



**ASBTIA**

Australian Southern  
Bluefin Tuna Industry  
ASSOCIATION



# STRATEGIC PLAN

## 2024-2028



Australian Southern Bluefin  
Tuna Industry Association



# Foreword

The Australian Southern Bluefin Tuna industry is a seafood success story, established through innovation, collaboration, hard work, an unwavering dedication to resource stewardship and environmental management, and a high-quality product. Delivering outcomes that ensure a competitive, profitable and sustainable Australian Southern Bluefin Tuna industry recognised internationally for its environmental awareness, product quality and technical innovation will ensure that this sector succeeds for future generations.

Increasing competition, poor exchange rates, and changing consumer preferences in our traditional market within Japan places downward price pressures, reduced demand levels and greater uncertainty for producers.

More discerning seafood consumers will demand eco-labels, sustainability reporting in line with the United Nations' Sustainable Development Goals, decarbonisation of our fleets and production techniques, workplaces that will need to consider greater automation and technology, challenging traditional workforce practices. Alongside an increased legislative reporting environment where 'risk retirement' is not being considered widely enough, this will drive up cost of production, and a need for new and emerging skills and career pathways not yet fully established. Social and cultural licence to operate will be central to our operations, requiring new and expanded partnerships throughout our value chain.

This plan establishes the foundations of a new future for the Australian Southern Bluefin Tuna Industry Association (ASBTIA), creating investment priorities and pathways for our members and partners to support a leading regional employer with exemplary environmental and production performance over a long time.







# Executive Committee

August 2024

**Peter Fare**

CHAIR

**Simoan Hayman**

PUBLIC OFFICER  
DIRECTOR

**Kylie Petherick**

COMPANY SECRETARY

**Anthony Cicone**

DIRECTOR

**Josip Gobin**

DIRECTOR

**Rick Kolega**

DIRECTOR

**Lukina Lukin**

DIRECTOR

**Bruno Sarin**

DIRECTOR

**David Sarin**

DIRECTOR

**Hagen Stehr**

DIRECTOR

**Marcus Stehr**

DIRECTOR

**TBC**

CHAIR  
RESEARCH COUNCIL



Australian Southern Bluefin  
Tuna Industry Association



# Purpose

The Australian Southern Bluefin Tuna Industry Association Strategic Plan 2024-2028 will:

- Engage and lead shareholders and stakeholders.
- Plan for and leverage opportunities through investments that create economic contribution, secure asset values, ensure employer of choice status, and demonstrate industry value.
- Promote SBT products to consumers, customers, trade partners and communities.

# Outcomes

- Sustainable development of the industry.
- Secure resource access and property rights.
- Improved profitability.
- Improved community relations.
- Diverse markets.
- Industry employer of choice – safe workplace, career pathways.



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# Objectives

1. Coordinate planning and management so that investments are strategically prioritised and delivered cost-effectively.
2. Operate an association structure, resources and processes that ensure:
  - a. Leadership focused on continuous industry development.
  - b. A strategic focus on maximising profitability across the value chain.
  - c. Sustainability of the resource.
  - d. High level governance at the operational, planning, and strategic level, and
  - e. Effective engagement of all stakeholders in planning and building SBT and ASBTIA value proposition to ensure further development within the fishery and aquaculture sector.
3. Communicate consistent information and extension of R&D outputs to support and promote the adoption of new technology, science, and other project outcomes through effective extension.
4. Respond to emerging issues coming from changing markets and consumer preferences including the elements of ESG and social licence (eg carbon reduction, the circular economy, animal welfare and climate).
5. Recognise and celebrate success – demonstrating innovation, ability to diversify and ensuring succession planning into the future.



# Research & development priorities

ASBTIA ranching members contribute funds through PIRSA licence fees to the FRDC to fund priority research, development, and extension activities. These funds are matched by the Australian Government/FRDC through the Industry Partnership Agreement.

ASBTIA members may contribute funds outside of the Industry Partnership Agreement to meet broader priorities, which are not matched. This allows a focus on industry priorities that support the wild catch and ranching members. ASBTIA will focus on the following research areas to ensure future prosperity across the sector.

## ***‘Sustainable, profitable, innovative and environmentally responsible’***







# Market development priorities

Southern Bluefin Tuna (SBT) remains extremely sought after in traditional Japanese markets, as a key ingredient in sushi and sashimi. However, the price is determined by the time of year, current supply and demand of other bluefin tuna. This competition, combined with poor exchange rates have seen the price and demand for SBT in Japan decline in recent years.

Whilst Japan will remain the priority traditional market destination for our premium SBT, it will be imperative that there are diverse market options available for companies to operate in. Development of these will take time. Diversification of markets, customers and products alongside a strengthened profile in Australian markets, will ensure stability for SBT companies.

Future product offerings may be as important as diverse markets. SBT product and flesh characteristics make this challenging and development of new cryopreservation techniques, supply/cold chains, and processing methods will create new opportunities into the future.

## Priorities:

- Industry wide collaborative promotional opportunities in Japanese market to stabilise demand and price, including new website and social media strategy.
- Prioritisation of markets with development potential.
- Development of and testing of advanced cryopreservation techniques.
- Promotion of product into emerging and new markets to stimulate increased demand.



# Oversight & evaluation

The ASBTIA Executive Committee, Finance Committee and Research Council will ensure contemporary governance outcomes and a strong connection between stakeholders, particularly industry, government, and community.

This will include:

- ***ASBTIA Executive Committee***

An annual operating plan will be developed and approved by the Executive Committee in their first meeting of each Financial Year. This will include the annual budget, annual priorities and a report on previous year performance.

- ***Finance Committee***

TBC

- ***Research Council***

- Independent Chair of the SBT Research Council.
- Annual planning cycle ahead of the research workshop and annual meeting, to develop and capture new ideas, directions and priorities.
- Annual meeting of the Research Council.
- Annual research workshop to ensure a strong connection between research outcomes and industry.
- Post-fishing workshop with CSIRO.
- Annual review of the Strategic RD&E plan and research priorities.
- Quarterly updates on priority projects and research program to industry and stakeholders.



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# Contact



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