Company Background

- TASA is an industrial fishing company in Peru and is part of the Breca Group, one of the largest family owned conglomerates in the country.
- TASA produces fish meal and fish oil from the anchovies that it fishes in the Pacific Ocean off of the coast of Peru.
- TASA entered into the fish oil market in the last few years after building a new fish oil refinery.

Project Scope

- Growth in the fish oil market has leveled off since a sharp decline in 2013.
- Understand what factors contributed to the change in market conditions.

Findings and Recommendations

TASA’s Strengths

- Talent and execution
- Quota
- Brand (B2B)
- Stability – Breca Group and conservative balance sheet
- Fully integrated
- Sustainability and traceability efforts

Area of Focus

1. Expand the Market
   - Broaden fish oil use cases for consumers
   - Fund concentrated fish oil applications research
   - Respond aggressively to negative press

2. Increase Price
   - Investigate branding for both TASA and Peru
   - Emphasize sustainability & transparency of TASA
   - Increase supply side power with M&A

3. Threats
   - Production of synthetic Omega-3
   - New negative media coverage
   - Development of substitutes

The Experience

TASA: Fish Oil for Human Consumption | Lima, Peru | G-Lab 2016