

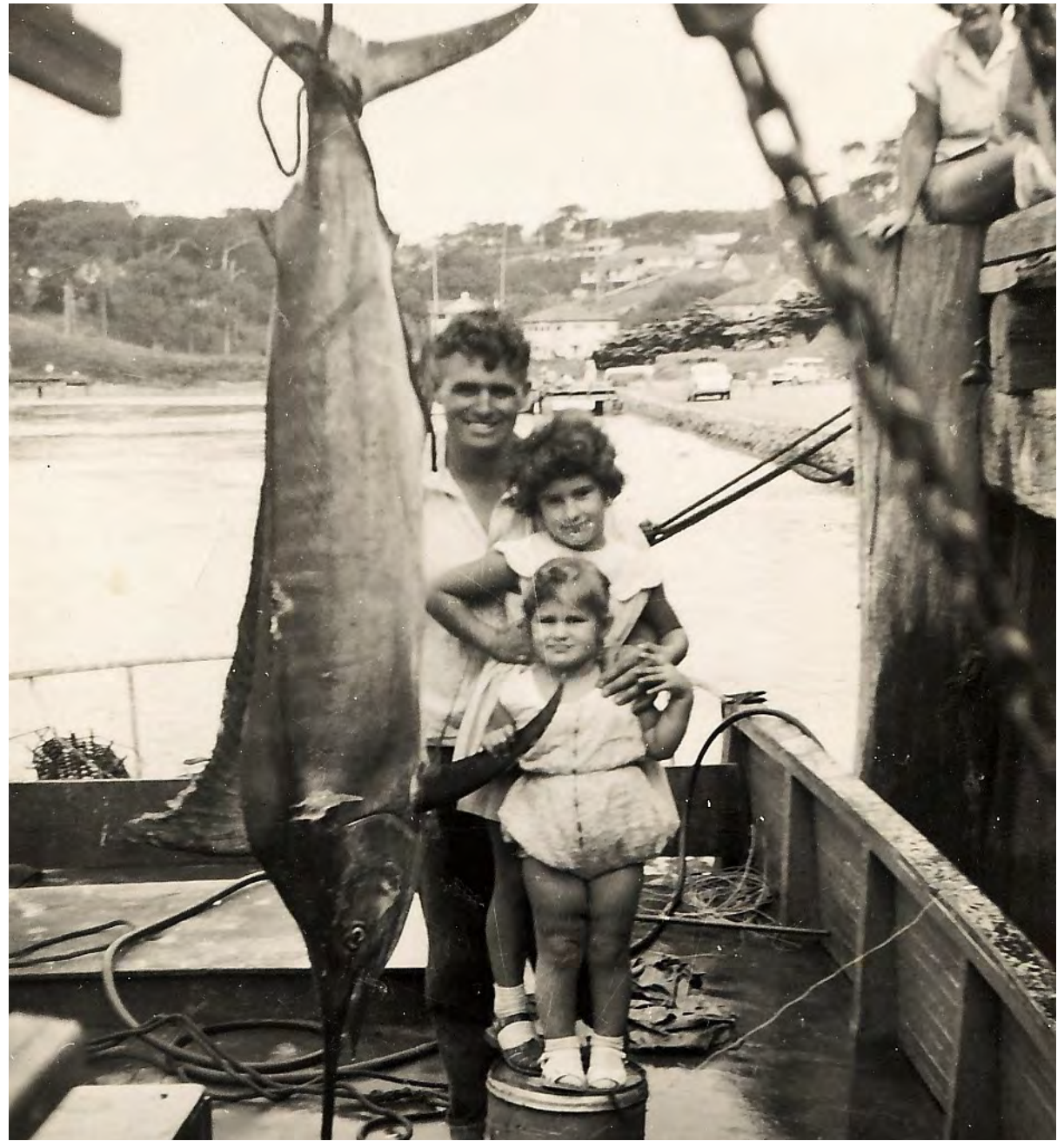


Fishing For The Future

By Hayley Abbott







Objective

- Maximise Profit
- Created Employment
- Achieve Financial
Security



Farmers Markets

A market where local farmers and growers sell their produce directly to the public.



Marketing

1. Create A Valuable Product
2. Build A Customer Base
3. Educate and Empower



Strategies

1. Price Penetration

2. Factual Story Telling

- Emotion
- Actions
- Value
- Memory

3. Word of Mouth



Fishing For The Future





NAROOMA SEAFOOD

 DIRECT

Queensland Seafood Marketing Association



June 2017

John Connelly



QUEENSLAND
SEAFOOD MARKETERS
— ASSOCIATION —



Topics Outline

- Admissions or cautions
- National Fisheries Institute introduction
- Philosophical dilemma of chicken and egg
- NFI marketing to government, to media, and to supply chain
- Discussion

Slides will be available to you, so no need for notes

We Say, You Say

US Perspectives May Not Convey to Australian Situation



We Say, You Say

US Perspectives May Not Convey to Australian Situation



What Is A Lobbyist?

It All Depends on Your Perspective



National Fisheries Institute

Who We Are

- Represent industry water to table
- Voice for industry on legislative, regulatory and media matters
- Not statutory body, and no designation from government as to role representing industry
- Funded solely by private investment
- Served on Board of MSC, ALLFISH (World Bank partnership), ICFA, and ISSF and as advisor to Minister of Commerce for fisheries issues.

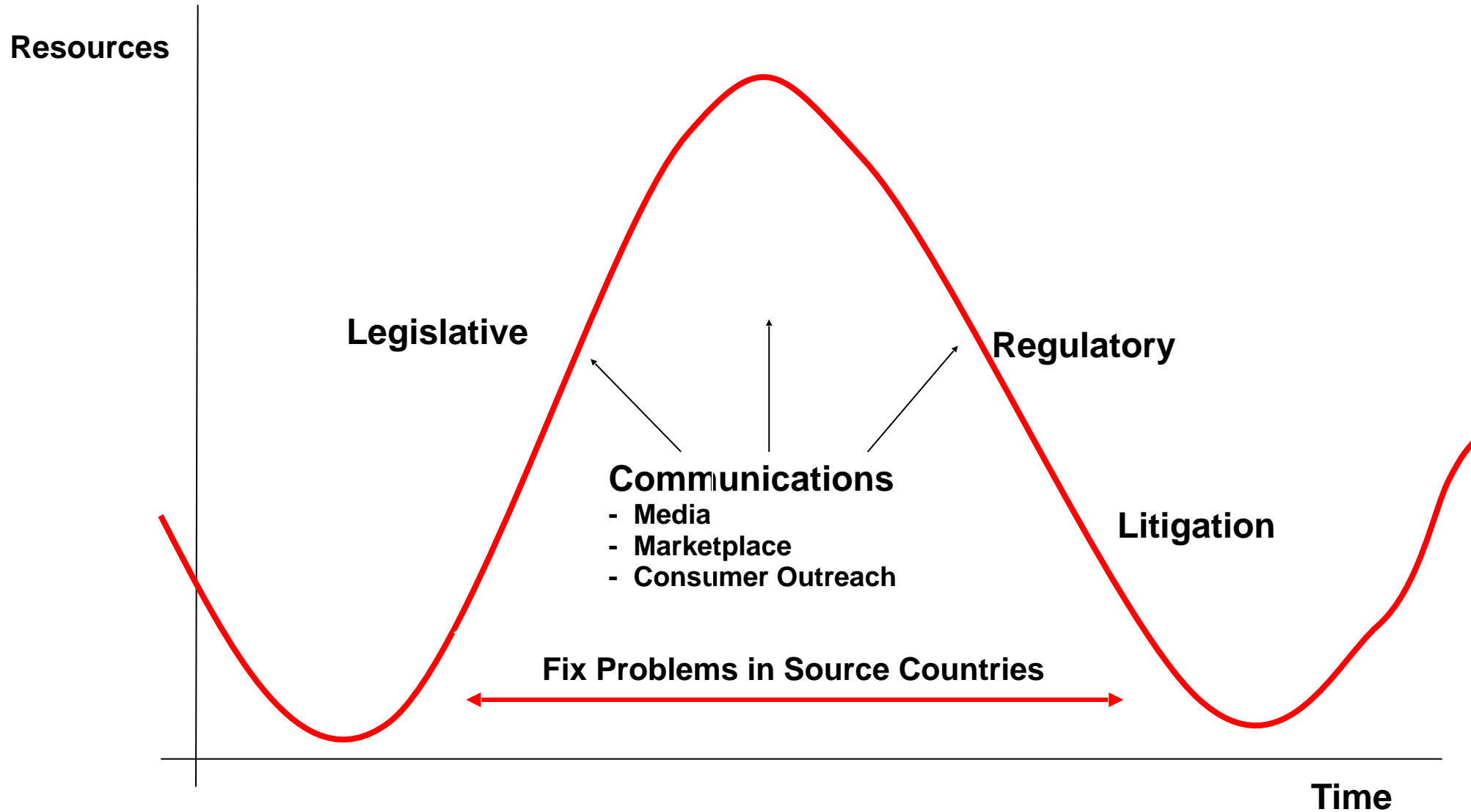
NFI Key Issues

Where We Spend our Resources
(by discipline)

	<u>Legislative</u>	<u>Regulatory</u>	<u>Courts</u>	<u>Communications</u>
Health benefits	Low	High	Medium	High
Aquaculture	Medium	Medium	Low	High
Trade	High	Medium	High	High
Sustainability	Medium	Low	High	High
Economic integrity	Low	High	Low	High

NFI Priorities

Where We Work – Issue Life Cycle



What Are We Tasked To Do?

Industry Group Missions

National Fisheries Institute

To create a better environment for our members to sell more seafood more profitably

Fisheries Research Development Corporation National Priority One

Seafood products of Australia are sustainable and acknowledged to be so

What NFI Is Not

Trade Association and Marketing Groups

	NFI	Alaska Seafood Marketing Institute
Shape Government Policy	↑	
Shape Media Stories	↑	
Coordinate Policies Globally	↑	
Promote Specific Species		↑
Promote Regional Species		↑

Proverbial What Comes First?

Words Matter



Debates about the “chicken OR the egg” miss the point

It is about the “chicken AND the egg”

It is not about if a brand can market before an industry succeeds, or an industry must succeed before a brand can market

A brand will be most successful if the industry in which it operates has a solid reputation

What Steps For Industry-Wide “Marketing”

What Do We Communicate – Or What Are We Selling?

Sustainability: Fish from U.S. waters are sustainably harvested

Health: Fish remains the healthiest of proteins

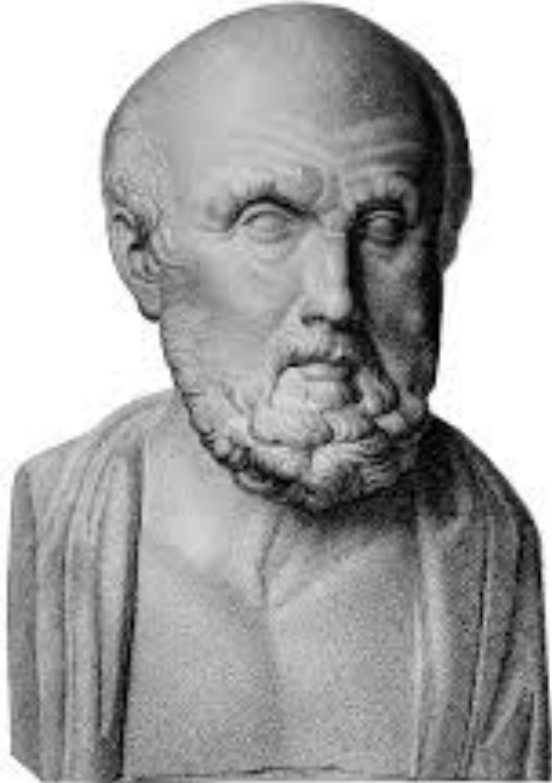
Safe: American families enjoy among the safest seafood supply in the world

Jobs: About 1.6 million American families depend on seafood companies for jobs

Variety: Imported seafood creates more than 600,000 American jobs

Choice: Restrictions on seafood trade limit American families choice of what they can eat

What Steps For Industry-Wide “Marketing” With Whom Do We Communicate - Government



Primum non nocere

First, do no harm

What Steps For Industry-Wide “Marketing”

With Whom Do We Communicate – Government: All Politics is Local



June 4, 2013

The Honorable Ron Johnson
United States Senate
828 Hart Senate Office Building
Washington, DC 20510

The Honorable Tammy Baldwin
United States Senate
822 Hart Senate Office Building
Washington, DC 20510

Dear Senators Johnson and Baldwin:

Rushing Waters Fisheries is a trout farm and retailer in Palmyra WI. While we focus on trout products, we also provide customers other seafood products they might enjoy. We are vertically integrated, meaning that we grow our fish in the cold waters of 50 ponds and the process our fish at our own facility.

Rushing Waters is an FDA-certified facility and we follow the FDA Hazard Analysis and Critical Control Point (HACCP) process. The FDA regulation, started in 1997, requires seafood companies to thoroughly scrutinize their processes and identify any risks to food safety. Companies then must mitigate or eliminate the risks. The FDA HACCP program is well-recognized as the reason seafood enjoyed by Americans is among the safest foods one can eat.

Because the U.S. government does not have the resources to inspect 100% of our foods, the HACCP system pushes the responsibility to ensure food safety to companies – a responsibility that Rushing Waters and the distributors with whom we work take very seriously.

It has come to my attention that some Senators have begun to question the FDA system. Rushing Waters can vouch for its effectiveness. Other agencies, like USDA, may have good food regulations. I know FDA's system is effective.

As you debate various Farm Bill provisions, especially those regarding the effectiveness of FDA's Seafood HACCP program, I ask that you keep Rushing Waters' confidence in the FDA HACCP program in mind.

Sincerely,

A handwritten signature in black ink, appearing to read "Peter Fritsch".

Peter Fritsch
President



What Steps For Industry-Wide “Marketing”

With Whom Do We Communicate – Government: All Politics is Local

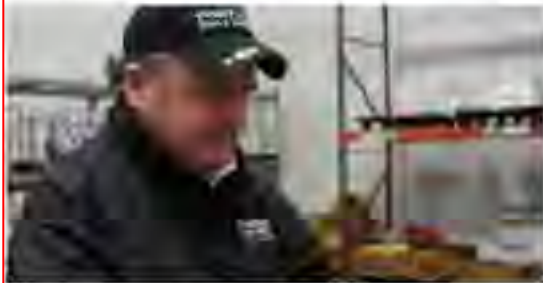
THE WALL STREET JOURNAL

Fish Importer Casts Worry Over Border-Adjusted Tax

Companies that rely on raw materials not easily replicated at home could be hard-hit

By Richard Rubin and Heather Haddon

BENSENVILLE, Ill.—Sean O’Scailllain will spend more than \$100 million this year—about half his company’s revenue—importing fish, ham, chocolate, cheese and other foods from 57 nations.



The fish, including 65,000 pounds of farmed salmon each week from the remote Faroe Islands and countries such as Canada, Norway and Chile, arrives fresh. His 350 employees cut it, package it and send it to hotels, restaurants, Whole Foods Market Inc. stores and other retail shops in the Midwest. So when the president and chief executive of Fortune Fish & Gourmet

heard Congress was considering a tax plan that wouldn’t let him deduct the cost of those goods, he didn’t believe it at first.

“It’s crazy, absolutely crazy,” Mr. O’Scailllain said on a recent afternoon in his headquarters near Chicago O’Hare International Airport, as workers sliced open whole fish, packed oysters and stocked shelves with Spanish olives, cheese and ham. “Politically, it is a bad idea for Congress to have to defend increasing the average consumer’s food costs by a couple thousand dollars a year.”

Food businesses like Mr. O’Scailllain’s that rely on raw materials are among those most exposed to the [border-adjustment provision](#) that is a key plank in the House Republicans’ tax plan. They warn that [border adjustment](#)—taxing imports and exempting exports, as part of a plan to

Oppose Border Adjustment Tax



The video player displays a woman with long blonde hair, wearing a black jacket over a white patterned top, speaking against a blue background. The video title is "Oppose Border Adjustment Tax". In the background, a screenshot of the Wall Street Journal article is visible, showing the title "Fish Importer Casts Worry Over Border-Adjusted Tax" and the byline "By Richard Rubin and Heather Haddon". The video player interface includes a play button, a progress bar showing 0:01 / 0:29, and standard YouTube controls.

What Steps For Industry-Wide “Marketing”

With Whom Do We Communicate – Government: Simplify Message

How Does Border Tax Impact Families?

Item	Price	Total
100 Soda	\$6.99	\$6.99
Bread	\$2.69	\$2.69
Toast	\$1.20	\$1.20
Tray of Apples	\$8.99	\$8.99
Spice	\$1.99	\$1.99
Canned Tuna	\$1.99	\$1.99
Wegmans Salad	\$10.00	\$10.00
Wegmans Turkey Slice	\$2.99	\$2.99
TOTAL		\$40.30

Keep saving with your Smith Smart Value card!

Item	Price	Total
100 Soda	\$6.99	\$6.99
Yeast	\$2.99	\$2.99
Toast	\$1.20	\$1.20
Tray of Apples	\$8.99	\$8.99
Bread	\$2.99	\$2.99
Canned Tuna	\$1.99	\$1.99
Wegmans Salad	\$10.00	\$10.00
Wegmans Turkey Slice	\$2.99	\$2.99
TOTAL		\$51.70

The Border Tax cost your family an additional \$11.34!

We all want a simpler tax system, but American families should not be burdened by a food tax designed to give large multinational corporations a tax break.

TAXPAYERS PROTECTION ALLIANCE

Show impact of government rule on average American families

and

Develop coalitions to communicate message

What Steps For Industry-Wide “Marketing” With Whom Do We Communicate - Media



The Ashes will not be brought back, just by offense nor just by defense

What Steps For Industry-Wide “Marketing”

With Whom Do We Communicate – Media: Correcting the Record to Shape the Future Stories



It all started with a glass of water

17 November 2010

What Steps For Industry-Wide "Marketing"

With Whom Do We Communicate – Media: Correcting the Record to Shape the Future Stories



JR: Right now the FDA tests only 2 % which seems like a really small number, of the food coming in from overseas. Is that enough?



Connelly's first answer



What Steps For Industry-Wide "Marketing"

With Whom Do We Communicate – Media: Correcting the Record to Shape the Future Stories



McCarthy's rebuttal



A grid of 20 small document thumbnails, arranged in 4 rows and 5 columns. Each thumbnail shows a page of text with various sections, some of which are highlighted in yellow. The thumbnails appear to be pages from a report or a series of documents related to the 'McCarthy's rebuttal' mentioned in the caption.

What Steps For Industry-Wide "Marketing"

With Whom Do We Communicate – Media: Correcting the Record to Shape the Future Stories



Banner ad on TV gossip sites

What Steps For Industry-Wide "Marketing"

With Whom Do We Communicate – Media: Correcting the Record to Shape the Future Stories



What Steps For Industry-Wide “Marketing”

With Whom Do We Communicate – Media: Correcting the Record to Shape the Future Stories



Jim Bell, executive producer of *The Today Show*, 2010

“I’ve been told by my executive producer that I now have to call NFI before we run any seafood story.”

—*NBC Today Show Segment Producer*

What Steps For Industry-Wide “Marketing”

With Whom Do We Communicate – Media: Correcting the Record to Shape the Future Stories



15 March 2011

What Steps For Industry-Wide “Marketing”

With Whom Do We Communicate – Media: Correcting the Record to Shape the Future Stories



High Mercury Levels Are Found in Tuna Sushi

“Sushi from 5 of the 20 places had mercury levels so high that the Food and Drug Administration could take legal action to remove the fish from the market.”

The screenshot shows a web browser displaying a New York Times article. The article title is "High Mercury Levels Are Found in Tuna Sushi" under the "Dining & Wine" section. The author is Melissa Matty. The article text states that recent laboratory tests found mercury levels in some sushi from 10 Manhattan restaurants that exceed the regular limit of 0.1 parts per million. It mentions that sushi from 5 of the 20 places had mercury levels so high that the FDA could take legal action. A table of mercury levels is partially visible, showing values like 0.1, 0.2, 0.3, 0.4, 0.5, 0.6, 0.7, 0.8, 0.9, 1.0, 1.1, 1.2, 1.3, 1.4, 1.5, 1.6, 1.7, 1.8, 1.9, 2.0. The article also includes a quote from Dr. Michael Gorbelle, professor of environmental and occupational medicine at the Robert Wood Johnson Medical School in Piscataway, N.J., who said he would not eat sushi with mercury levels like those found in the restaurant samples. The article is dated January 23, 2008.

23 January 2008

What Steps For Industry-Wide “Marketing”

With Whom Do We Communicate – Media: Correcting the Record to Shape the Future Stories



SUSHI RESULTS

Fish samples were obtained from sushi restaurants in 23 cities, with sashimi or nigiri style tuna and mackerel preferred, to obtain fish-only samples for testing.



Tuna: Tuna samples (24) from sushi restaurants were higher in mercury than grocery store tuna, with an average value of 0.86 ppm (Table 5). The highest tuna mercury value, 2.2 ppm, is more than twice the FDA action level. One in three samples was above the action level, with half the samples reaching 0.92 ppm or more, a value close to the action level.

Fewer sushi tuna samples were identified as to their species, compared to the grocery tuna samples. Four different species were identified: bluefin, bigeye, yellowfin, and white (or albacore); each of these included samples with values above 1 ppm. Although the species of tuna is not always identified on a menu, these data show that any of these species can carry high levels of mercury.

There are no data for mercury levels in bluefin tuna in the FDA data set. For the other tuna species measured in this report (yellowfin, bigeye, and albacore), both our average and highest mercury

values exceed those measured by the FDA (Figure 2). In fact, these tuna mercury levels are close to or exceed the average value of the four fish species the FDA warns women of childbearing age and children not to eat.

The average mercury levels in sushi tuna measured in this report are also higher than other recent reports from four different cities and had a higher percentage near the FDA action level.²⁹ All but three of our samples exceed the Japanese “provisional regulatory value” for mercury in fish (0.4 ppm).

[TABLE 5] One in Three Sushi Tuna Samples Exceed the FDA Action Level

RANK	LOCATION	RESULTS (ppm)	TYPE OF TUNA	JAPANESE NAME	RESTAURANT
1	Charlotte, NC	2.2	Bigeye	Bachi-maguro toro	Nitro Japanese Restaurant and Sushi Bar
2	Nashville, TN	1.5	White	n/a*	Fulin's Asian Cuisine
3	St. Petersburg, FL	1.4	Yellowfin	Kuromaguro	Hook's Restaurant
4	Birmingham, AL	1.4	Bluefin tuna	Kuromaguro	Sumo
5	New Orleans, LA	1.2	n/a*	Toro	Ninja
6	Miami, FL	1.2	Yellowfin	Maguro	Su-Shin Izakaya, Coral Gables
7	Philadelphia, PA	1.1	n/a*	Maguro	Sushi on the Square
8	Phoenix, AZ	1.0	n/a*	Maguro	Shogun
9	Hartford, CT	0.97	Blodeve	Toro	Wasa B

January 2008

What Steps For Industry-Wide “Marketing”

With Whom Do We Communicate – Media: Correcting the Record to Shape the Future Stories



Society of Professional Journalists

Improving and protecting journalism since 1910

- **Identify sources** clearly. The public is entitled to as much information as possible to judge the reliability and motivations of sources.
- **Label advocacy** and commentary.
- **Deny favored treatment to** advertisers, donors or any other **special interests**, and resist internal and external pressure to influence coverage.

What Steps For Industry-Wide “Marketing”

With Whom Do We Communicate – Media: Correcting the Record to Shape the Future Stories



NATIONAL
FISHERIES
INSTITUTE

The New York Times

We would like to bring to your attention **several errors and other breaches in journalism standards contained in an article today** by Marian Burros [High Mercury Levels are Found in Tuna Sushi].

Though this article was apparently weeks in production and directly involved our membership, we never received a call from Ms. Burros. Accordingly, we would like to ask for an explanation of how these many **breaches in basic journalism standards** could have occurred – as well as a **formal, published correction on the errors cited** above.

Let me be clear about what has happened here. The Times published an article that **parrots the outlook on mercury in fish held by environmental activist groups**. That outlook is a matter of sharp dispute and is contested not just by us but also many other credible sources in the medical and scientific communities. Although she is well familiar with them, **Ms. Burros ignored those sources and thus misinformed** and alarmed **readers**. Your **paper claims to be objective, balanced and accurate** – yet Ms. Burros’ article plainly fails those standards.

23 January 2008

What Steps For Industry-Wide "Marketing"

With Whom Do We Communicate – Media: Correcting the Record to Shape the Future Stories



I thought the package was less balanced than it should have been, given the state of existing research. James Gorman, an editor in the science department who reviewed the article before publication, said he had raised several specific questions but that in retrospect, "I should have raised more questions about the general presentation."

What Steps For Industry-Wide “Marketing”

With Whom Do We Communicate – Media: Correcting the Record to Shape the Future Stories



‘Eat This, Not That’ knows nothing about the healthiest fish to eat

By NFI June 23, 2017



Consumers looking for information on the healthiest fish to eat, be warned: read *this*, not that.

I vaguely recall *Eat This, Not That* took itself as “the definitive resource for smart nutrition” among other things. A quick glance at its website and you’ll realize this is not just an overstatement, it’s a joke.

NFI has addressed *Eat This, Not That* several times for fish falsities, yet the click bait engine continues unabashed. When did “smart nutrition” take into consideration ethics and solemnity over research and sound science?

This week’s occurrence of an *Eat This* article lists salmon, tilapia, and canned tuna as some of the “10 healthiest Proteins on the Planet.” No one who’s ever been within a mile of published, peer-reviewed nutrition science could even read that allegation with a straight face.

All salmon are the healthiest fish to eat

To begin, if you report that salmon is healthy only if it’s wild-caught, is wild salmon healthy? You bet it is. But here are some real nutrition authorities that beg to differ with the suggestion that you avoid farmed salmon:

- A USDA study published in the *Journal of the Academy of Nutrition and Dietetics* “... showed that consuming farm-raised salmon was an excellent way to increase omega-3 fatty acids in the blood to levels that corresponded to reduced heart disease risk.”
- Dr. Sanjay Gupta participated in a 6-month exposure about salmon for *60 Minutes*, where he concluded there is no health difference between farmed and wild salmon. He noted the carotenoids that salmon normally ingest in the wild are added to their feed when they’re farmed, giving them their pink color. Saying they are “faked” pink is not accurate.

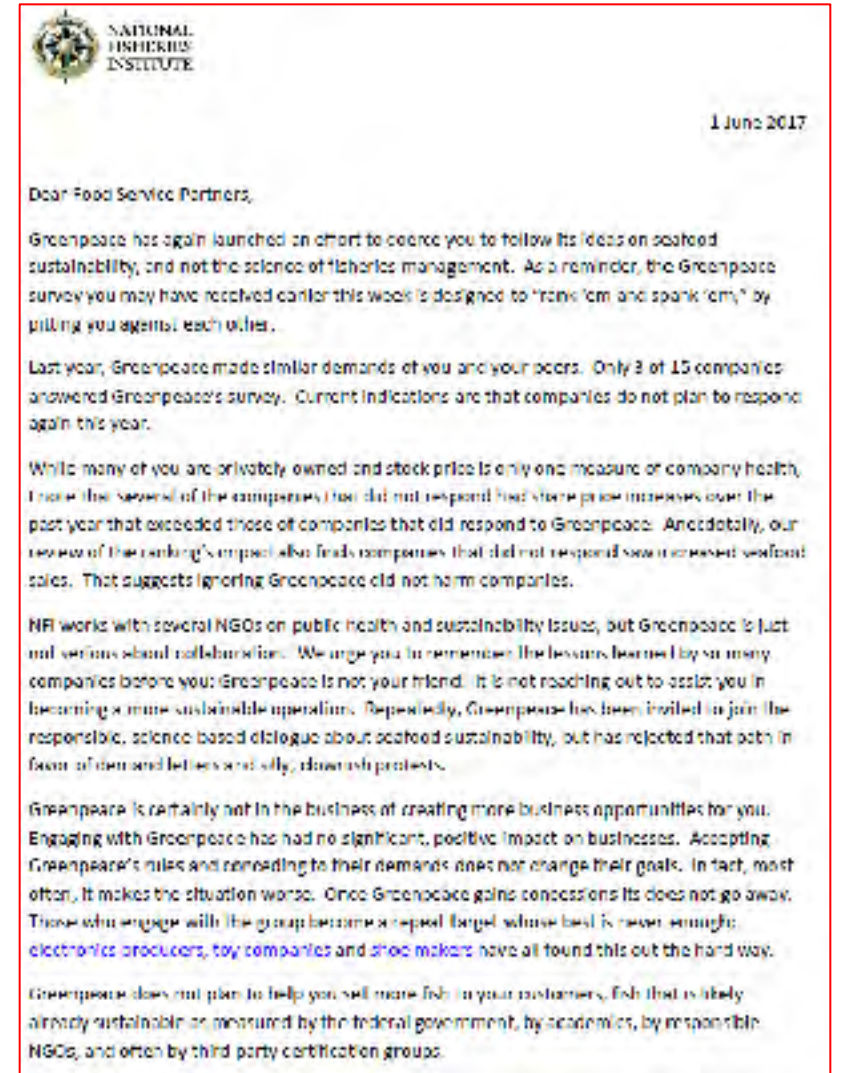
Regular review of media errors on NFI Truth site, to show other media that we will hold them to their own standards

What Steps For Industry-Wide “Marketing”

With Whom Do We Communicate – Supply Chain: Alerting the Customer



Greenpeace surveys and demand letters of foodservice companies, with resulting “rank and spank” report



What Steps For Industry-Wide “Marketing”

With Whom Do We Communicate – Supply Chain: Showing the Business Impact

Description	Farmed or Wild	Harvest Country	Comments
Barramundi Farmed	Farmed	Taiwan	
Oysters	Wild	New Zealand	
Green Lip Mussels	Farmed	New Zealand	
Seafood Mix	Wild	??	Thailand

What Steps For Industry-Wide “Marketing”

With Whom Do We Communicate – Supply Chain: Show the Precedent

GREENPEACE SHAKEDOWN

Greenpeace Cycle of Abuse

- 1 Greenpeace identifies company
- 2 Company negotiates with Greenpeace
- 3 Greenpeace threatens to sue over company's labor practices

Mattel

1 Greenpeace stages protest at Mattel's factory over labor practices.
2 Mattel bows to Greenpeace pressure on AEE Packaging.
3 Greenpeace threatens to sue over company's labor practices.
LIE!

Donate

TUNAFORTOMORROW.COM

GREENPEACE SHAKEDOWN

Greenpeace Cycle of Abuse

- 1 Greenpeace identifies company
- 2 Company negotiates with Greenpeace
- 3 Greenpeace threatens to sue over company's labor practices

Nike

1 MAY 2011 Greenpeace launches 'Go to CF' issue over pollution.
2 MAY 2011 NIKE, INC.'S RESPONSE TO GREENPEACE EFFORT.
3 AUGUST 2011 Nike comments on Greenpeace's lawsuit.
REPEAT

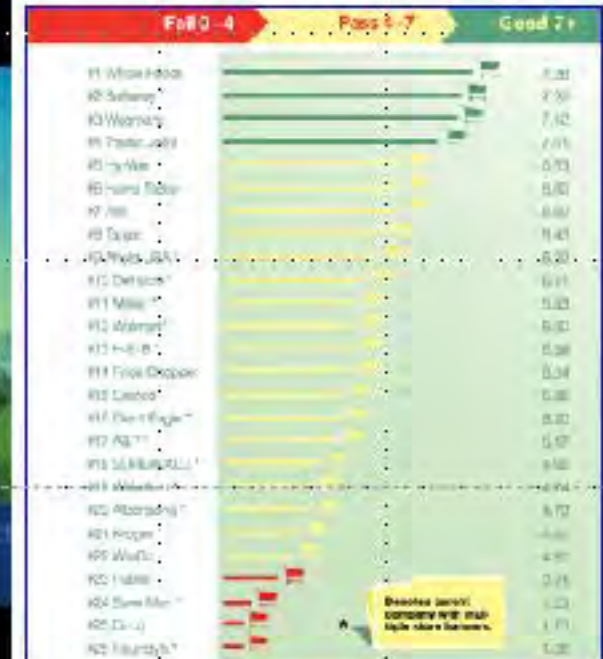
Donate

In Aug. 2011, Greenpeace launched a fundraising campaign against Nike for its manufacturing processes... and despite Nike's all-things-but-the-bottom Greenpeace launched a second round of litigation in 2012.

TUNAFORTOMORROW.COM

What Steps For Industry-Wide “Marketing”

With Whom Do We Communicate – Supply Chain: Compare to Others

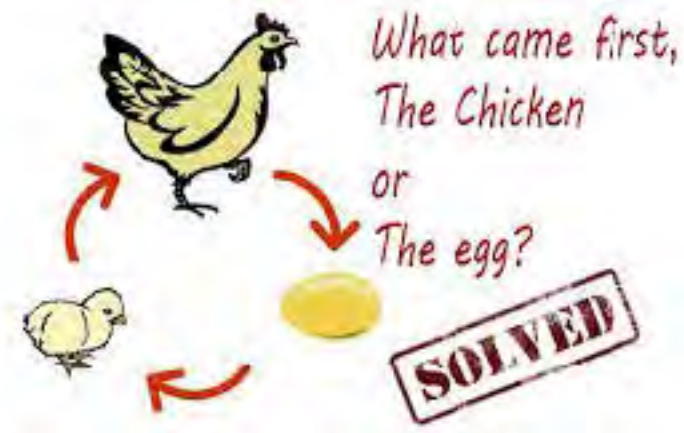


After further commitments and expensive video
Kroger moved DOWN 3 places in Greenpeace rankings (from #18 in 2013 to #21 in 2014)

Conclusions

- What works in United States may or may not work in Australia
- Likely need both industry-wide marketing for ante stakes and more traditional marketing for brands
- Grassroots marketing at individual decision makers is essential to marketing to US Representatives and Senators
- Industry-wide “marketing” can take on “bad guy” role while individual companies stay above fray when dealing with supply chain issues
- Holding press to account helps assure future reporting is accurate, but a steady strain on the line needed
- Combining tools at industry level is much like how individual companies market

Queensland Seafood Marketing Association



Ta and cheers



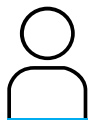
FROM THE WILD TO THE AISLE

Capturing the Seafood Shopper

Chanel Day
30th June 2017

AUSSIERS LOVE SEAFOOD

Almost all households purchasing at least once per year



95% of households buy seafood



Spending an average \$160 per year

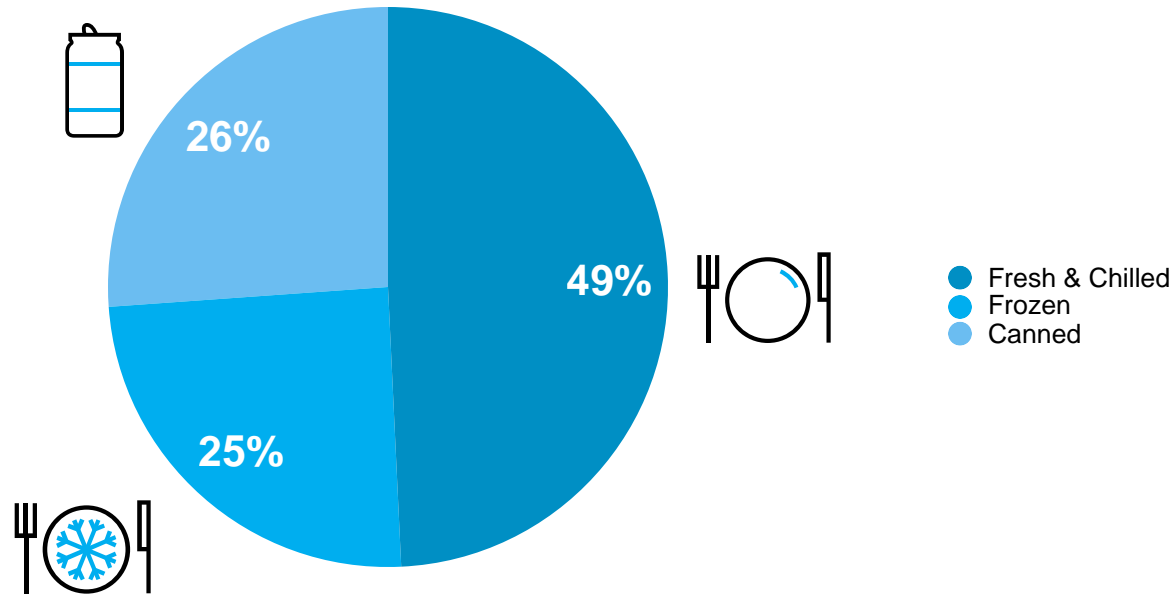


Across an average 16 trips per year

FRESH AND CHILLED DOMINATE

Accounting for almost half of all sales

Segment Value % Share



BUYERS OPEN TO SWITCHING

85% of Buyers shop across two to four segments

15%

**Exclusive
segment buyers**

*(Exclusive to Fresh, Chilled,
Tinned or Frozen)*

85%

**Non-exclusive
segment buyers**

*(Buy across two or more of
these segments)*

~55%

of the category's
buyers purchase
across three
segments

FRESH AND CHILLED BUYERS MOST LIKELY TO SHOP OTHER SEGMENTS

Chilled Seafood
Exclusive Buyers



+

Fresh Seafood
Exclusive Buyers



2.1%

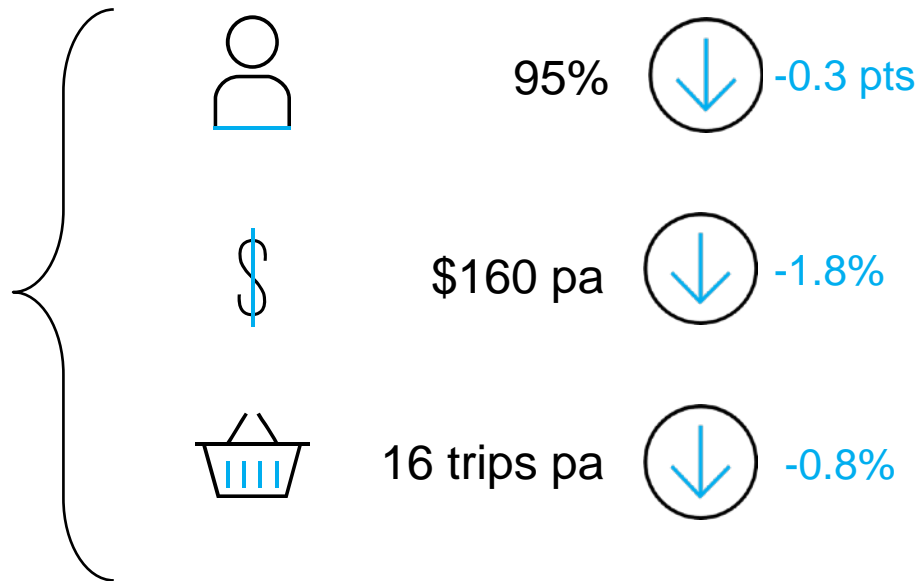
ONLY EXCLUSIVE TO FRESH OR CHILLED

SEAFOOD IN SLIGHT DECLINE OVERALL

Slightly fewer shoppers, who are buying less

-0.3%

VAUE SALES VS YA



FROZEN A POCKET OF GROWTH

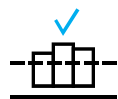
Price has increased but mainly driven by switching

Three Factors Driving Growth



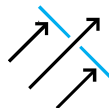
Switching Predominantly with
Chilled, Fresh 1.5x more than expected

+



Aldi Contributing the majority of
Frozen's growth

+



NPD Driving the fastest growth

1.8%

**VALUE INCREASE
VERSUS MAT**

FROZEN APPEALING TO YOUNG FAMILIES

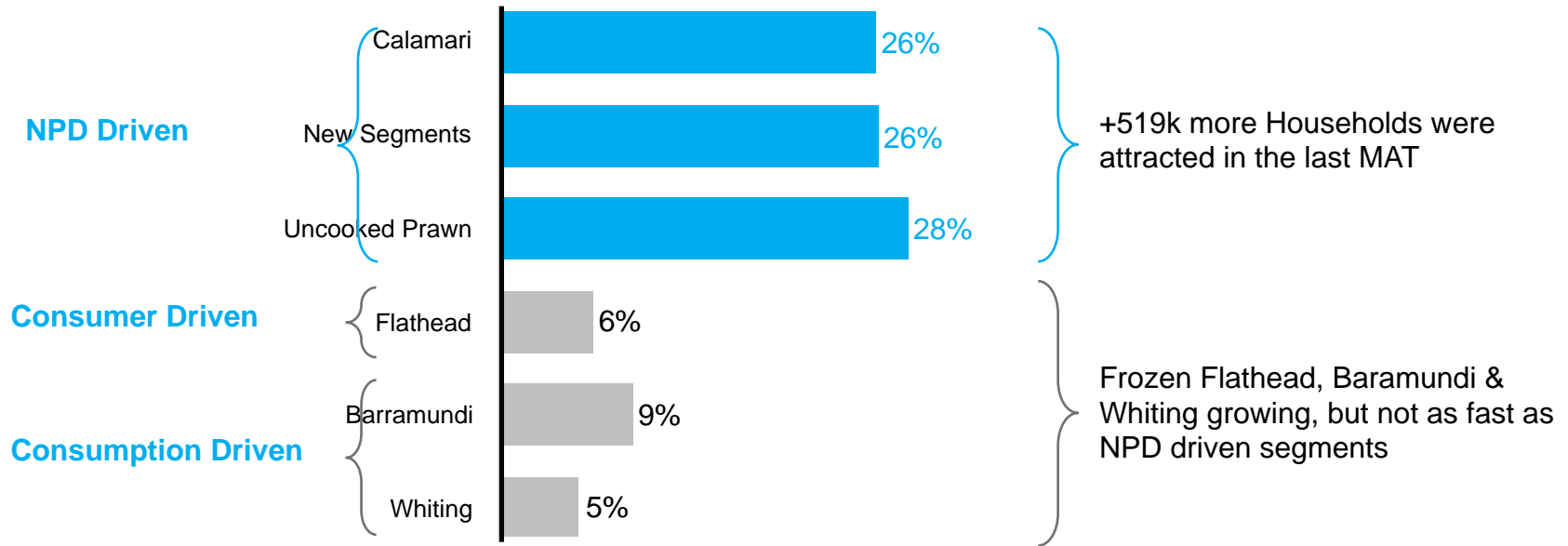
>28%

of their spend on
seafood is spent on
Frozen, highest among
demographics



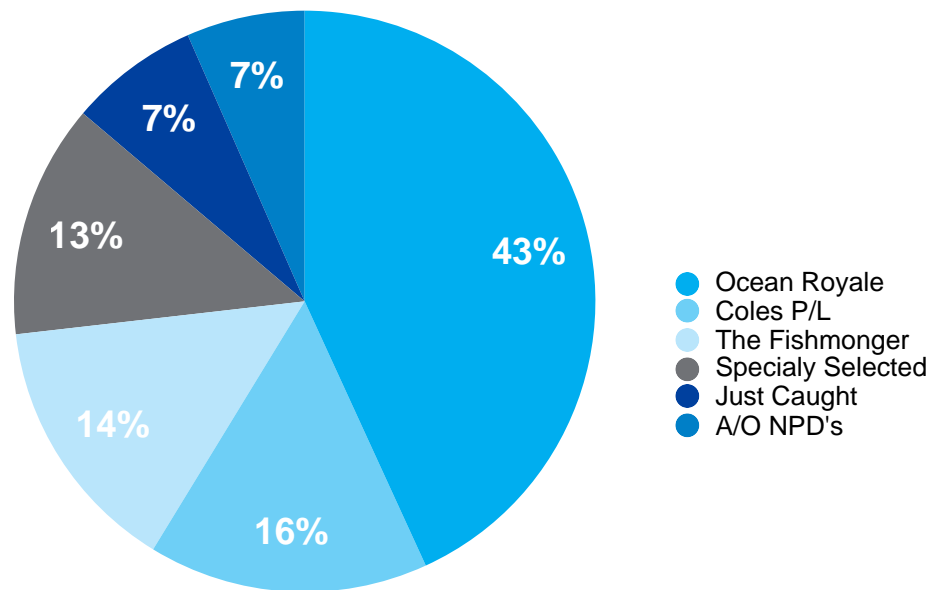
NPD: THE FORCE BEHIND FROZEN GROWTH

Segment Value % Growth



PRIVATE LABEL DRIVING NPD GROWTH

% Value Contribution of Brands to NPD-Growth in Frozen



PRIVATE LABEL STILL OUTPERFORMING BRANDS

PRIVATE LABEL

4.3%

GROWTH IN 2016

60%

FASTER THAN BRANDS

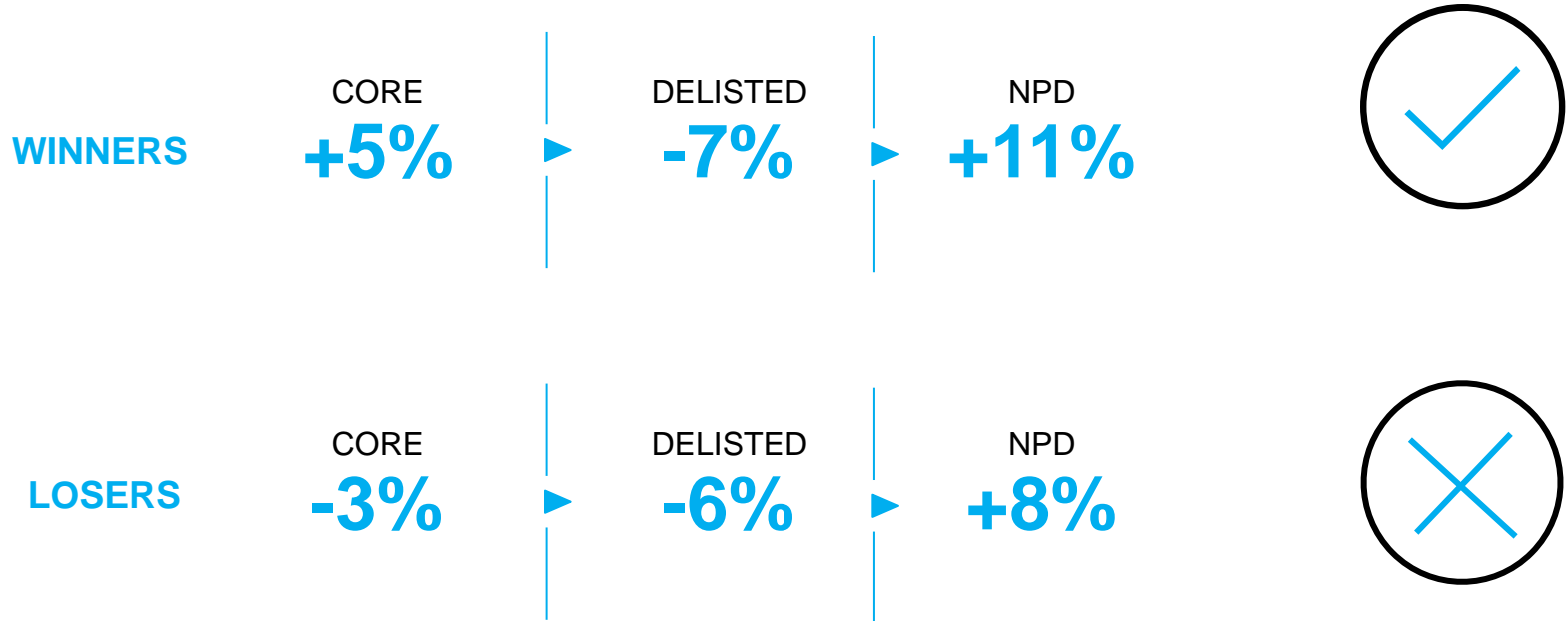


HEADROOM FOR GROWTH!



IN AUSTRALIA, **23%**
OF ALL GROCERY IS SOLD AS
PRIVATE LABEL VS **40+%**
IN EUROPE

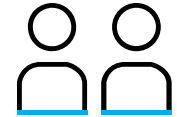
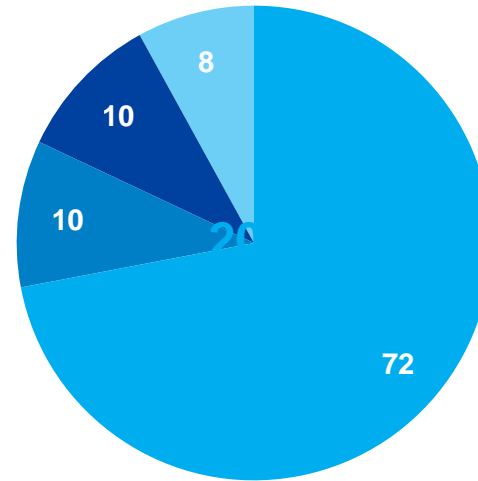
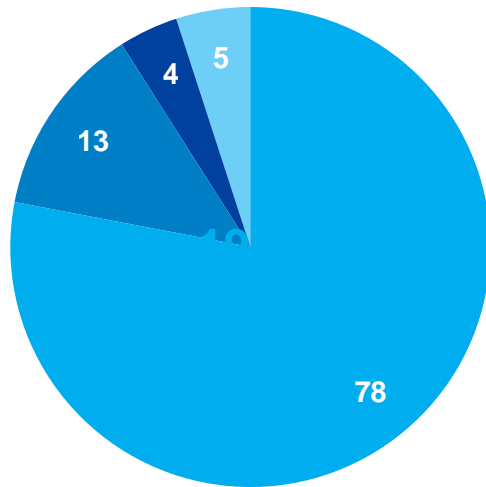
WINNING MANUFACTURERS ACTIVELY INVESTING IN CORE AND INNOVATION



OUR CULTURAL MIX IS CHANGING

Asian-born Australians now outnumber European-born

AUSTRALIAN CULTURAL MIX 1995 VS 2015



- Australia
- Europe
- Asia
- Other

28% OF THE AUSTRALIAN POPULATION WAS BORN OVERSEAS



TODAY
\$4.1B



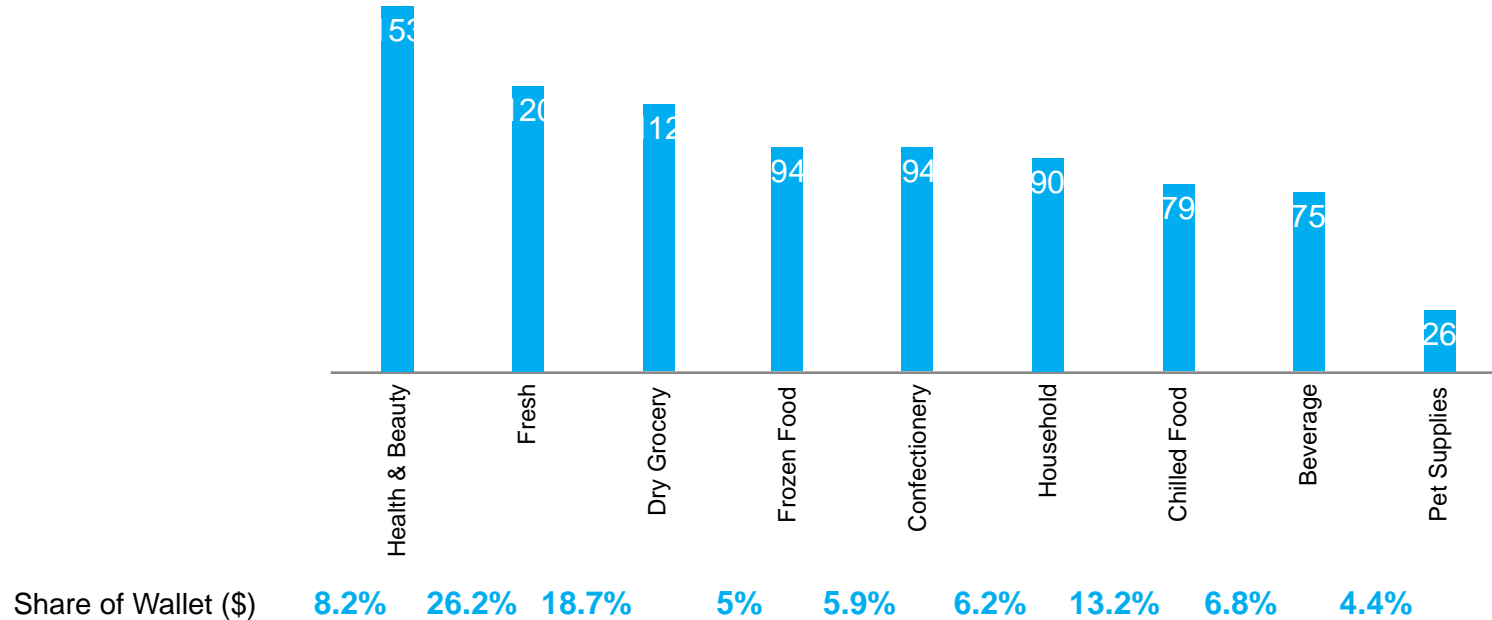
2022
\$6.6B



ASIAN-BORN AUSTRALIANS ARE INCREASING SPEND 4.7X FASTER THAN OTHERS

FRESH WINNING TERRITORY

Index to Australian-born



Source: Nielsen

WE'RE NOT CURRENTLY MEETING THEIR NEEDS



Asian-born Australians index **90 on spend** shopping at main supermarkets.



75% of Asian-born Australians say they would shop more at mainstream supermarkets if they increased their range of **international products.**

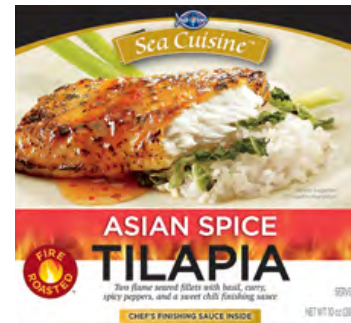


86% of Asian-born Australians say it is important to them to do grocery **shopping in one shop.**

GIVE CONVENIENCE AND CHOICE TO SHOPPERS



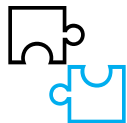
CUSTOMISATION



ASIAN FLAVOURS



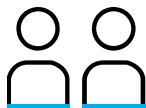
KEY TAKEOUTS



Your shoppers are not exclusive – they are likely to buy across fresh, chilled, frozen and canned.



Frozen is winning driven by NPD that appeals to families – consider how fresh / chilled can compete.



Ethnic Australians are growing in importance – they are an opportunity for seafood suppliers and retailers willing to invest in the category.

The background of the entire image is a vibrant blue with a 3D, wavy, undulating texture that resembles water or a topographical map. The waves flow horizontally across the frame. In the center, the word "nielsen" is written in a clean, white, lowercase serif font. Below the letters, there is a horizontal line of eight white dots, each centered under a letter: 'n', 'i', 'e', 'l', 's', 'e', 'n', and a final dot under the space between the last two 'e's.

nielsen
• • • • • • • •



★ WILD FRESH ★

SIGNATURE

Oysters

— AUSTRALIA —

Signature Oysters

FOR FARMERS, FOR CHEFS, FOR CUSTOMERS



- ▶ Problem – Divided effort
- ▶ Challenge - Building a brand & industry
- ▶ Solution – Collaboration

Kevin, Ewan, Buzz & Nacho McAsh



Background

- ▶ Oyster Farm Stats - Approx. 550+ farms in NSW, South Australia and Tasmania
- ▶ Sydney Rocks, Pacifics & Angasi Native or Flat oysters – size and seasons
- ▶ Farm gate value of \$100 million
- ▶ 2,000 full and part time employees and farmers
- ▶ Geographically isolated community
- ▶ Never enough oysters!



Dive deeper...

- ▶ Competition? Each other & Everyone else
- ▶ Brand awareness – Lamb ads vs politicians
- ▶ Collaboration

Australian Wine Industry

- ▶ Strategic planning was critical in the success of the once failing Australian Wine Industry. In 1996 the Wine Industry Strategic Plan (Strategy 2025) became the roadmap for the wine industry and inspired a period of frenzied development – especially in viticulture.
- ▶ It sparked a growth in annual sales from \$200 million to the \$5 billion industry it is today
- ▶ 40,000 hectares of new vineyards;
- ▶ 570 million litres of extra processing capacity;
- ▶ 1,100 million litres of new storage;
- ▶ 10,500 new workers; and
- ▶ \$5 billion in corporate, grower and equity funding. (WFA, 2014)
- ▶ Increase annual sales by 3% a year



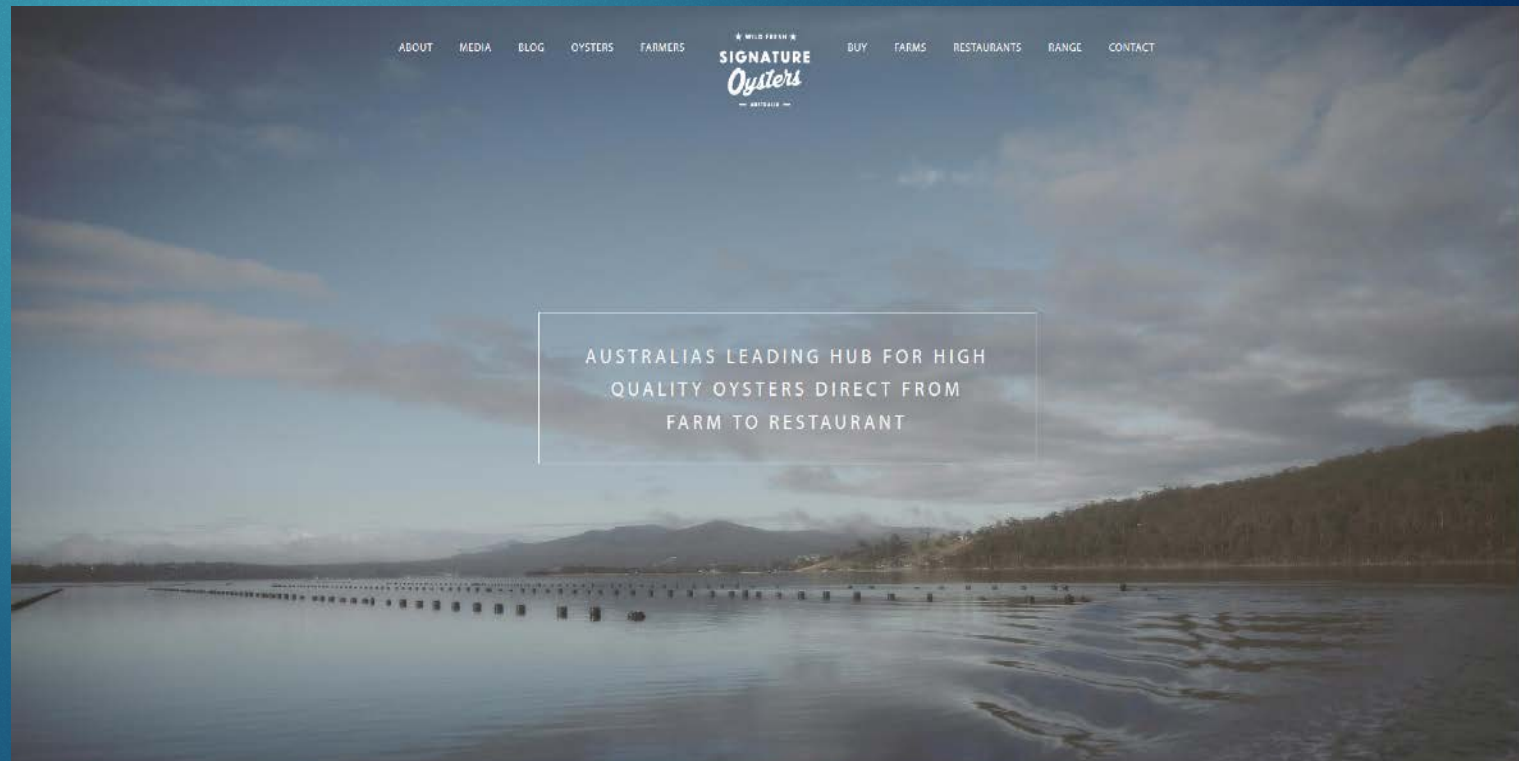
Issues...

- ▶ The Farm
- ▶ The Season
- ▶ The Oysters
- ▶ Logistics
- ▶ Marketing
- ▶ Service



The Solution – Signature Oysters!

- ▶ The farm and oysters
- ▶ Logistics
- ▶ Marketing – Social Media
- ▶ Customer Service
- ▶ Bills paid promptly
- ▶ A secure revenue stream created



The Customers

- ▶ Consistent high quality supply
- ▶ Diversity of oysters available – species & flavor range
- ▶ Connection to the farmers
- ▶ Seasonality and Provenance
- ▶ Connection to the environment



★ WILD FRESH ★

SIGNATURE

Oysters

— AUSTRALIA —



Tasting Notes



- ▶ Blue Moon Pacifics from Bruny Island Nathanel Dodt

Taste: Front pallet – watermelon rind, asparagus, cucumber. Highly saline. Back pallet – chalky, minerals, black tea tannin. Long on the pallet

- ▶ Sydney Rocks from Horse Island Tuross River NSW Craig Lavis

Taste: Very mellow and not in a hurry. Sweet rather than saline with hints of rockmelon and apricot. A well rounded flavour and nicely balanced finish that would go well with the acidity of champagne.

The Market System

- ▶ How most oysters get to the plate currently:
 - ▶ Farm – Wholesaler – Restaurant – Customer
- ▶ How Signature Oysters gets oysters to the plate:
 - ▶ Farm - Restaurant – Customer
 - ▶ Farm - Customer

Lamb ad

- ▶ <https://www.youtube.com/watch?v=3dqsyXPkG3I>

BARRAMUNDI – IT'S AUSTRALIAN FOR FISH?



Presentation to the QSMA
Symposium

Chris Calogeras
C-AID Consultants


AUSTRALIAN SCENE

Barramundi is Australia's fish?

- Iconic-in demand
- 6,000t moving to 25,000t
- All states and NT
- National distribution
- Strong Industry Association



WORLD SCENE

- About 72,000t and growing
 - Produced all around the world
 - International distribution
 - It is in demand
- 
- A decorative graphic consisting of several parallel white lines of varying thicknesses, slanted diagonally from the bottom-left towards the top-right, located on the right side of the slide.

VALUE OF NAME BARRAMUNDI

- Community and Consumers know value of name Barramundi
- Retailers and Marketers know value of name Barramundi
- Importers know the value of name Barramundi
- Food services know the value of name Barramundi

CONSUMER KNOW VALUE

- Its Australian
- Its Tasty
- Its Premium



RETAILERS AND MARKETERS KNOW VALUE

- Differentiate the price
- Australian worth DOUBLE
- Informed choice



IMPORTERS KNOW THE VALUE

- Asian seabass and Giant perch – now Barra
- Australian prices higher
- Changed form being sold



FOOD SERVICES KNOW THE VALUE

- Barramundi = Australian in the consumers mind
- Consumers prepared to pay a premium for Australian

mains

Local Flathead Fillets – Fried	\$36.00	Local John Dory Fillet – Grilled or Fried	\$46.00
Fresh Barramundi Fillet – Grilled	\$39.00	King George Whiting Fillets – Fried	\$46.00
Local Snapper Fillets – Grilled or Fried	\$39.00	Tuna Steak – Chargrilled	\$40.00
Tasmanian Salmon Fillet – Grilled	\$38.00	Golden Tempura King Prawns	\$32.00
Whole Baby Barramundi – Grilled	\$36.00	Chargrilled Whole King Prawns	\$32.00
Salt and Pepper Baby Calamari	\$34.00	Rocket and Fetta Salad with a Lime Corn Salsa	
Baby Calamari and Passionfruit Dressing			

VALUE OF BRAND AUSTRALIA

- Community, Consumers, Retailers, Marketers, Importers and Food services value the name Barramundi
- Consumers see Barramundi they see Australian
- The Government passionately advocates the value of Australian produce



GOVERNMENT SUPPORTS BRAND AUSTRALIA

- Labelling.. is about truth in advertising
- Growing demand by Australian consumers to know the origin of their food making informed choices about the product they purchase
- Truth in labelling, information for consumers and a better shot for Australian farmers to compete equally and on merit
- Commitment to ... consideration of improved origin labelling for seafood sold in the food services sector



WHAT'S ABFA DOING

- Supporting whole of industry vision
- Investing in RD&E
- Developing Quality Standards
- Industry sustainability certification
- Industry branding
- Encouraging operators to market



HAVE A PLAN

- Have a vision
 - Consistency and Quality to Meet Consumer Preferences
 - Market Differentiation for Australian
 - Sustainable Production Systems
 - Regulation to Support Australian Industry
- Invest in RD&E
 - FRDC Industry Partnership Agreement
 - ABFA Industry Betterment Contribution



BUILD QUALITY

- Formalise standard - continually improve
- Commission research - consumer needs
- Collect the Medals



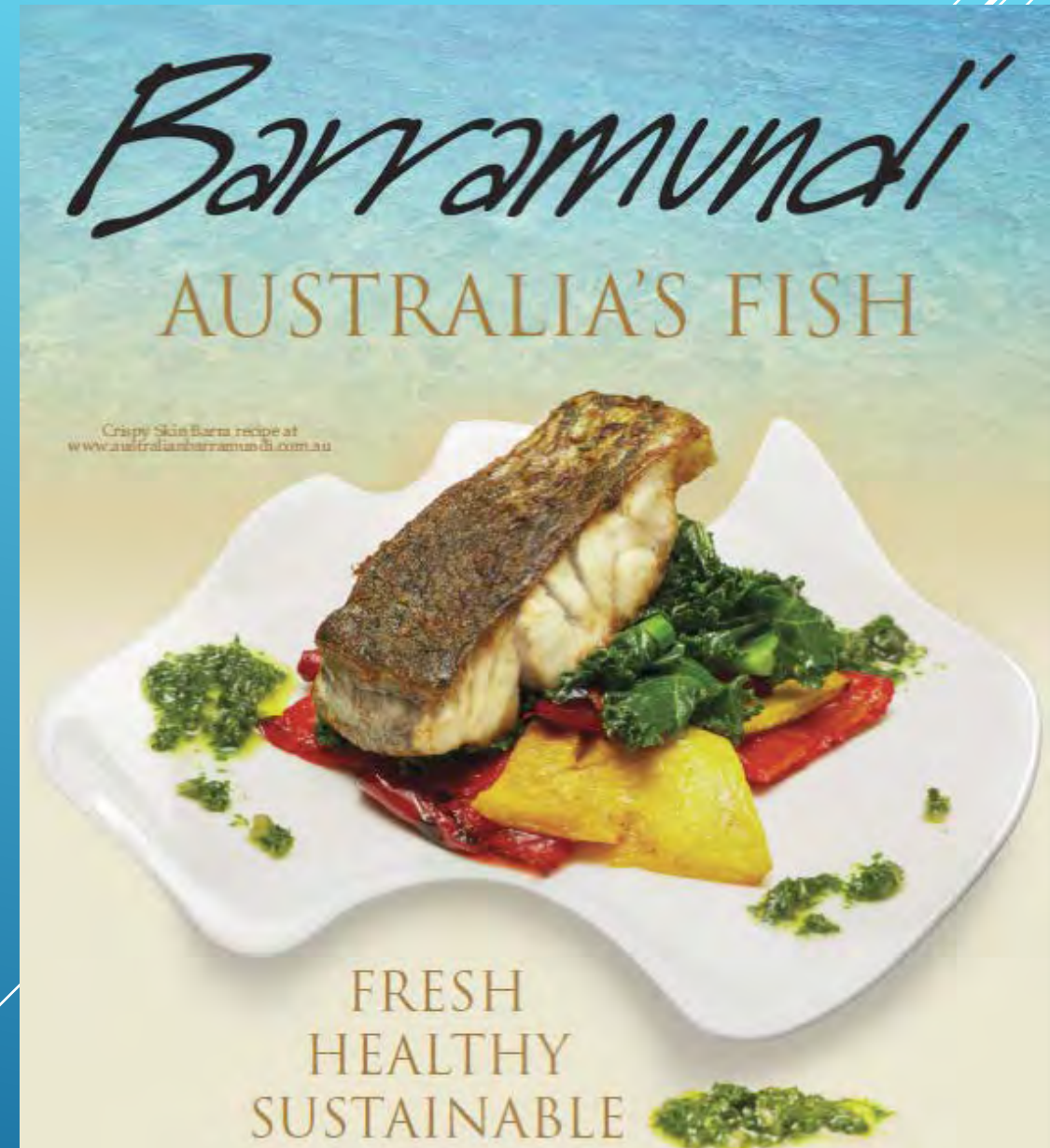
SHOW SUSTAINABILITY

- Australian Sustainably Farmed Barramundi Certification Program
- Investing in sustainable operations
- Continual Improvement
- For Australian Conditions



INDUSTRY BRANDING

- Promote Australian Farmed Barramundi as a brand
- Build community support and understanding
- Build 2 way linkages
 - Producers - Distributors - Food Services



https://www.australianbarramundi.com.au Sustainable Barramundi - A...




Barramundi
AUSTRALIA'S FISH

FOLLOW US  

Certification Program

HOME MAKE A CHOICE RECIPES AWARDS CERTIFIED FARMS FARM VIDEOS CONTACT



Want Australian, Sustainable Barramundi on your plate?

Look for the tick✓ 

What the tick✓ means
Australian produced
Sustainably produced



WHY BUY AUSTRALIAN, SUSTAINABLE BARRAMUNDI?

FACT: Australian barramundi is guaranteed to be ethically and sustainably produced to Australian standards.


So do you know where your Barramundi has come from?

The Australian Sustainably Farmed Barramundi [Certification Program](#) amplifies the

Search Facebook Home | Chris

AUSTRALIA'S FISH



 Australian Sustainable Barramundi
Food & Beverage Company

Home Posts Videos Photos About Community Liked Following Share More

Write something on the Page

Share Photo See Visitor Posts

5,101 people like this.

ABOUT <http://www.australianbarramundi.com...>


PHOTOS See All



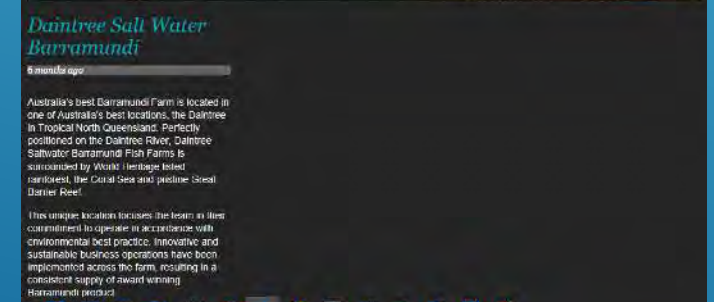
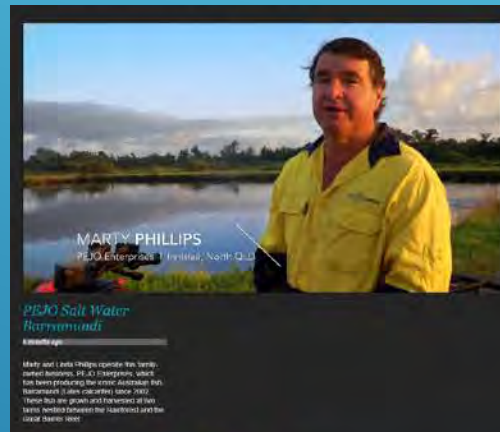
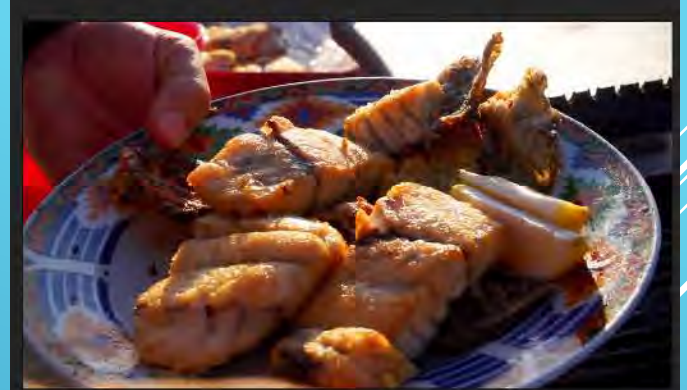
Australian Sustainable Barramundi
2 hrs · 🌐

Some 60 percent of barramundi is sourced from foreign fisheries. In the case of Barramundi, a national favourite, 60 percent of the 20,000 tonnes savoured by Australians each year is sourced from foreign fisheries, research by the Australian Barramundi Farmers Association has shown.

Get all the facts and download 'Country of Origin Labelling for seafood - Time to tell the truth' at <https://www.australianbarramundi.com.au>



 Sustainable Australian Produce.



PRODUCERS BUILD MARKETS

- ABFA build the brand of Australian Farmed Fish
- Farmers build their own space in the market
- Many are well know – some very niche



CORAL COAST

FRESH WHITSUNDAY
SALTWATER BARRAMUNDI



Daintree Salt Water Barramundi

07 40 987 209 | 07 40 987 201
0427 430 411 | daintree@bigpond.com
www.daintreesaltwaterbarramundi.com.au



Groves of Australia's Best Farmed Barramundi

Home Grown Spring Water Barramundi



ROBARRA

PEJO ENTERPRISES

MainStream

BARRAMUNDI



marine produce
australia



NEXT STEPS

- Enhance community support
- Sell one extra serve
- Build Australian farmed barramundi brand
- Supply chain partnerships
- Champions
- Producer brands
- Regulatory reform

Barramundi
AUSTRALIA'S FISH


Crispy Skin Barra recipe at
www.australianbarramundi.com.au



FRESH
HEALTHY
SUSTAINABLE

AVAILABLE HERE

LOOK FOR THIS LOGO AND BUY WITH CONFIDENCE
www.australianbarramundi.com.au

 Facebook Australian Sustainable Barramundi



Australian Farmed Barramundi
Tasty – Premium – Consistent – Healthy
Versatile - Easy to Cook

www.australianbarramundi.com.au

www.facebook.com/australianbarramundi



Promotion - The last P

Presenter / Sam Gordon

June 30th 2017

About Blue Harvest



Blue Harvest (Est. 2005) is an Australian owned, seafood sales and marketing agency specialising in aquaculture sourced production.

Annually, Blue Harvest manages sales of

3,000+
tonnes of
seafood

\$55+
million
(AUD)
value



Access to Coles, Woolworths, Metcash, Costco



Major Seafood Wholesalers & Food Distributors



Experienced team in aquaculture, sales, marketing and business development

Blue Harvest Team



SAM GORDON

MANAGING DIRECTOR,
CANBERRA

App. Sc. – Aquaculture

Grad Dip Bus. Mgmt.
(AGSM)

Churchill Fellow 1998



SCOTT WALTER

GENERAL MANAGER–
DIRECTOR,
MELBOURNE

App. Sci Aquaculture
(Hons)

Grad Dip Agri-Bus.



ANNI CONN

QUALITY &
SUSTAINABILITY
MANAGER, PRODUCE
R RELATIONSHIP
MANAGER

BSc. Applied Biological
Sciences (Hons)

MSc. Aquaculture &
Fisheries



MATTHEW WASSNIG

SALES AND BUSINESS
DEVELOPMENT
MANAGER NSW

BSc. Marine Biology
(Hons)

PhD Aquaculture

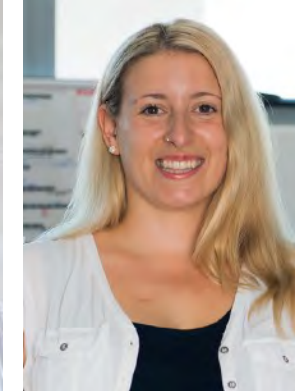


AIDAN MCCLURE

SALES AND BUSINESS
DEVELOPMENT
MANAGER VIC, TAS
AND SA

BSc. Aquaculture (Hons)

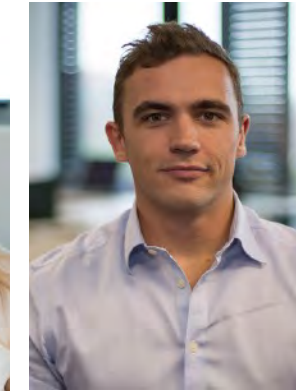
MBA



DANIELA SCHWARZ

BUSINESS
DEVELOPMENT
MANAGER
QLD, OYSTER
PROGRAM MANAGER

BSc. Business
Grad Dip. International
Bus. Admin & Foreign
Trade
Dip Economics &
Business Admin



ALEX ADCOCK

SALES BUSINESS
DEVELOPMENT
MANAGER & EXPORT

BSc. Marine Biology &
Aquaculture (Hons)

MBA Student (Current)



AMRUTA TAGADE

ACCOUNTS &
ADMINISTRATION
OFFICER

MCom.
Advanced Diploma
Accounting

Promotion the last P!



Product . Customer Needs

We start by getting to know our clients product.
We are looking for their competitive strengths and weaknesses.



- Taste & Texture
- Fillet Recovery
- Cooking versatility
- Consistency
- Marketability



Place . Convenience



Price

Fillet recovery chart

Fillet Recovery / Purchase Price*	\$ 8.50	\$ 8.75	\$ 9.00	\$ 9.25	\$ 9.50	\$ 9.75	\$ 10.00
40%	\$ 21.25	\$ 21.88	\$ 22.50	\$ 23.13	\$ 23.75	\$ 24.38	\$ 25.00
41%	\$ 20.73	\$ 21.34	\$ 21.95	\$ 22.56	\$ 23.17	\$ 23.78	\$ 24.39
42%	\$ 20.24	\$ 20.83	\$ 21.43	\$ 22.02	\$ 22.62	\$ 23.21	\$ 23.81
43%	\$ 19.77	\$ 20.35	\$ 20.93	\$ 21.51	\$ 22.09	\$ 22.67	\$ 23.26
44%	\$ 19.32	\$ 19.89	\$ 20.45	\$ 21.02	\$ 21.59	\$ 22.16	\$ 22.73
45%	\$ 18.89	\$ 19.44	\$ 20.00	\$ 20.56	\$ 21.11	\$ 21.67	\$ 22.22
46%	\$ 18.48	\$ 19.02	\$ 19.57	\$ 20.11	\$ 20.65	\$ 21.20	\$ 21.74
47%	\$ 18.09	\$ 18.62	\$ 19.15	\$ 19.68	\$ 20.21	\$ 20.74	\$ 21.28
48%	\$ 17.71	\$ 18.23	\$ 18.75	\$ 19.27	\$ 19.79	\$ 20.31	\$ 20.83
49%	\$ 17.35	\$ 17.86	\$ 18.37	\$ 18.88	\$ 19.39	\$ 19.90	\$ 20.41
50%	\$ 17.00	\$ 17.50	\$ 18.00	\$ 18.50	\$ 19.00	\$ 19.50	\$ 20.00

* Whole Fish

Price



70% skin on fillet

Purchase Price \$14.00/kg = \$20.00/kg

Retails for \$30.00/kg with 50% mark-up!



47% skin on fillet with belly flap

Purchase Price \$19.00/kg = \$40/kg fillet

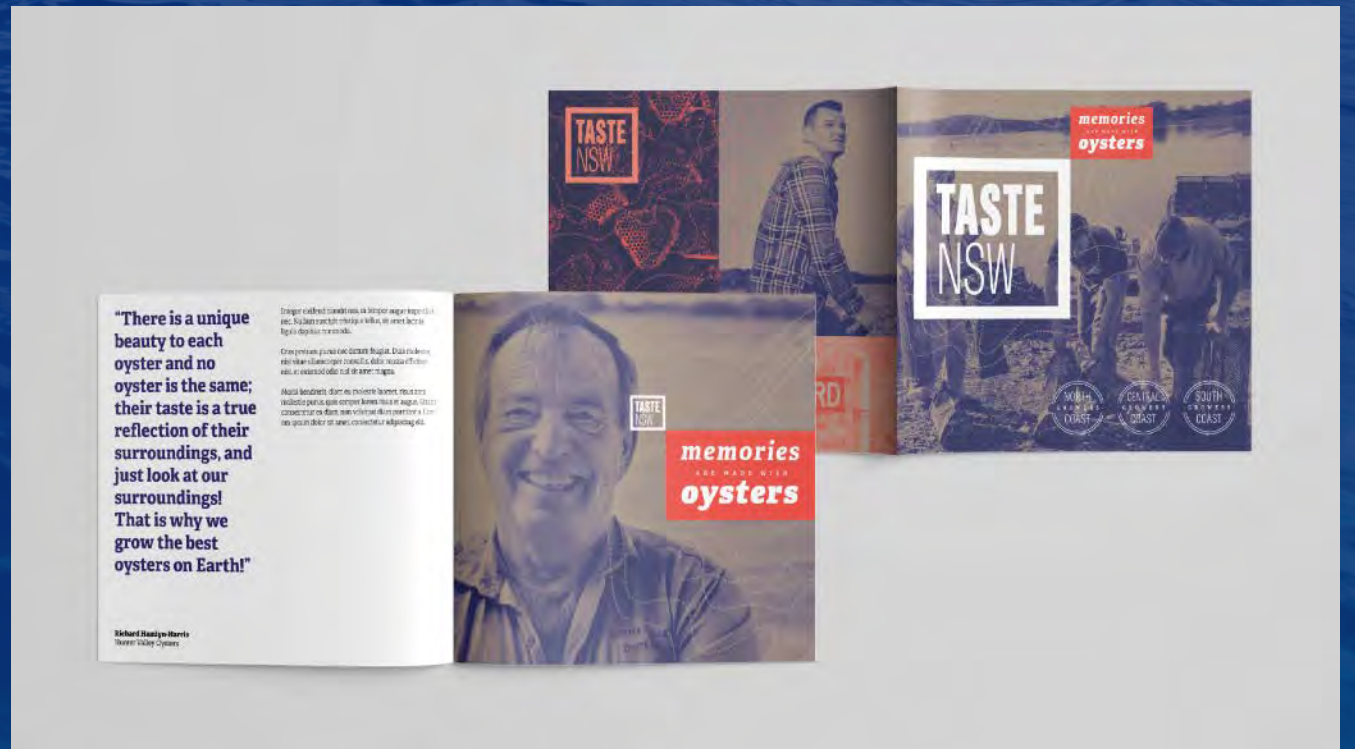
Retails for \$60/kg with 50% mark-up!

Foodservice fine dining

- Distributor x 30% = \$52/kg
- Chef trims the belly flap and tail off the fillet, reducing the fillet size by 20%, meaning it now costs \$64/kg.
- Restaurant 200g portion \$13/kg 200g portion cost x 400% = \$52/plate
- Add sides = >\$60 main course



Promotion



Marketing continues through the supply chain



PRODUCTION

- Genetics
- Control quality
- Manage volumes
- Market driven production



PROCESSING

- Control quality
- Product innovation
- Processing innovation
- Packaging innovation



MARKETING

- Logistics innovation
- Customer driver
- Feedback loops to Processing & Production

Marketing starts at the hatchery!



Crystal Bay Prawns – Australia's first domesticated prawn
Competitive advantage year round supply of fresh prawns

Gold Coast Tiger Prawns – World's first domesticated Black Tiger Prawns
Competitive advantage – regular supply of large grades including U8/lb

Consistent – Supply and Quality

Select for genetically desirable traits

Marketing continues through grow-out!



Marketing continues through harvest!



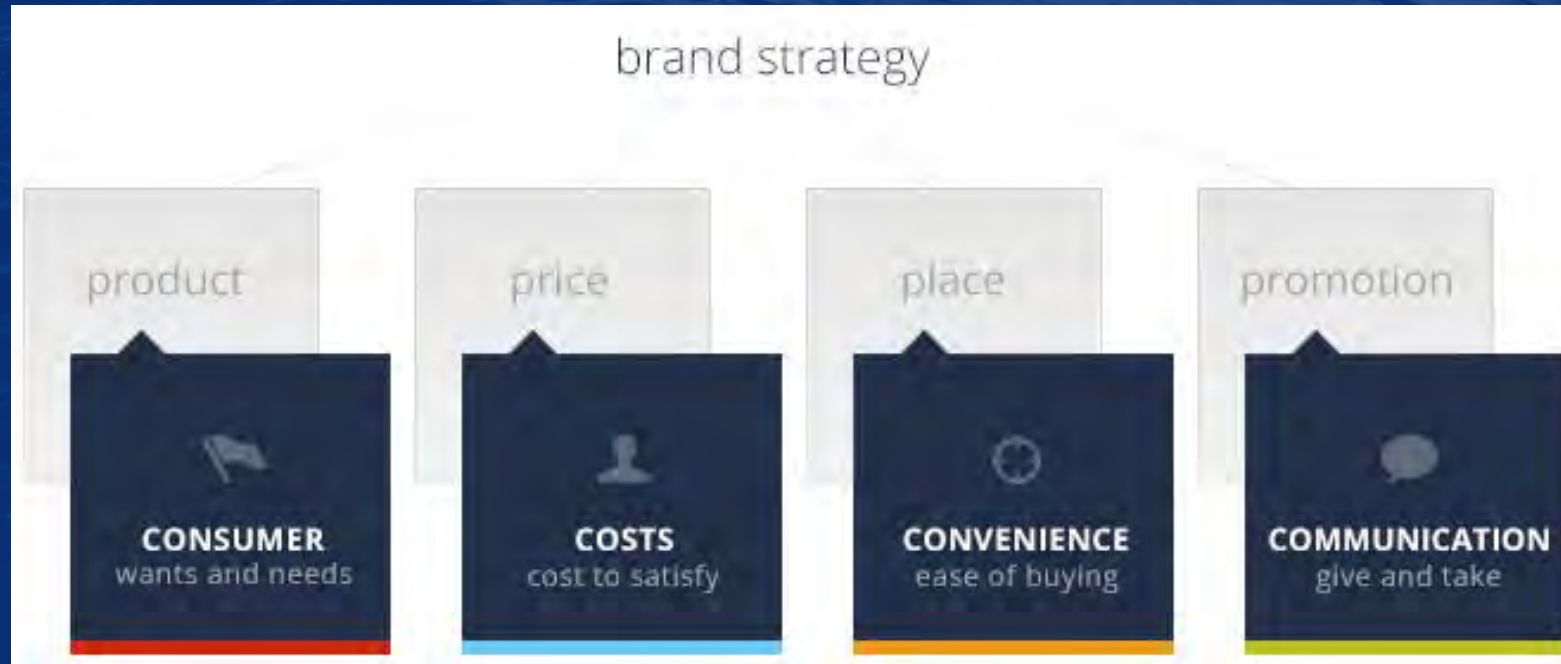
- Fillet gaping
- Taste and texture
- Shelf life
- Appearance

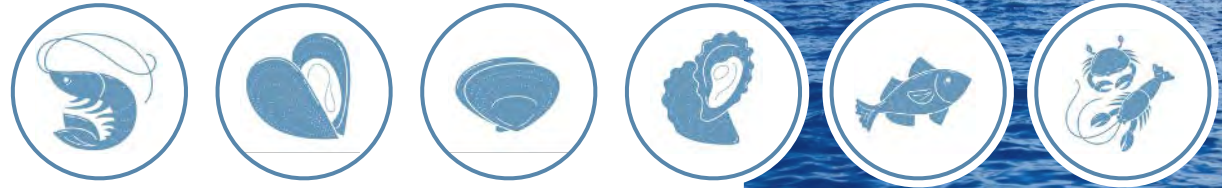
Marketing continues through processing



- Grading, size and quality
- Cooking
- Freezing
- Food Safety
- Consistency
- Yield

Bringing it together





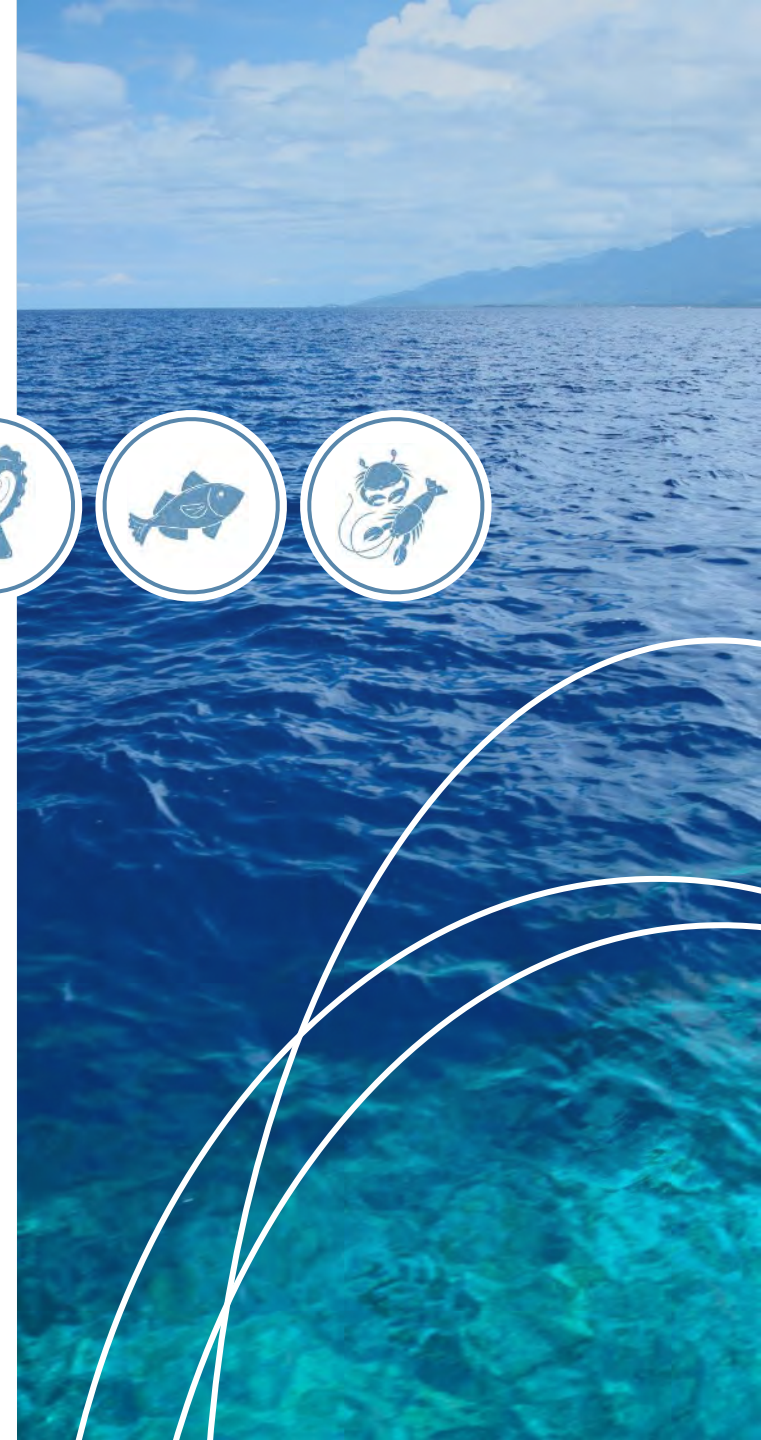
Thank you

Sam Gordon

m: 0400 224823

e: sgordon@blueharvest.com.au

w: blueharvest.com.au



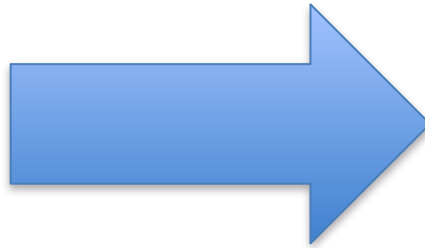


Seafood Symposium – June 2017
“Whole chain – from water to waiter”

Alan Adams – Market Manager
Retail, Case Ready Meat & Seafood

How do we offer convenience and still convey Fresh?

\$29.89
kg



\$46.43
Kg!!



COUPLING FRESH & CONVENIENCE IS A WINNING COMBO

Consumers

Some Statistics

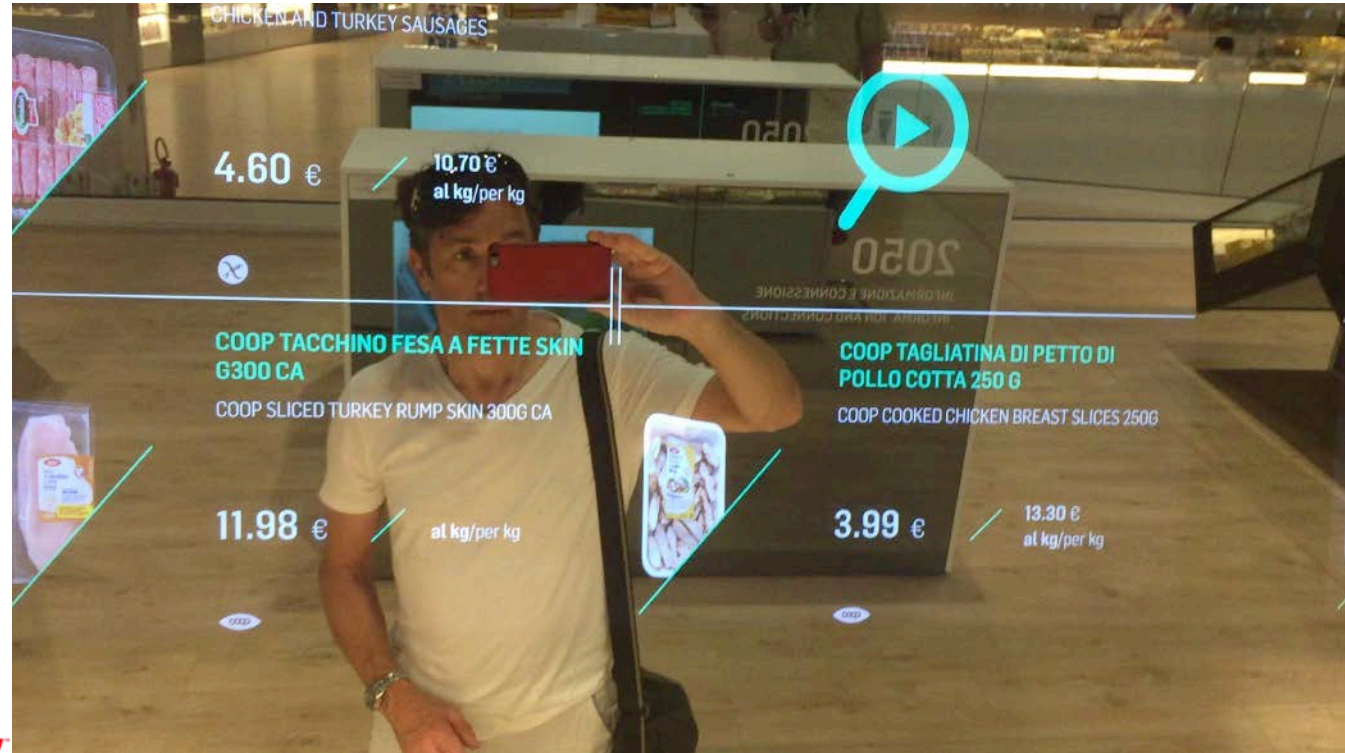


Consumers.....



Information Access

Lots of Info now!



Packaging v Food Waste.....

What do consumers think?



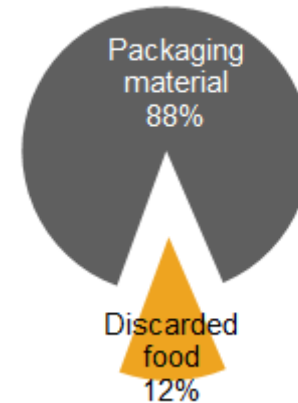
Packaging v Food Waste.....

What do consumers think?

Which is more harmful to the environment?



Australia (A)



REPUTATIONAL ELEMENT

“I think more highly of food brands that use packaging that helps me reduce food waste” – 87%



What does this mean for us?



Convenience and easy to find!

MAP is here now



Darfresh vacuum skin packaging Skin is in!



Convenience



CRYOVAC® Diversèy

Pr **Tagliapietra®**
ECCellenze del Mare

Prepare in the pack



E-commerce



Key to consider in messaging

OPPORTUNITY
#1

OPPORTUNITY
#2

OPPORTUNITY
#3

Recommendations

CONVENIENCE is KING

MATCH WITH FRESH!!



Re-imagine™

Sealed Air Internal Confidential



FRDC

COMMUNITY **PERCEPTIONS**

Peter Horvat

June 2017

National Recreational Fishing Group!!!! pull your head in!!!! We need this ship gone!!!



National Recreational Fishing Group Fails to Represent Fishers

Yes to sustainable fishing.
STOPTHETRAWLER.NET



Bermi Bait & Tackle

Geelong Star out off Bermagui today. We believe they have permission to turn their AIS



About News

Geelong Star Trawler Management In More Hot Water

POSTED BY BEC HUBBARD - JUNE 12, 2015 11:22 PM

MEDIA RELEASE

FOI Documents Reveal Independent Chair Resigns Because Of Concerns About Undue Influence by Super Trawler Director

The operator of the freezer factory trawler Geelong Star continues to damage the reputation of Australian fisheries, with documents received under Freedom of Information revealing that the Independent Chair of one of AFMA's governing bodies believes the super trawler operator has an unacceptable pecuniary interest and influence on fishery management advice.

Read more

2 reactions Share

[Print](#) [Email](#) [Share](#) [Transcript](#) [Background Information](#)

Big Fish

By Caro Meldrum-Hanna, Jaya Balendra, Alex McDonald

Updated November 3, 2016 14:12:00



Monday 31st October 2016

Big Fish: Four Corners investigates the business of salmon farming.

You'll find it in your supermarket fridge, on sushi trains, and in fish shops all over Australia. Salmon is Australia's favourite fresh seafood and we consume tens of thousands of tonnes of it a year.



Search

Broadcast Times

Mondays at 8.30pm, repeated Tuesdays at 10am and on Wednesdays at 11pm on ABC on Saturdays at 8.00pm on ABC News 24.

Story Ideas

If you have an idea for Four Corners, let us know.



Follow us on Twitter

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Featured Episodes

- BROKEN HOMES**
On the frontline of Australia's child protection crisis.
- Crossroads Afghanistan**
A heart stopping journey through the Taliban badlands.
- Big Fish**
Four Corners investigates the business of salmon farming.
- Copwatchers**
The activists using cameras to fight back against police brutality.

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This fish is not caught in the wild. It's grown and farmed in the



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Four Corners investigates the business of salmon farming.
- Copwatchers**
The activists using cameras to fight back against police brutality in the US.

Commercial fisher launches petition as net fishing ban debate heats up

ABC Rural | Eliza Rogers

Print | Email | Facebook | Tweet 4 | More 13

Updated 17 Mar 2015, 7:44pm

Anger is rising among commercial fishers as the State Government remains tight-lipped on plans to ban net fishing along the Queensland coast.

Labor had promised to set up three net-free zones at Cairns, north of Mackay, and on the Capricorn Coast, with \$10 million to fund buyouts.

The idea was to better support recreational fishing



The Bulletin

Home | Just In | News | Sport | Local Life | Things to Do | Jobs | Motoring | Real Estate | Obituaries | Classifieds | ALL

NEWS

Retired fisherman says commercial net-fishing bans are "un-Australian"

22nd Apr 2015 12:19 PM

109 | 4 | SHARE | EMAIL | PRINT | 8 COMMENTS | USE THIS CONT

LOCAL PARTNERS



Commercial fishing boats in the Burnett River near Grunske's by the River, Photo: Mike Knott / NewsMail

Rural

Home | Horticulture | Livestock | Fibre | Grains | Mining | Add Industry | Weather | Markets

Fish fight brewing as Queensland fishers demand consultation over commercial net-fishing ban

ABC Rural | By Carmen Brown

Print | Email | Facebook | Tweet 11 | More 6

Updated 4 Mar 2015, 8:19pm





What the **research** says...

Community Attitudes towards Australian Fisheries Management

Department of Agriculture
June 2015

Research undertaken by Essence Communications

Qualitative component – 25+ focus groups across Australia

- Mix capital, regional and rural cities
 - Sydney, Melbourne, Perth, Hobart, Port Lincoln, Geraldton, Portland, Newcastle

Quantitative component – 1700+ surveys

Key stakeholders component – 20 telephone interviews

Location	Group	Seafood Eater	Date
Melbourne	Recreational Fishers aged 25-54 (fish 2-3 times per year). Male skew (no more than one quarter women)	Yes	19 May
Adelaide	Recreational Fishers aged 25-54 (fish 2-3 times per year). Male skew (no more than one quarter women)	Yes	26 May

Location	Group	Seafood Eater	Date
Port Lincoln	Recreational Fishers aged 25-54 (fish 2-3 times per year). Male skew (no more than one quarter women)		
Brisbane	Recreational Fishers aged 25-54 (fish 2-3 times per year). Male skew (no more than one quarter women)		
Hobart	Recreational Fishers aged 25-54 (fish 2-3 times per year). Male skew (no more than one quarter women)		
Perth	Recreational Fishers aged 25-54 (fish 2-3 times per year). Male skew (no more than one quarter women)		
Sydney	Recreational Fishers aged 25-54 (fish 2-3 times per year). Male skew (no more than one quarter women)		
On-line drawn from regional/remote Australia	Recreational Fishers aged 25-54 (fish 2-3 times per year). Male skew (no more than one quarter women)		

Location	Group	Seafood Eater	Date
Melbourne	Males 40-54 years of age, mixed SES. Half of the sample to be Knowledgeable Eco Ambivalent and half to be Un-knowledgeable Eco Ambivalent.	Yes	20 May

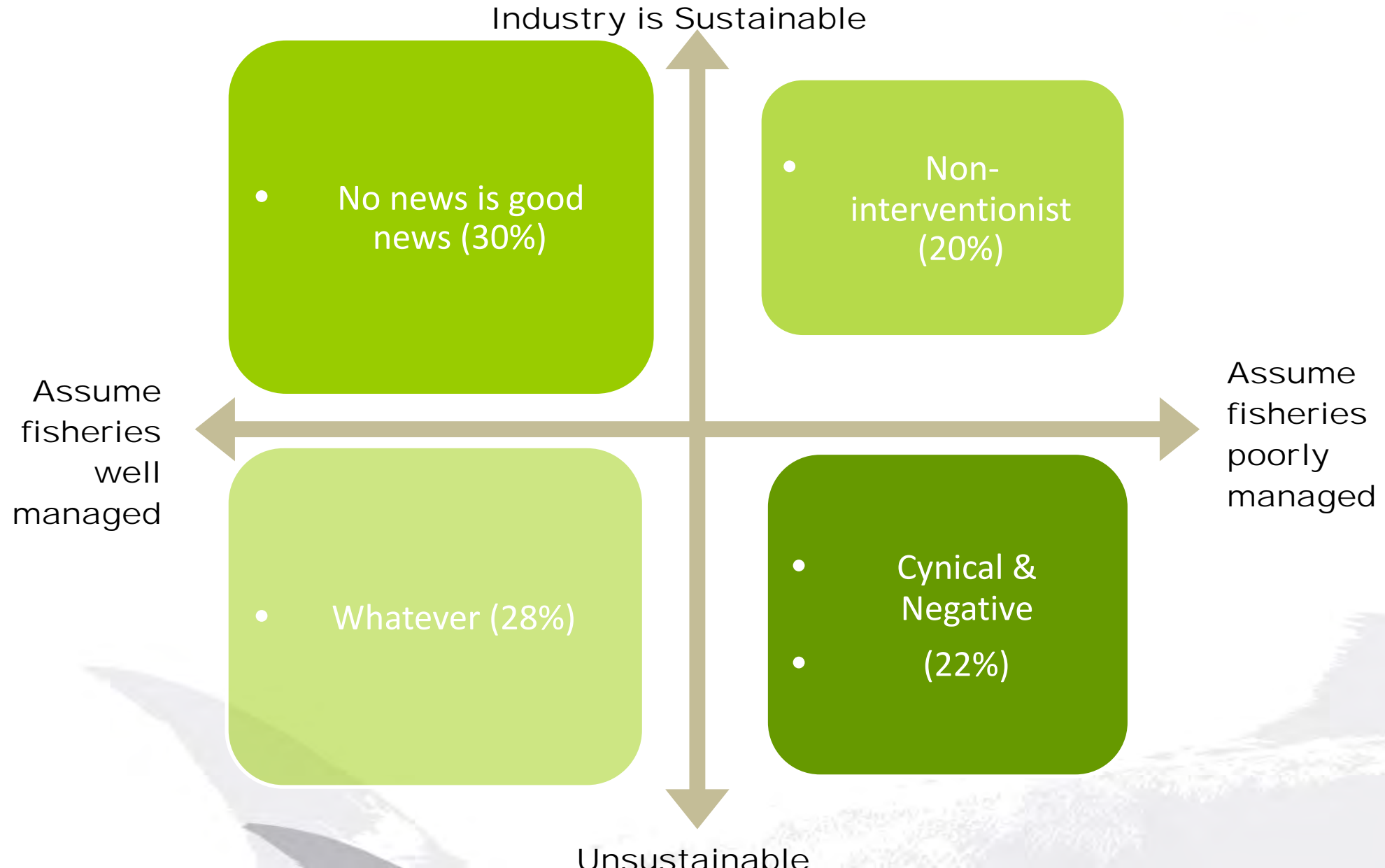
Location	Group	Seafood Eater	Date
Melbourne	Females 25-39 years of age, mixed SES. Half of the sample to be Knowledgeable Eco Ambivalent and half to be Un-knowledgeable Eco Ambivalent.		
Sydney	Females 25-39 years of age, mixed SES. Half of the sample to be Knowledgeable Eco Ambivalent and half to be Un-knowledgeable Eco Ambivalent.	Yes	27 May
Sydney	Males 40-54 years of age, mixed SES. Half of the sample to be Knowledgeable Eco Ambivalent and half to be Un-knowledgeable Eco Ambivalent.	No	27 May
Hobart	Recreational Fishers aged 25-54 (fish 2-3 times per year). Male skew (no more than one quarter women)	Yes	28 May
Hobart	Males 25-39 years of age, mixed SES. Half of the sample to be Knowledgeable Eco Ambivalent and half to be Un-knowledgeable Eco Ambivalent.	Yes	28 May
Perth	Males 40-54 years of age, mixed SES. Half of the sample to be Knowledgeable Eco Ambivalent and half to be Un-knowledgeable Eco Ambivalent.	Yes	1 Jun
Perth	Females 25-39 years of age, mixed SES. Half of the sample to be Knowledgeable Eco Ambivalent and half to be Un-knowledgeable Eco Ambivalent.	No	1 Jun
VIC Coastal towns	Males 25-39 years of age, mixed SES. Half of the sample to be Knowledgeable Eco Ambivalent and half to be Un-knowledgeable Eco Ambivalent.	No	1 Jun
Coastal towns	Females 25-39 years of age, mixed SES. Half of the sample to be Knowledgeable Eco Ambivalent and half to be Un-knowledgeable Eco Ambivalent.	No	1 Jun

How well are fisheries known?



- For the vast majority of the general public,
 - management of Australian fisheries is not top of mind
- On the continuum of primary industries – seafood was generally mentioned after meat, dairy, eggs and mining – it is a ‘mid size’ industry
- But as an industry, seafood was seen as having less volume and influence than other more well known industries
- Industry seen as somewhat **invisible**, lacking any real ‘face’ or profile.
They are not front page news they’re not any page news’
- Participants consistently referred to industry as ‘hidden’ or ‘lacking in transparency’ – **there not cute and cuddly...** which generally referred to their lack of affinity than any factual basis for the perception.

Stakeholder Segmentation



An aerial photograph of a wetland landscape, showing a network of water channels and vegetated areas. The water is a dark blue-grey, and the vegetation is a lighter, textured grey. The overall scene is dimly lit, with a dark blue background.

FRDC Community **Perceptions** Research

FRDC Community Perceptions Surveys



FRDC has conducted a biennial sustainability omnibus (in its current form) since 2011

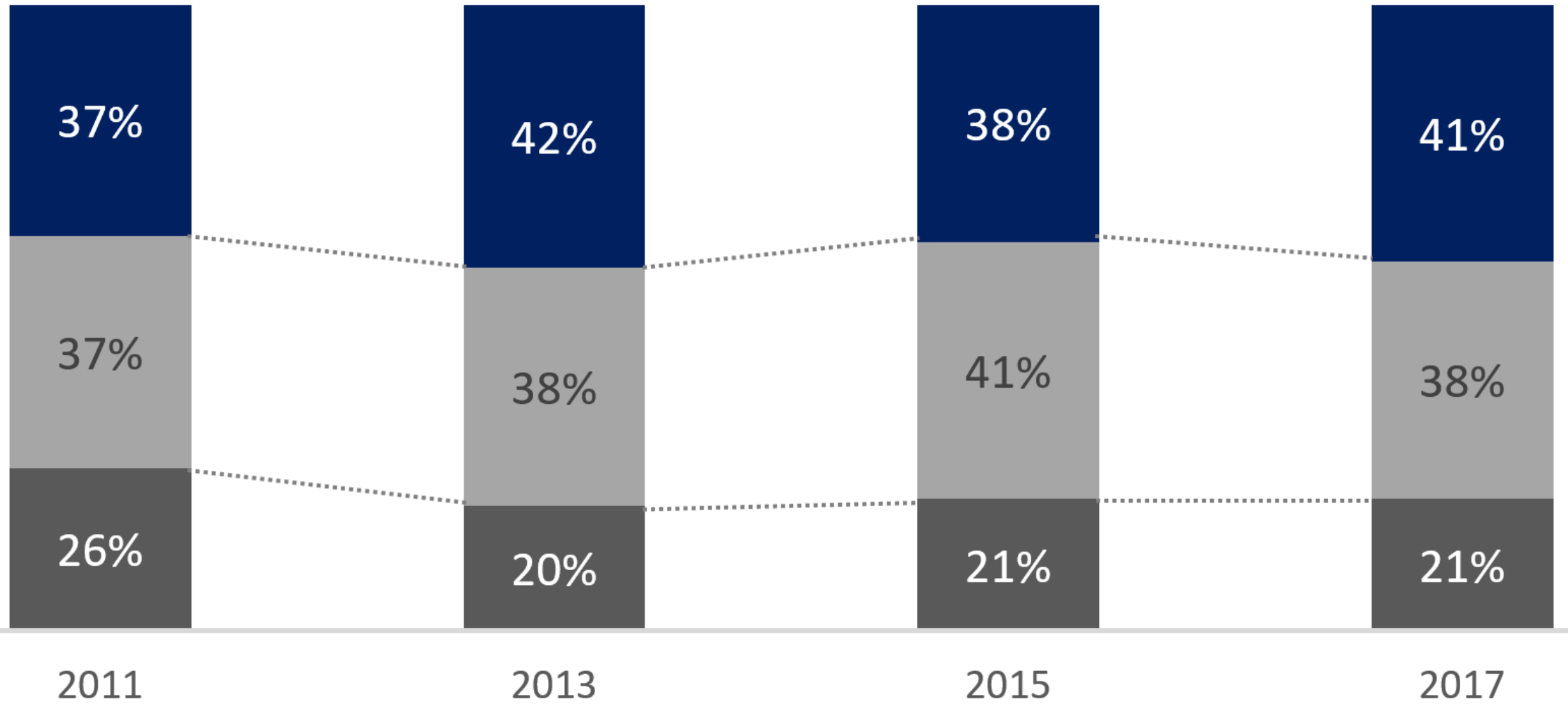
The most recent, surveyed 1,007 people and was completed 28 June 2017...

The aim of the research is to track measures including among other things:

- Whether the industry is seen to be sustainable;
- How the fishing industry benchmarks against other countries and industries;
- Knowledge and awareness of the efforts being made.



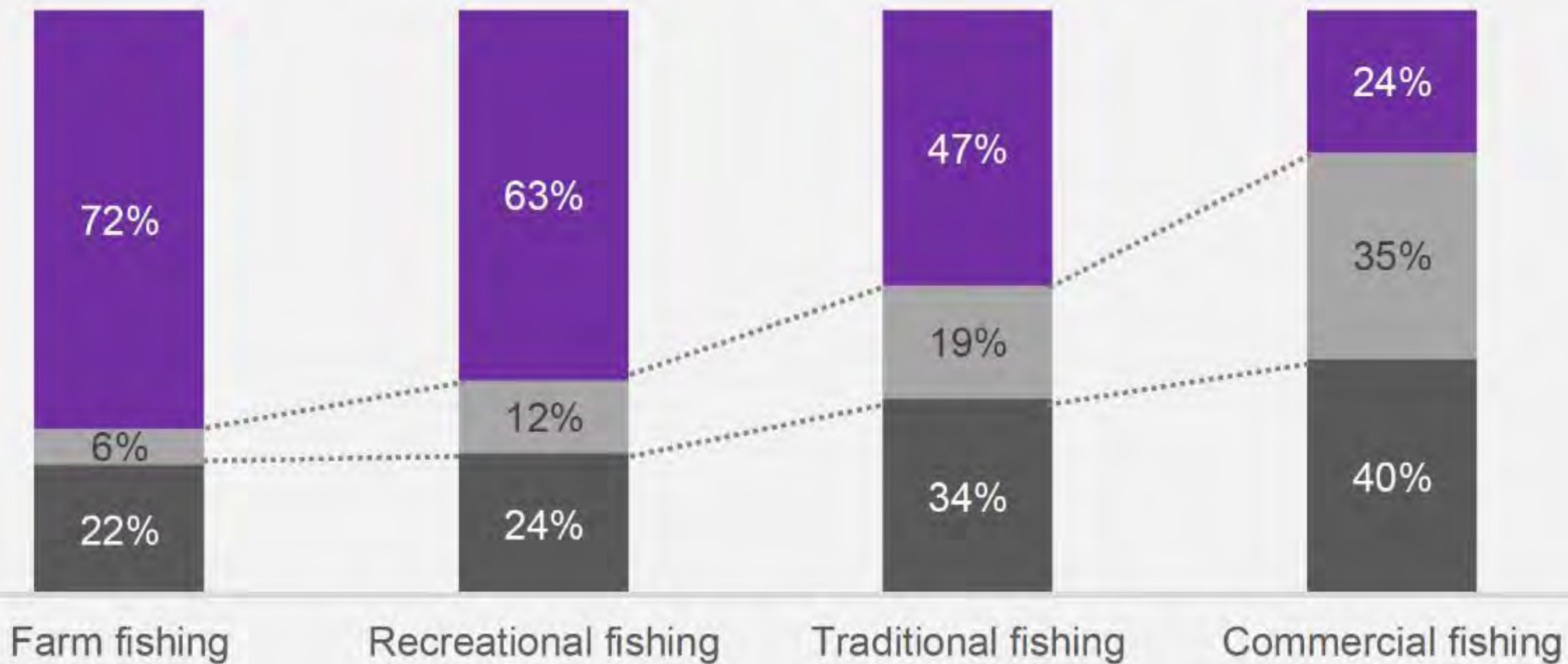
Do you think Australia's fishing industry is sustainable?



Base: All respondents; n= 1,002

■ No ■ Unsure ■ Yes

Believe Australia's fishing industry is sustainable



Base: All respondents n= 1507

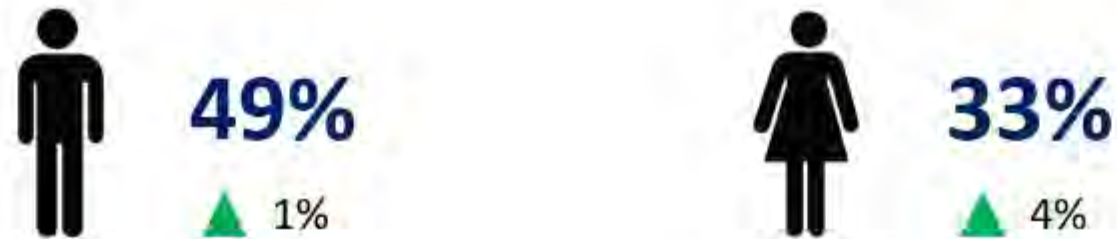
■ Unsure ■ No ■ Yes

Believe Australia's fishing industry is sustainable



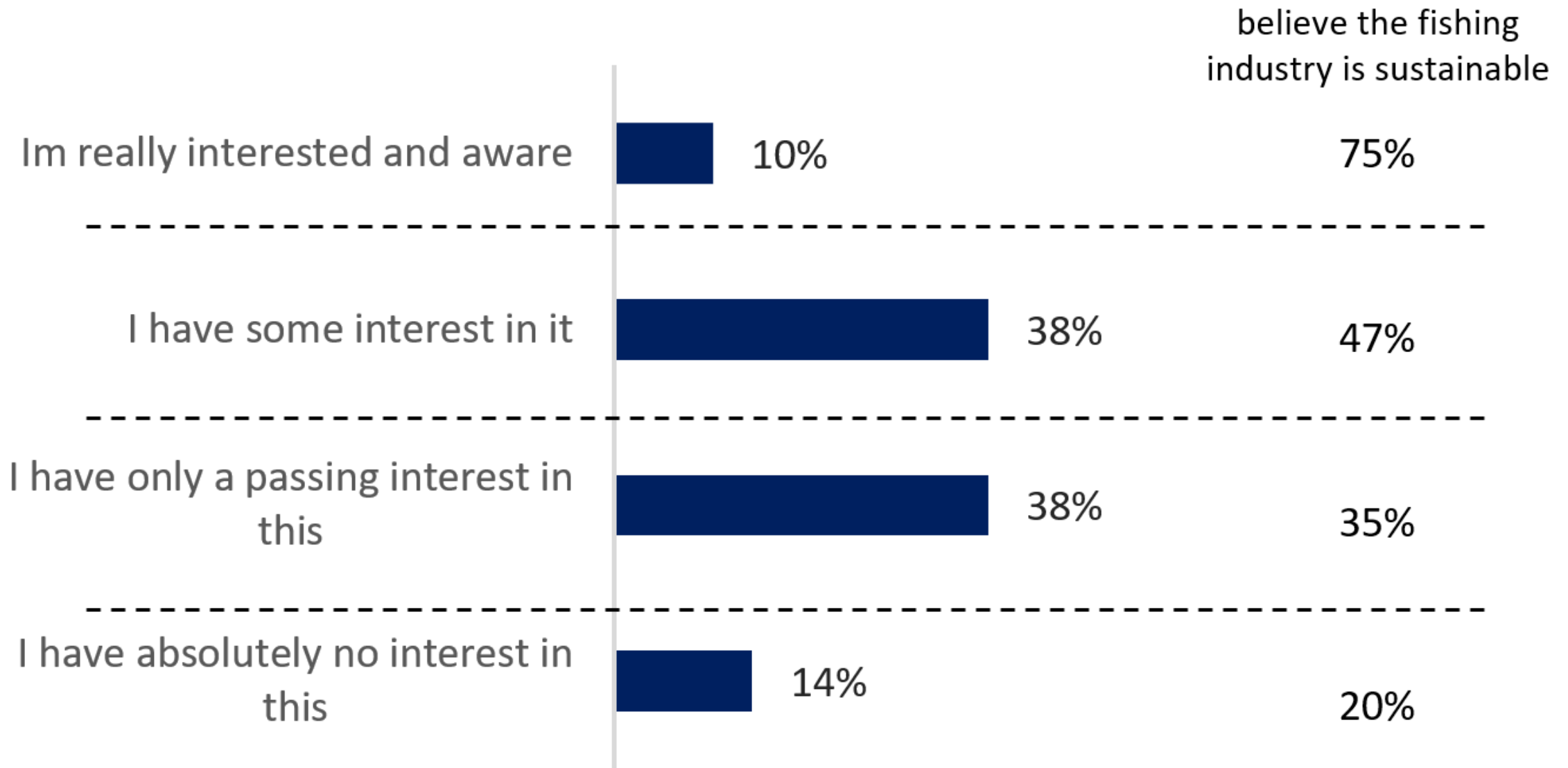
Base: All respondents n= 1507

Believe Australia's fishing industry is sustainable



Base: All respondents; n= 1,002

Interest in and awareness of the fishing industry in Australia



Base: All respondents; n= 1,002

Key metrics by consumption and fishing habits



Fresh seafood consumers



Frozen seafood consumers

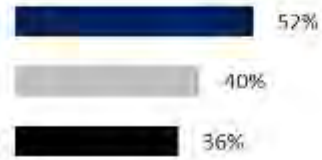


Tinner seafood consumers

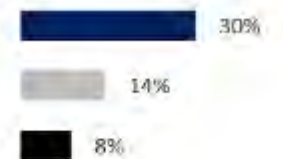
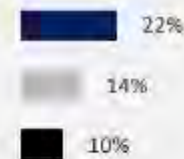
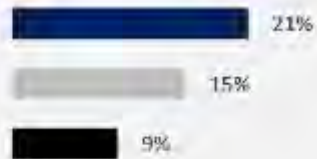


Recreational Fishers

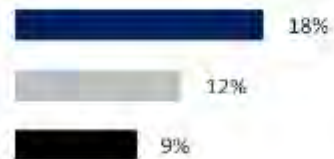
Those who believe the Australian fishing industry is sustainable



Awareness of the work the Industry is doing



Awareness of the work Government is doing



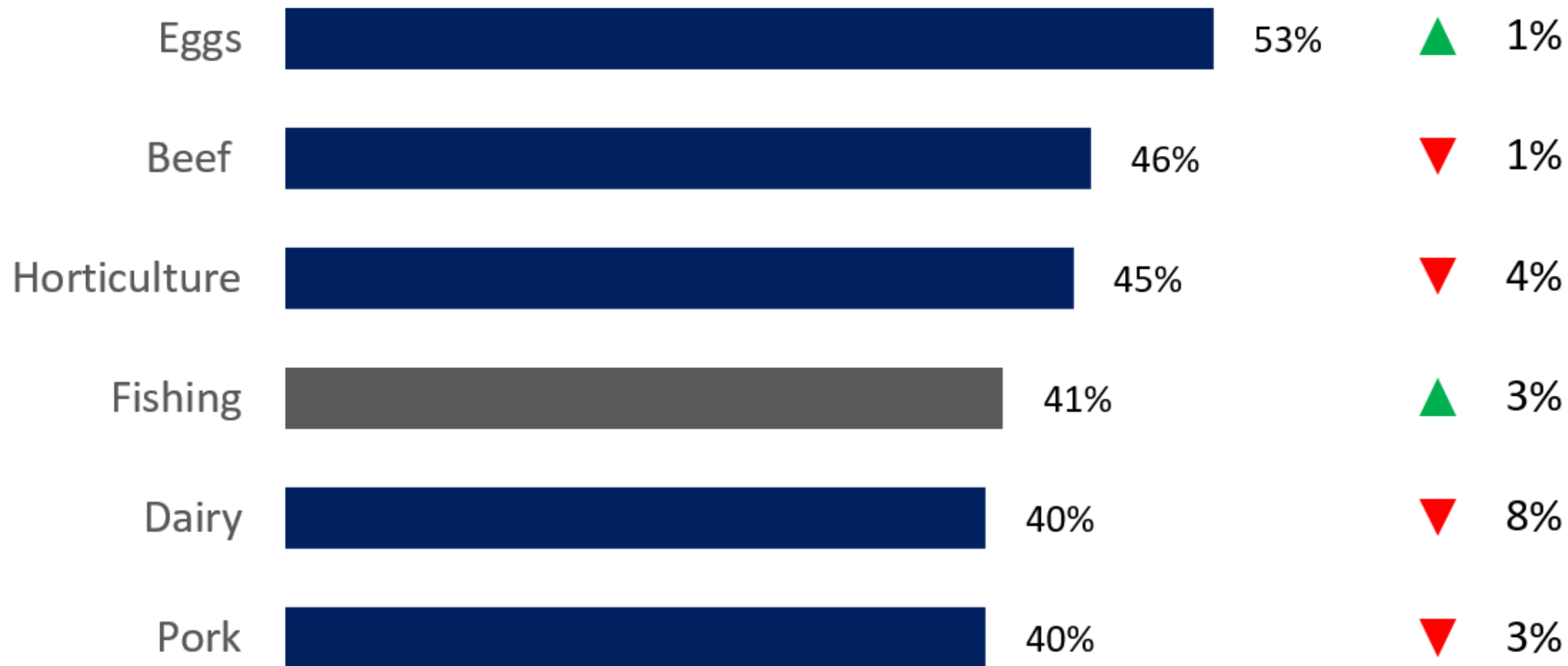
Frequent

Regular

Occasional / never

Sustainability across other rural sectors

Change on
2015



Base: All respondents; n= 1,002



So... how are you perceived?

It is a matter of perception...



How do you want to be seen?







what can we do to change it?

Is it just sell, sell, sell?

What are we selling?

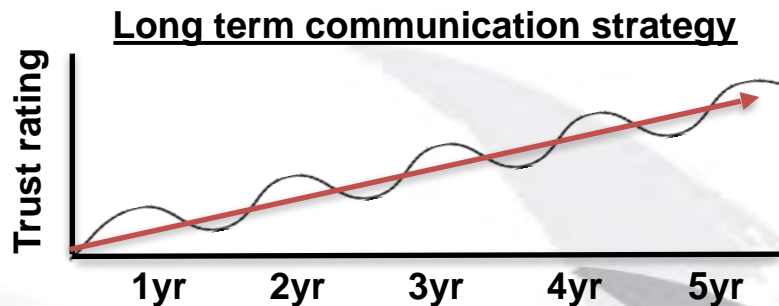
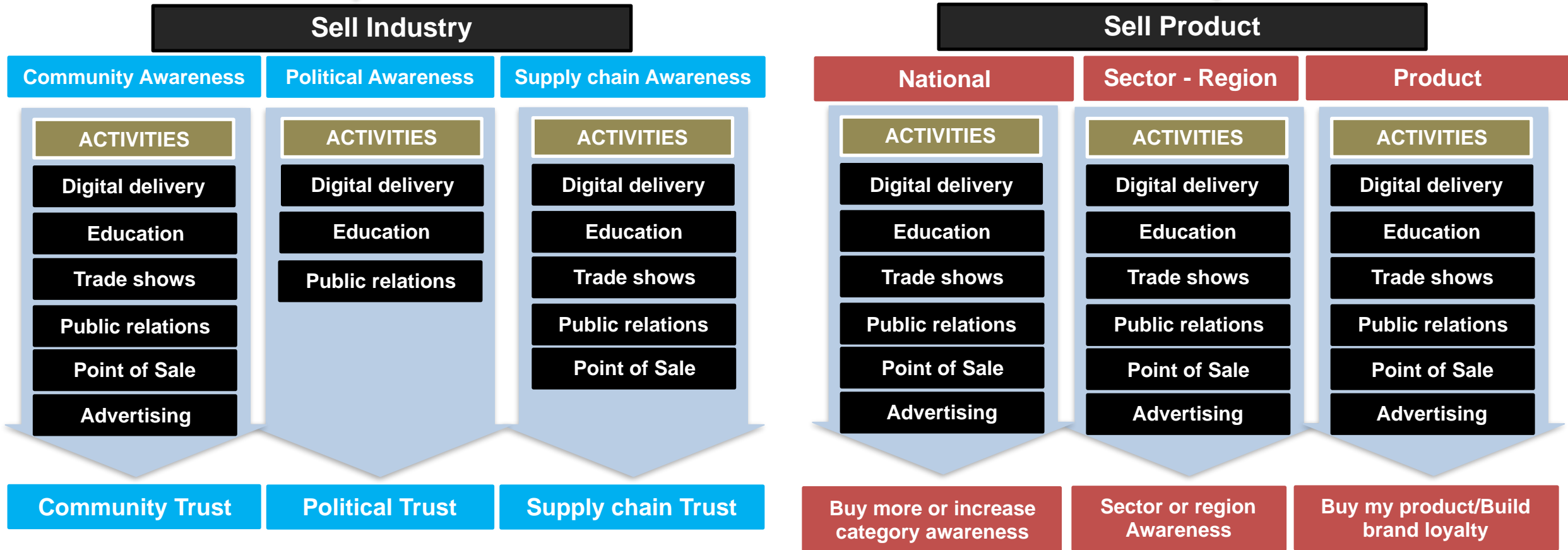
really... there are only two things

industry...

products...

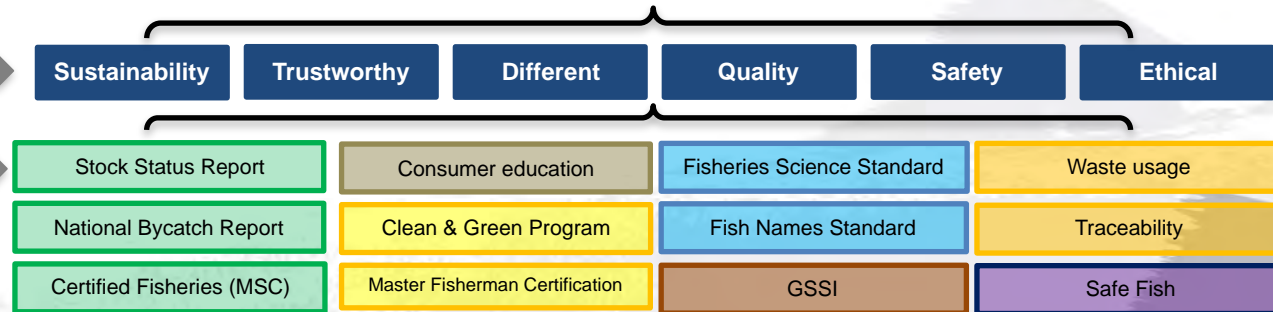
The key here, is each of us decides where we put our \$ and effort

The marketing plan



BRAND FACTORS

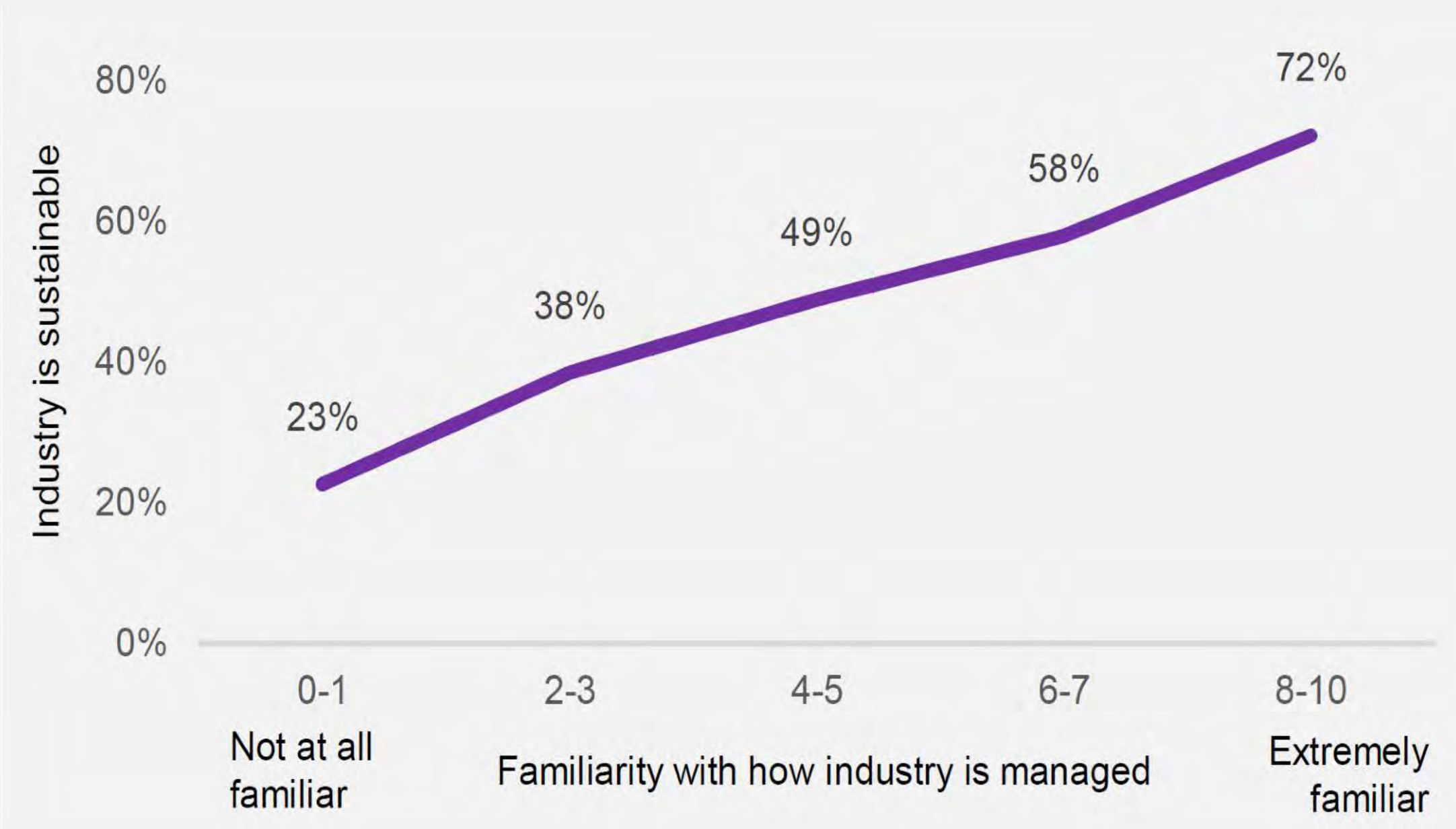
Brand Supporters Existing RDE



Everyone has a role...



Direct correlation between view of sustainability and management



News Wild caught prawns a winner this winter

Wild caught prawns a winner this winter

13 June 2017


With great catches of banana prawns this season in the Commonwealth Northern Prawn Fishery (NPF), expect to see a continued good supply of this tasty crustacean in seafood retailers and supermarkets across Australia.

Australian Fisheries Management Authority (AFMA) CEO, Dr James Findlay, said this was great news for lovers of sustainable seafood.

"Not only do banana prawns come from a well-managed fishery, they are also a sustainable seafood product."

"For the last 20 years, the NPF has been a great source of sustainable seafood for Australia."





Australian Fisheries Management Authority ✓
 @AustralianFisheriesManagementAuthority

- Home
- About
- Disclaimer

Liked Following Share

Australian Fisheries Management Authority added 3 new photos.
 23 June at 15:49

Here is something cool for your Friday!
 Did you know that AFMA has observers on all Australian vessels fishing in the Antarctic region? The observers brave the chilly conditions to collect valuable data on the prized Patagonian toothfish. So cool! (in more than one way!) Find out more at <http://www.afma.gov.au/cool-one-way/>



Australian Fisheries Management Authority
 Page Liked · 13 June

WILD CAUGHT BANANA PRAWNS
 The 2017 banana prawn season in the Northern Prawn Fishery has been going gangbusters. That means there is a great supply of sustainable, succulent prawns for Aussies to add to their winter menu. Whatever takes your fancy; laksa, pasta, risotto or curry, the operators of NPF Industry have you covered. Read more about the season here: <http://www.afma.gov.au/wild-caught-prawns-winner-winter/>

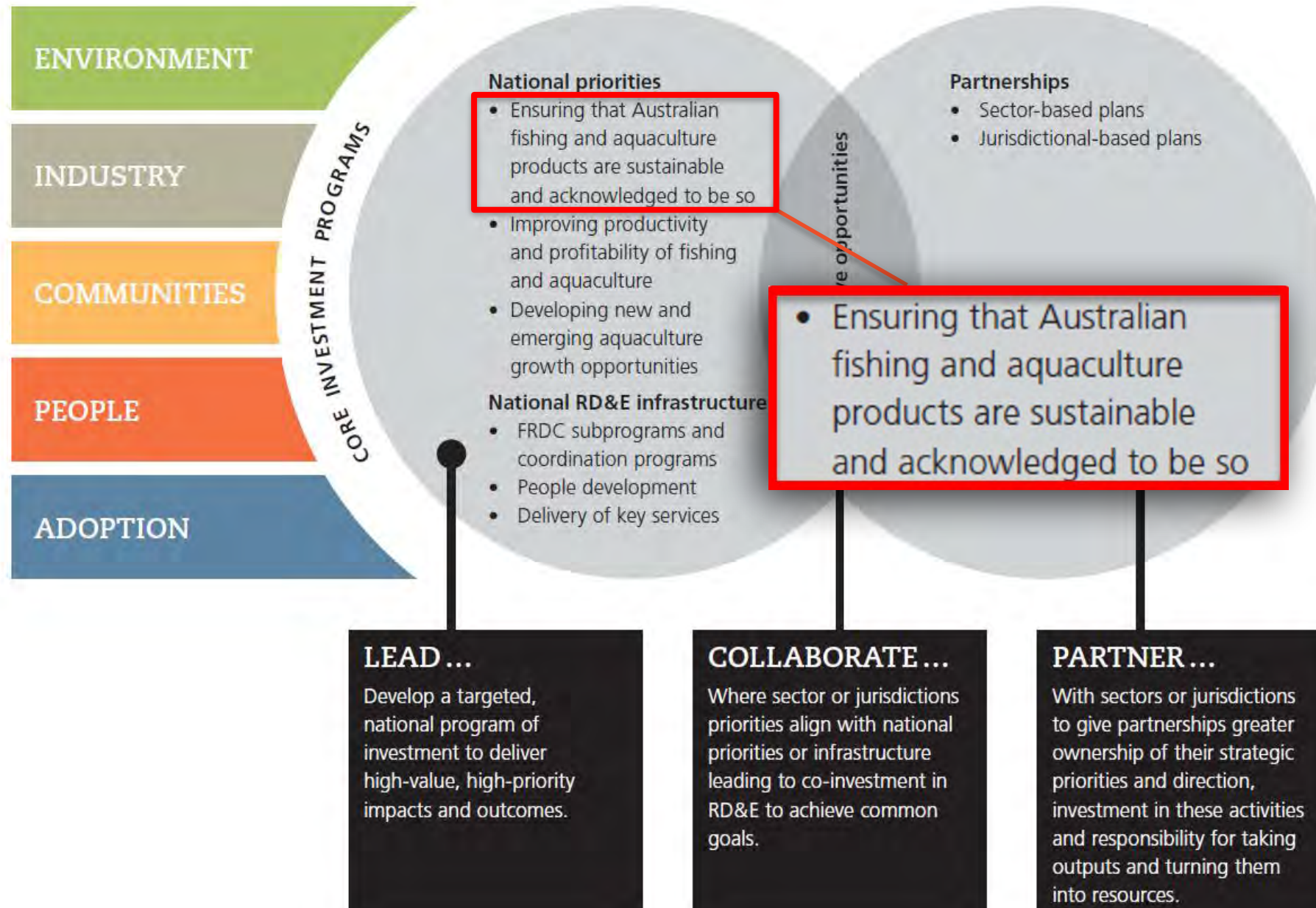
Like Comment Share

4

3 shares



Now to deliver against the plan



Status of Australian Fish Stocks



Welcome to the Status of Australian Fish Stocks Reports

The Status of Australian Fish Stocks reports bring together the data, biological science and fishery management to determine the status of Australia's key wild fish stocks.

Search for reports of species

Robust and transparent reporting

The reports are based on a consistent national reporting framework developed collaboratively by fisheries scientists across Australia. A more than hundred (100+) of Australia's fisheries scientists were responsible for producing the highly credible species reports over the a further 100+ fisheries scientists anonymously reviewing them.

Prawns get top sustainable marks

Australia's New South Wales prawns achieved the best overall national wild fishery sustainability marks, thanks to a combination of science, management and fishery practices.

Fish summary

175 species reports cover 12 Areas of Special Interest and 246 fish stocks

175 **OVERFISHED STOCK**
Overfished stocks are a concern for the industry and fishing pressure is adversely affected.

9 **TRANSITIONALLY-RECOVERING STOCK**
Recovery has not yet occurred, but the stock is increasing.

5 **ENVIRONMENTALLY LIMITED STOCK**
Recovery has not yet occurred, but the stock is increasing due to environmental factors.

17 **OVERFISHED STOCK**
Overfished stocks are a concern for the industry and fishing pressure is adversely affected.

26 **TRANSITIONALLY-RECOVERING STOCK**
Recovery has not yet occurred, but the stock is increasing.

49 **UNDERFISHED STOCK**
Underfished stocks are a concern for the industry and fishing pressure is adversely affected.

Snapper
Lutjanus argentilatus

Anthony Fowler (South Australian Fisheries and Development Institute), Anna Garland (Department of Agriculture and Fisheries, Queensland), Gary Jackson (Department of Fisheries, Western Australia), John Somers (Department of Primary Industries, New South Wales), Paul Hovner (Department of Economic Development, Jobs, Transport and Infrastructure, Western Australia)

Stock status overview

21 11

Distribution

Catch trend

2017 2018 2019 2020 2021

Fishing gear

STOCK STATUS OVERVIEW

Stock status determination				
Jurisdiction	Stock	Fineries	Stock status	Inclusion

Mainstream media – seafood escape





Welcome to the Australian

FISH & CHIPS

Awards 2017

Make sure today you eat fish and chips and vote!



the Australian Fish and Chips Awards added 5 new photos.

Published by Fozzi Howell 11/17 Tue at 13:24

Promoting Queens and Fish and Chips in style with Kely Morgan at Morgans Fish Bar. The team today for the local fishers who catch the fish and take last member for Burookin was pick the fish.

1,575 people reached

Book post



Do you know your fish? Which fish is this? #catchoftheyear



the Australian Fish and Chips Awards @catchoftheyear

Home

Posts

Reviews

Videos

Photos

Abc

Like

Pol

Not

Pol

Ser

Jurisdiction

Votes

ACT

61

NSW

13400

QLD

7534

SA

5131

TAS

2027

VIC

37271

WA

5666

NT

355

Grand Total

71,445

Is there another approach?

can we make a **change?**



10,000 seafood producers catch or grow 241,000 tonnes of seafood

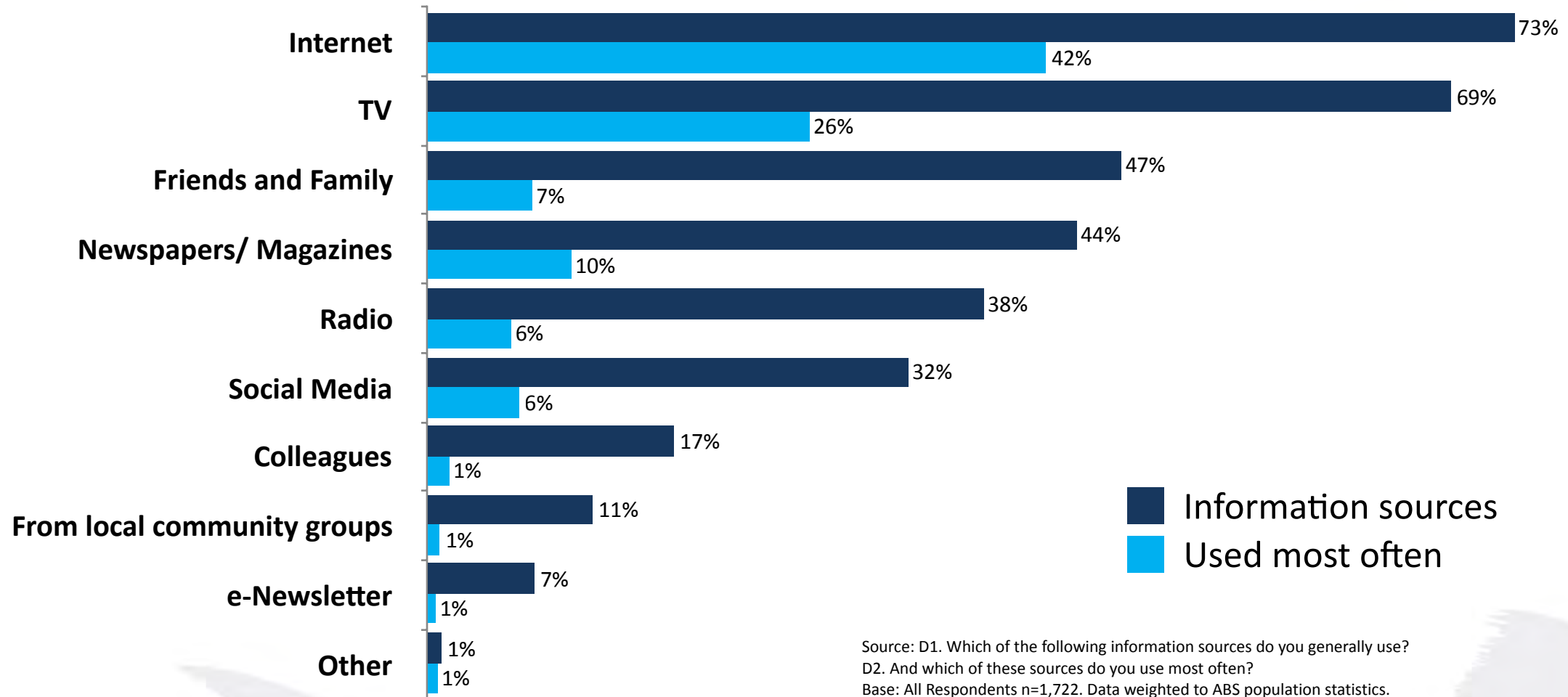
... that is 241,000,000 kilograms of seafood **OR**

1,000,000,000 meals

The more we spread the
word, the further it will go
and more it will change!

Jane Goodall

Information sources



The internet and TV were the most commonly used sources for information

Nearly half of respondents still use friends and family and print media as viable sources of information.



Do you love

**FISH &
CHIPS**

“Each year the Victorian Seafood Industry produces 28 Million plates of fresh seafood for Victorian consumers.”

What would happen if 10% of seafood producers shared on social media how many meals they help make...

this would generate 1000's and 1,000s of messages being generated every month.



the Australian Fish and Chips Awards

Published by Frdc Comms [?] · 3 hrs · 🌐

Wahoo 5000 seafood meals ready to go! Great day fishing. Dishes of Hairtail (that's me holding one), tailor, silver trevally, teraglin among others for @sydneyfishmarket and plates across NSW. Line caught fish. No bycatch! [#frdc](#) [#fishfiles](#) [#fishandchips](#) [#fishandchipsawards](#)



LICENSEE
OF

McDonald's

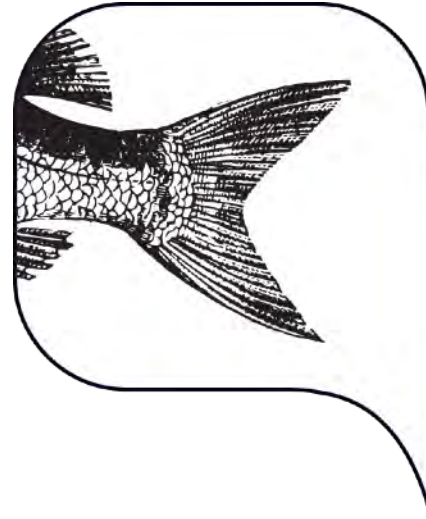
SPEEDEE SERVICE SYSTEM

HAMBURGERS

OVER 100 MILLION SOLD



Questions?



FISHTALES
we talk fish

BRANDING

SONY

∞ NEWS

 **FISHTALES**
we talk fish







LYNX

Gillette



FISHTALES
we talk fish

LOLLA PRODUCER





BOOST











RYDGES

HOTELS • RESORTS



FISHTALES

we talk fish



QUEENSLAND
SEAFOOD MARKETERS
— ASSOCIATION —



FISHTALES
we talk fish

WHAT IS A BRAND?

It is **NOT** a logo

It is the promise of an experience
installed into the minds of
those who matter most

STEP 1

PROMISE OF AN EXPERIENCE

This must be different from the competition
AND highly relevant to the customer

MUST be able to deliver this promise
DAY in DAY out

STEP 2

DRIVE AWARENESS OF THE PROMISE

installing it into the minds of those who matter most



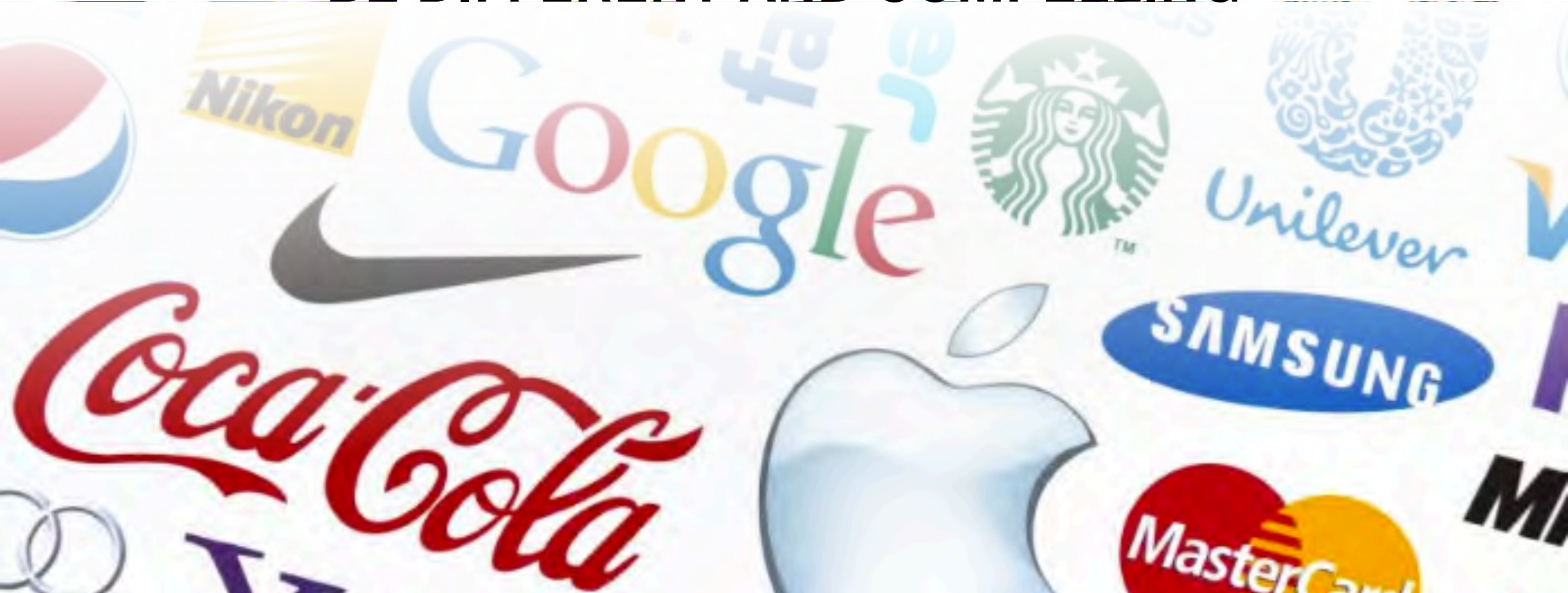
TARGET



FISHTALES
we talk fish

STEP 3

BE DIFFERENT AND COMPELLING



STEP 4

BE VIGILANT

Coca-Cola®



FISHTALES
we talk fish

STEP 5

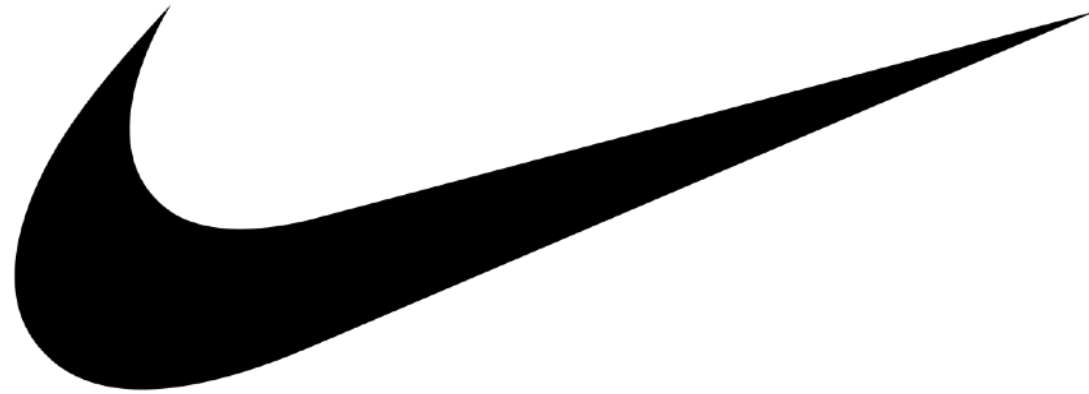
BE RELEVANT



STEP 6

BE FOCUSED





**GREAT BRANDS ARE BUILT ON
ACTIONS NOT WORDS**



FISHTALES
we talk fish

Google

A GREAT BRAND SAYS USE ME



FISHTALES
we talk fish

BRANDING IS STRATEGIC **MARKETING IS TACTICAL**

People will forget your name.

They may not know what you are selling.

They will Always remember how you make them feel.

THIS IS YOUR BRAND



FISHTALES

we talk fish

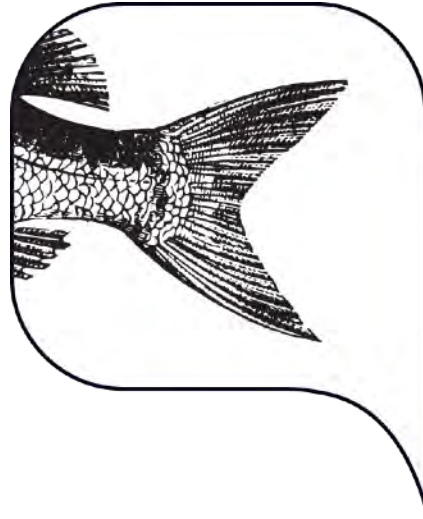


WESTERN SYDNEY
UNIVERSITY



proudly presents

<https://youtu.be/buA3tsGnp2s>



FISHTALES
we talk fish

The
future
of seafood





Corporate Video

Fresh Seafood



A
*scientific
approach
to freshness*



Convenience meals





Frozen seafood

Partnership



facebook



Raptis Fish Markets
@RaptisFishMarkets

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Photos



See all

Wholesale and supply shop in Brisbane, Queensland, Australia

Community

Invite your friends to like this Page
7,054 people like this

About

(07) 3249 7696
www.raptis.com.au
Wholesale and supply shop

See All

People

7,054 likes

People Also Like

Wynnum Manly Fish Market
Shopping & eatery

The Fish Factory
Food and drinks company

TODAY

Environmental accreditation



Wild caught
vs
farmed



Marketing



The **Love Australian Prawns** Cookbook

Blanca risotto with harissa and grilled prawns and crispy baby kale

Ingredients

- 200g Arborio rice
- 200g baby kale
- 100g harissa paste
- 100g olive oil
- 100g butter
- 100g parmesan cheese
- 100g baby kale
- 100g baby kale
- 100g baby kale
- 100g baby kale
- 100g baby kale

Method

Pre-heat the oven to 200°C. In a large pan, heat the olive oil and butter. Add the rice and harissa paste and cook for 5 minutes. Add the prawns and baby kale and cook for 10 minutes. Add the parmesan and baby kale and cook for 5 minutes. Serve with a drizzle of olive oil and a garnish of baby kale.

YOUR FREE WINTER COOKBOOK

WE LOVE AUSTRALIAN PRAWNS WINTER



We should do this more often



The **Love Australian Prawns** Cookbook

Crispy Prawn Sliders with Fennel Slaw and Dill Pickle Mayonnaise

Ingredients

- 100g prawns
- 100g fennel
- 100g dill
- 100g mayonnaise
- 100g pickles
- 100g sliders

Method

Pre-heat the oven to 200°C. In a large pan, heat the olive oil and butter. Add the prawns and cook for 5 minutes. Add the fennel and dill and cook for 5 minutes. Add the mayonnaise and pickles and cook for 5 minutes. Serve with sliders.

The **Love Australian Prawns** Cookbook

Spicy Red Australian Prawn Curry

Ingredients

- 200g prawns
- 200g red curry paste
- 200g coconut milk
- 200g rice
- 200g vegetables

Method

Pre-heat the oven to 200°C. In a large pan, heat the olive oil and butter. Add the prawns and red curry paste and cook for 5 minutes. Add the coconut milk and rice and cook for 10 minutes. Add the vegetables and cook for 5 minutes. Serve with rice.

YOUR FREE SUMMER COOKBOOK

LOVE AUSTRALIAN PRAWNS ENDLESS SUMMER



Ingredients

- 100g prawns
- 100g vegetables
- 100g rice
- 100g dips

Method

Pre-heat the oven to 200°C. In a large pan, heat the olive oil and butter. Add the prawns and vegetables and cook for 5 minutes. Add the rice and dips and cook for 10 minutes. Serve with rice.



DOWNLOAD YOUR FREE

Practical Australian Prawn Cookbook at www.loveaustralianprawns.com.au

*Your
image,*

*Your
brand*



Australian Wild Caught Seafood



**YEAR 4 UPDATE. YEAR 5 PLANS
AND A PEEK UNDER THE HOOD OF LAP DIGITAL**



The strategy.

Increase demand outside the traditional peak times of Christmas and Easter
“Don’t turn prawns into chicken” - maintain a quality, special occasion positioning
- and create more consumption occasions, **lets celebrate more often.**





LAP Year 4 - Punching above our weight
Or "what we did with 1/214th the budget of MLA."





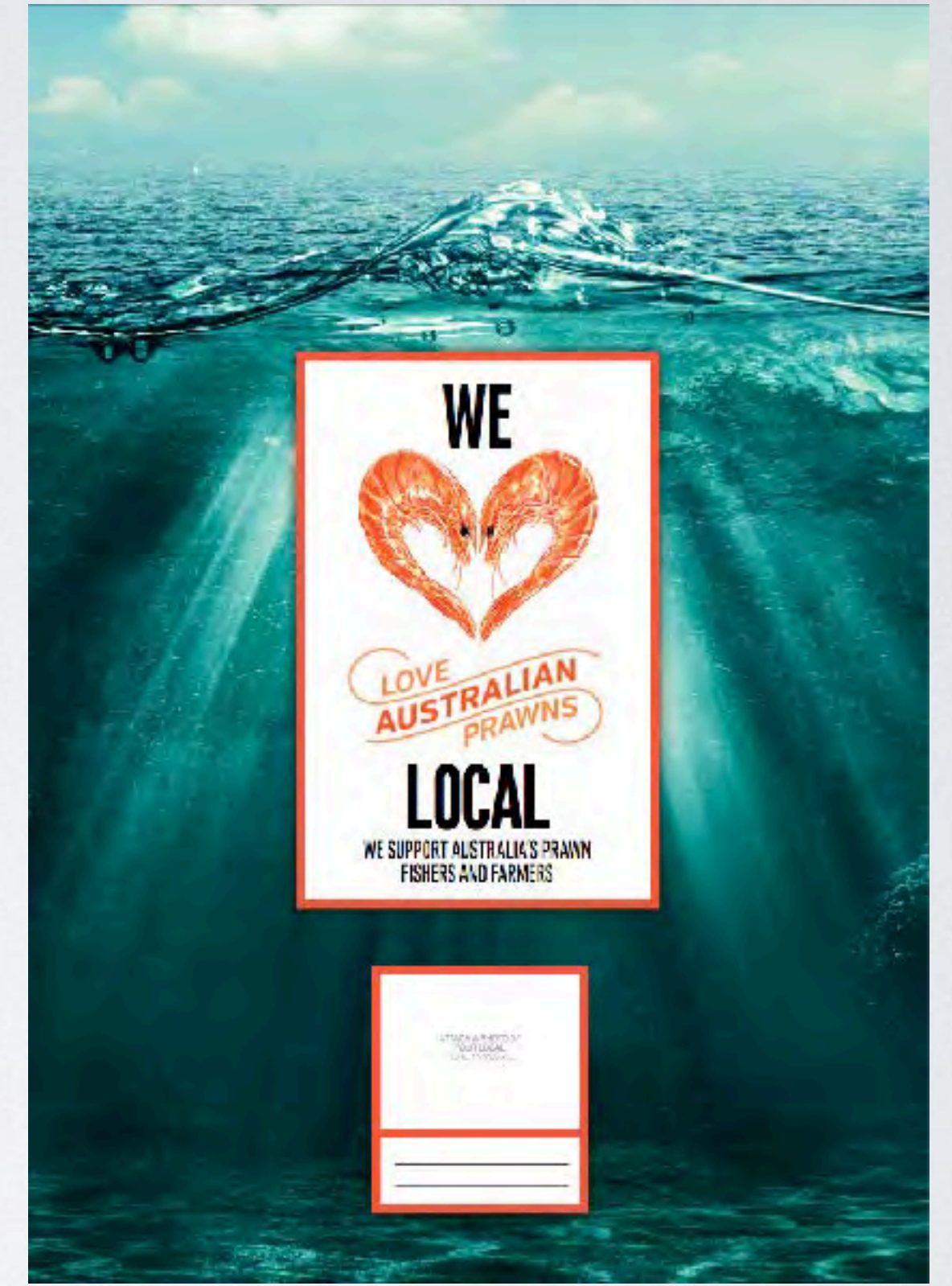
PRAWNUCOPIA

470 INDEPENDENT SEAFOOD RETAILERS

400,000 x 16 Page Recipe Books



Recipes remain the most powerful and direct way to inspire Australian Prawn purchases

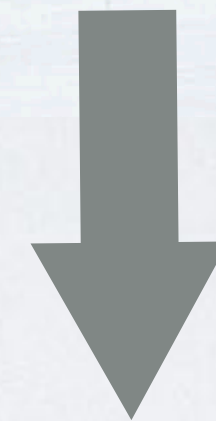
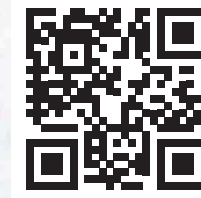


6 x posters - 2 sizes A2 and A3 promoting seasonal digital recipe books.



DOWNLOAD YOUR FREE

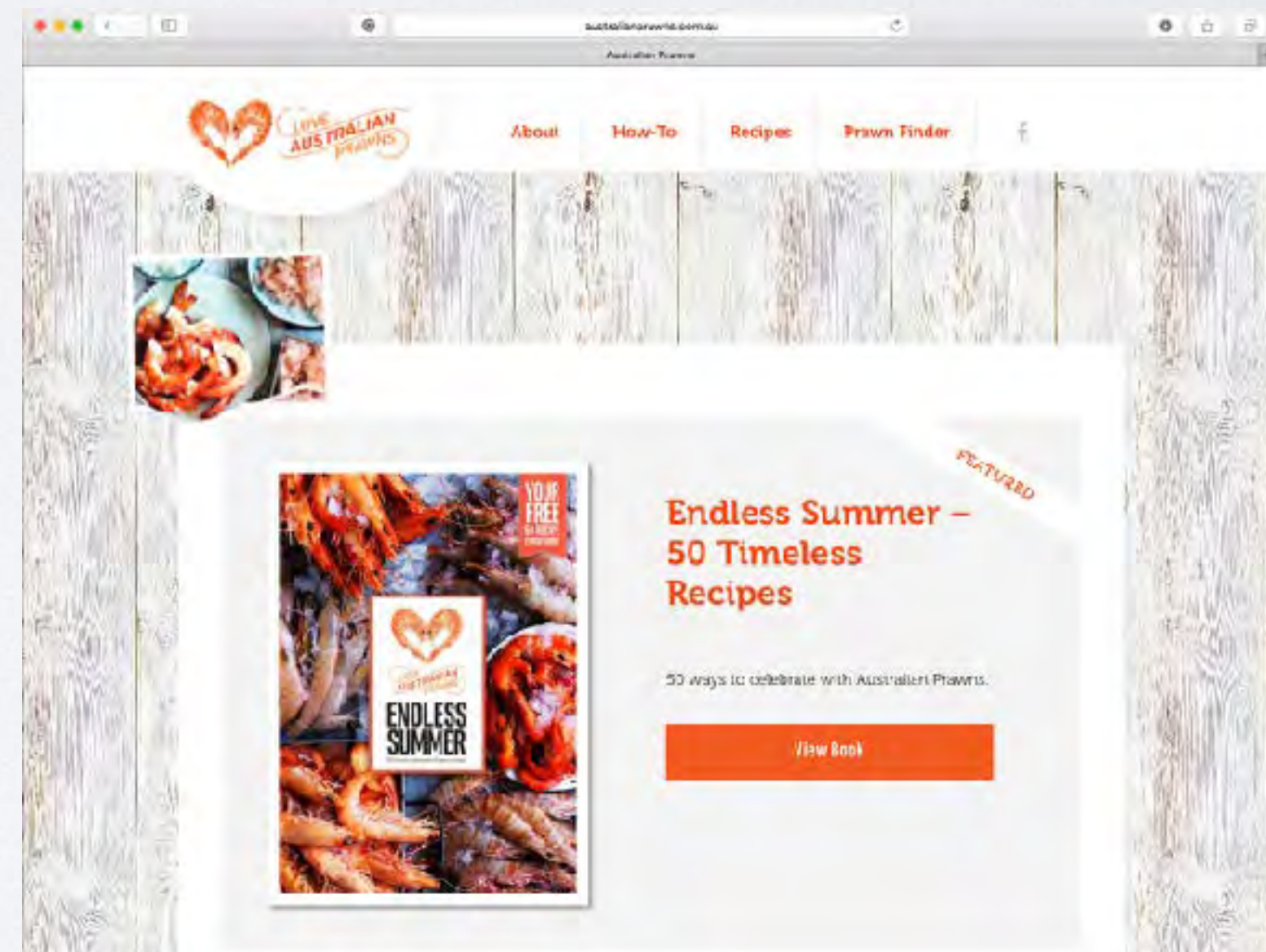
50 Recipe Australian Prawn Cookbook at www.prawn.recipes



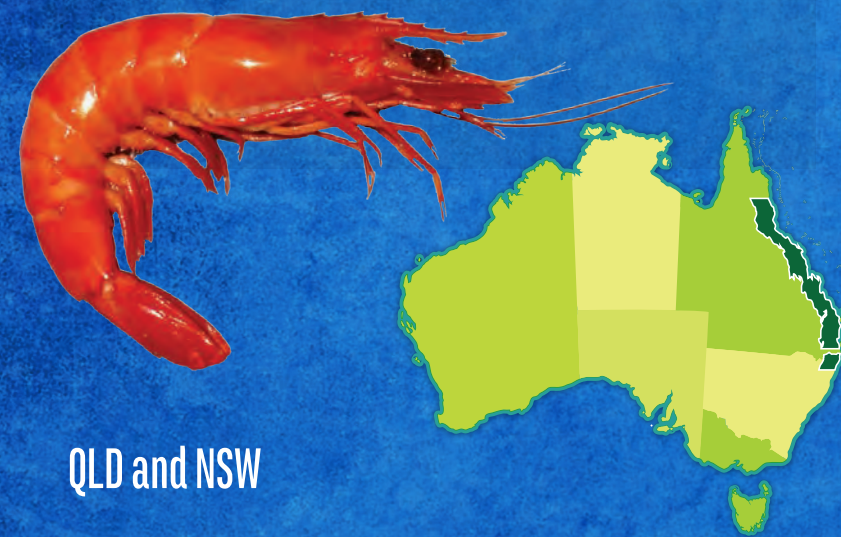
2 x A5 Adhesive Stickers and A2 Posters in store.



8 x Food safe ice stabbers.



**AUSTRALIAN
COOKED FARMED TIGER PRAWN**



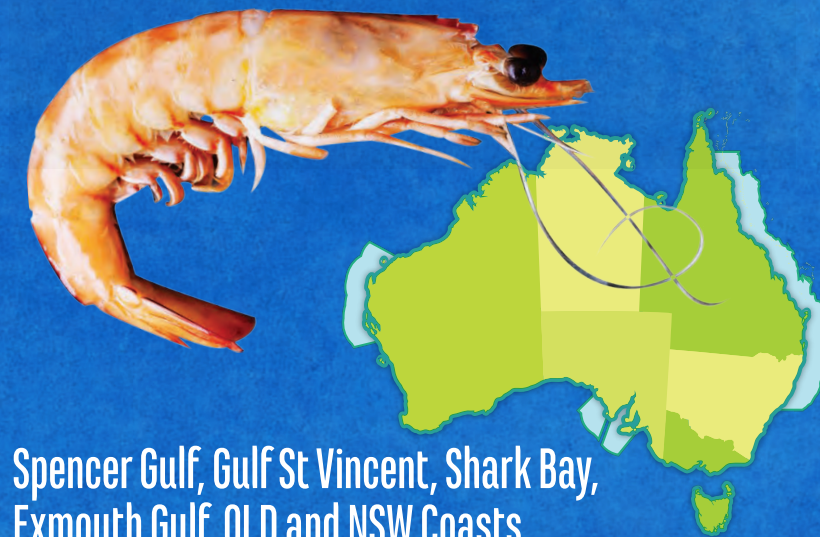
QLD and NSW

**AUSTRALIAN
COOKED WILD TIGER PRAWN**



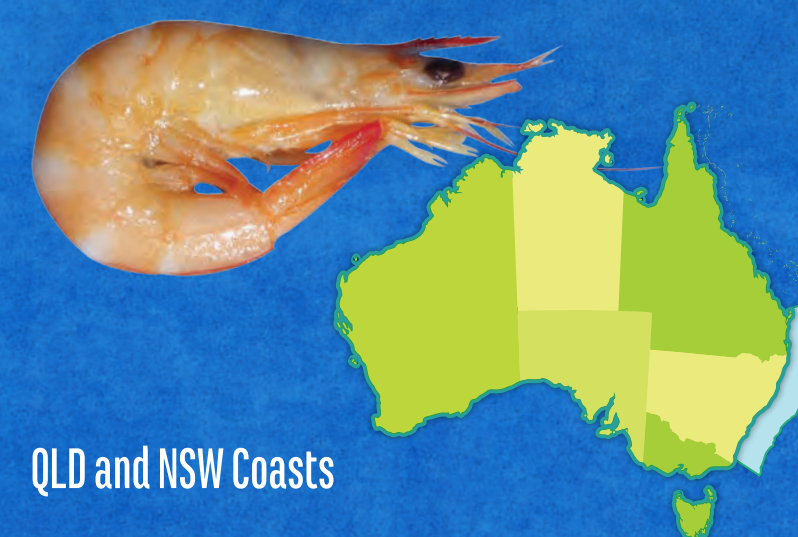
Gulf of Carpentaria, Shark Bay,
Exmouth Gulf, QLD and NSW Coasts

**AUSTRALIAN
COOKED WILD KING PRAWN**



Spencer Gulf, Gulf St Vincent, Shark Bay,
Exmouth Gulf, QLD and NSW Coasts

**AUSTRALIAN
COOKED WILD SCHOOL PRAWN**



QLD and NSW Coasts



LOVE
AUSTRALIAN
PRAWNS

**AUSTRALIAN
RAW WILD BANANA PRAWN**



Gulf of Carpentaria
and Qld East Coast

**AUSTRALIAN
RAW WILD KING PRAWN**



Spencer Gulf, Gulf St Vincent, Shark Bay,
Exmouth Gulf, QLD and NSW Coasts

**AUSTRALIAN
RAW WILD TIGER PRAWN**

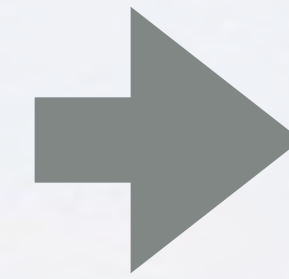


Gulf of Carpentaria, Shark Bay,
Exmouth Gulf, QLD and NSW Coasts



LOVE
AUSTRALIAN
PRAWNS

2017 ACTIVITY - COLES



Coles promo - Spring Sauces magazine - reach 1.99 million.

Social Media - Spring Campaign



Footy Finals



Father's Day



6 Spring Sauces

Spring social media - Spring campaigns	Result
Total number of ads	27
Total people reached	232,746
People taking action (Click to website, like, comment, share)	26,400
Clicks to LAP website	2,918
Total Completed Recipe Book Downloads	1,929
Video Views (more than 3 seconds)	28,457
Post Reactions (Like, haha, love etc)	1,086
Post Shares	190
Total Spend	\$3,000

WOOLWORTHS

10 Seafood

\$24 kg Extra Large Australian Green King Prawns
SAVE \$4.99 kg

\$22 kg Fresh Australian Crystal Bay Prawns
SAVE \$3.99 kg



Grab your seafood calendar here

ALL YOU NEED IS LOVE AUSTRALIAN PRAWNS IN 2016

Woolworths  The fresh food people



[Click here to view our recipes that are online with WW](#)

WOOLWORTHS

10 **Seafood**

\$24 kg Extra Large Australian Green King Prawns
SAVE \$4.99 kg



\$22 kg Fresh Australian Crystal Bay Prawns
SAVE \$3.99 kg



Australian Seafood logo and Australian Seafood logo are circled in orange.

Snap Shop and Serve

BLOODY MARY MAYONNAISE

Ingredients

- 2 kilos cooked Australian prawns
- 2 cups whole egg mayonnaise
- 3 tablespoons tomato juice
- 2 teaspoons Tabasco sauce
- 1 teaspoon Worcestershire sauce
- Fresh lemon and celery salt to serve

Method
Place the mayonnaise, tomato juice, Tabasco and Worcestershire sauce in a bowl and mix to combine. Serve with fresh cooked Australian prawns, lemons and celery salt. **Serves 6**

SNAP RECIPE

SHOP INGREDIENTS

SERVE TONIGHT

Making it simple to plan purchase and prepare an Australian Prawn meal.
Removable self adhesive labels.
Simple recipe featuring partner ingredients from fresh and grocery.



SNAP RECIPE

SHOP INGREDIENTS

SERVE TONIGHT

[Click here to view our recipes that are online with WW](#)

Video

Post

Fisheries Queensland

Written by Elliott Franks [?] · April 5 at 2:31pm · 🌐

Queensland seafood is among the best in the world. Support your local fisho, Sam's doing his bit, how about you? Find your local seafood retailer here.



Find your local seafood retailer

Quality Australian seafood is sold in specialist seafood retailers and supermarkets around the country.

[Learn More](#)

Get More Likes, Comments and Shares
Boost this post for \$4 to reach up to 1,500 people.

678,709 people reached

👍❤️😂 3.1K

277 Comments 1K Shares

👍 Like 💬 Comment ➦ Share

678,709 People Reached

351,942 Video Views

6,829 Reactions, Comments & Shares

4,826 👍 Like	2,815 On Post	2,011 On Shares
------------------------	-------------------------	---------------------------

232 ❤️ Love	149 On Post	83 On Shares
-----------------------	-----------------------	------------------------

162 😂 Haha	130 On Post	32 On Shares
----------------------	-----------------------	------------------------

17 😲 Wow	5 On Post	12 On Shares
--------------------	---------------------	------------------------

2 😞 Sad	1 On Post	1 On Shares
-------------------	---------------------	-----------------------

5 😡 Angry	3 On Post	2 On Shares
---------------------	---------------------	-----------------------

548 Comments	338 On Post	210 On Shares
------------------------	-----------------------	-------------------------

1,047 Shares	1,025 On Post	22 On Shares
------------------------	-------------------------	------------------------

24,029 Post Clicks

12,401 Clicks to Play 📺	4,319 Link Clicks	7,309 Other Clicks 📄
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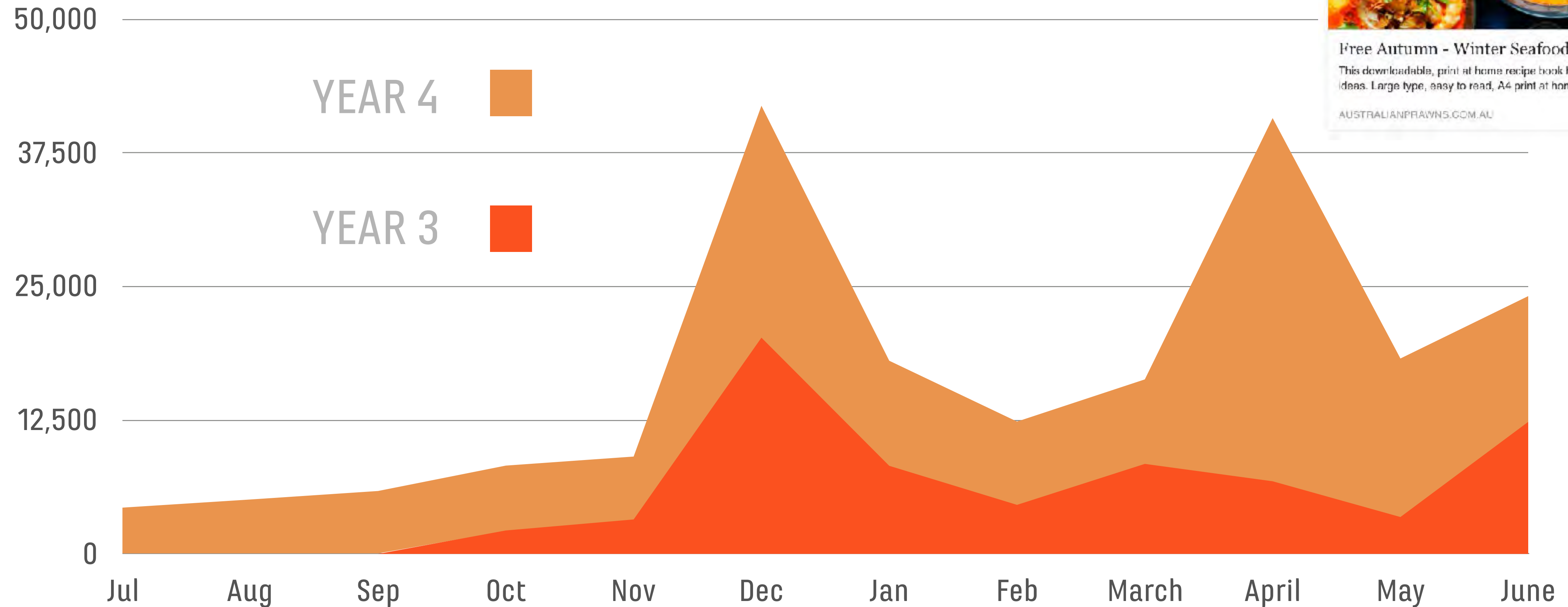
NEGATIVE FEEDBACK

46 Hide Post	17 Hide All Posts
1 Report as Spam	0 Unlike Page

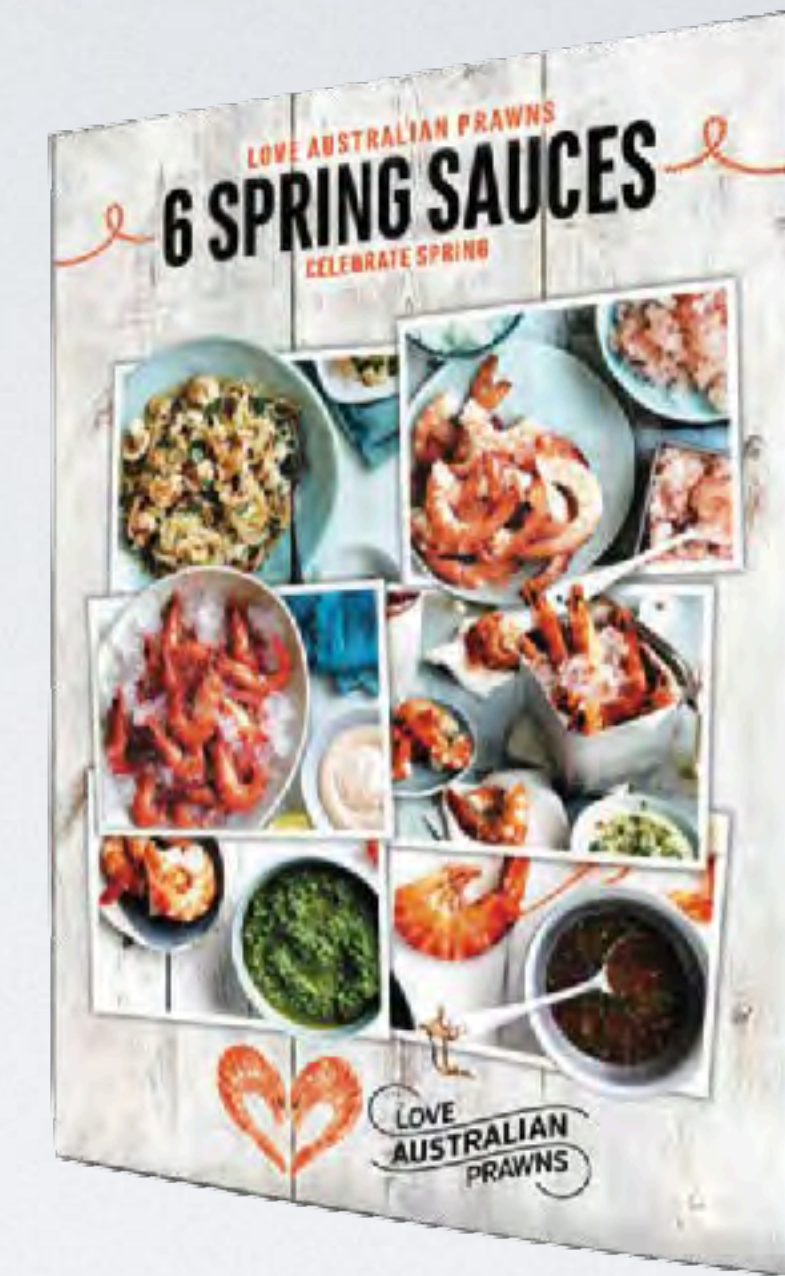
Fisheries Qld Facebook Promo
Generated 18,000 visits to the LAP Prawn Finder page over the Easter break.
Total visits to prawn finder (retailer locator page) in 2017 **55,753 (as at 28 June)**

DIGITAL, ONLINE AND SOCIAL MEDIA

L.A.P Website Traffic (visitors/month)



Recipe Book Downloads	2015	2016	2017	Total	Cost per download
Original LAP Digital cookbook 21 Recipes (\$6500 6 Months in 2016) + in store collateral promo 2015/16	357	11,584	11,529	23,470	\$0.277
6 Spring Sauces (\$1,000 1 month Sept 2016)		3,414	2,796	6,210	\$0.161
Endless Summer - 50 Recipe Cookbook NO SPEND (In-store)		59	4,502	4,561	ZERO!
Prawnucopia (\$777) 840 Link Clicks 2 Weeks		2,094	2,186	4,280	\$0.182
2017 Summer (\$300 2 weeks End Feb)		36	1,110	1,146	\$0.262
Big Spring Cookbook (New)		15	189	204	ZERO!
Winter Cookbook Currently Active \$1449 of \$3,000		11	5,005	5,016	\$0.289
Total Spend \$10,026		17,213	27,317	44,887	\$0.223



ANNIVERSARY CAMPAIGN

 **Love Australian Prawns**
Sponsored · 

Cook up something special for your anniversary.



Anniversary Recipes with Australian Prawns
From the prawn and caviar gourmet sandwich to a simple dipping sauce perfect for a picnic, here are some recipes made for loving.

AUSTRALIANPRAWNS.COM.AU [Learn More](#)

 **Love Australian Prawns**
Sponsored · 

Anniversary coming up? We can help you celebrate.



Anniversary Recipe Ideas
From a simple sauce with 3 ingredients to a full blown cook-from-scratch extravaganza, nothing says love like an anniversary feast with Australian Prawns.

AUSTRALIANPRAWNS.COM.AU [See Menu](#)

These ads are triggered whenever anyone is within 30 days of their anniversary. On Facebook in Australia that is a monthly rolling audience of 18,000 [Aged 18-34] and 27,000 [Aged 35-65] people a month. Split into older and younger demographics with age relevant image and spend weighted towards older demo. Set and forget, simply roll into 2018 - with specific anniversary recipes.



Year 5 - 2017-18

LAP ONLINE STORE

The [LAP Online store](#) is now live.



Big Bucket of Love - Restaurant Promo Kit

\$14.00

ADD TO CART

This kit will help you sell Cooked Australian Prawns, assuring diners not only of the Australian origin of their prawns, but lets you set the offer and the price with a blank area to overprint or write your offer. If you just would like the buckets, we can supply you the acrylic holders and DL artwork to download so you can print your own promo.

SHARE

TWEET

PIN IT

loveaustralianprawns.myshopify.com

Retailer Merchandising - LoveAustralianPrawns

Home All Products Retailers
Consumer For Restaurants

Retailer Merchandising

Promotional items retailers can use in-store to theme and sell more Australian Prawns.

Filter 16 products Date: old to new

- Winter Recipe Booklets - Bundles of 100, 200, 500 or 1,000 \$1.00
- Summer recipe book \$8.00
- Recipe and product book from 2013 \$6.00
- A2 Posters - Summer, Winter, Spring, Local \$1.00
- Species Cabinet Sticker \$1.00
- Ice Stabber \$1.00
- Australia Day Poster \$1.00
- Prawn Provenance Map. \$1.00

WHITE SPOT RESPONSE



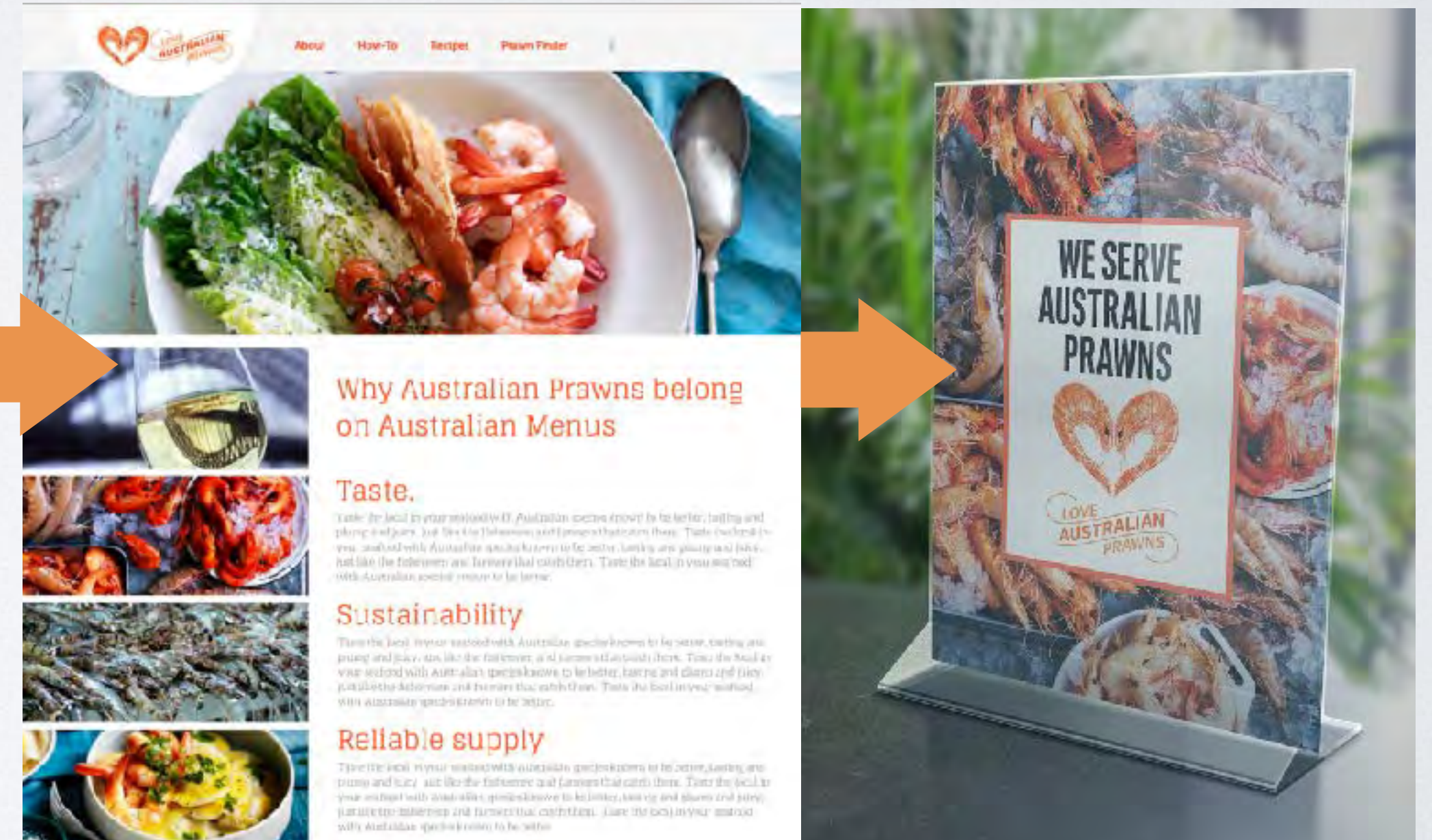
Potential Audience:
 Potential Reach: 29,000 people

Audience Details:

- Location - Living In:
 - Australia
- Age:
 - 17 - 64
- People Who Match:
 - Job title: Chef, Food and Beverage Director, Food Service Director, Banquet Chef, Head Cook, F&B Manager, Kock, Apprentice Chef, Executive Sous Chef, Senior Sous Chef, Chef de partie, Sous Chef, Kitchen Manager/Chef, Head Chef/Kitchen Manager, Head Chef, Major, Sushi Chef, Restaurateur, Demi Chef de Partie or Head Chef/Owner



Videos Promoted directly to food service decision makers through Facebook and Instagram.



CONSUMER AND RETAILER EDUCATION

The more people know about a product, the more confident they are to purchase and prepare it. Supermarket staff in seafood counters and independent seafood retailers are crucial in this process and can change jobs often, so we're helping with the "Deck of Hearts" a 12 month education device hung on seafood counters in 825 Woolworths Stores and 470 retailers. There will also be social media consumer education videos and booklets to help tell the Australian Prawn Story through independent seafood retailers.

Deck of Hearts counter reference

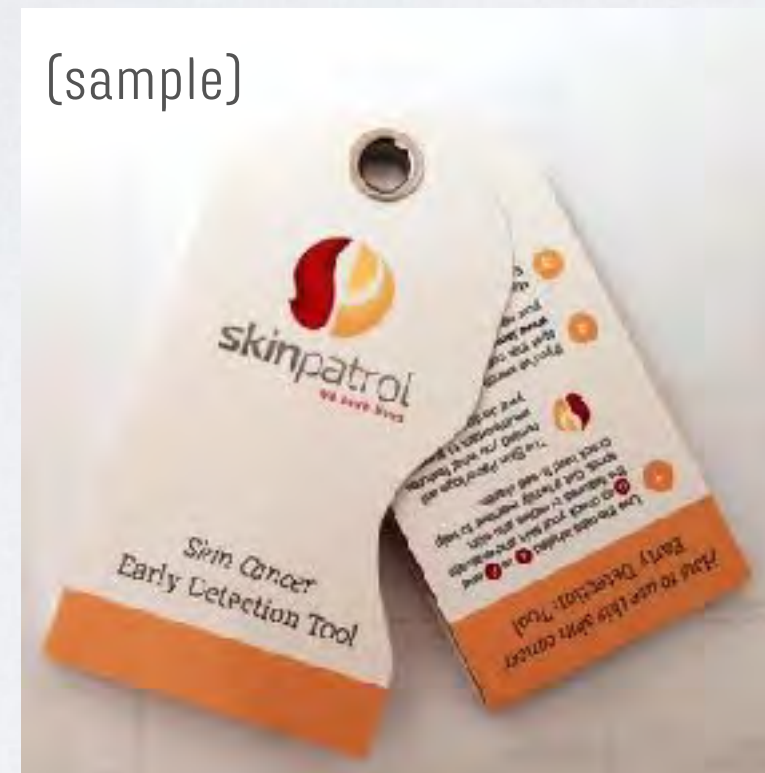
20 videos showing step by step preparation of our recipes.

Information booklets for independent seafood retailers to help customers and staff.



LOVE AUSTRALIAN PRAWNS

2018 Australian Prawn Planner

Sep 2018

3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

Celebration Event

- Spring Carnival – Sept
- Footy Finals – End Sept

Promotional Activity

Recipe of the Month
Bloody Mary Mayo Dipping Sauce

Farmed Tiger Prawn



Most of the prawns farmed in Australia are black tigers. It presents beautifully with bright scarlet banding when cooked. Through selective breeding programs spanning many generations (of prawns), scientists and farmers have created a fast growing,

ADDITIONAL YEAR 5 PROMOTIONS

LAP has negotiated with the winemaker and distributor of 2 high profile wines to place the LAP logo on 30,000 bottles as a neck label with the words, "Perfect Partners" Distributed 60/40 through bottle shops and restaurants, there's no better moment to inspire an impulse buy of Australian Prawns with our logo peeking over the lip of the ice bucket as people browse their menus. Or it's standing out on the shelf in Dan Murphy's, when people are preparing for a weekend celebration.



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Love Australian Prawns Hardcover recipe book.



Hardcover Recipe Book Promo Pack

\$21.95

ADD TO CART

Get more prawn sales by offering the Love Australian Prawns recipe book as a prize in store. Pack includes the prize book and an A5 Acrylic holder announcing your competition.

 SHARE

 TWEET

 PIN IT

SOCIAL MEDIA TIPS FOR SEAFOOD BUSINESSES

- Don't think what you do is boring. If you know your customer, you know how to do social. Where's the boat, how's the fishing?
- Don't think mass market. Niche is powerful. If you can dream up an audience, you can market to them. Mums 2.45-3pm. Industries, job titles, hobbies, life events.
- Facebook is the best place to start. Tracking pixels and lookalike audiences are amazing tools.
- The platforms keep changing. Everyone is learning. Don't think you missed the boat.