

“Seafood Marketing” – Master Class Series

Dr Nick Danenberg and Dr Hervé Remaud

Project No. 2009/748



**AUSTRALIAN
SEAFOOD
COOPERATIVE
RESEARCH CENTRE**



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Non-Technical Summary

2009/748 – “Seafood Marketing” Master Class Series

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OBJECTIVES:

1. Deliver workshops in order to disseminate marketing knowledge to the seafood industry.
2. By the end of the series of workshops, to have a minimum of 60 industry participants trained in the basics of seafood marketing.
3. Utilising case studies to demonstrate and apply the new knowledge learnt.

NON TECHNICAL SUMMARY:

The Seafood Marketing Master Class series was developed when the Seafood CRC identified that its industry participants did not have a basic core understanding of the fundamentals of marketing. It was also identified that CRC industry participants demonstrated a lack commitment of towards marketing research projects.

In response to this, the Ehrenberg Bass Institute of Marketing Science via University of South Australia were engaged to run a series of Master Classes in the basic principles of marketing with a seafood focus.

110 people were trained in the basics of marketing principles over 8 locations during 2009 and 2010. The course was very well received by all participants and a number of recommendations were made to improve the session. It is not anticipated that the CRC will run this master class again.

OUTCOMES ACHIEVED TO DATE

- Delivery of 8 Master Classes in Perth, Port Lincoln, Brisbane (x 2) Cairns, Sydney Melbourne and Hobart
- 110 participants were trained in basic seafood marketing skills and tools
- Workbook developed including a Rocklobster case study and presentation slides
- The module was generally very well received and feedback consistently shows a score of 4/5 + for satisfaction across all venues.

KEYWORDS: Master Class, Marketing, Education, Training, Promotion, Advertising

1. Introduction

1.1 About the Seafood Marketing Master Class Series

The Seafood Marketing Master Class series was developed when the Seafood CRC identified that its industry participants did not have a basic core understanding of the fundamentals of marketing. It was also identified that CRC industry participants demonstrated a lack commitment of towards marketing research projects.

One reason which can explain the identified situation is the lack of knowledge and expertise in this area: seafood industry participants are more seafood producers than seafood marketers. Therefore, providing and delivering basic marketing skills and knowledge can be beneficial at the organisation level as well as the collective level (from an industry and Seafood CRC perspectives).

The Ehrenberg-bass Institute for Marketing Science (UniSA) delivers workshops and seminars to various businesses in Australia and around the world, covering key marketing aspects and concepts. Due to its experience and expertise was asked by the Australian Seafood CRC to develop a two day Marketing Master Class which will aim to train industry participants in the basics of marketing.

1.2 Need

It is common within the CRC and more broadly throughout the seafood industry, that producers talk about marketing, while most of them having in mind a limited range of marketing actions (such as advertising). In many cases, seafood industry players are more product-oriented, not knowing on which plates their product will end up. In other words, they don't know very much about the end users of their products, nor their needs.

As mentioned in a several occasions and reports, there is a need for the industry to be more market-oriented, to better understand its market in order to deliver greater value to the end-users. In brief, there is a need for industry participants to better understand how consumers and markets' expectations can be turned into strategic marketing actions for their company.

However, equally there is a need at the organisation level for seafood industry members to improve their marketing skills, so they can better serve their market(s). There is also a need at the industry level to improve seafood industry participants marketing skills so they can better understand and use outcomes of the various marketing-based projects that are planned as well as better express their needs for market and marketing research for the next few years.

1.3 Objectives

1. Deliver workshops in order to disseminate marketing knowledge to the seafood industry
2. By the end of the series of workshops, to have a minimum of 60 industry participants trained
3. Utilising case studies to demonstrate and apply the new knowledge learnt

2. Methods

2.1 Master Class Locations and Training Program

A two-day marketing master class was planned to be delivered in various locations in Australia with a group of no more than 20 participants.

The dates and locations of each master class were as follows:

Date	Location	Venue
15-16 July 2009	Adelaide	University of South Australia
20 -21 July 2009	Brisbane	Palms International Hotel
22-23 July 2009	Brisbane	Palms International Hotel
24-25 August 2009	Sydney	Sydney Fish Market
27-28 August 2009	Melbourne	Oaks on Collins
24-25 September 2009	Perth/Fremantle	Ascot Quays Hotel
1-2 October 2009	Port Lincoln	Port Lincoln Hotel
26 – 27 October 2009	Cairns	Cairns Colonial Club Resort
27 May 2010	Hobart	The Old Woolstore

The master class comprised of interactive, 2-hour sessions over two days, covering the following topics:

Day	Time	Topic	Session Content
1	2 hrs	What is marketing?	General introduction. Participants will be exposed to and asked to discuss the critical question of the best ways to move the seafood demand curve to a upper level, introducing the concept of adding value, market orientation, four P's, light versus heavy buyers.
1	1.5 hrs	Understanding your customer needs	Participants will be exposed to the key concepts and marketing laws underlying consumer and brand behaviour. The key question developed in this session is 'how do people buy?'. The following concepts will be discussed: 'brand loyalty and repertoire buying', 'consideration set', 'duplication of purchase', 'consumer cognitive processes', 'brand user profiles', 'segmentation and targeting vs mass marketing', 'salience vs. positioning', 'niche brands and strategy'.

1	2 hrs	What is marketing? Further explorations	<p>In this session, participants will be exposed to the Institute understanding of:</p> <ul style="list-style-type: none"> • The importance of mental and physical availability • How brands (or seafood species market share) grow? • How important is brand salience for a brand? • What do we know about advertising? • What do we know about pricing and sales promotions? • What do we know about market research and marketing insights?
1	2 hrs	Turning marketing knowledge into marketing actions	<p>Participants will be exposed to the key components of a marketing plan. This includes aspects of the planning process and steps, the importance of understanding the environment any organisation evolves in, as well as the marketing mix program developed in line with SMART marketing objectives.</p>
1	45 min	Case study presentation	<p>Participants will be exposed to the case study they will work on later on in the evening as well as on the following day. The case study we selected aims to cover the key aspects developed during day one.</p> <p>Participants will be exposed to the situation where they have to develop a (simple) marketing plan in order to serve lobsters to the UAE market(s). Documentation and reports will be available to assess this market and deliver key marketing recommendations with regards to better serve it.</p> <p>This session will be about organising the team, group work, workload, expectations and of course a very short presentation of the reports.</p>
2	45 min	Participant short presentations'	<p>Here participants were checked to determine if they did read their part of the report and have a good preliminary understanding of the case as well as the external environment facing any lobster company wanted to export lobster in UAE. It was expected that each group make a 5 to 8 minutes presentation about the case. A template/form will be given to the participants to guide them with the key aspects to be covered in that short presentation.</p>
2	4 hrs	Case study preparation (mentored)	<p>In this session, participants will work on the key aspects of the external and internal environments: barriers to enter the market, size of the market, distribution, end users, etc . They will also discuss and decide what should be the marketing objectives for the (fictitious) company. In this session, participants will mainly be working on the key recommendations (marketing mix program) expected to reach the objectives as stated in the previous session.</p>
2	1.5 hrs	Presentation of plans	<p>In this session participants will present their plan with regards to the best way to serve the market. It is a group presentation. While a group will be presenting, another group will be asked to act as a board of directors of the (fictitious) company expecting to export</p>

			the lobsters in the UAE market. Each presentation will involve a discussion from the board. Each presentation will be up to 15 minutes long, with 15 minutes dedicated to questions and discussion from the board.
2	30 min	Evaluation	This session is dedicated to comments and feedback from the two parties (participants and mentors) involved with the workshop.

2.2 Master Class Evaluation

Both days of the workshop were evaluated using a dedicated feedback form. Participants' feedback will be used to assess the content and concept of a marketing workshop. Workshops delivered in Adelaide and Brisbane will be used to support the go-no-go decision point for the remaining six workshops.

The scoring system was based on a strong agree, agree, neither/nor, disagree and strongly disagree system. Questions used in this feedback form were:

1. The course developed my understanding of concepts and principles
2. Overall I was satisfied with the quality of this course
3. I would recommend this course to other seafood industry people
4. Overall, what are the strengths of this course?
5. Are there any ways this course could be improved?



L to R – Master Class facilitators Dr Herve Remaud and Dr Nick Danenberg

3. Results

3.1 Adelaide Master Class

The first workshop, which was to be held in Adelaide was cancelled due to very low numbers of enrolment (five people in total including two Seafood CRC staff members).

3.2 Brisbane I Master Class

Those enrolled in the Brisbane I Master Class were:

No.	Name	Company
1	Jason Simpson	RockStar Seafood Promotor
2	Ted Loveday	Seafood Services Australia
3	Frank Lee	Aboard Training Australia
4	Helen Jenkins	Australian Prawn Farmers' Association
5	Warren Lewis	Aqua-Marine Marketing
6	Jayne Gallagher	Australian Seafood CRC
7	Paul Montague	QLD Frozen Food Services
8	David Kennedy	QLD Frozen Food Services
9	Andrew Conwell	QLD Frozen Food Services
10	Umar Nguyen	QLD Frozen Food Services
11	Poppy Eugeniou	QLD Frozen Food Services
12	Ashleigh Hoffman	QLD Seafood Industry Association
13	Matthew Giddins	Clean Seas Tuna
14	Katrina Gething	QLD DEEDI
15	Mark Ahern	Debbie's Seafood
16	Debra Ahern	Debbie's Seafood
17	Ian Jeffs	Amcor Packaging
18	Richard Hailton	Gold Coast Fishermen's Cooperative
19	Paul Hodson	Urangan Fisheries
20	Sean Burvill	Urangan Fisheries
21	Gary Neisler	n/a
22	Thelma Neisler	n/a
23	Harry Georges	Sami's Girl
24	Craig Winkel	Seafood Directions Director
25	Terry Must	Arabon Seafoods
26	John Mayze	QLD DEEDI

The general feedback has been very good. Overall, on a scale from 1 to 5 (with 1 = Strongly disagree and 5 = Strongly agree), the course was rated as follows for the first Master Class in Brisbane:

Question	Score
The course developed my understanding of (marketing) concepts and principles	4.4
Overall, I was satisfied with the quality of this course	4.3
I would recommend this course to other seafood industry people	4.3

NB- The general feedback was very good but attendees also mentioned the fact that there was too much to listen for a two day workshop. Therefore, the content was modified and the first day of the workshop was made more interactive.

3.2.1 Brisbane I Feedback Comments (Strengths of Course)

- Clear understanding of marketing concepts and marketing planning process
- The core concept of sales and marketing. Different points of view. Very interesting. Main concept understood.
- Putting in to practice via case studies – marketing strategies discusses/learnt.
- Refreshing my marketing ideas in regards to consumer response. Focused my marketing ideas, particularly regarding advertising. When considering expanding into retail/wholesale of seafood it was brought to my attention money factors, internal and external must be fully considered when preparing such a venture.
- Greater understanding of customers. Allowing the sharing of knowledge within the group.
- Great info.
- Interesting and good meeting point for similar industries.
- Interesting. Gave way to some incorrect pre-conceived ideas. Suggest some strategies to employ for my business.
- Dispelling the myths. Marketing plan session was hands-on.
- Educating and opening the eyes of people (fishmongers) and seeing from a consumers and chefs point of view (point of sale). Marketing and showing risks involved in the process of marketing a product.
- From my perspective day 1 – the segment on food service was highly relevant although I must confess that it only enforced what was already my knowledge. The figures and facts on retail was very surprising although I am not convinced that seafood can be treated the same as supermarket commodity. Day 2 was stimulating. I am sure I will be able to use some of the principles in future business.
- Course material was very good, well delivered and regular breaks were good. Great that it was free.
- Clarity and consistent with level (familiar to Diploma) and follows fundamental business models and methods. Has a very good link to sector.

3.2.2 Brisbane II Feedback Comments (Recommended Improvements)

- Data obtained from a broader range of industries
- Space it out over another day
- The first day is very long – perhaps shorten it in some way. By the end of the day all seemed “brain dead”. Second day was an excellent way of doing a practical marketing plan and understanding what is required for such a plan.

- First day was too long – especially in the arvo.
- Reduce the amount of information you are pushing through. Keep it simple. You have so much information to give – just keep it to the main points and generate class discussion.
- The case study was hands-on but maybe a little too much.
- Too long in the late arvo for the first day. Outline the objectives prior to the course.
- Need more relevance to seafood.
- Day 1 could be improved by making it lighter and more entertaining.
- First day was a little too long.

3.3 Brisbane II Master Class

People who enrolled the second Brisbane Master Class were:

No.	Name	Company
1	Brian Smith	Browns Slipway
2	Vicki Brown	Browns Slipway
3	Carol Mainland	Browns Slipway
4	Michael Gardner	QLD Seafood Industry Association
5	Julian Gardner	QLD Seafood Industry Association
6	Roy Palmer	Australian Seafood CRC
7	Colin Shelley	QLD DEEDI
8	John McCartie	NT Seafood Council
9	Gerard Hawkes	QLD DEEDI
10	Elaine Lewthwaite	QSIA
11	Guy Kennedy	Seabest International
12	Bernie Sigismund	Seabest International
13	David Anderson	Clarence River Cooperative
14	Don Mowbray	Clarence River Cooperative
15	Brett Schofield	Clarence River Cooperative
16	Steve Mawyer	Southern Barramundi
17	Paul Higginbottom	Prawn
18	Graeme Williams	Clarence River Cooperative
19	Isabel Williams	QLD Frozen Food Services
20	Steve Kerridge	QLD Frozen Food Services

As for the first workshop, the general feedback has been very good. Overall, on a scale from 1 to 5 (with 1 = Strongly disagree and 5 = Strongly agree), the course was rated as follows for the final Master Class in Brisbane:

Question	Score
The course developed my understanding of (marketing) concepts and principles	4.3
Overall, I was satisfied with the quality of this course	4.3
I would recommend this course to other seafood industry people	4.4

3.3.1 Brisbane II Feedback Comments (Strengths of Course)

- Good structure.
- Repetition of information.
- The information was well targeted to the seafood industry.
- Understanding marketing concepts.
- Fresh approach to a marketing course.
- Good industry specific approach.
- Ties marketing theory specifically to seafood applications.
- Easy to understand. Would recommend course to retail.
- Helps with issues within our business. Changes some perceived thoughts on parts of our operations.
- Stimulates thought.
- Useful examples. Good presenters. Comprehensive overview.
- Information content, group interaction and structure.

3.3.2 Brisbane II Feedback Comments (Recommended Improvements)

- Case study is too in-depth for a two day course.
- First day was very long.
- Extend the course for one more day. Too much info for one day
- Developing the marketing plan was very confusing on how to get the information.
- Pre-course material would be good. Too long.
- Perhaps simplify so participants do not feel overwhelmed by totality of course information. There is a huge amount of information that has been covered over the day.
- Perhaps an earlier finish.
- More foodservice information needed.
- Condense it slightly.
- Focus on product/market fit. Pros and cons of market channels.
- Room could be better. A little less info – just a tad too much info for one day. Last couple of sessions felt rushed.
- Further group interaction, challenges, modifying content and offering variety.

3.4 Sydney Master Class

People who enrolled in the Sydney master class were:

No.	Name	Company
1	David Sandrussi	Sydney Fish Market
2	Theo Kailis	Austral Fisheries
3	Lily Zhang	Austral Fisheries
4	Camay Lan	Austral Fisheries
5	Jason Gibson	NSW DPI
6	Laura Best	NSW DPI
7	Masa Miyake	Nichirei Australia Pty Ltd
8	Pei Pei Hor	Ocean Plus Pty Ltd
9	Bryan Skepper	Sydney Fish Market
10	Gus Dannoun	Sydney Fish Market
11	Diana Skipworth	Southland Fish Supplies
12	Joanne Howarth	n/a
13	Colin Plowman	NAFDA Pty Ltd
14	Andrew Skelly	NAFDA Pty Ltd

Overall, on a scale from 1 to 5 (with 1 = Strongly Disagree and 5 = Strongly Agree), the course was rated as follows for Sydney:

Question	Score
The course developed my understanding of (marketing) concepts and principles	
Overall, I was satisfied with the quality of this course	
I would recommend this course to other seafood industry people	

3.4.1 Sydney Feedback Comments (Strengths of Course)

- The course was good as it was specific to seafood. The language and models used are simple and easy to understand and the practical examples were valuable. Overall, it was an excellent networking opportunity to meet other people in the industry. Overall, quality of tuition excellent.
- Networking with leaders in the seafood industry and reassessing goals for your own business.
- The focus on the seafood industry, the knowledge of the presenters and interaction with the group.
- Strong seafood knowledge linked with marketing and involves a lot of discussions among attendees from different segments.
- Using actual and qualified data during the presentation of certain marketing concepts.
- Materials used are based on recent case work.
- The diversity and clear explanation of each topic discussed. There were plenty of examples to be able to comprehend the points of discussion, including a lot of information I was unaware of. The presentation has been excellent. Questions were answered and comments from participants were heard!
- Introduction to marketing principles, particularly relevant to the seafood industry. Explained in an easy to follow, succinct way.

- Linked theories to the seafood market.
- Balance of information given with practical group exercises. Examples used within the course delivery. Visual displays helped with understanding. Interactive/two way conversations and Q&As.
- Excellent theory on the principles of marketing with a touch of economics. Facts and figures to support concepts were very good.

3.4.2 Sydney Feedback Comments (Recommended Improvements)

- The course is very intense – long duration and it is difficult to take two days out. Some contents can be eliminated to allow for more frequent breaks to improve concentration. It is disappointing that there was not more “retailer” type presence.
- The course was very detailed and one area could be guest speakers from NSW Fisheries.
- A lot to cover in two days (however it would be difficult to get people to a 3 day workshop given business priorities). The work groups would have been more effective if the room is arranged that it is easier to undertake group discussions.
- Should increase the course day for topics covered – too much to cover in one day.
- More visual examples of how to apply the learnings of the course.
- Casework (promotion) is only for retail. Promotion case study on a food service would be helpful for the majority of people attending the Sydney class.
- As someone representing the wholesale/food service sector the afternoon session pertaining to advertising and strong retail emphasis were not pertinent.
- Not quite so jammed-packed. Perhaps run over three days so that appropriate breaks can be taken,
- More samples or case studies on seafood would be good
- Too long days are a bit much in terms of workload and knowledge. It would be better as a three day course.
- Slide show handouts so participants can take notes. Use more of the participants’ ‘real life’ experiences to give weight to discussions.
- Some of the demand/supply, price elasticity graphs etc. were covered too fast for me. I grasped the first few but was lost by the end. Short guest presentations for 30 mins by someone directly employed in marketing – to provide their opinion to the class on marketing principles, what is effective, current trends etc.

3.5 Melbourne Master Class

Those who attended the Melbourne Master Class were:

No.	Name	Company
1	Mark Gervis	Southern Ocea Mariculture
2	Dan Richards	Australian Barramundi Culture
3	Richard Longden	Huon Aquaculture Company
4	Evelyn Pujadas	Huon Aquaculture Company
5	Estelle Burgess	Huon Aquaculture Company
6	Kim Morte	Lonimar Australia
7	Derek Djeng	Lonimar Australia
8	Graham Wilkie	NAFDA Nature's Cargo

Overall, on a scale from 1 to 5 (with 1 = Strongly Disagree and 5 = Strongly Agree), the course was rated as follows for Melbourne:

Question	Score
The course developed my understanding of (marketing) concepts and principles	
Overall, I was satisfied with the quality of this course	
I would recommend this course to other seafood industry people	

3.5.1 Melbourne Feedback Comments (Strengths of Course)

- Extremely beneficial given that you have prior knowledge of the industry and pricing. Presentation format was clear. Presenters extremely helpful, approachable and knowledgeable.
- Gave a good objective view on marketing concepts. Specific to the seafood areas. Easy to relate to respective industry.
- Promotes creative and realistic thoughts about marketing.
- Friendly and knowledgeable lecturers. Fantastic content, interesting and relevant – made me want to learn. Great case study opportunity. Had not done anything like that before. Forced me out of my everyday thinking.
- Exposure to concepts and networking with others in the industry.
- Good to dedicate a day to think about your business and how you promote.
- The structure of theory followed by workshop scenarios works well and keeps attention high. Concentrates the mind and encourages implementation of a plan within our industry.

3.5.2 Melbourne Feedback Comments (Recommended Improvements)

- Hard for me to comment as I am new to the industry and my lack of knowledge inhibited by ability to get the full value out of the course. Final exercise (marketing plan) was complex so perhaps consider a simplified version?
- Possible product specific for the industry?

- Cut back on class members own business talk to take full advantage of time.
- Maybe illustrate points with more industry based examples.
- Day 1 was a little bit long but overall the course was great.
- I would make it more specific to user groups e.g. manufacturing, supply, retail.
- Conduct a case study on your own business if no conflict of interest within group. Potential to take project away and be reviewed after a period of time to add value to each participant.

3.6 Perth/Fremantle Master Class

Those who attended the Perth/Fremantle Master Class were:

No.	Name	Company
1	Hannah Williams	Curtin University
2	Drew Martin	Sealanes
3	Simon Smith	Fremantle Octopus
4	Nick Preece	Forrest Fresh Marron
5	Mark Neave	Sea Garden
6	Lynda Fielder	Seafood Centre of Excellence
7	Claire Nicholson	Seafood Centre of Excellence
8	Sarah Leu	Chemistry Centre
9	Steve Yanev	Geraldton Fishermen's Cooperative
10	Shaun McInnes	Geraldton Fishermen's Cooperative
11	John Brindle	Southern Seas Abalone
12	Jo-Ann Ledger	Southern Seas Abalone
13	James McElroy	University of Western Australia

Overall, on a scale from 1 to 5 (with 1 = Strongly Disagree and 5 = Strongly Agree), the course was rated as follows for Melbourne:

Question	Score
The course developed my understanding of (marketing) concepts and principles	4.3
Overall, I was satisfied with the quality of this course	4.3
I would recommend this course to other seafood industry people	4.1

3.6.1 Perth/Fremantle Feedback Comments (Strengths of Course)

- Explaining the concepts of advertising/price reductions in supermarkets.
- Listening to other people's thoughts and ideas on seafood
- Group work, presentations and case studies.
- Good interaction throughout the day. The two presenters work well.
- Very applicable knowledge and an excellent balance of theory and discussion.
- Compare seafood with other food products – stimulates thought around concepts and consumer information.
- Dispersing some myths I held as facts through analysis.

- Clear discussion of principles that was delivered at a level a non-marketing person could understand.
- Marketing principles, branding concepts, case studies relating to the market place, gathering information from all attending (lots of different seafood industries) and a great lunch!
- Small and down to earth people involved.
- I see the presentation as a general introduction to marketing. We always look for something to fit your specific situation but this is difficult.
- Strong emphasis on marketing in seafood and providing relevant examples.

3.6.2 Perth/Fremantle Feedback Comments (Recommended Improvements)

- The length was too long
- I am trying to market a service, rather than a product so it would be good to have a few more examples/discussions on services vs. products.
- Better clarity on the timetable and objectives for the day.
- Serve Australian fish for lunch.
- I think some reference to specific successful seafood marketing exercises would be good.
- Less maths. The lesson was very useful but the maths was not helpful. Spell participants' names correctly.
- Provide handouts for easier note taking.

3.7 Port Lincoln Master Class

Those who attended the Port Lincoln Master Class were:

No.	Name	Company
1	Mark Cant	Eyre Peninsula Regional Development Board
2	Stacey Fallon	Eyre Peninsula Regional Development Board
3	Kerrie Nightingale	PIRSA Aquaculture
4	Emmanuelle Bovy	PIRSA Aquaculture
5	Geoff Penfold	Southern Australian Seafoods
6	Laurie Sinclair	Southern Australian Seafoods
7	Ben Smith	Southern Australian Seafoods
8	Malcolm Catt	Southern Australian Seafoods
9	Tobin Woolford	Abalone Diver
10	Linda Hank	Pure Coffin Bay Oysters
11	Jonas Woolford	Streaky Bay
12	Jedd Routledge	Natural Oysters
13	Tom Hyde	SA Abalone

Overall, on a scale from 1 to 5 (with 1 = Strongly Disagree and 5 = Strongly Agree), the course was rated as follows for Port Lincoln:

Question	Score
The course developed my understanding of (marketing) concepts and principles	4.1
Overall, I was satisfied with the quality of this course	4.1
I would recommend this course to other seafood industry people	4.4

3.7.1 Feedback Form Comments from the Port Lincoln Master Class (Strengths of Course)

- Marketing principles – the 4P's and the tangible and non-tangible features, pricing promotions and understanding the impact. Basic pricing and relative pricing. Advertising and the reinforcement of the message to new and occasion buyers (distinctiveness).
- Understanding what decides sales and profits and what doesn't.
- Helps to understand customers' buying habits. What marketing is really about components were really good.
- Illustration of key marketing concepts/principles with industry examples. Awareness of market research/intelligence e.g. MISA and CRC reports. Simplified/condensed nature.
- Alerting people (industry) on their weakness in regards to marketing.
- Clear, logical progression of ideas. Good depth of knowledge applied to real marketing situations.
- Getting in to depth marketing behaviour than I have been exposed to before (mental and psychical attributes). I have more knowledge of human (consumer) behaviour in marketing.

3.7.2 Feedback Form Comments from the Port Lincoln Master Class (Recommended Improvements)

- A little less concentration on supermarkets – they do not have a good reputation for marketing seafood.
- Too much information. Too many figures. Best when presented in a story with experiences.
- The pricing section could be simplified. Figures could be rounded so that we get the concept rather than focussing on figures and calculations.
- Minor point but a few more interesting multimedia clips

3.8 Results from the Cairns Master Class

Those who attended the Cairns Master Class were:

No.	Name	Company
1	Will Conn	Skills Formation Strategy
2	Tom Roberts	QLD DEEDI
3	Paul Beckett	Pantacchini's Seafood Wholesaler
4	Michael Heidenreich	QLD DEEDI
5	Carmel Vinci	Vinci Seafood Exporters Pty Ltd
6	Marty Phillips	PEJO Enterprises
7	Gail Thiele	Barramundi Gardens
8	Mick Lisle	Baker's Creek Marine Farm

Overall, on a scale from 1 to 5 (with 1 = Strongly Disagree and 5 = Strongly Agree), the course was rated as follows for Cairns:

Question	Score
The course developed my understanding of (marketing) concepts and principles	4.3
Overall, I was satisfied with the quality of this course	3.3
I would recommend this course to other seafood industry people	4

3.8.1 Feedback Form Comments from the Cairns Class (Course Strengths)

- Encourages to review preconception of marketing strategies.
- For someone with a limited background in marketing it broke the principles down to a level I could understand.
- Wide scope, sufficient level of detail. Ability to engage with presenters at any point during presentation.
- Addressing marketing concerns – practical parts of the course were informative and interesting.
- It has challenged my ideas about marketing and the consumers of seafood.
- Proving you need to grow your market share and not discount product.
- Brief, clear and concise presentation slides. Explanations clear, principles explained. Excellent venue.

3.8.2 Feedback Form Comments from the Cairns Master Class (Recommended Improvements)

- I think that some supplementary, basic supporting information could have been sent prior to the workshop (to set the scene).
- Too many tables with too much information. Felt that this could have been summarised and more to the point. Appreciate the fact that the course is made available – very little of this is available in our area.
- Need to reduce the amount of presentations. Have more questions or involve the group. Need to make the group move around and break up into small groups to increase activity. The economics component is quite challenging after lunch.
- Some principles could be explained in a shorter time frame (i.e. expand customer base). I took a while to get to this point – in reality it is very simple.

3.9 Hobart Master Class

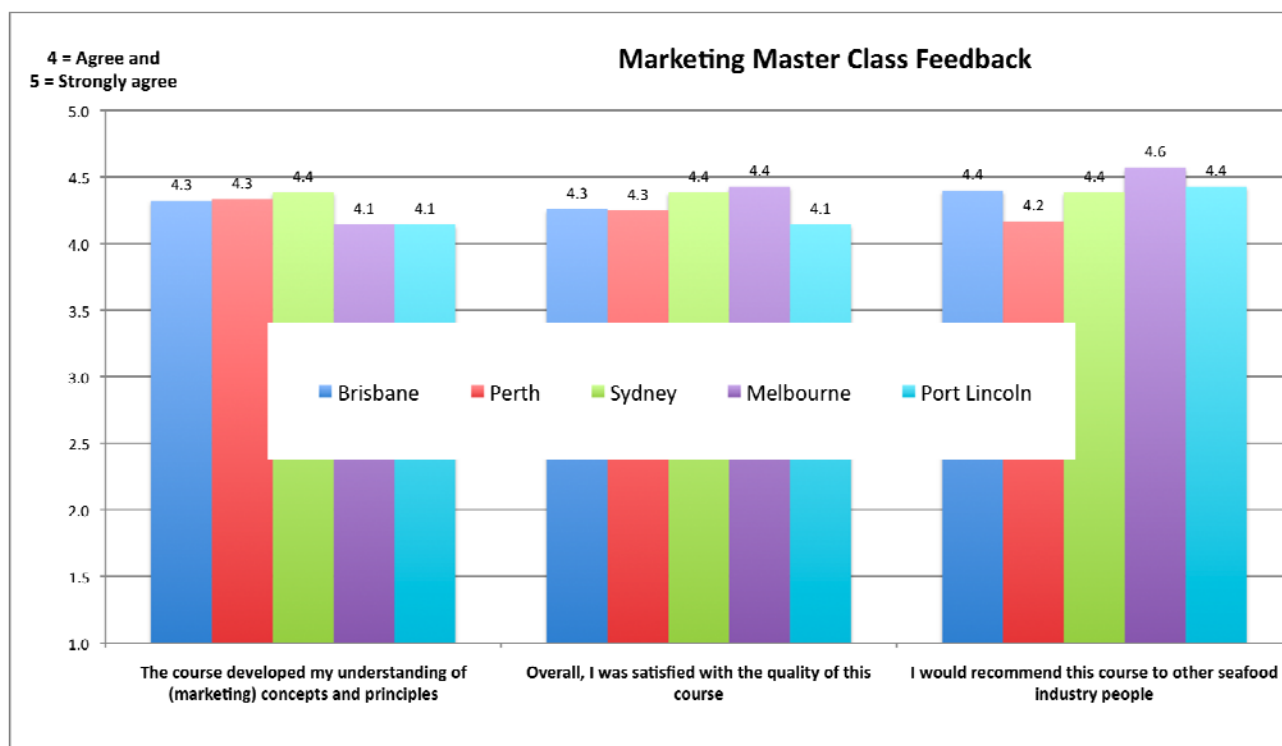
Those who attended the Hobart Master Class were:

No.	Name	Company
1	James Calvert	Tas Prime Oysters
2	Maria Mitris	Pacific Reef Fisheries Australia Pty Ltd
3	Caleb Gardner	University of Tasmania
4	Carl Paulo	QLD DEEDI
5	Sue Poole	QLD DEEDI
6	Anton Krsinich	Jade Tiger Abalone
7	Martin Lanyon	Jade Tiger Abalone
8	Leonie Shell	Jade Tiger Abalone

3.9.1 Feedback Form Comments from the Hobart Master Class

Unfortunately, no feedback evaluation took place for the Hobart Master Class.

3.10 Results from all Master Class Locations (excluding Cairns and Hobart)



4. Discussion

The master class was generally very well received with each feedback criteria scoring over 4 out of a total 5 in every case, except one.

It is clear from the results that participants liked the topic and the master class format but there was too much information presented and a number of sections are recommended to be removed from the training material. It is worth considering that if the CRC runs this master class again that the course be shorted to 1 – 1.5 days in length. It also appears important to involve the case study to enhance learning and put theory into practice.

The class did not reach its target of 180 trained people (20 in each of the 9 locations). 110 people were trained meaning we were only able to reach 61% of our set target of attendance.

5. Benefits and Adoption

A number of benefits have arisen as part of the Seafood CRC's Marketing Master Class. These include:

Short term benefits: PowerPoint slides and case study documentation

Medium term benefits: Increased skills of industry and researcher personnel in seafood marketing principles and market knowledge

Long term benefits: Trained and up-skilled seafood industry workforce.

6. Further Development

To further improve the training content of this Master Class, some recommendations are:

- Case study should be updated
- Case study should be expanded to include bottleneck analysis
- Better handout provisions to be given to participants
- Group size should be limited to 20 for an updated workshop

7. Planned Outcomes

Public Benefit Outcomes

The key planned outcome is to bring the seafood industry to a similar understanding of what marketing is. This includes knowledge about consumer behaviour, market structure, and marketing strategy. It is also expected that participants would disseminate such as knowledge into their organisations.

Private Benefit Outcomes

- Framework for business marketing and promotion plans and strategies
- Energised and incentivised team member for individual companies
- Appreciation of world-wide industry marketing methodologies
- Networking
- Understanding of CRC marketing research results as presented as fact and evidence in the class

Linkages with CRC Milestone Outcomes

This project fits within strategy 2 of the A,B, Sea theme business plan and is specific to the following milestones:

- Outputs from Research Program 2 customised to develop education and training tools and processes, training conducted and suitability of tools and processes evaluated (milestone 3.7.1)
- Demand for postgraduate qualifications with seafood specialisations relevant to Research Program 2 identified and at least one postgraduate course developed and offered (milestone 3.8.1)
- Vocation and education training level skill sets and new competencies relating to the outputs of Research Program 2 identified and submitted for inclusion in the National Seafood Industry Training Package (milestone 3.8.2)
- Program of CRC training and education opportunities (national and international) developed and one or more bursaries or scholarships for Research Program 2 participants disbursed each year (milestone 3.9.2)
- Annual program of professional development training seminars, workshops and forums relevant to Research Program 2 outputs completed (milestone 3.9.3)

These outcomes relate to the successful incorporation of external expertise into CRC research program 2, making relevant postgraduate qualifications available and enabling knowledge from CRC research program 2 to be converted into education and training tools.

8. Conclusion

In conclusion, the Seafood Marketing Master Class Series was a successful and effective training exercise for CRC participants providing basic information on marketing principles.



Melbourne Master Class participants work through a group exercise