

CONSUMER PERCEPTIONS & NEW PRODUCT DEVELOPMENT:

THE CASE OF GREY MULLET IN INTERNATIONAL MARKETS

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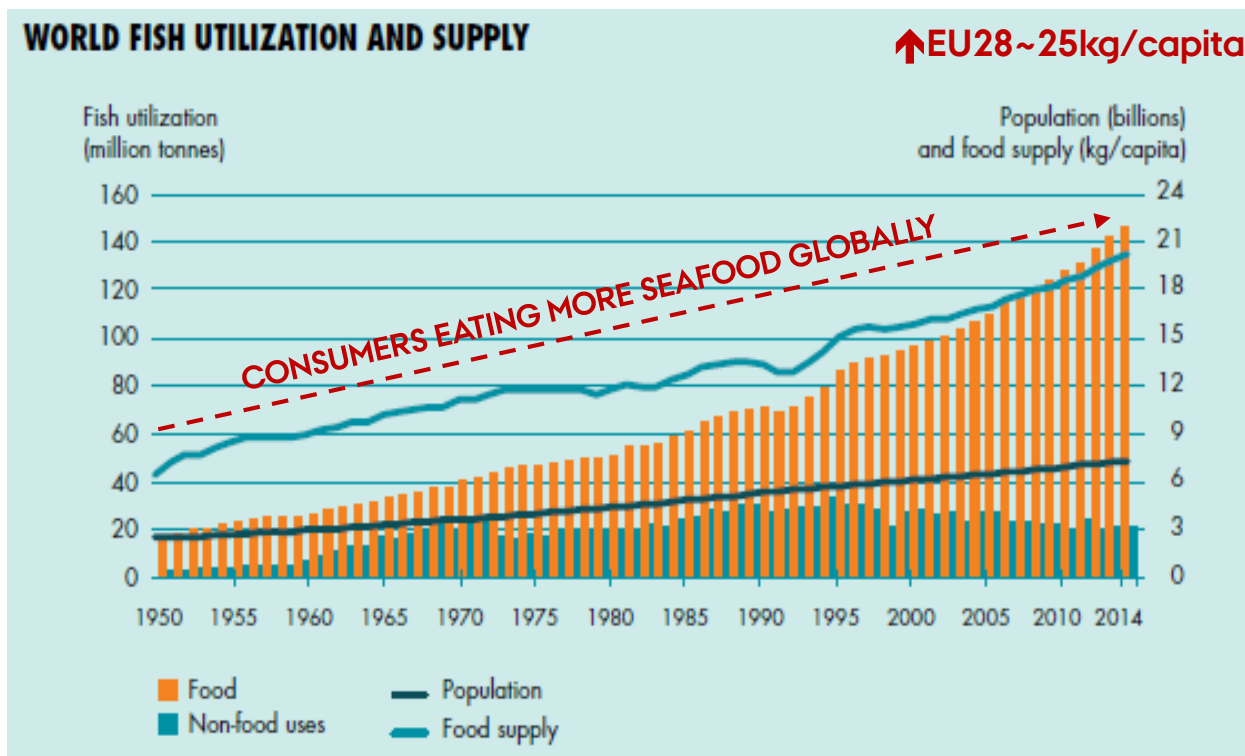
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FISH FOR THE FUTURE



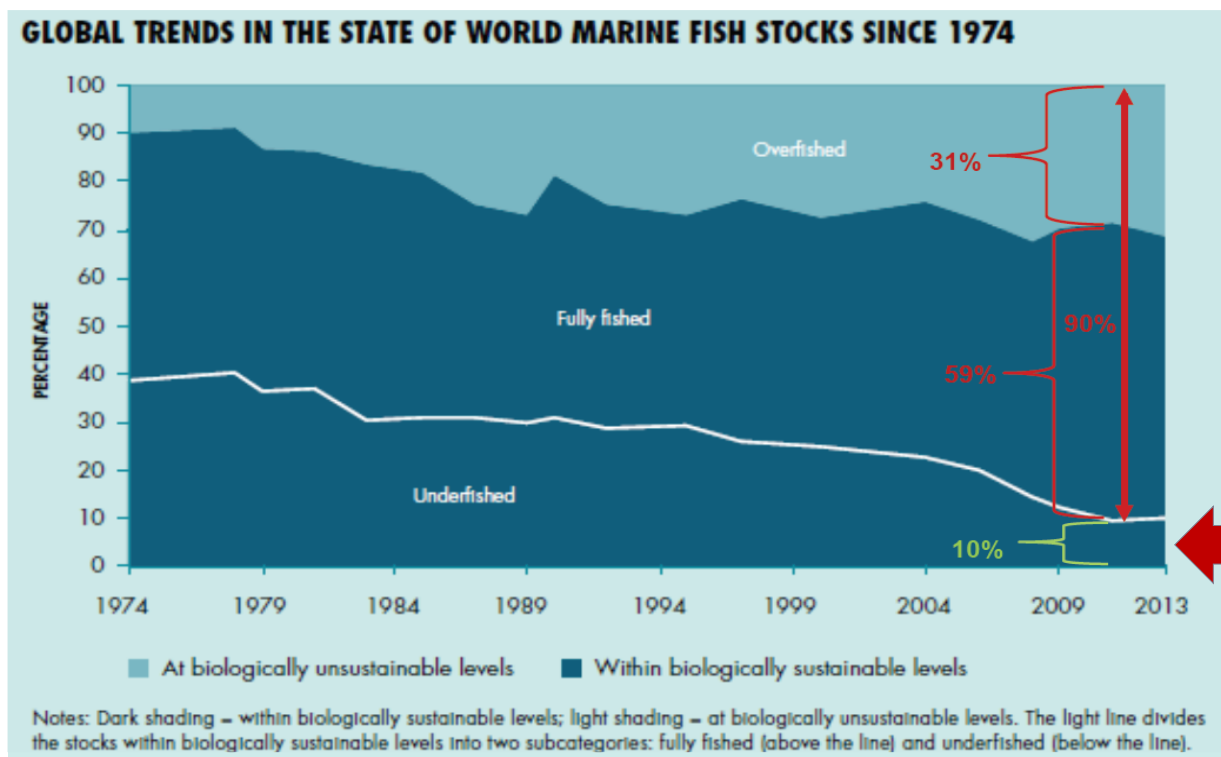
Scientific American, March 1956, Magazine ad showing the quick-freezing seafood of the future

FISH ON DEMAND?



The State of World Fisheries and Aquaculture, FAO (2016)

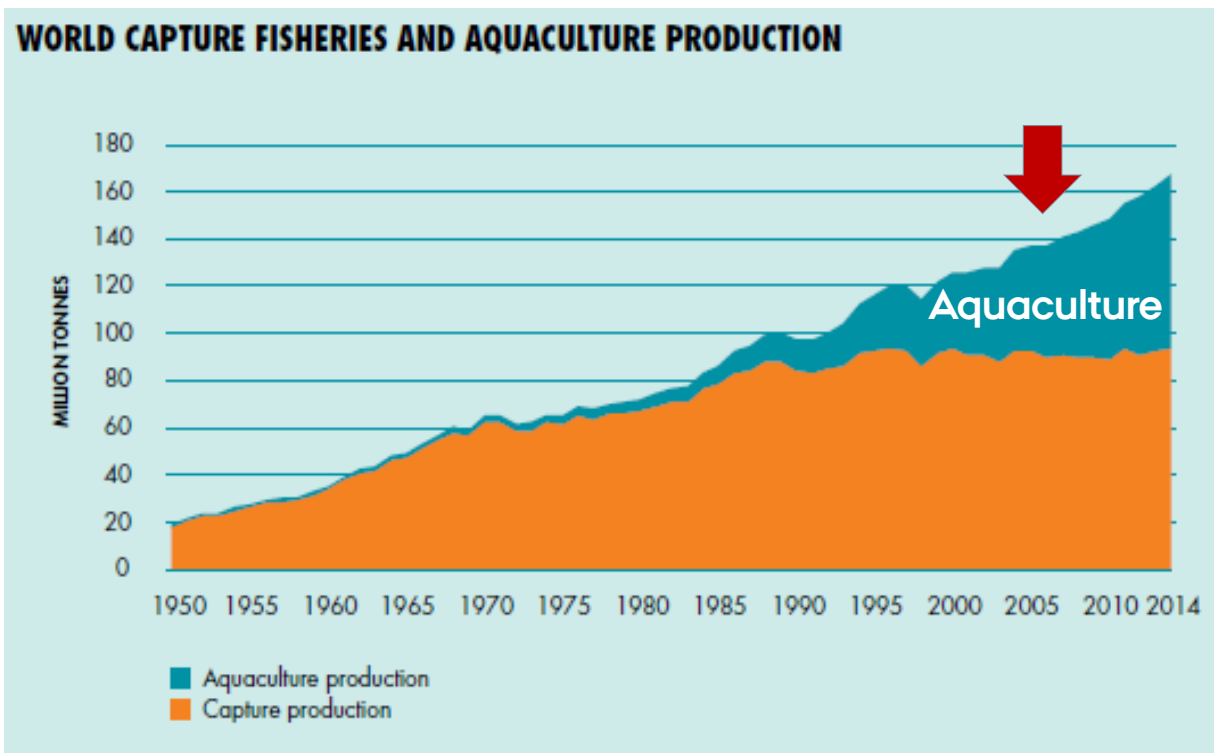
SO LONG...AND THANKS FOR ALL THE FISH!



The State of World Fisheries and Aquaculture, FAO (2016)

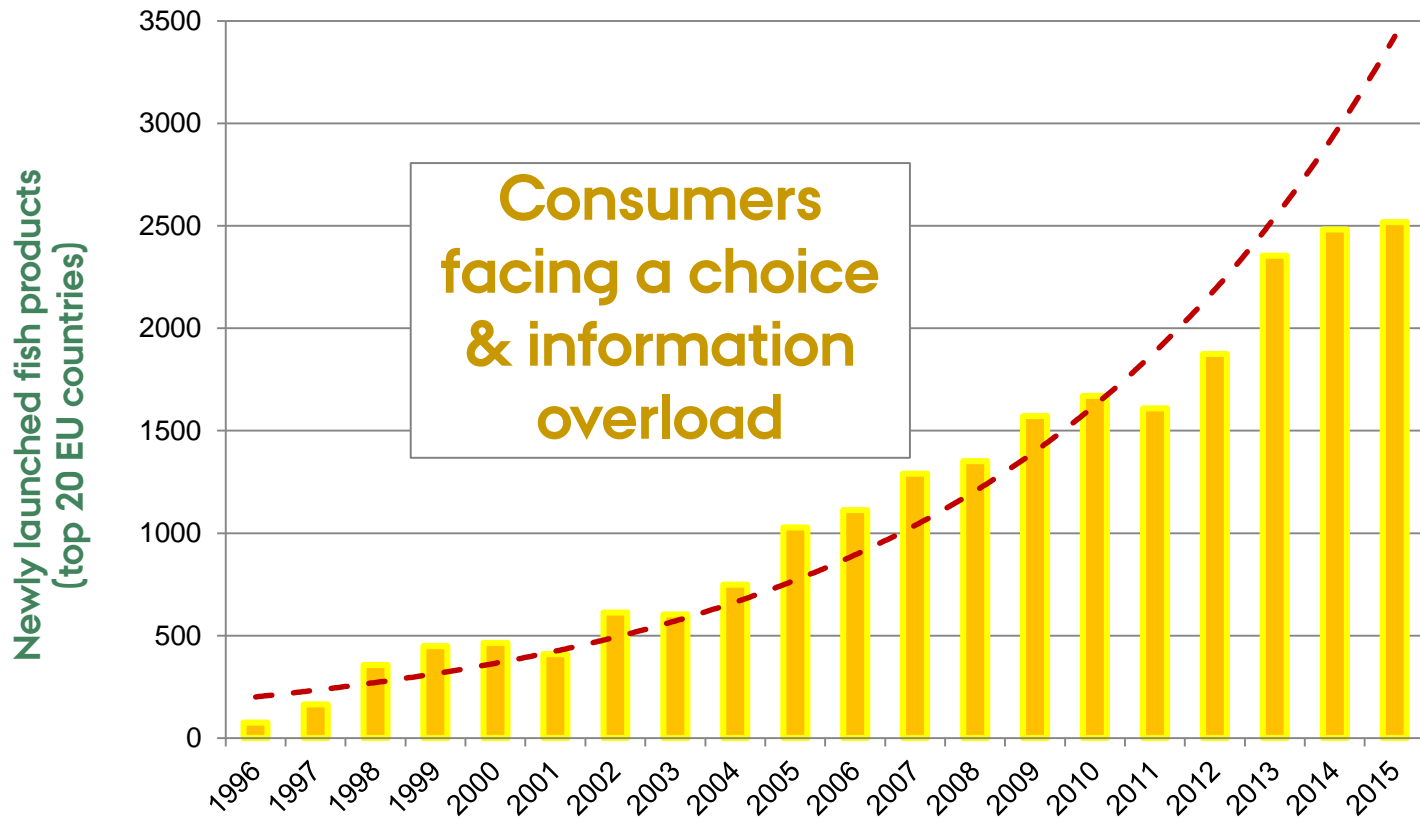
THE PERFECT PROTEIN?

Type of food	Live weight (kg)	Edible portion (kg)	Yield	Spatial footprint (ha)	Remediation time (years)
Atlantic salmon	2,500,000	1,250,000	0.50	1.6	2
Angus beef cattle	2,976,190	1,250,000	0.42	6,982	>200



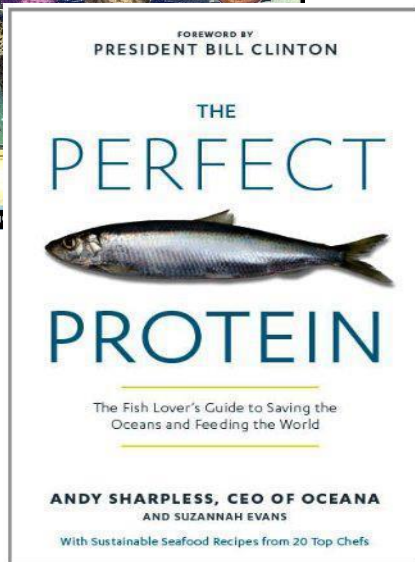
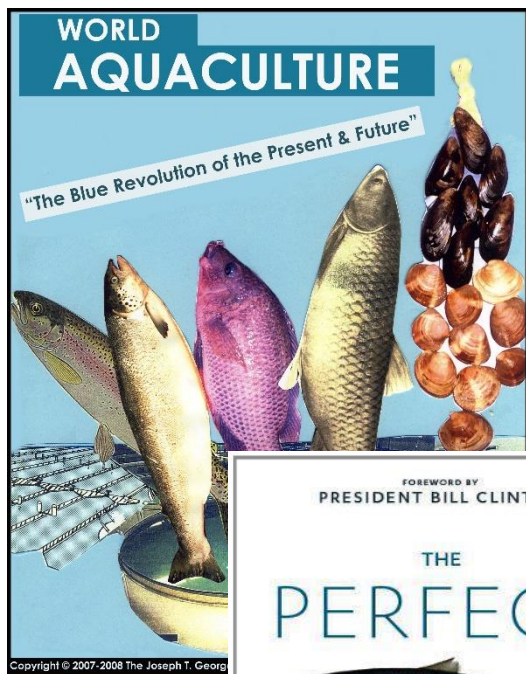
The State of World Fisheries and Aquaculture, FAO (2016)

FISH TODAY: DO CONSUMERS **RECOGNIZE** AQUACULTURE PRODUCTS?

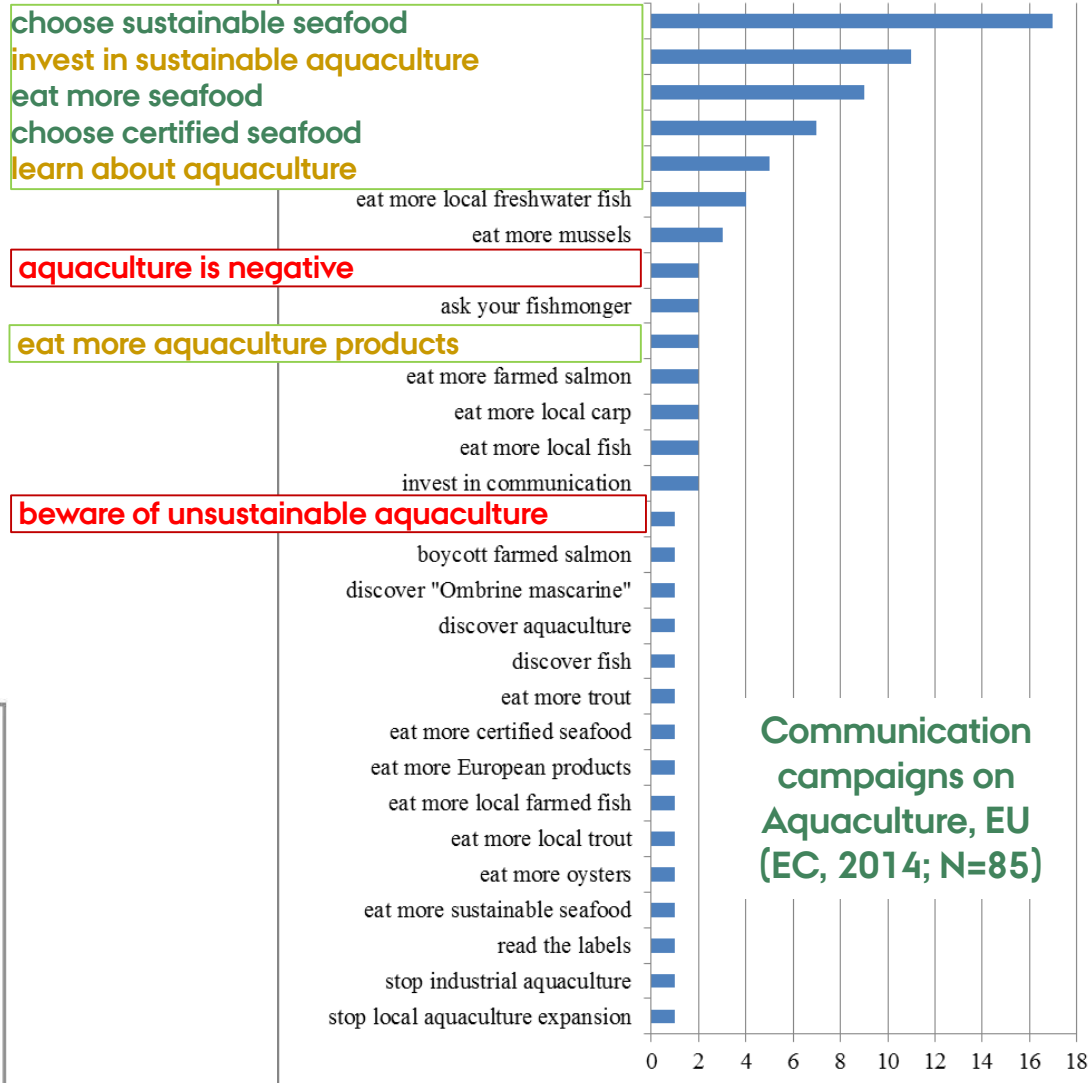


(Mintel, 2016)

MIXED MESSAGES



BACKGROUND TO THIS RESEARCH



Communication campaigns on Aquaculture, EU (EC, 2014; N=85)

'FIELD OF DREAMS': TAILORING FISH COMMUNICATION?



- Under new Common Market Organisation in fishery and Aquaculture products (FAPs), consumers play a pivotal role:

*“Consumers should be enabled to make **informed choices** but also a more **responsible-sustainable consumption**.”*

- Aquaculture is on the stage in life when it is **already too mature and diverse** to have a generic approach to all its products

(courtesy of M. Banovij, Aarhus University)

THE 'DIVERSIFY' PROJECT

...came as an attempt to **direct emphasis of innovation to the fish production / farm level R&D**, by **introducing fish species that could be used as a basis to produce high added-value fish end-products.**



CONSUMER-CENTERED OBJECTIVES



Road map for consumer-oriented high added-value New Product Development

Q1. How to segment fish consumers and select target-segments?

Q2. How to trigger the New Product Development process?

Q3. How to create successful new product concepts?

Q4. How to turn concepts into “realistic” end-products?

Q5. What “story” to tell about the new products and their production method?

1. HOW TO SEGMENT FISH CONSUMERS AND SELECT TARGET-SEGMENTS?



In this picture, you see a **new marine finfish species from the European aquaculture industry** that has entered the market recently.

The **size of this fish is similar to that of Atlantic Salmon**. This fish can be found in the Mediterranean and Black Sea, and along the eastern Atlantic coast.

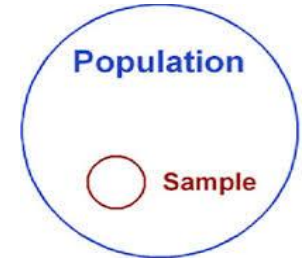
This fish is a **high quality meal choice**, has a **lower fat content** than the average farmed fish, **excellent taste** and **firm, yet juice flesh**. Due to these characteristics, this fish is very suitable to be **served at special occasions**. Moreover, this species is very suitable for the **development of value-added products**. As such, compared to other possible choices, this fish has the potential to **gain a popular image**. Finally, the development of this fish will **be more environmentally friendly**, compared to other species, and takes place in a **controlled production system**. This new finfish, therefore, suits the needs of consumers who demand **sustainability** and **low environmental impact**.

(+)

As a result of its high quality, this fish might be **more expensive** than the average farmed fish. In addition, since both its **production and market are still small**, it is likely that it will **not be widely available** in the 'usual' retail outlets. Although this fish is praised for its taste, this **taste might seem different than usually expected** from farmed fish, a taste that not everyone would appreciate. Moreover, due to its different quality, this fish might **require extra skills to cook** compared to other farmed or wild species. Overall, despite some experience with its production system, the **exact rearing methods for this fish are still not perfected** as yet.

(-)

THE STORY BEHIND THE FISH



THE SURVEY (1)

500 regular fish consumers in each of the top-5 EU fish markets (i.e. D, FR, I, ES, UK) (N=2,500)

- > Online survey
- > 49.2% men and 50.8% women
- > Age range 18 - 64 y. (M = 41.4y)

VALUES

Functional value
Sweeney & Soutar
(2001)

1. This fish would have consistent quality
2. This fish would be well produced
3. This fish would be a tasty dish
4. This fish would be a nutritious food choice
5. This fish would be a healthy food choice

Emotional value
Perrea et al. (2015)

6. Buying this fish makes me feel excited
7. Buying this fish makes me enthusiastic
8. Buying this fish makes me feel happy

COSTS

Price
Sweeney & Soutar
(2001)

9. This fish would not be reasonably priced
10. This fish would not be as good a product as its price indicates
11. This fish would have higher price than the average of farmed fish
12. This fish would not be economical

Evaluation effort
Yoo et al. (2000)
Petrick (2002)

13. This fish would require too much time to find
14. This fish would require too much effort to find
15. This fish would be hard to find

RISKS

Performance risk
Sweeney et al.
(1999)

16. There might be a chance that this fish would not taste properly
17. There might be a chance that the taste of this fish would be too different from the fish I usually buy
18. This fish would come from a production method that I cannot trust
19. This fish would not have any extras to offer

Safety risk Perrea
et al. (2015)

20. This fish would not be safe to consume
21. Not enough experience is gained in this fish so as to ensure safety
22. There might be a risk if the safety of consuming this fish is not warranted

CUSTOMER VALUE

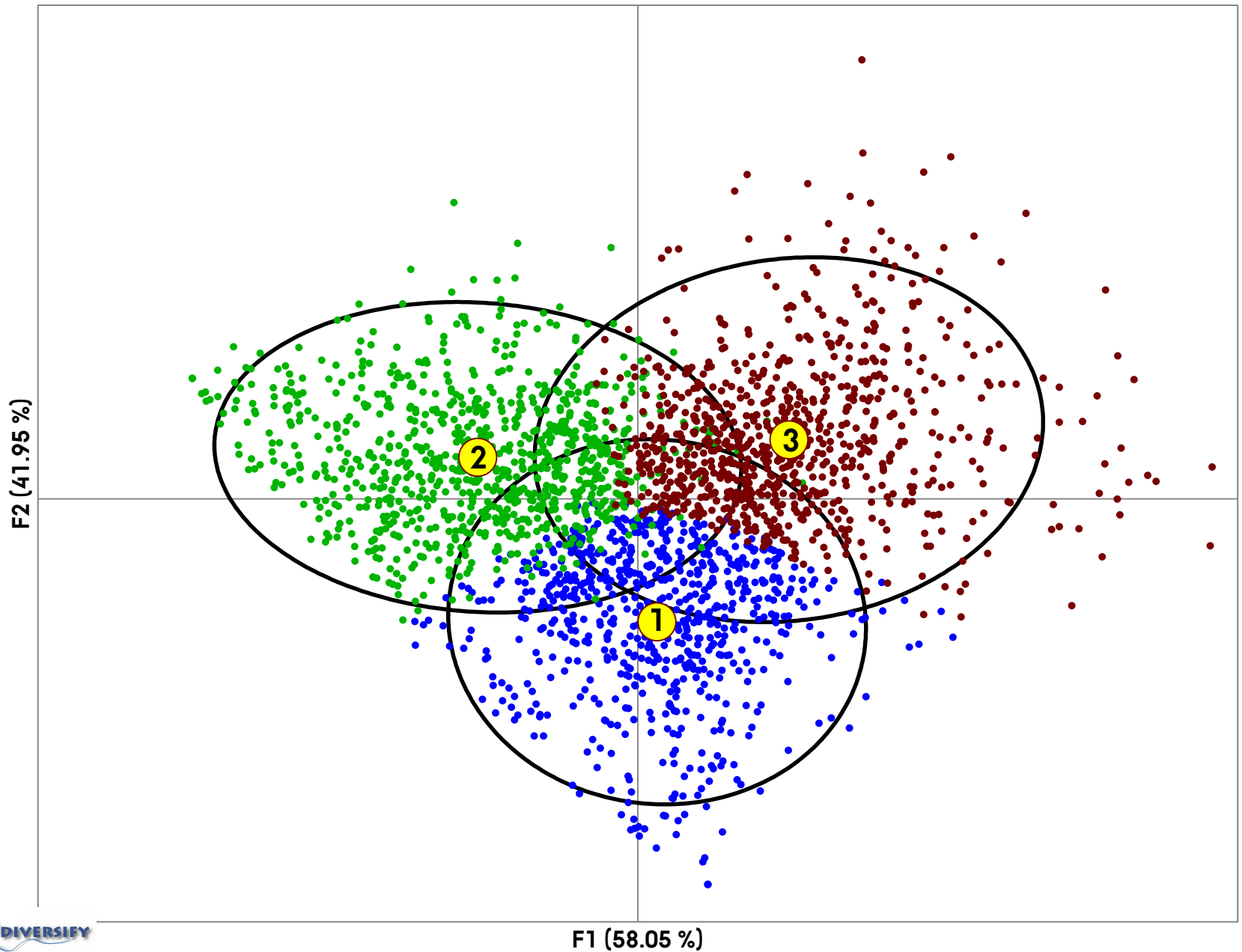
Customer value
Cronin et al. (1997)
Dodds et al. (1991)

23. I would consider this fish to be good value for money
24. I would consider this fish to be a good buy
25. The value of this fish to me would be high
26. Compared to what I would have to give up, the overall ability of this fish to satisfy my needs would be high
27. This fish replace old fish products with new valuable products
28. This fish is a promising fish product

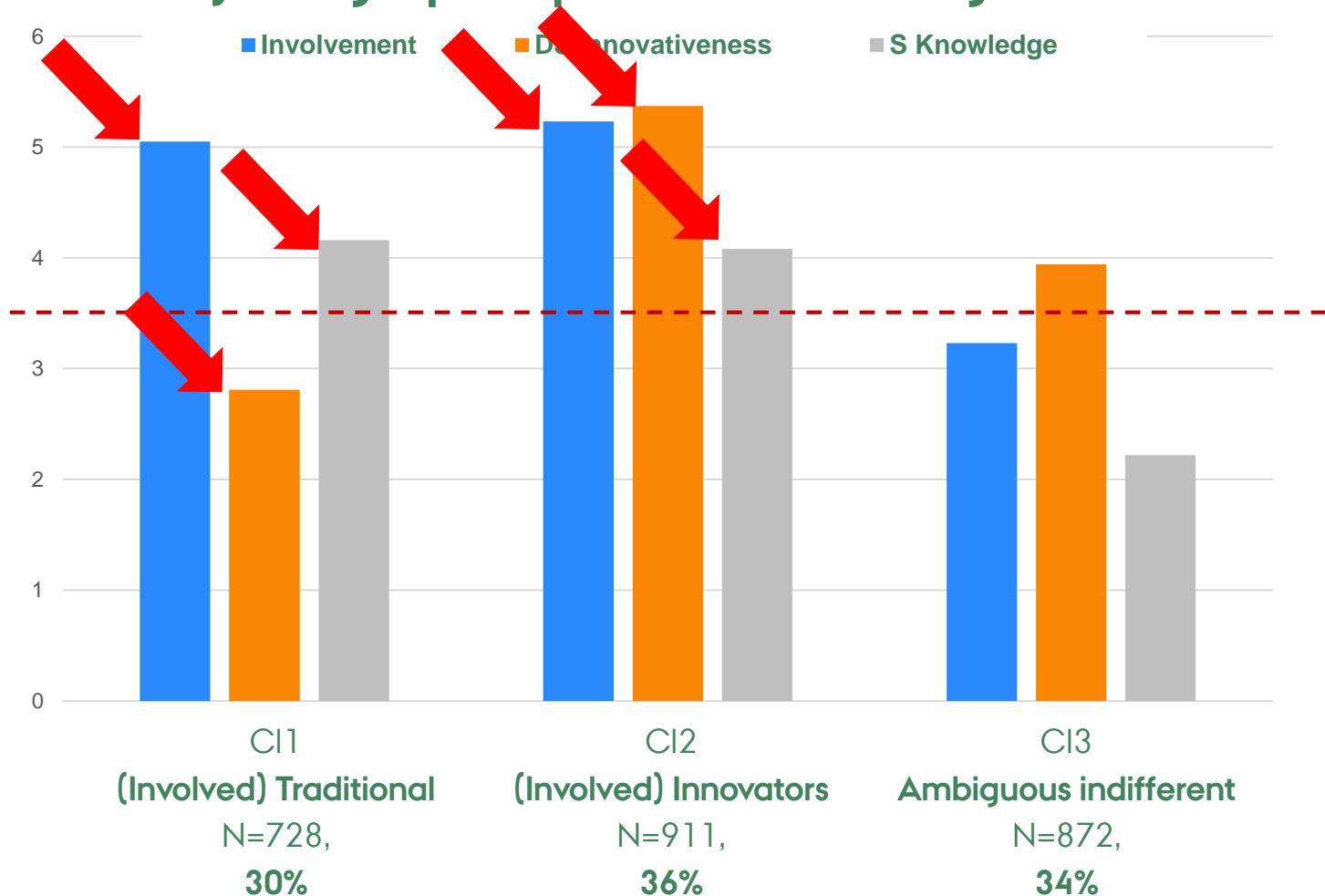
THE PERCEIVED CUSTOMER VALUE QUESTIONNAIRE



THREE FISH CONSUMER CLUSTERS



Psychographic profile of the segments

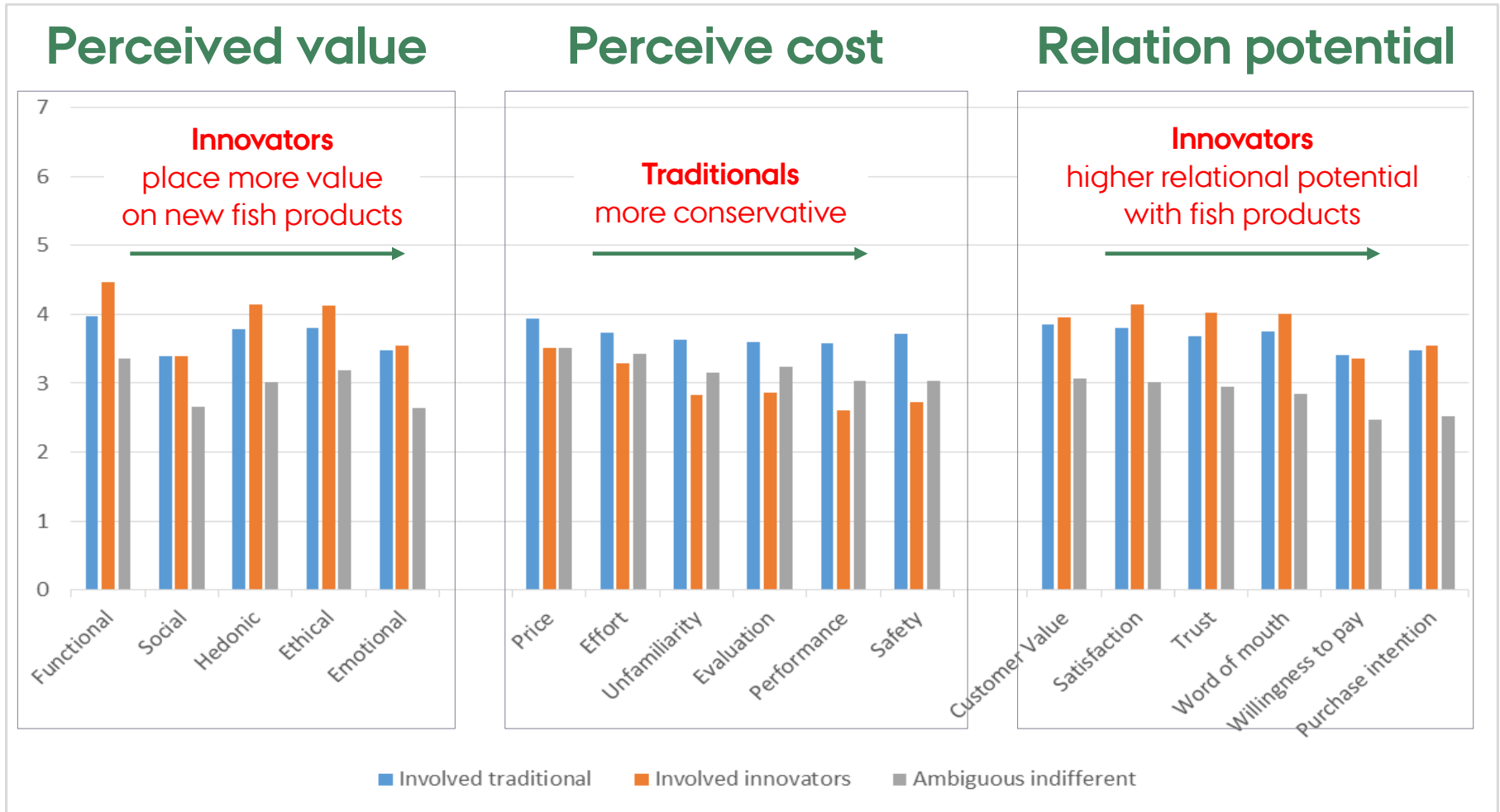


Socio-demographic profile, % (only statistically significant differences)

Characteristic		Involved traditional (N=728)	Involved innovators (N=911)	Ambiguous indifferent (N=872)	Sig.
		30%	36%	34%	
Age	(mean in years)	40.7	43.7	39.6	.002
Marital status	(married)	51.6	53.9	43.1	.000
Employment	(employee various)	32.2	30.5	30.6	.026
	(non-working)	11.7	14.3	15.3	
Income	(more than average)	13.5	17.3	9.9	.000
	(average)	61.1	59.5	57.7	
	(less than average)	25.4	23.2	32.5	

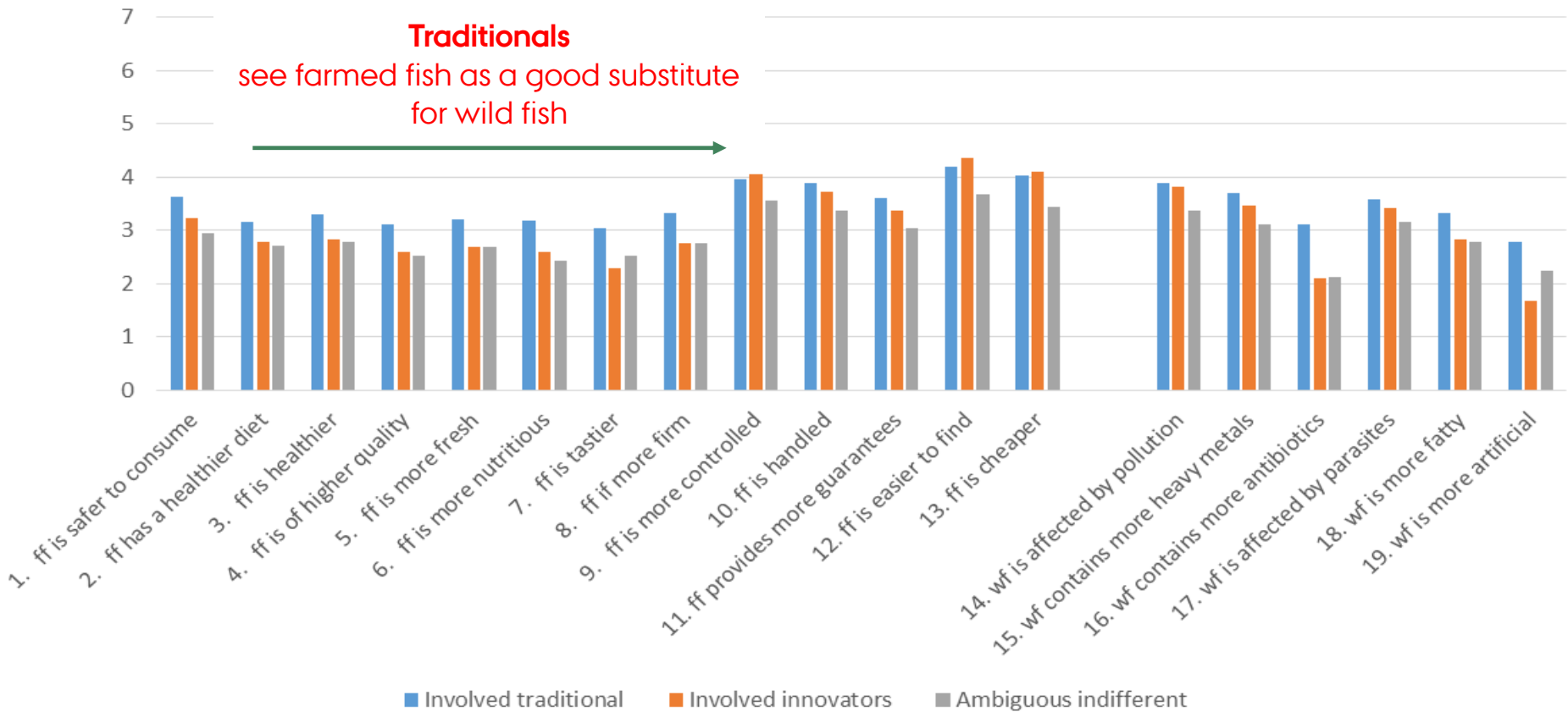
Behavioural profile, %



Characteristic	Involved traditional (N=728) 30%	Involved innovators (N=911) 36%	Ambiguous indifferent (N=872) 34%	Sig.
Consumption of farmed fish:				
Once a week or more	23.1	22.9	16.5	.000
Two-three times a month	29.7	32.4	27.2	
Once a month or less	32.6	32.6	38.6	
Never	9.8	7.2	8.0	
Consumption of wild fish:				
Once a week or more	21.6	17.9	11.9	.000
Two-three times a month	27.9	26.8	22.6	
Once a month or less	33.7	35.7	33.9	
Never	11.1	12.5	22.1	
Consumption of seafood:				
Once a week or more	22.1	20.6	13.9	.000
Consumption of frozen fish:				
Once a week or more	31.7	31.8	25.1	.003
Consumption of whole fish:				
Once a week or more	28.7	24.4	17.1	.000
Consumption of processed fish:				
Once a week or more	29.3	21.7	21.3	.001



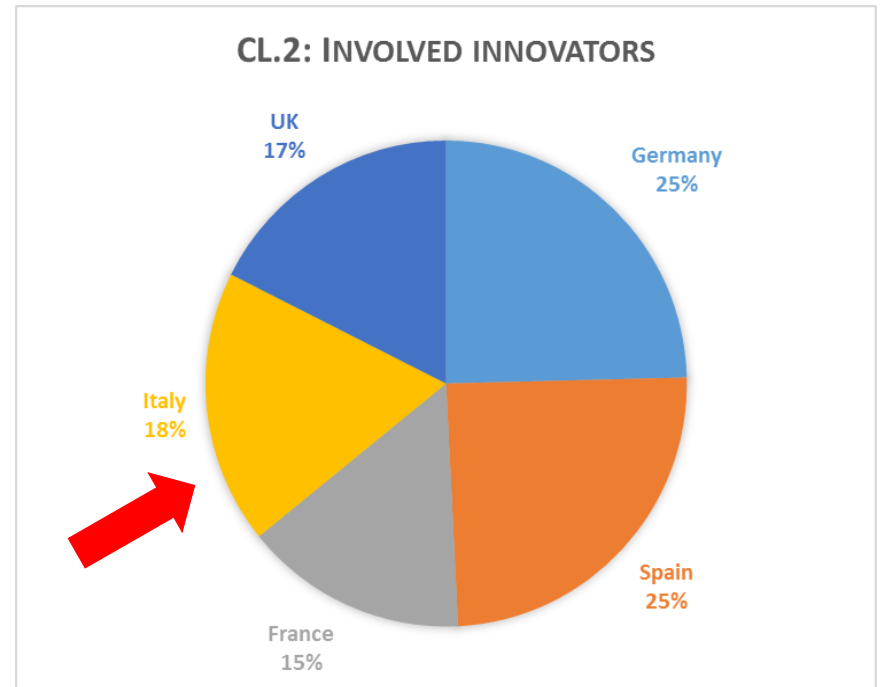
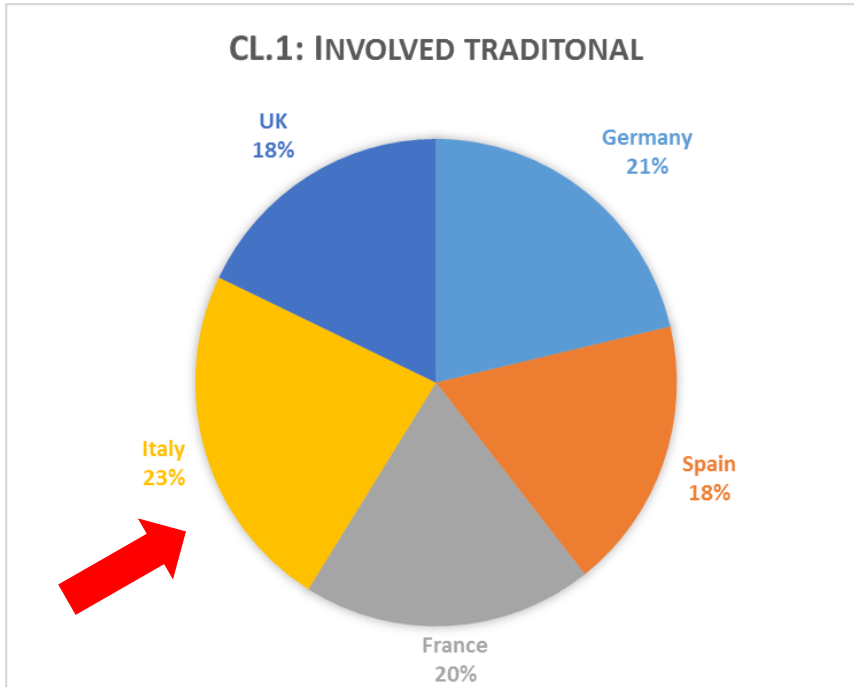
Beliefs about farmed fish (ff) and wild fish (wf)

Traditionals
see farmed fish as a good substitute
for wild fish

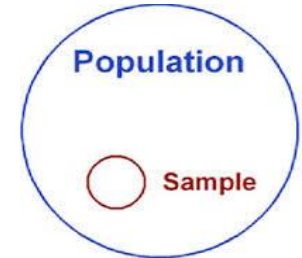


Involved traditional (30%)	Involved innovators (36%)	Ambiguous indifferent (34%)
		
<p>PSYCHOGRAPHICS -Involved, knowledgeable</p> <p>BEHAVIOUR -Highest number of regular fish consumers across all fish types (farmed, wild, etc.)</p> <p>PERCEPTIONS OF VALUE & COST -Average perceived value of the new species, highest perceived cost (i.e. price, safety, effort), high WTP and PI</p> <p>BELIEFS -Overall strongest beliefs: farmed fish is handled, guaranteed, safe, tasty; wild fish suffers pollution, heavy metals, parasites</p>	<p>-Involved, knowledgeable, innovative when it comes to new fish</p> <p>-Highest number of regular farmed fish consumers, highest number of occasional wild fish consumers</p> <p>-Highest perceived value (i.e. functional, hedonic, ethical), lowest perceived cost, highest expected outcomes (i.e. satisfaction, trust, WOM), high WTP and PI</p> <p>-Stronger beliefs about farmed fish: easier to find, cheaper, more controlled</p>	<p>-Non-involved, non-knowledgeable</p> <p>-Highest number of occasional or non-consumers of all fish types</p> <p>-Lowest value perceptions and outcomes, average cost perceptions</p> <p>-Neutral, low-strength beliefs</p>

Country participation



Q2. HOW TO TRIGGER THE NEW PRODUCT DEVELOPMENT PROCESS?



THE SURVEY (2)

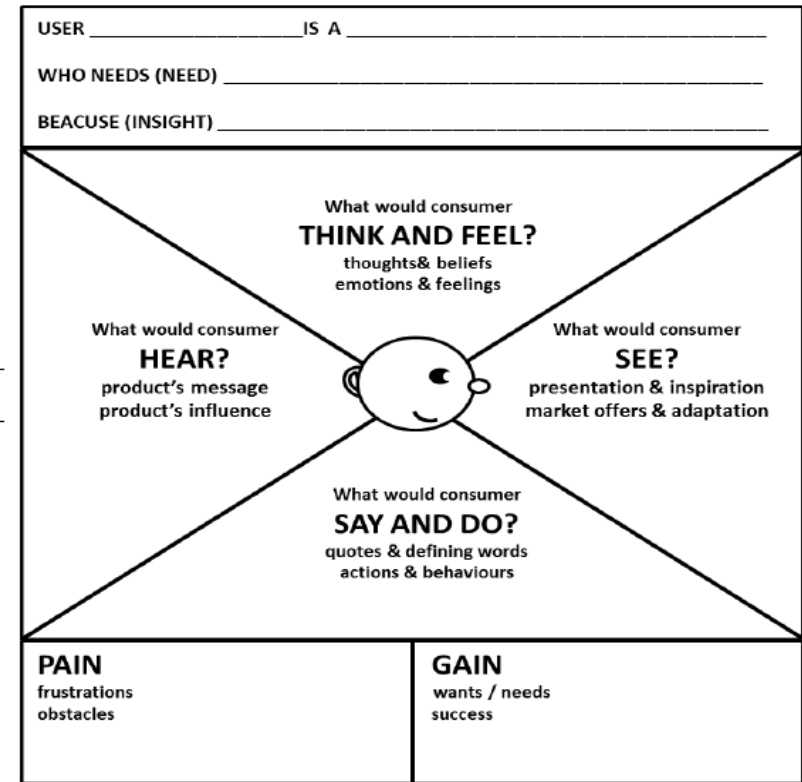
2 focus groups consisting of 6 participants each, in each of the top-5 EU fish markets (i.e. D, FR, I, ES, UK) (N=60)

- › 30-60 y.o. (mean age 44y), equally split between males and females
- › Recruitment criteria:
 - **(farmed/wild) fish consumers**, having bought (farmed/wild) fish or seafood at least once during the month before the interviews
 - **Main decision-makers about grocery shopping** or share the task equally with another member of their household
 - **Belong to the 'Involved Traditional' and 'Involved Innovators' segments**

EMPATHY MAP:

Profiling a hypothetical consumer of a new product

EMPATHY MAP	Questions for brainstorming
SEE Describe what would the consumer like to see in the environment	Why would the consumer like to see this product or how it would look like? Why would this product be different from others on the market? How would you combine, modify or adapt this product with existing products to create a new one?
HEAR Describe how the environment might influence the consumer	Why would this product influence the consumer? What could be this product message? What could consumer's friends/family and others say?
THINK & FEEL Describe what goes in the consumer mind, deeper meaning of consumer needs, thoughts and beliefs, feelings and emotions, with regards to this product	Why would this product be really important to the consumer (what consumer might not say publicly)? What could consumer think/feel about this product? Imagine consumer's feeling and emotions, dreams and aspirations. What could move/keep consumer with regards to this product?
SAY & DO Imagine what the consumer might really say or behave regarding this products	What could be consumer's real attitude towards the product? What could consumer be telling others? What could be potential conflicts between what a consumer might say and may truly think or feel?
PAIN	Why would be consumer frustrated about this product? What obstacles may stand between buying the product and needs to achieve? What risks might consumer fear taking?
GAIN	Why would consumer truly want or need this product? What could be the measure of success for this product? What could be a good strategy for consumer to buy this product?



This procedure provided **30 ideas in total** (6 per country)

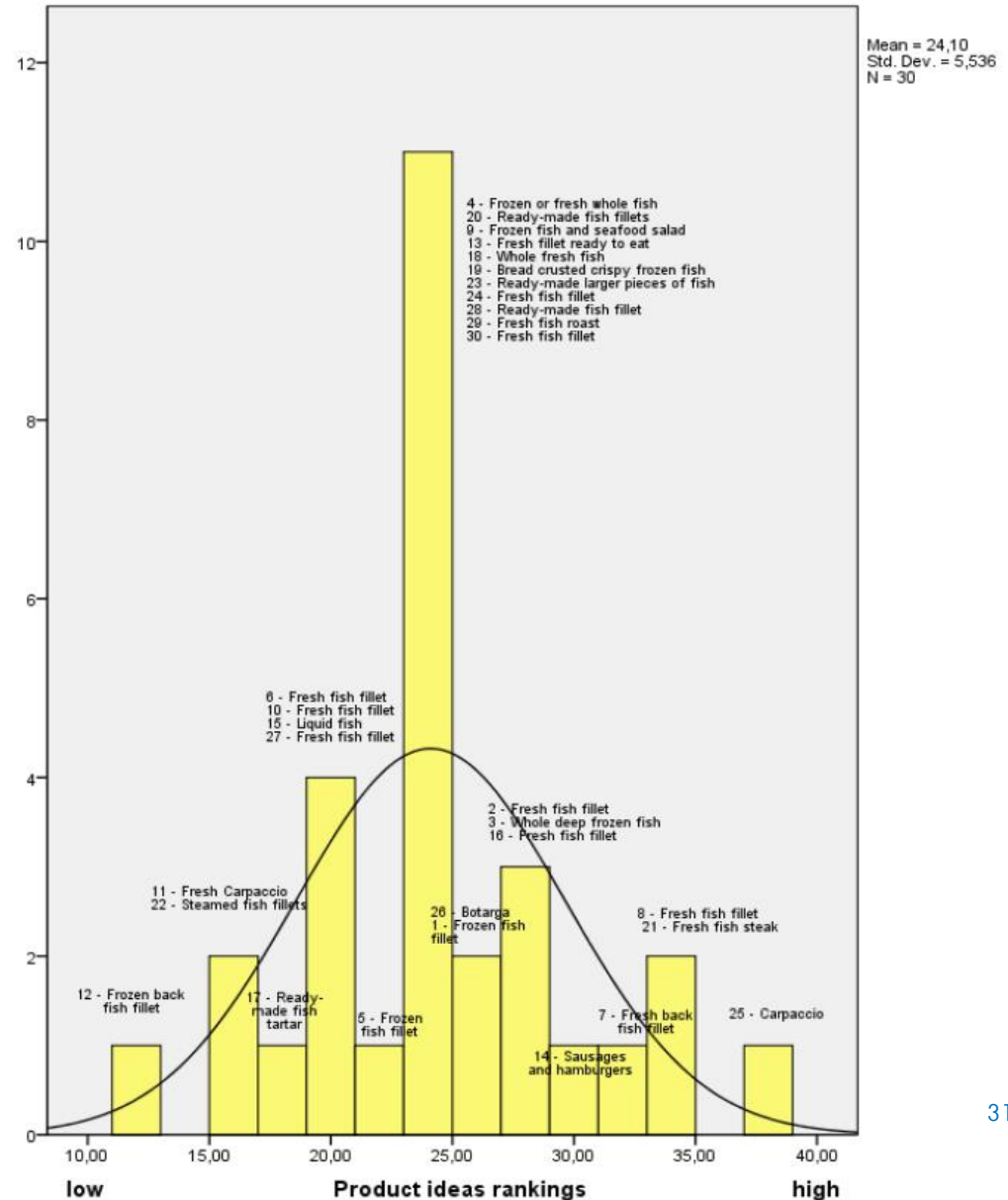
THEMES FOR NEW PROCAST IDEAS

n°	Stage 3 Creative ideas for new aquaculture products	Freq.
1.	Product healthiness	96
2.	Convenience in cooking	75
3.	Experiences while eating	68
4.	Product presentation	36
5.	Environmental consciousness	31
6.	Product nutrition	31
7.	Importance of labelling	22
8.	Social context	21
9.	Preference for innovativeness	23
10.	Higher product price	14
11.	Trustworthiness of the information	14
12.	Purchase point	10
13.	Traditional products	2
14.	Appealing for children	2

EXAMPLES OF NEW PRODUCT IDEAS CREATED

Country	Product idea	Ratings (*)
France	<u>Fresh fish Carpaccio that can be used as starter for a hot meal or as sandwich filling.</u> This Carpaccio is seasoned with ginger and chili and presented as scales of the fish. The product is produced environmentally sustainable. The packaging is a plate that looks like a round box with the compartments and transparent wheel on the top that you can turn to rich different sections.	38
UK	<u>Fresh fish back fillet that looks like a roast in tray or bag</u> that can be prepared in an oven or barbecue. This fish is accompanied with dips, sauces and dressings. The product is produced environmentally sustainable. The packaging is transparent bag or a tray where fish is laid and covered with transparent plastic.	31
Germany	<u>Frozen fish filet that is seasoned or marinated</u> either traditional, Italian, Provence or Asian. The product is produced environmentally sustainable. The product is in a sliding packaging, transparent vacuum packed bag made of recyclable material, with clear pictures of the unfrozen product on the cardboard sleeve.	26
Italy	<u>Bread crusted crispy frozen fish product</u> with a topping of vegetables and sauce made by the traditional recipe. This fish product is medium seasoned and easy to prepare in the oven or the microwave in the original packaging. The product is produced environmentally sustainable. It is labelled as a premium product. The packaging is a tray with transparent lid where image of the ready dish is presented.	24
Spain	<u>Liquid fish to make soups or drink.</u> Liquid fish for soups is in mashed form. These products are without additives and thus highly suitable for diabetic and vegetarian people. The product is produced environmentally sustainable. The packaging for soups is tetra brik, while liquid fish for drinking is in the plastic bottle.	20

EVALUATION OF THE NEW PRODUCT IDEAS CREATED



Workshop on grey mullet:
state of the art and perspectives
Bari, Italy, 14 May 2018

10 NEW PRODUCT IDEAS

TO BE TURNED INTO PHYSICAL PRODUCTS:

MEAGRE	<p>Idea 1*: Frozen fish fillets with different recipes</p> <p>Idea 6: Fish burgers shaped as fish (H)</p> <p>Idea 4: Ready to eat meal: salad with fish (L)</p>
PICKEPERCH	<p>Idea 21: Fresh fish fillet with different 'healthy' seasoning and marinades</p> <p>Idea 30: Ready-made fish tartar with additional soy sauce</p> <p>Idea 9: Fish spreads/pate (H)</p>
GREY MULLET	<p>Idea 2: Thin smoked fillets (M)</p> <p>Idea 33: Ready-made fillets in olive oil (M)</p> <p>Idea 21: Fresh fillet with different "healthy" seasoning & marinades (M)</p>
GREATER AMBERJACK	<p>Idea 13: Frozen fish fillet that is seasoned or marinated</p> <p>Idea 30: Ready-made fish tartar with additional soy sauce</p> <p>Idea 34: Fresh fish steak for grilling in the pan (L)</p>

L: low processing; M: mid processing; H: high processing.

Q3. HOW TO CREATE SUCCESSFUL NEW PRODUCT CONCEPTS?

Examples of physical product preparation and presentation: Grey Mullet

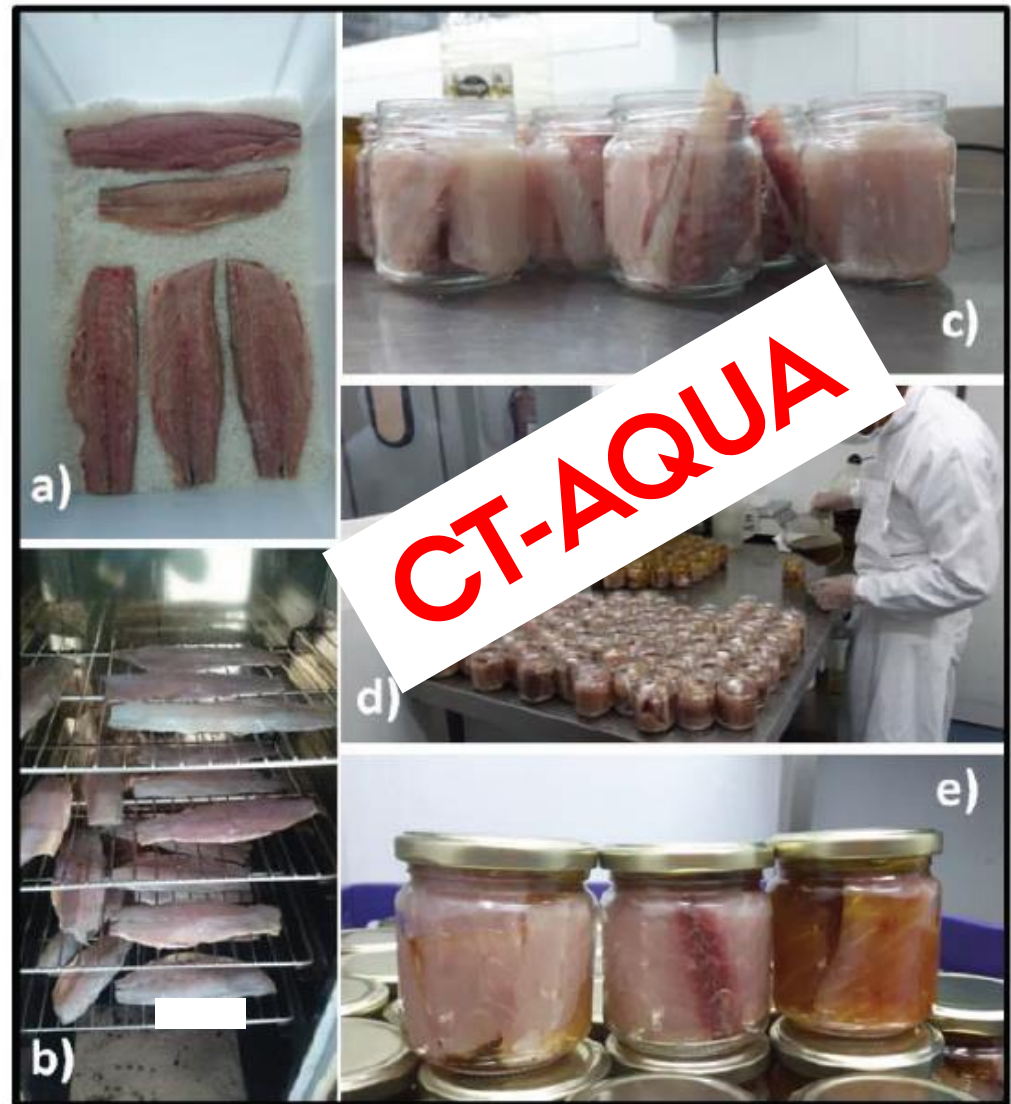
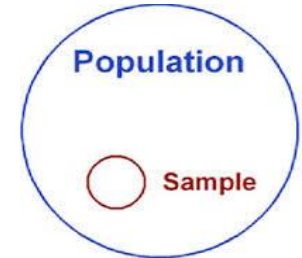


Figure 1. Example of the production of some of the products. a) Grey mullet fillets in salting mixture before cooking; b) Grey mullet fillets on smoking trays; c) Glass pots with clean and homogenous pieces of mullet fillets; d) Filling the glass containers with olive oil; e) Bottles with grey mullet fillet and olive oil ready to go under cooking process.



THE SURVEY (3)

100 consumers in each of the top-5 EU fish markets (i.e. D, FR, I, ES, UK) assigned into 10 groups of 10 consumers each (N=500)

> Recruitment criteria:

- **(farmed/wild) fish consumers**, having bought (farmed/wild) fish or seafood at least once during the month before the interviews
- **Main decision-makers about grocery shopping** or share the task equally with another member of their household
- **Belong to the 'Involved Traditional' and 'Involved Innovators' segments**

Example of
consumer
likeness
measurement
BEFORE
information
provision

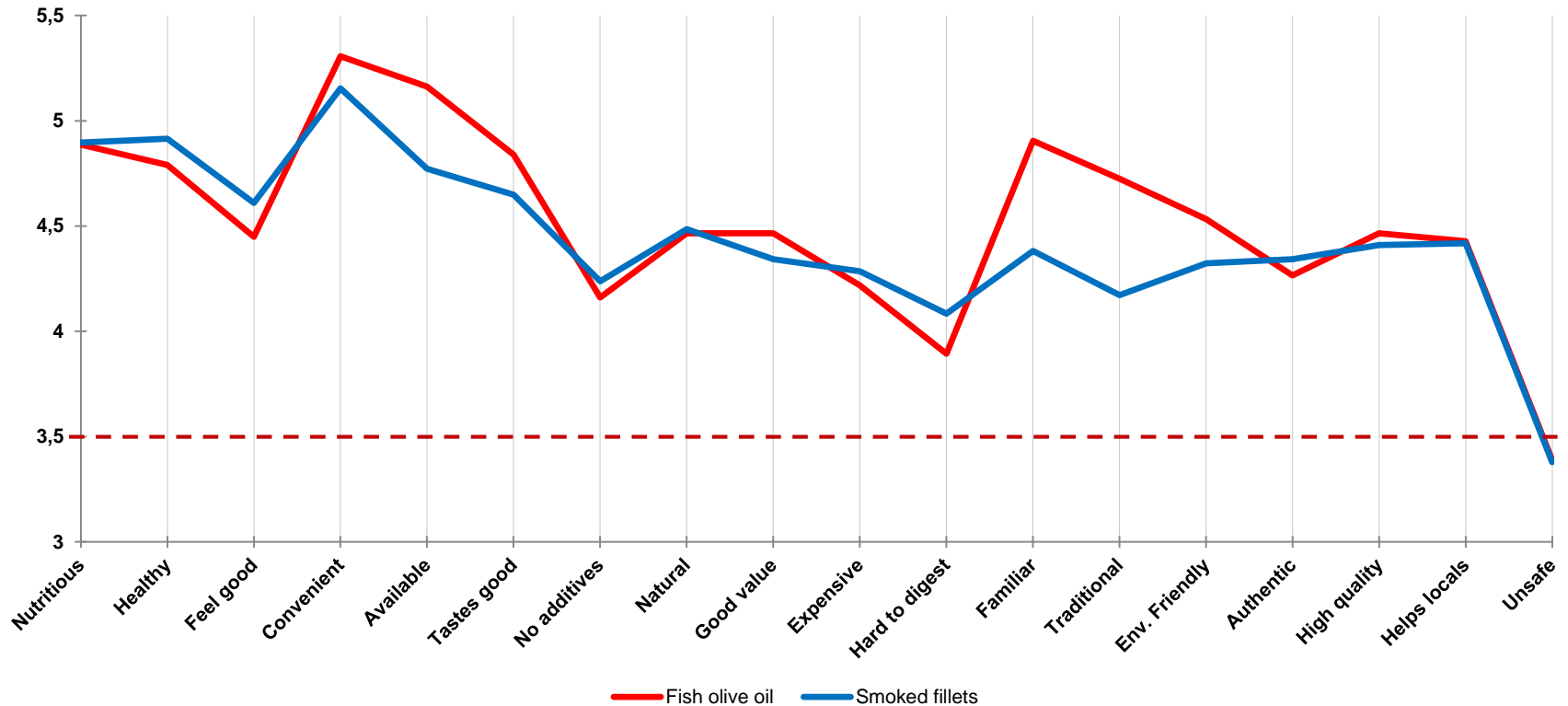


Question to ask: Please indicate in the scale below how much you think you would like this product

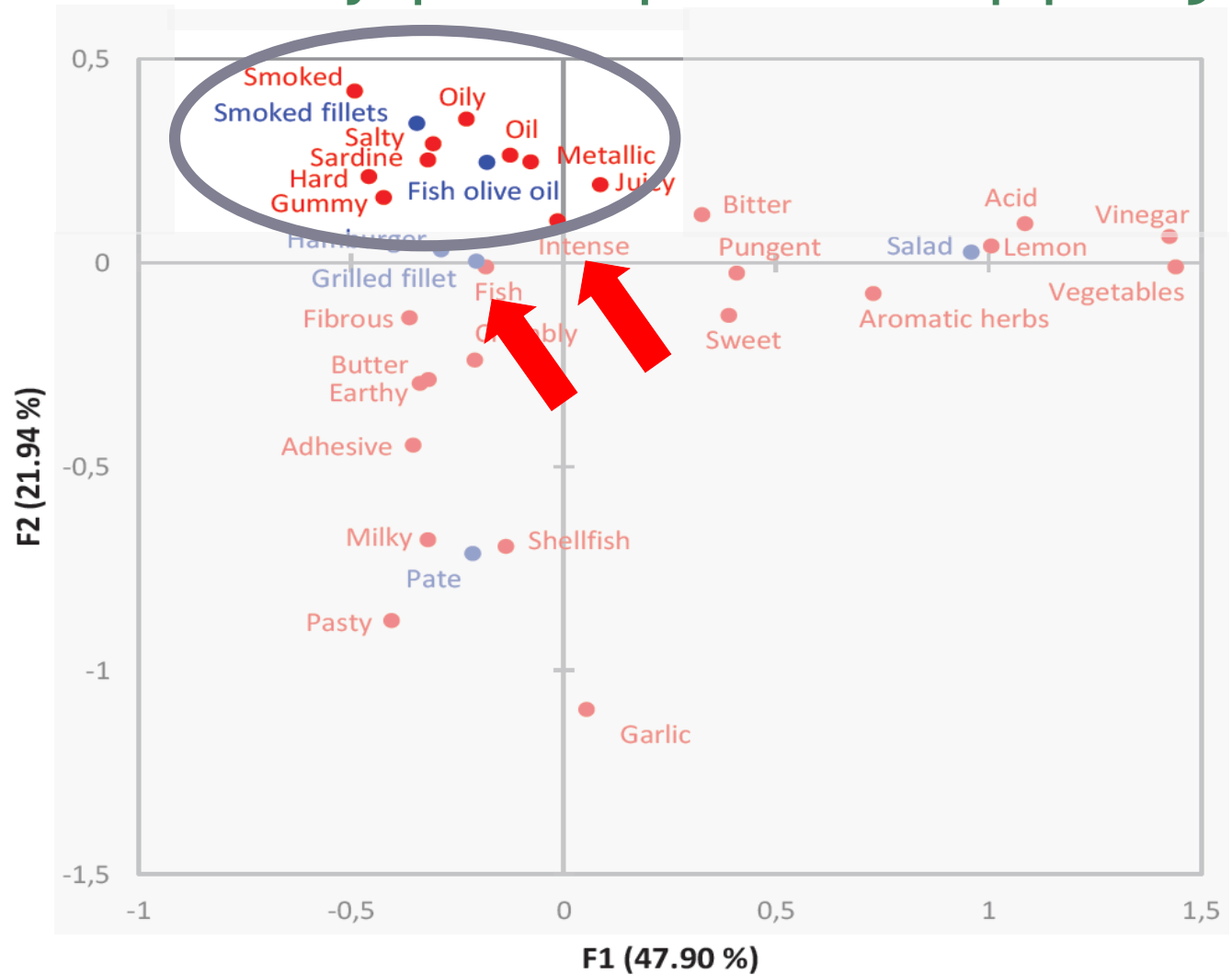
1 2 3 4 5 6 7 8 9 10

I am sure I would not like it at all I am sure I would like it very much

Consumer expectations (before info)



Sensory perception mapping



Example of
consumer
likeliness
measurement
AFTER
information
provision

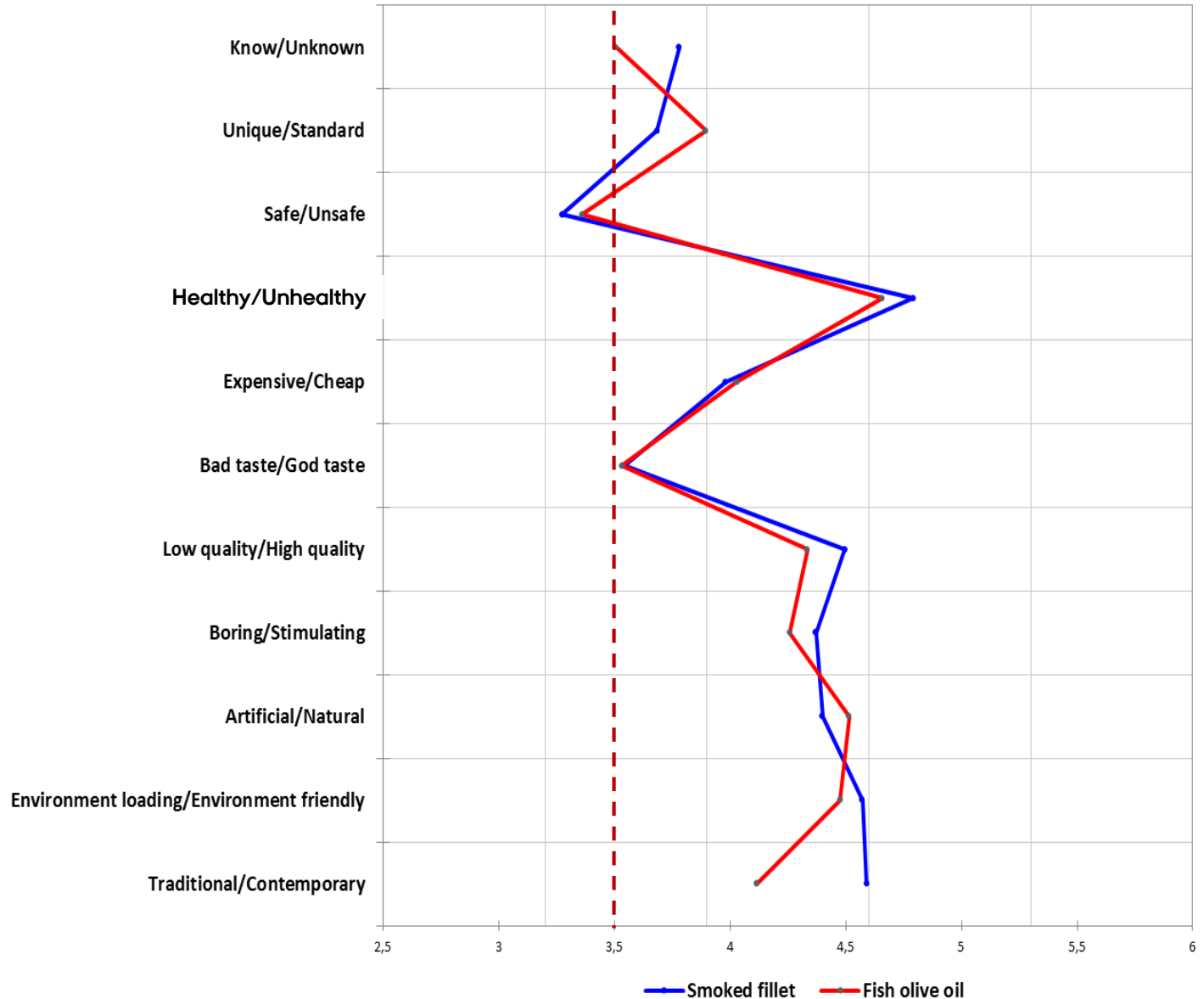


Smoked fish fillets can be prepared in different ways and recipes. They can be used as starters or as a main dish. The product is sustainably produced (bearing an ASC logo). It is labelled and marketed as a premium product, while its country of origin is the EU. The product comes in a modified atmosphere tray to prologue its shelf life (before opening)

Question to ask: Please indicate in the scale below how much you think you would like this product

1	2	3	4	5	6	7	8	9	10
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am sure I would not like it at all									I am sure I would like it very much

Product associati (semanti profile) AFTER ir - ITALY



Fish species	Developed DIVERSIFY prototypes
Meagre	Idea 6: Fish burgers shaped as fish (High processing)
	Idea 4: Ready to eat meal: salad with fish (Low processing)
Pikeperch	Idea 9: Fish spreads/pate (High processing)
Grey mullet	Idea 2: Thin smoked fillets (Medium processing)
	Idea 33: Ready-made fish fillets in olive oil (Medium process.)
Greater Amberjack	Idea 34: Fresh fish steak for grilling in the pan (Low processing)



Workshop on grey mullet:
state of the art and perspectives
Bari, Italy, 14 May 2018

Q4. HOW TO TURN CONCEPTS INTO “REALISTIC” END-PRODUCTS?

› Examples of product mock-ups created

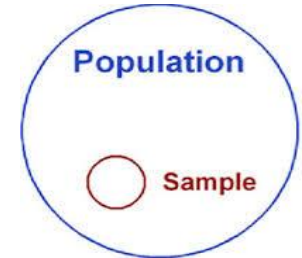


Medium processed

- › Based on the **literature review and secondary data analysis**, the suggested **attribute versions** for product mock-ups, are as follows:

Attribute	Attribute version
Country of origin - COR	EU-made
	Own country-made
	None





THE SURVEY (4)

300 consumers in each of the top-5 EU fish markets (i.e. D, FR, I, ES, UK), assigned into 3 groups of 100 consumers each, one group per product (N=1,500)

› Recruitment criteria:

- **(farmed/wild) fish consumers**, having bought (farmed/wild) fish or seafood at least once during the month before the interviews
- **Main decision-makers about grocery shopping** or share the task equally with another member of their household
- **Belong to the ‘Involved Traditional’ and ‘Involved Innovators’ segments**

You are standing in front of the supermarket shelf.
 Which one of the following three products would you
MOST LIKELY CHOOSE and **LEAST LIKELY BUY**
 to purchase for dinner on a typical day?



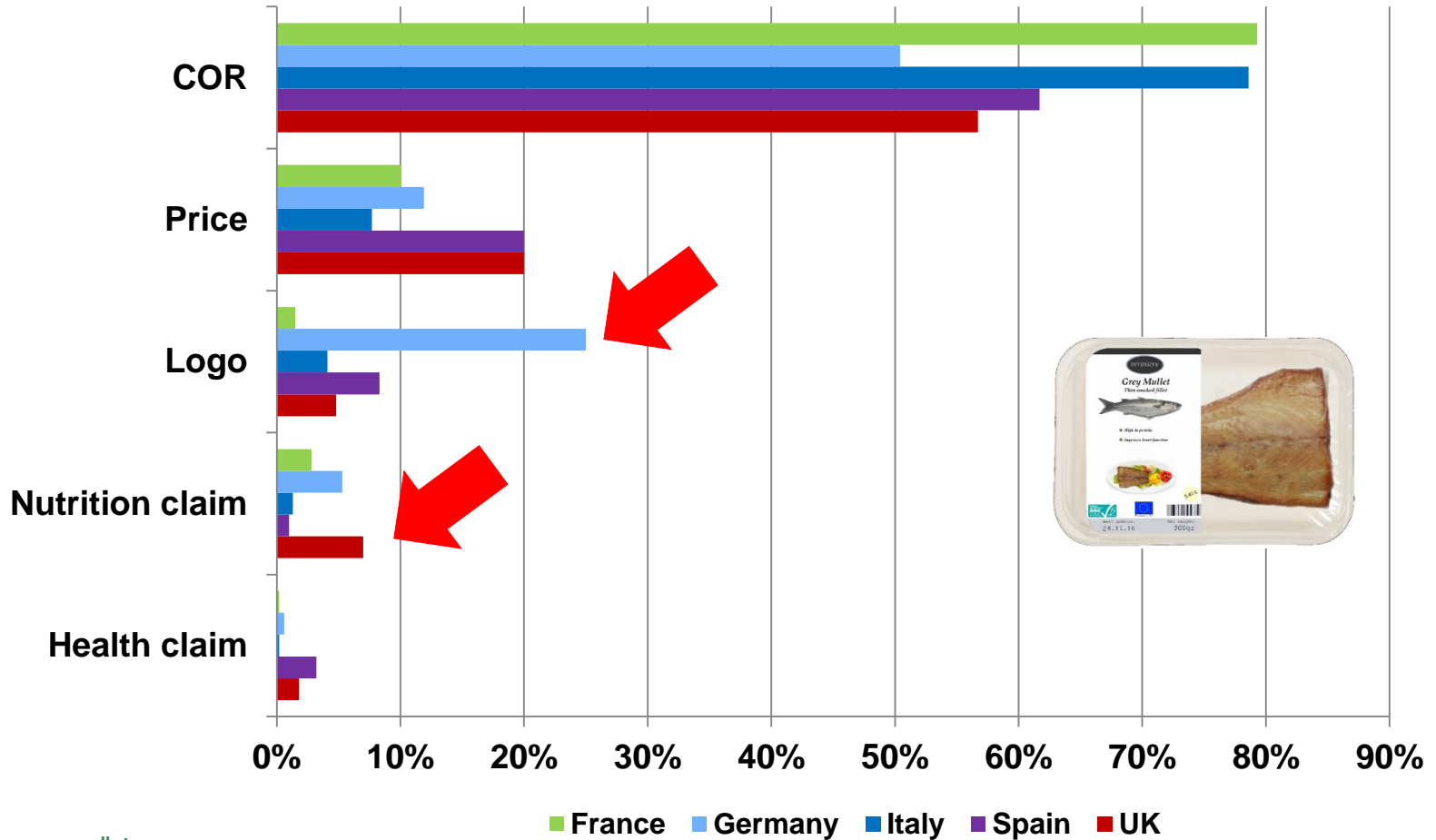
Most likely to buy

Least likely to buy

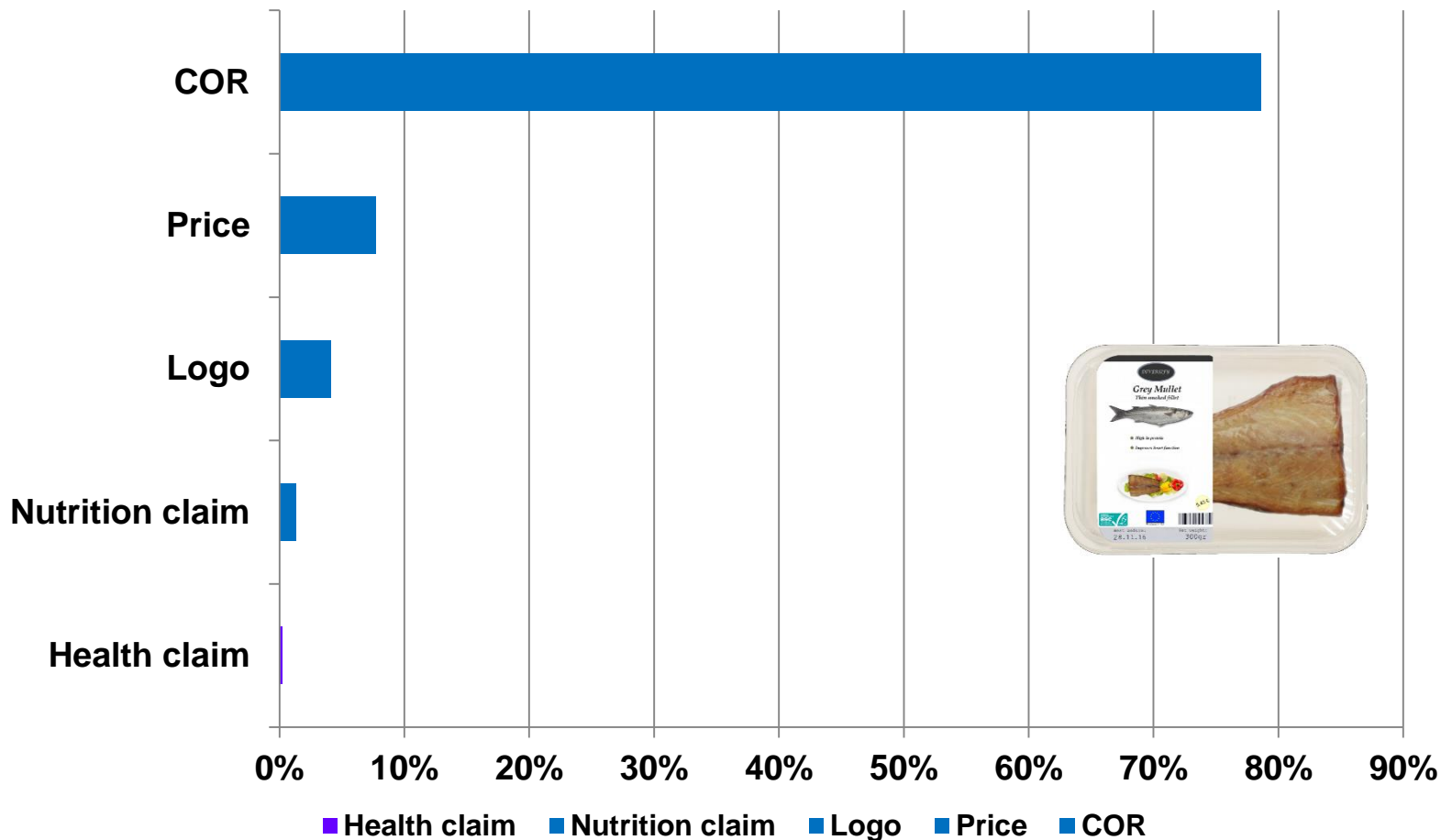
Example: Smoked fish fillet (Grey Mullet)



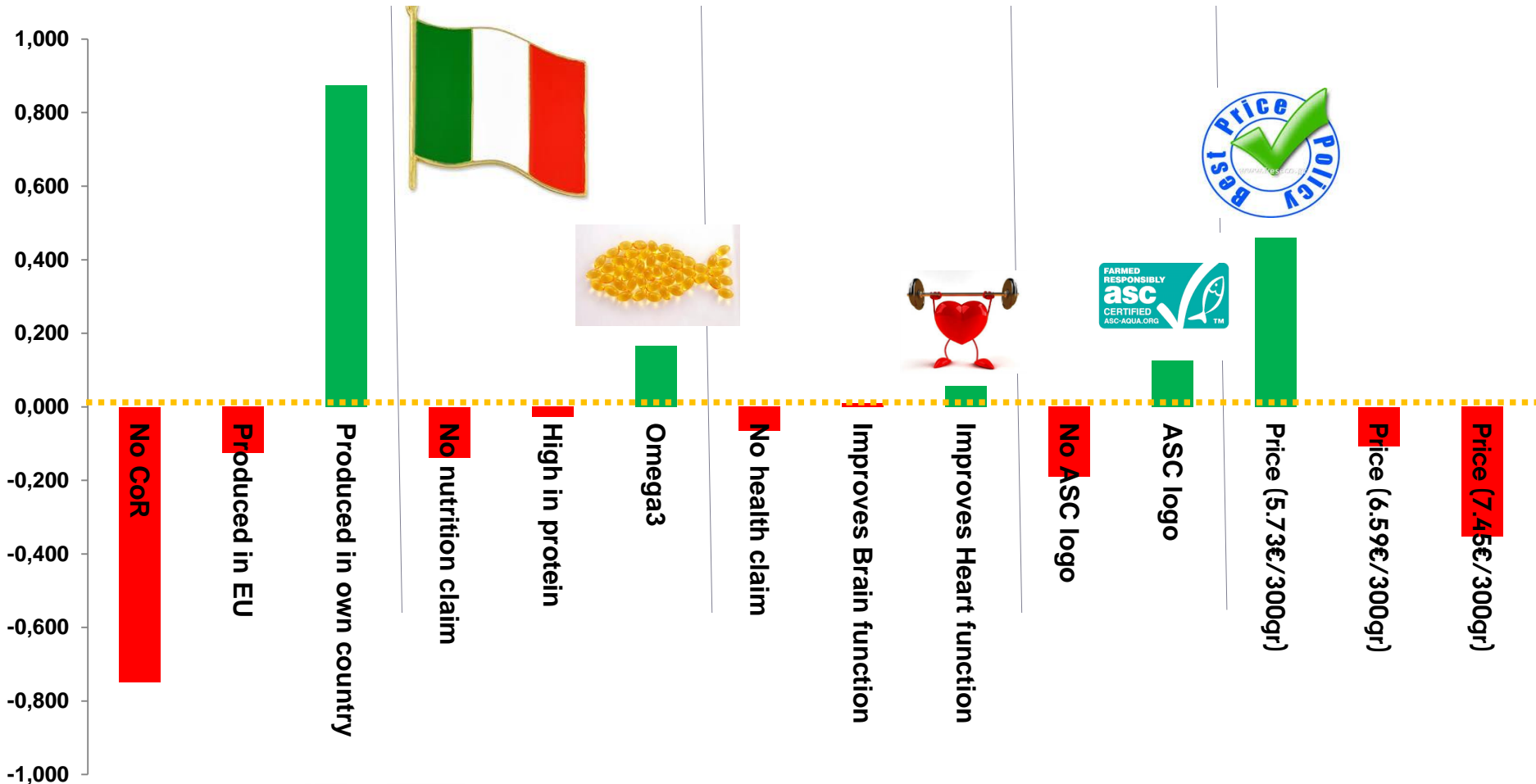
Importance of product attributes, %



Importance of product attributes, %



Preference for specific attribute versions



Willingness to pay (WTP) IN €/300g

> **Baseline:** reference price for smoked fish fillet (5.73€/300g.)

	France	Germany	Italy	Spain	UK
COR					
None	-1.56	-1.10	-1.75	-1.29	-1.02
Produced in EU	-0.51	-0.40	-0.33	+0.21	-0.19
Produced in own Country	+2.07	+1.49	+2.08	+1.08	+1.21
Nutrition claim					
None	-0.35	-0.38	-0.33	-0.19	-0.49
Omega3	+0.46	+0.56	+0.46	+0.12	+0.26
High in protein	-0.11	-0.19	-0.13	+0.07	+0.23
Health claim					
None	-0.08	+0.02	-0.14	-0.35	-0.31
Improves Heart function	+0.13	+0.20	+0.15	+0.25	+0.22
Improves Brain function	-0.06	-0.22	-0.01	+0.10	+0.09
ASC logo					
No ASC certified	-0.27	-0.80	-0.44	-0.38	-0.30
ASC certified	+0.27	+0.80	+0.44	+0.38	+0.30

Q5. WHAT “STORY” TO TELL ABOUT THE NEW PRODUCTS AND ITS PRODUCTION METHOD?

FISH FOR THOUGHT...



- How can we convince consumers **mitigate** from habitual aquaculture products to **products with specific key-features and corresponding benefits**?
- Can we **promote** production systems -such as Diversify- as “**brands**”, **emphasising on specific properties** the products depict from the system?

THE SURVEY (5)

300 consumers in each of the top-5 EU fish markets (F, G, I, ES, UK) split in 10 groups of 30 consumers each (N=1,500)

[1 (promo about Diversify) x 3 (processing level) x 3 (goal message)]

'Diversify' promo message (sustainability)

CHOOSE PRODUCTS FROM DIVERSIFY AQUACULTURE!

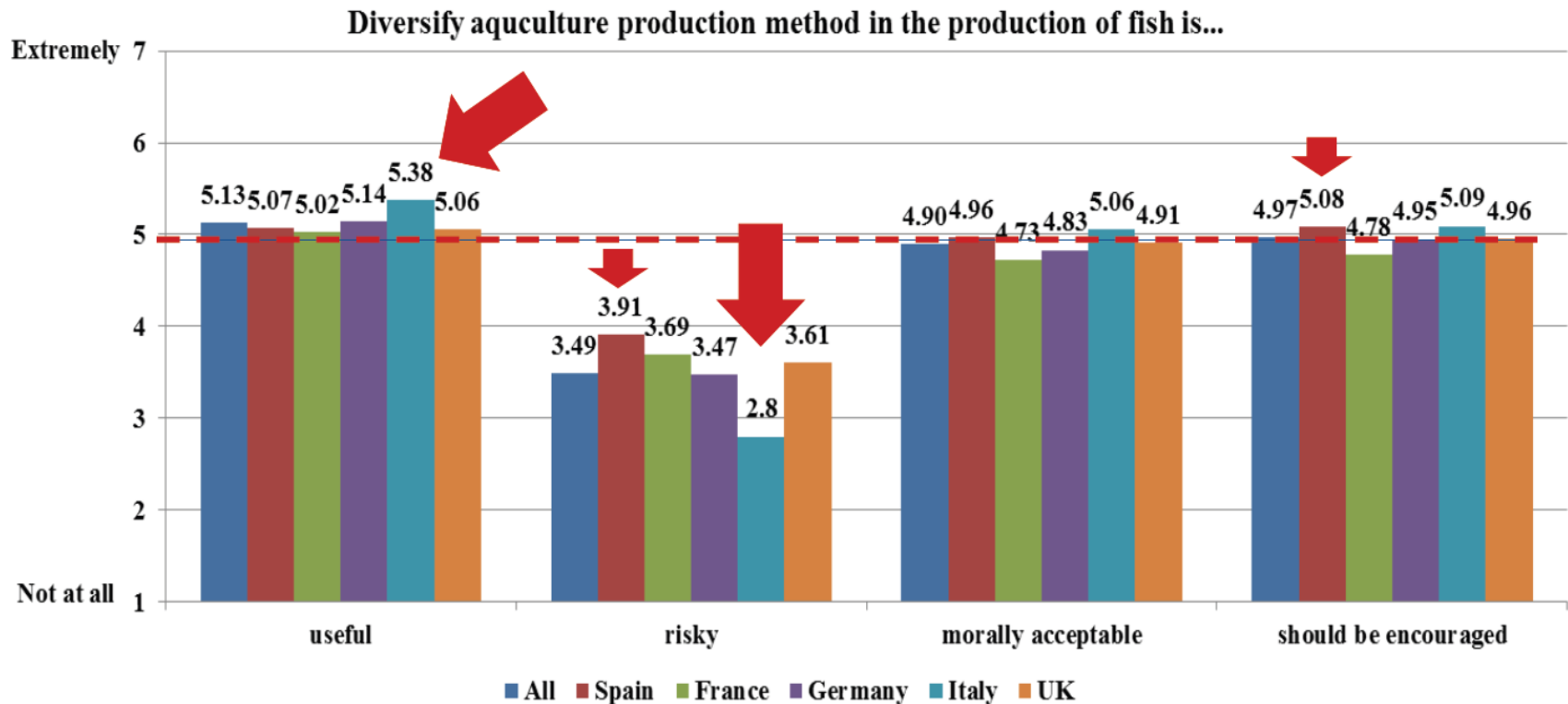
All products are made with the same attention to quality

Diversify aquaculture fish products come from a carefully selected group of finfish species and a production method that allows for both greater diversity of fish species and new value-added products. The fish species, such as Greater Amberjack, is selected based on its growth, size and excellent product quality. Fish are grown in large cylinder-shaped pools that float on the sea surface and reach down up to 20 meters depth. This sustainable method is used for rearing finfish species in coastal and open waters, within areas sheltered from excessive wave action, but with sufficiently deep water and fast current speeds where the water flows freely through the pools, and allows the fish to grow in clean and highly oxygenated water.

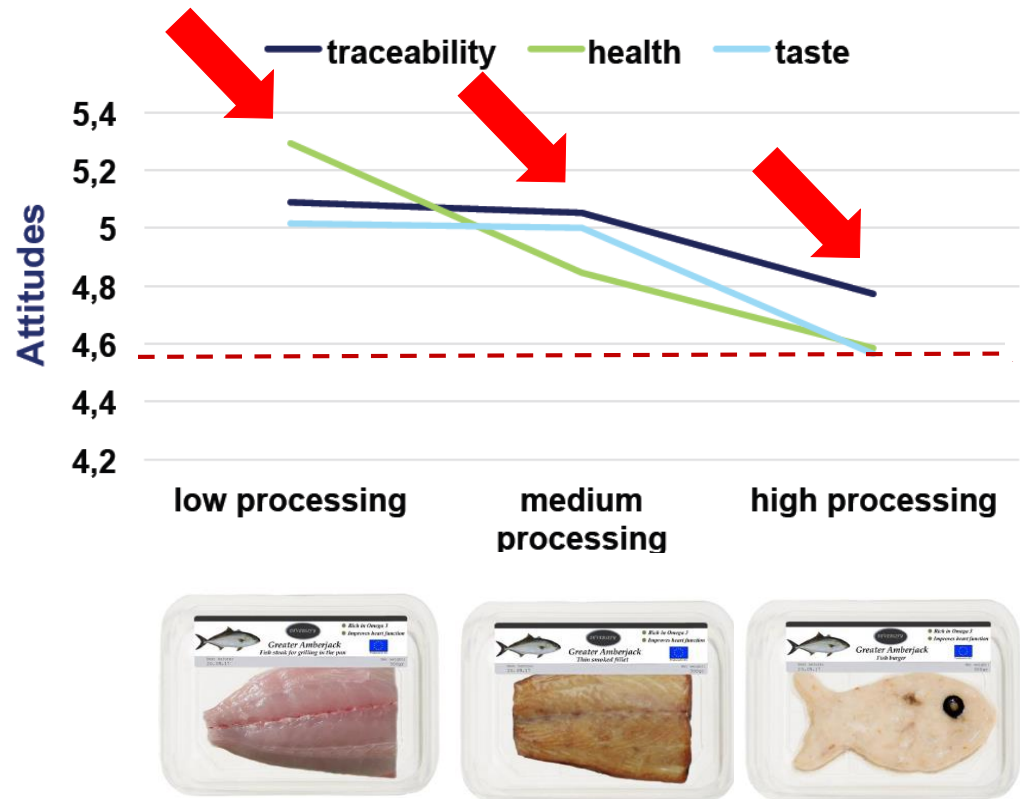
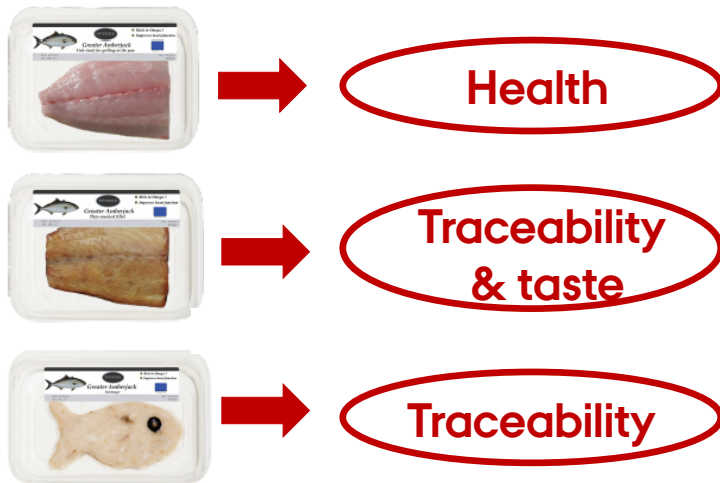
Diversify aquaculture is renowned for its high quality, sustainability and consumer protection standards.

With Diversify aquaculture imagine the benefits for you and your family!

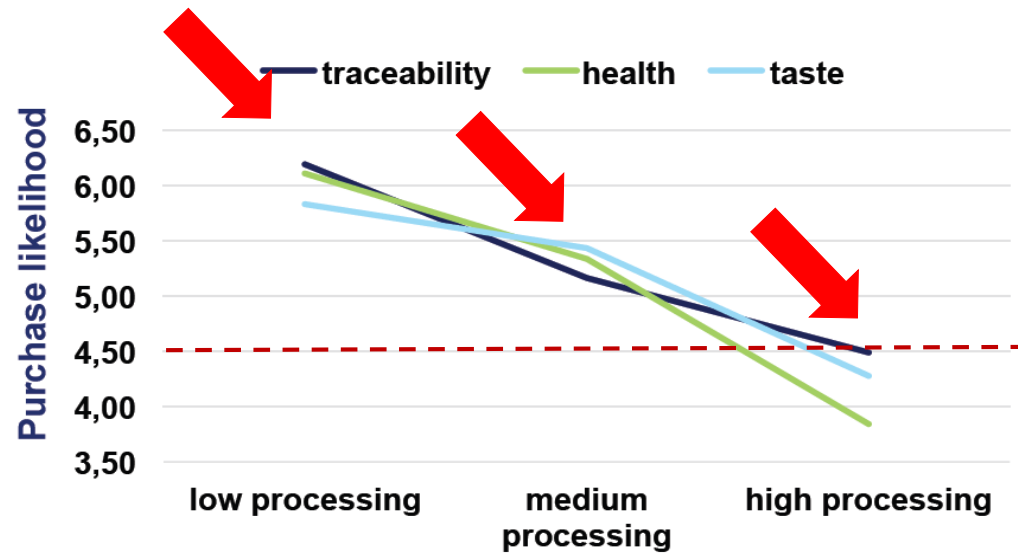
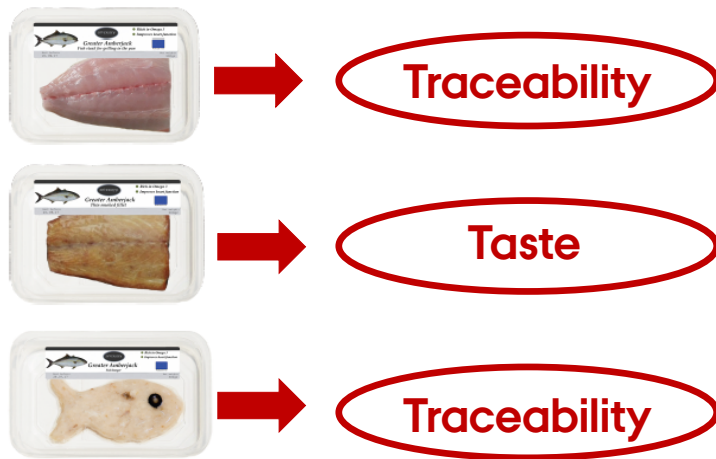
ATTITUDE TOWARDS 'DIVERSIFY' PROMO MESSAGE



EFFECT OF MESSAGE ON ATTITUDE TOWARDS DIVERSIFY PRODUCTS



EFFECT OF GOAL MESSAGE ON PURCHASE LIKELIHOOD TOWARDS DIVERSIFY PRODUCTS



ROAD MAP for HIGH ADDED-VALUE NEW (grey mullet) PRODUCT DEVELOPMENT

Q1: How to segment fish consumers & select target-segments?

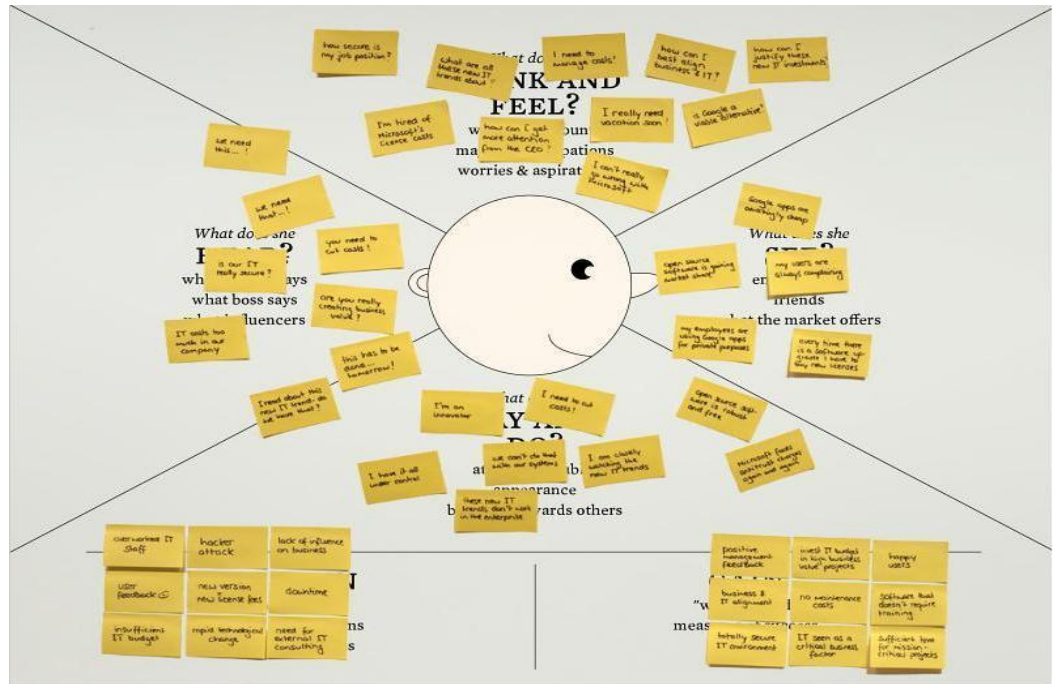
STEP 1: Develop a consumer typology based on consumers' overall value perceptions with regard to farmed fish & **identify most promising fish consumer types**



Involved “traditional” (30%)	Involved “innovators” (36%)
<p>PSYCHOGRAPHICS -Involved, knowledgeable</p> <p>BEHAVIOUR -Highest number of regular fish consumers across all fish types (farmed, wild, etc.)</p> <p>PERCEPTIONS OF VALUE & COST -Average perceived value of the new species, highest perceived cost (i.e. price, safety, effort), high WTP and PI</p> <p>BELIEFS -Overall strongest beliefs: farmed fish is handled, guaranteed, safe, tasty; wild fish suffers pollution, heavy metals, parasites</p>	<p>-Involved, knowledgeable, innovative when in comes to new fish</p> <p>-Highest number of regular farmed fish consumers, highest number of occasional wild fish consumers</p> <p>-Highest perceived value (i.e. functional, hedonic, ethical), lowest perceived cost, highest expected outcomes (i.e. satisfaction, trust, WOM), high WTP and PI</p> <p>-Stronger beliefs about farmed fish: easier to find, cheaper, more controlled</p>

Q2: How to trigger the new product development process?

STEP 2: Elicit consumer-derived ideas for new (high-added value fish) products and select most promising ideas for new product development using the target segments of Step 1.



Workshop on grey mullet:
state of the art and perspectives
Bari, Italy, 14 May 2018

Q3: How to create successful new product concepts?

STEP 3: Turn the selected ideas from Step 2 into **product concepts** and **evaluate** consumer **likeness**, **expectations** & **sensory perceptions** using the target segments of Step 1.



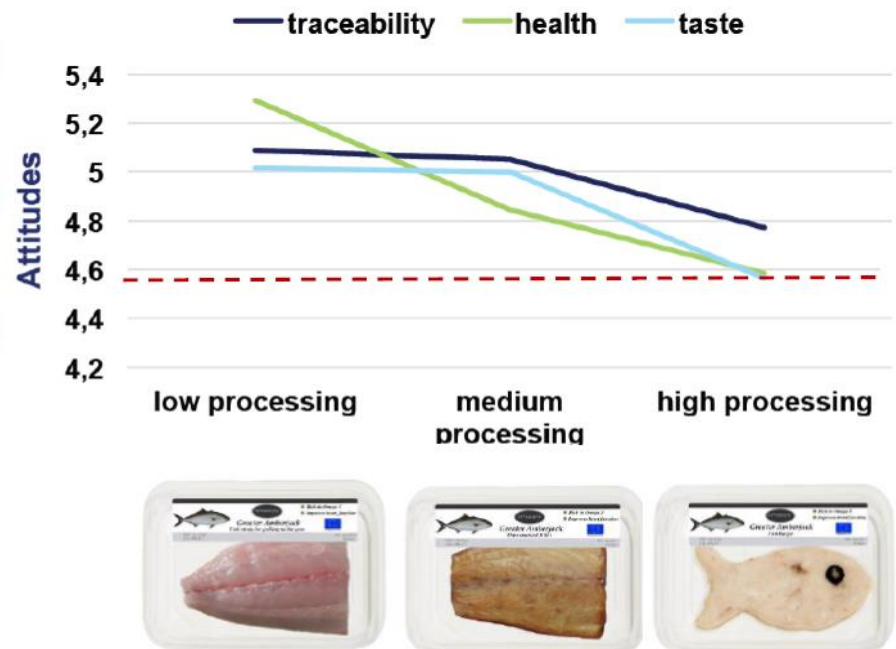
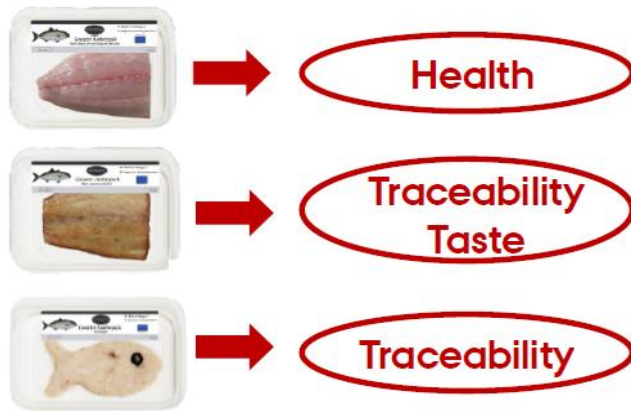
Q4: How to turn concepts into “realistic” end-products?

STEP 4: Turn the product concepts from Step 3 into realistic product mock-ups and evaluate consumer preferences for specific label information and WTP using the target segments of Step 1.



Q5: What “story” to tell about the new products and their production method?

STEP 5: Create value messages from Steps 2,3,4 and determine their effectiveness in consumer attitude change towards the new products and the entire production system using the target segments of Step 1.



MANAGERIAL IMPLICATIONS

GOOD NEWS!

It is possible to create new products targeting similar high-profile segments **ACROSS** all big EU markets

> **Same pattern in consumer choice-drivers**, i.e.

- > COR and price come first, followed by quality certification, while nutrition/health claims have much less impact

MANAGERIAL IMPLICATIONS

HOWEVER...

A certain degree of **customisation needed across countries**

- › **Results are country-depended**, i.e.
 - › in the UK, all attribute versions selected do add something to the product, being noticed by the UK consumes
 - › in GE, FR & IT, health claims are adding nothing to consumer choice
- › **Results are product-depended**, **based on the way processing is perceived by consumers**,
 - › i.e. in SP, nutrition and health claims are important in smoked fillet (mild-processing product), but not in fresh fish steaks.

FUTURE STEPS: PRODUCT TEST IN “REALISTIC” RETAIL ENVIRONMENT (e-SHOP)

diversify.dim.terrabites.gr/eshopPurchase

Welcome to The Market Register or Login

My Account My Wishlist Check Out

Search...

Categories HOME NEW ARRIVAL DEALS SHOP

On Sale Today -15% Lower prices up to 40% See all products on sale

New NEW! New farmed fish similar to tuna See all new products

Traceability New label informing you about origin of production and supply Read more info

FILTER PRODUCTS

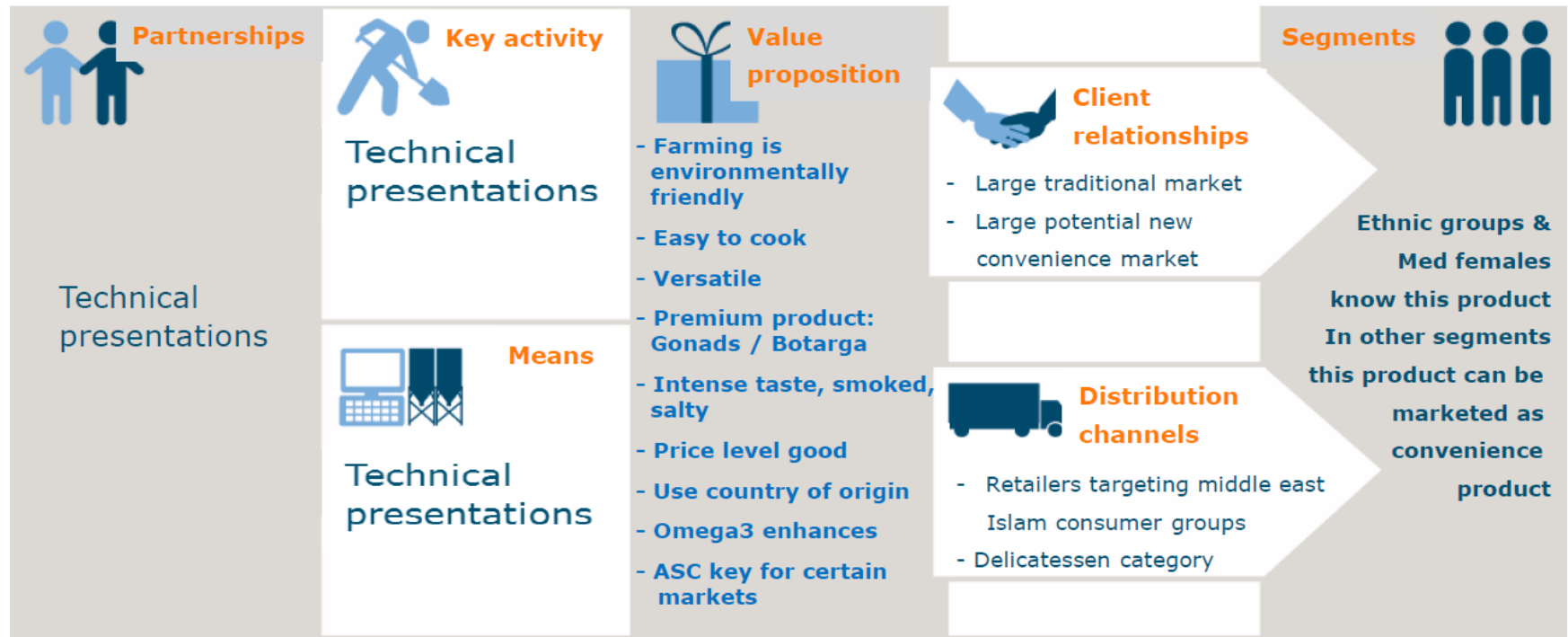
CLEAR FILTER

ON SALE NEW!

SHOP BY

Greater Amberjack

FUTURE STEPS: DEVELOPMENT OF A BUSINESS MODEL FOR grey mullet



Cost structure

Feasibility presentation



Revenue structure

Penetration of the market is already done

Recipes are already available

Product is already well-known in main target segment

Value pricing possible



THE GOOD FELLAS

ROCIO ROBLES – CT-AQUA, ES

LLUIS GUERRERO – IRTA, ES

GEMMA TAKEN – LEI/WUR, NL

MACHIEL REINDERS – LEI/WUR, NL

ED NIJSSEN – TUE, NL

MARIA BANOVIC – AU, DK

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THANK YOU!

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