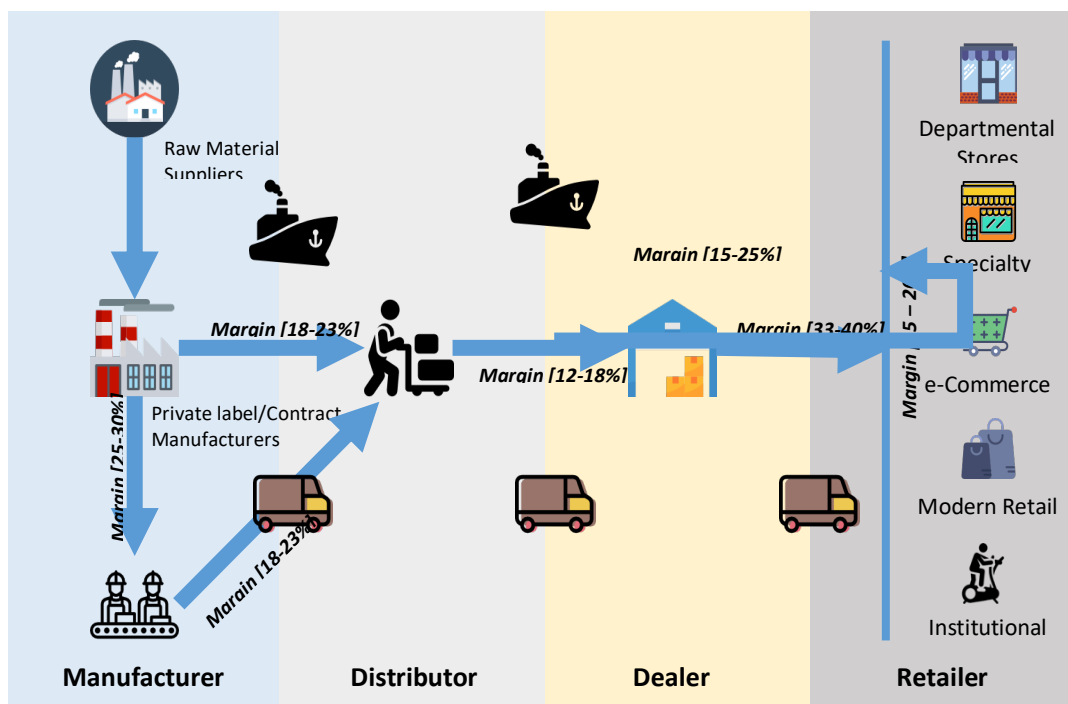


Fig. 19–Salt value chain supply



3.6.7 Factors effecting the prices

Price difference due to different matter states: each Application of gourmet salts requires different features and properties, therefore prices of each type vary according to the state of its matter.

Price difference due to import trends: the varying import trend is one of the major factors for the price difference amongst various countries. One of the major factors that affects the prices of goods are the differences in taxes and import duties across countries.

3.6.8 Market Dynamics

Salt market is quite dynamic in evolution. Some of the most important items on last years consider the following ideas:

Launch of next-generation gourmet salt

- Gourmet salts are an exotic range of salts that are used in many food preparations. Companies are now focusing on new generation unique and natural gourmet salts, which can be used for the specific taste or specific texture of food. Salt producers are developing and launching new products as the demand for a variety of gourmet salts is rising.
 - *In September 2017, Churchfield Saltworks launched Droitwich salt, a 100% natural and pure gourmet salt, at the 'Ludlow Food Festival' in the U.K. This salt is made from brine spring, which is crystal clear and ten times saltier than seawater. It is believed that salt from brine springs is the purest salt and 100% natural.*

Increasing use of gourmet salt in exotic food preparations

- Gourmet salts come in a variety of forms, and are radically varied in flavor, appearance and texture. These properties are being utilized to prepare a variety of foods and used in food preservation as well, which gives a fine taste to the prepared food. Exotic food is the segment where food is prepared from tropical ingredients, being gourmet salts one such exotic and tropical ingredient. This provides the food a particular taste and texture as well. The demand for exotic food in restaurants is increasing globally, which is influencing the demand for gourmet salt. This demand is expected to grow with the growth of the gourmet salt industry.

Greater Spending on Fine Food and Beverages

- Consumers want the best quality food, and for that, the best quality ingredients are needed. They believe that gourmet salt is a better ingredient than regular table salt. The demand for exotic food and sophisticated dining is increasing among consumers, due to change in lifestyle and disposable income has been increased over the years. Hence, consumers are ready to spend more on exotic food and sophisticated dining. This is expected to boost the demand for gourmet salt.



Increasing Demand for Organic Ingredients

- People are becoming more aware of the harmful effects of chemically-processed ingredients and food. Consumers are now more health conscious, and spend more on organic food and ingredients. gourmet salt also has more of a natural and healthy image in the minds of consumers than traditional table salt. Gourmet salt is an organic ingredient, which has low sodium content and high mineral presence in its natural form. The demand for such an organic ingredient is increasing, and this is expected to boost the growth of the gourmet salt market.

Influx of Low-quality Himalayan Pink Salt

- As the popularity and consumer demand for Himalayan salt is increasing, many suppliers who are new or unfamiliar with the salt industry are responding with low-quality Himalayan salt. These suppliers have already introduced poorly processed mineral salts that may contain repulsive and potentially harmful insoluble materials.
 - *In April 2017, the CEO of SaltWorks, Mr. Mark Zoske, warned all suppliers and consumers that, poorly processed and low-cost Himalayan pink salt is now available, which is damaging the salt industry's reputation, and putting consumer safety and satisfaction at risk.*

High Cost of Himalayan Salt and Other Gourmet Salts

- The cost of Himalayan salt and other gourmet salts is higher than traditional table salt. This is due to the different processing methods that are used to obtain a variety of high-quality gourmet salts. The price of gourmet salt is dependent upon the availability of the salt, extraction cost, and processing cost. Himalayan salt and other gourmet rock and sea salts can cost two to 30 times more than standard salt.

Introduction of New Salted Dark Confectionery Products

- Gourmet salt has a variety of applications in the confectionary industry. The leading suppliers of gourmet salts are innovating new products using chocolates. The new trending products that use gourmet salt and chocolate are salted chocolate sauce and salted chocolate bars. These products are manufactured using gourmet salt flakes and dark chocolate. This chocolate sauce can be used to jazz up desserts or can be drizzled on ice cream or fresh fruits.
 - *For the development of new products using gourmet salt, Murray River Salts has collaborated with Mildura Chocolate Co., and developed two new products - Salted Chocolate Sauce and Salted Chocolate Bars, by using a combination of dark chocolates and gourmet salt.*

Gourmet Cooking Salts

- The exotic food industry is always in need of new flavored gourmet salts to enhance the flavor and texture of food. The demand for dressing and seasoning products is continuously increasing, and hence, suppliers are now developing **new Naturiffic gourmet cooking salts (hand harvested Sicilian sea salt). These are hand harvested, unrefined, and artisanal sea salts, which are suitable for cooking, grilling, and finishing.**



- *Naturiffic Salts announced three distinct salts at the ‘Elk Grove Red’ & ‘White and Blue Festival’ - Garlicky Lemon Gourmet salt, Gingery Orange Gourmet Salts, and Peppery Lime Gourmet Salt.*

3.7 Global Gourmet Salts Market Analysis and Forecast

In the next pages figures we represented a resume of the market and forecast for the next years (2019-2029). Most important data are presented by type of salt, end uses and regions.

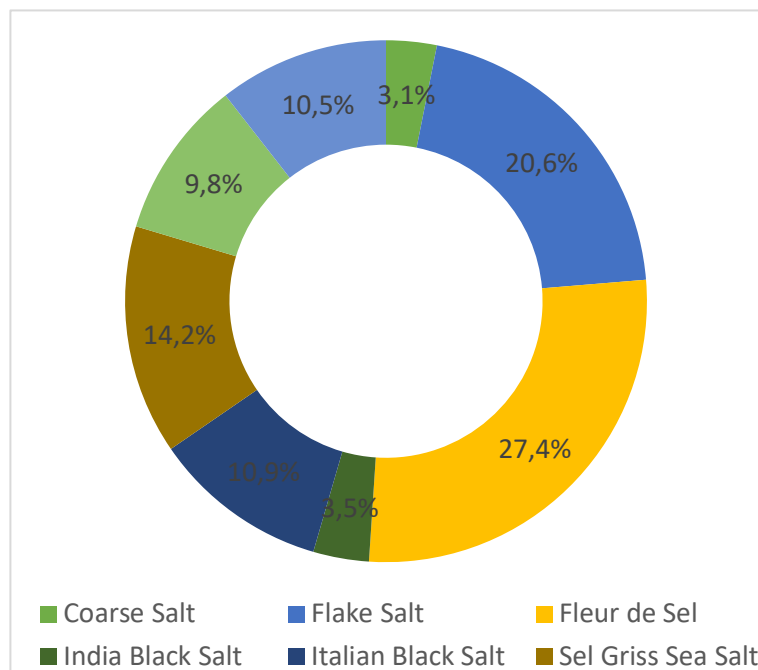


Fig. 20–Global gourmet Salts Market Value Share Analysis by Product Type (2019)

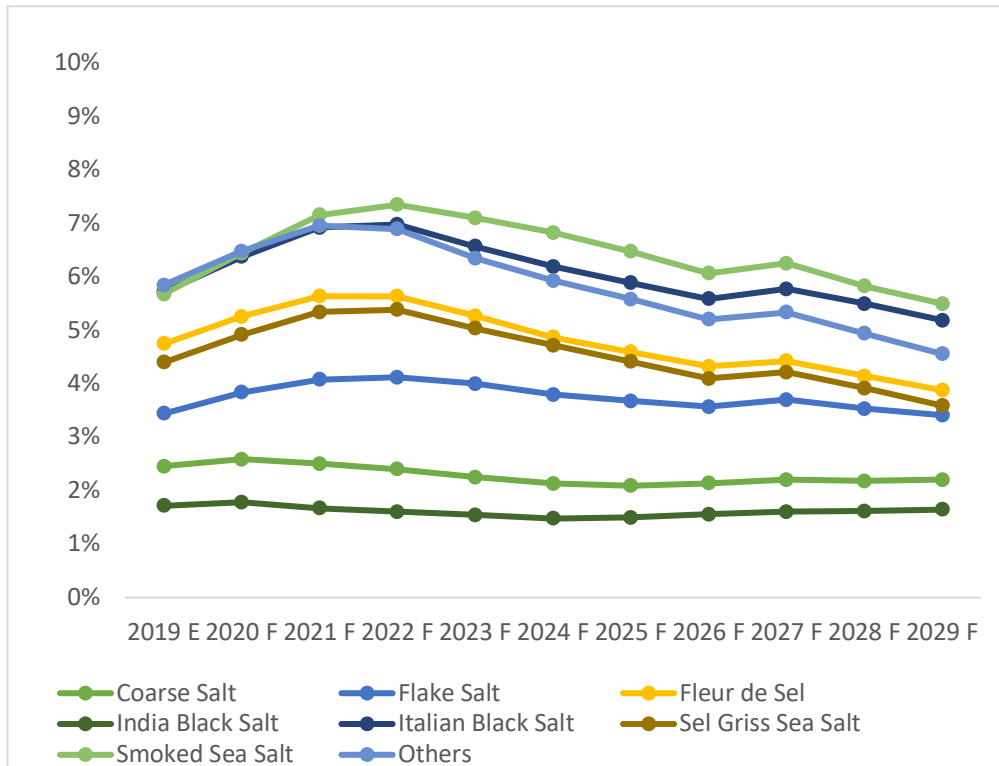


Fig. 21–Global gourmet Salts Market Y-o-Y Growth rate by Product Type (2019-2029)

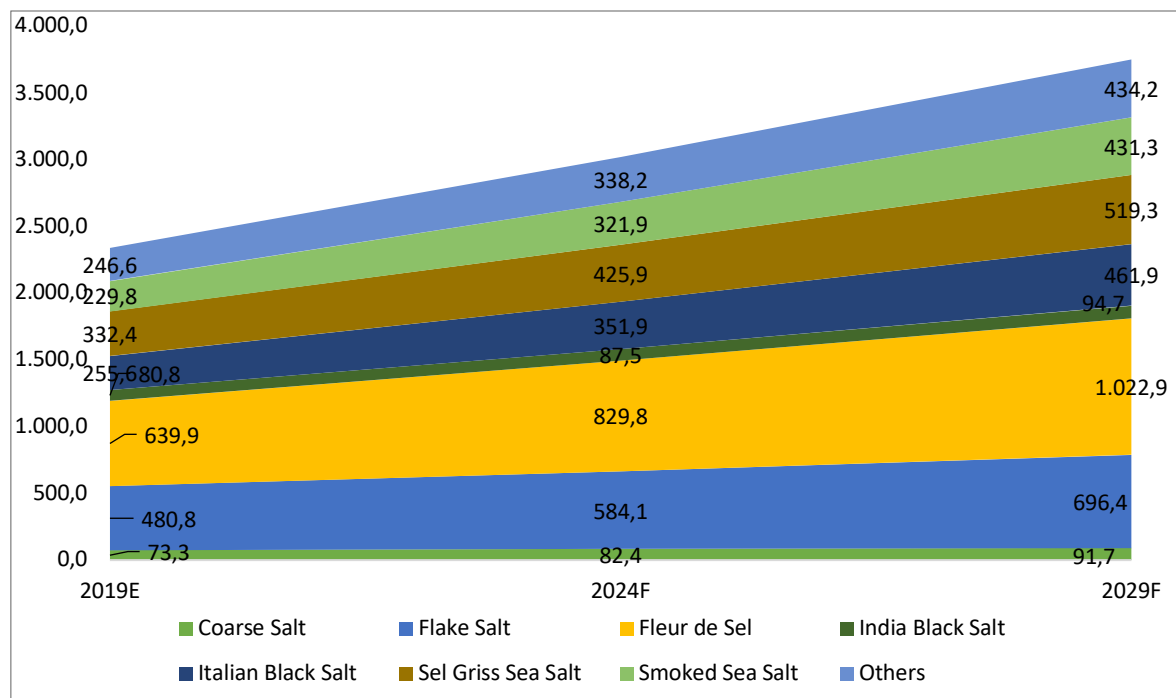


Fig. 22- Global Gourmet Salts Market Value (US\$ Mn) Analysis & Forecast by Product Type, 2019–2029

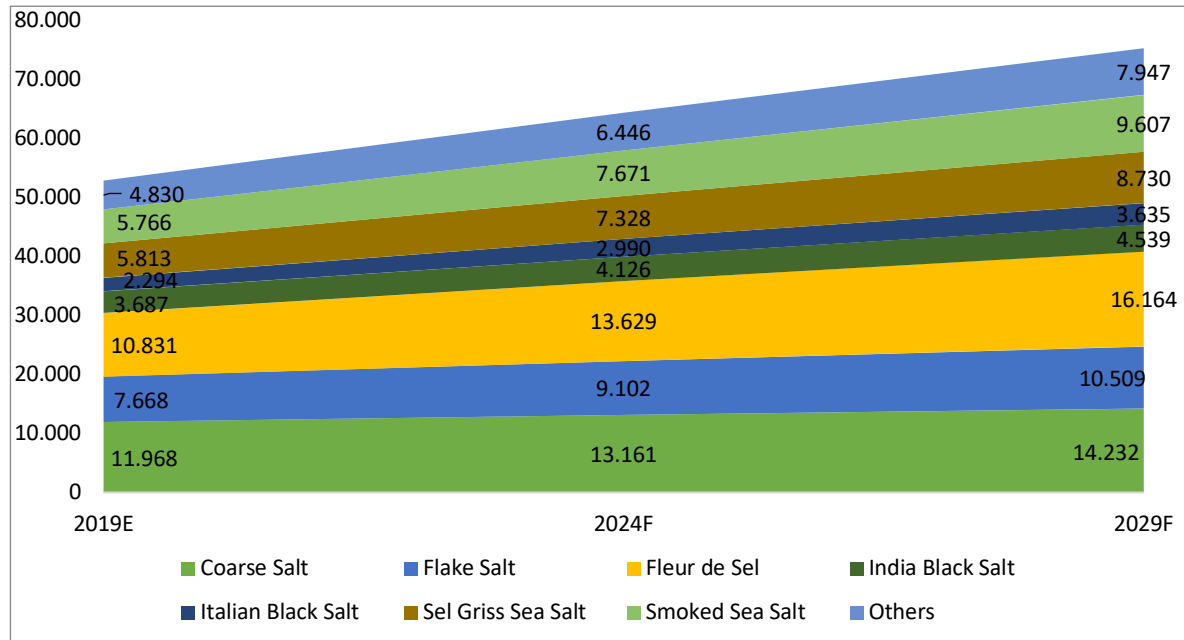


Fig. 23-Global Gourmet Salts Market Volume (Tons) Analysis & Forecast by Product Type, 2019–2029

End Use	2014 H	2015 H	2016 H	2017 H	2018 H	2019 E	2020 F	2021 F	2022 F	2023 F	2024 F	2025 F	2026 F	2027 F	2028 F	2029 F	CAGR (2019–2029)
Coarse Salt	66.6	67.7	68.9	70.2	71.5	73.3	75.2	77.0	78.9	80.7	82.4	84.1	85.9	87.8	89.7	91.7	2.3%
Flake Salt	421.8	431.8	442.1	453.1	464.8	480.8	499.3	519.6	541.1	562.7	584.1	605.6	627.2	650.4	673.4	696.4	3.8%
Fleur de Sel	535.0	552.4	570.7	590.2	610.9	639.9	673.6	711.5	751.6	791.3	829.8	867.9	905.4	945.5	984.7	1,022.9	4.8%
India Black Salt	75.5	76.4	77.3	78.3	79.4	80.8	82.2	83.6	84.9	86.2	87.5	88.8	90.2	91.6	93.1	94.7	1.6%
Italian Black Salt	206.5	214.4	222.9	232.0	241.7	255.6	271.9	290.7	311.0	331.4	351.9	372.6	393.5	416.2	439.1	461.9	6.1%
Sel Griss Sea Salt	281.6	290.1	299.0	308.5	318.4	332.4	348.8	367.4	387.2	406.7	425.9	444.7	462.9	482.4	501.3	519.3	4.6%
Smoked Sea Salt	185.9	193.0	200.6	208.7	217.4	229.8	244.6	262.1	281.4	301.3	321.9	342.8	363.6	386.3	408.8	431.3	6.5%
Others	197.9	205.9	214.4	223.4	233.0	246.6	262.6	280.9	300.2	319.3	338.2	357.1	375.7	395.7	415.3	434.2	5.8%
Total	1,970.7	2,031.8	2,095.8	2,164.3	2,237.2	2,339.2	2,458.1	2,592.9	2,736.3	2,879.6	3,021.7	3,163.6	3,304.3	3,455.9	3,605.4	3,752.2	4.8%

Table 1 - Global Gourmet Salts Market Value (US\$ Mn) Analysis and Forecast by Product Type, 2014–2029



End Use	2014 H	2015 H	2016 H	2017 H	2018 H	2019 E	2020 F	2021 F	2022 F	2023 F	2024 F	2025 F	2026 F	2027 F	2028 F	2029 F	CAGR (2019– 2029)
Coarse Salt	11,018	11,188	11,360	11,540	11,723	11,968	12,230	12,483	12,726	12,950	13,161	13,366	13,578	13,797	14,014	14,232	1.7%
Flake Salt	6,796	6,946	7,100	7,265	7,434	7,668	7,934	8,222	8,522	8,817	9,102	9,382	9,658	9,951	10,233	10,509	3.2%
Fleur de Sel	9,211	9,487	9,773	10,076	10,388	10,831	11,342	11,913	12,508	13,083	13,629	14,154	14,658	15,189	15,692	16,164	4.1%
India Black Salt	3,359	3,417	3,475	3,537	3,601	3,687	3,780	3,871	3,961	4,045	4,126	4,206	4,287	4,372	4,456	4,539	2.1%
Italian Black Salt	1,908	1,973	2,041	2,113	2,188	2,294	2,418	2,559	2,707	2,851	2,990	3,124	3,251	3,387	3,516	3,635	4.7%
Sel Griss Sea Salt	4,968	5,111	5,260	5,418	5,581	5,813	6,083	6,390	6,712	7,025	7,328	7,621	7,898	8,193	8,472	8,730	4.1%
Smoked Sea Salt	4,794	4,959	5,129	5,310	5,498	5,766	6,085	6,458	6,860	7,267	7,671	8,067	8,446	8,854	9,239	9,607	5.2%
Others	3,935	4,085	4,241	4,408	4,581	4,830	5,119	5,449	5,794	6,125	6,446	6,758	7,055	7,371	7,670	7,947	5.1%
Total	45,989	47,166	48,379	49,667	50,994	52,857	54,991	57,345	59,789	62,164	64,453	66,676	68,832	71,115	73,292	75,363	3.6%

Table 2 - Global Gourmet Salts Market Volume (Tons) Analysis and Forecast by Product Type, 2014–2029

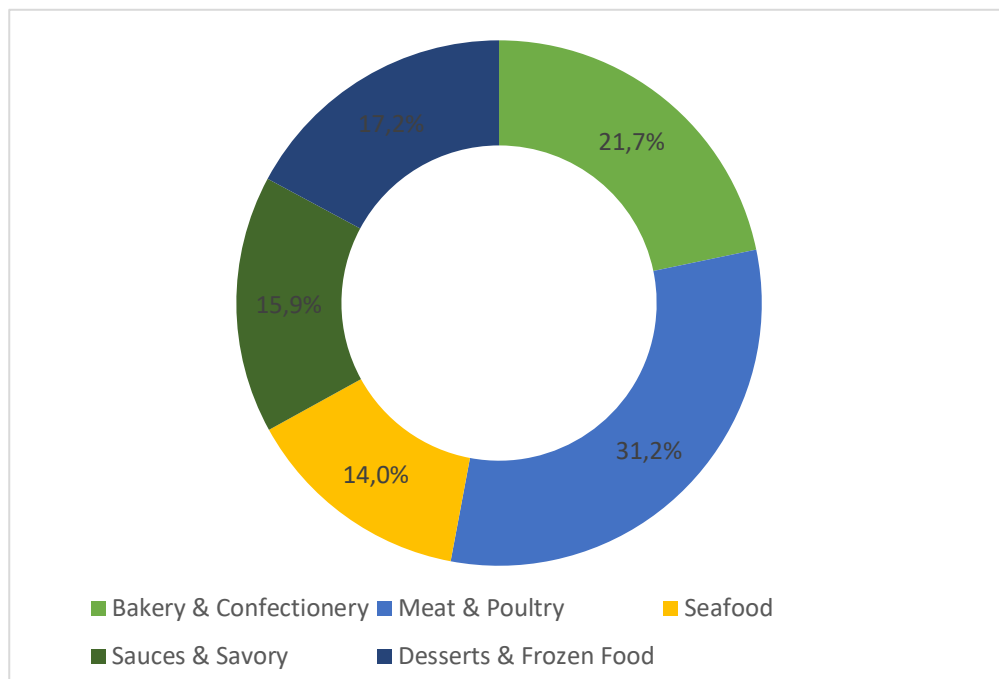


Figure 24. Global Gourmet Salts Market Value Share Analysis by End Use, 2019 E

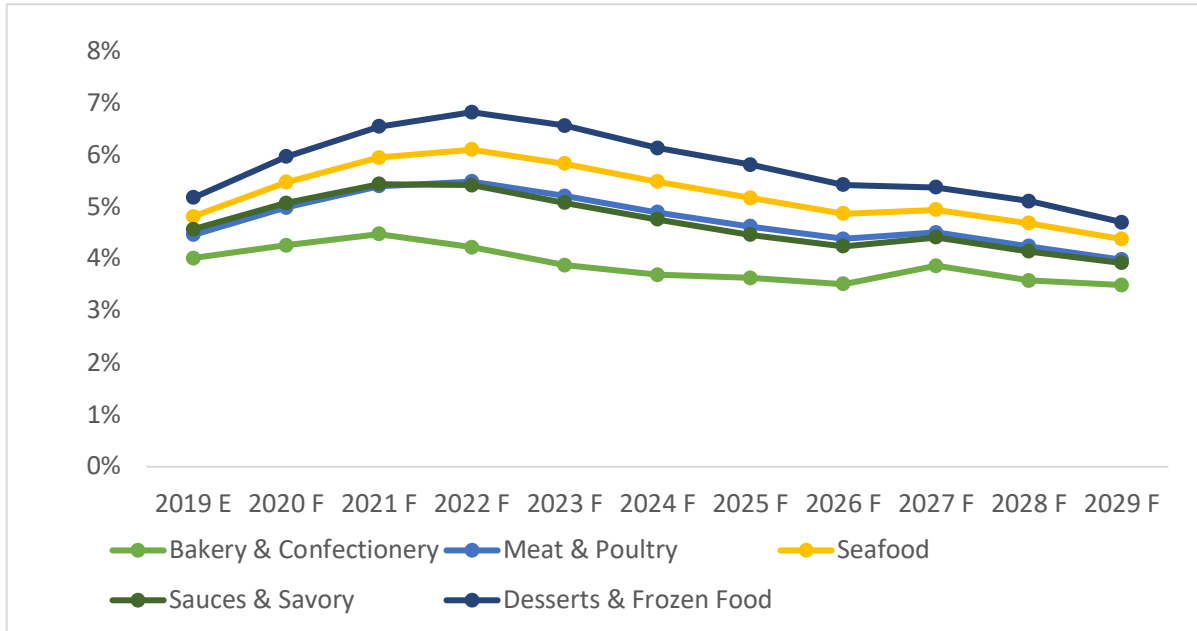


Figure 25. Global Gourmet Salts Market Y-o-Y Growth Rate by End Use, 2019–2029

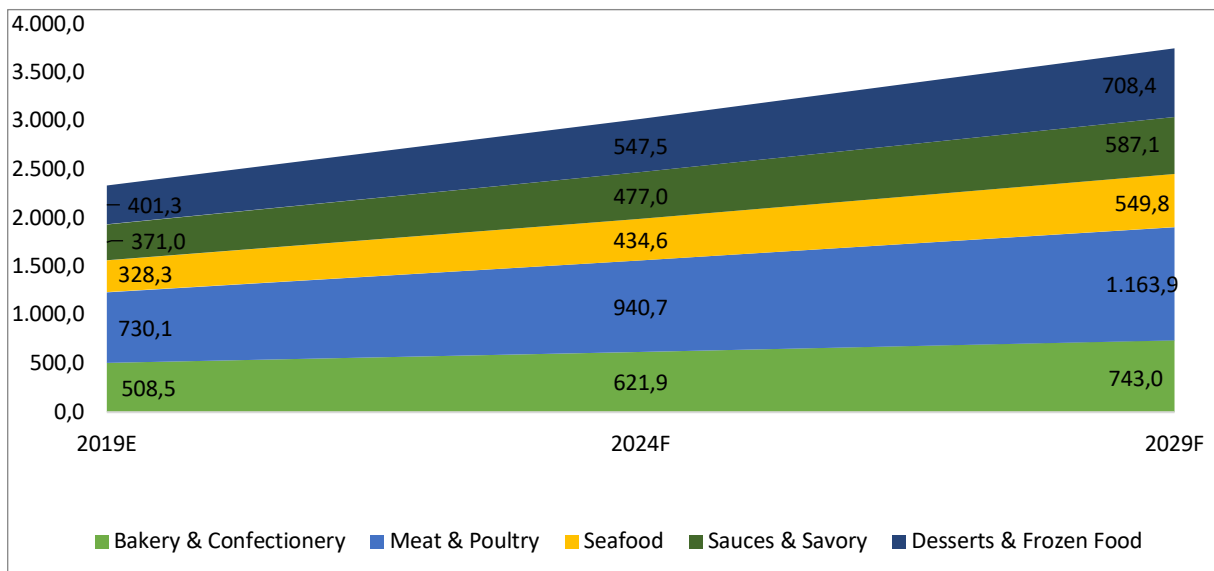


Figure 26. Global Gourmet Salts Market Value (US\$ Mn) Analysis & Forecast by End Use, 2019–2029

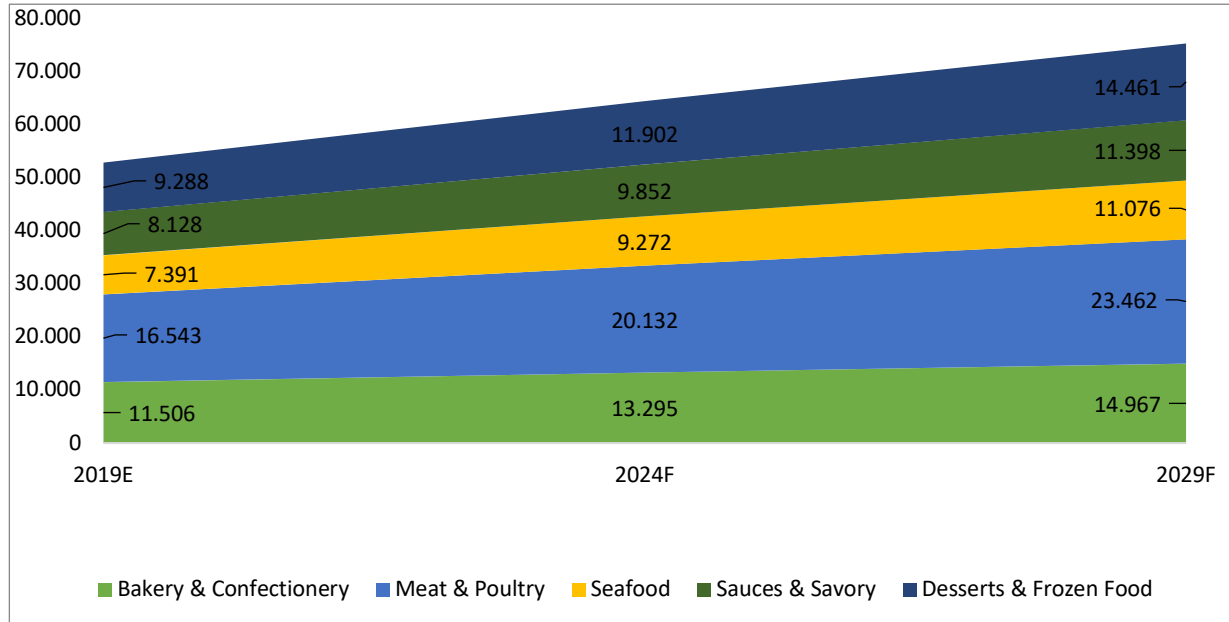


Figure 27. Global Gourmet Salts Market Volume (Tons) Analysis & Forecast by End Use, 2019–2029

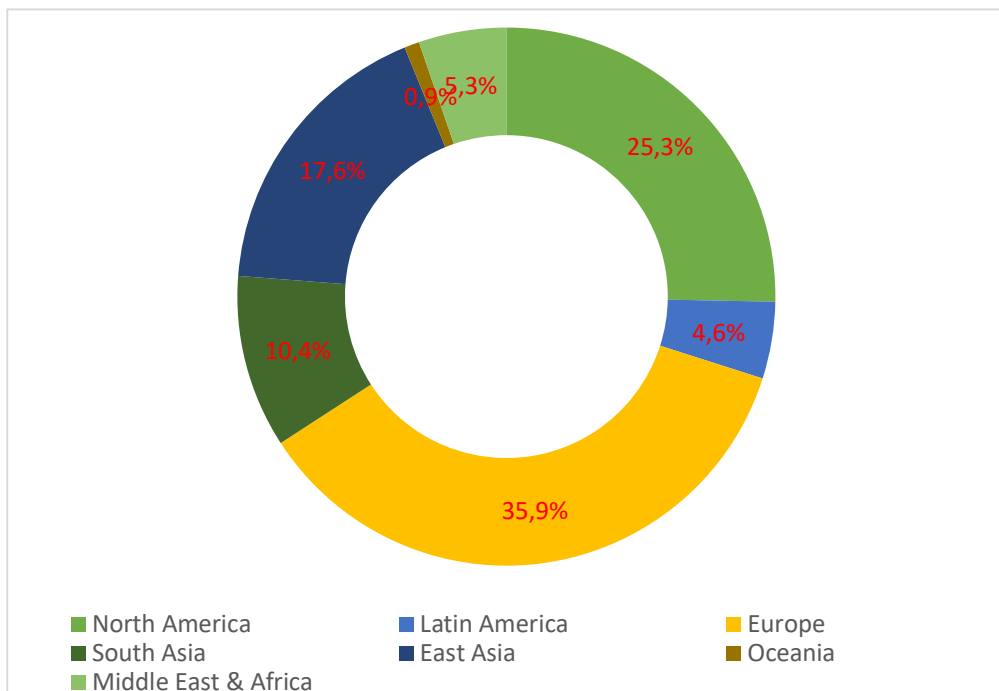


Figure 28. Global Gourmet Salts Market Value Share Analysis by Region, 2019 E

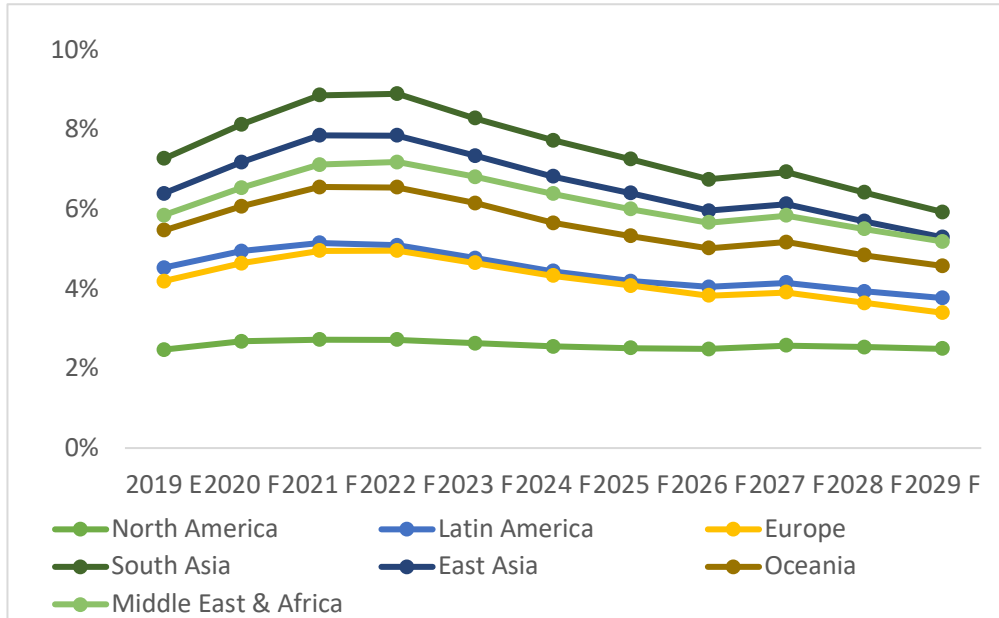


Figure 29. Global Gourmet Salts Market Y-o-Y Growth Rate by Region, 2019–2029

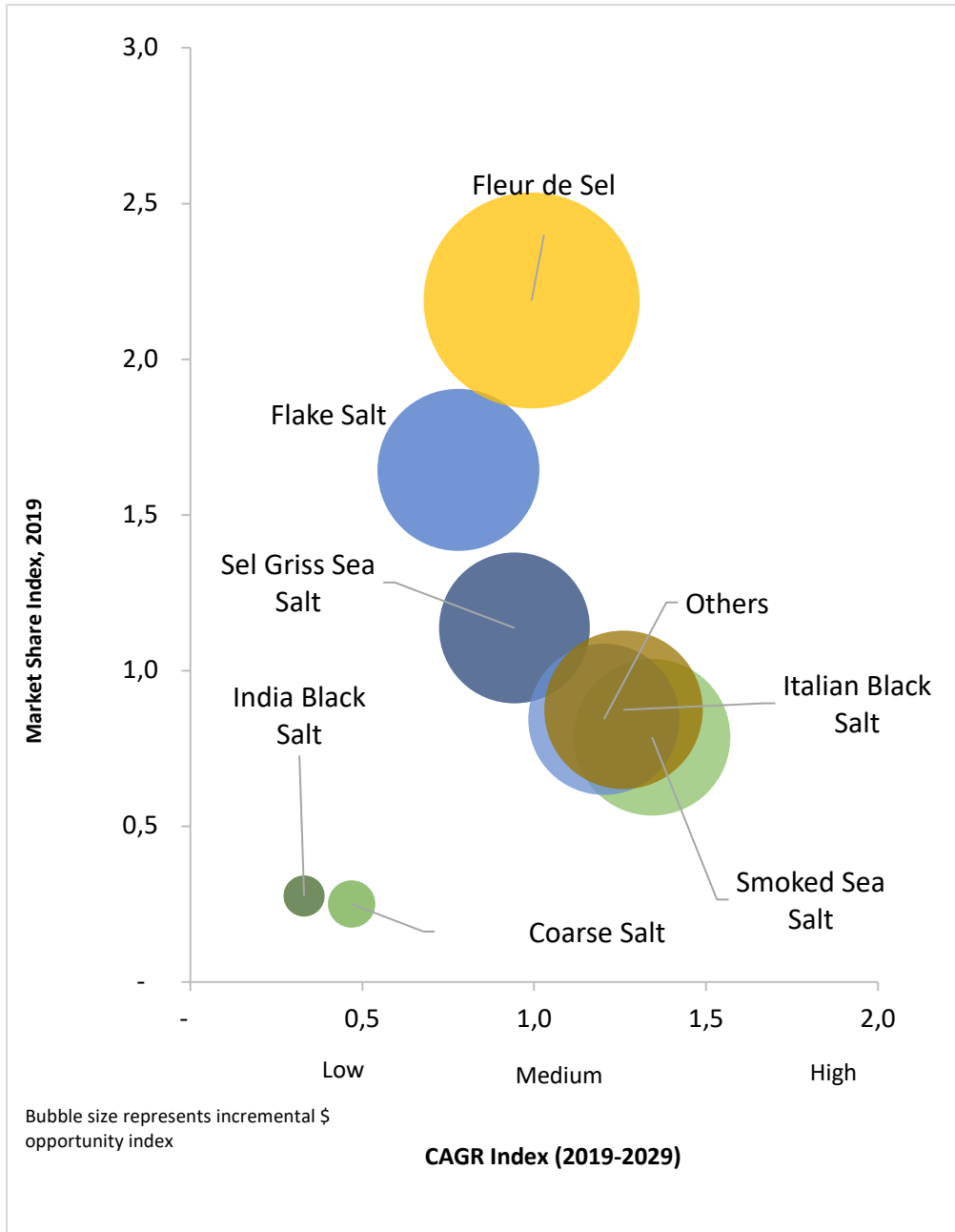


Figure 30. Global Gourmet Salts Market Attractiveness analysis by type, 2019-2029

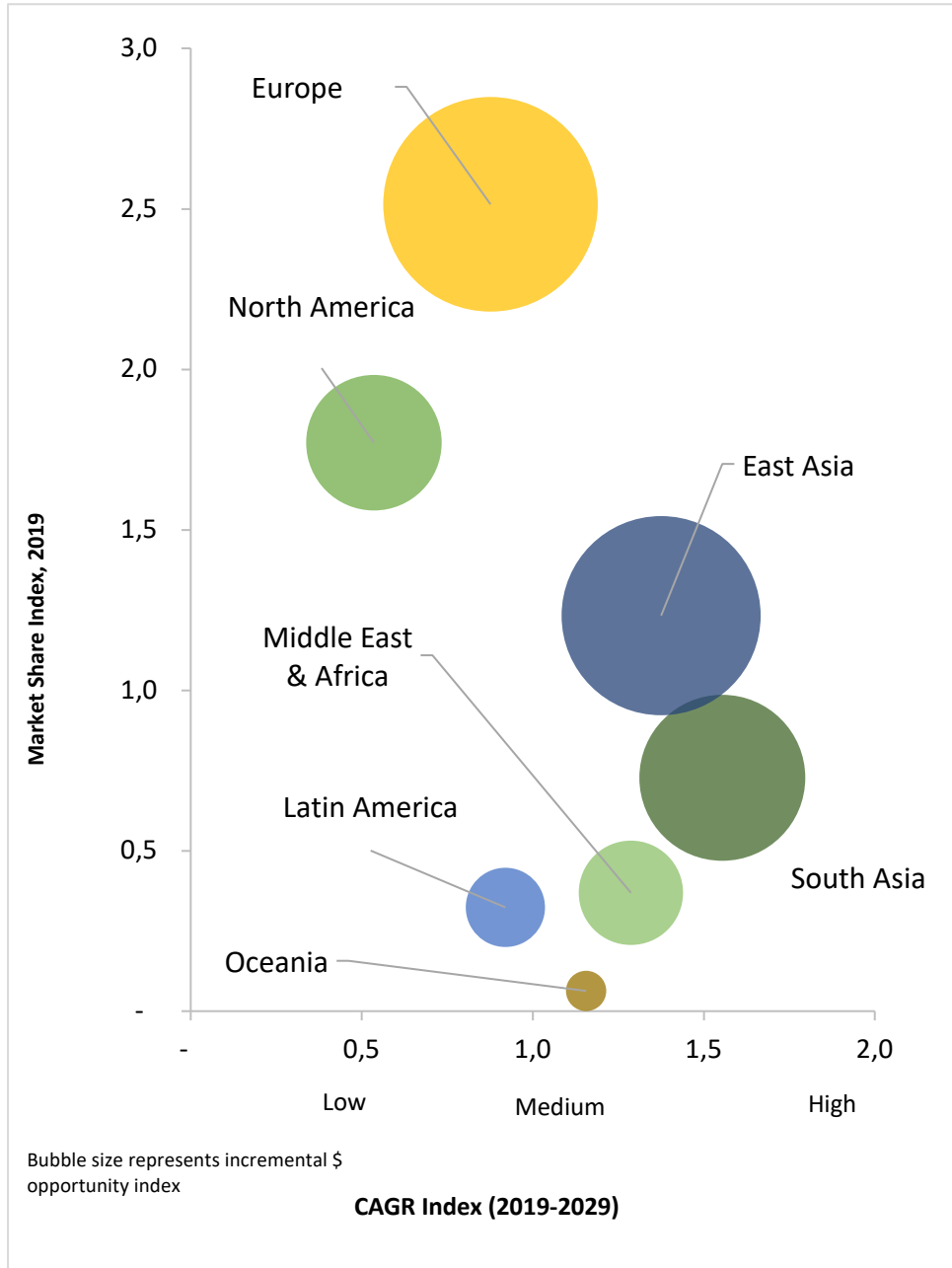


Figure 31. Global Gourmet Salts Market Attractiveness analysis by region, 2019-2029

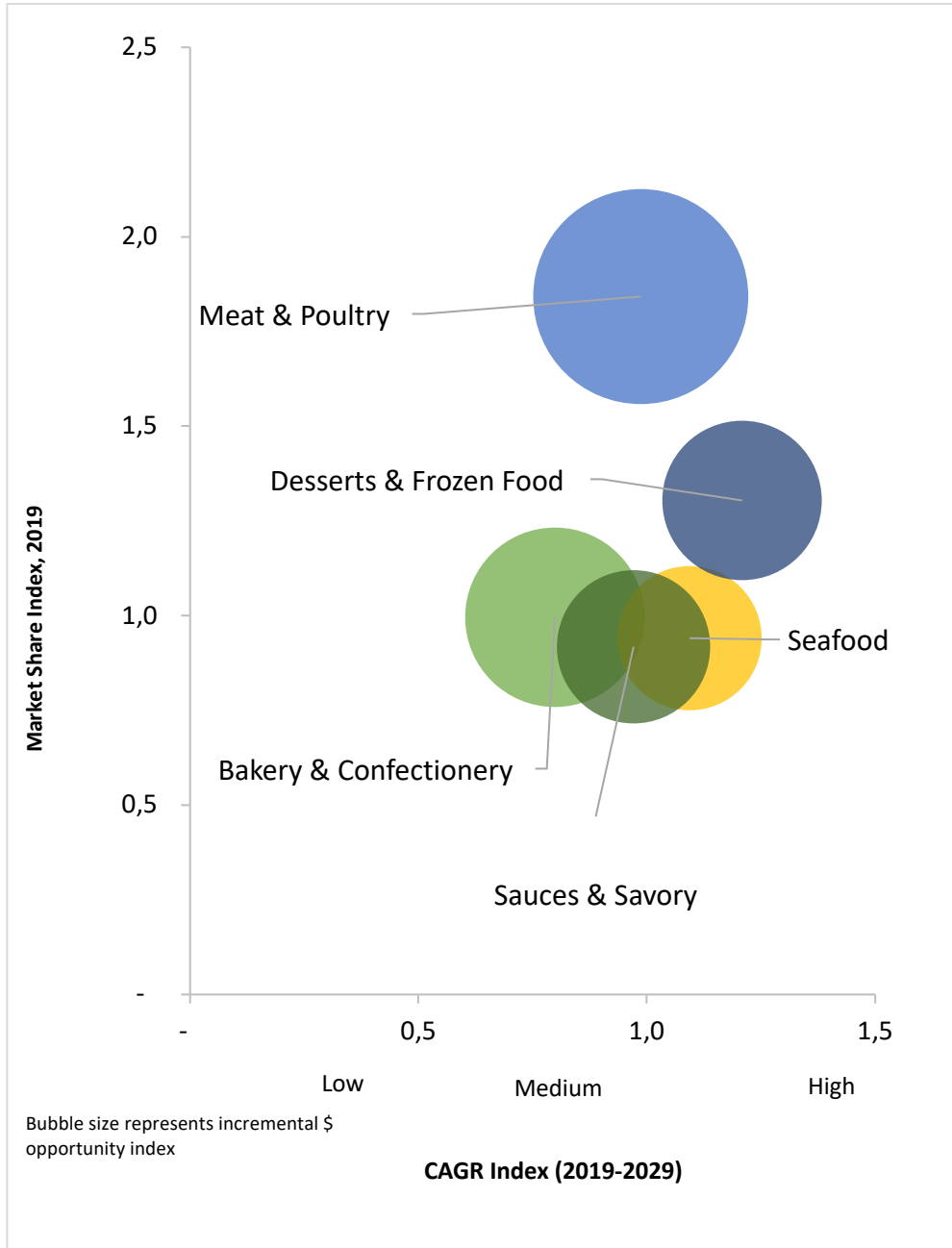


Figure 32.

Gourmet Salts Market Attractiveness analysis by end use, 2019-2029

Global



3.8 Market Structure and Market Share Analysis

Global gourmet salts market is primarily characterized by an essence of large number of regional and multinational companies operate. An approximate share of 40-45% is accounted by multinational players and offers wide range of gourmet salts based products in global specialty ingredients market. North America, Europe, and Australia are the two main regions on their target due to increasing per capita consumption of ready-to-eat fruits and vegetables in the region. Companies such as Cargill Inc., Morton Salt, Inc., Saltworks Inc. Murray River Gourmet Salt, INFOSA and others are some major companies operating in gourmet salts market.

Further regional players and local players accounts market share of 30-35% and local 15-20% respectively. Primarily these players are operating in East Asia and South Asia.

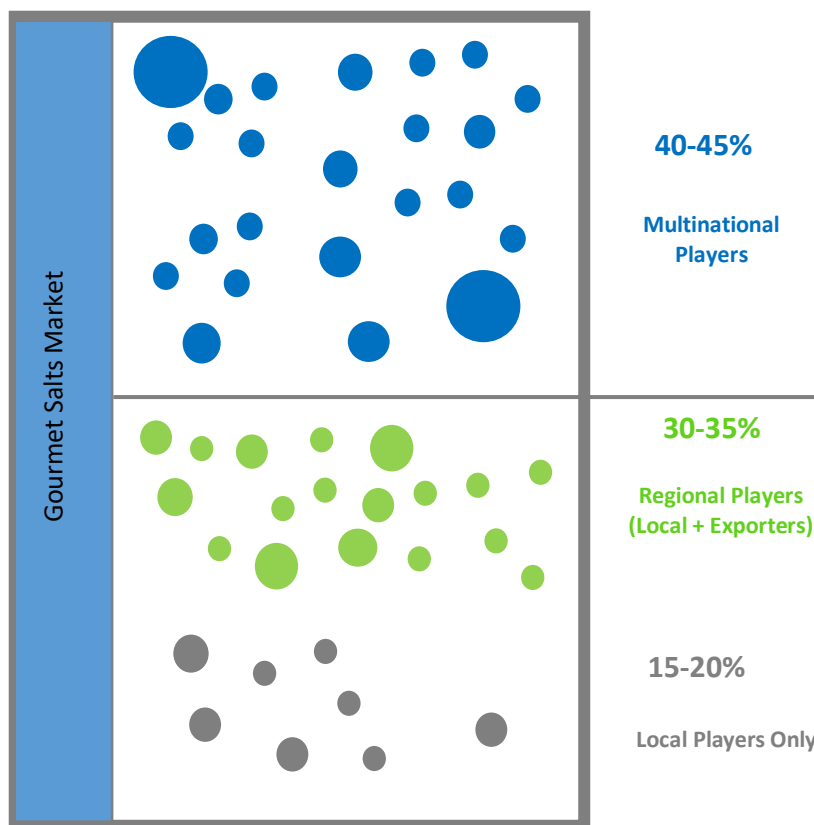


Figure 33. Global Gourmet Salts relative market share



4 Results (2) - Target and brand positioning

The study on type and profile of potential consumers defines differences in term of countries consumption, potential consumers number, the importance of product attributes for the consumer and the most influential salt aspects driving the purchase choice. It also performed the identification of the countries with the highest purchasing potential according to the evolution of consumers.

Main target according to market information should focus mainly on:

- Meat, Poultry and Seafood market. Dessert and Frozen foods as future
- Europe market as the most important market share. South Asia as growing
- Fleur de Sel and Flake Salt as represented 50% market

Regarding to consumer, we hope to get more information from qualitative analysis in order to define a consumer profile.

Due to competitor analysis and market questions analyzed we can define positioning for Mediterranean traditional salt as: traditional salt products and secondary products from artisanal salinas.

Ideas for a positioning are based on the following items:

- Artisanal
- Traditional
- Gourmet
- Premium
- Mediterranean
- Handmade
- Ecological
- Natural
- Organic
- Healthy
- Environmental protected
- Eco-friendly
- Recycled
- Online sales
- Collaborative alliances
- Top quality
- Exotic
- Best packaging
- Caviar salt



5 Results (3) - Strategy objectives

Once market analysis is finished, we can define the following goals for the marketing action project:

1. To look for an umbrella brand in Mediterranean Salinas
2. To sell online through a common collaborative e-commerce platform
3. To create a packaging format for Mediterranean salinas products
4. To innovate in colors, textures, forms, packaging and flavors
5. To get a clean label specialty product
6. High prices strategy according to quality
7. Improve distribution systems: channels and logistic
8. Communication strategy according to positioning values selected



6 Strategic Marketing Plan

Once the market analysis is finished, the segments are defined, positioning ideas are established and objectives and goals are proposals, there is enough information available to define the best strategy for companies interested in developing marketing ideas through the market.

This is not a common marketing plan typically focused on a company, but a presentation of a wide variety of ideas that the salina's marketing manager may implement to develop his own strategies according to the market situation. An important matter to highlight is that our main focus is gourmet market, hence industrial salt will not be included here. The purpose of the strategies presented is to promote artisanal salt in the gourmet market, including some ideas for tourism market. To implement strategies we consider Salines databases and studies from WP3 to understand better the dimension, structure, products, and commercial indicators of the potential Salinas that may be in confident with the project.

The marketing plan is based on the market research and it includes five different strategies to promote products and services from salinas in the gourmet market, that is: Product, Price, Place, Promotion and Sustainable strategies. These ideas are presented one by one but it is necessary to combine all of them in a marketing mix platform to achieve synergies between them.

Strategies may be implemented not only in large salines but also in small traditional ones.

6.1 Product strategy

The product is the good and/or service that the salina managers are going to offer to consumers in order to satisfy their demand. With the product policy, the salina shall decide which goods or services to offer and how to offer them, with the intention to differentiate itself from the competition (a greater degree of differentiation implies a greater possibility of bidding at higher prices), due to the existence of a great variety of shops devoted to supplying the same need.

The product portfolio should be focused on products made with raw material from salinas and services or activities that can be carried out in them. The salinas must seek to offer good quality products and services and try to be at the forefront of developments in the sector, seeking to offer the greatest innovation in the market. In this matter, what salinas might offer to their customers will be divided into two categories: products and services.

It is interesting to highlight that, although salt is the flagship product of Mediterranean salinas, there are other raw materials which are not widely used yet: algae, mud and halophytic plants. Some companies create products especially with algae so it would be interesting to sell these raw materials or, even better, create an own line of products made of them.

Below, it will be detailed a list of ideas of products and services for those salinas which want to expand their business activity. Some of the following sections will be divided into individual sales and sales to companies, in reference to what has been previously commented on products aimed at HORECA channels.

Another interesting question is to analyze the different "Market names" used to promote salt products: Fine grain salt, Flavored salt, Organic Salt, Kosher Salt, Pretzel Salt, Finishing Salt, French Grey Sea Salt,



Mediterranean Sea Salt, Grinder Salt, Table Salt, Iodized Salt, etc. Terminology in salt market is somewhat confused and is not clear for consumers, so it may be interesting to clarify quality salt labels so that buyers understand better what they are purchasing.

6.1.1 Products to promote

6.1.1.1 Salt

- **Food:**

- **Sea Salt and Virgin Sea Salt**

They are not considered a gourmet product type, nevertheless they are the most commercialized varieties of salt. It is possible to find it artificially modified such as ionized or, its healthier alternative, low sodium salt. In order to distinguish it from the purest salt, some salinas commercialize salt with the labels of “ecological” or “virgin sea salt”.

This natural sea salt can be also mixed with condiments to create a new product, **Flavored Sea Salt**. Some mixings of sea salt with different seasonings might include chili, toasted sesame seeds, green pepper and lemon, flower petals, hibiscus flower, spicy cajun, citronella and ginger, Mediterranean herbs, barbecue, smoked, dill, truffle and black olives, curry, lemon, garlic and parsley, etc.

1. <http://www.salmarinademallorca.com/en/virgin-sea-salt>
2. <https://productoscadiz.com/producto/sal-marina-virgen-ecologica-salinas-de-san-vicente/>
3. <https://ecosal.es>

- **Fleur de Sel**

While finishing salts are the premier salt varieties, Fleur de Sel is the crème de la crème of finishing salts. Fleur de Sel literally translates to "Flower of Salt" and is often called the "caviar of salts" by chefs worldwide. Originally, Fleur de Sel comes from the Guérande region of the French Atlantic Coast and is made up of only "young" crystals that form naturally on the surface of salt evaporation ponds. *Paludiers* (the salt harvesters of the Guérande region) carefully rake the salt crystals using only wooden tools, true to traditional methods. The weather conditions must be just right to produce a good Fleur de Sel harvest, and the process can only be completed once a year, in the summer. Nevertheless, it is possible to find Spanish, Italian or other regions Fleur de Sel with the same characteristic of French ones.

It is commercialized both natural and seasoned with an extensive variety of condiments, such as exotic spices, local products, typical Mediterranean herbs or combined with other gourmet products. Some ideas of mixings may include curry, peppers, hibiscus and paprika, Mediterranean herbs, chocolate, coal, edible flowers, garlic and oregano, garlic and parsley, barbecue, spicy pork, cuttlefish, thyme, lemon, roses or smoked.



Also, similar to fine wine regions, different areas produce salts with their own unique flavors and aroma profiles.

Some interesting companies selling Fleur de Sel are:

1. https://www.saldeibiza.com/es/produkte/fleur-de-sel_flor-de-sal/
2. <http://www.flordedelta.com/>
3. <https://www.gaudaru.com/gourmet/fleur-de-sel-de-camargue/>
4. <https://www.flordesal.com/es>
5. <https://www.leguerandais.fr/en>

○ **Flake Salt**

Flake salt is one of the most recognized and used gourmet salt, especially in avant-garde catering and confectionery for its uniqueness and decorative capacity. The flakes are the result of a controlled crystallization of sea water in which the usual parameters involved in the formation of sea salt are controlled: humidity, temperature and pressure, among others.

However, the result of this production process is a salt whose peculiarity consists in its pyramidal shape (each flake is a small pyramid of salt) and its delicate and crunchy texture. It is a salt designed to finish dishes, to be used at the time of plating, just before serving. They combine very well with grilled and roasted meats, but in general it can be used to decorate and finish dishes of any kind: an example is its growing use in the world of confectionery.

1. <https://maldonsalt.com/our-salt/>
2. <https://www.cargill.com/salt-in-perspective/what-is-flake-salt-and-what-is-it-used-for>
3. <https://regionalco.es/en/shop/packs-en/black-packs-en/salt-flakes-basic/>

It is interesting to highlight that it is more common to find flake salt in its natural form, that is, with no condiments. There are some salinas which distribute it with seasonings though, such as red wine, citric, smoked with ginger or black flake salt. Some companies like BenBo (<https://benbogourmet.com/en/10-salts-gourmet-salts-mediterranean-sea-salt-flavoured-salts>) dare with sweet flavors such as raspberry, mango and orange.

○ **French Grey Sea Salt**

One of the most iconic artisanal hand-harvested salts, Sel Gris or French Grey Sea Salt is a popular and well-liked gourmet salt that comes in varying shades of grey. Harvested by hand from clay-lined salt ponds in the Guérande region of France, Sel Gris is a crystalline salt that retains much of its natural moisture. Sel Gris is world renowned as an adaptable, premium gourmet salt that is an essential component in any salt selection. Sought out by consumers around the globe, this is an ideal salt for customers to use on an everyday basis, from replacing their traditional table salts to finishing gourmet meals and topping chocolates with a sprinkle.



Due its characteristic flavor and color, it is usually commercialized in its natural form, either in fine or coarse grain and also as Fleur de Sel.

1. <https://seasalt.com/sel-gris-french-grey-sea-salt-fine-grain-boutique-glass-jar>
2. <https://www.espritudusel.com/new/our-selections/our-flavor-range/grey-sea-salt/?lang=en>
3. <http://www.artisansalt.com/sel-gris.html>

○ **Italian Sea Salt**

Italian sea salt is produced from the low waters of the Mediterranean Sea along the coast of Sicily. This salt is naturally rich in minerals such as iodine, fluorine, magnesium and potassium, with a much lower percentage of sodium chloride than regular table salt. This variety adds more “salt” flavor to food, with less sodium, having a delicate taste and plenty of flavor without being too strong.

Commonly referred to as Sicilian sea salts, Sale Marino or Trapani sea salts in reference to the regions producing the salt, the Italian sea salts are milled into fine or coarse grained salts with a cubed crystal shape. They are ideal for salting food before or after cooking: their small grains melt rapidly, allowing them to quickly penetrate the surfaces of food. This variety of sea salt can be used as an ingredient in sauces and condiments or served as a finishing salt for salad greens, meats, poultry, pasta, and fish.

As sea salt or virgin sea salt, it is possible to find it both natural and flavored with different ingredients, such as lemon, Italian herbs or, most commonly, truffle.

1. <https://www.gustiamo.com/fine-sea-salt-from-trapani-by-gucciardo/>
2. <https://jacobsensalt.com/products/trapani-canister>
3. <https://uncorkeditaly.com/saline-hand-harvesting-sea-salt-in-sicily/>
4. <https://www.theseasonedhome.com/italian-fine-sea-salt>

○ **Smoked Sea Salt**

Smoked sea salt, as the name suggests, is a type of salt that is treated with untreated wood smoked to create a stronger flavor and smoky smell in the grains of the salt. Due to its characteristics, it is considered an aromatic salt and also a cooking spice.

At first glance, smoked salt differs from other salts due to its color of a shade between brown, gray and black. This color is not uniform, since not all grains of salt absorb the smoke or oil with which it is prepared in the same capacity. With regard to its granules, they are not uniform in all smoked salt, there are presentations where it looks like a powder, as it is very granulated, and on other occasions the grains are larger.

Smoked salt has great versatility, as it can be used for many purposes, from grilled cuts of meat, seafood, vegetables, to finish a chocolate dessert and even to frost glasses of cocktails.



Currently, smoked salt has become more popular in some countries such as the United States, where it is part of unusual gastronomy.

1. <https://seasalt.com/gourmet-salt/wholesale-smoked-salt>
2. <http://carpier.es/en/producto/smoked-sea-salt-crystals/>

- **Indian Black Sea Salt**

Kala Namak or Indian black salt, is an unrefined mineral salt. Despite its name, it is actually a pearly, pinkish-gray color rather than black due to its volcanic origin, and has a strong, sulfuric flavor and aroma. Vegan chefs have made this salt popular for adding an egg flavor to dishes like tofu scrambles. Kala Namak is used in authentic Indian cooking and is popular in mango smoothies.

Due its characteristic flavor, it is only sold in its natural form, without any additions or seasonings.

1. <https://www.theasiancookshop.co.uk/indian-black-salt-powder-kala-namak-1856-p.asp>
2. <https://www.pureindianfoods.com/black-salt-kala-namak-p/blksalt.htm>

- **Coarse Salt**

Coarse salt is made up of large-grained salt crystals. Most coarse salts are best used in a grinder, providing an easy way of serving up freshly ground sea salt with all of your meals. Coarse salt tends to be less moisture sensitive than its finer-grained counterparts, so it resists caking and is easily stored. Use coarse salt to grind over any dish, create a salt crust on meat or fish, and to flavor soups, stews, and pasta.

1. <https://www.mortonsalt.com/home-product/morton-coarse-kosher-salt/>

- **Others types**

Some salinas create new and unique products. For instance, Bras del Port is the only salina who commercialized the concept of **Salt Foam**. It is a product that may not be that expensive to produce, but the simple fact of creating a new product has positioned the company very well in the market (<https://www.brasdelport.com/espuma-sal-marina/>).

Salinas Bocacangrejo sells the concept of **Natural Sea Salt Rocks**, which are small rocks of up to 5 millimeters suitable for the curing of meats, fish and salting, or baked fish and pork in salt (<https://salinasbocacangrejo.com/home/rocas-de-sal/>).

Sal de Ibiza and Flor de Sal d'Es Trenc (Mallorca sited salina) commercialize another type of food with salt adding, which are **chips, nuts and chocolates**, among others (<https://www.flordosal.com/es/collections/alle-produkte>).



Some ideas of products might be salted chips with some adding such as white truffle, salt and vinegar or paprika; salted nuts with different seasonings such as cajun, barbecue or paprika; and Fleur de Sel salted chocolate with different flavors (white chocolate or with caramel).

Another interesting product is **Chuzos de Sal**, produced not from a sea salina but from a mineral one (<https://vallesalado.com/VALLE-SALADO-HOME>). It is not a sea salt product, but interesting because of the new concept.

Himalayan pink salt is also included in this category.

- **Cosmetics**

It has been identified that salinas hardly produce cosmetic products made with salt. However, the few ones that commercialize them focus on **bath salts** with different aromas and properties such as rosemary, lavender, orange, mint or rosehip. Some companies use salt to create other products such as facial and body scrubs, shampoos, hair sprays and body creams.

In the parapharmaceutical context, salt is also used to create toothpaste, mouthwash, nasal decongestant, eye drops and antiseptics.

1. https://www.lushusa.com/stories/article_salt-benefits.html
2. <https://joanmorais.com/blog/formulating-with-salts-in-cosmetics/>
3. <https://www.naturesgardencandles.com/blog/types-of-cosmetic-salt/>

6.1.1.2 Algae

Algae are scientifically recognized as a food of high nutritional value, being also abundant, rarely used and in some cases they are well suitable for cultivation. Considered as vegetables, called by some experts the “sea vegetables”, they provide a quantity of vitamins, minerals and trace elements in small doses that are not usually present in common foods. Among their properties are those stimulating the endocrine glands, blood circulation, mineral exchanges, the elimination of toxins and the ability to balance the body.

However, algae are currently a little known marine natural resource and their use today is very low, especially that destined for human consumption. But in recent years, The West has surrendered to the virtues of algae, a superfood that has been part of the diet of some Eastern countries like Japan for centuries.

In the Mediterranean basin, algae cultivation is limited to the production of microalgae in fish and shellfish farms, and a small number of small marine macroalgae. However, the natural resources required for the commercial cultivation of algae (species diversity, water quality, sunlight, under-exploited coasts) are abundant particularly along the southern Mediterranean coastline. All these advantages, together with the availability of modern technologies and the proximity of European markets, are factors that favor the development of sustainable cultivation of algae for a variety of profitable end products.

- **Food**



In general, the algae used in food undergo a conservation process by drying or are kept in hermetic containers.

Some ideas of products that are being commercialized by companies in the sector of algae are:

- Products including algae: some food are mixed with algae to create new products, such as dips (pesto, hummus, pate, tahini, tartar, pisto), chocolates, natural, pasta, rice, quinoa, snacks (crackers, grissini), cheese, salads or salt.
- Natural algae: it is also possible to find natural algae in tinned food, salting and fresh.
- Dry: algae are subjected to a dehydration process and subsequent grinding, creating new spices, protein with specific algae like spirulina or flakes which offer multiple possibilities.

1. <https://www.ecoalga.es/en/producto/salt-with-organic-sea-lettuce/>
2. <https://www.bisetti.com/shop/en/product/plastic-bag-500-gr-algas-sea-salt-bretagne/>
3. <http://suralgas.com/>

● **Cosmetics**

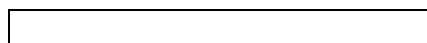
Algae in cosmetics have traditionally been used as a raw material in the formulation of products due to its beneficial properties for the skin. Its benefits are numerous, since in addition to being antioxidants and moisturizers, they stimulate circulation and purify the body. Therefore, given their properties, they are used in anti-cellulite and weight loss treatments with very good results.

It is possible to find several types of algae in numerous natural cosmetic products: cleansing milks, tonics, moisturizing creams for face and body, deodorants, hand creams, toothpastes, shampoos, hair masks, facial and body scrubs, soaps for the skin and intimate hygiene, massage creams, anti-stretch marks and anti-scars creams, products to combat cellulite, flaccidity, creams for heaviness of the legs, and much more.

1. <https://www.ecco-verde.es/grn-grun/face-cream-alga-sea-salt>
2. <https://www.notino.es/organic-shop/organic-algae-sea-salt-balsamo-corporal-nutritivo/>

6.1.1.3 Halophytic plants

They are a mixture of aromatic plants and salt since they grow on the seafloor, they have a salty taste. Some chefs are including them in rice, meat and fish dishes freshly and canned, but they could also be commercialized as spices or condiments.





There are other products which might be created with halophytic plants, especially for cosmetics use, such as soaps, creams and masks.

1. <https://alandalusclub.com/tienda/productos-gourmet/sales-y-especias/salicornia-esparrago-marino-50g/>
2. <https://lospayeses.com/tienda/fonoll-mari-hinojo-marino/fonoll-mari-hinojo-marino-370g/>

6.1.1.4 Saline mud

It also offers multiple possibilities, an example of that can be found in the Dead Sea and its famous mud baths, from which there has been created several cosmetics products due its numerous properties. However, it is not that common to find products made of saline mud in traditional salinas or even in bigger establishments, which means that it is still a quite unknown material.

Some products that can be made with saline mud may include facial and body scrub, face masks (both as a cream or powder), face and body creams and soaps.

1. <https://www.salinasdelaleman.es/producto/fango/>
2. <https://www.salinasdelaleman.es/producto/jabon-fango/>
3. <https://salinasdechiclana.es/spa-salino-natural-chiclana/>

6.1.2 Positioning strategy

Positioning is the image that a brand, product, service or company occupies in the mind of the consumer. This positioning is built from the perception that the consumer has of your brand individually and regarding the competition. In such a competitive market, you have to be clear about the competitive advantage of your company. The positioning strategy is a process by which a strategy is developed that aims to bring our brand, company or product from its current image to the image we want.

In order to carry out a brand positioning strategy, you must focus on one or more factors of the product, brand or service you want to sell. For example, highlighting the technical characteristics of the product against competitors is one of the most used positioning strategies by brands. It is possible to carry it out if you have a product or service whose characteristic is unique or if you have the same attribute as the



competitors but it offers a clear differentiation. You can also position your company, product or service with a characteristic that, although your competition also has it, has not been communicated to the market and is unknown by the consumer.

Some ideas for positioning artisanal sea salt as a quality product with differentiate strategy may include:

Artisanal	Traditional	Gourmet	Premium	Handmade
Ecological	Natural	Environmental	Eco-friendly	Recycled
Online	Collaborative	Top quality	Exotic	Best packaging
Caviar	Unique	Special	New Brand	Experience

What is the concept near of your product and market strategy?



6.1.3 Brand strategy

The brand is one of the most important strategic variables of a company since day by day it acquires a more important role. Nowadays we are living on a stage under the prism of perception and therefore, the brand highlights compared to the product. To be well positioned in the minds of consumers and opinion leaders, the company's brand must enjoy the highest and best recognition and positioning in its market and sector.

Products are becoming more and more similar to each other and it is more difficult for consumers to distinguish their attributes. The brand is, in addition to the main identifier of the product, an endorsement that guarantees it by placing it on a higher plane, by building a true identity and emotional relationship with the consumers. To create a brand, there are several factors to consider, such as name, corporate identity, logo, color and typography.

Salinas may use their own name as a brand or create a new one. Even some companies which market salt create a new name for different lines of products, such as Grupo Asal, which distributes three different brands for different products: Chalupa (national distribution), Ibersal (intended for export) and Halos Selection (for gourmet market).

Although there are some exceptions, as SOSO Factory, a brand that has created, from an adjective in Spanish (soso: bland), an original name to market salt products, or other names such as Fossil River, Artisan Salt Company or Bras del Port, in general terms we can say that most of the best positioned brands of gourmet salt use names referring to their origin. Examples of this are Sal de Ibiza (Salt from Ibiza), which refers to its origin on the Mediterranean island; Sal de Añana (Salt from Añana), Maldon, Le Saunier de Camargue (the salt worker from Camargue), Flor de Sal d'Es Trenc (Fleur de Sel from d'Es Trenc) or Le Paludier de Guérande (the salt worker from Guérande).

Some of these companies who commercialize salt use logos with references to the world of salinas: sun, salt worker, flamingos, crabs, traditional sticks or salt pyramids. You can use different combinations:

Representación Gráfica de una Marca	
<p>LOGOTIPO</p> <p>La palabra con su tipografía, se identifica por el texto.</p> 	<p>ISOTIPO</p> <p>El símbolo o dibujo de la marca.</p> 
<p>IMAGOTIPO</p> <p>Se combina el símbolo o dibujo con el texto.</p> 	<p>ISOLOGO</p> <p>Fusión del símbolo o dibujo con el texto dentro. No pueden dividirse.</p> 

Logotipo: Name and typography

Isotipo: Symbol or brand picture

Imagotipo: Symbol + Text

Isologo: Fusion of symbol + text

 <p>Logo of Salina San Vicente. Source: www.salinasanvicente.es</p>	 <p>Logo of Le Saunier de Camargue. Source: www.saunierdecamargue.com</p>	 <p>Logo of Salinas de Janubio. Source: www.salinasdejanubio.com</p>	 <p>Logo of Salinas del Odiel. Source: www.salinasdelodiel.com</p>
 <p>Logo of Sal de Ibiza. Source: www.saldeibiza.com</p>	 <p>Logo of Flor de Sal d'Es Trenc. Source: www.esclusivermallorca.com</p>	 <p>Logo of Bras del Port. Source: www.brasdelport.com</p>	 <p>Logo of Maldon Salt. Source: www.maldonsalt.com</p>

Other companies, although to a lesser extent, do not use salt references, but rather base their logo on an exclusive font and colors.

 <p>Logo of Salinas de Pozo Izquierdo. Source: www.salinasdepozoizquierdo.es</p>	 <p>Logo of SOSO. Source: www.sosofactory.com</p>	 <p>Logo of Le Paludier de Guérande. Source: www.lepaludier.com</p>	 <p>Logo of Sal de Añana. Source: www.vallesalado.com/Tienda-on-line</p>
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6.1.4 Packaging

In increasingly globalized markets, with products of very similar characteristics and quality, differentiation is the key element that will help companies outperform their competition. Therefore, many companies bet on packaging to differentiate their products from others and gain the attention of consumers, ensuring that their product ends in the shopping cart.

Packaging is the set of packages, boxes or wrappings used to house a certain product, with the aim of preserving its properties and getting the attention of the user. Before focusing on this, the company must have its brand identity well defined. This includes the logo, the naming, a possible slogan and the corporate colors among elements, thus creating a packaging in accordance with these values.

This must always be in accordance with the value of the product it contains. The products to be marketed are high-valued oriented to a customer with high purchasing power, therefore the packaging must respond to this fact.

Below there is an example of how to use packaging to improve the image of products: the oil brand Elizondo adapted the famous style of the well-known Chanel No. 5 creating an original container called Elizondo No. 3 that is reminiscent of high perfume bottles.



These packaging must be changed from time to time to offer innovations, creating special editions or packs including different kinds of products. Sometimes it is important to play with the exclusivity element: on many occasions, the sentence “Limited Edition” or “Special Edition” makes consumers a will to buy the product simply in order to get something that other people do not have.

 <p><i>Special Edition of Salt Wars. Source: www.gourmeteria.es</i></p>	 <p><i>Christmas Special Edition of Le Saunier de Camargue. Source: www.atelierduselcamargue.fr</i></p>	 <p><i>New Year's Eve Special Edition of Le Saunier de Camargue. Source: www.thymcitron2.blogspot.com</i></p>	 <p><i>New Year's Eve Special Edition of Le Saunier de Camargue. Source: www.pradscom.com</i></p>
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Here are a few examples of Special Editions packaging. The first one consists on a Special Edition that the SOSO Factory company launched on the market in 2015 to distribute Persian blue salt in an attractive and original packaging that emulates R2-D2 from the Star Wars saga and which they have named SALT WARS. SOSO has stood out for its egg salt-cellar packaging creating new designs and Special Editions always respecting this format that characterizes him. Their original designs have been internationally recognized and awarded in packaging and design awards.

La Saunier de Camargue usually launches special editions to celebrate Christmas and New Year's Eve, respecting its ceramic jar with cork cover packaging.

The growing global ecological awareness, both by companies and consumers, is generating a paradigm shift in terms of packaging. Taking into account that the products that the salinas are going to commercialize are created in natural environments and in an artisanal way, the use of sustainable or reusable packaging materials will be encouraged here in order to allow the creation of a more environmentally friendly packaging, getting rid of plastics and metal in most cases. It is important to highlight here that Sal de Ibiza brand points out in their website that sea salt, in contact with metal, might react even using stainless steel.

Therefore, it is important to find a balance between three key aspects in this regard: respect for the environment, cost balance and consumer satisfaction.

(Virgin) natural sea salt is sold in a wide range of packaging made of different materials for both table and coarse salts, virgin and enriched. Here are some examples of paper bags, glass grinder and cardboard box containers of salt which are already being used by some companies. The mill shown from Sal de Ibiza is formed with a grinding mechanism made of ceramic, avoiding the traditional metal one.

 <p><i>Sea salt of Sa Sal. Source: www.salinasdestrenc.com</i></p>	 <p><i>Coarse salt of Sal de Ibiza. Source: www.saldeibiza.com</i></p>	 <p><i>Virgin sea salt of Salema. Source: www.salinasdechiclana.es</i></p>
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Flavoured sea salt is generally sold in paper bags or glass, ceramic and cork jars, as well as glass grinders.

 <p><i>Coarse salt with garlic and parsley of Salinas del Janubio. Source: www.salinasdejanubio.com</i></p>	 <p><i>Sea salt with curry of Ecosal. Source: www.salinaespanola.com</i></p>	 <p><i>Sea salt with Mediterranean herbs. Source: www.saldeibiza.com</i></p>	 <p><i>Sea salt with truffle and black olive. Source: www.grupoasal.com</i></p>
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Fleur de Sel and **salt flakes** are mainly sold in glass, ceramic and even cork jars, jute bags, as well as salt-cellars. These materials offer several advantages in contrast to other ones: for instance, glass is a transparent material, therefore, would be interesting for seasoned Fleur de Sel as this kind of mixings create a variety of colors which would be interesting to reveal through the glass. On the other hand, ceramic and cork are a very typical Mediterranean product, therefore they become a perfect match.



 <p><i>Fleur de Sel of Sal de Ibiza. Source: www.saldeibiza.com</i></p>	 <p><i>Fleur de Sel of Salmarim. Source: www.salmarim.com/pt</i></p>	 <p><i>Natural salt flakes of Halos Selection. Source: www.grupoasal.com</i></p>
 <p><i>Pepper Fleur de Sel of Marsalis. Source: www.salinaespanola.com</i></p>	 <p><i>Mediterranean salt flakes of Artisan Salt Company. Source: www.seasalt.com</i></p>	 <p><i>Fleur de Sel of Le Guérandais. Source: www.leguerandais.fr</i></p>

As **French grey sea salt** is a type of salt mainly known in Europe and popularized especially in France, there are not too many companies that market this kind of salt. It is sold mostly as coarse salt, although it can also be found as Fleur de Sel, and in formats similar to those used in other salt types: plastic bags and glass jars and grinders.





Italian sea salt is usually found in formats similar to other types of salts such as sea salt: glass jars, plastic bags, cardboard boxes, plastic and glass shakers, and grinders. Glass packaging, be they grinders or jars, are usually reserved for flavored salts, while simpler formats are used for natural salt.

Below there is an interesting format of Italian flavored lemon salt in a glass jar with cardboard wrap which, despite being a fairly simple kind of salt compared to others, has a characteristic gourmet touch.



Smoked sea salt is marketed in the same type of packaging as the previous varieties of salt studied. The most common ones are glass jars and salt shakers, although they can also be found in glass and plastic grinders and cardboard boxes. It is interesting to note that this type of salt is hardly found in plastic bags, and this material is only used for larger formats than usual ones, for example 900 grams, which is not common in smoked salt.

Indian black salt, also known as Himalayan black salt due to its origin and in order to differentiate it from the so famous pink salt, can be found both powdered ready to use in glass and plastic jars and plastic bags, as well as in grain to grind it directly through grinder formats.





It might be also interesting to offer all these products in special formats for HORECA services, selling the same type of products as particular sales but in bigger formats (or individual smaller one) made by different materials in order to reduce costs and facilitate the delivery, you can see an example here: <http://www.billurtuz.com.tr/en/edt-tuzlari.html>. Therefore, it would be convenient to offer these products in plastic buckets as they are bigger, cheap, they have hermetic closure and it is not easily broken. It would be also interesting to study the possibility of using a reusable plastic, so that establishments could return these jars to refill them.



It is also quite common to find flavored sea salt, salt flakes and Fleur de Sel in special packs with several seasonings, that is, selling several products together as if they were just one. This offers certain advantages, since the buyer perceives that he is buying a cheaper product than if he bought it separately, the sale is increased and the company differentiates itself from competitors.





As seen below, **chips and nuts** are usually sold in plastic bags. However, we propose the use of alternatives such as kraft paper bags with hermetic closure, reusable, foldable, resistant to water and with transparent windows. **Chocolate**, instead, may be packed in cardboard boxes.



The packaging used for **bath salts** is mostly plastic. Here, in order to use this material as little as possible, it is going to be proposed to use glass jars or paper bags due to the same advantages as previously explained with edible salt.



Algae in food are usually distributed in glass jars and heat-sealed vacuum-packed trays and bags made of cardboards. Wet products such as fresh ones, algae salting, etc. are packed in both ways, whereas dry products such as spices or salt with algae are usually found in glass jars.



 <p><i>Dehydrated algae mixture.</i> Source: www.suralgas.com</p>	 <p><i>Dehydrated wakame of Porto Muiños.</i> Source: www.portomuiños.com</p>	 <p><i>Salting sea lettuce of Suralgas.</i> Source: www.suralgas.com</p>
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In cosmetics, depending on the type of product, it is possible to find creams and scrubs in glass jars, soaps in cardboard boxes and shampoos, masks, cleansing milks, tonics and other liquid products in plastic bottles or jars. As mentioned before, it is recommended to dismiss plastic packaging as much as possible, but on some occasions, as in certain liquid products, it may be the best option.

 <p><i>Algae shampoo and shower gel of La Espiral Verde.</i> Source: www.laespiralverde.com</p>	 <p><i>Algae, rosemary and lemon soap of Ajedrea.</i> Source: www.ajedrea.com</p>	 <p><i>Algae face cream of Algas de Bolonia.</i> Source: www.misohicosmetica.com</p>
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It is equally important to take into account the value of the colors when creating a packaging that influences the decision to buy salt. Colors might transmit different concepts and sensations, so it is important to consider them and choose one or other depending on the philosophy of the company and the type of product that it will contain.

<p>Red: passion, urgency and desire, activates the appetite</p>	<p>Yellow: happiness, optimism, motivation, creativity</p>
<p>Blue: calm, serenity, productivity, confidence, security</p>	<p>Green: nature, health, peace, money, power</p>
<p>Orange: exciting, fun, young companies, young audience</p>	<p>Black: Purity, stability, strength, power, luxury</p>
<p>Purple: luxury, delicacy, softness, sweetness</p>	<p>Brown: strong, strong, robust, durable</p>

6.1.5 Certifications

Although it is not very common, there are some Certificates of Origin in relation to salt, such as Sal de Tavira in Portugal or Sel de Guérande in France. The Certificate of Origin is a sign that identifies a product coming from a country, or from a region or from a locality of the national territory when its quality, reputation or other characteristics are fundamentally attributable to its geographical original, taking into consideration, in addition, other natural and human factors that affect the characterization of the product. The Certificate of Origin grants a monopoly of use to the beneficiaries by the respective law.

Producers who receive a Certificate of Origin undertake to maintain the quality of the product at the highest possible level as well as respect traditional production methods. Along with the certificate of origin, there is a public regulatory body responsible for authorizing the display of the badge to producers in areas which meet the conditions required by the Certificate of Origin.

This designation guarantees the consumer a more or less constant level of quality. In addition, producers obtain legal protection against the production of similar products in other areas (even if the same ingredients and the same procedures are used). This protection allows them to intervene in the final price of the products. On the other hand, this sign also contributes to the organization of the productive sector and facilitates the access of producers to national and international markets.

Mediterranean salinas could join forces to request the recognition of an artisanal salt Certificate of Origin from their national institutions.

There is a wide catalog of national and international certifications which help to awaken confidence among the different agents of the food sector, in response to the increasing demands of consumers in relation to quality and food safety. Any company that wants to be competitive and, above all, those ones which wants to introduce its products in certain markets, needs the guarantee of a prestigious certification body. Here are a few examples of certificates that some companies which commercialize salt include in their products.



- **ISO 9001:** it is a standard based on a Quality Management System and is internationally recognized. Thanks to the ISO 9001 food quality certificates, it is possible to transmit a good reputation in terms of organization, competitive advantages compared to companies that do not have it and customer-oriented management.
- **LEAF Marque:** with this protocol it is confirmed that the product has been produced in a responsible way with the environment.
- **Halal:** it is responsible for assuring the consumer that the product has been prepared, elaborated, transported and stored using means compatible with what is dictated by Islamic law and that they have not come into contact with other foods that do not comply with the same requirement.
- **IFS Food:** its main virtue is that it values both the quality and the safety of the food product. It is essential to access the food markets of Germany, France, United Kingdom and Italy.
- **Kosher:** the value of this certificate is that it is a guarantee for consumers not only that it complies with the Jewish policy of Kosher food, but also with strict requirements for cleanliness, purity and quality.
- **Ecological certificates:** these certificates help to identify the most sustainable and environmentally friendly foods, and thanks to the control of processes and production, nutritionally more balanced and better foods are obtained for health. The most common in the European Union is the Euro-Leaf, a logo which ensures that the products respect the EU rules on organic products. Some countries in the European Union have their own national certificates, which are used to verify European regulations. Non-EU countries follow their own criteria and have their corresponding organic production labels according to their own regulations. Natural Parks brand is an example.

Each salina must consider which certificates conform to the standards of its products and which ones they are interested to include.

6.1.6 Formats

The format is the volumetric aspect that defines the occupation of space that the packaging must have. In this case, we are interested in the relationship between content and container, which is not always the minimum possible for marketing reasons (a product that appears larger wins in the quantity/price relation, even if it is the same).

It is necessary to offer a wide variety of sizes due to the growing social trend of individuality, so it is important to include smaller formats than usual for this audience.

(Virgin) natural sea salt can be found in different sizes from 50 to 2000 grams for both table and coarse salt, depending on its packaging. Salt-cellars of 50, 100 and 200 grams, grinders of 85 and 110 grams and bags and boxes of 300, 500, 1000 and 2000 grams.

Flavored sea salt is mainly sold in grinders of 70 grams, bags of 250 and 1000 grams (this last format is not that common) and jars of 200 grams.

Although it was previously pointed that there is only one company which sells **natural sea salt rocks** and another one markets **salt foam**, it is important to mention that they are commercialized in jars of 400 and 100 grams, respectively.

It is possible to find natural **salt flakes** in different packages of 30, 50, 100, 125, 200, 250 and 300 grams. Flavored salt flakes are sold in 125 and 180 grams' formats.



Natural **Fleur de Sel** is sold in sizes of 75, 100, 150, 200, 250 and 500 grams, whereas flavored variety can be found in formats of 30, 55, 90, 100 and 160 grams.

French grey salt can also be found in multiple formats from 55 grams to one kilo, depending on the packaging. For instance, 124 and 162-gram plastic or glass salt shakers; glass jars of 85, 177, 250, 450 and 520 grams; 55, 70, 380, 500, 900 and 1000 plastic bags; 124 gram tins and 85 and 124 gram grinders, among others.

Italian sea salt is usually sold in one kilo plastic bags and 750-gram plastic jars. When it comes to flavored salt, or simply in order to give this type of salt a more gourmet touch the most common options are 92, 110, 140 and 200-gram glass jars, as well as 100-grams grinders. This type of salt uses formats quite similar to simple and virgin sea salt, both natural and flavored.

Smoked sea salt may be found in formats mainly from 100 to 200 grams, depending on the type of container used. There are some exceptions, both smaller and larger, but these are very rare.

Indian black salt, being a fairly widespread product worldwide, offers a multitude of packaging and formats. Among them, the most common ones include 450-gram plastic jars, 170 and 450 gram resealable bags and 127 and 180 gram grinders. In addition, other quite common formats are glass jars of 56, 113, 127, 226 and 450 grams, among others. With the exception of grinders, these formats are used interchangeably for ground and coarse salt.

For HORECA channels, companies usually offer special formats from 3500 to 5000 grams of (virgin) natural sea salt; natural rocks in buckets of 3500 grams; salt foam in jars of 600 grams, salt flakes and Fleur de Sel in buckets ranging from 1500 to 3000 grams. It is interesting to highlight that it is not usual to find formats aimed at HORECA of flavored virgin salt, salt flakes and Fleur de Sel, therefore, it would be interesting to offer this salt in special formats which can range from 1000 to 2000 grams.

Chips are sold in bags of 45 and 125 grams, whereas **nuts** can be found in formats of 80 grams. **Chocolate bars** of 40 and 80 grams are the most common size.

The most used formats to sell **bath salts** range between 200 and 600 grams.

6.1.7 Tourism

The traditional salinas are also a favorable space in which to develop tourist activities and offer experiences to visitors. An example of the possibilities offered by this sector are the salinas from Guérande, France, a municipality of over 15.000 inhabitants which receives 800.000 tourists annually thanks to these facilities.

More and more salt companies are developing an entire tourism industry around the marshes, with a wide range of unique tourist products that are highly attractive to visitors.

Due to the importance that this sector is acquiring, a series of ideas of activities and services which are already being carried out or that would be interesting to develop will be proposed in order to promote tourism in traditional salinas.

- **Shop**

Probably one of the most important services a salina can offer for visitors, a shop where it is possible to buy our products and souvenirs.

Besides edible salt, other products can be sold in the shops, such as products made of salt mass, books and audiovisual material of the salina, utensils such as salt-cellars or grinders, cuddly toys of



animals from the salina (flamingos, fishes, birds), etc. For instance, Salinas de Torrevieja has created a unique souvenir made of salt mass which consists of a typical salt ship.

- **Guided tours**

A tour through the salina with explanation of the processes of salt obtaining, flora and fauna, etc. Some salinas offer the opportunity to touch the salt with hands teaching to use the tools of salt workers and showing the whole obtaining process since the salt reaches shores with the strength of the sea, that is, being a salt worker for a day.

- **Salt Museum/Interpretation Salt Center**

Some salinas or natural parks where there are salinas are developing salt museums which are included in the guided tour. They normally consist of two parts: an indoor one in which there is an audiovisual exhibition about the importance of salt in humanity, the salina in question and the operation of a salt lake. The exhibition shall offer clear panels as well as videos obtaining salt.

The outdoor part normally consists of a guided tour in a fully operational salina, where guides shall explain *in situ* and in detail the way to obtain salt from sea water.

- **Restaurant**

More and more salinas offer gastronomic experiences in restaurants built in their own facilities, with special menus made with fish, salt, halophytic plants or algae collected in their own spaces and using local products, such as wine or others.

- **Celebrations**

Rental of space in salinas to celebrate some events such as presentations, weddings, baptism, communions, etc. It is not necessary to have a restaurant in the own salina, simply a space when it is possible to set up a tent or something similar.

- **Salt, algae and fish tasting**

Samples of dishes made with products collected in the salina where customers may learn to differentiate the different types of salt, algae or fishes, what makes them different and what is special about the Mediterranean salt. This activity might be accompanied by other explanations with history, poetry or music.

- **Saline Spa**

In recent years, the number of consumers interested in wellness has increased significantly. A Saline Spa could be an economical service to offer since it does not require much infrastructure. Some services that may be offered are baths in mud or in magnesium oil, salt exfoliant, relaxing massages. The main inconvenience of this service is its seasonal nature (just available in warm months).

- **School outings**

Didactic programming aimed at schoolchildren that includes explanations or practice of salina animals, food production, water cycles, ecological vegetable garden, birdwatching, environmental conservation, recycling, etc.)

- **Summer activities**

When sunny weather arrives, it may be possible to organize some activities in the evening such as festivals with concerts, monologues, theater performances or film screenings offering ticket sales in order to attend such events. Salinas could also contact companies that want to participate by setting up food and drink stands.

Other possible activities are yoga or meditation lessons.

- **Artisan markets**

It might be interesting to organize artisan markets not only with salt, but any type of artisanal product such as honey, jewelry, clothes, jams, ceramics, etc. It could be a gateway to attract visitors to the salina and show them the surroundings.



- **Art exhibitions**

Offering some unused space in a salina to artists who want to hold temporary art exhibitions, both indoors and outdoors, may be a good method of attracting people to the salina, get to know the work which takes place in it and, eventually, visit the shop to make a purchase. In addition to this, in aesthetic terms, it would give the salina a unique and different touch.

- **Traditional salinas' fishing show**

Known as “despesque” in the Bay of Cádiz (Spain), it is the extraction of existing fish in the natural estuaries of the salt lakes, which must be emptied annually by the month of November. This traditional work carried out by hand for years is an authentic show.

Some salinas make this work open to the public with a tasting of the fishes caught afterwards.

- **Sport activities**

If possible, it might be interesting to offer some sport services or some organized activities inside the salinas' area such as bike tours, kayak, hiking, underwater dives, archery, paddle surfing, horseback riding or boat tours.

- **Birdwatching**

Salt lakes offer important ornithological biodiversity, which makes these natural spaces one of the hot spots for practicing ecotourism as in birdwatching. The existence of multiple microorganisms living in salty waters has made salinas the most important space for the nesting, feeding and resting of a greater number of varieties of aquatic birds. A guided tour on this matter or simply information panels around the salina would increase its value.

- **Craft workshops**

Following the idea of artisan markets, it might be interesting to organize days with special activities such as some craft workshops which may include food and drinks stands with salinas' products or lunch in the salina's restaurant. It is a strategy to attract people to the salina and their work.

6.1.8 Product market

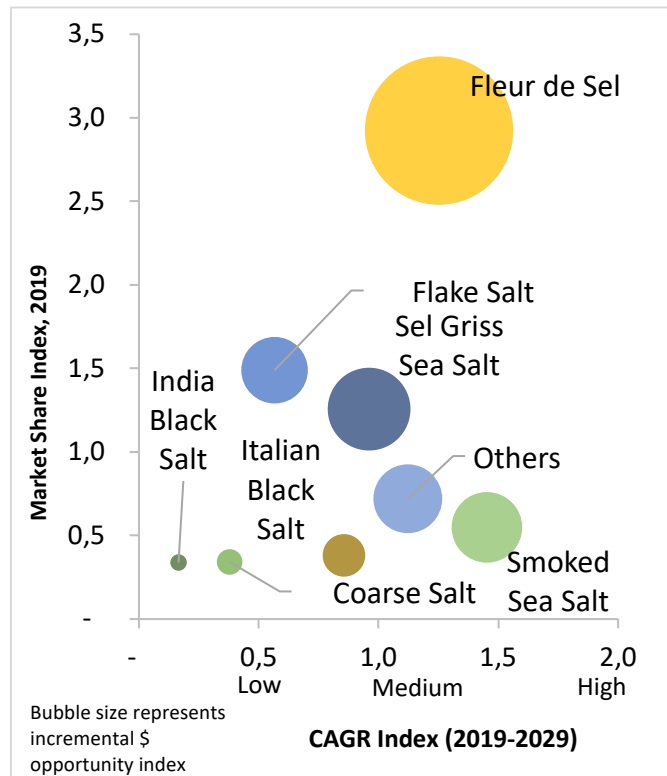
Information about the products has been previously displayed in the market analysis. Nevertheless, additional information may be important in order to commercialize salt considering the market size potentially.

In Europe, the attractiveness may be analyzed considering both market share for each type of salt and incremental opportunities scan by CAGR index. In the graphs it is possible to see Fleur de Sel as the most important product in market share, but Smoked sea salt is growing at high level.

Data may be confirmed with the analysis and forecast expected between 2019 and 2029 that you can see in following graphs.

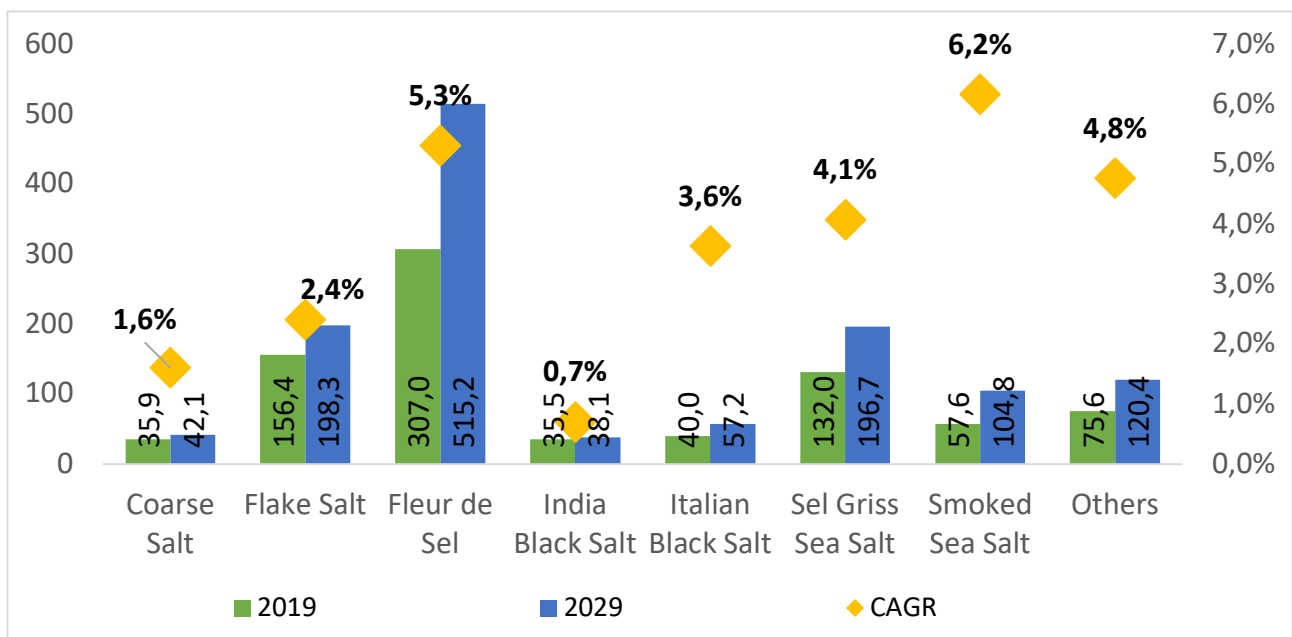


Europe Gourmet Salts Market Attractiveness Analysis by Product Type, 2019-2029



Europe Gourmet Salts Market Value (US\$ Mn)

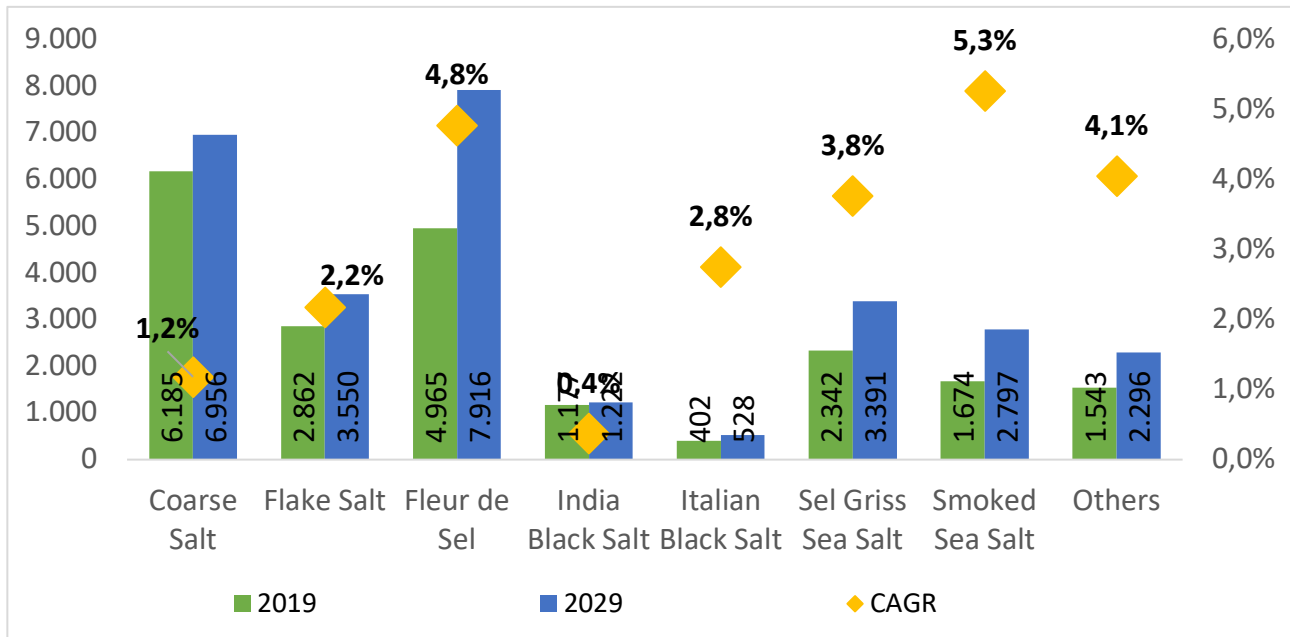
Analysis & Forecast by Product Type, 2019–2029





Europe Gourmet Salts Market Volume (Tons)

Analysis & Forecast by Product Type, 2019–2029



6.1.9 Product ideas

- Combine your salt with different flavors
- Reinforce your brand strategy
- Improving your packaging will increase sales margin due to differentiation
- Certifications allow you to increase profit margin
- Try algae, tourism or other product to improve your business
- Look for an original “market name” for your salt
- Look for exotic preparations
- For online sales:
 - Good quality photos, 3D photos
 - Promotional videos
 - Easy payment access
- Use colors strategy to reinforce your positioning idea



6.2 Price strategy

Price is one of the marketing elements that have the most direct influence on profits that the salina obtains. Furthermore, it does not only define the margin that is obtained by each sale, but it is also decisive in the image that customers perceive of the product and service offered.

Until recently, hardly more than one type of salt was found in grocery stores and supermarkets. But little by little, as gastronomy has risen in the scale of cultural interests, new ways of seasoning dishes have become popular. With this increase in supply, it is possible to find a kilo common table salt in shops for less than one euro and a kilo of caviar flavored Fleur de Sel for 720 euros.

There are several factors that influence the setting of these prices.

The first difference between both of them is its origin and positioning; the second, the way it is treated and the amount of each one that is commercialized; and the third, its packaging.

There are numerous factors that will influence the price fixing, among them:

- **The production costs of the products or services**

The cost of the product is the total amount of money it costs to create it. This cost might be calculated in a simple way taking into account two types of expenses:

- Direct expenses: these are those costs that can be clearly associated with the manufacture of the product (the raw material, the material, cost of labor, etc.).
- Indirect costs: these are the costs that do not have a direct impact on the manufacture of the product (complementary labor, electricity and water, consumption, telephone bill, rents, insurance, advertising, etc.).

There are different processing methods to obtain varieties of high-quality gourmet salt. The price of gourmet salt is dependent upon the availability of the salt, extraction cost and processing costs, therefore gourmet sea salts may cost from two to thirty times more than common salt. For instance, the price of Fleur de Sel is justified both by its scarcity and by the traditional manual collection system.

- **The type of product, in terms of benefits, advantages, characteristics and needs it satisfies**

All salt is quite similar in its composition, basically it is sodium chloride. However, it comes in different forms, from very small granules to crystals of several sizes and flakes which satisfy different needs depending on what the consumer is looking for. Each variety of gourmet salt is used for different purposes, and its flavor may vary depending on its origin. The goal is to create exclusive and unique salts that attract the attention of the most demanding consumers.

This is also influenced by the presentation of the products. Products in reusable packaging or with original designs might afford to set higher prices. The packaging decisively influences the purchase decision and must be consistent with the type of product that is inside, therefore, the consumer will be willing to pay more for a well-presented and remarkable product.



Besides, the use of some labels such as organic or ecological are an added value and serve as differentiation from the competition. It is important here to get official stamps, since many companies sell salts under false denominations, commercializing products with poor characteristics at a price even higher than quality gourmet salts.

- **The price sensitivity of the target audience**

Gourmet salts are aimed at a public with high purchasing power that prefers premium products over conventional ones since they provide confidence, they are willing to pay more for a product made with good raw materials and that has passed rigorous controls to guarantee the highest sensory quality.

- **The position of the product or brand in the market**

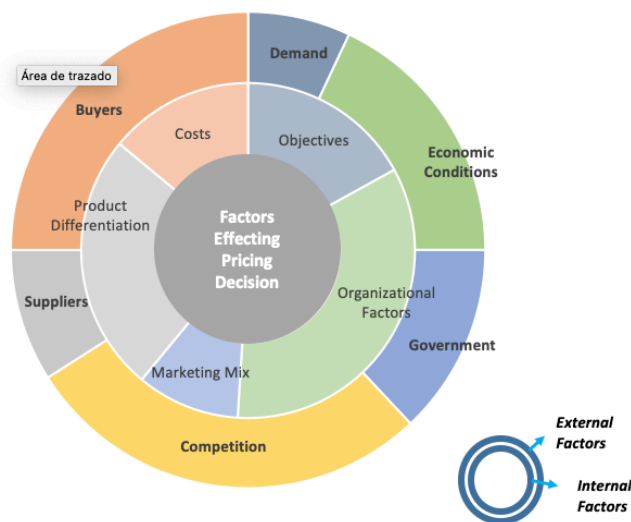
There are some brands that have managed to develop a branding strategy based on a clear value proposition: quality, attractive and innovative products. They are companies that commercialize salt and focus on positioning themselves as a leader in the salt categories, either due to their quality, their exclusivity or their presentation format.

- **The type of pricing strategy**

Some ideas will be proposed later for both products and services.

- **The competence**

Sometimes the market price should be based on competence price. For instance, whenever there is a consolidated leader it may be necessary to offer a lower price if you are not well differentiated.





6.2.1 Prices for Products

The offer of products made in Mediterranean artisanal salinas is not extensive, but it is important to consider that there is a wide range of products made of salt and algae, probably not with such high quality, but in any case it means that the competence is wide. Therefore, the strategy suggested to fix prices of the products sold in salinas is based on prices **on competence** at the very beginning.

Although the price range of salts or products containing gourmet salts in the market is quite wide, there will be a wide range of approximate prices, in euros, to take into account when setting prices.

Natural sea salt is the cheapest type that can be found in the market as it is the most abundant variety that can be produced in a salina. Prices can range from 0,60 to, surprisingly, 217 euros per kilo. This price difference for a salt that is very similar in its characteristics is due to several variables. The first one is that the more virgin and less processed, the more expensive. On the other hand, packaging and the positioning of the brand influence significantly the price of the product, and for this reason Sal de Ibiza dares to sell a glass and ceramic grinder with virgin sea salt at approximately 217 euros per kilo, while that other less well-known companies sell a kilo of table salt in plastic bags for less than one euro.

Flavored sea salt is often treated as if it was Fleur de Sel. In original packaging and in recognized brands, their prices can reach up to 129 euros per kilo, as is the case of Sal de Ibiza in their “Granito” collection of cardboard cases. Varieties of the same quality and characteristics but not so positioned in the market or with simple packaging might be found from 14 euros per kilo.

Fleur de Sel is one of the types that is increasingly in demand and most valued in a salina. Brands with a long history and well positioned in the market such as SOSO set prices from 95 euros per kilo of Fleur de Sel up to 720 euros in some flavored varieties such as caviar, while in small salinas it is possible to find a very high quality natural Fleur de Sel for 14 euros per kilo. Again, the importance of establishing an attractive packaging and to be a brand of recognized prestige to set prices above the average.

Salt flakes, normally treated in a quite similar way to Fleur de Sel, currently have prices on the market that may range from 15 to 87 euros per kilo. As seen, this difference responds nothing more and nothing less than the facts that have been previously commented: the differences in terms of positioning and packaging, as well as the origin of the product.

The exclusive varieties of certain brands, such as the natural sea salt foam from Bras del Port or the natural sea salt rocks from Salinas Bocacangrejo, have the advantage of, despite being products very similar to others in terms of characteristics, the fact of offering some differences in contrast with them and being treated as a new variety, makes them unique and capable of setting relatively high prices with respect to their cost of production.

For some products, such as table and coarse (virgin) sea salt, there may be a lot of competition, so competitive prices should be set in the market. However, whether our product is unique and there is a small competition, we can set higher prices. For instance, the exclusive varieties of certain brands, such as the natural sea salt foam from Bras del Port or the natural sea salt rocks from Salinas Bocacangrejo, have the advantage of, despite being products very similar to others in terms of characteristics, the fact of offering some differences in contrast with them and being treated as a new variety, makes them unique and capable of setting relatively high prices with respect to their cost of production, costing a 100 grams tin of seasoned salt foam 5,85 euros (58,50 euros per kilo).



There are not too many brands that market French grey sea salt as it is a rare and not widespread variety. Therefore, it could be expected that its price would be high, however, they can range from 3,34 to 71,52 euros per kilo, responding mainly to the type of packaging used. In the Celtic Sea Salt brand we can see a very obvious example of how prices may increase depending on its packaging. While the kilo of grey salt sold in a plastic bag costs 9,58 euros, its price might rise up to 71,52 when sold in a glass grinder.

Italian or Sicilian sea salt has similar prices to common sea salt or virgin salt, since its origin is the same with the only difference that it is concentrated in a specific geographical location. Like this one, prices vary depending on its packaging and whether it is natural or flavoured salt. Thus, prices might range from one euro to 115 euros per kilo.

Smoked sea salt, due its production process, is in general more expensive than most varieties of gourmet salts, comparable to Fleur de Sel or salt flakes. Their prices vary especially, in addition to the packaging used, by the type of wood used to smoke it, which gives a different flavour to salt that can range from subtle to bold or even sweet. Therefore, it is possible to find smoked salt with prices from 14 euros per kilo to 212.

Despite what one may think due to the exotic nature of its origin, Himalayan black salt is considerably cheaper compared to other types of gourmet salt. As other types of salt, its sale price responds mainly to the packaging used, thus being able to find prices from 5,73 to almost 100 euros per kilo.

From everything seen so far, a great conclusion can be drawn: the prices respond above all, in addition to the positioning of the brand and the variety of salt, to the packaging used, being those products with containers made of fine materials such as glass or ceramics more expensive than those used with plastic ones.

It must be taken into account that the formats aimed at HORECA channels must have a lower price per kilo than the one fixed for the same product aimed at individual sale. These types of establishments must feel that they get some kind of advantage when buying a greater quantity of product, that is, the larger the format, the lower the price.

It is possible to get economic benefits from other products such as chocolates, chips and nuts that contain added gourmet salt, which are already being marketed by some brands. For instance, Sal de Ibiza which is the company that commercializes this type of product the most, sells for, approximately (depending on the establishment), 74 euros per kilo of chocolate with Fleur de Sel, nuts in a range of 31 and 59 euros per kilo and chips for 31 and 38 euros per kilo (bag of 45 and 125 grams, respectively).

When entering the market, products should be slightly lower priced than those from the most exclusive competitors in order to seek a position in the market, following a **penetration strategy** although the margin is reduced. In this way, the strategy pointed to capture the attention of customers, and once they know and demand the products, try to increase their loyalty by offering the best possible service.

Once those products are established in the market, it is possible to increase them progressively as consumers have in their minds that the salt sold is better than others in the market. In this phase, the company may set high or very high prices, since they want to position its products as luxury, premium or exclusive products. This strategy is based on playing with the perceived value of the product rather than the real value or the cost of its production. It is a branding-based strategy in which the brand seeks to provide superior value and a certain status to its products.



On the other hand, once the company is up and running and it is observed how sales evolve, it will be important to make decisions in order to boost sales of those products with low commercialization. Strategies will be taken into account such as **psychological pricing or discounts**.

Psychological strategies consist of prices finished in certain digits, for instance those finished in 99, as well as odd numbers finished in 5 and 7, which are perceived as low by consumers. Rounded ones are associated with quality and prestigious products.

It is important to offer **sets or price reductions** from time to time or to their most loyal customers and those who make major purchases, as well as change prices often enough to take advantage of the market changes. Special editions might have a higher price, while packs including several products may be cheaper.

In the same line, it is essential to offer **quantity discounts**, a tactic to encourage customers to buy large quantities of products: the larger the package of the product, the lower price per gram, liter or unit. As a result, consumers are less likely to switch brands and, depending on the type of product, they can also increase the frequency of consumption, which becomes a difficult habit to break. For instance, Salinas de Chiclana (Salema) sells 500 grams natural Fleur de Sel in a plastic jar for 10,50 euros (21,00 euros per kilo), whereas 1500 grams in the same format costs 21,00 euros (14 euros per kilo).

Finally, there are two factors that also have influence on consumer final price:

- Distribution channel: high value channel means high value price for salt. Gourmet salt specialized channels may be the better way to introduce your salt products in the market.
- Salina products pack: you can include several different products in one pack with the umbrella of one region or specific area. Depending of the packaging idea, the final price may be more or less interesting for consumers.

6.2.2 Prices for Services

The difficulty of setting prices in services lies above all in their intangibility: services are not something material, they are rather an experience.

Only a few salinas offer activities and services in their facilities, and even less ones make their price public on the Internet, since many of them indicate on their own website a telephone number or email to check rates, especially when it comes to personalized activities such as school outings.

As an example, salinas that offer guided tours set prices between 5 and 12 euros for adult tickets, depending on whether they include visits to their Museum of Salt, salt tastings or the visit takes place in a tourist train. For children under 12 years old, there is usually some type of discount and for the youngest ones, the ticket is generally free.

Companies which offer other activities or services such as restaurants, spas, tastings or fishing shows are even less common. Salt and mud baths are usually economical since they do not require much, around 5 euros approximately, but when it comes to salt peelings, algae wrap or massages, prices can increase up to 18 euros. There is a possibility of offering several services at the same time with a special price, so that customers pay less than for each of the services separately and the salina obtains higher sales.

The prices of the tastings can range from 15 to 18 euros if combined with other products from the area, as if it was a dish. If the tasting is made only with salt and different flavors, such as those organized by Valle Salado (an indoor salina that produces the Sal de Añana), prices can go down to 3,5 euros.



From traditional fishing's shows (Spanish despesques), even if they only take place once a year, it is possible to create a unique and exclusive service to obtain a lot of benefits as it is not only a show, but it also includes a meal.

In order to set the prices of other personalized or new activities on the market, the company should take into account the production costs (as it is a service, the materials used in the provision of it, the labor and the general expenses should be calculated) and the exclusivity of the service to determine the sale prices.

Considering that there are not many salinas open to the public or offering services to customers, the competence here is not that high, therefore other salinas prices are not that important in this case.

Hence, the suggested pricing policy for services offered in salinas such as guided tours, restaurants, activities for children, spa, etc. will be characterized by prices based on **costs of production**. The salina must take into account intangible accounts such as effort, experience, customization or time spent to provide the service as well as quantifiable costs.

However, it is important to also consider the **demand**. Each price has a certain demand, in this case it consists of people with high purchasing power who are interested in nature, wellness or gastronomy. Due to that, it is possible here to establish high prices from the beginning since the services, probably whatever it is, will be unique with little or no competitors in the surroundings.

6.2.3 Price studies

Some different research has been conducted to analyze salt price strategies. At the beginning of this report there is information about average prices in different categories. The conclusion is that the range to differentiate may be anchored enough to decide different positioning in the market. Here is a summary of an example of this with a Spanish conducted study made in 2014 (you can see the complete study in the annex). The most important conclusion is that the same generic product, that is salt, has a range of price from 0,15 to 120,32 euros per kilo, finding the highest prices in Fleur de Sel and flake salt.

Retail Price study (Spanish Salt Market, 2014)

Resume

Retail	Brand	Salt type	Weight	Format	Price	Average Kilo price
Hipercor	Sal de Ibiza	Fleur de Sel	125 gr	Ceramic jar	15,04 €	120,32 €
Hipercor	Disal	Fleur de Sel from Camargue	125 gr	Plastic jar	5,08 €	40,64 €
Hipercor	Fossil River	Petals of salt with peppers	75 gr	Plastic jar	2,97 €	39,60 €



Hipercor	Le Guérandais	Fleur de Sel	125 gr	Plastic jar	4,60 €	36,80 €
Hipercor	Maldon	Smoked sea salt flakes	125 gr	Cardboard box	4,47 €	35,76 €
Hipercor	Falksalt	Lemon sea salt flakes	125 gr	Plastic jar	3,35 €	26,80 €
Supersol	Sal Roca	Sea salt flakes	250 gr	Cardboard box	4,90 €	19,60 €
Carrefour	Carmencita	Healthy sodium-free salt	100 gr	Glass jar	1,90 €	19,00 €
Alcampo	Sal Costa	Light salt 60% less sodium	80 gr	Plastic jar	1,05 €	13,13 €
Hipercor	Saldieta	Low sodium diet iodized salt	500 gr	Plastic jar	5,52 €	11,04 €
Alcampo	Auchan	Low sodium sea salt	180 gr	Plastic jar	1,49 €	8,51 €
Alcampo	Comensal	Diet iodized sea salt	200 gr	Plastic jar	1,65 €	8,25 €
Hipercor	Sal Costa	Sea salt with iodine + fluoride	1 kg	Plastic bag	0,67 €	0,67 €
Dia	Sal Costa	Sea salt with iodine + fluoride	1 kg	Plastic bag	0,66 €	0,66 €
Spar	Sal Costa	Classic sea salt	1 kg	Plastic bag	0,65 €	0,65 €
Carrefour	Carrefour	Coarse sea salt for cooking	2,5 kg	Plastic bag	0,98 €	0,39 €
Don Super	Alteza	Coarse sea salt	1 kg	Plastic bag	0,39 €	0,39 €
Don Super	Alteza	Fine table sea salt	1 kg	Plastic bag	0,39 €	0,39 €
Don Super	Alteza	Iodized sea salt	1 kg	Plastic bag	0,39 €	0,39 €
Super Pirineos	Torreomar	Dry table salt	1 kg	Plastic bag	0,39 €	0,39 €
Alcampo	Comensal	Coarse sea salt	1 kg	Plastic bag	0,35 €	0,35 €
Alcampo	Comensal	Fine sea salt	1 kg	Plastic bag	0,35 €	0,35 €
Supercerka	Sal Chalupa	Coarse sea salt	1 kg	Plastic bag	0,35 €	0,35 €
Carrefour	Carrefour	Fine sea salt	1 kg	Plastic bag	0,15	0,15 €



6.2.4 Ideas for prices strategies:

- Combine both a low price strategy for a second brand name to get volume and a high brand strategy for a premium brand to get high margin
- Brand positioning have a great influence on prices, you can use positioning ideas such as: ecological, premium, handmade, caviar or exotic
- Packaging may be the most important added value
- Salt origin may influence price strategy
- Certification is also an added value
- **Price difference due to different matter states:** each application of gourmet salts requires different features and properties. Prices of each type vary according to the state of its matter
- **Price difference due to import trends:** the varying import trend is one of the major factors for the price difference amongst various countries. One of the major factors that affects the prices of goods are the differences in taxes and import duties across countries.



6.3 Place strategy

Through the place policy it is decided how to facilitate products access to customers, with the intention of supplying the demand in terms of the desired quantity, the right place and so on.

Here it is going to differentiate the products or services that a salina may sell itself from those that the salina might sell through intermediaries.

You can use different channels strategies from direct sales (short channel) to long channel including importers, distributors, wholesales, retail, HORECA and others.

6.3.1 Classical Distribution Channels

6.3.1.1 Direct sales

Sales made through the commercialization that the salina, as the own promoter of the company, performs both in person and through the website. The time spent on this activity will be much higher at the beginning due to offers preparation, web content design, e-mails sending, etc. When the company is consolidated in the market, the volume of work that the salina will spend to commercialize will decline, although it will always be necessary to dedicate time and resources in this regard.

- **Physical shop**
In the salina or/and, if it is too far from the city, in the city center to make it more accessible to customers.
- **Online shop**
Given the importance that the Internet is acquiring, the increase in online sales and the possibility of reaching a wider number of people through this means, it is becoming more and more essential for certain types of companies to have their own online shop.
- **Markets**
Some towns and cities organize markets in specific seasons (for instance in summer, Christmas, a specific day in the week, etc.). It might be interesting to keep updated on these activities in order to set a stall.
- **Restaurants**
Same as hotels, some high quality restaurants might be interested in purchasing gourmet products made of salt, algae or halophytic plants to prepare dishes on their menu.

6.3.1.2 Indirect sales

Sales made through intermediaries who work in the sale of edible salt, algae or halophytic plants or cosmetics products or those who may use our products in their establishments. However, it is likely that if the salina gets benefits from this mediation, there must be included a percentage that is profitable for the intermediary, which can be very variable, and always fulfill the agreed commitments.

Furthermore, due the fact that salinas are placed in remote areas of towns and cities, therefore away from tourist areas, it makes it difficult for tourists to come to salinas as there might be no bus lines to reach them.



In order to solve this weakness and be able to offer our services, it might be interesting to come to agreements of cooperation with major hotels, taxi drivers and salinas to offer tourists free shuttle to the salina.

- **Marketplaces (Amazon)**

A Marketplace is a large shop of shops, it is a distribution platform where companies offer their products and services, in the same way what offline shopping centers do with products and services from physical shops.

- **Supermarkets**

Super and hypermarkets might be a good channel to distribute products, but now low cost ones, but those which offer a wide range of products with different prices. These kinds of supermarkets are normally used for people with a higher purchasing power who seek special or quality products.

- **Souvenirs shops**

In touristic towns or even in bigger cities in the surroundings of a salina, it is sometimes possible to find local products as a souvenir. It might be a good idea to place some products such as edible salt, salt baths, soaps, etc. in these kinds of shops for tourists.

- **Physical and online specialized shops**

- **Gourmet shops, such like**

1. www.sabority.com
2. www.vinoscutanda.com
3. www.bloomgourmet.es

- **Wellness shops, such like**

1. <https://goop.com/clean-bath-soaks/c/>
2. <https://www.wellnesswarehouse.com/bath-salts-0013058000000/>

- **Local and traditional shops, such like**

1. www.triadamediterranea.com
2. www.ladehesadeliberico.com
3. www.productosdelasierra.com

- **Ecological/Natural/Bio shops, such like**

1. <https://www.planetahuerto.es/comprar-sal>
2. <https://www.herbolarionavarro.es/alimentacion-natural/condimentos/sal-ecologica>
3. <https://merkabio.com/alimentos-ecologicos/alinos-y-condimentos/sal-y-especias/sal-ecologica/>

- **Perfumery/Drugstore/Cosmetics shops, such like**

1. <https://www.druni.es/talasso-scrub-collistar-sales-exfoliantes-aceites-esenciales>
2. <https://www.mifarma.es/green-pharmacy-sal-de-bano-aceite-de-argan-e-higo-1300ml>
3. https://douglas.es/p/mario_badescu/mario_badescu_crema_noche_algas

- **Spa/Wellness center**

Most cosmetics products made of salt, algae or mud (bath salts, scrubs, soaps, lotions, oils) are used in spas or wellness centers. Sometimes, these centers do not own a brand so they buy external products both for use and sale to clients.

- **Hotels**

Hotels which offer wellness and restaurant services might be interested in acquiring quality products to provide their customers the best experience.



6.3.2 Modern Gourmet Distribution Channels

Most of studies deal today with a different conception of channels due to gourmet specialty market. By end of use market segment may be identify with the following categories:

- Bakery & Confectionery
 - **Bakery and confectionery** are both shops that sell food items. The main difference between **bakery and confectionery** is that a **bakery** is a place where baked food items are sold whereas **confectionery** is a place where sweet food items are sold. Not all products in the **bakery** are sweet. **Similarly, not all the sweets in the confectionery are baked.**
- Meat & Poultry
 - **Meat** includes all red **meats** from animal sources, although the only ones commonly available are **beef**, veal, pork and lamb (or mutton in some countries). **Poultry** is the inclusive term for turkey, chicken and duck, as well as pheasants and other less available fowl.
- Seafood
 - Seafood is any form of sea life regarded as food by humans. It prominently includes **fish**, shellfish and roe. Shellfish include various species of molluscs, **crustaceans** and echinoderms.
- Sauces & Savory
 - In cooking, a sauce is a liquid, cream or semi-solid food, served on or used in preparing other foods. Most sauces are not normally consumed by themselves; they add flavor, moisture, and visual appeal to a dish. Sauce is a French word taken from the Latin **salsa**, meaning salted.
- Desserts & Frozen food
 - **Frozen dessert** is a **dessert** made by **freezing** liquids, semi-solids, and sometimes even solids. Per Indian regulations, ice cream which is made from milk solids, but contains non-dairy fat is categorized and labelled as **frozen dessert**. Frozen desserts are mainly made up of milk compounds, vegetable fats, along with a mixture of flavors and dry fruits.

As previously commented in the market research, Meat & Poultry and Bakery & Confectionery are the biggest market at today but Desserts & Frozen and Seafood are the most growing ones.

An important point is to decide if you want to select a specialized market or to attend all ones. Depending on your products, financial facilities, human resources, network situation and other factors, you can choose an exclusive distribution strategy (only one segment), a selective strategy (some of the segment) or an intensive strategy (to attend all segments).

For you to have an idea about the future of gourmet salts by end use, here are some tables and graphics including 15 years forecast from 2014 to 2029, where it is possible to foresee what will happen in the next year as a whole:

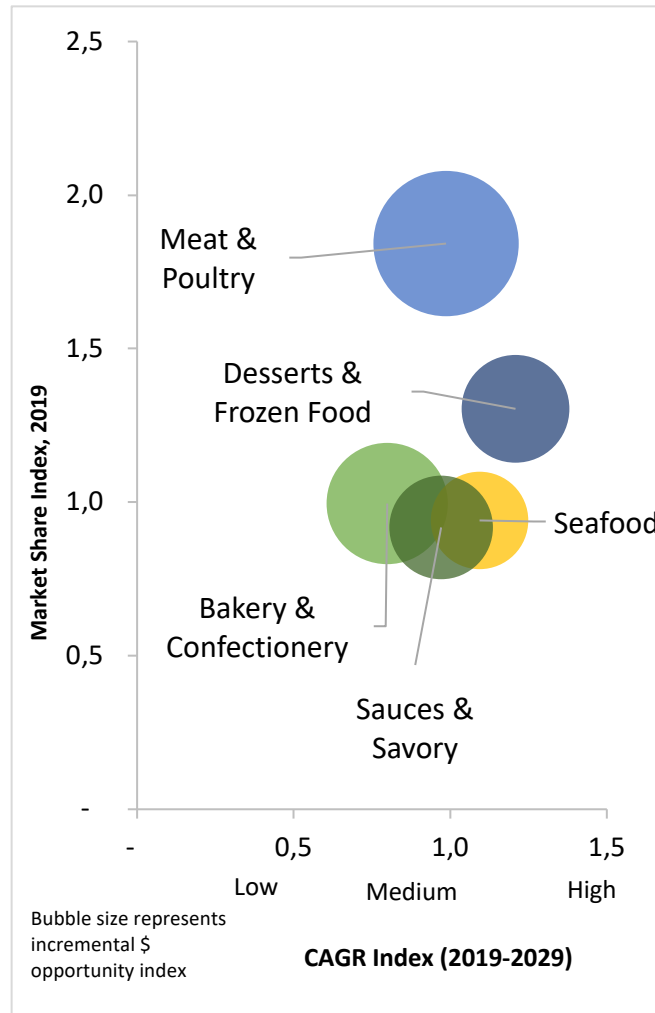
Global Gourmet Salts Market Analysis and Forecast by End Use, 2014–2029

End Use	2014 H	2015 H	2016 H	2017 H	2018 H	2019 E	2020 F	2021 F	2022 F	2023 F	2024 F	2025 F	2026 F	2027 F	2028 F	2029 F	CAGR (2019–2029)
Bakery & Confectionery	439.4	450.8	462.7	475.4	488.9	508.5	530.2	553.9	577.3	599.8	621.9	644.6	667.2	693.0	717.9	743.0	3.9%
Meat & Poultry	617.6	636.2	655.7	676.6	698.9	730.1	766.5	808.0	852.3	896.7	940.7	984.2	1,027.4	1,073.7	1,119.3	1,163.9	4.8%
Seafood	273.1	282.3	291.9	302.2	313.2	328.3	346.3	366.9	389.3	412.0	434.6	457.1	479.4	503.1	526.7	549.8	5.3%
Sauces & Savory	312.3	322.0	332.2	343.2	354.7	371.0	389.8	411.0	433.3	455.3	477.0	498.3	519.5	542.4	564.9	587.1	4.7%
Desserts & Frozen Food	328.4	340.5	353.3	367.0	381.6	401.3	425.3	453.1	484.1	515.9	547.5	579.4	610.8	643.7	676.6	708.4	5.8%
Total	1,970.7	2,031.8	2,095.8	2,164.3	2,237.2	2,339.2	2,458.1	2,592.9	2,736.3	2,879.6	3,021.7	3,163.6	3,304.3	3,455.9	3,605.4	3,752.2	4.8%

Global Gourmet Salts Market Volume (Tons) Analysis and Forecast by End Use, 2014–2029

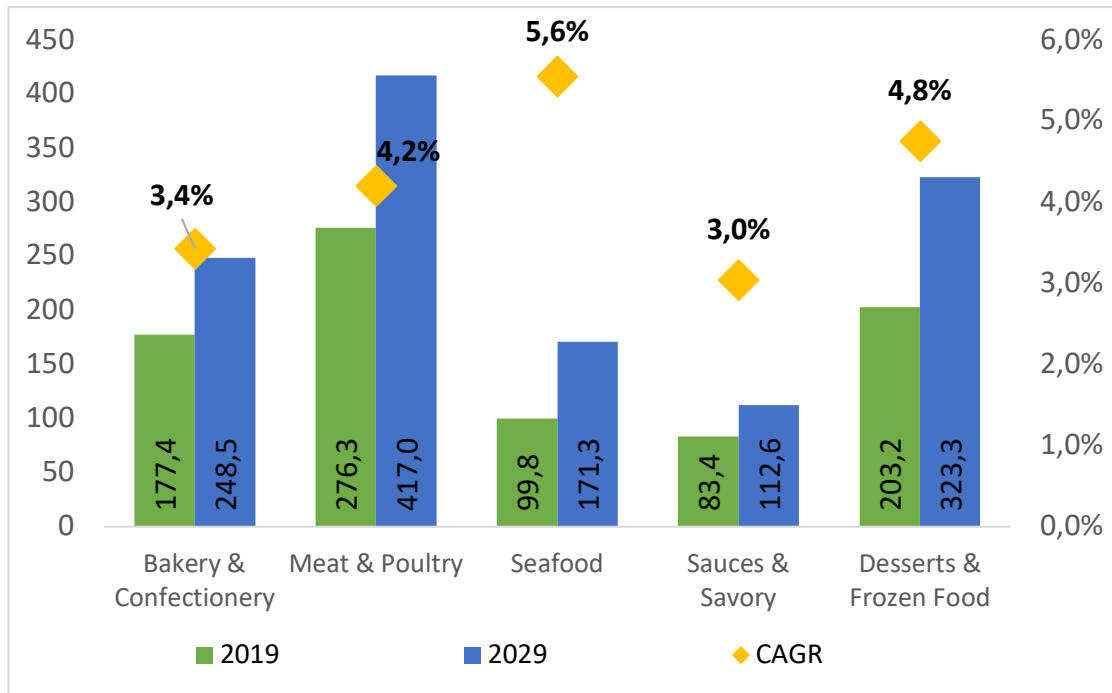
End Use	2014 H	2015 H	2016 H	2017 H	2018 H	2019 E	2020 F	2021 F	2022 F	2023 F	2024 F	2025 F	2026 F	2027 F	2028 F	2029 F	CAGR (2019–2029)
Bakery & Confectionery	10,261	10,474	10,691	10,921	11,156	11,506	11,879	12,272	12,639	12,974	13,295	13,617	13,934	14,299	14,634	14,967	2.7%
Meat & Poultry	14,447	14,806	15,176	15,568	15,973	16,543	17,198	17,922	18,682	19,421	20,132	20,816	21,478	22,174	22,836	23,462	3.6%
Seafood	6,333	6,515	6,702	6,902	7,109	7,391	7,724	8,096	8,494	8,889	9,272	9,643	10,001	10,374	10,734	11,076	4.1%
Sauces & Savory	7,070	7,252	7,438	7,637	7,840	8,128	8,455	8,811	9,174	9,520	9,852	10,166	10,471	10,798	11,105	11,398	3.4%
Desserts & Frozen Food	7,878	8,121	8,372	8,639	8,916	9,288	9,736	10,244	10,801	11,360	11,902	12,434	12,948	13,471	13,982	14,461	4.5%
Total	45,989	47,166	48,379	49,667	50,994	52,857	54,991	57,345	59,789	62,164	64,453	66,676	68,832	71,115	73,292	75,363	3.6%

Global Gourmet Salts Market Attractiveness Analysis by End Use, 2019-2029

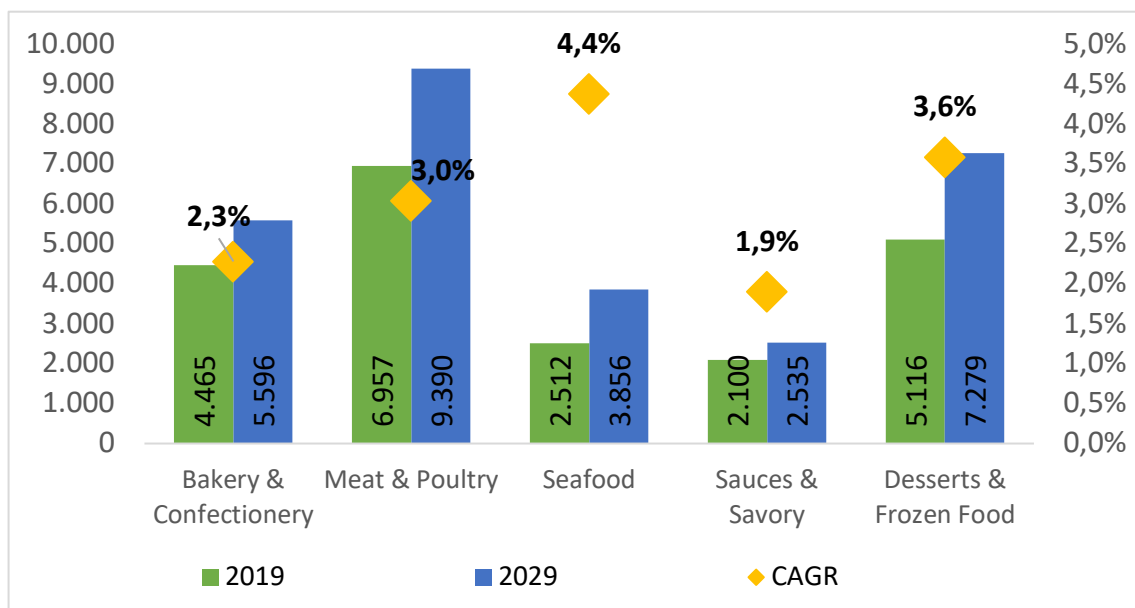




Europe Gourmet Salts Market Value (US\$ Mn) Analysis & Forecast by End Use, 2019–2029



Europe Gourmet Salts Market Volume (Tons) Analysis & Forecast by End Use, 2019–2029





6.3.3 Logistics

Distribution logistics is related to the function that allows the transfer of final products and makes them available to the customer. It enables the user to obtain the product in the right place and time.

E-logistics is a fundamental part of the process since the sale is not closed until the customer receives the product. Even after receiving the product it is possible that it has suffered damage in transport and the customer returns it.

The competition is tough and there is a lot of offer for any product or service that an e-commerce company wants to sell, so it is essential not to neglect those factors in which the proposal may be different. And in this purpose of offering elements with which to distinguish yourself from competitors there is a star: the shopping experience.

The higher the price of the product or service to be purchased and the greater the risk perceived in it by the customer, the more decisive will the opinions and recommendations of other buyers be. Often, buyers provide two types of recommendations or criticisms and both are decisive for the sale: those related to the product and those related to the selling company.

That is why one of the strengths of an online seller is the shopping experience that, in most cases, the customer will focus on the quality and speed of shipping, the diligence in responding to customer inquiries and effectiveness in the management of claims and returns.

6.3.3.1 Shipping strategy

Within the logistics chain of an online shop, the shipping process could be seen as just one more link. However, although it may seem excessive, it is one of the most important factors that contributes to the success or failure of the business.

The differences between the shipping methods can be established based on different factors. For instance, many buyers seek a reliable shipping method, and the level of reliability is simply based on the popularity of the carrier. The price has also a lot to do with this choice - some consumers prefer to save on expenses than having fast shipping. Still, delivery time is also a determining factor: along with standard and fast shipping, there is a growing popularity of same day delivery.

Carriers and shipping methods

It is essential to know the profile of the target customer, and thus determine the transport methods that best respond to their needs, both in terms of delivery time and shipping costs.

Each carrier has its own rules and rates. For this reason, before taking any definitive step, it is necessary to get information and negotiate with them the most convenient rates. Carriers are used to negotiate with companies, which look for discounts and rates applicable to the specific situation of the business.

There are several factors to consider when deciding on the companies to entrust a global e-commerce shipment.

- **Delivery speed:** the importance of the speed of deliveries has become so important that they are currently an essential key to the success of e-commerce. The faster the online shipments are, the more satisfied customers will be.
- **Shipping restrictions:** not all companies work with certain products. Additionally, there are weight and size restrictions, so it is important to know the limits of the shipping company.



- **Weekend delivery:** sometimes, buyer's delivery dates coincide with weekends. Therefore, it is important to know whether the carriers whose services are being considered deliver on Saturdays.
- **Insurance:** international shipping is rife with risk, so making an insurance coverage is almost a necessity in case the package gets lost or damaged.
- **Tracking:** the fact of accomplishing the delivery deadlines is one of the points that has the most influence on the final satisfaction of the users. For that reason, online tracking of orders is essential, both so that the end customer can check at all times where the order is placed and for the seller, in case of claim from the customer or simply to try to optimize the delivery service, it is always possible to know the situation of the shipments.
- **Shipping rates:** according to most e-commerce studies, shipping costs are the main cause of shopping cart abandonment, that is, it is the main reason why a person does not buy in an online shop. Therefore, the key to a good shipping policy is to offer customers a competitive price on the product, being the shipping costs as low as possible.
- **Remote area delivery:** there are some areas where the collection and delivery of shipments is more difficult due the low density of deliveries and the distance, but not all shipping companies have this service. In addition, they entail a higher operating cost.
- **Customer service:** in the e-commerce environment, the customer service management is most of the time being afterwards, when the courier makes a delivery attempt and the recipient is not available, making an attempt to agree on a second or third delivery option (through lockers, convenience points, etc.). The stress level for calls increases very substantially, and here is where customer service teams lose much of their effectiveness. Therefore, it is important to choose a shipping company that offers a quality and personalized customer service.

By optimizing the checkout of the e-commerce and including different carriers in a shipping strategy, the seller ensures that the customers' shopping experience is positive and memorable, as the buyer chooses the delivery method that best suits him.

6.3.3.2 Shipping costs strategy

Shipping costs are one of the key factors that can lead the user to buy a certain product in one online shop or another.

Therefore, learning to calculate strategic shipping costs for your online shop might translate into increased sales. And, consequently, lead to the development of the business.

- **Free shipping:** offering free shipping costs is always a strategy that can get the company more sales and differentiate it from the competition. The cost of shipping can be added to the price of the products either partially or even fully. This option is undoubtedly the most appropriate, especially for orders in the same country and not counting the regions with a special cost.
- **Fixed price:** this option tries to establish a fixed price for any purchase. It is probably less attractive than free shipping for sales, although it is true that it may work very well if the company's pricing policy is very competitive and shipping costs are low, for example 3 euros. Such as the previous option, it is also possible to assume the difference charging it in the price of the products.



One of the reasons why there are still people who prefer to buy in physical shops is that they do not have to pay shipping costs. Therefore, if this cost is removed for the client, the company will be positioned above traditional shops.

Offering free shipping over a certain amount also increases the average value of the shop cart. This means the customer will perceive that if he increases the purchase a bit, he will save the shipping costs. In these situations, the majority of customers finally increase the purchase, once they realize how cheap that last added product will be.

In addition, some studies show the psychological effect of “free”: everything that is accompanied by the word “free” stimulates sales. If chosen, it should be well communicated to customers through a visible banner or information in the header of the website.

Furthermore, free shipping costs in an online shop helps to build trust, since the customer will have peace of mind of knowing that he is only going to pay for the product he buys.

However, whenever this possibility is offered, in addition to the weight and dimensions of the package, the destination point and delivery time chosen by the customer must be taken into account. That is why a good option is to offer free shipping costs only in certain cases. For instance, depending on the location, the weight of the package or the amount of the purchase. This option serves two purposes: to encourage the customer to buy at least a certain purchase amount and not to abandon their cart due to shipping costs.

6.3.3.3 Tracking emails

Buyers will repeat their purchase if they have been satisfied with the shipping process and have felt well informed at all times. Most tracking emails are opened and read. This represents an opportunity to promote other products, sell more and therefore build customer loyalty.

6.3.3.4 Return strategy

Many consumers read the return policy before deciding to buy on an online shop, being this one of the most important factors when making a purchase. It is important that the customer can access clear rules about the return period of a product and the available options. Therefore, the return policy must appear in a visible place in the website and be written in a clear and concise way.

Returns may be established with different methods for different countries or types of shipping, offering options that fit the needs of customers. For instance, it must be decided whether the returns will be free or return costs must be applied on behalf of the customer. There is also a possibility to consider a subscription model that includes free returns to subscribers as one of the exclusive benefits of the membership. This might be an interesting option especially for recurring customers.

Finally, it is important to carry out a correct and detailed management of the reasons for returns, which specific products are returned in each order, etc.



6.3.3.5 International shipping strategy

To take the international leap and introduce their business abroad still commands many companies. However, nowadays there are countless opportunities to grow internationally. A good initiation strategy may be Amazon EU sellers' programs. But in addition to using sales platforms, it will be always more advantageous for a company to structure their own international logistics system.

Here are some of the most important points to consider for a good international shipping strategy:

Negotiating international rates is essential when agreeing with carriers on shipping rates abroad, as well as considering that shipping companies base their international rates on different geographic areas.

Transparency in shipping methods and delivery times is another factor of great importance. Customers want to know the details about delivery time and shipping costs in their particular situation before reaching the final stage of purchase. This way, the selling company may avoid many abandoned carts when unexpected expenses or poor delivery conditions appear at the last moment.

Applying the legislation of the recipient country is essential when making international shipments. It is advisable to consult official sites of the country to which shipments are addressed to make sure they meet the requirements.

International returns are a fundamental point to negotiate with the carrier, as important as the negotiation of shipments themselves. Return rates may vary and be subject to different rules. It is important to agree the rules and rates of possible returns at the same time as those of the shipments.

Marketplaces

Amazon is the largest Marketplace existing today. Thanks to its customer service, its speed in shipping and the fact that they sell all kinds of products at a very competitive price, many users use Amazon when looking for any product.

Many of the products sold on Amazon are owned by the company, but the vast majority of them are from third-party companies or entrepreneurs. For this reason, every day there are more sellers who want to take the step and use this platform in order to increase sales of their business, especially internationally, taking advantage of the visibility that Amazon has.

Although Amazon collects high commissions, it is a trustful, well and worldwide known platform to sell products. Also, they have warehouses in different countries, so sales abroad can be much easier and more extensive through this means.

However, Amazon's conditions for shipping food products are quite restrictive:

- Products must meet EU food safety and labelling requirements and, in particular, specific requirements of the country dispatching the products.
- Thermosensitive products must be able to withstand a minimum temperature of 10°C and a maximum temperature of 30°C during the lifetime of the product without affecting its quality.
- Items made from or containing chocolate or other ingredients that may melt will be rejected if delivered between May 1 and October 15. All chocolate products must be recalled by May 1. Otherwise they will be destroyed without compensation.



- Amazon Logistics allows perishable food or beverages as long as they are delivered to the fulfillment center at least 105 days before the end of their shelf life.
- All units of the same SKU sent to Amazon in the same shipment must have the same expiration date.

Sellers must also meet certain requirements when shipping delicate or fragile products and liquids (for instance, in glass or ceramic packaging). In addition, the packages must be clearly marked as “food product”. Furthermore, in order to sell organic products, the company must have a valid and current certification in accordance with EU directive 834/2007.

Besides meeting all these requirements when delivering products to Amazon’s logistic centers, the cost of shipping them must also be taken into account.

The company must thoroughly examine all the conditions imposed by FBA (Fulfillment By Amazon) to decide whether it is profitable to sell its products on this Marketplace.

6.3.3.6 Ideas for place strategy

- Consider your potential for shipping products to other countries
- It is highly recommended to make an exhaustive analysis of costs
- Before exporting, consider if you have enough stock to satisfy a possible future demand
- Start by selecting one channel depending on your product and then expand the distribution channels



6.4 Promotion strategy

This strategy is quite important, if the work is well done, the salina will be able to promote their products and services, create the need for them in the market and even achieve a good positioning of the brand.

As the future is linked to online channel, you have to consider promotional strategies following these ideas:

6.4.1 Launch a web and Social Networks

In the first place, the company must be present in online channels since nowadays, “if it is not on the internet, it does not exist”. For this purpose, you can choose different ways:

- **Website (content web and/or e-commerce)**

Taking into account the importance of the presence of companies on the internet today, as well as its power to reach different segments, it will be necessary to develop a modern current website which transmits modernity and professionalism.

It is convenient to include information about the location (with map explanatory) and company contact, the products and services offered with their characteristics, prices, photos and videos of the salinas, opinions of the customers, a section for publications, reports and news about the sector and the salina itself in the media.

A website needs two important elements:

- Domain (the name you will see at the URL navigator)
- Hosting (the place to keep your data)
 - You have to choose the CMS (Content Management System) you will use to manage the website (Wordpress, WooCommerce, Prestashop, etc.)
- **Social Networks:** on the other hand, it is important to create profiles in social networks such as Facebook, Instagram, Youtube or LinkedIn. Currently there is a noticeable trend to use these communication channels by the society, where numerous companies take the opportunity to make themselves known for free.
- **Mobile app:** the quick growth of electronic businesses in the market has caused many popular online shops to bet on the e-commerce apps as an extension of the website itself, thus creating a more adapted shopping experience. Thanks to e-commerce apps, online shops may better respond to the needs and preferences of their users. These programs are a good element of promotion and marketing since they offer personalized and attractive experiences, for instance through exclusive offers and discounts for installing the application. In addition, creating an app for your online shop allows you to display content faster, more attractive and in an easier way to use.
- **Others**
 - Google My Business
 - E-mail marketing
 - It is useful to send periodically coupons, pre-sales, latest news of the salina with the purpose of rewarding the buying behavior of its customers, which produces in them a sense of loyalty towards the company. It is important to bear in mind that in order to send emails to our customers, they have previously had to give their data so that the salina gets a database.
 - Influencers
 - Marketplaces



- Affiliation marketing programs

6.4.2 Prepare an Inbound/Outbound Strategy

- Inbound marketing is an approach to attract consumers through content and interactions that are relevant and useful and in turn non-disruptive for the user. A blog, social networks or search engines are part of inbound marketing strategies.
 - The strategy consists of attracting "Leads" through content of interest to achieve "Engagement" and finally converting them into customers.
 - Leads = an action that the consumer performs on our website (fill out a contact form, start a chat, request information, etc.).
 - Engagement = commitment or fidelity. It is the ability of the brand to engage the audience and maintain solid relationships with them.
- Strategy type "Push" (Push means to push): show content to as many users as possible to increase the chances of reaching the audience of interest.

6.4.3 Content marketing strategy

Most markets are saturated with advertising communication and consumers increasingly use filters to avoid it. Even when a message is intended for a very specific segment, there are hundreds of companies that target that same target. In the digital field, we must add to this issue the fact that users combine their shopping experiences with their personal relationships in the same applications.

For all this, the need to find a way to connect with consumers and achieve engagement without being intrusive in their lives has been imposed. The solution that marketing has given to the problem is Content Marketing. It consists of not exclusively advertising to sell products, it must be combined with actions to generate, facilitate and share valuable content for their profiles with users. Content Marketing is one of the basic concepts of Inbound Marketing.

In recent years the figure of the Copywriter has emerged, who is responsible for nurturing the content for the strategy with quality in the writing.

6.4.4 Use of different media

With this we refer to the different ways in which it is possible to get clients through Digital Marketing actions.

Through the company's own means, it is evident that it is possible to generate sales, leads, contacts, relationships, etc.

Paid media are usually used in the initial stages of the company, when the web positioning is still not good and consequently the company does not appear in the first positions of the search engines. This is a way to speed up the web traffic.

Finally, it is possible to benefit from a good content strategy if it generates a positive interaction with the products. For example, an interesting post from another person or company on Facebook that is shared by many users reaching new users. This is what we call "earned media".

Strategically it is necessary to work with the three types of media, that is, create a digital structure of the company itself, generate good content to gain media and pay to get relevant positions



Going deeper into the types of media, we can distinguish:

- Own media
 - Media created by the company and over which it has full control.
 - It includes all the company's own content.
 - Examples: the website, desktop or mobile applications, blog, social media accounts, news aggregators (RSS) and any platform that is controlled by the company.
 - It is the most basic way of contacting the audience.
- Earned media
 - Free advertising generated by consumers and influencers who generate brand information.
 - Shared content, voluntary mentions, likes, etc.
 - Quality content that interests the audience will generate earned media for the company.
- Paid media
 - Means in which you pay to get traffic, conversions or leads.
 - In general, any marketing action that needs to be paid.
 - PPC (Pay Per Click), Banners, Pop-ups, Retargeting or Remarketing, ads on social networks, etc.
 - It is the main medium that is used when the positioning of the brand is still not good in the search engines.
 - Depending on the situation of consumers in the sales funnel, you can have different objectives: create interest, convert, build loyalty, etc.

6.4.5 Look at the Buyer Journey

For years, theories about consumer behavior have been studied since it is, without a doubt, a factor in which any marketer is especially interested. One of the best known theories was the model known as AIDA in which, to sell to consumers, it was necessary to achieve:

Attention -> Interest -> Desire -> Action

Currently a similar model is being developed but with some variants whose sequence of stages in the purchase process is as follows:

Consideration -> Interest -> Evaluation -> Conversion -> Retention

It is therefore the process through which the consumer passes until the purchase of a product. It can vary according to the sector (and essentially the price) so that the purchase of a house will have stages much more elaborate and intense than the simple purchase of a computer cable.

When it comes to influencing consumers, you have to consider where they are in the process.

- Do you already know the brand?
- Have you ever tried it?
- What do they think of the brand and the competitors?
- What are the main barriers to overcome for the purchase?

In a digital marketing strategy, actions differ depending on the position that consumers occupy in this process.



There is a theory, called the Transtheoretical or State of Change Model, which tells us that it is easier to get a consumer to go from one state to the next than to take him directly from the first state to the end. In our case, it means that a potential consumer who is in the phase of considering our product, will go more easily to the phase of interest and evaluation than to the phase of conversion.

To correctly identify the position of consumers in this process it is necessary to have carried out a good market research. Analyzing the data, it is discovered what percentage of consumers is in each of the possible states.

The strategy varies by state, so it is especially interesting:

- In the consideration phase:
 - Communicate the benefits of the product and its differentiation
- In the phase of interest:
 - Convey emotions about the brand: what the consumer can achieve with it
- In the evaluation phase:
 - Stand out from competitors
- In the conversion phase:
 - Make shopping easier
- In the retention phase:
 - Thank the purchase and monitor the level of satisfaction.

What are the key strategies and actions to take for each phase?

- Consideration: the keyword is **DISCOVER**. The consumer is aware that he has a problem in his daily life and needs a product to solve it. For instance, the computer is very slow and needs a new one. The mission of the company will be to make you see the speed at which you can work with your brand's computer.
 - Search engine advertising; Display advertising; Paid content; Explanatory videos of the product; Blog post; Infographics.
- Interest: The keyword is **SEARCH**. The consumer perceives that there are some brands that can solve their problem and that they have the resources to buy them. For example, he has done a search and found three computers that are running very fast.
 - Website, Landing pages, Social media.
- Evaluation: the keyword is **SELECT**. The consumer values the different alternatives to know which is the best for him. For example, of the three brands found, check the technical service, the price, the delivery, etc.
 - Chats boot; E-mail marketing; Phone call, Newsletter; Webinars, Demos, etc.
- Conversion: the keyword is **BUY**. The consumer decides and buys. For instance, he chooses our brand for the 3-year warranty.
 - Thank you mail for the purchase; Order confirmation e-mail; Tracking of shipment tracking;
- Retention: the keyword is **USE**. The consumer has already used the product. The mission of the company will be to take an interest in his experience.
 - E-mail to know the degree of satisfaction; Loyalty program.

6.4.6 Work on the Funnel sales

The sales funnel is the process parallel to the Buyer Journey, but analyzed from the point of view of the company and its actions. Three spaces are distinguished in the funnel as seen on the slide.



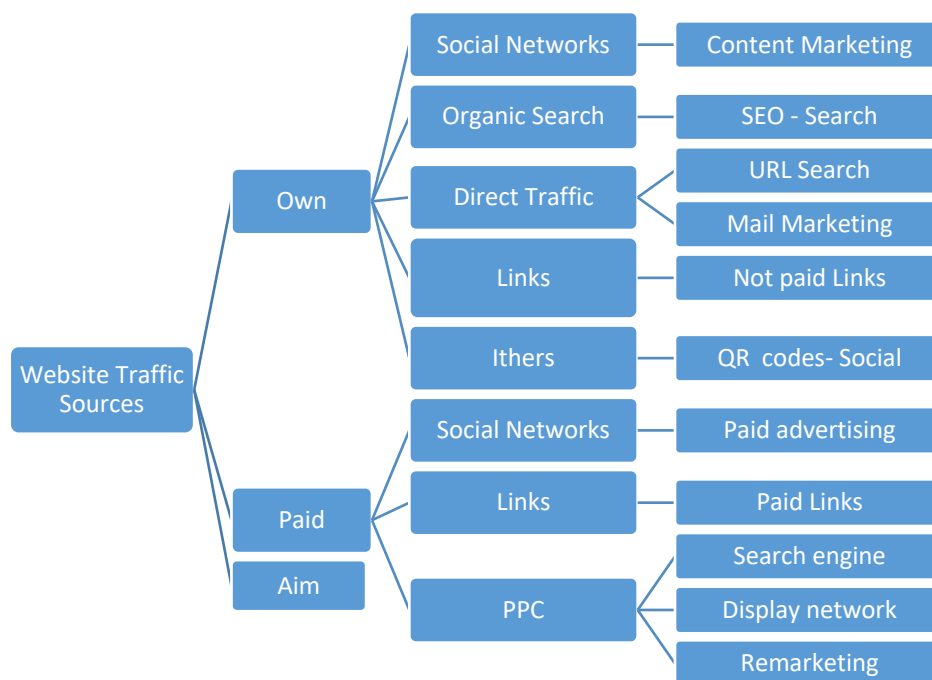
- TOFU - In this phase the consumer is in the state of consideration or interest. The business strategy is to create an attractive offering and study the prospects to ATTRACT consumers.
- MOFU - The consumer is in the evaluation phase (Buyer Persona, Lead). The strategy must be one of effort to achieve CONVERSION. For this, the Leads (people who have been interested in the products and in one way or another have contacted the company providing some information) are the element to consider.
- BOFU - The consumer is in the Purchase Decision phase (MQL = Marketing Qualify Lead or SQL = Sales Qualified Lead)). The strategy is aimed at converting the Lead to MQL and filtering from MQL to SQL.

6.4.7 Website Traffic

A large part of digital marketing activity is focused on creating and empowering sources of web traffic. It is about looking for the target audience and directing it to the website through different means and considering two main ways: organic or unpaid traffic and paid traffic.

Business sales are highly dependent on the ability to generate traffic to the website. You must consider that, on average, out of every 100 people who see your site in search engines, there is 1 who clicks on it (CTR = Click Through Ratio = 1%) and that out of every 100 people who visit the web there is 1 who buys (Average conversion rate = 0.01 = 1%).

In this area, both content marketing and native advertising are gaining in relevance. Not excessive intrusion is considered an important maxim in any digital strategy.





6.4.8 Understanding Pay per Click (PPC)

It is an internet-oriented advertising model in which the advertiser pays (a fixed amount or determined by auction) to include their ads on any platform.

It is used to generate web traffic and allows you to reach the target audience that is looking for products like those of the company. Some features of the system are:

- Google Ads allows ads to appear based on those keywords that the companies decides
- It allows an exhaustive control of the results that are materialized in KPI's
- It is very flexible since it allows immediate changes
- The possibility of segmentation is high
- The budget is perfectly adapted to the needs of the company
- The user is directed to a Landing Page
- You only pay for visits received

Most used platforms for PPC:

- Search engines
 - Google Ads
 - Bing Ads
- Social media
 - Facebook Ads
 - Instagram Ads
 - Twitter Ads
- Display
 - Google Ads

6.4.9 UX (User Experience) and CRO (Conversion Rate Optimization)

These are two terms that are being imposed in the Digital Marketing sector and others. The User Experience refers to the investigation and management of elements that influence consumers such as the usability of the website. The added value, the credibility of the contents, the accessibility, the satisfaction, the trust or the legibility. That is, everything that can contribute positively or negatively to the experience that a user perceives when interacting with digital media. Its study and the application of its techniques allows to significantly improve the sales of companies.

Conversion Ratio Optimization (CRO) is a technique with an appropriate methodology to improve consumer conversions, either via Leads or via sales.

As you can see, both issues are linked since, in one way or another, the improvement of conversion rates will depend largely on the user experience.

6.4.10 Public Relations

Within the scope of corporate marketing, public relations are a set of actions that allow the company to transmit its corporate image clearly to the different groups or people with whom it is linked. The task of a public relations strategy is to create stronger ties between companies and clients, as well as to keep



opinion leaders well informed about what is happening in their area of interest to correctly position the company in the market.

In order to achieve this positioning, the discipline of public relations takes into account the identity of the company, its philosophy, the objectives of the organization, the cultural values it represents, the corporate image and the reputation. Once the PR takes into account all the aspects indicated, it is necessary to work on them to improve or maintain its reputation, achieve positive links with other organizations and be based on the desired positioning to increase sales, encourage improvement or creation or the creation of a positive image to strengthen business relationships or with the public.

- **Media:** the strategy with the media should aim to transform what the company wants to communicate into news, and in this way increase the credibility of the message to be spread, achieving better acceptance in public opinion. There are several actions in which the media may help positioning the brand, such as sending press releases with important (new) information or extending an invitation to some media to visit our salinas in order to write reports about the salina.
- **Tourist offices:** one of the first things a tourist does when arriving at a destination is visiting the tourist office to get information about the city. Therefore, it is important to provide tourist offices nearby the salinas information about our salinas, for instance timetables, prices, how to get there, activities and services, etc. For this reason, it would be convenient to supply the office with pamphlets for tourists.
- **Hotels:** as well as in tourist offices, most hotels always offer their guests information about local spots, timetables, city maps, etc. Therefore, it would also be convenient to supply some of the most popular hotels with pamphlets for tourists.
- **Fairs and events:** for a salina, attending certain fairs such as food or artisanal might be very significant since they may make contact with customers, distributors and public in general, besides the support that can be obtained from the media.

6.4.11 Sales Promotion

The purpose of this technique is to achieve a series of specific objectives through different stimuli and actions limited in time and aimed at a specific target. The goal of a promotion is to offer the consumer an incentive to purchase or acquire a product or service in a short term, which translates into an exceptional increase in sales. Here it is important to define the innovation, the target, the temporality of the promotion and the specific incentive.

6.4.12 Promotions Ideas

- **Sampling:** to give small samples to both new and recurrent buyers in purchases over a certain amount, following the same type of purchases they have taken. For instance, if they buy some kind of salt, it might be interesting to send them a sample of another kind of salt.
Here it might be interesting to consider offering some of these samples to important influencers such as chefs or people with many followers on social networks, so that they can promote our products themselves.
- **Special Editions:** temporary editions with a seasonal touch, local smells, new flavors, for a special project, etc. Also special edition formats, as well as sustainable containers editions made of durable materials that can be reused (jar + bag with the product



- **Events in salinas:** for instance, free guided tours on a specific day and under previous booking, tastings limited to a specific number of people. This way, we attract people who will come to the salina, will get to know it and generate viral effects, as well as will probably make purchases in the salina physical shop.
- **Discounts:** offering discounts of a percentage of the total purchase during a certain time (for example, 10% discount on purchases made during two specific days). This might be especially indicated on special seasons, for instance Christmas time or Black Friday.
- **Free shipping:** as in discounts, it might be interesting to offer special days where all products or purchases over a certain amount have free shipping.
- **Involvement in local action projects:** for the purchase of a specific product (which can also be created as a special edition) or for purchases above a fixed price, a certain amount will be allocated to local action projects. For instance, Sal de Ibiza participates in several projects which take place in the island, such as “PLASTIC FREE IBIZA”, allocating one euro for each purchase of a special edition created for such a project.
- **Free ticket to the salina for purchases over a certain amount:** for instance, purchases over 25 euros in our physical and online shop. This may include a guided tour or not. It would be important to consider here that, offering a guided tour and explaining properties of some kind of salts, mud, algae or other raw materials which the salina works, may create interest in customers in order to purchase new products.
- **Online actions:** Commented upstairs.



6.5 Sustainability strategy

Once you have achieved the introduction of a product in the market, it is necessary to develop a maintenance strategy so that the effects of the initial impulse are maintained over the time. Three different activities may be implemented for that purpose:

6.5.1 Social Norms

It is not easy, but if a significant part of the population perceives salt intake as a source of health, the effect might be very positive.

6.5.2 Prompts

Human natural tendency is always to come back to the usual behaviors, for this reason it is necessary to influence consumers permanently so that they maintain the purchasing behavior acquired when they become clients of our company.

6.5.3 Agreements

Related to the distribution channel, it may be positive to reach written agreements that clearly establish the terms in which the alliance must work properly.



STRATEGIC MARKETING PLAN

MAY 2021 – V1.0



7 Annex

SALINAS PRODUCTS AND SERVICES ANNEX

PRODUCTS

SALT

- FOOD

1 Natural (virgin) sea salt

COMPANY	TYPE	FORMAT	WEIGHT	PRICE (euros)	PRICE PER KILO (euros)	SHOP
Salinas de Chiclana (Salema)	Virgin sea salt	Plastic bag	300 gr	1,60	5,33	https://salinasdechiclana.es/
Salinas de Chiclana (Salema)	Virgin sea salt	Plastic bag	1000 gr	2,30	2,30	https://salinasdechiclana.es/
Salinas de Chiclana (Salema)	Virgin sea salt	Cardboard box	1000 gr	2,50	2,50	https://salinasdechiclana.es/
Salinas de Chiclana (Salema)	Virgin sea salt	Fabric bag	1000 gr	3,40	3,40	https://salinasdechiclana.es/
Salinas de Chiclana (Salema)	Virgin sea salt	Fabric bag	1000 gr	3,90	3,90	https://salinasdechiclana.es/
Salinas de Chiclana (Salema)	Virgin sea salt	Plastic jar	2000 gr	4,00	8,00	https://salinasdechiclana.es/
Salinera Española (Marsalis)	Sea salt	Plastic jar	1000 gr	9,35	9,35	https://www.salinarespanola.com/
Salinas de Janubio	Sea salt	Plastic salt-cellar	100 gr	2,50	25,00	https://salinasdejanubio.com/
Salinas de Janubio	Sal marina (coarse)	Plastic bag	1000 gr	2,00	2,00	https://salinasdejanubio.com/
Salinas de Janubio	Sea salt (table)	Plastic bag	500 gr	1,00	2,00	https://salinasdejanubio.com/
Salinas del Alemán (Biomaris)	Ecological virgin sea salt (coarse)	Plastic bag	1000 gr 3000 gr	1,50 3,00	1,50 1,00	https://www.salinasdelaleman.es/
Salinas del Alemán (Biomaris)	Ecological virgin sea salt (table)	Plastic bag	1000 gr 3000 gr	2,00 3,50	2,00 1,16	https://www.salinasdelaleman.es/
Bras del Port	Ecological sea salt	Plastic salt-cellar	50 gr	0,80	1,60	https://www.brasdelport.com/
Bras del Port	Ecological sea salt (table)	Plastic bag	1000 gr	1,20	1,20	https://www.brasdelport.com/
Bras del Port	Ecological sea salt	Glass grinder	85 gr	2,50	29,41	https://www.brasdelport.com/
Salina San Vicente	Ecological virgin sea salt (coarse)	Plastic bag	1000 gr	1,95	1,95	It does not own an online shop Price checked at: https://productoscadiz.com/

Salinas del Odiel (Marismeña)	Ecological sea salt (coarse - table)	Paper bag	1000 gr	1,00	1,00	It does not own an online shop Only phone and mail sale Price checked at: www.latiendadelalergico.com
Salinas del Odiel (Marismeña)	Ecological sea salt (table)	Plastic salt-cellar	200 gr	-	-	It does not own an online shop Only phone and mail sale It is not possible to find this product in any online shop
Salinas del Odiel (Marismeña)	Iodized sea salt (coarse - table)	Paper bag	1000 gr	-	-	It does not own an online shop Only phone and mail sale It is not possible to find this product in any online shop
Salinas del Odiel (Marismeña)	Himalayan pink salt	Glass grinder	110 gr	-	-	It does not own an online shop Only phone and mail sale It is not possible to find this product in any online shop
Grupo Asal (Ibersal)	Sea salt (coarse – table – iodized)	Plastic bag	1000 gr	Foreign sale	-	It does not own an online shop It is not possible to find this product in any online shop
Grupo Asal (Ibersal)	Sea salt (table)	Plastic salt-cellar	250 gr	Foreign sale	-	It does not own an online shop It is not possible to find this product in any online shop
Grupo Asal (Chalupa)	Sea salt (coarse – table – iodized coarse – iodized table)	Plastic bag	1000 gr	0,61	0,61	It does not own an online shop Price checked at: www.tuclubdecompras.es
Grupo Asal (Chalupa)	Baked special	Plastic bag	2500 gr	1,65	0,66	It does not own an online shop Price checked at: www.tuclubdecompras.es
Grupo Asal (Chalupa)	Marine salt (table)	Plastic salt-cellar	250 gr	0,42	1,68	It does not own an online shop Price checked at: https://compracercana.es/
Grupo Asal (Chalupa)	Bicarbonate of soda	Plastic salt-cellar	200 gr	-	-	It does not own an online shop It is not possible to find this product in any online shop
Grupo Asal (Chalupa)	Low sodium marine salt	Plastic salt-cellar	180 gr	-	-	It does not own an online shop It is not possible to find this product in any online shop
Salinas d'es Trenc (Sa Sal)	Marine salt (coarse - table)	Paper bag	500 gr	-	-	It does not own an online shop It is not possible to find this product in any online shop
Salinas d'es Trenc (Sa Sal)	Marine salt (coarse - table)	Paper bag	1000 gr	-	-	It does not own an online shop It is not possible to find this product in any online shop
Salinas d'es Trenc (Sa Sal)	Marine salt (table – superfine – grain - grinded)	-	5000 gr	-	-	It does not own an online shop It is not possible to find this product in any online shop
Salinas d'es Trenc (Sa Sal)	Marine salt (table – superfine – grinded)	-	20000 gr	-	-	It does not own an online shop It is not possible to find this product in any online shop
Salinas Bocacangrejo	Virgin marine salt	Plastic bag	1000 gr	1,00	1,00	It does not own an online shop Price checked at: https://salinasbocacangrejo.com/
Salinas Bocacangrejo	Virgin marine salt	Plastic bag	5000 gr	4,00	0,80	It does not own an online shop Price checked at: https://salinasbocacangrejo.com/
Salinas Bocacangrejo	Natural rocks of marine salt	Plastic jar	400 gr	4,00	10,00	It does not own an online shop

						Price checked at: https://salinasbocacangrejo.com/ It does not own an online shop Price checked at: https://salinasbocacangrejo.com/
Salinas Bocacangrejo	Natural rocks of marine salt. Horeca special	Plastic jar	3500 gr	12,00	3,42	
Sal de Ibiza	Sea salt (coarse – table)	Plastic bag	1000 gr	4,48	4,48	It does not own an online shop Price checked at: https://www.planetahuerto.es/
Sal de Ibiza	Sea salt (coarse – table)	Glass grinder	110 gr	25,69	233,54	It does not own an online shop Price checked at: https://www.piccantino.es/
Sal de Ibiza	Sea salt (table)	Cardboard jar	31,1 gr 125 gr 250 gr	5,34 26,50	42,72 26,00	It does not own an online shop Prices checked at: https://www.planetahuerto.es/ It is not possible to find the 31,1 gram format

2 Flavoured sea salt

COMPANY	TYPE	FORMAT	WEIGHT	PRICE (euros)	PRICE PER KILO (euros)	SHOP
Salinera Española (Ecosal)	Curry – spices – barbecue – Mediterranean herbs – peppers (ecological)	Paper bag	250 gr	4,50	18,00	https://www.salinarespanola.com/
Salinera Española (Ecosal)	Ecological ground	Paper bag	250 gr	3,00	12,00	https://www.salinarespanola.com/
Salinas de Janubio	5 peppers – cayenne – garlic and parsley – natural	Grinder	70 gr	2,50	35,71	https://salinasdejanubio.com/
Salinas del Alemán (Biomaris)	Marinade	Plastic bottle	1000 gr	3,00	3,00	https://www.salinasdelaleman.es/
Salinas del Alemán (Biomaris)	Smoked marinade - dill	Plastic bottle	1000 gr	3,50	3,50	https://www.salinasdelaleman.es/
Salina San Vicente	Ecological. Special for rices and vegetables – stew and fishes – legumes and meats – barbecue – black truffle	Plastic bag	250 gr	3,75	15,00	It does not own an online shop Price checked at: https://www.mantequeriaelbulevar.com/
Grupo Asal (Halos Selection)	Herbs – truffle and black olives – barbecue – smoked – lemon, garlic and parsley – curry - spicy	Glass jar	200 gr	2,62	13,10	It does not own an online shop Price checked at: https://www.supertambo.es/
Sal de Ibiza	Sea salt with chili – toasted sesame seeds –		75 gr	7,50	100,00	It does not own an online shop

green pepper and lemon – flower petals – hibiscus flower – spicy cajun – citronella and ginger – Mediterranean herbs - barbecue	Cardboard jar					Price checked at: https://www.planetahuerto.es/
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3 Salt flakes

COMPANY	TYPE	FORMAT	WEIGHT	PRICE (euros)	PRICE PER KILO (euros)	SHOP
Salinas de Chiclana (Salema)	Natural	Plastic jar	50 gr	3,00	60,00	https://salinasdechiclana.es/
Salinas de Chiclana (Salema)	Natural	Glass jar	125 gr	6,50	52,00	https://salinasdechiclana.es/
Salinas de Chiclana (Salema)	Natural	Plastic jar	500 gr	12,50	25,00	https://salinasdechiclana.es/
Salinas de Chiclana (Salema)	Natural	Plastic jar	1500 gr	25,00	16,66	https://salinasdechiclana.es/
Salinera Española (Marsalis)	Natural	Ceramic jar	100 gr	8,25	82,5	https://www.salineraespanola.com/
Salinas del Alemán (Biomaris)	Ecological natural	Plastic jar	30 gr	2,10	70,00	https://www.salinasdelaleman.es/
			100 gr	3,20	32,00	
			300 gr	4,50	15,00	
Bras del Port	Natural. Horeca special	Plastic jar	1500 gr	19,95	13,30	https://www.brasdelport.com/
Bras del Port	Natural	Glass grinder	40 gr	3,50	87,50	https://www.brasdelport.com/
Bras del Port	Natural	Plastic jar	200 gr	3,10	15,5	https://www.brasdelport.com/
Bras del Port	Natural	Cardboard box	250 gr	3,50	14,00	https://www.brasdelport.com/
Bras del Port	Natural	Cardboard box	125 gr	2,20	17,6	https://www.brasdelport.com/
Bras del Port	Red wine – citric – smoked with ginger	Cardboard box	125 gr	2,85	22,80	https://www.brasdelport.com/
Salinas Pozo Izquierdo	Natural	Plastic jar	250 gr	6,50	26,00	It does not own an online shop Only phone and mail sale Price checked at: https://salinasdepozoizquierdo.es/
Salina San Vicente	Natural – lemon – black	Glass jar	180 gr	10,50	58,33	It does not own an online shop Price checked at: https://alandalusclub.com/
Grupo Asal (Halos Selection)	Natural	Glass jar	125 gr	2,88	23,04	It does not own an online shop Price checked at: https://www.supertambo.es/
Salinas Bocacangrejo	Natural	Plastic jar	300 gr	5,00	16,66	It does not own an online shop Price checked at: https://salinasbocacangrejo.com/
Salinas Bocacangrejo	Natural. Horeca special	Plastic jar	3000 gr	35,00	11,66	It does not own an online shop Price checked at: https://salinasbocacangrejo.com/

Maldon Sea Salt	Smoked	Cardboard box	125 gr	5,15	41,20	https://www.britishcornershop.co.uk/
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4 Fleur de Sel

COMPANY	TYPE	FORMAT	WEIGHT	PRICE (euros)	PRICE PER KILO (euros)	SHOP
Salinas de Chiclana (Salema)	Pepper - smoked	Plastic jar	55 gr	3,20	58,18	https://salinasdechiclana.es/
Salinas de Chiclana (Salema)	Natural	Glass jar	160 gr	6,20	38,75	https://salinasdechiclana.es/
Salinas de Chiclana (Salema)	Pepper - Smoked	Glass jar	160 gr	6,90	43,12	https://salinasdechiclana.es/
Salinas de Chiclana (Salema)	Natural	Plastic jar	500 gr	10,50	21,00	https://salinasdechiclana.es/
Salinas de Chiclana (Salema)	Natural	Plastic jar	1500 gr	21,00	14,00	https://salinasdechiclana.es/
Salinera Española (Ecosal)	Natural ecological	Paper bag	250 gr	6,00	24,00	https://www.salinaespanola.com/
Salinera Española (Marsalis)	Curry – peppers – pink pepper, hibiscus and paprika – Mediterranean herbs	Plastic salt-cellar	100 gr	6,60	66,00	https://www.salinaespanola.com/
Salinera Española (Marsalis)	Natural	Plastic salt-cellar	100 gr	6,00	60,00	https://www.salinaespanola.com/
Salinera Española (Marsalis)	Natural - citric – pink pepper, hibiscus and paprika – aromatic herbs	Ceramic jar	100 gr	7,00	70,00	https://www.salinaespanola.com/
Salinas de Janubio	Natural	Plastic jar	200 gr	9,00	45,00	https://salinasdejanubio.com/
Salinas de Janubio	Natural – chocolate – coal – edible flowers	Glass jar	60 gr	4,95	82,5	https://salinasdejanubio.com/
Salinas del Alemán (Biomaris)	Ecological natural	Plastic jar	30 gr 100 gr 300 gr	2,10 3,20 4,50	70,00 32,00 15,00	https://www.salinasdelaleman.es/
Salinas del Alemán (Biomaris)	Smoked – garlic and oregano – garlic and parsley – barbecue – spicy pork – curry – rice special – red hot sauce – hibiscus – lemon – paprika – oregano – black pepper – roses – cuttlefish – thyme	Plastic jar	30 gr 100 gr	2,10 3,40	70,00 34,00	https://www.salinasdelaleman.es/
Salinas Pozo Izquierdo	Natural	Ceramic jar	75 gr	9,50	126,66	It does not own an online shop Only phone and mail sale Price checked at: https://salinasdepozoizquierdo.es/
Salinas Pozo Izquierdo	Natural	Plastic jar	200 gr	10,00	50,00	It does not own an online shop Only phone and mail sale Price checked at: https://salinasdepozoizquierdo.es/
Salina San Vicente	Ecological natural	Plastic bag	250 gr	3,75	15,00	It does not own an online shop Price checked at: https://www.mantequeriaelbulevar.com/
Salina San Vicente	Natural – fishes – meats – pasta, salads and carpaccios – oloroso sherry – muscatel – red wine	Glass jar	90 gr	5,60	62,22	It does not own an online shop Price checked at: https://www.mantequeriaelbulevar.com/



Salinas Bocacangrejo	Natural	Ceramic jar	100 gr	7,00	70,00	It does not own an online shop Price checked at: https://salinasbocacangrejo.com/
Salinas Bocacangrejo	Natural. Horeca special	Plastic jar	2500 gr	75,00	30,00	It does not own an online shop Price checked at: https://salinasbocacangrejo.com/
Sal de Ibiza	Natural	Ceramic jar	28,35 gr 150 gr	7,50 13,59	250,00 90,69	It does not own an online shop Prices checked at: https://www.planetahuerto.es/
Sal de Ibiza	Natural	Paper bag	150 gr	6,79	45,26	It does not own an online shop Prices checked at: https://www.planetahuerto.es/

5 French grey salt

COMPANY	TYPE	FORMAT	WEIGHT	PRICE (euros)	PRICE PER KILO (euros)	SHOP
San Francisco Salt Co.	Fine	Glass jar with spoon	226 gr	12,31	54,46	https://sfsalt.com/
Celtic Sea Salt	Coarse	Resealable plastic bag	454 gr	4,35	9,58	https://www.selinanaturally.com/
Celtic Sea Salt	Coarse	Glass grinder	85 gr	6,08	71,52	https://www.selinanaturally.com/
Le Paludier de Guérande	Coarse	Plastic bag	1000 gr	3,34	3,34	It does not own an online shop Price checked at: https://www.naturitas.es
Le Paludier de Guérande	Fine	Plastic bag	1000 gr	5,29	5,29	It does not own an online shop Price checked at: https://www.naturitas.es
Le Paludier de Guérande	Fine	Plastic bag	500 gr	3,50	7,00	It does not own an online shop Price checked at: https://www.casapia.com/
Le Guerandais	Coarse	Plastic bag	1000 gr	4,31	4,31	It does not own an online shop Price checked at: https://www.melburyandappleton.co.uk/

6 Italian sea salt

COMPANY	TYPE	FORMAT	WEIGHT	PRICE (euros)	PRICE PER KILO (euros)	SHOP
SoSalt	Coarse hand recollected	Cardboard box	1000 gr	1,00	1,00	https://sosalt.shop/
Spicewalla	Fine	Tin	90 gr	5,07	56,33	https://www.spicewallabrand.com/
Regional Co.	Fine flavoured with orange	Glass jar	200 gr	5,00	25,00	https://regionalco.es/
Bona Furtuna	Fine	Glass jar	92 gr	10,65	115,76	https://bonafurtuna.com/
Cento	Coarse	Plastic jar	500 gr	2,21	4,42	https://shop.cento.com/
Trapani sale di Gucciardo Vincenzo	Coarse	Plastic bag	1000 gr	2,88	2,88	It does not own an online shop for individual sale (only packs) Price checked at: https://www.gustiamo.com/
Trapani sale di Gucciardo Vincenzo	Fine	Plastic bag	1000 gr	2,88	2,88	It does not own an online shop for individual sale (only packs)



						Price checked at: https://www.gustiamo.com/
Frantoi Cutrera	Fine flavoured with lemon	Glass jar	200 gr	3,90	19,50	Not available in its own online shop Price checked at: https://www.oliveoilitaly.com/
McCormick Gourmet	Fine	Glass shaker	102 gr	7,33	71,86	Not available in its own online shop Price checked at: https://www.amazon.com/

7 Smoked sea salt

COMPANY	TYPE	FORMAT	WEIGHT	PRICE (euros)	PRICE PER KILO (euros)	SHOP
Salt Traders	Cherry wood smoked	Glass jar	114 gr	8,18	71,75	https://www.salttraders.com/
Dani	Coarse	Plastic grinder	100 gr	1,50	15,00	https://www.dani.es/
San Francisco Salt Co.	Fine or coarse alderwood smoked	Plastic bag	900 gr	12,32	13,68	https://sfsalt.com/
Oaktown Spiceshop	Alderwood smoked	Glass shaker	110 gr	6,99	63,54	https://oaktownspiceshop.com/
Texas Flame and Smoke	Hickory, Applewood or mesquite smoked	Glass shaker	184 gr	5,34	29,00	https://www.texasflameandsmoke.com/
Sonnenor	With spices for barbecue	Cardboard box	150 gr	4,89	32,4	https://www.sonnenor.com/
Bitterman Salt Co.	Fine campfire smoked	Glass jar	31 gr	6,58	212,25	https://themedow.com/
Oena	Pure spices	Glass jar	110 gr	3,10	31,00	It does not own an online shop Price checked at: https://www.elcorteingles.es/
Spice Islands	Old hickory smoked	Plastic jar	136 gr	5,43	39,92	It does not own an online shop Price checked at: https://pantryful.com/

8 Indian black sea salt

COMPANY	TYPE	FORMAT	WEIGHT	PRICE (euros)	PRICE PER KILO (euros)	SHOP
Fossil River	Large grain	Plastic jar	120 gr	2,70	22,50	https://www.salgourmet.es/
Natco	Ground	Plastic bag	300 gr	1,72	5,73	https://shop.natcofoods.com/
Finest Food Age	Ground	Tin	130 gr	12,99	99,92	https://www.finestfoodage.com/
Vegetalia	Ground	Glass jar	220 gr	2,53	11,50	It does not own an online shop Price checked at: https://www.naturitas.es/
Ayurveda	Ground	Glass jar	200 gr	5,26	26,30	It does not own an online shop Price checked at: https://www.planetahuerto.es/
Bioenergie	Large grain	Glass jar	200 gr	3,99	19,95	It does not own an online shop Price checked at: https://www.ayurveda101.com/
Govinda	Ground	Glass jar	100 gr	3,69	36,90	It does not own an online shop Price checked at: https://www.navoco.eu/
Vitam	Ground	Glass jar	100 gr	2,95	29,50	It does not own an online shop Price checked at: https://www.planetavegano.com/



Espicias del Sol	Large grain	Glass jar	700 gr	11,61	16,58	Not available in its own online shop Price checked at: https://www.alesframa.com/
Govinda	Large grain	Plastic bag	100 gr	3,65	36,50	It does not own an online shop Price checked at: https://www.miraherba.de/

9 Salt foam

COMPANY	TYPE	FORMAT	WEIGHT	PRICE (euros)	PRICE PER KILO (euros)	
Bras del Port	Tomato and basil – red wine. Masterchef edition	Plastic jar	100 gr	3,55	17,75	https://www.brasdelport.com/
Bras del Port	Natural	Plastic jar	100 gr	3,25	16,25	https://www.brasdelport.com/
Bras del Port	Tomato and basil – red wine – smoked with ginger. Horeca special	Plastic jar	600 gr	16,95	28,25	https://www.brasdelport.com/
Bras del Port	Natural. Horeca special	Plastic jar	600 gr	13,95	23,25	https://www.brasdelport.com/
Bras del Port	Natural	Tin	100 gr	4,50	45,00	https://www.brasdelport.com/
Bras del Port	Tomato and basil – red wine – smoked with ginger	Tin	100 gr	5,85	58,5	https://www.brasdelport.com/

10 Sweets

COMPANY	TYPE	FORMAT	WEIGHT	PRICE (euros)	PRICE PER KILO (euros)	SHOP
Sal de Ibiza	Chocolate – milky chocolate – white chocolate bar with fleur de sel	Cardboard box	40 - 80 gr	40 gr: 3,70 80 gr: 7,40	40 gr: 92,50 80 gr: 73,75	It does not own an online shop Prices checked at: https://adereza.com/

11 Snacks

COMPANY	TYPE	FORMAT	WEIGHT	PRICE (euros)	PRICE PER KILO (euros)	SHOP
Sal de Ibiza	Chips with Fleur de Sel natural – white truffle – salt & vinegar	Plastic bag	45 - 125 gr	Natural. 45 gr: 1,70 – 125 gr: 3,20 White truffle. 45 gr: 2,25 – 125 gr: 3,20 Salt & vinegar. 125 gr: 3,40	Natural. 45 gr: 37,78 – 125 gr: 25,60 White truffle. 45 gr: 50,00 – 125 gr: 31,60 Salt & vinegar. 125 gr: 27,20	It does not own an online shop Prices checked at: https://www.elcorteingles.es/
Sal de Ibiza	Cajun spiced cashews - barbecued peanuts – almonds with flower petals - mix	Plastic bag	80 gr	Cajun spiced cashews: 3,90 Barbecued peanuts: 2,50 Almonds with flower petals: 4,75 Mix: 3,90	Cajun spiced cashews: 48,75 Barbecued peanuts: 31,25 Almonds with flower petals: 59,78 Mix: 48,75	It does not own an online shop Prices checked at: https://www.elcorteingles.es/ https://www.bloomgourmet.es/

12 Bath salts

COMPANY	TYPE	FORMAT	WEIGHT	PRICE (euros)	PRICE PER KILO (euros)	SHOP
Salinas de Chiclana (Salema)	Orange and cinnamon – rosehip - lavender	Glass jar	200 gr	3,94	19,7	https://salinasdechiclana.es/
Salinas de Chiclana (Salema)	Orange and cinnamon – rosehip - lavender	Plastic jar	600 gr	7,00	11,66	https://salinasdechiclana.es/
Salinas del Alemán (Biomaris)	Feet special circulation – pain - tired	Plastic bag	200 gr	3,00	15,00	https://www.salinasdelaleman.es/

13 Lotions

COMPANY	TYPE	FORMAT	WEIGHT	PRICE (euros)	PRICE PER LITRE (euros)	SHOP
Salinas de Chiclana (Salema)	Emollient	Plastic bottle	500 ml	3,50	7,00	https://salinasdechiclana.es/

- HOME

6 Dishwasher

COMPANY	TYPE	FORMAT	WEIGHT	PRICE (euros)	PRICE PER KILO (euros)	SHOP
Bras del Port	Ecological	Cardboard box	1500 gr	1,80	1,20	https://www.brasdelport.com/
Bras del Port	Masterchef edition	Cardboard box	1500 gr	1,95	1,30	https://www.brasdelport.com/
Grupo Asal (Chalupa)	-	Plastic bag	2000 gr	1,15	2,30	It does not own an online shop Price checked at: https://www.supermercadosaladar.com/
Salinas d'és Trenc (Natrium)	-	Plastic jar	5000 gr	-	-	It does not own an online shop It is not possible to find this product in any online shop

- INDUSTRIAL

COMPANY	TYPE	FORMAT	WEIGHT	PRICE (euros)	PRICE PER KILO (euros)	SHOP
Grupo Asal (Chalupa)	Coarse wet - ground	Plastic sack	25000 gr	-	-	It does not own an online shop It is not possible to find this product in any online shop
Grupo Asal (Chalupa)	Dry type 1 fine – type 2 thick – type 3 – type 00	Plastic sack	25000 gr	-	-	It does not own an online shop It is not possible to find this product in any online shop
Grupo Asal (Chalupa)	Vacuum tablets	Plastic sack	25000 gr	-	-	It does not own an online shop It is not possible to find this product in any online shop
Grupo Asal (Chalupa)	Pools special	Plastic sack	25000 gr	-	-	It does not own an online shop It is not possible to find this product in any online shop



Grupo Asal (Chalupa)	Regenerating type	Plastic sack	25000 gr	-	-	It does not own an online shop It is not possible to find this product in any online shop
Grupo Asal	Road deicing	-	-	-	-	It does not own an online shop It is not possible to find this product in any online shop
Salinas d'és Trenc (Natrium)	Tablets – pool – vacuum – vacuum tablets - grain	Plastic sack	20000 gr	-	-	It does not own an online shop It is not possible to find this product in any online shop
Unión Salinera	Water softener – pools – agricultural – industrial – deicing – chemical	-	-	-	-	It does not own an online shop It is not possible to find this product in any online shop

- DESIGN

7 Lamps

COMPANY	TYPE	FORMAT	WEIGHT	PRICE (euros)	SHOP
Salinas del Alemán (Biomaris)	-	-	2-3 kg	18,00	https://www.salinasdelaleman.es/
Salinas del Alemán (Biomaris)	USB connection	-	-	9,00	https://www.salinasdelaleman.es/
Salinas del Alemán (Biomaris)	USB connection	Bowl form	-	9,50	https://www.salinasdelaleman.es/

MUD

- COSMETICS

8 Face masks

COMPANY	TYPE	FORMAT	WEIGHT	PRICE (euros)	PRICE PER KILO (euros)	SHOP
Salinas del Alemán (Biomaris)	Marine mud	-	-	8,00	-	https://www.salinasdelaleman.es/

9 Soaps

COMPANY	TYPE	FORMAT	WEIGHT	PRICE (euros)	SHOP
Salinas del Alemán (Biomaris)	-	Bar	-	4,50	https://www.salinasdelaleman.es/

ALGAE

- COSMETICS

10 Face masks

COMPANY	TYPE	FORMAT	WEIGHT	PRICE (euros)	PRICE PER LITRE (euros)	SHOP
Salinas del Alemán (Biomaris)	Serum with marine collagen	Plastic jar	30 ml	21,00	700,00	https://www.salinasdelalem an.es/
Salinas del Alemán (Biomaris)	Serum with marine elastin	Plastic jar	30 ml	20,00	666,66	https://www.salinasdelalem an.es/

NOTES

1. Salinas del Alemán is the only salina that produces cosmetics and salt lamps (although they do not specify whether it is made with their own salt or other). Furthermore, they produce other products which are clearly not made with saline raw material.
2. Bras del Port is the only salina which commercializes the concept of salt foam, whereas Salinas Bocacangrejo commercializes natural salt rocks.
3. Products shown in Salina San Vicente website are not the same sold in other shops.
4. Salinas del Odiel, Salinas de Pozo Izquierdo and Salinas Bocacangrejo do not own an e-commerce platform, but offer telephone sale.

SERVICES

SALINA	SERVICE	PRICE (euros)
El Estanquillo	Guided tour	80 /group up to 10 people
Salinas de Chiclana	Simple guided tour	5
	Complete guided tour (Salt Museum included)	9
Salinas de Chiclana	Salt tasting Fish tasting Algae tasting	18
Salinas de Chiclana	Salina's traditional fishing (lunch included)	49 (20-29 diners) 46 (30-39 diners) 42 (+40 diners)
Salinas de Chiclana	Bath in salina	5
	Bath in mud	5
	Salt exfoliant	18
	Relaxing massage	18
Salinas de Chiclana	Restaurant	-
Salinas de Chiclana	Celebrations	-

Salinas de Chiclana	School outings (salina animals, food production, water cycles, ecological vegetable garden, birdwatching, etc.)	This information must be requested
Salina San Vicente	Restaurant	-
Salina San Vicente	Celebrations	-
Salina San Vicente	Guided tour	This information must be requested
Salinas de Janubio	Guided tour with salt tasting	12 6 (children 6-12 y/o) Free (children up to 5 y/o)
Salinas de Fuencaliente	Restaurant	-
Salinas de Pozo Izquierdo	Guided tour	This information must be requested
Salinas del Alemán	Bath in magnesium oil Bath in mud	This information must be requested
Salinas del Alemán	Guided tour	This information must be requested
Salinas del Carmen	Guided tour and Salt Museum	6 3 (children 4-11 y/o) Free (children up to 3 y/o)
Salinas del Carmen	Restaurant	-
Salinas del Carmen	Celebrations	-
Salinas de Torrevieja	Guided tour in train	7,95 6,95 (children 2-12/+65 y/o)
Salinas d'Es Trenc	Guided tour	This information must be requested