

EXPERIENCES SELLING AND MARKETING LAND RAISED FISH

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Who are we?

Cultivate Ventures is a specialized venture and investment firm focused on catalyzing growth for promising, impact-driven, and sustainable agribusinesses and investment funds.

- Our core business is to invest, incubate / accelerate and advise on both the business and capital side of sustainable agriculture and food.
- 5+ years experience providing targeted investment / advisory support throughout the sustainable seafood value chain (including aquaculture).



Why we are here today?

- While we are excited about the opportunities and technologies in RAS, the reality is there has been far more failures than successes.
- When we starting asking why RAS-focused producers have failed to successfully capture the vast market opportunity in sustainable seafood, most discussions centered on single statement:

**“There has got to be a better way
to market and sell RAS seafood!”**

- Today we will share **10 Lessons Learned** from our experience designing and testing new strategies to market / sell RAS raised fish.

Key Lessons Learned #1

Consumers remain highly uneducated about seafood (particularly around origin) **AND** RAS companies almost always overvalue how much customers care.



Key Lessons Learned #2



Every company overestimates the percentage of product they expect to sell to premium markets – set tranches (fire sale, commodity, mid range, premium) and model it conservatively.

Key Lessons Learned #3

Logistical realities of production location (LTL, backhauling, etc.) need to be overlaid against, and compatible to, sales strategies.



Key Lessons Learned #4



"By the way, do you have that financial projections report finished?"

Companies almost always underestimate the “true cost to market” – this should include marketing and sales costs, as well as value added processing, packaging, logistics, etc.

Key Lessons Learned #5

Beware of the allure of magical 100% off take agreements with progressive retailers – sales strategies must be diverse, including direct to consumer, direct to retail, distributor partnerships, live off take, etc.



Key Lessons Learned #6



Markets need to be built from the backyard out, on strong foundational knowledge of local / regional consumption trends, regional distributors networks, brick and mortar buying / sales targets, etc.

Key Lessons Learned #7



Don't forget to build a "sales ecosystem" – renowned or recognized consumers can help you evangelize new consumers, secure direct and distribution partners, etc.

Key Lessons Learned #8

There are real and developing markets for every element of the produced – find them, activate them and have them on call to sell 100% of the fish every time.



Key Lessons Learned #9

Too much singular focus on the fresh fish filet – frozen and live fish models can win too.



Key Lessons Learned #10

Too many companies are “specie centric” in their market knowledge – it is critical to maintain deep understanding of direct and indirect competing species' commodity pricing and seasonality trends.



Key Takeaways

- Tell your story as you sell, but don't forget to sell first and to everyone.
- Never assume full off take at premium prices – set tranches, model it and build the plan (fire sale, commodity, mid range, premium).
- Be realistic about your sales strategy – 2.2M lbs is still a lot of fish to move, even if it is a fraction of overall market.
- Your sales strategy needs to be diverse within reason – direct to consumer, direct to retail, distributor partnerships, live off take, etc.
- Don't alienate and don't be bullied – stay engaged with players throughout the industry and avoid being pushed into exclusives.