Project Objective:
Study TASA’s business and identify investment opportunities

Industry Analysis
- High reliance on anchovy fishmeal and fish oil
- Government allocated quota system
- Declining anchovy population
- Increase yield of higher quality product
- Aging infrastructure of plants and vessels
- Long downtime in plants because of fishing cycle
- Global push towards sustainable fishing

Research Areas
- Higher efficiency in vessel and plant operations
  - Improvements in quality
  - Improvements in yield
  - Cost savings
- Utilization of vessels and plants during downtime
- Higher value-adding products (direct human consumption)
- Alternative revenue streams

Recommendation:
Focus on quality improvements and start research about insect meal

Approach
- Identified multiple investment ideas based on interviews with employees, competitors, suppliers and academia
- Analyzed cost vs. benefit by building financial models
- Prioritized top short / medium / long term ideas

Selected Investment Idea

Short term: Quality improvement at plants
- Optimize blending of different grades of fishmeal
- Refrigerate or ice bins for fish storage
- Earlier quality measurements for increased efficiency

Medium term: Quality improvement at vessels
- Update fish preservation techniques on vessels (refrigeration system, biopreservation and environmental modification)

Long term: Alternative source of income and increase utilization of assets
- Start research on insect meal production

Our G-lab Team

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