



Business Strategy for a Seafood Micro Enterprise

31st October 2025

Authors: Grainne Kelliher, James Burke & Martin Bealin

Business Strategy for a Seafood Micro Enterprise

1. Executive Summary

The Irish seafood sector showed a 4% increase in GDP in 2024 when compared with 2023, bringing the sector's value to €1.24 billion, €461m from fishing, €211m from aquaculture and €947m from processing. Of the €461m revenue from fishing, 70% was landed by Irish boats and the balance by non-Irish fleet. Fishing in Ireland is heavily dependent on two species, Mackerel and Nephros and these species accounted for just under half of the seafood landed by Irish boats in 2024 (€158m).*

Domestic seafood sales in Ireland totalled €528m in 2024, up 3% on 2023, 37% of sales was through food service and 63% through retail. This growth was driven by price and a modest increase in demand of 1%. A total of 93% of households purchased fresh/frozen fish in 2024, down from 96% in 2017 showing a shift in buying habits. Salmon remains the top seller accounting for 40% of the retail market. The purchase of Prawns, Tuna and Haddock showed growth while Whiting, Hake and fish mix showed a decline. There is an evident shift in consumer purchasing towards convenient and longer shelf-life products that have a consistency in quality.*

The values of landings by Irish boats at Dingle Harbour in 2024 totalled €8m for 6,500 tonnes of seafood. 2,300 tonnes of fish was landed in Dingle Harbour by non-Irish boats with a total value of €9m.*

Although 2024 showed growth in the industry there are significant challenges facing the sector such as constrained quotas, changing market dynamics and growing spatial pressures at sea. Ireland's reliance on two main species makes it very vulnerable to quota changes and market disruption and this became a reality in 2024 where a 16% quota cut in Mackerel negatively impacted business.*

€76m worth of Nephros were landed in Ireland in 2024, €20m of which relates to Crab and €13m to Lobster. €82m worth of Mackerel, €17m in Monkfish, €12m in Hake, €9m in Haddock and €3m in Sole was landed in 2024.*

The outlook for 2025 is mixed with predicted quota adjustments and spatial pressures due to offshore wind development and marine protected areas.*

Dingle Peninsula Seafood (DPS) aims to establish a profitable micro-enterprise that processes and markets local, sustainably caught seafood from the waters surrounding the Dingle Peninsula, ensuring availability for consumers and businesses for nine months of the year.

Fish from the Dingle Peninsula has a well-established profile of being fresh and has been a key factor in Dingle's reputation as a food tourism destination in Ireland.

Market research in 2025 has validated demand for local fish and shellfish as long as there was a diverse offering and a convenient retail experience for the consumer.

This business strategy sets out the business case and model for a thriving micro enterprise on the Dingle Peninsula for local seafood. The vision for this enterprise is to have a profitable

business that supplies local seasonal seafood to consumers and businesses nine months a year. Its mission will be to ensure a supply of quality, sustainably caught seafood, from the waters surrounding the Dingle Peninsula to meet and grow demand while optimising the return to the enterprise.

Strategic Goals

- Develop a profitable micro-enterprise that creates well-paid local roles.
- Ensure a consistent supply of seasonal seafood for nine months annually to meet local demand.
- Build a strong brand identity for Dingle Peninsula seafood as sustainable and authentic.
- Collaborate with existing infrastructure and partners to optimise processing, logistics, and distribution.
- Establish a shared services function for compliance, administration, sales, and supply chain coordination.

**The Business of Seafood 2024 – BIM*

2. Business Overview & Structure

The following gives an overview of the local seafood enterprise and its formation:

Mission Statement:

To ensure a consistent supply of high-quality, sustainably caught seafood from the waters surrounding the Dingle Peninsula, processed and marketed to meet consumer demand while strengthening the local food economy through value-added enterprise development.

Core Values

Natural, Tasty, Sustainable, Fresh

Unique Selling Proposition (USP)

Premium, sustainably sourced seafood from the waters of the Dingle Peninsula, processed locally and delivered fresh to consumers and businesses, offering a true taste of place.

Product Range

Shellfish & white fish initially.

Production Process

Seafood will be supplied ready for cooking—gutted, filleted, and portioned, with skin left on. All processing will take place in a registered, food-safety-compliant facility. To minimize start-up costs, the enterprise will initially partner with an existing licensed seafood processor. Alternatively, processing may occur on licensed vessels prior to landing, ensuring the product is market-ready upon arrival.

Live shellfish such as lobster and crab will not require pre-sale processing but must be stored and transported under strict food safety conditions to maintain freshness and compliance.

Adequate refrigeration infrastructure will be essential for storage and transport to preserve product quality and meet regulatory standards.

While the option of a shared processing facility on the Dingle Peninsula was considered, it was deemed commercially unviable at the scale of a micro-enterprise. Financial projections for the seafood micro-enterprise are provided in Appendix 1. Details of shared services for

administration, compliance, supply chain coordination, and marketing are outlined in the document Virtual & Physical Shared Services Models.

Quality Positioning

All seafood would be sourced from the waters surrounding the DP by local boats and fishers and would never be more than 4 days old when it reaches its market. Live shellfish can be stored in local sea waters to ensure freshness and only taken out to meet immediate market demand.

Organisational Structure Options

Research and stakeholder engagement indicate that an individually led model may be preferred, where each participant manages sourcing and processing of their own seafood while collaborating on shared sales channels such as outdoor markets and other routes identified in this feasibility study. This approach supports diversity of product offerings and continuity of supply while enabling direct consumer engagement.

Alternative structures include forming a Producers Organisation (PO) to formalize collaboration, share equipment, and access funding for administration and compliance. Details on PO setup requirements are provided in Appendix 2 and in the accompanying document Organisational Structure and Funding Options.

The chosen structure should prioritise:

- Efficient processing and compliance management.
- Shared marketing and distribution resources.
- Enterprise sustainability and scalability.

3. Market Analysis

The following outlines the market trends, opportunities associated with local seafood supply and reviews the competitive landscape for the supply of seafood on the Dingle Peninsula:

Local Food Industry Trends

Consumer demand and trial learnings

Primary research conducted in July–August 2025 via a weekly seafood stall at the Holy Ground market in Dingle indicates robust local demand for **fresh, sustainably sourced** seafood. The stall operated for four consecutive Fridays (09:00–12:30) and exceeded €1,000 in sales each day, with an average mix of ~60% shellfish and ~40% white fish; crab claws sold out frequently. Survey responses show a high propensity to buy weekly, a strong preference for local seafood, and Friday as the favoured purchase day. Full sales and research data are provided in Appendix 3.

Implications for the enterprise

- The data support **regular, scheduled retail presence** (e.g., a weekly market stall) complemented by convenient, consumer-focused channels (pre-orders, click-and-collect, local delivery).
- Shellfish demand suggests prioritising **live/whole and minimally processed formats** with compliant storage/handling, while white fish should be offered **ready-to-cook** (gutted, filleted, portioned).
- Messaging should emphasise **provenance, freshness windows, and sustainability**, with clear bilingual point-of-sale information.

Seasonality and supply planning

Seafood availability is inherently seasonal and weather-dependent. The plan will therefore use **structured procurement and processing schedules** (in partnership with licensed

processors or vessels) and transparent consumer communication on seasonal ranges, ensuring product quality while maintaining margins.

Routes to market and scalability

Strong local demand justifies a phased approach: (1) optimise the weekly stall and nearby outlets; (2) expand to local hospitality and retail partners; and (3) add pre-order/box schemes for peak species. This scaling path aligns with shared services for **administration, compliance, cold-chain logistics, and brand/marketing**, improving enterprise viability across product lines.

Target Market

The target market initially would be local and visiting consumers to the Dingle Peninsula. This may extend to other parts of the Peninsula as the micro enterprise develops.

Competitive Landscape

There is currently very limited supply of local seafood for sale to the general public on the Dingle Peninsula. Seafood (fish mainly) can currently be purchased from Garveys Supermarket fish counter, Kanes Fish Shop, Iasc Ui Mhathuna and Sheehys Fish Van.

Average Spend Statistics

Average sales over the 4-week trial period varied with shellfish ranging from an average of €17.00-€30.00 per person and white fish averaging approximately €16.00 per person.

Full details of the July/August 2025 Seafood Trial are attached in Appendix 3 of this document.

4. Product Supply & Development Plan

The following sets out the brand identity of the seafood to be developed for market, how it will be sourced, processed, packaged, transacted, stored, sold and delivered.

Quotas & Seafood Quantity Compliance

There are rules and regulations surrounding the sourcing and direct sale to consumer of seafood that would need to be complied with. This includes a limit of 30kg per week or €50 per day per consumer of primary fish (live crab, lobster or fish that has only undergone heading, gutting, fin removal and chilling) provided the buyer is purchasing for personal consumption only without registering as a retailer or without labelling. This may also include a local retail establishment supplying directly to the final consumer. More detail on requirements as set out by BIM (Direct Sales Simple Guide) is provided in Appendix 4 of this document.

Food Business Registration

Filleting, freezing and cooking seafood are activities which require registration and approval from the SFPA / HSE. Seafood processing can only be carried out on approved vessels or at approved land-based establishments. If the seafood business wishes to filet/process the seafood in an approved facility, it would need to be registered with the HSE environmental health office via <https://ehonline.hse.ie/>.

It is important to note that seafood businesses must register as a buyer and record first sale of fish on <http://www.fishingnet.ie/salesnotes/>

- If they sell more than the limits stated above i.e. over 30kg per customer per week or €50 per transaction
- If they fillet fish for sale via a van or a market stall, online sales or door to door
- If they are selling their own fish (whole or filleted) via a food outlet, fresh fish sales van, fish & chips, lobster rolls, supplying local establishments, retail or catering (HSE Registration required)
- If they are selling fish that have not been caught by themselves.

Food Safety & Traceability

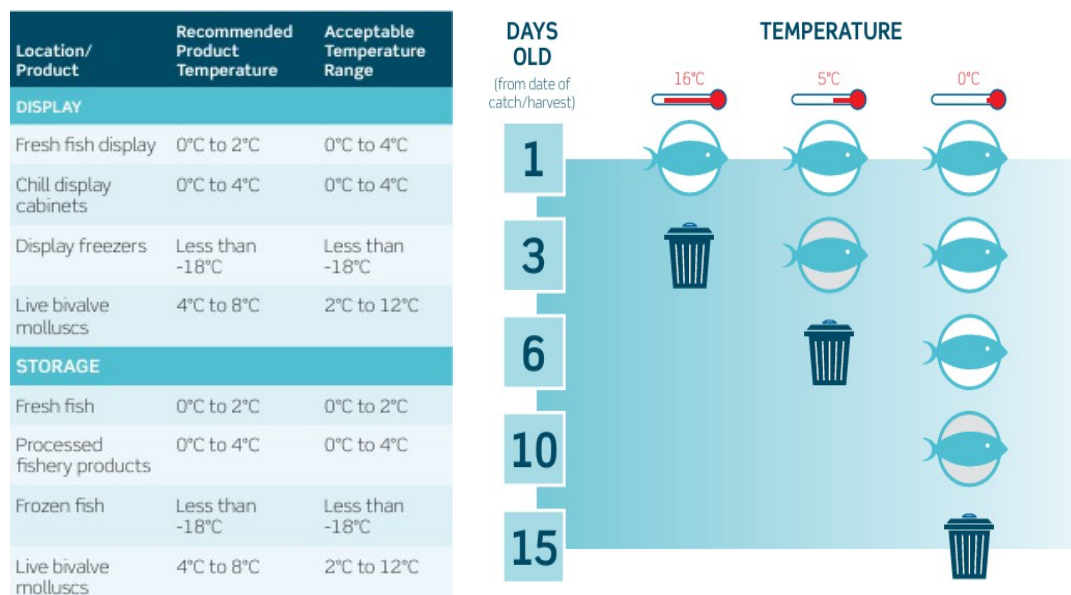
All food business operators must have an effective traceability system, i.e. be able to trace food one step back to the supplier. This is particularly important if a food safety problem is discovered and the affected batch of food has to be withdrawn from trade or recalled from consumers.

In addition to the general rules for traceability, more specific information is required for food of animal origin, e.g. meat, fish, milk, eggs.

Traceability records must be available to the environmental health officer on demand for all foods including food ingredients. Records to show traceability could include invoices and receipts. Further information on traceability is available in the FSAI's *Guidance Note No. 10: Product Recall and Traceability (Revision 2)* and the *Traceability Factsheet for Caterers*. Both are available at www.fsai.ie. More information provided in Appendix 5 of this document.

It is generally recommended that chilled food products are maintained at a temperature between 0°C and 5°C. Because fish is highly perishable, the shelf-life is greatly increased if it is maintained at a temperature between 0°C and 2°C. The most effective way of maintaining product temperature between 0°C and 2°C is the liberal use of ice which should be made from potable water.

BIM Recommended Temperatures for Display and Storage of Seafood



Source: BIM Guidance Note for Seafood Retailers Cold Chain Management for Seafood

Transport

Transporters of seafood must ensure that appropriate product temperatures are maintained and comply with food safety regulations and BIM guidelines as follows:

Recommended Acceptable

TRANSPORT		
Fresh fish	0°C to 2°C	0°C to 4°C
Processed fishery products	0°C to 4°C	0°C to 4°C
Frozen products	Less than -18°C	-15°C to less than -18°C
Live bivalve molluscs	4°C to 8°C	2°C to 12°C

When transporting seafood, it must be accompanied by a transport docket. The pink or blue copy from a standard log sheet would contain all the information that is required. In the event that the boat size is under 10m a standard log sheet may not be in place so the following information would have to be logged:

Heading	Information
Date of Landing	
Port Species	
Weight in Kg	
Name and number of the fishing vessel	
Quality Presentation of Fish	
Catch Area of Fish	

Product Identity

The seafood would be sustainably sourced by local seafood businesses in the waters surrounding the Dingle Peninsula and would have a fresh and natural taste of place.

Product Processing

The seafood would be processed in a HSE approved processing unit with suitable refrigeration for storage. This would most likely be a collaboration with an existing premises initially or in a refrigerated van that has been approved to carry out such processing. A standalone dedicated processing unit for a small-scale fish enterprise would not be viable initially as the cost of running and equipping such a facility would far exceed the sales and potential margin of a seafood microenterprise.

Product Brand

The Dingle Peninsula Seafood brand will represent freshness, sustainability, and authenticity. All products will be sourced from the waters surrounding the Dingle Peninsula and processed to maintain premium quality. Branding will emphasize provenance and the unique taste of place, supported by bilingual labeling (English and Irish) to reflect cultural identity.

Product information will include:

- Catch location and species details
- Sustainability and quality assurance indicators
- Storage and handling guidelines for consumers

This approach reinforces transparency and trust while differentiating the brand in retail and foodservice markets.

Product Packaging & Labelling

Packaging would be eco-friendly but would be appropriate for seafood so that the product is secure and drip free for the consumer.

Product Storage

The product would be stored by the individual fishers in appropriate refrigeration and in compliance with food safety and cold storage legislation as outlined above.

Product Delivery

The product would be collected at a collection point by the consumer either at the market stall or another location agreed between the consumer and the fisher. Alternatively, the seafood could be delivered to the customer using a refrigerated van with appropriate storage.

5. The Market Stall

A seafood trial was conducted over four consecutive Fridays at the Holy Ground market in Dingle. The stall was equipped to meet food safety standards, including:

- Stainless steel table and iced transparent boxes to maintain product temperature below 4°C.
- Calibrated weighing scale for accurate transactions.
- Hot running water via a large flask for hand and utensil cleaning.
- Hourly temperature checks logged using a calibrated probe.

The stall was staffed by two fishers—one selling white fish and the other shellfish (whole crab, crab claws, lobster)—with operational support from Martin Bealin and Grainne Kelliher for setup, health and safety compliance, marketing, sales, and cash management.

Key Outcomes

- Strong consumer interest and consistent sales, exceeding €1,000 per market day.
- Shellfish demand outpaced white fish, with crab claws frequently selling out.
- Positive feedback from fishers, who expressed interest in operating a seafood stall for nine months annually (March–November).

Implications for Enterprise Development

- Demonstrates feasibility of a structured seafood micro-enterprise model.
- Confirms demand for local seafood when offered in a compliant, convenient retail format.
- Highlights the importance of food safety protocols, branding, and shared services for scaling operations.

Market stall operating guidelines for the FSAI are attached in Appendix 6 of this document and include:

Facilities for cleaning food and equipment, Facilities for washing hands, Disposable Gloves, Water Supply, Waste Disposal, Maintenance of the cold chain (Histamine), Storage and display of food, Transport and Temperature Control during Transport

BIM guidelines for running and managing a market stall are also attached in Appendix 7 of this document.

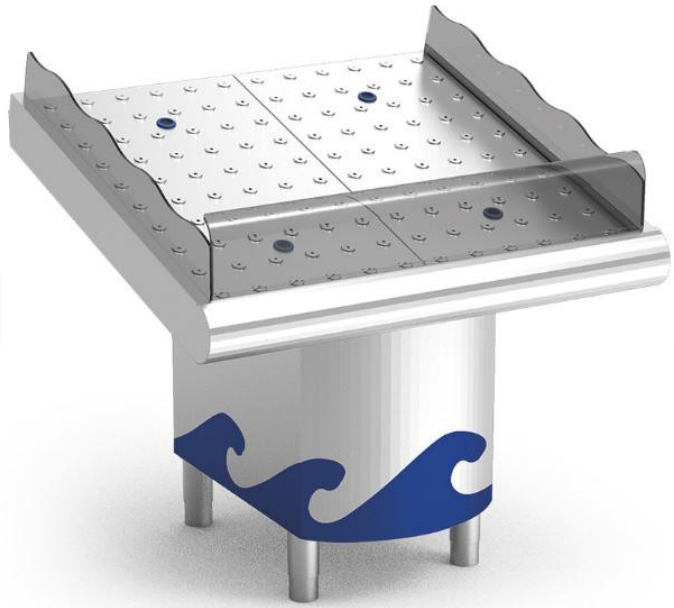
Market Stall Set Up

The market stall would require a sterilised, iced stainless-steel table with elevated elements to allow the seafood to be displayed at eye level for the consumer (see examples below). All seafood items on display would be priced on a kg basis, would be named in Irish and English and would provide detail on provenance. In addition, this information could also be displayed on a blackboard placed in front of the market stall, with a map of the Dingle Peninsula showing where the seafood came from. The stall would also require a calibrated weighing scales that could calculate price based on the fisher putting in the price per kg of the fish being weighed.

The stall would require hot running water for hand and utensil washing and a waste collection bin located under the table with access via the stainless-steel table.

A float, cash box and credit card facility for each fisher would also be required to process payments. Cash/payment and handing of seafood would need to be kept separate to ensure food hygiene standards are met.

Wastewater from the stall would need to be disposed of correctly in appropriate drains and the stall area should be washed down after the market to ensure it is left clean and odour free.



Sample free-standing stainless-steel fish display unit 1m wide, 56kg weight (€1,000+ vat)



Sample tabletop stainless-steel fish display unit 2m wide, 44kg in weight (€1,000+ vat)

Food Safety at the Market Stall

Selling raw fish and shellfish at a market stall is deemed a low-risk activity in the HSE Market Stall Guidance Notes.

Food stall operators must have procedures in place based on the principles of HACCP. Food businesses must know the hazards associated with their business, show how they are controlling them and how they would remedy any problems that are identified. Documents and monitoring records may be required to support this. These should demonstrate to the environmental health officer that the food stall operator is complying with Article 5 of Regulation (EC) No 853/2004.

6. Shared Services

This feasibility study is being developed in parallel with a Route to Market Feasibility Study for Lamb and Vegetables and therefore some shared resource opportunities may be considered between the three business streams.

The shared services options considered for Seafood and other products include a virtual coordination of supply chain, a physical space for the storage and coordination of supply chain and a physical facility to process primary produce on the Dingle Peninsula to make it consumer market ready. Investment and operational costs of all options are included in a separate document entitled 'Virtual & Physical Shared Service Models'.

Initially the cost of a physical facility/processing facility would be prohibitive and therefore existing processing facilities such as Iasc Ui Mathuana, located on the Dingle Peninsula should be considered to process fish. It is also important to note that providing additional business to existing processing facilities would support their long-term financial sustainability.

7. Competitor Analysis

The following sets out the competitive threats, weaknesses and uncovers strengths and strategic opportunities for the enterprise.

Strengths	Opportunities
Known demand	Optimise return to fisher
Known quality	Build brand reputation for DPS
DPS brand	Seasonality - creates niche demand
Current availability in the waters surrounding the DP	
Weaknesses	Threats
Cost of living crisis	Cheaper seafood available in supermarket
Supply unpredictable due to weather	Convenient access to seafood in supermarket
Small scale	Seafood fishing quota limitations
Seasonality – interrupted supply	

As per the market research completed in July/August 2025 to assess the demand for local seafood, there is a confirmed market for shellfish and whitefish as long as it is convenient to purchase. DPS is already known for its quality, freshness and taste of place.

Shellfish is however perceived as a premium product and one that consumers sometimes fear in terms of how to cook it. During the trial the best shellfish seller was the crab claws at €12 per Kg. This was followed by lobster and whole crab. Consumers felt less intimidated by the crab claws than the lobster and crab and to address this, cooking information was provided to consumers during the trial. Lobster is deemed a luxury product and therefore sufficient demand may not exist on a weekly basis in off peak periods.

White fish demand was steady over the 4-week trial period, with repeat local customers returning to purchase every week. Friday morning seemed popular in terms of purchasing fish and a well-placed weekly market stall from 9.00-12.30 would work well from March to November each year.

Knowing there is a demand for locally sourced seafood and DP seafood already having an established reputation is a great foundation to grow demand directly with consumers. A fitting marketing and social media campaign would work very well with stories from the fishers about provenance, sustainable practices etc.

8. Route to Market

The following sets out the potential routes to market for local seafood and may be considered individually or together:

Online

Direct supply to customers via an online platform such as a website/Open Food Network/WhatsApp Database could be a viable and cost-effective route to market.

Advantages	Disadvantages
Minimal operational costs	Limited product profile
Maximum margin for fisher	Significant marketing and social media budget required
Known demand and therefore minimum waste	Compliant processing unit and refrigerated storage & transport requirement
	Delivery/Pick Up Point management

Established Retail

Supply to customers via existing retail could be an option which would reduce operating costs but would also reduce margin for the producer.

Advantages	Disadvantages
Established customer base	Decrease in margin for the producer
Managed on a pre order basis to minimise waste	Licencing requirements
	Compliant processing unit and refrigerated storage & transport requirement

Business (Restaurant, Hotel, Food Service, Caterers, B&B)

Direct supply to business via an online platform such as a website would allow businesses to order produce in advance based on supply and this would then be delivered to the business.

Advantages	Disadvantages
Profile of local seafood	Unpredictable demand
Higher margin than through retail	Licensing requirements
Managed on a pre order basis to minimise waste	Compliant processing unit and refrigerated storage & transport requirement

Market Stall

Direct supply to customers via a weekly market stall where the customer would purchase directly from the producer.

Advantages	Disadvantages
Minimum rental and operational costs	Unpredictable footfall
Maximum return to the fisher	Fisher time at market stall
Relationship building between consumer & fisher	Market stall infrastructure required to meet food safety compliance
Profile of local seafood	Compliant processing/ unit and refrigerated storage & transport requirement
	Left over fish/waste

9. Financial & Growth Plan

The following summarises the capital requirement, projected sales/margin with more detail provided in Appendix 1 of this document.

Capital Requirement

The capital requirement will vary depending on the organisational structure and the level of self-delivery v outsourcing of services and the route to market chosen. In the case of this feasibility study, the initial preferred route to market arising from the seafood trial is to have a weekly seafood market stall in Dingle on Fridays and possibly Tralee on Saturdays which would require at a minimum a market display/table and a refrigerated van to store and transport the seafood. Initially a refrigeration container could be purchased at a cost of €4,000 and placed in an existing van owned by the fishers so that seafood could be transported and stored in compliance with food safety legislation. The tabletop seafood display unit outlined above could be purchased for €1,000 and placed on an existing fishers stainless table to display seafood on ice to ensure it complies with food safety regulation. Bins, cashboxes, scales, signage and a mobile sink unit could be purchased for circa €3,500, a total initial investment of €8,500.

Sales Projections

The sales projections for the seafood micro enterprise would depend on the organisational structure and the level of self-delivery v outsourcing of services and the route to market chosen. Different financial model scenarios are presented in Appendix 1 of this document and sales over a five-year period projected as follows:

Year	Seafood Sales
Year One	€ 68,250
Year Two	€110,100
Year Three	€123,000
Year Four	€135,800

Year Five	€141,100
-----------	----------

Assumptions – the above seafood sales are based on the following data

- Information gathered from interviews with Dingle Peninsula fishers
- Data gathered during a recent Dingle Peninsula seafood live food market trial
- Benchmarking with regional other seafood initiatives
- From year 2 onwards for each of the following years additional seafood sales of €30,500 are generated via the food truck
- There is an assumption that there will be no seafood ecommerce or off peninsula sales in the first 5 years, and the core focus throughout will be the weekly market and foodservice supply.

Details explaining the growth assumptions are set out in Appendix 1 of this document.

Funding Sources

The funding sources available to the business/organisation will depend on the organisational structure/formation, security option, its matching capital ability and its business case. There are currently a number of funds open for funding through BIM and include the Seafood Capacity Building and the Seafood Processing Capital Investment Schemes however neither are applicable to the development of micro enterprises and new pathways for seafood enterprises. Udaras na Gaeltachta has a fund called 'Financial help to invest in initial assets' which might be worth pursuing. Smart Regions Enterprise Innovation Scheme supported under the European Regional Development Fund (ERDF) is aimed at accelerating economic growth in all regions of the country, by working with stakeholders to deliver on their potential regional enterprise strengths, taking an entrepreneurial ecosystem approach aligned with Ireland's new Smart Specialisation Strategy.

10. Systems & Technology

The systems and technology required for the business/organisation will depend on the organisational structure/formation and its chosen route to market.

Initially for a seafood market stall enterprise, there will be minimum requirement for technology except for a wireless credit card payment system. As the business grows and expands into other routes to market such as retail, investment in the following such systems may be required:

- Inventory & order management to manage stock, sales orders, invoicing, and reporting across all producers.
- Accounting & finance software to handle billing, revenue split and payments to fishers as well as producing monthly P&L
- Production & traceability software e.g., TRuTrace to comply with BIM/HSE traceability requirements
- Marketing & sales software to facilitate E-commerce and online ordering (Shopify, email and digital marketing e.g., Mailchimp and to allow fishers share branding assets e.g., Canva)
- Delivery routing and scheduling software to help identify shared seafood collection and plan Shared Services delivery routes
- Reporting & data software for sales tracking, Shared Services oversight and overall commercial asses

11. Communication & Marketing Plan

The following outlines the communication and marketing plan for the enterprise:

Objectives

Drive awareness of local seafood highlighting its provenance, quality, sustainability and how the business is supporting local livelihoods. The communication tone will be honest, transparent, engaging, fun and respectful.

Social Media & Content Strategy

Utilise social media to share behind-the-scenes content including sustainability elements. Engage customers with sustainability tips, recipes, and user-generated content. Collaborate with food influencers and advocates to expand your reach.

Events & Experiential Marketing

Demonstrate the cooking of seafood adjacent to the market stall in a registered food truck and offer tastings to customers and passers-by. The food truck could independently serve seafood for this market stall at pop up markets and festival events throughout the country to promote seafood from the Dingle Peninsula.

Launch Event Strategy

Deliver a launch event when the business/organisation is ready to go to market inviting local and national stakeholders including relevant media and influencers.

Partnerships

Establish partnerships with local community groups, retailers, chefs, government organisations to drive profile and potential sales.

Award Entries

When well established, put the micro enterprise forward for local and national food/sustainability awards to drive brand profile and recognition.

PR & Media Strategy

Establish a PR and Social Media calendar, annually in advance, with message themes aligned with established public calendar events. The calendar should also be aligned to the seasons and the different stages of fishing cycle. Issue press releases to highlight new developments and sustainability milestones. Pitch stories to local and national media about sustainability and innovative efforts. Participate in food, fishing and sustainability conferences and industry panels to drive the profile of DPS.

Database and Direct Messaging

Establish and grow a database of customers and communicate with them via WhatsApp and email.

Brand Messaging

Clearly communicate fishing and sustainability values across all channels. Share stories about fishers and their sustainable practices to build customer trust.

Website Content

In time, maintain a dedicated website for DPS. Publish blog posts about fishing, sustainability efforts, partnerships, and industry trends.

Customer Engagement & Feedback

Conduct surveys and encourage customer feedback on the seafood, its quality, distribution, availability and sustainability credentials. Offer loyalty incentives for regular customers. Host community events to foster discussions about local food and sustainability.

12. Sustainability

The following outlines how sustainability can be integrated into the production, processing, supply and delivery of local Seafood:

Sustainable Sourcing

Ensure compliance with BIM requirements in relation to seafood sizing, quotas and endangered species stocks.

Packaging & Waste Reduction

Utilise biodegradable, compostable packaging but ensure it is drip free and sealable for the customer. Include recipes for leftover fish at the point of sale to minimise food waste.

Energy & Water Conservation

Use energy-efficient appliances for refrigeration where possible. Implement water-saving measures such as low-flow faucets.

Community Engagement & Responsibility

Host educational workshops where fishers and consumers can meet to discuss sustainable food practices/systems, learn about fish stocks, quotas and how to cook seafood. Provide fair wages and benefits to employees, fostering a healthy work environment.

13. Risk Management

A Risk Register should be established for the organisation and reviewed on a quarterly basis. The Risk Register should log the risk appetite and the actual risk level using a red, amber, green colour coded system A template for the risk register is attached in Appendix 8 of this document and includes risks such as:

- Investment/Capital Risk
- Sales Risk
- Skillset Risk
- Environmental Risk
- Reputational/Brand Risk

14. Key Performance Indicators (KPIs)

It is important for the micro enterprise to have KPIs so it can measure progress and success. The following KPIs should be reported on and reviewed on a weekly/quarterly basis to ensure that budgets are being met:

Indicator	Budget 2025	Actual 2025	Comments
Sales			
Repeat Business %			
Average Spend			
Profit %			
Staff Turnover %			
Customer Satisfaction Rating			
Other			

14. Project Plan

A project plan to launch a seafood market stall is attached in Appendix 9 of this document and includes the activities and timelines required for the planning and launch of a Seafood Market Stall in Dingle and other destinations in Kerry.

Appendix 1 Financial Projections & Growth Plan

The sales and growth projections for Dingle Peninsula Seafood are based on grocery spend statistics for the Dingle Peninsula, market research and the findings of a Dingle Seafood trial that was conducted in 2025.

A look at wider Dingle Peninsula food and drink sales & purchases shows the following...

Dingle Weekly Grocery Spend

The research below sets out to quantify the amount of money spent by consumers on grocery shopping on the Dingle peninsula weekly. The research is based on CSO data, combined with identification of the number of retail outlets in the area using the following data sets:

- Dingle peninsula population 12,958. (CSO census 2022)
- Kerry's average household size 2.57 (CSO April 2022)
- Estimated occupied households on Dingle Peninsula = 5042
- Rural average grocery weekly spend €163 (CSO 2023)
- Estimated Dingle weekly grocery customer spend based on the above Dingle households and average grocery spend is €821,846 (some of this may be spent off the peninsula in stores further way)

Spend by retail format (the above weekly grocery spend is spread as follows:

- Supermarkets/convenience stores x 5
- Fish shop
- Fruit and veg shop
- Health food shop
- Cheese/artisan shop
- Post office/grocery shop
- Convenience Forecourt x 5
- Food Markets/food trucks

Estimated grocery weekly purchase value (price paid to suppliers) is €575,292 for groceries sold on the Dingle Peninsula, assuming the retailers have an average margin of 30%

The estimated grocery annual purchase value (price paid to suppliers) is €30m for groceries sold on the Dingle Peninsula

It should be noted that grocery refers to the 'full weekly basket' of shopping which would include non-food items as well as fresh foods. Local trade verification of the estimated figure above suggests a high degree of accuracy with the estimate. While there are no local statistics to pinpoint the weekly spend by consumers on the fresh food part of the weekly basket, it can be estimated based on industry norms, that the Dingle weekly customer spend on fresh foods (fruit and veg, meat, bakery, seafood, deli, bakery etc) is approx. 48% share of basket = €394,486. This indicates a very significant weekly spend by Dingle customers on fresh food, and a big opportunity for local farmers and fishers to capture some of this via more direct sales on the peninsula.

Dingle Weekly Foodservice Spend

Using Bord Bia Foodservice Sector Market Research 2024 which indicates that the total value of operator purchases in the foodservice industry across the island of Ireland is approximately €3.62 billion for 2024.

The scaled down pro rata figure for the estimated annual operator purchases on the Dingle peninsula for the foodservice sector is €42.8 million. This food is purchased from multiple sources such as foodservice distributors, cash and carry operators and a smaller quantity direct from local producers, growers and fishers.

Producer Sales Model for Seafood by Route to Market

The following outlines the costs and potential revenues associated with the different routes to market for seafood on the Dingle Peninsula. It compares the expected price achievable for seafood being sold direct to consumers via a market stall and supplied to the foodservice sector versus the factory price achieved.

	Local Dingle Market Stall to Consumer Price	Food Service Price	Factory Price	Note
Lobster Kg	€25*	€25/€30	€22**	*This was a very competitive price and Lobster typically sell at between €35-€40 per kg to the consumer **This is for mixed size
Whole Male Crab Kg	€4	€4	€5***	***This requires processing before selling to the live market – generally for export i.e. claws have to be snipped, hold in water etc
Hake Kg	€20	€16.5	€13****	**** Hake typically sells whole to factory at €6.50, loses 50% weight when filleted therefore filleted equivalent is €13

The table above sets out a comparison of the price that could be achieved for Dingle Peninsula seafood sold via different channels. Lobster was sold to consumers for €25 per kg during the recent Dingle market trial, which was under the current market rate hence the small differential in price between selling to the factory versus to the consumer in the table above. Future sales of lobster directly to the consumer could archive €35+ per kg however a value for money balance would have to be considered when selling a premium product in a rural area with limited customers. Strong provenance marketing and product story telling would also assist with price elevation.

Research has indicated that lobsters selling to foodservice operators would achieve €25/€30 per kg which is also well ahead of the current factory price.

Whole male crab achieved a price of €4 per kg from consumers at the recent Dingle market trial. A similar kilo price can be achieved by the fisher from foodservice customers. €5 per kg can be achieved by the fisher selling to the factory and while this looks like a premium, additional processing work is required by the fisher to snip claws, hold the crab in water etc and as a result costs the fisher more in labour to process. The €4 per kilo sale price by selling direct to consumer or to foodservice operators is a simple, cost effective, no fuss model for the fisher.

Whole Hake achieved €20 per kilo at the recent Dingle market trial. Direct fisher supply of Hake to foodservice could achieve €16.50 per kg . The fisher would receive €13 per kg by selling to the factory which is significantly less than what could be achieved by selling to the consumer or a food service business.

Key Takeaways

- Direct-to-consumer and foodservice channels offer strong potential for premium pricing, particularly for lobster and hake.
- Shellfish demand is robust, but pricing strategies must balance premium positioning with rural market realities.
- Story-driven marketing and provenance branding will be critical to justify higher prices and build consumer loyalty.

Revenue Model and Shared Services Funding

Year 1 revenue projections for the seafood micro-enterprise are based on actual sales achieved during the 2025 market trial and scaled to reflect anticipated demand. These projections also account for the level of seafood sales required to contribute to the funding of a shared services function (with additional contributions from lamb, beef, vegetables, and food truck sales).

Key Components of the Revenue Model

- **Baseline Sales:** Derived from trial performance (average €1,000+ per market day over four weeks).
- **Product Mix:** Shellfish (approx. 60%) and white fish (approx. 40%) based on trial data.
- **Pricing Strategy:** Direct-to-consumer and foodservice channels prioritized for premium positioning.
- **Shared Services Contribution:** Seafood sales will form part of a multi-stream funding model to support administration, compliance, logistics, and marketing.

Implications for Enterprise Planning

- Achieving scale is essential to cover shared services costs and maintain profitability.
- Seasonal variability and supply chain logistics must be factored into financial planning.
- Diversification across product streams (seafood, lamb, vegetables) strengthens resilience and cost efficiency.

Year 1 Revenue Model

Projected sales for seafood for year 1 are set out below split by revenue coming from the weekly

seafood consumer market and sales coming from supply to foodservice operators on the Dingle Peninsula:

Estimated Seafood Sales for Year 1	€ Sales
Local Seafood Market Assumption: Weekly Seafood Market €1000 for 9 months	€ 39,000
Seafood Supply to Foodservice Assumption: Weekly foodservice supply €750 for 9 months	€ 29,250
Total Seafood Sales Year 1	€ 68,250

A track record has already been established for seafood direct consumer sales from the 2025 seafood market trial. The year one vision is to expand this model and continue to run the market weekly for 9 months with sales of €1000+ per week. This market would be operated by the fishers directly and supported in marketing and communication by the Shared Service coordinator.

A modest projection of €750 sales per week supplying foodservice operators with seafood is set out on a “boat to restaurant” direct supply basis.

Year 4 Seafood Revenue

The table below sets out the projected seafood sales that would be required to part fund a shared services function and it is projected that the required level of sales would be achievable in year 4 of operation.

A full shared services funding model is shown in a separate document entitled 'Virtual and Physical Shared Services Model'.

Estimated Seafood Sales for Year 4 Item	€ Sales
Local Seafood Market Assumption: Weekly Seafood Market €1200 for 9 months	€46,800
Seafood Supply to Foodservice Assumption: Weekly foodservice supply €1500 for 9 months	€58,500
Food Truck (Seafood only) Assumption: This €30,500 is the ex VAT sales value of seafood sold through the food truck to consumers.	€30,500
Total	€ 135,800

The seafood market would operate weekly for 9 months each year with typical weekly sales of €1200 annualising at €46,800 by year 4. It is envisaged that peak sales would be during July and August.

Direct sales to Dingle Peninsula hotels and restaurants would yield a projected €58,500 in sales which should also peak during the holiday period.

A further €30,500 in consumer sales would come through the food truck for the sale of value-add seafood products such as lobster rolls etc.

Five Year Seafood Projection Assumptions

Local seafood sales on the Dingle Peninsula are projected to grow steadily over five years, building on a strong mixed-channel base as follows:

Year	Seafood Sales
Year One	€ 68,250
Year Two	€110,100
Year Three	€123,000
Year Four	€135,800
Year Five	€141,100

Year one seafood revenue is projected to be €68,250, primarily driven by selling at a local market stall and to food service, nine months a year.

With the introduction of a food truck in year two which would sell lamb, beef, and seafood with local vegetable sides, seafood sales see a dramatic increase in the second year of operation, driven in the main by projected food truck seafood sales of €30,500. Total seafood sales in year two as a result rise to €110,100 a 60%+ increase over year one.

Continued route-to-market development and repeat trade lifts year three trade to €123,000 (+11.7%), year four grows to €135,800 (+10.4%), and year five to €141,100 (+3.9%).

Growth across the period is supported by the Shared Services coordinator, who would run targeted marketing campaigns to build local awareness, seasonally activate tourism demand, identify trade customers to stock local seafood and operate the food truck to drive higher margin sales for the seafood enterprise.

Appendix 2

Producer Organisations (PO's) were established as a result of the Commission recognising that there was not sufficient regulation to give producers adequate protection when dealings with large processors. PO's as a result give focus to small groups of producers to work together and gives them the possibility of entering into contracts for supply which as individuals they would not have been able to do. PO's are generally formed on the initiative of the producers and must pursue a specific aim.

Further details on PO's may be found via the following link.

<https://www.ifa.ie/producer-organisations-seminar/>

APPENDIX 3 Sales & Market Research from Seafood Trials July/August 2025

A white fish and shellfish market stall was established on a trial basis on four consecutive Friday mornings (9.00-13.00) as part of the existing craft/farmer market on Holy Ground, Dingle. It was advertised via local channels and WhatsApp groups with the fish and shellfish selling out on most days. During the trial period a survey of 54 customers was taken and the results outlined below. The market was very well attended by locals, drew new business for the other stall holders and attracted new food stall holders over the weeks of the trial.

During the trial, over 80% of those surveyed purchased fish on a weekly basis, with 57% expressing an interest in buying directly from the fisher. 43% were prepared to spend between €10-€30+ per week on fish. It was important for 94% of those surveyed that their fish was local and 40% had a preference for buying fish on Friday. 89% of those surveyed stated that they would support a weekly Friday market stall. Further details of the market research are outlined below.

Sales 11/7/25

Sales for the market totalled €1051.20, 54% for shellfish and 46% for fish. There were 19 transactions for shellfish with an average spend of €30.

Shellfish sold out and Hake stock remained at the end of the market.

Comment: As there were two different fish stocks at the market, the shellfish (one supplier) sales were logged on a sheet and the balance of sales for the day were given to the other white fish supplier. This ensured that both fishermen received accurate monies for produce sold. This would be complicated to manage if there were 3 or more fishermen selling from the one stall.

Sales 18/7/25

Sales for the market totalled €1273.50, (€1203.50 of which was fish/shellfish sales, the balance was for vegetables) 14% higher than the previous week in like for like sales. 51% sales came from shellfish, 43% from fish and 6% from fruit and veg. There were 30 transactions for shellfish (58% up on last week) with an average spend of €21.8 per transaction, which was lower than last week, partly due to the number of 1kg crab claw transactions.

All fish and shellfish sold out by approx. 12.30.

Sales 25/7/25

Sales for the market totalled €1055.50, 20% down on the previous week but at a similar level to the first week of the trial. 49% sales came from shellfish and 51% came from white fish. There were 30 shellfish transactions (similar to the previous week) with an average spend of €16.85 which was less than the previous week due to lower lobster sales. There were approx. 33 transactions from white fish with an average spend of approx. €15.30.

Sales 1/8/25/25

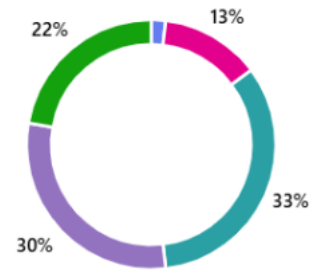
Sales for the market totalled €1,260 up 19% on the previous week. 60% sales came from shellfish and 40% from white fish. Shellfish sold out at 12.00.

Survey Results – 56 Customers July/Aug 2025

A market survey of 56 customers attending the fish market over the four-week period of the seafood market stall trial was conducted and summary results for the survey outlined as follows:

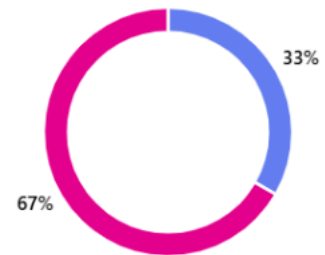
1. Age (Observed)

● 18-24	1
● 25-34	7
● 35-54	18
● 54-64	16
● 65+	12



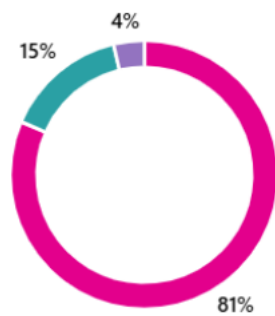
2. Gender (Observed)

● Male	18
● Female	36



3. How often do you buy fish?

● Daily	0
● Weekly	44
● Monthly	8
● Less Frequently	2
● Never	0



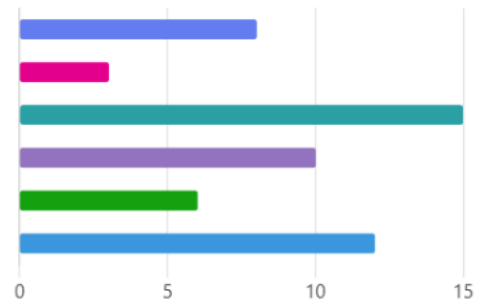
4. When buying locally caught fish, which would be your preferred place of purchase? In the supermarket/fish shop or directly from the fisherman

- In the supermarket/fish shop 23
- Directly from the fisherman 31



5. How much did you spend today on fish at the market? (Type in fish €X)

- <€5 8
- €5-€10 3
- €10-€15 15
- €20-€25 10
- €25 - €30 6
- >€30 12



7. How important is it for you to buy local fish? 1-5 scale (1 not important, 5 very important)

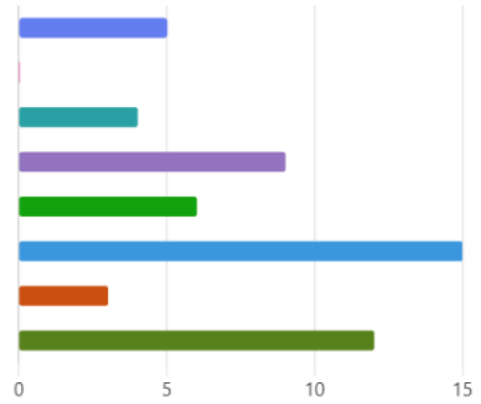
[More details](#)

- 5 51
- 4 2
- 3 1
- 2 0
- 1 0



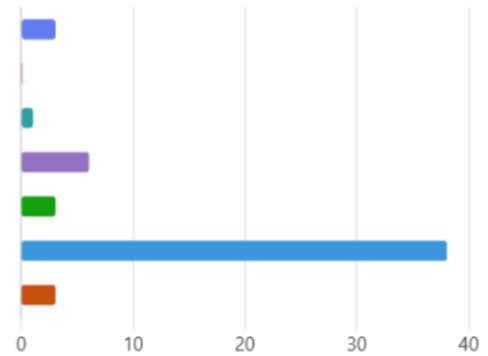
10. How much would you spend on fish per week?

● Do not buy weekly	5
● <€5	0
● €5-€10	4
● €10-€15	9
● €15-€20	6
● €20-€25	15
● €25-€30	3
● >€30	12



11. What day of the week would you like to buy your fish?

● Sunday	3
● Monday	0
● Tuesday	1
● Wednesday	6
● Thursday	3
● Friday	38
● Saturday	3



13. Based on the quantity you bought today and the price you paid for this wild fish, do you see this as value for money?

● Yes	54
● No	0



14. If there was a market stall here every Friday how likely are you to use it ?

● Very likely	47
● From time to time	6
● Not at all	0



15. If you have a choice between farmed and wild fish which would you prefer

● Farmed	0
● Wild	52
● Both are ok	2



Appendix 4 BIM – Direct Sales Simple Guide

A simple guide for commercial fishermen of licenced commercial fishing boats in Ireland wishing to sell their catch direct to final consumers.

[Direct-Sales-Simple-Guide.pdf](#)

Appendix 5 FSAI – Product Recall

This guidance note is a reference document for the food and beverage industry, and its aim is to clarify and standardise procedures for the identification and removal of unsafe and, where necessary, other non-compliant food from the food chain.

[Guidance Note 10](#)

Appendix 6 FSAI Food Stall Guidelines

This guidance document sets out what is required of food stall operators to comply with the food law which applies to their particular business. It also facilitates a consistent approach within the environmental health service of the HSE to verifying compliance by operators of food stalls with the requirements of relevant food law.

[gn-16-rev-2-final-accessible.pdf](#)

Appendix 7 BIM– Getting more from your Catch

This guide has been created to help you understand the food safety and legal requirements needed to sell your own catch to market.

It includes how-to guides on setting up a seafood truck and direct sales, providing you with guidance on the steps you need

[13998-BIM-Fishers-Toolkit-Booklet-WEB.pdf](#)




Appendix 8 Risk Register

RISK REGISTER – Route to Market

Risk Appetite

This may be defined as the aggregate level and types of risk an organisation is willing to assume to achieve its strategic objectives and business plan. Risk appetite drives strategic decisions at Board level and risk tolerance is used at Senior Management level to set boundaries which facilitate tactical decisions based on the organisation's strategy but also ensures the level of risk taken on is being monitored.

Risk tolerance is the maximum level of risk which an organisation is willing to assume. In the context of a Short Supply Chain of Primary Produce, the risk tolerance level of each identified risk on the Risk Register has been allocated a risk tolerance range.

The risk register highlights each instance where the Risk to the organisation exceeds the Tolerance Levels with the  symbol and a  and  to reflect to reflect any increase /decrease in the prospect or impact of risk. Any new risks added to the Risk Register are noted as **NEW**.

The following risks remain outside of our Risk Tolerance levels. The management team have outlined the target date for when each risk is expected to come back within tolerance, in the summary below.

	Risk	Current Risk Tolerance	Target date to come back within tolerance
1			
2			
3			
4			
5			

Risk Identified	Prospect of Risk	Impact of Risk	Risk to Business	Outside Risk Tolerance	Risk Tolerance	Controls in Place	Mitigation Action & Further Controls	Responsible	Due Date	Comment
Reputational					1 (L)					
Governance					1 (L)					
Financial Performance					3 (M)					
Long term Cashflow & Funding					2 (M-L)					
Supply					2 (M-L)					
Demand incl ad hoc nature					2 (M-L)					
IT: Systems & Data Protection					3 (M)					
Breach of Food Safety					1 (L)					
Product Contamination					1 (L)					
Animal & Human Disease Epidemic					2 (M-L)					
Team Cohesion & Succession Plan					2 (M-L)					

Legend	Prospect of Risk	Impact of Risk	Risk to Business (Likelihood x impact)	Risk Tolerance Level*
	1= Low 2= Medium to Low 3= Medium 4= Medium to High 5= High	1= Low 2= Medium to Low 3= Medium 4= Medium to High 5= High	1-3 Low 4-6 Medium to Low 7-11 Medium 12-19 Medium to High 20-25 High	1= Low 2= Medium to Low 3= Medium 4= Medium to High 5= High

Appendix 9 Project Plan

Project Plan – Set Up & Launch of Local Seafood Enterprise on the Dingle Peninsula

1. Project Overview

Objective

Launch a profitable and sustainable micro food business within 4 months.

Business

Supply and sale of Dingle Peninsula Seafood via a market stall

2. Project Timeline (4 Months)

Phase	Duration	Key Milestones
Business Planning	Month 1	Business plan finalised
Legal & Organisational Setup	Month 2	Licenses, compliance, organisation set up
Capital Expenditure	Month 1-3	Equipment specification & order
Funding	Month 2-4	Secure grant funding & financing facility
Supply Chain	Month 3-4	Offer finalised, suppliers contracted
Team Roles & Recruitment	Month 1-2	Team recruited and trained
Marketing & Promotion	Month 2-4	Pre-launch marketing & promotional campaign
Launch & Full Operation	Month 4	Formal launch of business

3. Activities, Resources, Outcomes

Phase 1: Business Planning (Month 1)

Activities:

- Define target market and value proposition
- Meet local seafood processors to explore collaboration
- Arrange to meet EHO & BIM to discuss and agree compliance requirements
- Financial projections & break-even analysis
- Business plan development

Resources Required:

- Access to Feasibility Study for Development of Routes to Market for Local Products 2025
- Access to consultants who worked on Feasibility Study above
- Time from enterprise stakeholders
- Use 1 pager Lean Business Canvas Model to summarise business plan. See end of this document for sample framework.

Expected Outcomes:

- Completed business plan
- Viable financial model
- Cashflow requirements
- Decision to progress or not

Phase 2: Legal & Organisational Set Up (Month 2)

Activities:

- Register business or incorporate into existing business structure (Co Op, DAC, CLG, Sole Trader, Partnership)
- Explore registering as a Producers Organization (This will depend on the number of individuals/orgs involved)
- Seek legal advice where necessary
- Complete permission/compliance applications to ensure enterprise is registered with FSAI, BIM and EHO is notified.

Resources Required:

- Legal service
- Accountant
- Local regulatory bodies
- Time from enterprise stakeholders

Expected Outcomes:

- Enterprise Legal Entity Registered
- Registration with regulatory bodies complete

Phase 3: Capital Expenditure (Months 1–3)

Activities:

- Specify equipment & tools required for the micro enterprise
- Cost equipment new
- Seek second hand alternatives and costings
- Negotiate prices/contracts
- Order and agree delivery timelines

Resources Required:

- Time from enterprise stakeholders
- Reputable equipment supplier details

Expected Outcomes:

- Orders placed for equipment
- Equipment purchases second hand

Phase 4: Funding (Months 2–4)

Activities:

- Establish set up costs including capital equipment together with ongoing running costs
- Discuss capital/cashflow funding shortfall with bank where necessary
- Check the National Enterprise Hub to establish if there is any public funding available <https://www.neh.gov.ie/> to support enterprise set up
- Establish capital funding/cashflow shortfall and secure funds to meet the shortfall

Resources Required:

- Time from enterprise stakeholders
- Bank meeting

Expected Outcomes:

- Fully costed and funded capital expenditure requirements
- Business cashflow requirement and funding established and secured

Phase 5: Supply Chain (Months 3–4)**Activities:**

- Establish source of seafood supply and ensure compliance with criteria set out by the enterprise and its brand
- Meet with fishers and agree terms
- Ensure adequate seafood supply for 9mths a year from the Dingle Peninsula
- Meet Seafood processors and agree terms on storage, processing, packaging and delivery
- Meet retail, foodservice, food truck interested in purchasing local seafood to establish demand quantities and in time agree supply terms and pricing

Resources Required:

- Time from enterprise stakeholders
- Seafood processors time
- Fisher time
- Retailer/food service/food truck time

Expected Outcomes:

- Agreed terms and pricing with Dingle Peninsula Fishers for supply of seafood to meet demand
- Agree terms and pricing with seafood processors re storage, processing, packaging and delivery where necessary
- Agree future demand quantities, terms and pricing for supply of local seafood with retail, foodservice & food truck

Phase 6: Team Roles & Recruitment (Months 1 - 2)**Activities:**

- Recruit staff if required to assist with the business (if required)
- Develop Standard Operating Procedures for the business for staff to follow
- Train team in food safety, customer service and business ethos

Resources Required:

- Time from enterprise stakeholders and staff
- Online training resources

Expected Outcomes:

- Trained and customer-ready team
- SOPs written and implemented

Phase 7: Marketing & Promotion (Month 2-4)

Activities:

- Develop Dingle Peninsula Seafood branding, logo
- Create social media presence & annual calendar, yearly in advance
- Hold pre-launch events
- Offer tastings (where appropriate)

Resources Required:

- Social media skills
- Marketing budget

Expected Outcomes:

- Consumer awareness on where to purchase local seafood on the Dingle Peninsula
- Strong social media profile for local seafood enterprise

Phase 7: Launch & Full Operations (Month 4)

Activities:

- Formally launch the seafood market stall enterprise

Resources Required:

- Time from enterprise stakeholders and staff
- PR support or local influencers

Expected Outcomes:

- Smooth opening
- Positive customer feedback
- Revenue generation begins
- Markets open up and develop

4. Monitoring & Evaluation

Business KPIs to Monitor:

- Daily/weekly sales
- Customer feedback & reviews
- Seafood supply compliance from affiliated fishers
- Budget compliance
- Number of consumers being supplied
- Number of food service being supplied (in the future)
- Number of retailers being supplied (in the future)

5. Final Expected Outcomes

- Fully functional and legally compliant Dingle Peninsula seafood supply micro enterprise
- Financially viable seafood enterprise
- Loyal customer base with positive brand reputation
- Scalable model for future growth

Refined Lean Business Canvas Model – To be completed for each customer segment

Refined Lean Business Canvas Model

1 Problem	4 Solution	3 Unique Value Proposition	7 Unfair Advantage	2 Customer Segment
1 Existing Alternatives	8 Key Metrics	3 High Level Concept	5 Chanel	2 Early Adopters
7 Cost Structure		6 Revenue Streams		