

# C Food Norway

**C Food Norway**, one of NCE Blue Legasea's regional partners, is a world-leading enterprise that commercialises by-products from whitefish to promote a more sustainable seafood consumption that utilises all parts of the catch. The company has established close collaborations with regional producers and international partners in Europe and Asia. C Food Norway purchases raw materials from Norwegian fishing fleets and aquaculture providers and uses regional facilities like slaughterhouses, canning factories, fillet, and dried fish industries to process their products. Their international partners facilitate further processing and product sales inside and outside Europe.



## Regional Context

C Food Norway is based in Ålesund, a town on the West coast of Norway, in the Møre og Romsdal County and considered the heart of Norway's fishing industry. The region is characterised by an active marine industry with several companies occupied within sectors such as fishing, technology, aquaculture, raw materials processing and marine ingredients and engage with international partners working on both traditional and novel seafood products. Activities in the field have also been supported by the work of BlueBioClusters' project partner [NCE Blue Legasea](#), a collab-

oration and innovation network dedicated to promoting new sustainable and commercially viable uses of seafood and seafood waste products.<sup>1</sup>

## Value Chain

C Food Norway's operates in the fish value chain, and strives to contribute to a better utilisation of existing catch and farming through the development of innovative

<sup>1</sup> Møre and Romsdal County Council, [Cooperation for Growth - Research and Innovation Strategy for Møre og Romsdal 2021-2024](#), Accessed January 10, 2024



C Food Norway contributes to valorising products and by-products from the fish value chain.

product concepts. In 2023, raw materials purchased from local suppliers included 3500 tonnes of various by-products from the whitefish industry and fishing fleet. These raw materials are processed by locally leased companies. At this stage, raw cod bones are processed to produce dried swim

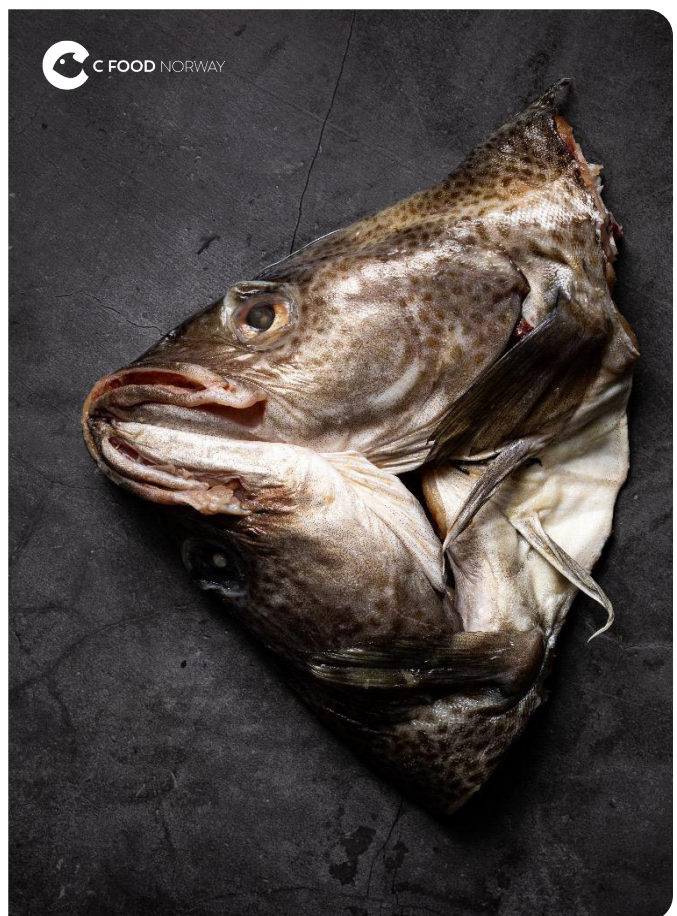
bladders, processed heads and other products for human consumption and pet food.

The final products are then delivered to partners in the EU and East Asia, who are responsible for distribution and sale. C Food Norway emphasises the importance of working with regional partners, especially in the case of more complex markets like China, Vietnam, and South Korea, which require specialised strategies for processing and marketing their products.

C Food Norway's work has also been recognised through various awards and nominations in recent years. The company received a nomination for two years in a row for the "Sustainability Award" by the *Industrial Design Conference (IDC)*, Norway's most prom-



Flambé redfish heads in oyster sauce



Codhead



Dumplings with fishmaw



inent industrial design conference, in 2021 and 2022.<sup>2</sup> Additionally, in 2022, C Food Norway's Chief Executive Officer, Claus Opshaug, was nominated for Entrepreneur of The Year by Ernst & Young in their world's most extensive growth creator programme.<sup>3</sup> The company also won the highly competitive *Nyskaperprisen* (The Innovation Prize) for making swim bladders a saleable, attractive human food. The Innovation Prize is awarded to honour those who develop sustainable businesses.<sup>4</sup>

## Regional and Local Enabling Conditions

The idea of creating a business around valorising unused whitefish by-products was driven by the awareness of unutilised raw

materials and the market potential of products such as dried swim bladders, especially in Asian markets. The connection and interaction with business partners in Asia allowed C Food Norway to develop the idea and its value chain. While suppliers initially struggled to see the financial value in by-products, company founders did not face challenges in purchasing the raw materials. However, attitudes towards the business model have evolved significantly in recent years. Sustainability and economic considerations have led more and more local suppliers to work with C Food Norway, overcome challenges derived from new fishing quotas imposed by Norwegian authorities, and access financing programmes to purchase, for instance, new fishing vessels.

## Impact on Regional Development

Despite being a small company with only eight employees, C Food Norway significantly impacts the regional ecosystem, including suppliers and distributors. Just recently, C Food Norway announced collaboration with Ode,

2 C-Food Norway, [C Food Norway has been nominated for the IDC.Awards Sustainability Award](#), Accessed 21 January 2024.

3 C-Food Norway, [Claus Opshaug has been nominated for Entrepreneur Of The Year](#). Accessed 21 January 2024.

4 C-Food Norway, [Nyskaperprisen 2021](#). Accessed 21 January 2024.

the world's largest cod farming company and the fishing company Bluewild, also located in Ålesund, to support the establishment of new value chain productions from raw materials like heads, liver, backbones and fish skin.<sup>5</sup> This development is not only likely to

bring C Food Norway closer to its goal of utilising 100% of the fish but also to support the R&D of technological equipment that can facilitate the processing and conservation of all by-products.<sup>6</sup>

5 Global Seafood Alliance, [With ground-breaking factory trawler Ecofive, Bluewild is building a blueprint for greener fishing](#). Accessed April 4, 2024.

6 C-Food Norway, [Ode and C Food Norway collaborate to utilize the entire cod](#). Accessed 20 January 2024.



**Cod Liver**



**Fried Redfish Heads in Sweet and Sour Sauce**