A LEGACY FOR US ALL

Australian Wild Abalone™ Program Expands to Japan

Quality Assurance Goes Online in a Free App
Pipeline

The Sydney Fish Market Seafood Excellence Awards 2015

Recognising and rewarding the seafood industry’s top achievers across nine key categories, the Sydney Fish Market Seafood Excellence Awards have been held biannually since 1996 to celebrate the Australian seafood industry.

The 2015 Sydney Fish Market Seafood Excellence Awards will be held at the Sydney Seafood School on Thursday 27 August, and will showcase the Australian seafood industry’s valuable contribution to the national economy, its professionalism, and its commitment to supplying some of the finest seafood in the world to local, national and international markets.

This exclusive, invitation only evening is the premier seafood event in New South Wales, and will welcome the industry’s top players, including commercial fishers and aquaculturists, retailers, exporters, wholesalers, restaurateurs as well as key government and environmental agencies, media, and gastronomes.

For nominations and enquiries please contact Petrina Bull, Seafood Excellence Awards Event Coordinator at awards@sydneyfishmarket.com.au, 02 9004 1143 or visit seafoodexcellenceawards.com.au

GONE FISHING...

As we say farewell to SeaFOOD Magazine and the Australian Seafood CRC this month, there is much discussion about where we will go from here, and a number of loose ends to tidy up before we can put the sign up that says “gone fishing”.

Behind the Seafood CRC is the Seafood CRC Company Ltd, which will still exist after the CRC closes. The Seafood CRC Company Ltd will retain any remaining funds that have been received from interest and receipt of the R&D Tax Incentive.

As a result of this, industry sectors interested in market development can still obtain assistance from the CRC over the coming year. One of the major outcomes sought by the CRC was to achieve the establishment of self-funded, nationally coordinated marketing arrangements for Australian seafood. Therefore, at its meeting on 20 May this year, the CRC board agreed to invest its remaining funds in activities that would support those industry sectors, and those who wish to implement marketing levies under the Primary Industries Research and Development (PRD) Act. This will be done in conjunction with the Fisheries R&D Corporation (FRDC).

The reason the CRC will continue to stay involved is that it will take some time to implement a new marketing levy – up to 12 months or possibly more, and the FRDC cannot support the process until the levy is collected. Hence, the CRC will provide a bridge to ensure the momentum that has been created is not lost.

Industry sectors wishing to implement marketing levies must undertake a detailed consultation process with their members, culminating in a poll of members to ensure that a significant majority wish to proceed. Much of the research that has been conducted by the CRC will be of value in this process, and I am certain that the experience the CRC staff have gained with marketing initiatives, for prawns and abalone, will continue to be useful to those sectors.

The CRC will continue to collect and manage voluntary marketing contributions for the prawn and abalone sector until its function can be transferred to the FRDC, or is replaced with a marketing levy. Support will also continue for some trade activities, such as the Seafood Trade Advisory Group and the Australian Seafood Retailers’ Network, until alternative funding becomes available.

As part of its support for marketing, the CRC will also give consideration to investment in the establishment of a foundation, to represent the environmental sustainability of Australian fishing and aquaculture to the public. The Sydney Fish Market is backing this initiative along with industry companies willing to contribute funding.

If anyone is interested in any of the above initiatives please contact me.

It has been a wonderful eight years and I’m proud of all we have achieved together... but for now, I’m going fishing.

Len Stephens
0418 454 726

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Australian Seafood Cooperative Research Centre

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Quality assurance goes online in a free app in July

A new Quality Index (QI) App will hit Apple and Android stores in July, following a six-month project to develop a simple, interactive way for industry to assess the freshness of seafood.

The Seafood CRC project, conducted by the Department of Agriculture and Fisheries, Queensland, and Sydney Fish Market originated to raise awareness among Australian seafood supply chains of QI methodology. Sue Poole from the Department of Agriculture and Fisheries, Queensland, said that while the QI method—a scoring system for the assessment of fish freshness—was created by the CSIRO in Tasmania in the late 1980s, its most widespread uptake has been in Europe over the past 20 years.

“While QI scoring has almost become a language of its own among the European seafood industry, up until now Australia has had no real standardised quality assessment system—one that can be used reliably by everyone in the chain because everyone uses the same scoring system,” Sue said.

“A consultation meeting with the seafood processing industry sector, initiated by the Seafood CRC in April 2013, discussed the QI assessment method and the benefits to be gained by the wider use of a QI tool.

“In this meeting we presented the Australian Seafood Industry’s hardcopy QI manual and the European mobile App—How fresh is your fish? and were given the go ahead to create our own Australian seafood industry App.”

Before jumping into the electronic application, Sue and her team of researchers updated the hardcopy manual with additional QI schemes recently developed for Australian species.

“We produced the manual in 2014, which included individual assessment sheets for 18 fish species,” Sue said.

“The manual went out to around 100 seafood industry businesses, focusing on the bigger players—wholesalers, suppliers, seafood shops, seafood retail level—and we have received positive feedback from many who have used it.

“While it has proven to be a fantastic resource, there was a real need to produce something in a format that would be more readily available and applicable, at any point along the supply chain,” she said.

“The motivation behind the App was that it was portable and easy to access—you could keep it in your pocket, use it in any environment and on any device.

“It’s just so much more functional and flexible than a hard copy manual.”

Enlisting the help of Sydney Fish Market’s Information Systems team, who created and built the App, the first step of the process, was to shoot professional quality images of all fish included in the program, to show every parameter change, in the appearance of the fish during storage.

“The Sydney Fish Market Information Systems team have been the real legacies behind this project,” Sue said.

“It was fantastic to work with them because they know so much already about the industry.”

“Extensive effort went into the design and functional features of the App, ensuring that the end product was relevant to the broadest range of users.

“Other key factors were that it needed to be highly intuitive to use and have a results upload function for rapid communication of QI assessments.”

Mark Boulter, Risk and Compliance Manager, Sydney Fish Market, said that it was logical for the Market’s Information Systems team to be involved in the App project.

“We have a strong IT team, including computer programmers that understand fish, so they were well placed to develop the App,” he said.

“The more you can standardise the technical language around fish, the easier it is for everyone in the industry to understand each other—and with 1000 different suppliers, quality control is really important to us.

“This new QI App is another methodology of standardising the technical language around the fish being traded, and we hope the App will achieve some uptake through the supply chain, and integration into the buying specifications of many of the major players.”

Following intensive development and assessment the Australian Seafood Quality Index App (ASQI) is set to launch in late-June 2015. It contains QI schemes for ten commonly traded seafood species, with plans to add more in the future.

A website is also being developed for the App’s support and maintenance, which will be hosted for the next three years by Sydney Fish Market.

“Industry comment on the ASQI has been very positive so far,” Sue said. “In one supply chain, a Quality Assurance Manager immediately purchased iPads for all Quality Assurance staff in readiness to download the final version of the App. But Sue says one of the best features of the ASQI App is its interactivity.

“It’s capable of storing data, so individual users can keep track of quality over time,” she said. “You can also upload images to offer feedback to suppliers in real time. “Knowing that it’s backed up by science, it’s a much more objective way to make an assessment and settle disputes.”

“In addition to ensuring quality control, it’s also a great tool for research and training.”

“I think researchers will find it very useful because everything is assessed by the same system, so it’s standardised for you and allows ready comparison across different research,” she said.

“It’s also great for training because you can ensure people are trained to the same level or language.”

For those interested in a hard copy QI Manual, please contact Sue Poole at Sue.Poole@daf.qld.gov.au. To download the free App in July, visit your iTunes or Android store and search “Australian Seafood Quality Index”.

Ten species included:

- Atlantic Salmon
- Barramundi
- Black Tiger Prawns (cooked)
- Crimson Snapper
- Goldband Snapper
- King Prawns (cooked)
- Mullet
- Red Throat Emperor
- Saddletail Snapper
- Snapper
Australian Wild Abalone™ Program Expands to Japan

The Australian Wild Abalone™ (AWA) supply chain education program, which has been successful in China and Hong Kong, will start to roll out in Japan and Singapore later this year in preparation for promotional campaigns in 2016 and beyond.

The Economic Partnership Agreement between Japan and Australia, which came into effect in February 2015, resulted in an immediate tariff reduction on abalone and rock lobster from seven per cent to zero, making Australia more competitive against other exporters.

Deputy Chair of Australia’s Seafood Trade Advisory Group, Wayne Haggar said that while Australia has always exported abalone to Japan, the free trade agreement has prompted the need for more proactive market development.

“Up until about 15 years ago Japan was Australia’s largest market for wild abalone, but that market dissipated due to the growing wealth in China,” he said.

“The Japanese market couldn’t compete and turned to cheaper farmed products, from Chile, Korea and even China itself.

“Although Australia has continued to export to Singapore and Japan, we now need to raise awareness of our fresh wild abalone as a premium product worth paying for.”

As a result, the decision was made by the AWA executive team to investigate opportunities to expand the program into Singapore and Japan.

“Three of us went to Singapore and Japan to research the markets and see if the same model we used in Hong Kong and China could be applied,” he said.

“We worked in conjunction with importers, and the message we got quite clearly was that it was time for Australia’s wild abalone industry to step up and be seen as a premium competitor in the market.”

In April, the AWA™ returned to Japan to participate in Austrade’s Premium Australian Food and Beverage event, promoting Australian exports on the back of the Japan Australia Economic Partnership Agreement, which came at a time when the economic indicators for Japan were positive for the first time in many years.

“The invite list consisted of everyone from Japanese media and importers to Food and Beverage Managers from top restaurants and national hotels,” he said.

“Our conversations with consumers and importers at this event reinforced the importance of doing something to keep the Japanese market interested in Australian wild abalone – it was a very worthwhile experience.”

Established to promote Australian wild abalone as a product, rather than any specific brand or company, Wayne said the success of the AWA™ program so far is due to its focus on generic market research and supply chain education.

“The program focuses on the safety, sustainability and quality of Australian abalone as totally wild, premium and sustainable,” he said. “It also talks about food security.

“Australian Wild Abalone™ is a product that spends its whole lifecycle in the ocean so it has a totally different taste and texture to anything that can be achieved through aquaculture – that’s really our point of difference in the market.”

While AWA™ began as an initiative of the Australian Seafood CRC, Wayne is committed to seeing the program continue after the CRC concludes in June.

“It’s up to the industry to look at financing, governance and management options that will keep the AWA™ program going.

“There is a lot of competition out there and if we want to maintain our markets, and improve our returns, the program must be supported.”

1. The Australian Wild Abalone™ dish ‘Vanilla poached Australian Wild Abalone with Jerusalem Artichoke purée’ was voted the favourite dish of the evening and was on the SALT menu for 3 weeks after the event. Restaurant - SALT Tokyo by Luke Mangan. Master Chef Koji. Australian Wild Abalone. 2. Jayne Gallagher delivering her presentation about the Australian Wild Abalone™ program at Austrade Japan’s ‘Australian Premium Food and Beverage Tastes of Australia’ event in Tokyo. 3. The Taste of Australia VIP Dinner was held at SALT Tokyo and provided by Austrade.

I never thought abalone is this good in my life! The texture, slightly sweetness of the meat - today’s best dish! -judges comment from the event
Love Australian Prawns on again in 2015/16

Since its launch in September 2013, the Love Australian Prawns campaign – developed through the National Prawn Market Development Plan – has been an indisputable marketing success.

In its first year the campaign, which rolled out a wide variety of merchandising items, including recipes and posters, ice stabbers, bunting and counter cards nationally through Woolworths and selected fishmongers, saw almost 50% of retailers surveyed report an increase in sales.

Following a thorough evaluation, recommendations were made to improve and revise the marketing collateral for 2014 by focusing on two of the original nine merchandising items.

Miles Toomey, Love Australian Prawns campaign manager, said that this focused approach in Year Two of the campaign led to even more success over the counter.

“This year we distributed two rounds of merchandising, with reduced collateral – a summer booklet and posters, as well as a winter booklet and posters,” Miles said.

“We have received excellent feedback about the quality of the material, in terms of both the design layout, look and feel, as well as the quality of the posters themselves – as a result we have seen very high usage of both of the items in our specialist retailer stores.

“This refined and more targeted approach saw 54% of surveyed stores reporting sales increases in Year Two,”

Following such positive results the Australian Prawn producers (fishers and farmers) confirmed in May 2015 that the campaign would continue into its planned third year.

“We’re about to start development of the Year Three campaign, which is very positive,” Miles said.

“We’re going to continue to work with our lead agency Brand Council, but will move beyond purely in-store marketing.

“Although the three year campaign has not yet been finalised, we will be considering moving into other platforms, such as ramping up the social media, events and promotional activities, rather than just using static posters and recipes.

“Woolworths has been a great supporter of the campaign so far and will continue to be a large part of our Year Three campaign, but we will also be looking at how we can engage other supermarkets more heavily.”

“All the marketing activities have been funded by voluntary contributions by thefishers and the farmers around Australia, so it’s really important for us to ensure we are meeting their needs,” Miles said.

“Overall, the industry response to the Love Australian Prawns campaign has been very positive among all the fishers and farms who have contributed, which bodes well for the future”.

The program will be reviewed at the end of 2015 and recommendations will be made about the future format and funding of prawn marketing activities, following closure of the Seafood CRC, and the likely establishment of a framework within Fisheries R&D Corporation to manage such activities.

“If you would like to stay connected to the Love Australian Prawns campaign visit our website, australianprawns.com.au, follow us on Facebook at facebook.com/loveaustralianprawns, or visit Love Australian Prawns on YouTube.

Increased demand – particularly outside of traditional peak periods – can improve the value of your product and the value of your business.

To hear what fishers and farmers think about the campaign and why marketing Australian Prawns is vital for the wellbeing of the industry view the following clip:

Want to join the Love Australian Prawns campaign?

All voluntary contributions received will keep the campaign alive for the benefit of the Australian prawn industry and will provide Australian seafood retailers and marketers with professional point of sale materials for free, or at a very low cost. Go to australianprawnmarketing.net to find out more.
MARKETING

Survey Says

More Consumer Education Needed

A recent survey of 2538 Australian consumers, conducted by the Australian Seafood CRC, has shone a light on the need for improved seafood education and labeling.

The survey, which was completed the week before Easter this year by Meredith Lawley and her team from the Food Marketing Centre at the University of the Sunshine Coast, asked consumers a number of questions about their seafood purchasing and consuming habits, as well as general product knowledge.

While there were positive outcomes, including an increase in fresh and smoked salmon consumption and a general understanding among consumers that seafood should be consumed more regularly as part of a balanced diet, there was a remarkable lack of knowledge among consumers about the origins of their seafood.

Meredith, who is currently analysing the survey results, said she was particularly interested to see the lack of consumer understanding about sustainable seafood practices.

“A number of the people we surveyed didn’t know that there was a sustainability issue relating to seafood consumption in Australia,” she said.

“1 in 3 respondents indicated they had no idea at all what sustainability meant in relation to seafood, with over 18% saying they had no idea what it meant, 3% thinking it was related to the freshness of the product and just under 5% believing it was related to the health benefits of the product.”

These results highlighted that many consumers are confused about sustainability and that it appears to have a limited impact on purchase decisions.

However, identification of sustainable seafood was another major barrier to purchase.

“It spite of the majority of respondents saying they would prefer to buy sustainable products, many admitted they don’t because they’re not entirely sure which products are sustainable, or how to tell if a product is sustainable,” she said.

Perhaps even more concerning was that one third of consumers had no idea where the seafood they eat comes from, whether it’s Australian or imported — with only 7% of respondents recognising the Marine Stewardship Council (MSC) logo.

“Over half of the respondents assumed seafood was Australian if the country of origin was not on label — so I think there is a bigger education and labelling issue here that we need to be aware of as an industry,” she continued.

“With over 70% of consumers indicating they would pay up to 30% more for Australian seafood over imported seafood products, the industry really needs to look into ways it can make it easier for consumers to purchase local sustainable seafood.”

For bite sized pieces of the top findings from this survey, you can view the 2015 Fish Bites series for information about how to better communicate with your customers. Go to:
As the Seafood CRC, which has been responsible for designing each network program and delivering the activities, will close on the 30th June, one of its final tasks has been to investigate options for the continuation of this highly valued educational experience for seafood retailers.

Sylvia Gale from Bremer Seafoods in Western Australia, who attended her first Network event in February, said that the Network has been a fantastic introduction to the many different facets of the seafood industry. “I am relatively new to the industry, so when I returned home and started to tell my partner – who has over 30 years’ experience in seafood – about what I learnt at the Network, he was completely amazed at the level of knowledge I gained,” she said.

“The CRC gathers people from all over Australia and this creates a tremendous network of minds, with the main focus on Australian seafood, fresh presentation and providing an information point to help consumers. “The entire event proved to be professionally organised, and the scope of information available was absolutely mind blowing. The flow on effect from this Network is immense.”

The diverse program of events also kept people interested and engaged, allowing plenty of opportunity for networking with industry colleagues.

“The dinner on the first night was a standout for me – having chefs show us their top seafood recipes, then having the opportunity to sit down and taste the dishes gave me a good insight into a number of meal solutions, and the thought that goes into the creation of a seafood meal – something we can all pass on to our customers,” she said.

“For a non-local, the auction tour at the Sydney Fish Market was an incredible experience, and the session on waste disposal was an eye opener too, as it’s something we all need to be mindful of.

“Sue Anderson from the Australian Retailer’s Association’s workshop was fantastic. She offered such a great insight into what we can all do to enhance our individual businesses, such as, looking at the presentation of our store, how to sell our story, how to engage with our customers and how we can educate them”.

Attendees also experienced seafood retail tours, a Quality Index method workshop (see cover story, page 4) a processing factory tour and a staff recruitment
The Network is a fantastic opportunity for retailers to learn more about the industry, but it is also a vehicle for producers to get their story out to consumers, and for researchers to extend their research projects to the end users.

“I learnt from other Network members about their businesses, and how we can all help each other by sharing ideas or information,” she said.

“Networking is something you can’t do with a brochure or magazine,” Sylvia said. “Attending the Network lifts your spirits, gives you drive and enthusiasm that cannot be matched in any other format.”

Emily Mantilla from the Seafood CRC said Sylvia’s experience at the Network is not unique, and as a result she is currently investigating ways to ensure the network continues and grows.

“The Network is a fantastic opportunity for retailers to learn more about the industry, but it is also a vehicle for producers to get their story out to consumers, and for researchers to extend their research projects to the end users,” Emily said.

“Due to its popularity, we hope very much to continue and grow the program in the future.”

EDUCATION

Workshop with MTC Australia, where retailers learned how to tap into support and government incentives to find qualified staff.

“The Network really empowered us all with information about the entire seafood industry,” she said.

“Since returning back to our shop, I’ve changed everything around, developed new marketing strategies and have written articles for inclusion in or local community’s bulletin about what I learnt.

“I’ve also been more focused on making sure I remind my customers how to store fish correctly once purchased. Sharing this knowledge is not only gratifying its great to feel like you are enlightening others – it has a domino effect.”

Sylvia also enjoyed meeting like-minded individuals, from small businesses just like hers, who were simply striving to provide the best service and freshest seafood to their customers.

“People also enjoy meeting like-minded individuals, from small businesses just like hers, who were simply striving to provide the best service and freshest seafood to their customers.

Nomination are now open

Sydney Fish Market is calling for award nominations for the 2015 Seafood Excellence Awards. Paying tribute to the best the seafood industry has to offer, the Awards is the premier seafood event in NSW.

2015 Seafood Excellence Award categories include:

- Excellence in Environmental Practice
- Best Supplier (NSW)
- Best Supplier (Interstate or Overseas)
- Best Seafood Retailer
- People’s Choice Award - Best Seafood Retailer at Sydney Fish Market
- People’s Choice Award - Best Fish and Chips
- People’s Choice Award - Best Seafood Restaurant
- Seafood Business Award
- Star of the Sea

Nominate yourself, your business or a leader within the seafood industry

www.seafoodexcellenceawards.com.au
TOP THREE OUTCOMES FOR RETAILERS

3. Back up sales figures data with consumer interviews to ensure you have qualitative and quantitative feedback to underpin your marketing strategies.

2. Consumers respond well to marketing material, particularly recipe cards.

1. Partnerships between industry and retailers ensure quality throughout the supply chain.

Optimising Prawn Quality and Market Value

In response to recent research showing a decline in the value of the Australian wild capture prawn industry, the Australian Council of Prawn Fisheries (ACPF), aimed to identify new market opportunities by undertaking quality and value innovations, along the supply chain of selected prawn fisheries.

Supported by the Seafood CRC research initiative, the project used a generic value chain analysis framework, comprising four key steps for each target fishery:

STEP 1: involved gaining commitment from each fishery to participate and engage with its value chain partners.

STEP 2: “understanding the chain” included the collation of existing prawn consumer information (collected as part of previous projects) and the development of a new survey to fill in identified gaps. This step also included interviews with chefs who work with prawns in Brisbane, Sydney and Perth and other value chain stakeholders.

STEP 3: analysed the data from the additional surveys and interviews undertaken in Step 2. Strategy development workshops were then held with each fishery, to review the results and collectively develop potential supply chain innovation/repositioning activities, or “improvement projects”.

STEP 4: involved each fishery providing in-kind and cash industry commitment, and working with researchers to implement and evaluate the “improvement projects” developed in Step 4.

The Spencer Gulf & West Coast Prawn Fisherman’s Association (SGWCPFA) decided on a retail point of sale project, partnering with Drakes Supermarkets to develop, trial and evaluate the impact of a range of point-of-sale resources including recipe booklets, posters, decals and in-store tastings.

These resources and activities were tested during three different purchase periods, this included the collation of “impact” data from sales figures, and interviews with delicatessen managers and consumers. The results showed a positive impact on the sale of prawns.

The project also evaluated various POS activities, comparing recipe cards with decals, posters and stickers. It appeared as though recipe cards were the most effective tool in attracting the customers attention.

In addition to activities undertaken by the SGWCPFA, the Shark Bay Prawn Trawler Operators’ Association developed a detailed strategy around a premium brand and an associated logo they named “Shark Bay Wild”. They also developed a business plan with promotional material and a website. A number of subsequent activities were undertaken including a launch with the WA Minister of Fisheries and various food festival events featuring Shark Bay Wild prawns.

A third industry member for the project was the Moreton Bay Seafood Industry Association (MBSIA), which developed a business plan with promotional material and a website. A number of subsequent activities were undertaken including a launch with the WA Minister of Fisheries and various food festival events featuring Shark Bay Wild prawns.

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Unlike many other R&D achievements, which disappear into a never-to-be-read report on a dusty shelf, it was felt that the hundreds of outstanding outputs from the CRC should not only be celebrated, but live on, to ensure the industry will always have access to our production, product development and marketing achievements.

There was also a desire to build pride among everyone who had made a contribution since 2007 – pride in their research, and pride in their industry.

Working with FULLER – a brand communications agency – a brand identity, One CRC, was chosen after several creative sessions. One CRC is a simple encapsulation of the theme of hundreds of different projects and people all collaborating together to create one united organisation.

A beautiful 100 page book was created that tells the CRC story through its four programs and nearly 40 of our best achieving projects, in a 2 minute animated video with strong visuals and a punchy soundtrack, communicating the enormous breadth and depth of activity undertaken over the past eight years.

The innovative book and video were launched to thunderous applause at the Final Countdown event, the CRC’s celebratory and wind-up workshop held in Adelaide on 20 May.

To view the book and video, which references all of the tremendous work the CRC undertook between 2007 and 2015, and the enormous contribution it made to the Australian seafood industry as a whole, please visit the Seafood CRC’s homepage seafoodcrc.com.

To ensure the CRC legacy lives on, please share the video and book on your social media platforms using the #OneCRC hashtag.
The Australian Seafood CRC was established and supported under the Australian Cooperative Research Centre Programme. The Seafood CRC receives funding from the Australian Government’s CRC Programme, the Fisheries R&D Corporation and other CRC Participants.

Well here we are – this is our last edition of SeaFood magazine!

As the Seafood CRC winds down and closes its doors on the 30th of June, it is heartening to see that there are so many things going on in the world of Australian seafood.

In this issue we profile our handy QI App that will really help seafood businesses with assessing product shelf life, we report on the success of the industry marketing initiatives that we have supported with extensive consumer research, strategy development and education programs, and we detail the work of our research on quality assurance, product and process development and supply chain improvements. And we still have things in the pipeline…industry marketing initiatives with expansion plans on the drawing board and seafood post-harvest researchers collaborating across the country working closely with industry to solve their problems.

The list goes on.

So what happens after the Seafood CRC is gone? You will still be able to access all of the reports, products and resources through our website seafoodcrc.com for free and you can still contact one of our capable researchers. In fact I encourage you to do so because if that capability is not used, it will quickly disappear as other industries will pay for their services. The Fisheries Research and Development Corporation will be taking over the management of many of the Seafood CRC initiatives such as SafeFish, the quality assurance, food safety, product development and supply chain research.

As we look back over the past eight years it is professionally and personally rewarding to see what we have collectively achieved. Check out our video to get a flavour of what I am talking about! Insert link. Our mantra of industry driven research partnerships has certainly resulted in significant changes in our industry. Not only do we leave behind some great research outcomes but we also leave behind people who are leaders in research and in industry who have the skills, knowledge and capability but most importantly a vision for a positive, bright future for our industry.

I encourage you all to read this issue of the magazine from cover to cover and pick up the phone or send an email to the people who can help you in your seafood business.

As we finish our Seafood CRC journey I am reminded of the words of Charles Darwin “It is not the strongest species that will survive but those that are most responsive to change”. So I encourage you all to face those challenges, embrace change and go forward to a new future. See you there!!!