

Online sales strategy and processing



For the development of fisheries and aquaculture in Europe

Eurofish

Istanbul, 2026 June 9th





Gen Z doesn't go to the fish market on Saturday morning.



Gen Z doesn't call their fishmonger.



Gen Z doesn't even answer the phone.



Gen Z orders online — and they expect the freshest fish delivered to their door.



Gen Z is now our biggest customer segment.



GEN Z IS NOW OUR BIGGEST CUSTOMER SEGMENT.



I was **wrong**. Let me tell you how **wrong**.

“ *I will never sell
fresh fish online!
Never!* ”

— Dr. Péter Palotás, CEO The Fishmarket Ltd., (2018)



Eurofish | Istanbul,
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Welcome to my apology.





20TH CENTURY FISH TRADE

THE WAY IT ALWAYS WORKED

 SEE IT. SMELL IT, TOUCH IT.

 DATA LOST AT EVERY STEP

 NOBODY QUESTIONED IT



20TH CENTURY FISH TRADE

I WAS WRONG.



You can't judge fresh fish through a screen



Ultra-fresh logistics is a nightmare



No returns policy. Ever.



I DON'T SEE HOW IT WORKS



IT DOESN'T WORK



WHAT CHANGED EVERYTHING

\$12 TRILLION

— the largest consumer market opportunity of the decade



25% of global population



First smartphone at age 10



By 2040 — the #1 spending generation



“ You cannot argue
with a birth certificate. ”



FISCH VOM KUTTER

Since 2009 · Baltic Sea · fischvomkutter.de



THE MODEL – 3 STEPS



Fisher texts catch from the sea



Consumer picks up at the port



No middleman. Lower price. Full story.

“ Online doesn't remove you from the fish.
It brings you closer to the catch. ”

regional · seasonal · fair · sustainable



CLIC Océan

clicocéan.fr · Océalliance · 33 auction houses · ~100 species



BEFORE



Fax. Email. Hope.



Yesterday's list



Race to order in time



Data lost

NOW



Real-time stock & price



Photos + full spec



7/24 ordering



Full traceability

CLIC Océan by Océalliance

Océalliance 33 AUCTION HOUSES

FRESH SEAFOOD daily from the sea | COURS DU JOUR real-time prices | 7/24 ORDERING | PRODUCT PHOTOS full specifications | TRACEABILITY from sea to buyer

SPECIES	SIZE	QUALITY	PRODUCT PHOTO	ORIGIN	AVAIL. KG	PRICE / KG
Sea Bream (Sparus aurata) Mediterranean	300-400 g	Grade A ★★★★★		France Mediterranean	520 kg	€6.85
European Seabass (Dicentrarchus labrax) Atlantic	400-600 g	Grade A ★★★★★		France Atlantic	410 kg	€7.45
Norway Lobster (Nephrops norvegicus) Atlantic NE	10-20 pcs/kg	Grade A ★★★★★		France Atlantic NE	230 kg	€16.20
Skate Wing (Raja clavata) Atlantic	1-3 kg	Grade A ★★★★★		France Atlantic	180 kg	€8.90

LIVE STOCK & PRICES UPDATED CONTINUOUSLY | SECURE PAYMENTS | FULL TRACEABILITY FROM SEA TO BUYER

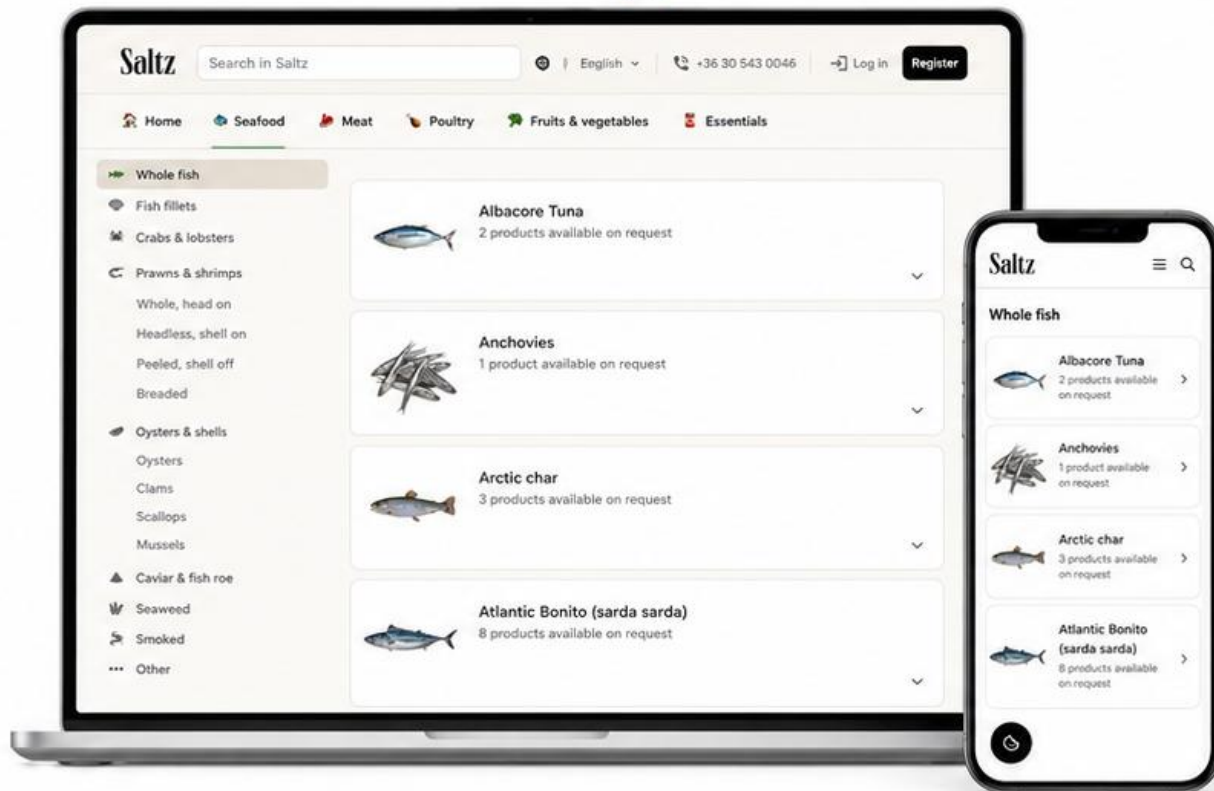
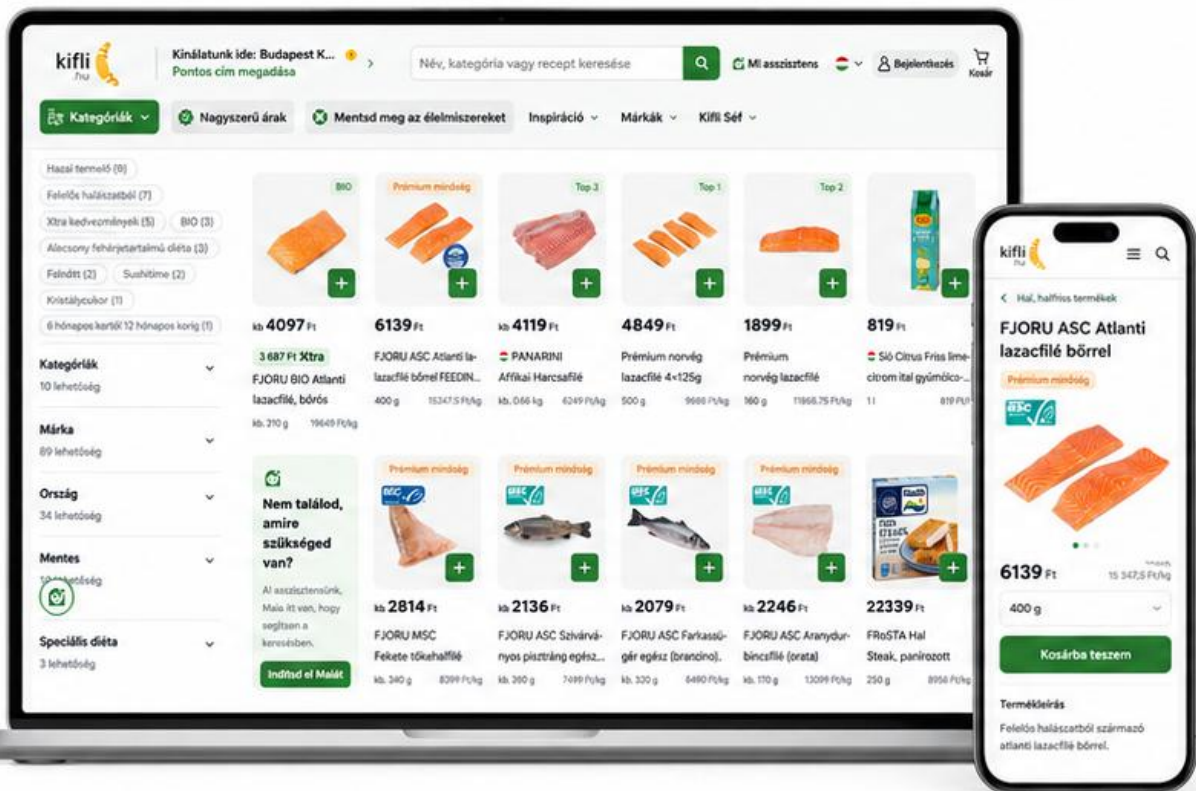
“ It wasn't just a fax. It was a competitive disadvantage dressed up as tradition. ”

MARKETPLACE PLATFORMS

Promise vs. Reality

Rohlik.cz és Kifli.hu 

Saltz.app 



- ✓ Own fish brand • ASC/MSC • 48h delivery
- ⚠ Prague decides. Budapest suffers.
The algorithm was smarter than the buyer.

- ✓ €20M Series A • 20 countries • Hilton, Marriott
- ⚠ Works in Germany. Not from Germany.
A local distributor will always be 2–3 days fresher than a 1,000 km supply chain.

 For ultra-fresh fish — **proximity and expertise** still beat scale.

THE CROWDFARMING MODEL

What if the farmer sold directly to your table?



01 No wholesaler.
No supermarket. No intermediary.



02 Farmer sets the price —
earns nearly double



03 Consumer gets the story —
farm, harvest, farmer



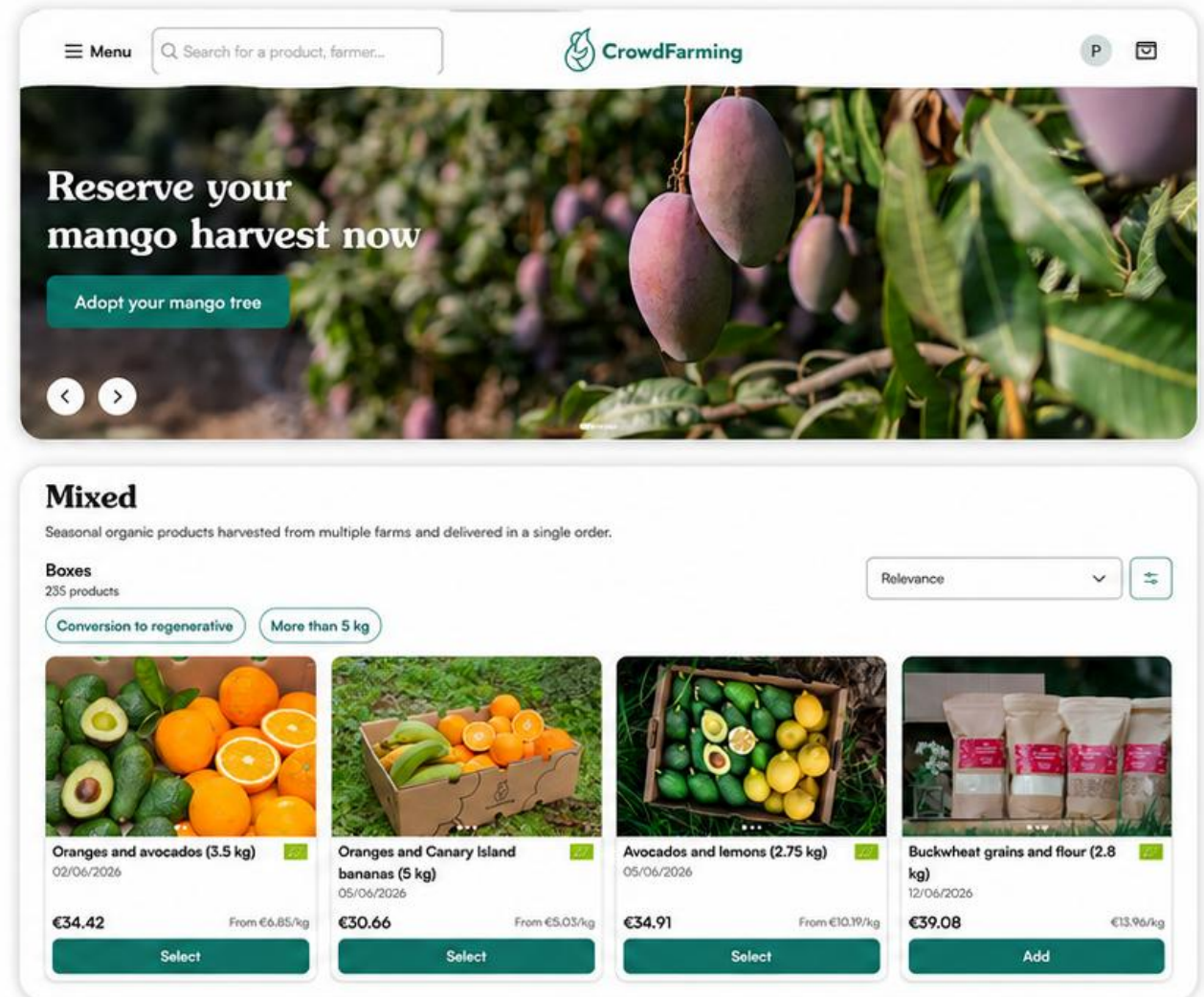
OUR ROLE AS A PLATFORM

“Not an online supermarket.
A logistics and technology service — for farmers.”



RELEVANCE TO AQUACULTURE

Same model. Different product.
The question is: are the markets ready?



“ CrowdFarming proved it works for avocados.
Loch Duart proved it works for salmon.
What could it mean for your farm?

FARM TO TABLE

From avocados to salmon — the direct model



CrowdFarming inspiration

- ✓ No wholesaler. No supermarket.
- ✓ Farmer sets the price.
- ✓ Paid in 14 days — not 90.



Loch Duart

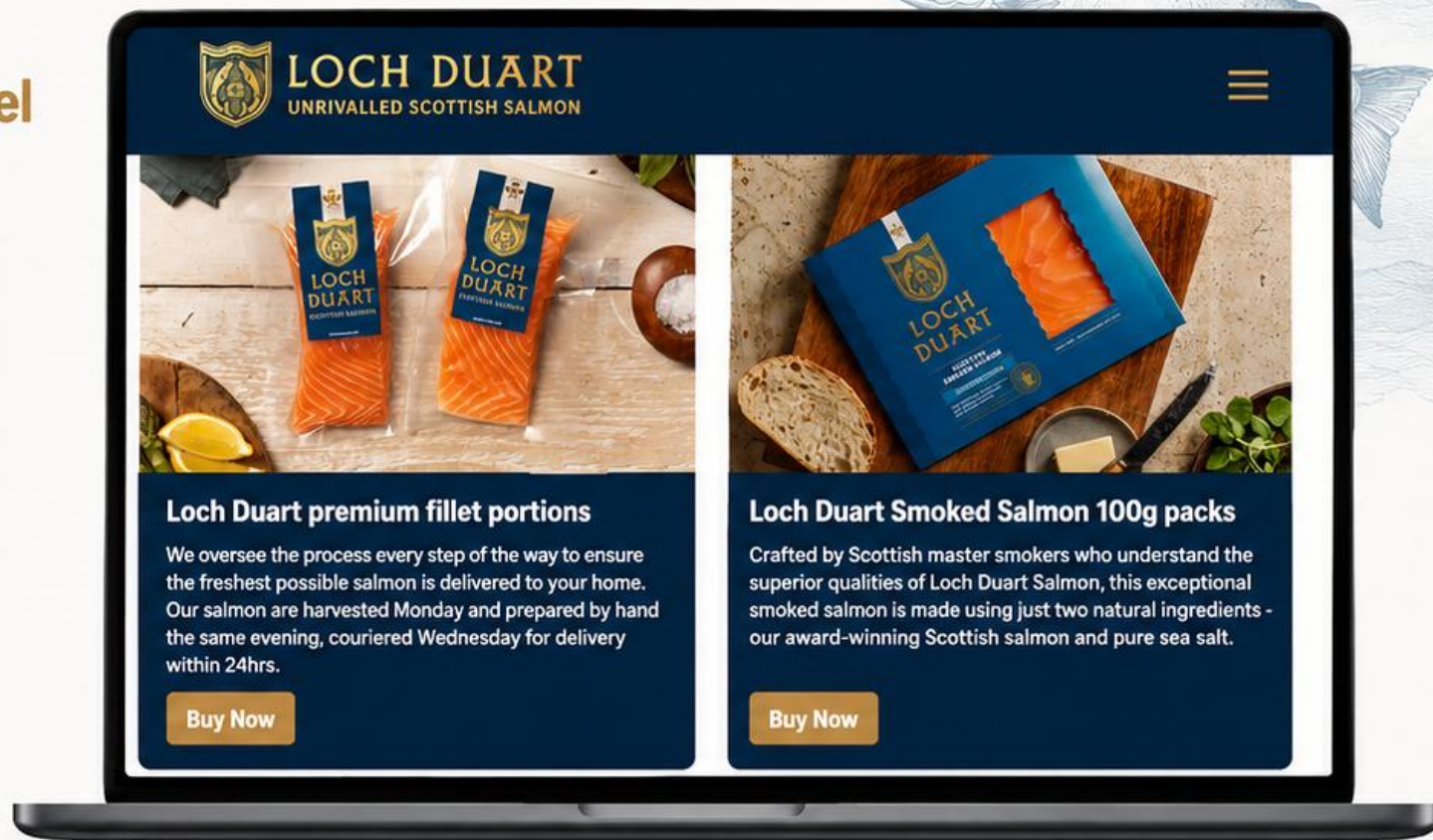
“Monday harvest. Wednesday delivery.”

48h · farm to front door · Michelin trusted



Honest limitation

- Fresh fish ≠ avocado
- Cold chain is unforgiving
- Hungary: no national cold-chain home delivery



RESPONSIBLE
FARMING



DIRECT
TO CONSUMER



COLD CHAIN
DELIVERY



TO YOUR
DOOR



ENJOY
EXCEPTIONAL SALMON



MICHELIN
TRUSTED

Start with what travels.

Build the story. Build the trust. Then expand.



PROCESSING

HU-1729-EU
EU export certified



WHOLESALE

HORECA · Retail chains



RETAIL

Budaësti Halpiac · fishmonger.hu



THE SELFISH® BRAND

 SIAL d'Or Global Award 2012 – Paris

Ultra-fresh · Ready to cook · Zero bones



THE NEW SEAFOOD HUB – TÖRÖKBÁLINT



10,120 m² site · 2,200 m² facility



50% energy from solar · Automated processing line



Capacity: 1,000 t/year → 10,000 t/year



EU export certified · IFS · ISO 22000

“ From a single processing unit to Central Europe’s most modern seafood hub. ”

THE FISHMARKET & FISHMONGER.HU

Honest lessons from Budapest



2019

B2B platform
Original plan



2020

Covid pivot
Lifeline – not strategy



NOW

Back to B2B
Real-time integration



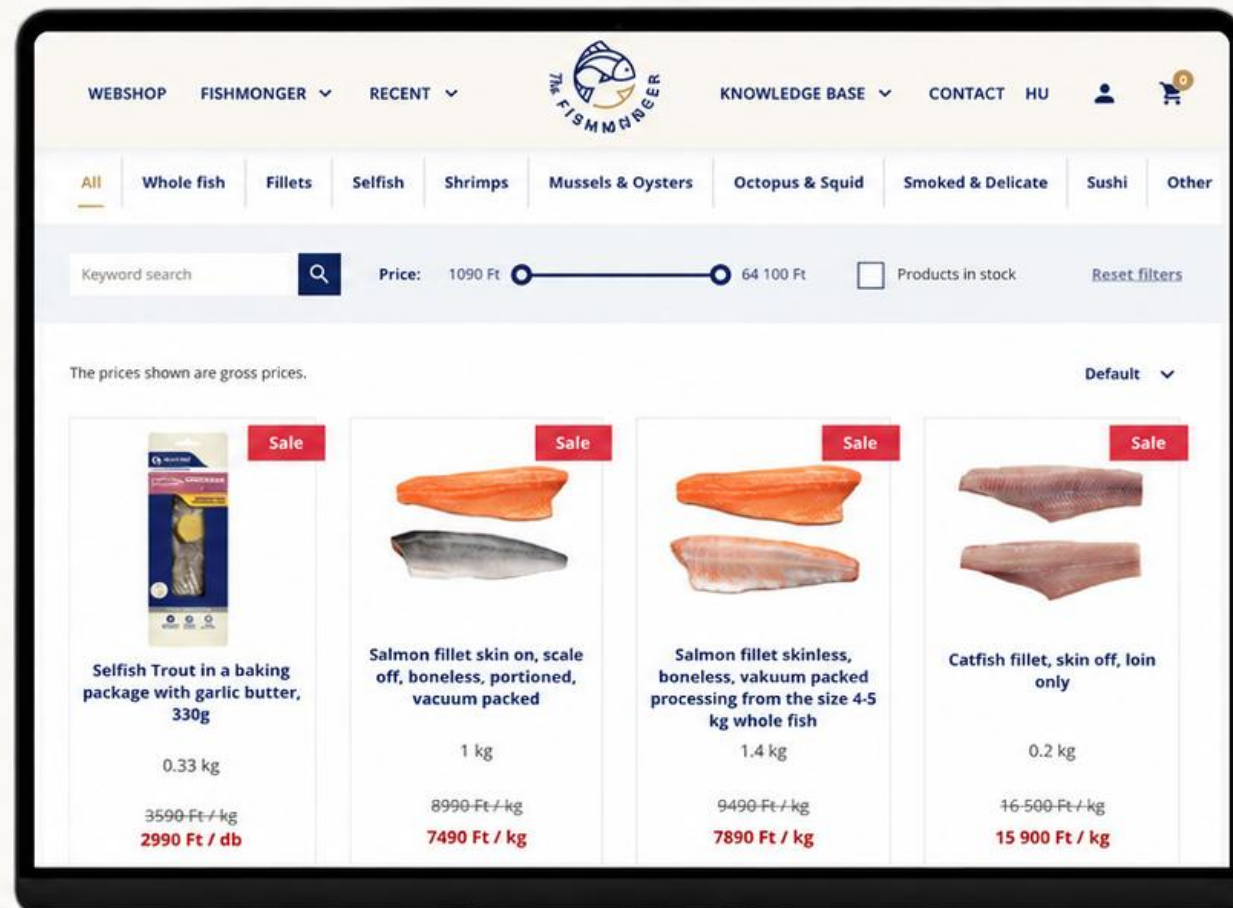
THE REAL CHALLENGE

“ When a restaurant orders – is it in stock, in production, in transit, or still to source? ”

-  IN STOCK
-  IN PRODUCTION
-  IN TRANSIT
-  STILL TO SOURCE



Own logistics cost vs. platform commission.
Do the math. Honestly.



WHEN DATA SAVES A SPECIES



FISHMONGER



Data creates transparency.
Transparency creates impact.



THE PROBLEM



Paper ≠ Control



Illegal catches



Data gaps



Quota violations



THE SOLUTION — BALFEGÓ



Every fish identified



Every step documented



QR code → complete journey



“Do you know the origin of your tuna?”



Traceability is not a burden.
It is your competitive advantage online.



AENOR-CERTIFIED
TRACEABILITY



DIGITAL DOCUMENTS
END-TO-END



QUOTA & REGULATION
COMPLIANCE



SUSTAINABLE TODAY
FOR TOMORROW

WHEN DATA WORKS

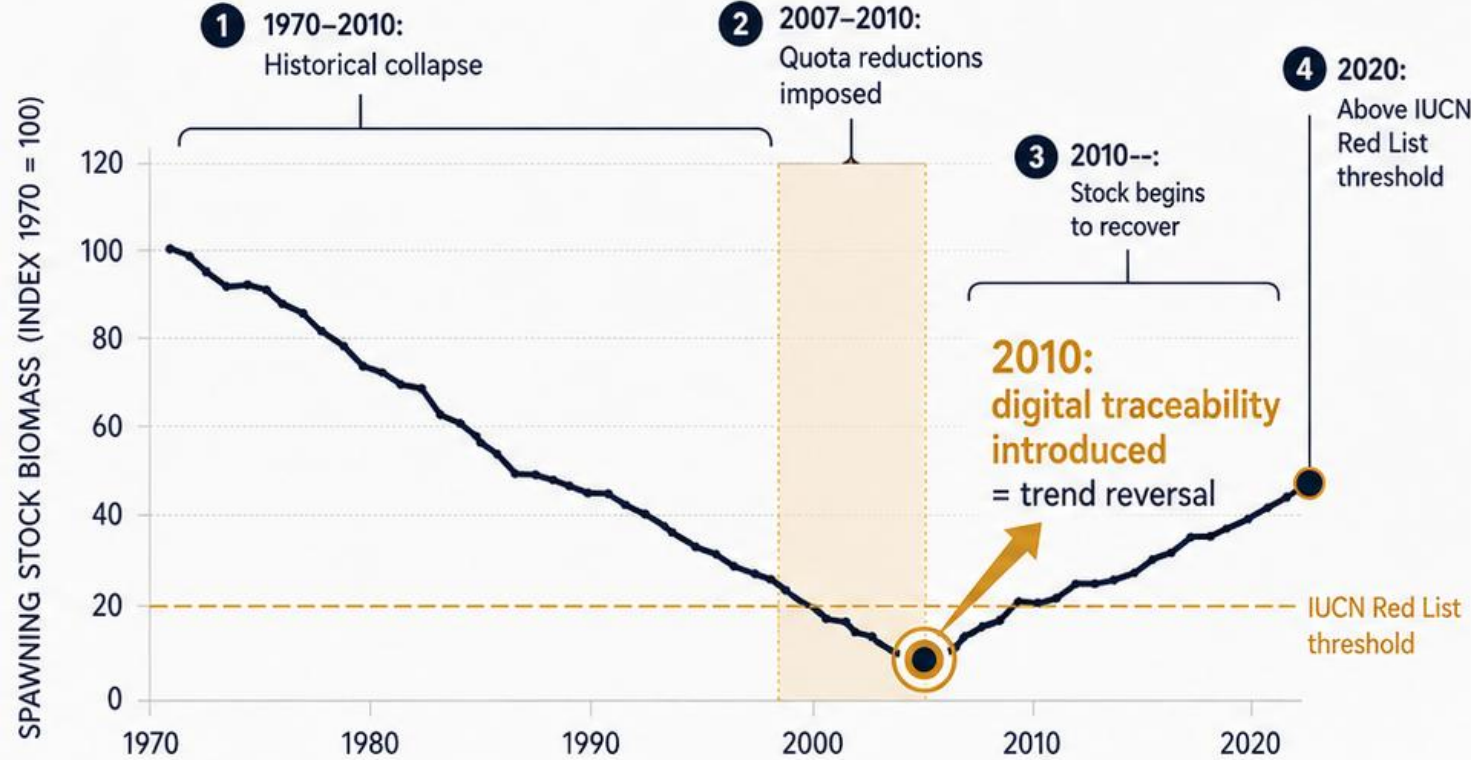
Atlantic Bluefin Tuna — From Collapse to Recovery



ICCAT — International Commission for the Conservation of Atlantic Tunas

Conservation of tunas and tuna-like species in the Atlantic Ocean and adjacent seas

- Bluefin Tuna Catch Document Program
- eBCD: electronic Bluefin Catch Document



Overfishing + paper certificates = collapse



Digital traceability + quota enforcement = recovery

DIGITAL TRACEABILITY: EVERY FISH, ACCOUNTED FOR



Catch data



Geolocation



Timestamp



Processing batch ID



Commercial units



QR / Digital documentation



Integrated data platforms



The stock didn't recover because of goodwill.

It recovered because every fish became a data point.



NO ESCAPE.

But there is a strategy.



1 • E-GROCERY PLATFORM

Kifli / Rohlik — Now



2 • B2B HORECA PLATFORM

Saltz type — When logistics solved



3 • OWN B2B WEBSHOP + CRM

fishmonger.hu — Medium term



4 • FARM-TO-TABLE DIRECT

Loch Duart model — Premium products

➤ Which channel.

Which product.

How fast.

THANK YOU.

If you have questions – please ask them now.

Gen Z would have just sent a WhatsApp.

Dr. Péter Palotás, PhD

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science of food technologie

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Gen Z would have skipped the conference.

Thank you for being here in person.