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FY26 Accomplishments & FY27 Outlook

Region/Country: LATAM

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1. TOP ACCOMPLISHMENTS – FY26

Executive Summary

FY26 strengthened Alaska Seafood's commercial position across Latin America through an integrated program linking retail sell-through, trade development, consumer engagement, and technical capacity building. Retail and sales-support initiatives generated measurable commercial results, while regional trade shows and year-round servicing expanded the buyer pipeline and supported local partners. Digital and experiential programs achieved broad, cost-efficient reach, and the Peru Reprocessing Initiative advanced a long-term platform for alternative processing and market development.

Top 3 Accomplishments

1. Activity: Integrated Omnichannel Retail and Foodservice Activations

- **Objective:** Increase trial, sell-through, distribution, retail media, and repeat purchasing of value-added Alaska Seafood products.
- **Results:** Implemented coordinated Christmas, Lent, Easter, and Seafood Week programs with importers and retailers, combining in-store sampling, point-of-sale materials, digital retail media, chef-led demonstrations, sales incentives, and foodservice adoption.
- **Quantifiable Impact:**
 - Over 160,000 consumers reached through retail promotions and activations.
 - Over 140 MT and US\$2.3M in reported sales impact in Retail.
 - Sirène made its initial 1 MT purchase of Genuine Alaska Pollock.
 - E-commerce campaign delivered almost half a million impressions, 4.5 thousand clicks. 55% increase in sales on only one platform.
 - ROI of 10x in In-store Promo and over 4x on e-commerce.
- **Why it mattered:** Demonstrated that coordinated marketing support can generate measurable sales, new product adoption, repeat commercial interest, and stronger distribution. It supported importers, aligned with OMR LatAm strategy for FY26 of increase in volumes and enhanced ROI for these activities in the region.





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2. Activity: Regional Trade Development

- **Objective:** Connect Alaska suppliers with qualified Latin American buyers while developing new processing, distribution, and market-access pathways for Alaska Seafood.
- **Results:** Combined international trade-show participation, year-round trade servicing, supplier introductions, technical missions, Chef education and food service training, plant assessments, and specialized processor training. The work also advanced technical roadmaps including the Peru Reprocessing Initiative and Technical Samples Program.
- **Quantifiable Impact:**
 - Generated 64 new trade leads
 - Pink Salmon ranking first, followed by Alaska Pollock. Crab, Rock Fish also included this year (following IMC requests)
 - Conducted 74 full business meetings with trade
 - Engaged with 60 unique potential companies to carry Alaska Products
 - Welcomed thousands of visitors in Trade Shows with over 600 introductions to ASMI.
 - Reprocessing program in Peru and China for 48 people from 15 companies.
- **Why it mattered:** Expanded the regional commercial pipeline and strengthened Peru's potential as an alternative reprocessing and worked on opportunities to expand volume of imports from Alaska applying the planned strategy for FY26. OMR also looked for opportunities for species requested by IMC in 2025.

3. Activity: Digital and Consumer Awareness Expansion Across Latin America

- **Objective:** Increase awareness of Alaska origin, sustainability, quality, nutrition, and culinary versatility while directing consumers toward locally available products.
- **Results:** Executed influencer, paid-media, website, as well as supported promotion of retail-media, sampling, culinary, and large-event activations across Brazil, Colombia, Ecuador, and Mexico in channels with Spanish and Portuguese language content.
- **Quantifiable Impact:**
 - +100% increase in Instagram views in Brazil.
 - +24% growth in followers - same overall investment of FY25, but concentrated in 2025.
 - Influencer and paid-media campaigns reached more than 4.4 million accounts and generated more than 10.1 million views across Latin America.
 - ASMI-managed websites attracted over 30 thousand new users and almost 65 thousand pageviews.





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- **Why it mattered:** Built a scalable awareness platform, strengthened consumer familiarity with Alaska Seafood, and created a stronger bridge between education, product trial, retail traffic, and future purchase intent.

2. PLANS FOR FY27

Strategic

Priorities:

In FY27, ASMI Latin America will strengthen the market position of Alaska Seafood through an integrated strategy focused on increasing consumer awareness, expanding retail and foodservice demand, and supporting commercial growth, with an increased level of activity in Mexico. Expanding sales volume will remain a central objective, supported by technical samples, regulatory assistance, trade development, retail promotions, digital marketing, culinary education, and strategic partnerships.

Retail Promotions

- Retailers: Target retailers and e-commerce partners such as Sam's Club, Daki, Costco Mexico, Calypso del Caribe, and selected strategic accounts across Latin America.
- Campaign: Seasonal promotions around Seafood Week, Christmas, Lent/Easter, and other high-consumption periods, combining in-store activation, retail media, branded content, and sampling.
- Expected Outcomes: Achieve double-digit incremental sell-through where measurable, engage at least eight strategic retail or importer partners, and reach more than 150,000 consumers through retail activations.

Digital Marketing

- Platforms: Current Social media channels and website, development of a new email newsletter marketing, digital advertising, and retailer e-commerce platforms.
- Paid Media: Develop educational and promotional content highlighting Wild Alaska Seafood through recipes, videos, and chef collaborations. Work with regional recipes as well as use U.S. recipes in festive seasons. Use variable monthly investments rather than fixed amounts.
- Influencer Partnerships: Chef, food, lifestyle, wellness, and micro-influencer partnerships in Brazil, Mexico, Colombia, and Ecuador, co-developed with importers and retailers and activated only where products are available.





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- Expected Outcomes: 7M+ impressions, 1M+ views, 30K+ website visits, double digit follower growth.

Trade Marketing

- Buyer engagement: B2B introductions, market intelligence, regulatory and labeling guidance, ongoing market visits, and structured follow-up.
- Importer support: Introductions to Alaska suppliers, technical specifications, sales tools, product training, campaign planning, and co-funded promotion where appropriate.
- Promotions: Technical training, Partner booths, chef tastings, retailer sales incentives, digital retail media, in-store merchandising, seasonal campaigns, and documented success stories.
- Expected Outcomes: 60+ meetings, 50+ qualified leads, 3 technical events, 5+ trade shows.

Foodservice

- Restaurant promotions: Execute seasonal foodservice promotions featuring Wild Alaska Seafood in restaurants, hotels, and institutional foodservice, supported by promotional materials and chef collaborations.
- Training: Provide practical education on yield, storage, handling, frozen preparation, menu costing, product differentiation, sustainability, and procurement for chefs and purchasing managers.
- Expansion: Work with restaurant chains (all sizes) to include Alaska Seafood products in the menus, either LTO in seasons or preferably as a permanent item.
- Expected Outcomes: 3 technical trainings, 3 new chains adopting Alaska Seafood products.

Consumer Education

- Sampling at retail stores, public events, and foodservice activations, linked to QR surveys/promotions and local “Where to Buy” information.
- Cooking demonstrations featuring convenient preparations and recipes adapted to local cuisines and available product formats.
- Sustainability messaging focused on wild origin, responsible fisheries, traceability, and Alaska’s credible resource-management story.





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- Nutrition messaging to position Alaska Seafood as a healthy, high-quality protein suitable for regular family consumption for balanced everyday meals - using claims approved for each local market.
- Expected Outcomes: Drive demand for Alaska Seafood, Nutritionists prescribing Alaska seafood.

Technical Assistance

- Trade Training: Provide technical training for processors on handling and processing Alaska Seafood and for foodservice professionals on yield, menu costing, profitability, and commercial applications.
- Business Performance: Demonstrate product performance, operational benefits, and the commercial value of adding Alaska Seafood to importer, distributor, processor, retailer, and foodservice portfolios.
- Consumer Resources: Develop consumer-friendly product guides, technical fact sheets, videos, recipes, and other resources showing how Alaska Seafood can be prepared and used in everyday meals.
- Samples: Through the Technical Samples Program, provide faster access to product samples to introduce new species, support product testing, facilitate technical development, and assist supplier sales efforts.
- Expected Outcomes: Drive demand, support informed business decisions, expand Alaska Seafood sales volume, and ensure that at least 70% of training participants report that they intend to apply one or more recommendations presented during the training

Trade Mission

- Buyer Experience: Offer key prospective buyers the opportunity to see firsthand how Alaska seafood is harvested and processed
- Business Development: Enable buyers who are considering starting or expanding purchases to meet with Alaska suppliers and explore new business opportunities
- Market Education: Increase buyers' understanding of Alaska's seafood industry, product range, and commercial potential
- Supplier Access: Connect Alaska suppliers with vetted prospective buyers interested in purchasing Alaska seafood products
- Expected Outcomes: Generate realized or projected Alaska Seafood exports to Latin America equal to at least 4x the activity investment within 12 months of the mission and secure at least one new distributor purchasing Alaska Seafood.





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Other Strategic Initiatives

- Promote a Food Service Competition in partnership with Sabor USA to strengthen food service engagement and increase awareness of Wild Alaska Seafood across participating markets, supporting local distributors.
- Continue developing multilingual marketing assets, technical resources, sales tools, and educational materials to support trade, retail, foodservice, and consumer outreach throughout Latin America.
- Continue regional collaboration with USDA/FAS, industry associations, importers, and strategic partners to maximize promotional impact and leverage co-funded marketing opportunities.
- Address priority regulatory barriers, and maintain country-specific import, labeling, and documentation checklists.

3. FY27 EVENTS

Event	Date	Location	ASMI Role in event
Arena Globo – World Cup Activation	July 2026	Brazil	Brand activation and consumer promotion.
250 Freedom – U.S. Embassy	July 2026	Lima, Peru	Event partner, product promotion and seafood sampling.
250 Freedom – U.S. Embassy	July 2026	Mexico City, Mexico	Event partner, product promotion and seafood sampling.
Expo Alimentaria	September 2026	Guatemala City, Guatemala	Exhibition, buyer engagement and product promotion.
Salão Abrasel 2026	September 2026	Brazil	Foodservice promotion and industry networking.
Seafood Week In-Store Promotions	September 2026	Brazil	Retail tastings, product engagement and consumer education.
America's Food & Beverage 2026	September 2026	Miami, USA	Trade promotion and business development.
Wild Alaska Salmon Masterclass – FOODEXPOSHOW & Chef Servicing	September 2026	Guayaquil, Ecuador	Chef education and product promotion.
Espacio Food & Service 2026	September–October 2026	Santiago, Chile	Exhibitor, buyer engagement and foodservice promotion.
Seafood Show Latin America 2026	October 2026	São Paulo, Brazil	Exhibitor, business development and trade networking.



Alaska Whitefish Masterclasses for Foodservice	November 2026	Latin America	Chef education and food service training.
Reprocessing Training	November 2026	Colombia	Technical training and processor education.
GoWhere Magazine Event	September–November 2026	São Paulo, Brazil	Sponsor and promotional partner.
End-of-the-Year Trade Gathering 2026	December 2026	São Paulo, Brazil	Presentations, dinner, networking, and business development.
Chef Training / Seminar	February 2027	Mexico	Chef education and product training.
Seafood Expo North America	March 2027	Boston, USA	Participant, trade meetings and client engagement.
Seafood Expo Global	April 2027	Barcelona, Spain	Participant, trade meetings and client engagement.
Alaska Seafood Masterclasses for Foodservice	April 2027	Brazil	Chef education and food service development.
APAS Show 2027	May 2027	São Paulo, Brazil	Exhibitor, retail engagement and partners' support.
Expo ANTAD	May 2027	Guadalajara, Mexico	Exhibitor, trade promotion and buyer meetings.
Expo Gastronómica	June 2027	Mexico City, Mexico	Food service promotion and industry engagement.

Risks / Challenges

- Market conditions: 2026 an election year with new presidents being inaugurated in some of the main economies in the region. Economic uncertainty, and currency volatility across several Latin American markets may affect policies, consumer purchasing power, importer confidence, and demand for imported seafood.
- Tariffs: Market access is fragmented. U.S. free-trade agreements support more favorable access in several markets, while Brazil/Mercosur and other non-FTA markets can involve higher duties and greater landed-cost complexity.





- Reciprocal tariffs: Continued changes in U.S. tariff policy, reciprocal trade arrangements, and country-specific negotiations may indirectly affect exchange rates, bilateral commercial relationships, and the competitiveness of Alaska Seafood in Latin American markets.
- Mercosur-EU agreement: The provisional application of the EU–Mercosur trade agreement may improve access for certain European seafood products in Argentina, Brazil, Paraguay, and Uruguay (Bolivia may be added), potentially affecting the competitive position of U.S. seafood, including some salmon and value-added categories - but also benefiting species processed in Europe and re-exported to LatAm.
- Supply concerns: Long transit times, limited cold-chain options, elevated freight costs, sample-delivery delays, and importer inventory constraints may cause promotional calendars to be misaligned with product availability.
- Budget limitations: Funding limitations may restrict the scale and frequency of activities and require the program to prioritize high-impact markets, adjust plans during the year, or seek co-funding.
- Consumer trends: Demand for affordability, convenience, and locally sourced products may intensify competition, requiring stronger communication of Alaska Seafood’s quality, wild origin, sustainability, traceability, and nutritional value. Competition remains significant from Chilean farmed salmon and lower-cost Russian and Asian whitefish and surimi.

Additional Notes

OMR in Latin America recommends maintaining an integrated but disciplined FY27 approach. Brazil and Mexico should remain the principal scale markets, while Colombia, Ecuador, and Peru should receive focused trade-development, foodservice, regulatory, and promotional support. Technical assistance should be strengthened to demonstrate the commercial performance and portfolio value of Alaska Seafood to the trade and to help consumers incorporate Alaska Seafood into everyday meals. Quarterly performance reviews using standardized KPIs should guide the reallocation of funds and support data-driven resource decisions.

Budget Considerations for FY27:

The approved FY27 budget includes retail promotions, consumer campaigns, chef education, technical training, trade shows, and the Technical Samples Program. However, several activities pivotal to the LatAm program do not have a budget assigned, including year-round trade servicing, digital marketing, content management, trade communications, food service promotion and various events. These activities are essential to maintain visibility, strengthen trade relationships, and support long-term growth across Latin America - including partners’ support. Additional funding opportunities or funding reallocation would support these initiatives and maximize the impact of the FY27 plan.

