

Market in China – How do we innovate the position of coldwater prawn

Fan Xubing, Beijing Seabridge Marketing Co.

2017.11 ICWPF, Reykjavik, Iceland



海桥市场推广 SEABRIDGE MARKETING
专业农产品和海产品营销机构
Professional agriproduct & seafood marketing agent



八鲜过海 Global Seafood
中国海鲜美食第一全媒体
China's No.1 Seafood New Media

Seabridge is the marketing agent for CAPP (Canadian Association of Prawn Producers) sine 2006

Canadian Coldwater Shrimp marketing program has been running for 11 years (2006-2017) in China and has greatly changed the domestic shrimp consumption structure



Previous Situation 10 years ago

Current Achievements by 2017

What We Have Done

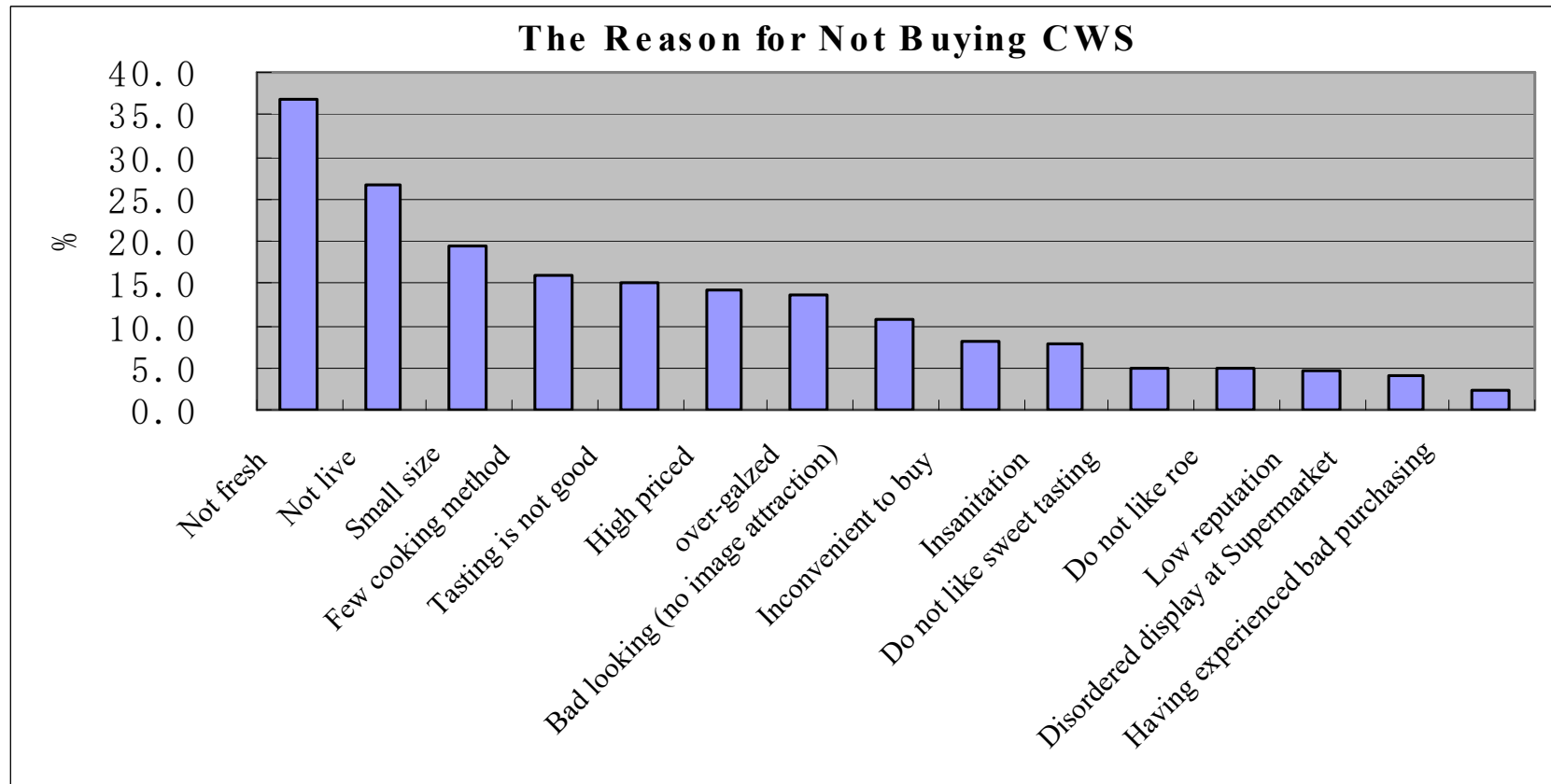
Approaches to the Future

Previous Situation 10 years ago

- Coldwater shrimp had no brand and Chinese consumers don't know where it came from.
- Most people believe it's local product.
- Many people don't like it because it was not fresh or live seafood.
- Most coldwater shrimp were sold through frozen food wholesale market.
- Price was very low and was losing market share because of competition from local farmed vannamei shrimp.

Source: consumer market study result in 2006, in Shenyang, Beijing, Jinan, Xi'an and Shanghai

Previous Situation 10 years ago



Source: consumer market study result in 2006, in Shenyang, Beijing, Jinan, Xi'an and Shanghai

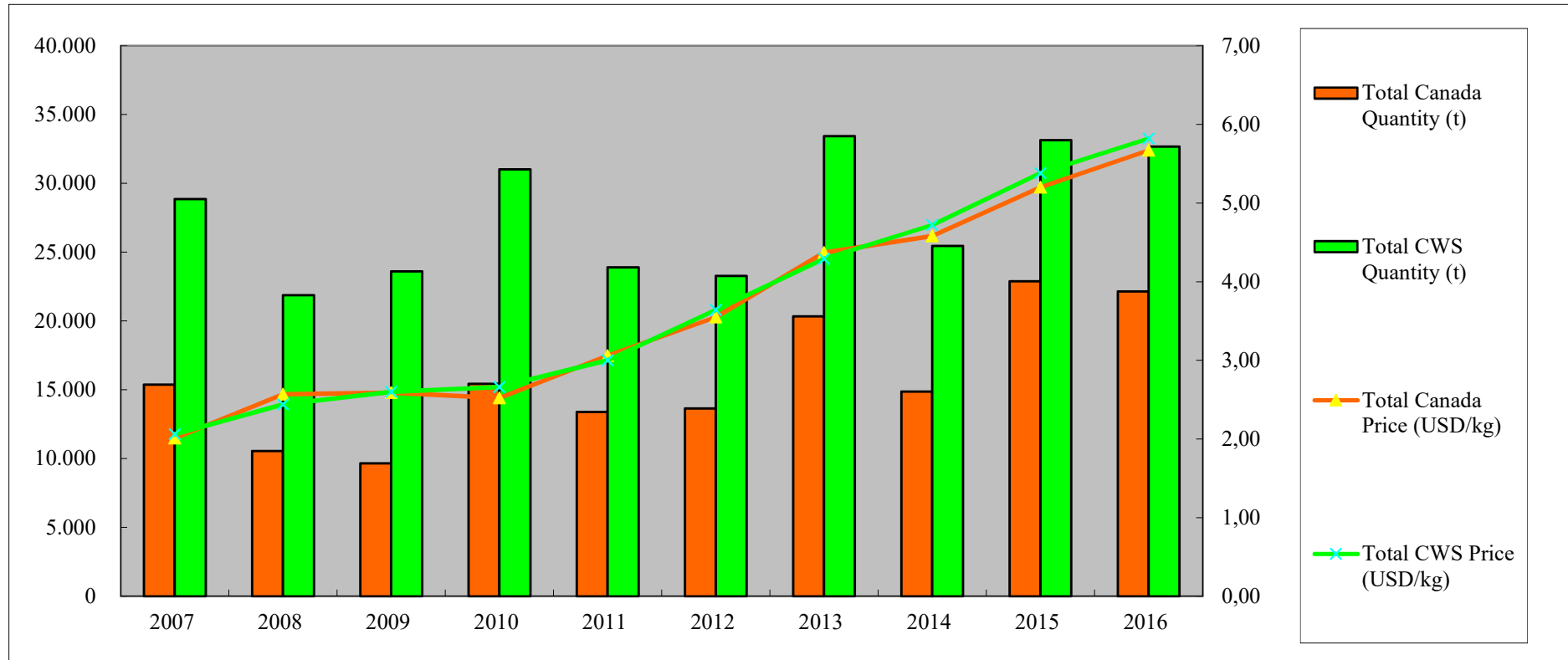
Previous Situation 10 year ago

Current Achievements by 2017

What We Have Done

Approaches to the Future

China's Coldwater Shrimp Import Quantity and Price

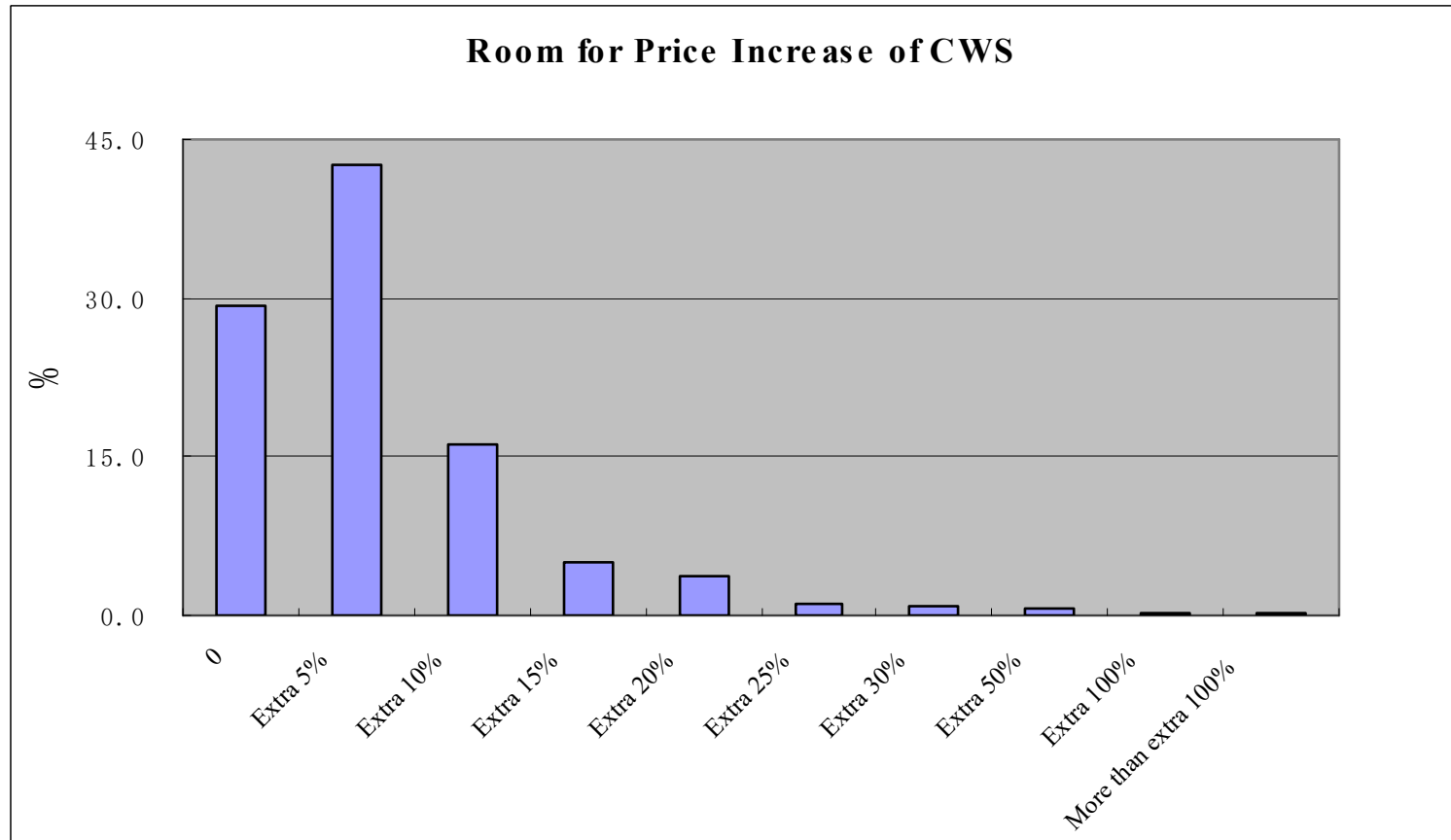


Source: China Customs Statistics

From 2006 to 2016 (11 years), what we have achieved include:

1. Coldwater shrimp, from Non brand product, to No.1 Import Seafood Brand and Best Selling Seafood On-line in China
2. Consumers has accepted coldwater shrimp as frozen-cooked shrimp and some even like it more than fresh and live shrimp
3. Coldwater shrimp has becoming the most famous seafood and flagship products among all Canadian seafood
4. Canada has been recognized by Chinese consumers as the No.1 country of original for seafood among all countries export to China
5. Coldwater shrimp import price has increased by 283%, with annual increasing of 31%
6. From 80% sold in wholesale/wet market, to 30% sold in w/w market, 30% in supermarket, 30% in e-commerce/O2O, 10% in restaurants
7. From only sold in Northeast, Northern and Northwest China, to sold in all provinces in China except Tibet
8. From mainly sold to low income people in Northern China, to mainly sold to middle class and upper class in large cities all over China

Previous Situation 10 years ago, less then 10% could accept more than 15% extra price



Source: consumer market study result in 2006, in Shenyang, Beijing, Jinan, Xi'an and Shanghai

2016 Best 10 Global Seafood in China (organized by Global Seafood)



Best 10 Famous Import
Seafood



Best 10 Emerging
Import Seafood

2016 Best 10 Global Seafood in China (organized by Global Seafood)

2016 Best 10 Famous Import Seafood Original Brand	
1	Canadian Coldwater Shrimp
2	Argentine Red Shrimp
3	Norwegian Salmon (farmed)
4	Chilean Qing Crab
5	Ecuador Vannamei Shrimp (farmed)
6	French Oyster (farmed)
7	French Chilean Seabass (caught from South Indian Ocean)
8	Chilean Salmon (farmed)
9	Canadian Lobster
10	Canadian Geoduck
10	Irish Brown Crab

2016 Best 10 Emerging Import Seafood Original Brand	
1	Argentine Cuttlefish
2	Canadian Salmon (farmed)
3	Alaska King Crab
4	Canadian Green Whelk
5	New Zealand Green Mussel (farmed)
6	Canadian Surf Clam
7	Greenland Halibut
8	Icelandic Lumpfish
9	US Pacific Dungeness Crab
10	US Maine Lobster

**Coldwater shrimp covers all major e-commerce platforms
and modern retail chains**



Currently totally 97 brands selling coldwater shrimp on JD.com

全部结果 > "北极虾"

品牌:	所有品牌 A B C D F G H J K L M O P R S W X Y Z																收起
	大洋世家	禧美海产 (Sea...	海买	聚福鲜 (jufuxia...	京鲜生 (jingxia...	蓝雪	丰度	品鲜猫									+多选
	GUO LIAN	獐子岛 (ZONEC...	Member's Mark	其它	味库 (WECOO...	御鲜轩	玮世	聚鲜品									
	YUEPW	悦胜	深态 (ShenTai)	美加佳	沃派 (wopai)	鲜婆湾 (XIANP...	喵小二 (Miao Xi...	万聚鲜城									
	鲜有汇聚	鲜聚汇	劉清	御品集美鲜	鲜佰客 (xianbai...	鲜玛特	尊岛	余鲜生									
	尚致	臻乐庄园	渔鼎鲜	海购时代 (higo...	孙小乔	怡鲜来	新边界	沙沫 (shamo)									

全部结果 > "北极虾"

品牌:	所有品牌 A B C D F G H J K L M O P R S W X Y Z																收起
	领鲜未来	盈品客	喜知味 (share...	首鲜道	鲜动生活	鲜韵宴	多多胜选	希菲									+多选
	金御丰海鲜	水娃娃	本来生活 (benl...	欧帆 (oufan)	崇鲜	海鲜颂	麦乐贝尔 (mail...	宇食俱进									
	速鲜 (SuXian)	宸宸海鲜	1号鲜客 (Fresh...	凯洋世界海鲜	鱼姐海成	鲜元 (xianzh...	佰纳优鲜 (BAI...	珍帅 (ZHENSH...									
	生鲜王国	果芽	鲜贝客	海拉戈 (HAILA...	古堂香	一品	京参园	华洋道									
	宝程 (BAO CHE...	肉司令	孔膳农庄 (HOL...	路来 (roadlai)	顺食真 (shunsh...		九善食	乐屿									

众鲜岛 海月龍宮 (DRA... 榴鲜生 (Liuxian... 御农优品 (YUN... 豪鲜品 良巷 雪诺 (xuenuo) 肴易食
 爱吃鱼 (aichiyu) 今聚鲜 (dayinfr... 邻家小厨 沧海笑 福参荟 (鲜 (CHUNXIA... AJ 渔鲜荟
 食力鲜 (shilixia...

JD.com is the **No.1 e-commerce platform** for coldwater shrimp on-line sales since 2016



2 biggest coldwater shrimp importers are also best selling brands on JD.com and account for 70% of total JD coldwater shrimp sales

 <p>北京预订 11.6-11.9</p> <p>¥36.00</p> <p>福美(Seamix) 熟冻加拿大北极 500g 65-85口 袋装 冷链</p> <p>7.8万+条评价</p> <p>福美海产京东自营旗舰店</p> <p>自营 券199-50</p> <p><input type="checkbox"/> 对 <input type="checkbox"/> 关 <input type="button" value="加入购物车"/></p>	 <p>¥19.90</p> <p>京东 海买 熟冻加拿大北极 400g 50-60口 袋装 新鲜水</p> <p>6.8万+条评价</p> <p>海买京东自营旗舰店</p> <p>自营</p> <p><input type="checkbox"/> 对 <input type="checkbox"/> 关 <input type="button" value="加入购物车"/></p>	 <p>¥38.00</p> <p>福美(Seamix) 熟冻加拿大北极 500g 70%-80% 500g 45-</p> <p>7.8万+条评价</p> <p>福美海产京东自营旗舰店</p> <p>自营</p> <p><input type="checkbox"/> 对 <input type="checkbox"/> 关 <input type="button" value="加入购物车"/></p>	 <p>¥38.00</p> <p>福美 加拿大熟冻北极虾500g 90-120口/kn 新鲜水产</p> <p>100+条评价</p> <p>福美海产官方旗舰店</p> <p><input type="checkbox"/> 对 <input type="checkbox"/> 关 <input type="button" value="加入购物车"/></p>	 <p>¥12.80</p> <p>海买 熟冻加拿大北极虾 150g 25-35口 袋装 新鲜水产</p> <p>6.8万+条评价</p> <p>海买京东自营旗舰店</p> <p>自营</p> <p><input type="checkbox"/> 对 <input type="checkbox"/> 关 <input type="button" value="加入购物车"/></p>
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 <p>¥88.00</p> <p>京东 福美(Seamix) 熟冻加拿大北极虾(大号) 1kg 80-100 斗虾率50%-60% 800g 80-</p> <p>7.8万+条评价</p> <p>福美海产京东自营旗舰店</p> <p>自营</p> <p><input type="checkbox"/> 对 <input type="checkbox"/> 关 <input type="button" value="加入购物车"/></p>	 <p>¥79.90</p> <p>京东 海买 熟冻加拿大北极虾 200g 25-30口 袋装 新鲜水</p> <p>6.8万+条评价</p> <p>海买京东自营旗舰店</p> <p>自营 券199-50</p> <p><input type="checkbox"/> 对 <input type="checkbox"/> 关 <input type="button" value="加入购物车"/></p>	 <p>¥12.80</p> <p>福美(Seamix) 熟冻加拿大北极 200g 25-30口 袋装 冷链</p> <p>7.8万+条评价</p> <p>福美海产京东自营旗舰店</p> <p>自营</p> <p><input type="checkbox"/> 对 <input type="checkbox"/> 关 <input type="button" value="加入购物车"/></p>	 <p>¥29.90</p> <p>福美(Seamix) 冷冻北极虾仁 200g 80-100口 袋装 新鲜水产</p> <p>3900+条评价</p> <p>福美海产京东自营旗舰店</p> <p>自营 券199-50</p> <p><input type="checkbox"/> 对 <input type="checkbox"/> 关 <input type="button" value="加入购物车"/></p>	 <p>¥39.80</p> <p>鲜佰客 加拿大熟冻北极甜虾 头 500g 45-60口 袋装 新鲜</p> <p>3200+条评价</p> <p>鲜佰客旗舰店</p> <p>券288-20 69元2件</p> <p><input type="checkbox"/> 对 <input type="checkbox"/> 关 <input type="button" value="加入购物车"/></p>
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Canadian products sales **dramatically increasing** during 1st half year 2017 on JD.com

»» 吃，是你们认识世界的正确方式 ««

销量增长迅猛，食品品牌尤其

加拿大品牌销量增长情况

2017年618期间的销量同比增长超过

530 %

2017年上半年的销量同比增长超过

735 %

Canadian products sales increasing by 530% during 6.18 JD Annual Day

Canadian products sales increasing by 735% during 1st half year 2017



Canadian products sales **dramatically increasing** during 1st haft year 2017 on JD.com

Among all Canadian products sold on JD.com, coldwater shrimp, lobster and capelin are ranked top 3.

海洋动物为“中加友好”做出了巨大贡献

加拿大品牌及商品中，海鲜水产类更受欢迎

海鲜水产最受欢迎TOP3



北极虾



大龙虾



多春鱼



Canadian products sales **dramatically increasing** during 1st haft year 2017 on JD.com

Canadian coldwater shrimp is the No.1 selling seafood on JD.com during 7.14 Canada Day of JD.com

加拿大几乎快被中国吃货“承包”了

龙虾这种可爱的小动物吃过就会爱上

销量TOP5单品

1 海买熟冻加拿大北极虾

2 大渔场加拿大进口鲜活波士顿龙虾

3 Ddrops baby婴幼儿童宝宝维生素D3滴剂

4 春禾秋牧加拿大板腱牛排

5 极地湾冷冻加拿大多春鱼











Source: JD.com official data



Canadian coldwater shrimp has been also selling very good on Tmall.com

Tmall Supermarket, which is running by **yiguo.com** is by far the largest channel on Tmall and we have covered this since 2012

猫~我们已为您智能省略部分不相关的商品 查看更多商品

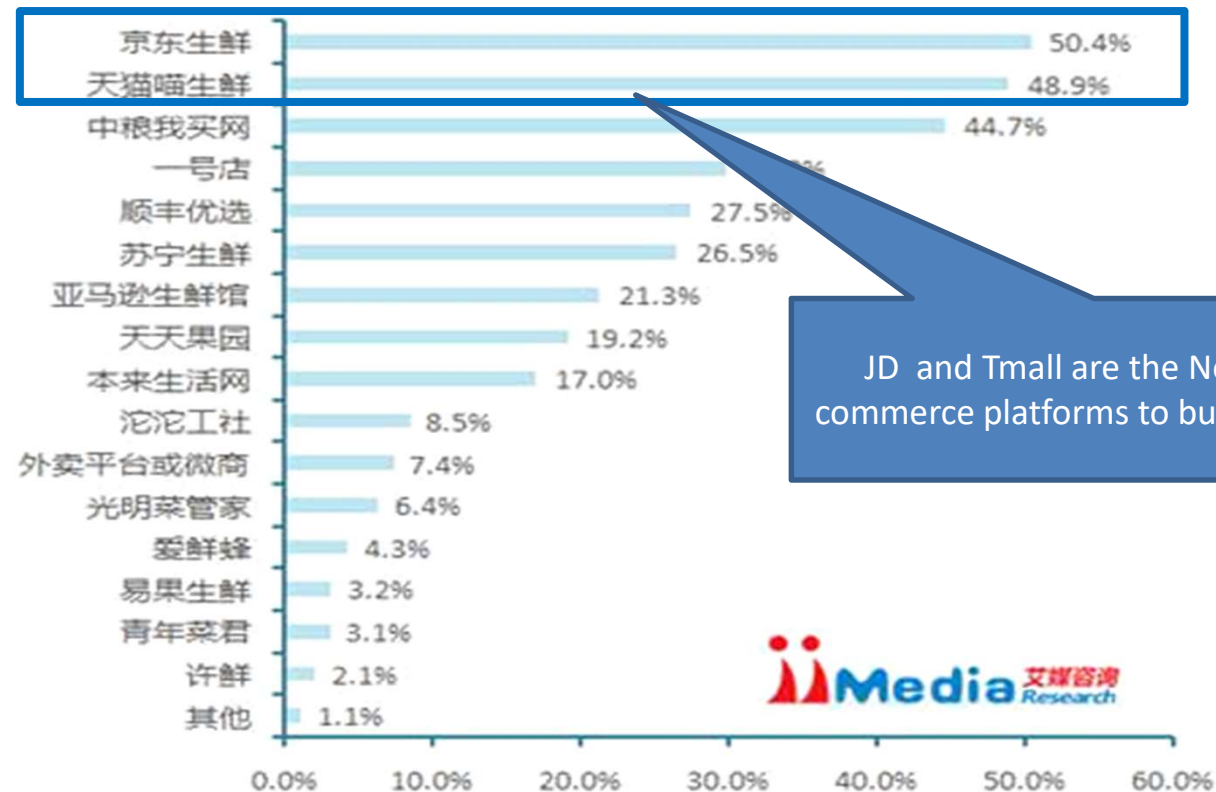
 <p>¥25.80</p> <p>加拿大北极甜虾熟冻500g (120+)</p> <p>天猫超市生鲜店</p> <p>月成交 3.3万笔 评价 8.2万</p>	 <p>¥16.80</p> <p>加拿大北极甜虾熟冻200g(120+/kg)海</p> <p>天猫超市生鲜店</p> <p>月成交 1.1万笔 评价 5.3万</p>	 <p>¥89.00</p> <p>【喵鲜生】加拿大北极甜虾1KG(大号/8</p> <p>喵鲜生</p> <p>月成交 1084笔 评价 5001</p>	 <p>¥52.00</p> <p>加拿大北极甜虾熟冻500g (120+) *2</p> <p>天猫超市生鲜店</p> <p>月成交 986笔 评价 1801</p>	 <p>¥39.00</p> <p>3份包邮 加拿大野生头籽北极甜虾50</p> <p>鲜达元旗舰店</p> <p>月成交 919笔 评价 6154</p>
 <p>¥39.80</p> <p>3件包邮加拿大野生带籽北极甜虾刺</p> <p>鲜佰客旗舰店</p> <p>月成交 735笔 评价 1.1万</p>	 <p>¥36.00</p> <p>【喵鲜生】加拿大北极甜虾 500g</p> <p>喵鲜生</p> <p>月成交 420笔 评价 778</p>	 <p>¥29.23</p> <p>三顿饭北极甜虾刺身30尾加拿大去头甜</p> <p>三顿饭旗舰店</p> <p>月成交 399笔 评价 5607</p>	 <p>¥40.50</p> <p>3件包邮北极甜虾带籽500g熟冻加拿大</p> <p>臻美海产旗舰店</p> <p>月成交 314笔 评价 6088</p>	 <p>¥115.00</p> <p>新货8月到港 坏单包赔 115</p> <p>新货加拿大甜虾头籽380g*3袋即食带籽</p> <p>臻美海产旗舰店</p> <p>月成交 302笔 评价 813</p>

Source: tmall.com official data

**Coldwater shrimp covers all major e-commerce platforms
and modern retail chains**

2015 China's Fresh Food E-commerce Brand Awareness

2015年中国生鲜电商品牌认知度调查



备注：此调查题目为多选题问题

Source: ii Media Research

We cover all the major E-commerce platforms in China



We cover all the major vertical fresh food e-commerce companies



We cover China's major hypermarket e-commerce platforms



We cover majority influent hypermarket chains in China



We cover majority influent High-end Supermarket chains in China



China Latest New Retail Chains we also covered, they all focus on high end seafood retailing

Invested and owned by Yonghui



Invested by Alibaba and Tmall



Invested and owned by JD.com



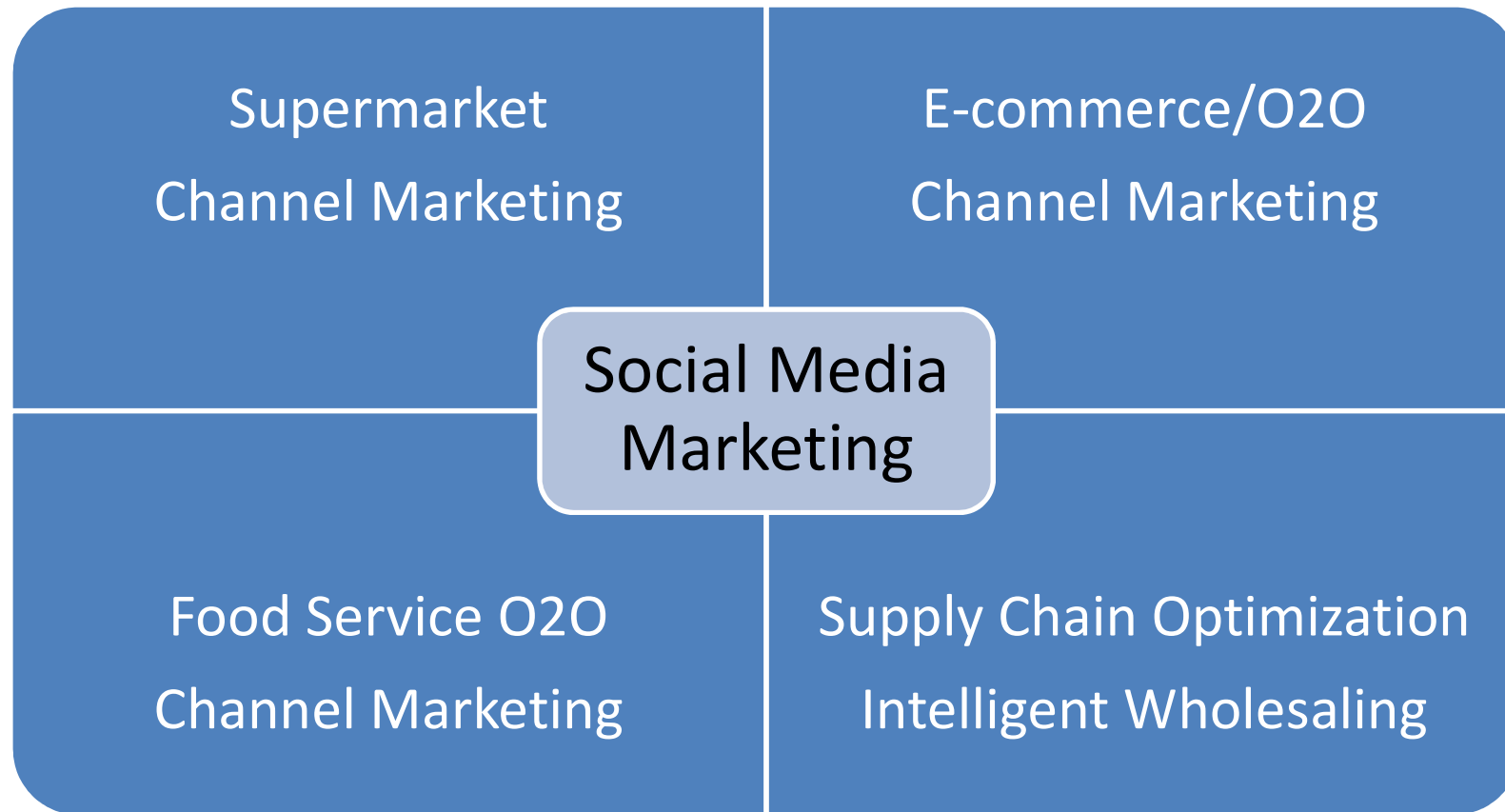
Previous Situation in 2007

Current Achievement by 2017

What We Have Done

Approaches to the Future

Seabridge Marketing Service System



We have done right things in right channels at right time in last 10 years





Canadian Coldwater Shrimp Marketing Step



Canadian Coldwater Shrimp Media Selection



Social Media

Retail Promotion

Retail Merchandising

E-commerce Promotion

O2O Promotion

Supply Chain Management



Canadian Coldwater Shrimp Association Sina weibo account has 221,350 followers



全部微博(2136) 筛选

加拿大北极虾协会
11-5 来自iPhone客户端

亲爱的北极虾粉丝们，又到了北极虾促销的时候了，本周促销活动的店都是北京地区的盒马先生门店！盒马鲜生十里堡店，盒马鲜生大成路店，盒马鲜生东坝店，促销价格超低，销量每天都是3-5箱，每家门店促销期间都人满为患。品尝购买的顾客都络绎不绝！超市的购物环境超赞！各种海鲜美食的亲身体验更... 全文



全部微博(2070) 筛选

野生北极虾
4-6 来自秒拍网页版

看过加拿大野生北极虾动漫第前几集的各位想必都知道了加拿大野生北极虾的美味营养以及纯天然无污染。但是你知道去哪能买到货真价实的加拿大野生北极虾吗？来一起看看北极虾动漫第六集吧！[秒拍视频](#)。



全部 原创 视频 文章 图片

野生北极虾
4-6 来自秒拍网页版

看过加拿大野生北极虾动漫第前几集的各位想必都知道了加拿大野生北极虾的美味营养以及纯天然无污染。但是你知道去哪能买到货真价实的加拿大野生北极虾吗？来一起看看北极虾动漫第六集吧！[秒拍视频](#)。



转发 评论 1

公开

野生北极虾
4-5 来自秒拍网页版

加拿大野生北极虾捕捞船纽芬兰胜利者号的处



Canadian Coldwater Shrimp Wechat account has **7000** followers, mostly are seafood importers, distributors and retailers



Canadian Coldwater Shrimp Association Official Website:

www.coldwatershrimp.com.cn



野生北极虾捕自纯净冰冷的北大西洋和北冰洋海域，是100%的纯野生虾。

野生北极虾生长在海面以下400米深海。

捕捞出水后1小时内就会在船上带壳煮熟，并迅速在零下三十度虾冷冻。

野生北极虾的包装、冷藏和运输过程采用全程冷链的方式，最大程度的保障了北极虾的新鲜和安全，可以解冻即食。

纯净海水中生长保证绝对无污染，不带任何寄生虫。

野生北极虾在冰冷海水中生长3-4年，生长缓慢、个体紧凑、肉质紧密，味道极佳。

野生北极虾是目前中国市场上最受消费者喜爱的进口海鲜之一，在国内各大电商、超市、海鲜市场都可以买到。

了解更多关于北极虾的捕捞、加工和烹饪只是可以关注野生北极虾官方微信和官方微博，收获第一手、最新、最IN有关北极虾好吃好玩的信息。

最新动态



- 关于野生北极虾名称的权威解读
- 北极虾动画视频（第一集）
- 北极虾不说“虾”说的那些事
- 北极虾东北超市促销总结报告
- 为什么北极虾可以解冻即食

菜谱烹饪技巧



- 北极虾冬阴功汤
- 北极虾海鲜披萨
- 焗北极虾配加龙
- 剁椒蒜蓉北极虾
- 北极虾海鲜羹

We arranged 2 famous bloggers to stay on shrimp fishing vessels for 2 weeks and experiencing the fishermen life and wrote series reports/stories



@YoYo食色空间 Weichat publications



【北大西洋海捕记】海洋大虾号北极虾捕捞船

(原创) 2016-03-12 YOYO YOYO美食空间



YOYO,
美食畅销书作家、环球旅行家。

美食足迹遍布60多个国家、千余地区
博客访问人次超过4亿，已出版16本美食畅销书
在多家生活时尚杂志设有lifestyle、美食美酒、旅行、酒店测评专栏
联系电话：15524564899 (吴小姐) QQ：30957276



This article total
reading: 10,313



从上世纪八十年代初，保罗就开始在最早的海洋大虾号上工作，1985年又继续跟随这艘新建造的船出海，一直作为Ocean Prawns海洋大虾号的船长，工作到今天。30多年，漫长又短暂，对许多人来讲，大概早就换了几份工作了，但保罗还是依旧揣着一颗赤子之心，每年三次往返于故乡丹麦兰纳斯和纽芬兰，在北大西洋上，追随北极虾红色的汛汐，从少年到白头……



那天中午，我们穿好救生衣，准备离开AtlanticEnterprise大西洋企业号。



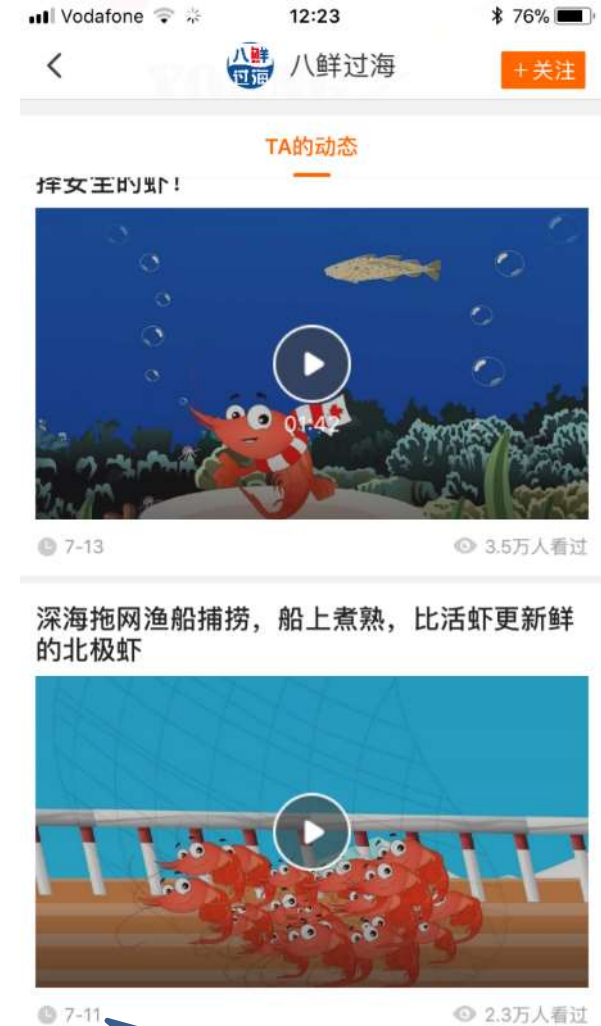
从船上的升降架上，放下救生艇到海面，先运送我们

We produced series of KOL cooking recipes, animations and publish on different platforms



Viewing are from
20,000 to 300,000

We produced series of KOL cooking recipes, animations and publish on different platforms



Viewing are from
20,000 to 300,000

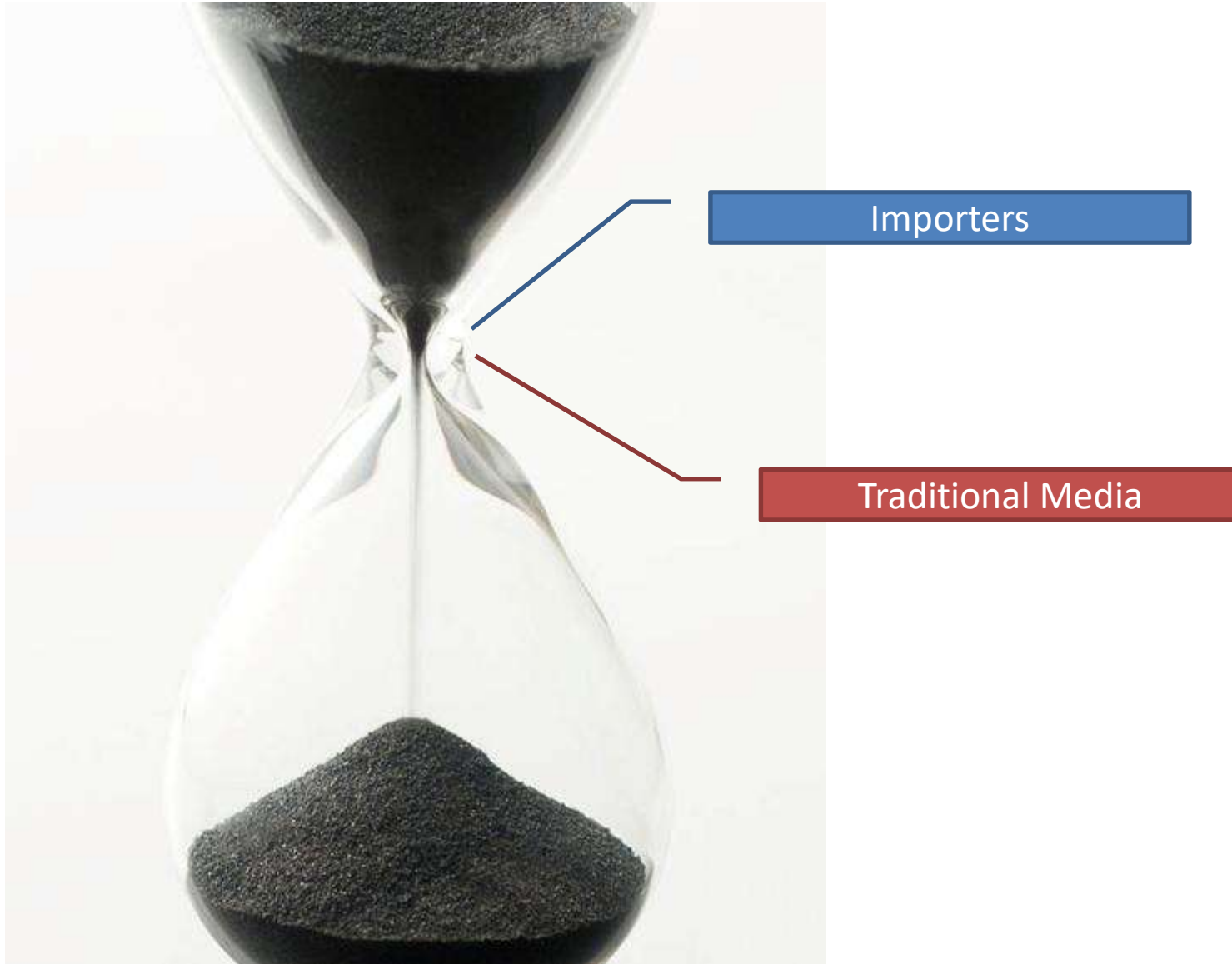






Coldwater shrimp E-promotion on Tmall

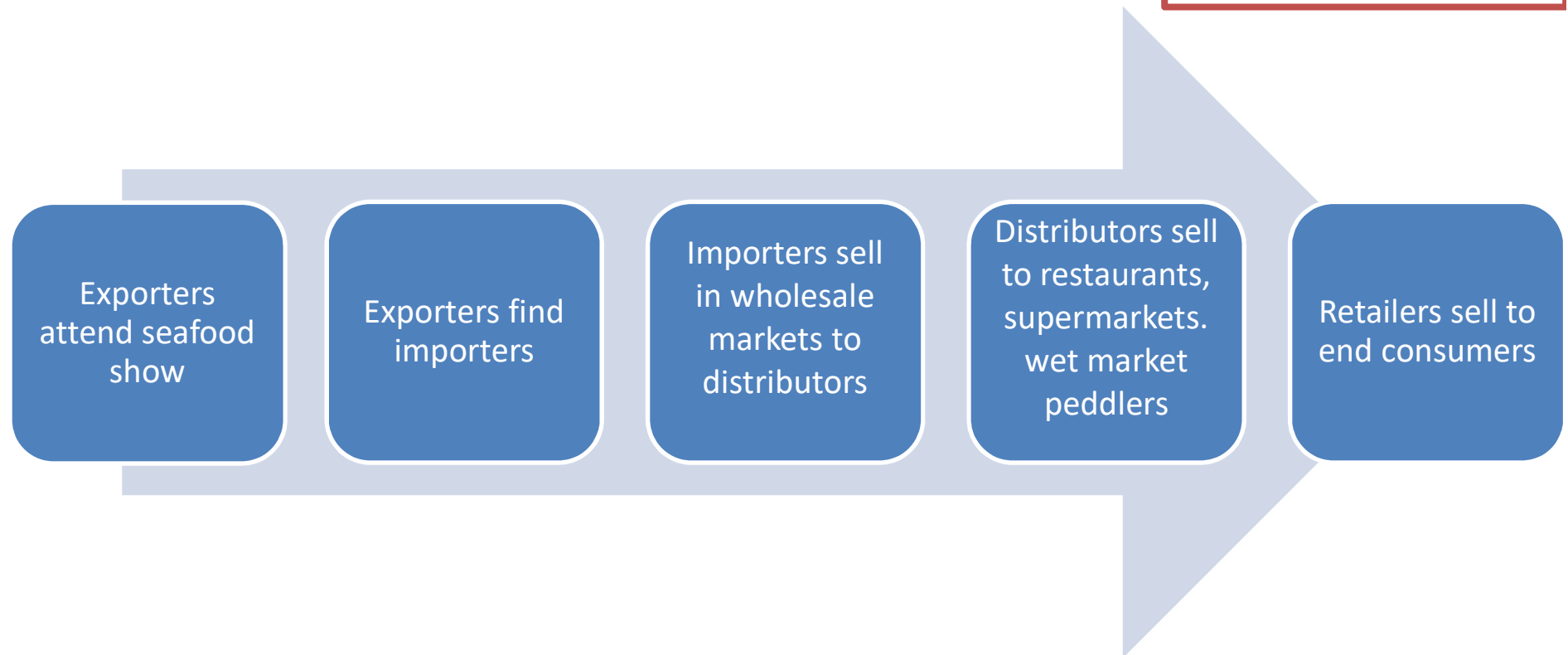
Key Players of traditional supply chain, traditional communication



Traditional Approach to enter China Seafood Market

Problems

1. Slow, low volume
2. Sales Driven
3. Low price
4. No transparent
5. No brand
6. No loyalty



Key Players of new supply chain, new communication



New Approach for Efficient Imported Seafood Supply Chain Management

Advantages

1. Fast, high volume
2. Marketing Driven
3. High price
4. Transparent
5. Strong brand
6. High loyalty

Governments,
associations
select marketing
agent

Exporters join
marketing
programs

Marketing agent
recommend
suitable
importers

Importers
importing

E-commerce,
restaurant &
hypermarket
promotion to
end consumers

Retailers order
from importers

Previous Situation in 2007

Current Achievement by 2017

What We Have Done

Approaches to the Future

Approaches to the Future

Run retail promotion at **new retail** chain stores include Hema, Super Species, 7 Fresh in large cities

Run retail promotion in South, Southeast and Central provinces

Produce more cooking recipes and original place **short videos** and publish on different platforms

Run more **creative e-commerce promotions** with leading e-commerce platforms

Work closely with major importers and distributors for **new product** development

Run more promotion with restaurants chains



海桥市场推广 **SEABRIDGE MARKETING**

专业农产品和海产品营销机构

Professional agriproduct & seafood marketing agent



八鲜过海 Global Seafood

中国海鲜美食第一全媒体

China's No.1 Seafood New Media



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八鲜过海 Global Seafood

中国海鲜美食第一全媒体
China's No.1 Seafood New Media

- Established since 2003. China's leading Seafood and Meat Marketing Service Provider.
- More than 14 years experiences in seafood marketing, include media & PR, channel marketing, new media, e-commerce/O2O promotion, sustainable fishery and investment banking
- Global Seafood new media 100% owned and run by Seabridge is now the No.1 seafood media in China.
- Provide marketing service to leading foreign seafood brands. Many of these brands have been great successful in China.
- Contact:
 - Fan Xubing, GM Beijing Seabridge Marketing Co.
 - Email: fanxb@seabridge-china.com
 - Phone: +86 13311369269, +86 10 58768918
 - Wechat: beijiguang1968
 - LinkedIn: Xubing Fan



Clients and Service?

– Main clients include:

- Norwegian Seafood Council, Canadian Association of Prawn Producers, Under Harvesters Association (BC geoduck), Atlantic Canada Lobster, Lobster Council of Canada, Canadian Sablefish Association, Fisheries Council of Canada, Salmon Chile, Alaska Seafood Marketing Institute, Louisiana Seafood Marketing and Promotion Board, Hokkaido Federation of Fisheries Cooperative Associations, Meat and Livestock Australia, Canadian Beef International, US Meat Export Federation, Moana Seafood New Zealand, New Zealand Trade and Enterprise, Marine Stewardship Council, Global Aquaculture Alliance etc.

– Our services and experiences include:

- Media Marketing: traditional media, new media, social media, food bloggers, KOL, PR etc.
- Retail Marketing: promotion, merchandising, merchandising, training
- Food service Marketing: recipe development, food festival chef training, chef school training etc.
- E-commerce and O2O Marketing: e-commerce promotion, O2O promotion
- Trade Marketing: seafood show, seafood submit, trade seminar etc.
- Supply Chain Integration and Facilitating
- Sustainable Fishery and Consumer Education
- Fishery Industry M&A, Investment Banking and Financial Advisory
- Seafood Market Study and Consultancy

Our clients are all leading foreign seafood brands, seafood certification organizations



The top 3 global meat organizations are all our clients



Global Seafood new media:

**No.1 Seafood Media in China, 100% owned
and run by Seabridge Marketing**



Subscribers of Global Leading Seafood Media



43,000 subscribers, 8% from Asia



36,000 subscribers, 4.6% from Asia and Oceania



940,000 subscribers, 98% from China Mainland (include other accounts run by Seabridge)



Global Seafood has established accounts on **leading** new media and E-commerce platforms

Social
Media



News
Media

Video
Media



Other
Media


















E-commerce
Media





Global Seafood New Media Traffic Number by 2017.9.31

	Tencent Wechat	Toutiao	Netease	Phoenix Yidian	Tencent News	Tencent QQ	Sina Weibo	Sina Kandian	Sina Miaopai	Dayu-UC/Youku	Baidu Iqiyi	Tencent Video	Suning	Jingdong	Taobao	Total
																
Started since	2015.7	2016.7	2016.7	2016.11	2016.7	2017.5	2016.7	2016.7	2017.5	2016.7	2016.7	2016.7	2017.5	2017.5	2017.5	
Total subscribers	31641	55353	93700	2063	343	693	81000	1317	29755	7600	5117	1099	670	762	1080	312193
Total reading (10000)	2550	8090	11200	723	265	105	500	5600	2466	604	543	176	1000	70	30	33922
Current daily reading	5000	300000	400000	40000	20000	20000	20000	250000	200000	42000	20000	5000	200000	2000	2000	1526000
Ranking on different platforms	Seafood No.1	Food Top50	Food No.1	Food List	Seafood No.1	Food List	V certified	Food No.1	V certified	Food Top50	Food Top50	Food Top50	Food Top3			
Q & A Function		VIP certified	5 star					3 star		4 star			3 star			



By end September 2017, total number of Global Seafood on different platforms

Total Subscribers: exceed 312,000

Daily Reading: 1.53 million

Total Reading: close to 339 million

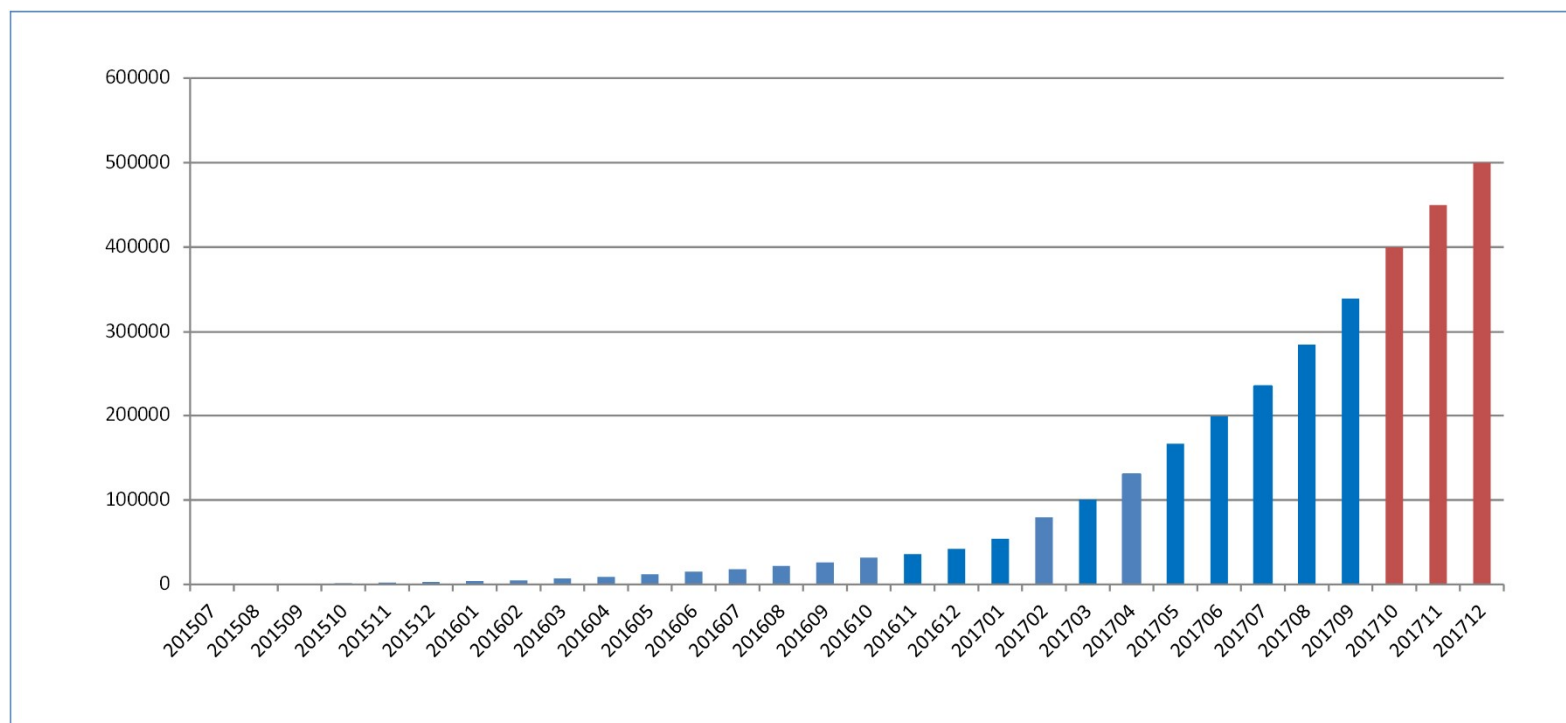
Total recommendation to 4.3 billion people (based on 8% reading rate)

Global Seafood has become the absolute No.1 vertical seafood new media in China



Global Seafood new media Total Reading Growth (10,000 reading)

(**achieved** and **projected**)



Projected Total Reading : 500 Million (by end Dec. 2017)

Thanks for your attention



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