Selling the sizzle
A new approach to seafood marketing

SHARPEN UP
YOUR SEAFOOD BUSINESS SKILLS

Try before you buy
boosts Barra sales
Looking forward

We have a habit in the research community of only reporting on the things we have achieved – that way the information you get from the Seafood CRC is relevant and immediately applicable to your business.

However it’s also good to look ahead and following a recent round of project approvals I’m pleased to say there is certainly much to look forward to.

Projects developed in consultation with industry end-users and reflecting industry priorities for the next year or two include:

- Setting standards to maximise the quality of Australian wild-caught prawns
- Innovation in traceability for the Northern Prawn Fishery (with Austral Fisheries).
- Improving trade and market access to China for the Australian rocklobster and abalone industries
- Extension to 2014 of the SafeFish trade and marketing expert panel
- Provision of an industry bursary for Terry Richardson to study prawn value chains and point of sale initiatives in Europe.
- Management of time-temperature conditions to maximise returns through the prawn supply chain
- Development of a national prawn market strategy

All these projects reflect the Seafood CRC aim of assisting the seafood industry to profitably deliver safe, high quality, nutritious Australian seafood products to premium markets, domestically and overseas.

If you are interested in finding out more about these projects, and possibly participating in them, please give us a call.

Len Stephens
Managing Director
Seafood CRC
Development of the USA fine dining sector market for Southern Rocklobsters was the subject of a major – if controversial – Seafood CRC project that has recently been completed.

The project was conducted by Southern Rocklobster Ltd (SRL) in an attempt to diversify into a market other than China and to find a market for large lobsters that are worth less than smaller lobsters, kilo for kilo, in the Chinese market.

A “Fisher Direct” supply chain initiative was tested in which fishers retained ownership (and risk) of their “Clean Green” certified lobsters to the point of sale in USA. A substantial amount of high quality, point-of-sale material and guidelines for chefs on how to use the lobster was also produced for the project.

Initially interest in the product was strong, but unfortunately the global financial crisis struck at just the wrong time.

Fine dining expenditure slumped dramatically in the USA, while the beach price for lobster exports to China stayed high. Consequently, overall volume of lobster sales to the USA through the project was insufficient to cover costs.

Fortunately a move to expand the product range to a basket of value added seafood products improved sales volumes and generated positive margins and as a result the commercial trading entity is still in operation.

Producers considering entering the export market with a seafood product, will find the project interesting reading, offering insights into market development issues and potential challenges.

The seventy-page report summary is available to members of the Seafood CRC from Emily Mantilla (E: emily.mantilla@seafoodcrc.com).
A consumer trial in Queensland has shown that providing in-store tastes of product prior to purchase can increase sales by as much as 360% - but the day of the week matters as much as the seafood on offer.

According to Associate Professor Meredith Lawley, University of the Sunshine Coast, customers like to try before they buy.

“It is generally assumed that consumers are more likely to purchase a food they’ve not eaten before (or only eat occasionally) if they are given a trial tasting at the point of sale,” she said.

“Our Seafood CRC funded project, aimed to test this theory using farmed Barramundi at a specialist fishmongers shop located in Noosa, Queensland.

“The results of the first in-store tasting experiment, using unbranded Barramundi, were certainly encouraging on both the weekday and weekend sales of the store.

Sales on Tuesday increased by 360% increase over the same day the previous week while Saturday showed a more modest, but still healthy 100% increase over the previous weekend (even though total shop sales were lower).”

WHY THE DIFFERENCE?

“Our store owner, Andre Gorissen suggested that weekday consumers were more open to the suggestion of a novel fish choice, while Saturday purchasers had specific purchases in mind when visiting the shop,” Meredith said.

“In addition, pre-cut portion sizes tended to be larger at the weekend which appeared to concern undecided consumers.”

The results of a short survey of customers showed a positive reaction to Barramundi after the tasting, with a rating of 8.68 out of 10, and an 87% likelihood of a future purchase of the fish.

Another positive aspect of the point of sale experiment was the presence, at least part of the time, of farmer Marty Phillips who had produced and supplied the Barramundi (According to Andre: “Customers just loved him; to meet the farmer added a human element to purchase”).

Marty rated this part of the experience a success, as it enabled him to talk directly to consumers and to discover firsthand what they wanted to learn about the fish, such as the farming process, reassurance about the colour (grey) of the fish and the source of the product.

“This gave Marty direct access to the views of staff and management at the store, gaining their perspectives on selling fish, consumer concerns and what point of sale materials would improve the marketing of the Barramundi,” Meredith said.

Shop owner Andre also noted that by having Marty in store he and his staff had gained additional insights into both the product and Barramundi aquaculture and viewed the experience as the start of a strong future relationship with the producer. He also reported he had received positive feedback from regular customers both on the day and afterwards. “As a result of the experiment there were a number of suggestions to generate a future sustained sales increase, including more prolonged and frequent tasting events, a seasonal annual promotion to highlight the cooking flexibility of Barramundi and factual information in brochure or poster format,” Meredith said.

“The key role of well trained staff armed with extensive knowledge was particularly emphasised by store management.”

Taking some of these suggestions on board, the experiment was repeated five months later at the Noosa store on three Wednesdays, with the product branded as North Queensland Barramundi and supported with point of sale materials (a Barramundi recipe card including selection and storage information and a customer...
Fact Sheet including Frequently Asked Questions) plus a Fact Sheet for staff.

During the three week experimental period sales volumes rose significantly compared to previous weeks, with a minimum increase of 100%. However, Associate Professor Lawley said sales were definitely impacted by inconsistent supply of the product - wild caught is preferentially stocked when available and the end of the fishing season occurred during the experiment. Negative consumer comments were recorded about the intermittent availability of the product, which is unfortunate as consistency of supply is one of the strengths of a farmed product.

Survey responses revealed a high rating for the fish (overall 8.39 out of 10) and a high likelihood of future purchase, similar to the results recorded in the initial experiment.

“Product sampling has always enabled us to showcase new or different species to the public, and we find customers are willing to purchase the product after they’ve tried it – and recipe cards at point of sale enable us to close the sale”.

The point of sale materials were certainly positively received by consumers, with 63% saying that the Fact Sheet and recipe card attracted their attention while 92% found the material to be interesting and took them away (the most frequent comment was a request for more recipes and serving suggestions). “Andre and his staff all strongly supported the initiative, both the in store tasting and the point of sale materials, while confirming the lack of consistency in the availability of farmed Barramundi,” Meredith said.

“However there appeared to be limited long term impact, as even the three week experiment was insufficient to build a pattern of repeat behaviour.

“Overall the project illustrated strong positive consumer reactions to the tastings and the support materials, which led to increased sales, although there were only marginal differences between consumer reactions to the unbranded and the ‘North Queensland’ branded product. The researchers also noted the need for consistency of product availability and well trained staff to answer consumer queries.”

She said the overview was that if seafood producers wanted to increase sales, the best strategy is to build a relationship between producer/processor and retailer and connect with consumers through tasting events and point of sale materials.

Seafood CRC’s recipe cards, included in this issue, are an example of point of sale promotion.
The reality is that the rising cost of living coupled with increased prices, mean most retailers are struggling to sell Australian seafood at profitable margins. It seems the humble Aussie bucket of prawns or feed of fish and chips are now seen as a luxury items and consuming the recommended two plus serves a week is out of reach – especially if you buy Australian.

While we can’t do anything about external factors like the cost of living, the first major challenge is marketing. An example of retailer frustration was the national Australia Day advertising campaign funded by the Federal Government. The full page ads featured an artistic impression of the great Aussie BBQ with a Bonds-clad chap sporting a tray of meats…but not skerrick of seafood. Surely the prawn should take pride of place….it’s actually a native Australian species!

Furthermore, there is constant media barrage of celebrities spruiking the health and lifestyle benefits of the alternative sources of protein but sadly no mention of seafood. How is it that beef, lamb, pork and poultry products get such generic, national media exposure? 

The second major challenge is the increasing cost of the product. Rising fuel costs, increased regulation, crippling freight costs, unaffordable staff wages and conditions have already forced a large proportion of East Coast fishers out of the industry, which means tightening supply and therefore inevitable rise in prices. The comment most of them make – it’s just getting too hard.

I believe the solution must be tackled on a big picture, national level. Currently the industry is represented by multiple industry associations and marketers, all looking to promote their local product against other regional products.

The establishment of the National Seafood Industry Alliance (NSIA) is a great start towards nationalising the previously local or state organizations to lobby federally. The issues undertaken by NSIA are vital in creating a better balance between conservation and sustainability, however this form of lobbying should be done strategically and behind closed doors and not in the public domain.

Now it is time to develop a similarly national approach to consumer marketing. Although organizations such as Seafood Services Australia (SSA) and Seafood Experience Australia (SEA) do try, I feel there is a need for one consumer driven organization that can filter all information that is fed to the public and has a clear mandate to change perceptions and increase seafood exposure.

We need to focus purely on the consumer, their likes and dislikes, and market our industry emotively. We are too scientific in our approach - pictures of a prawn might appeal to those in the industry, but that doesn’t get the customer salivating and unable to resist the purchase.

Such an organization would help retailers sell “the sizzle as well as the prawn”. We have the most amazing array of seafood, rivalling anywhere in the world, we have a market that just loves it and a world health push to encourage further consumption….all we have to do is join the dots.

The correct approach will create a value perception in the market place, drive consumption, increase consumer knowledge, open new markets for lesser known species or seafood by-products…and finally get the Aussie prawn back on the barbie.
I believe the solution must be tackled on a big picture, national level. Currently the industry is represented by multiple industry associations and marketers, all looking to promote their local product against other regional products.
SATURATION CAMPAIGN DRIVES HEALTHIER EATING

Saturating a community with information about the health benefits of eating seafood, increased consumption by 24% during a Western Australian trial last year.

The communication project funded by the Seafood CRC and coordinated by the Centre of Excellence for Science, Seafood and Health (CESSH) in Perth, aimed to assess whether a comprehensive, whole of community approach could overcome what they had identified as “health message fatigue”.

“Everyone in our industry is aware of the health benefits of seafood,” CESSH Director Professor Alexandra McManus said.

“Consumers have also been made well aware, through publicity and promotion campaigns, of the benefits of high Omega 3 oil, high protein and minerals in fish and shellfish.

“But there appears to be a lack of market response to these ‘good’ messages and industry is worried that there is health message fatigue.”

The rapidly growing City of Mandurah, 80 kilometres south of Perth, was selected for the whole of community intervention due to the Council’s proactive engagement with local business, restaurants and professional fishers and its willingness to participate through in kind contributions.

A range of information and educational materials were prepared with the aim of ‘blitzing’ a community over a month and measuring what impact the effort had on seafood sales.

During April 2011 a portfolio of five Seafood & your Health dietary guidelines was distributed to 109 GPs and allied health professionals in 30 practices to share with patients.

Educational materials (including an online resource, Seafood the Super Food) were supplied to 15 primary school teachers and secondary and vocational resource materials, Bounty from the Sea, were distributed to 17 secondary school teachers and two vocational educational organisations.

In addition to the educational resources, point of sale materials were distributed to 35 seafood retail outlets, and advertisements in local newspapers supported publicity stories in TV, radio and print media.

“An overall increase in seafood sales of 24% was recorded for the month, with a residual increase of 15% recorded in the month following the intervention,” Alexandra said.

“There was also a positive relationship outcome. The whole of community intervention received overwhelmingly positive feedback from those using the educational resources, in particular GPs from a health and nutrition perspective, and teachers.”

Alexandra said the success of the project was also a product of the collaborative approach involving scientists, researchers, educational and health professionals, local community stakeholders and members of the seafood industry - from producers to retailers.

“This comprehensive approach can clearly be replicated in other locations, benefiting both the seafood industry and the community.”

Contact CESSH for details of the educational resources and copies of the full report.
According to researcher Professor Alexandra McManus from the Seafood CRC funded Centre of Excellence for Science, Seafood and Health (CESSH), point of sale messages are an important communication method for consumers to learn about product qualities.

“It is a particularly important way to communicate about the health benefits relating to seafood, which is the product’s strongest value proposition,” Alexandra said.

The survey found that of a total of 43 outlets visited (28 major supermarkets, 5 independent supermarkets and 10 fishmongers) only 13 displayed any form of seafood health message – and 62% of those were specialist fish stores.

“Health messages were mostly produced by the seafood industry, and were placed on the back of products or inside pamphlets,” Alexandra said.

“They often appeared to be secondary to other information, such as recipes.”

The conclusion of the researchers was that there are clear opportunities to improve on the promotion of seafood health messages to consumers.

“We need more eye-catching, informative, clear and easy to understand messaging at point of sale,” Alexandra said.

She said a related Seafood CRC funded consumer assessment survey found that a fish shaped tag with the phrase Smart Choice Fish Twice a Week, was the most favoured communication device.

“This tag is sufficiently generic to be used in any campaign designed to promote seafood consumption,” Alexandra said.

“It would also be effective to carry a brand or logo across a number of campaigns and promotions, helping to build a pattern of consumer recognition and repeat behaviour.”

Full details of point of sale related research projects and copies of the generic shelf tags contact CESSH.
PRODUCT DEVELOPMENT

Product development guide available

The guide outlines the basic steps for companies to quickly develop a winning consumer focused, added value seafood product.

Readers will recall the positive story of the accelerated development of an innovative seafood product described in previous Issues (the Abacus ‘Blue Swimmer Crab Cakes’) which was the result of a Seafood CRC funded project. The lessons learnt from this experience have now been transformed into a generic, easy-to-follow User Guide for other producers and processors who may wish to follow this success with their own product. Those who attended Australasian Aquaculture 2012 may have seen a presentation on the Crab Cake Project, where the User Guide was launched.

The guide outlines the basic steps for companies to quickly develop a winning consumer focused, added value seafood product. Details of the Abacus crab cake development are also provided in a case study. The User Guide will help businesses of all sizes to improve their new product development process, both in terms of shortening time to market and increasing the chances of success.
EDUCATION

SHARPEN UP YOUR SEAFOOD BUSINESS SKILLS

Seafood entrepreneurs and company owners have the opportunity to develop their business skills in a fun and interactive environment during the 2012 Seafood Management Development Program.

According to Emily Mantilla, this is the final year in which the Seafood CRC will bring this inspiring course to the Australian seafood industry.

Topics in 2012 will include:

**Creative Thinking and Entrepreneurship with Successful Entrepreneur Rob Dew**

In Rob’s dynamic module participants will learn how to think entrepreneurially, start the process of thinking differently about risk and how to rationally evaluate opportunities.

“You'll discover the difference between entrepreneurial and non-entrepreneurial investments and the four approaches to discovering new business opportunities,” Emily said.

“Rob will also share the secrets of four powerful business tools which are applied by successful entrepreneurs to business creation.”

**Effective Marketing and New Venture Marketing with Marketing Guru Su Mon Wong**

Entertaining and unforgettable, Su Mon will teach participants how to effectively market your new product or service by understanding and applying sound marketing principles,” Emily said.

“You'll master the art of product development decision making, be introduced to the elements of the marketing mix and learn about the eight steps involved in pricing your product or service, as well as determining business growth strategies.”

**Business Opportunity Recognition, Viability Screening and Risk Analysis with Business Expert Evan Douglas**

Emily said Evan will take participants on a journey to develop their idea into a more refined business concept.

“You'll learn how to recognise a GOOD business opportunity from a BAD one, be able to screen the viability of your concept and analyse and mitigate the risk of your new business venture.”

**People Power with HR Extraordinaire John Whiteoak**

“John will show you how your staff can unlock the great potential in your business,” Emily said.

“You'll learn about the human element of high performing organisations and investigate the strategic link between managing human resources and successful strategy execution.

“You'll also examine your business capacity to introduce strategic change through your human resources, and explore effective approaches to motivating and rewarding staff.”

The 2012 Seafood Management Development Program workshops will be held in Port Lincoln (23 – 26 August 2012 inclusive) and Perth (4 – 7 October 2012 inclusive).
RAISING THE TEMPERATURE ON OYSTER INDUSTRY

A small change in temperature regulation is expected to save the Sydney Rock Lobster industry around $450,000 a year and reduce business costs for operators.

Producers of Sydney Rock Oysters (SRO) have long argued that their unopened product can experience higher temperatures than Pacific Oysters in storage and transport without losing quality. They argue that the current regulations over temperature for storage and transport of SRO are unnecessarily restrictive.

This species difference has indeed been recognised in the NSW Food Authority (NSWFA) regulations for some time, with a requirement for SRO temperature to be <25°C within 24 hours of harvest and <15°C within 72 hours, while Pacific Oysters must be refrigerated at <10°C within 24 hours and thereafter.

However, as a direct result of a Seafood CRC funded PhD project at the University of Tasmania, the NSWFA has now amended the storage temperature requirements for SRO, raising the ‘within 72 hours of harvest’ maximum to 21°C. The change was effective from 13 March 2012, “This change represents a significant positive benefit for industry, as the higher maximum temperature requirements for SRO will reduce storage and transportation refrigeration costs without compromising product safety and quality,” according to University of Tasmania’s Professor Mark Tamplin.

“The regulatory amendment means that cool storage facilities for SRO can now operate with air conditioning equipment (capital cost of $1,000) rather than significantly more expensive refrigeration units ($10,000+)”, noted Anthony Zammit, Manager, NSWFA Shellfish Program, “Indeed there will be times when there will be no need for any form of artificial cooling, as the ambient temperature frequently falls below 21°C.”

The NSWFA Shellfish Committee has estimated that this amendment will save the SRO industry across the State as much as $450,000 per year in operating costs, a major boost to the sector and directly attributable to the research project.

According to Mark, the project initially focussed on the Vibrio status of oysters stored at various temperatures but also considered the total bacteria count (see the related article on this project in ‘Australian seafood Magazine’ Issue 2: ‘Cool chain monitoring improves oyster outcomes’).

Seafood CRC funded PhD researcher Judith Fernandez explained: “Experimental results showed that for Pacific Oysters total viable bacteria grew at all temperatures between 4°C and 30°C, while Vibrio grew only at temperatures above 15°C. However, in the case of SRO, total bacteria count remained low until 24°C, while Vibrio only grew at storage temperatures above 25°C.”

“This is clear evidence that SRO have enhanced antibacterial defences in comparison to Pacific oysters”.

Supplementary research, with funding contributions from both the Seafood CRC and the NSWFA, was later carried out on E. coli and Salmonella in both oyster species and found that growth in these pathogens did not occur in SRO at storage temperatures up to 25°C (see Figure 1).

“The revised maximum temperature for SRO of 21°C was selected for the amended regulation rather than the research value of 25°C in order to provide a margin of safety,” Anthony said. “It reflects practical concerns such as variations in commercial storage facilities, potential anomalies in temperature control in the supply chain and variations between individual shellfish and between shellfish family lines.

The breakthrough has been warmly welcomed by producers and industry bodies, including Oysters Australia.

“This is a great result for Seafood CRC funded research,” Rachel King, Executive Officer, Oysters Australia said.

“The University of Tasmania’s work on the SRO ability to prevent growth of Vibrio, E. coli and Salmonella at temperatures up to the low 20Cs has directly influenced the NSW Food Authority regulation review.

“The R&D group of Oysters Australia is very happy for the SRO growers in NSW – we fully understand why oyster farmers ‘high fived’ the news!”
Producers of Sydney Rock Oysters (SRO) have long argued that their unopened product can experience higher temperatures than Pacific Oysters in storage and transport without losing quality.
An assessment of the human health risk associated with the potential occurrence of parasites in Australian finfish, which will enable industry and regulators to demonstrate compliance with parasite requirements of overseas markets;

The development of comprehensive performance criteria for internationally recognised marine biotoxin screening methods, as part of an international CODEX Working Group for Marine Biotoxin Method Criteria led by Canada. This work was carried out in collaboration with DAFF Biosecurity, CODEX Australia, industry associations and individual companies;

A review of the four tender responses to undertake biotoxin testing for the Australian seafood industry which were received by the ‘Australian Marine Biotoxin Partnership’ (Seafood CRC and SafeFish, government and industry members, including organisations from NSW, SA and Tasmania) from Australian based laboratories. Following evaluation of these competitive proposals, ‘Advanced Analytical Australia Pty Ltd’, based in NSW, but with offices also in Brisbane and Perth, has been selected as the preferred provider and contractual details are currently being finalised. Details of the potential biotoxin testing service can be obtained from Dr Andrew Bradbury (andrew.bradbury@advancedanalytical.com.au).

The continuation of commissioned work in the area of viruses, where SafeFish and the New Zealand Seafood Industry Council are collaborating to identify potential management strategies for shellfish growing areas in both countries. In particular these will identify factors that may have contributed to declines in water quality and recommendations regarding future strategies and policies that may reduce future degradation of water quality. With the extension of funding to 2014, SafeFish will continue to respond to industry concerns, in a ‘horizon scanning’ manner as well as reacting to current issues.

THE SAFEFISH PARTNERSHIP CONTINUES TO WORK ON COMPREHENSIVE TECHNICAL ADVICE TARGETED TO SUPPORT RESOLUTION OF HIGH PRIORITY SEAFOOD TRADE AND MARKET ACCESS ISSUES. RECENT ACTIVITIES INCLUDE:
More often than not this approach seems to include the use of sophisticated genome science to improve the growth rate of a farmed fish or developing processing techniques to present previously unwanted seafood to market. This value adding is sometimes undertaken regardless of the effectiveness or efficiency of the outcome.

As an industry, we seem fascinated in the conversion of seafood into something that is skinless, boneless and plate (if not mouth) ready, rather than questioning what else “value adding” could mean.

Having worked for over 25 years in arguably the most misunderstood and often maligned segment of the industry (marketing), I take the position that any activity that positions seafood beyond its base commodity status is effective “value adding”.

Value adding can be as simple as telling the story of a seafood to the people who actually use it – not the trader, auctioneer or wholesaler, but the chef, the retailer or the consumer.

Creating a sense of nostalgia between the source of supply and the people who ultimately consume seafood is just as much an act of value adding as cutting, crumbing or pre-cooking.

No better example of this concept is the powerful influence that contemporary media in Australia has on the general public. Nearly 25% of the entire Australian population watched the grand final of the food-media phenomena Masterchef 2011.

Irrespective of the critical acclaim or dubious “reality” editorial, the viewership of this show (as a percentage of total population) is up there with global media titans- the US Superbowl, the final of the Soccer World Cup and not far off the Melbourne Cup.

Coles, the principal sponsor of Masterchef, claim that much of their 5.7% growth on their $30 billion turnover in 2011 can be directly attributed to the effect that Masterchef had on food sales.

Telling the story in this media environment is a direct value add strategy for any product, including seafood. After four seasons the media planners and buyers responsible for the commercial aspects of Masterchef have developed a complex formula to deliver the maximum yield to both The Ten Network and their advertisers.

Through their partnership with Coles, they can accurately predict the uptake of produce sales based on the audience reaction to a dish, its preparation and more importantly, its critique by the judges. Masterchef earns The Ten Network $100 million in revenue. Nudging almost two million viewers per night, the show has moved into a new realm of advertising clout, earning it the tag of “the most powerful television show” in Australia.

A 30-second ad spot, of which there are 22 per night, costs $70,000 – far and away the most expensive space for a nightly program by more than $30,000.

There are 100 brands affiliated with the program, including nine major sponsors and 91 partners, who pay an estimated $40 million per season to have their products – everything from pasta shells to refrigerators – seen on the show.

Then there is the top-selling monthly Masterchef magazine, which was sent into a reprint following its May 2011 launch. Dwarfing the pre-release estimated circulation figure of 86,000, the magazine sold 180,000 copies in its first month and pulled in just under $1 million in cover price alone.

Clearly, the consumer interest in food is powerful and profitable for those who can value add their offer.

As an industry that prides itself on its research and development, yet is reluctant to commit more than 1 cent in the dollar to marketing, perhaps the time has come to consider value adding from another perspective.

Just consider the cost and return metrics to producers, processors and retailers, if seafood engages contemporary media such as Masterchef in the same way that other food products have.
UPCOMING INDUSTRY EVENTS

8TH ASIA PACIFIC CONFERENCE ON ALGAL BIOTECHNOLOGY
9 - 12 July 2012; Adelaide, SA

AQUA 2012: GLOBAL AQUACULTURE – SECURING OUR FUTURE! Joint EAS/WAS event, held every 6 years
1 – 5 September 2012; Prague, Czech Republic

International Frozen & Refrigerated Food Exposition
5 – 7 September 2012; Shanghai, China

ASIAN SEAFOOD EXPOSITION
11 – 13 September 2012; Hong Kong

6TH SEAFOOD PROCESSING EXPO
8 – 10 October 2012; Dubai

INTERNATIONAL NONTHERMAL FOOD PROCESSING WORKSHOP–CSIRO–FIESTA 2012
16 – 17 October 2012; Melbourne, Victoria

AQUACULTURE AMERICA 2013
21 - 25 February 2013; Nashville, Tennessee, USA

INTERNATIONAL BOSTON SEAFOOD SHOW.
10 - 12 March 2013; Boston, Mass., USA

INTERNATIONAL CONFERENCE ON MOLLUSCAN SHELLFISH SAFETY
17 – 22 March 2013; Sydney, NSW

EUROPEAN SEAFOOD EXPOSITION
23 – 25 April 2013; Brussels, Belgium