

Strategic Model for Enhancing Production and Export of Value-added Seafood Products in the Sultanate of Oman

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In the evolving global marketplace, the seafood industry possesses significant potential for economies reliant on marine resources, particularly for countries like the Sultanate of Oman with its extensive coastline and marine heritage. Considering increasing global demand for seafood products and the abundant marine resources in the Sultanate of Oman, this paper explores the formulation of a strategic model aimed at amplifying the production and export of value-added seafood products. With an emphasis on bolstering national economic growth and diversification, the study underscores the role of Export Promotion Programmes (EPPs) in optimizing the seafood value chain and fostering international trade relationships.

Keywords: marine, global marketplace, international trade relationships, seafood.

1. Introduction

Oman's seafood industry has a significant contribution to its economic growth and diversification due to the extensive coastline of Oman and its rich marine heritage (Al Haziazi et al., 2023; Bose et al., 2019). In Oman, fisheries are the second-largest resource, playing a central role in the local diet (Yousuf et al., 2019; Trottet et al., 2022). The country's approach to aquaculture, commercial fishing, and seafood processing is actively reimagined by the government through initiatives like Fisheries Development Oman (FDO) to position Oman as a global seafood power (White, 2023; El-Rawy et al., 2019).

Oman's National Fisheries Development Strategy (NFDS) 2013–2020 evaluation revealed its positive impact on the country's economy, specifically the fisheries sector and emphasized the importance of continued strategic development (Al-Subhi, 2023). Aligning Oman's extensive coastline and healthy offshore fish stock, the NFDS's aim was to expand the fisheries sector

(Al Haziazi et al., 2023; Siddiqi et al., 2016). The importance of comprehensive and coherent growth and sustainability planning of the fisheries sector is underscored by the success of the NFDS.

The vision for creating a profitable, ecologically sustainable sector that contributes significantly to the nation's economy is outlined by the Sustainable Management of the Fisheries Sector in Oman (Husain et al., 2021; Setlur and Arbuckle, 2015). This vision includes the implementation of global best practices, stakeholder co-management of pilot fisheries, and the creation of new institutions supporting the fisheries (Setlur and Arbuckle, 2015). A commitment to shared prosperity and sustainability is reflected in this approach.

According to research on seafood consumers in Oman, applying the Theory of Planned Behavior, the intention to purchase seafood products is influenced significantly by attitudes, subjective norms, and perceived behavioural control (Yousuf et al., 2019). The development of successful marketing and distribution strategies for value-added seafood products requires understanding consumer behaviour (Trottet et al., 2022).

The optimization of the seafood value chain and fostering of international trade relationships can be done through Export promotion programs (EPPs) (Al Haziazi et al., 2023; Bose et al., 2019). The development of an integrated fisheries port in Duqm as a part of Oman's comprehensive seafood strategy is a reflection of the commitment to infrastructure development and efficient processing (White, 2023; El-Rawy et al., 2019).

1. Opportunities and Benefits through Value-added Seafood Products in Oman's Fisheries Sector

Through developing value-added seafood products in Oman, the fisheries sector holds substantial economic growth and diversification potential:

1.1. Economy Diversification:

The Development of value-added products has a significant contribution to Oman's economic diversification, by reducing dependence on non-renewable resources and offering an alternative revenue stream (Al Haziazi et al., 2023; Al-Subhi et al., 2023).

1.2. Revenue Increase:

The creation of value-added products can result in accessing new markets and enhancing the competitiveness of Omani seafood products globally leading to revenue increase (Al-Subhi et al., 2023).

1.3. Standard of Living Improvement:

Supporting the growth of the seafood industry through value-added products fosters economic stability and improves living conditions by contributing to the well-being of fishermen and the nation (Al Haziazi et al., 2023).

1.4. Promoting Sustainable Practices:

The development of value-added seafood products aligns with the promotion of sustainable practices and addressing environmental and social concerns within the seafood industry (Setlur and Arbuckle, 2015).

1.5. New Markets Creation:

The existing market demand along with the creation of new markets can be met by innovative seafood products which expands the reach and value of Omani seafood products (Al Haziati et al., 2023; Al-Subhi et al., 2023).

1.6. Opportunities for Sustainable Growth:

Sustainable growth can be achieved by the fisheries sector in Oman through targeted interventions. To foster resilience and diversification within the sector, initiatives such as investments in processing infrastructure, market intelligence dissemination, and financial support for artisanal fishermen are crucial (Gebhardt et al., 2019; Twumasi et al., 2020; Gantini et al., 2022).

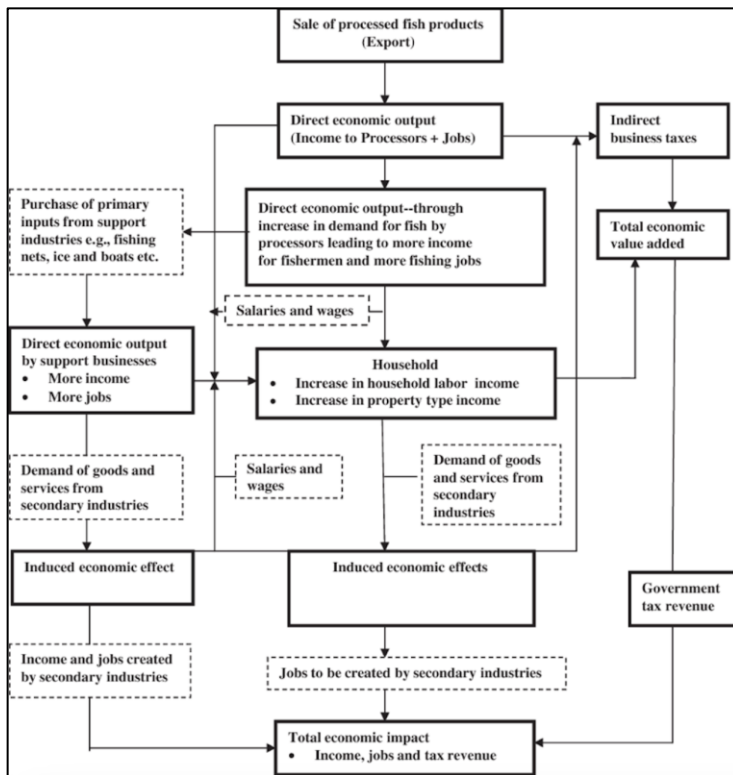


Figure 1: Potential flow of economic benefits from processing fish in Oman (Mbage et al., 2012).

The flowchart in Figure 1, provides a vision for the sustainable management of the fisheries sector in Oman (Mbage et al., 2012). The World Bank report (2023) supports the information in the flow chart, providing a vision for the sustainable management of the fisheries sector in Oman. The report highlights the importance of value addition and export enhancement as critical strategies for developing the sector.

2. Challenges in The Fisheries Sector of Oman:

Several challenges are encountered in Oman's fisheries sector raising the need for strategic interventions for sustainable growth and diversification.

2.1. Declining Fish Stocks:

The overexploitation of fish stocks, compounded by the impacts of climate change, generates a key challenge to Oman's fisheries sector (Halpin, 2023; Mbaga et al., 2012; Branch et al., 2011). Proper addressing of this issue is vital for artisanal fishermen's livelihoods Safeguarding and ensuring the industry's long-term sustainability (Mbaga et al., 2012).

2.2. Limited Access to Credit:

Oman's artisanal fishermen are facing obstacles in accessing credit, which hinders their ability to invest in the essential equipment and technology for sustainable fishing practices (Mbaga et al., 2012). Due to this financial constraint, targeted interventions to empower fishermen economically and enhance their operational capabilities are required.

2.3. Insufficient Infrastructure:

The challenges faced by artisanal fishermen are exacerbated further by the Inadequate infrastructure, impacting their productivity and efficiency (Mbaga et al., 2012). To enhance the overall resilience and competitiveness of the sector, investments in infrastructure development are imperative.

2.4. Processing and Value-Added Capacity Limitation:

Oman's seafood industry predominantly lacks sufficient processing and value-added facilities, focusing on fresh fish exports (Halpin, 2023). The production of higher-value products which are essential for diversifying revenue streams and expanding market reach, such as frozen, canned, and ready-to-eat seafood are hampered by this limitation.

2.5. Limited Distribution Channels and Marketing:

The effective market targeting and expansion in Omani seafood producers is limited due to a lack of market intelligence and awareness of export market requirements (Halpin, 2023). Improving robust marketing and distribution channels is vital to increasing the global competitiveness of Omani seafood products.

2.6. Reliance on Oil Revenues:

The dependence of the fisheries sector on oil revenues is vulnerable to economic fluctuations, creating the necessity of reducing reliance on non-renewable resources and diversifying revenue sources (Food and Agriculture Organization of the United Nations, 2019).

3. Risks in Oman's Fisheries Sector

Oman's fisheries sector operates within a dynamic landscape vulnerable to various risks. In this paper, lights are shed on the environmental, economic, and geopolitical risks that pose potential challenges to the sector's sustainable growth, amalgamating findings from different sources.

3.1. Environmentally:

Pollution and the impact of climate change are the main environmental risks which can significantly affect the quality and quantity of seafood resources (Al Haziazi et al., 2023; White, 2023; Silva et al., 2017; Berkes, 2012). Addressing these risks is required to ensure the long-term sustainability of this sector.

3.2. Economically:

Oman's fisheries sector faces fluctuating demand and prices for seafood products as the main economic risks (Al Haziazi et al., 2023; White, 2023; Silva et al., 2017; Berkes, 2012). A susceptibility sector to market dynamics can be gained through adapting strategies to navigate economic uncertainties and maintain stability.

4. Factors influencing Production and Export of Value-added seafood products in Oman

The production and export of value-added seafood products in Oman are influenced by multifaceted factors. Understanding these factors is crucial for devising strategic interventions.

4.1. Relative Prices:

Seafood product's relative prices play a pivotal role in shaping Oman's production and export landscape. Enhancing export revenue without compromising long-term industry sustainability can be achieved by a strategic approach to price improvement through value-added products (Naabi and Bose, 2020; Islam et al., 2021).

4.2. The Capacity of the Production:

The production and export of value-added seafood products by Omani seafood businesses are significantly influenced by the production capacity (Naabi and Bose, 2020). Investing in value-added facilities and processing enables these businesses to diversify their product range, incorporating higher-value options like frozen, canned, and ready-to-eat seafood (Al Haziazi et al., 2023; Islam et al., 2021).

4.3. GDP Influence:

The Gross domestic product (GDP) of Oman holds sway over export dynamics and value-added seafood products production (Naabi and Bose, 2020). Propelling the growth and development of the industry requires diversifying the economy and augmenting seafood's contribution to the GDP (Al Haziazi et al., 2023; Islam et al., 2021).

4.4. Banning Fish Export and Trawl Fishing:

Trawl fishing and export policies, especially those about raw fish, considerably impact the production and export of value-added seafood products in Oman (Naabi and Bose, 2020). Navigating export challenges and fostering growth are increasing the importance of initiatives like value-added fish processing projects and diversification of fish products (Al Haziazi et al., 2023; Islam et al., 2021).

4.5. Global Competition and Quality, Safety:

Quality, safety, and the competitive landscape in global markets are pivotal factors influencing Oman's production and export of value-added seafood products. Enhancing the

competitiveness of Omani seafood products and fostering growth and development in international markets necessitates adhering to global standards (Al Haziazi et al., 2023; Islam et al., 2021).

5. Insights into the Omani seafood industry and its contribution to the global seafood supply

5.1. One critical source that should be considered is the paper titled "An evaluation of Oman's National Fisheries Development Strategy (NFDS) 2013–2020: Wealth or welfare maximization?" by Al-Subhi et al. (2023). This paper critically measures Oman's National Fisheries Development Strategy from 2013 to 2020, emphasizing its influence on the fisheries sector and the broader national economy. The findings indicate that the strategy has played a pivotal role in fostering the growth of the fisheries sector and contributed to Oman's economic development, posing a positive impact.

5.2. The report "The State of World Fisheries and Aquaculture 2020" by the Food and Agriculture Organization (FAO, 2020) proposes a global perspective on fisheries and aquaculture. It reveals the statistics that underscore the substantial contribution of aquaculture and fisheries to the global protein supply, recording 17% of the total animal-source protein for human consumption.

5.3. A study by Viana et al. (2023) titled "Nutrient supply from marine small-scale fisheries" explores the role of small-scale fisheries in providing essential nutrients through seafood consumption. The findings reveal the significant contribution of small-scale fisheries, providing 32% of the overall seafood nutrient supply across various nutrients and regions.

5.4. Exploring the perceptions of Omani fishermen, Al Shammakhi et al. (2023) investigate the fishing industry prospects, challenges, and pathways for economic and sustainable growth, highlighting the non-lucrative nature of fishing among Omanis, potentially resulting in a substantial economic loss for Oman, primarily attributed to economic challenges.

5.5. The World Bank's initiative "Oceans, Fisheries and Coastal Economies" (World Bank, 2023) focuses on supporting sustainable fisheries and coastal economies globally. It emphasizes the urgency of addressing overfishing and climate change as key challenges faced by the fisheries sector.

6. Opportunities for Value addition in Omani seafood products

6.1. The development of value-added products: Frozen, canned, and ready-to-eat seafood products are examples of value-added products that can be developed in Oman (Alasalvar, 2011). This development can help make seafood products more convenient for consumers and increase their shelf life.

6.2. The improvement of packaging and labelling deal with the marketing of value-added fish products: The packaging and labelling of seafood products in Oman can be improved by the seafood industry to meet the specific requirements of different export markets (Boughanmi et al., 2007). This can result in increasing the competitiveness of Omani seafood products in the global market.

6.3. The Sustainability Enhancement: Throughout the operations within the seafood industry, Oman can adopt sustainable practices to reduce their environmental and social

impact (Halpin, 2023). Leading to the improvement of Omani seafood products' reputation and increasing their appeal to environmentally conscious consumers.

6.4. Investing in technology and innovation: As a major factor in improving the quality and efficiency of its operations, the seafood industry in Oman can invest in technology and innovation (Alasalvar, 2011). This can reduce costs and improve profitability.

6.5. The Development of Partnerships and Collaborations: To gain access to new markets, technologies, and expertise, the seafood industry in Oman can develop partnerships and collaborations with other businesses and organisations (Oman News Agency, 2023). This can enhance the competitiveness of Omani seafood products and promote their growth and development.

6.6. The Development of new seafood products: New seafood products that cater to consumers' changing tastes and preferences can be developed by Omani seafood businesses, for example, seafood-based snacks, dips, and spreads that are convenient and healthy (Boughanmi et al., 2007).

6.7. The Adoption of Blockchain technology: To improve traceability and transparency in the seafood supply chain, Omani seafood businesses can adopt blockchain technology, helping increase consumer confidence in Omani seafood products and reduce the risk of fraud (Oman News Agency, 2023).

6.8. The Development of sustainable seafood tourism: Sustainable seafood tourism can be developed by Omani seafood businesses, offering visitors an immersive experience of the seafood industry in Oman. This will promote Omani seafood products and increase their visibility in the global market (Oman News Agency, 2023).

6.9. The Development of seafood-based cosmetics: Seafood-based cosmetics that use marine ingredients such as seaweed, fish collagen, and fish oil can be developed by Omani seafood businesses, creating new markets for Omani seafood products and increasing their value (Boughanmi et al., 2007).

6.10. The Development of seafood-based nutraceuticals: Seafood-based nutraceuticals that use marine ingredients to promote health and wellness can be developed by Omani seafood businesses, creating new markets for Omani seafood products and increasing their value (Al Haziazi et al., 2023).

6.11. The Development of Seafood-based Pharmaceuticals: Seafood-based pharmaceuticals that use marine ingredients to treat various health conditions can be developed by Omani seafood businesses, creating new markets for Omani seafood products and increasing their value (Halpin, 2023).

6.12. The Development of Seafood-based Bioplastics: Seafood-based bioplastics that use marine ingredients such as chitin and chitosan can be developed by Omani seafood businesses, creating new markets for Omani seafood products and promoting sustainability (White, 2023).

7. Evaluating the Competitive Advantage of Omani Seafood Value-Added Products using Porter's Diamond Model of Nation's advantage

Porter's Diamond Model is a strategic framework that assesses the competitive advantage of *Nanotechnology Perceptions* Vol. 20 No. S9 (2024)

an industry or country based on four main components: factor conditions, demand conditions, related and supporting industries, and firm strategy, structure, and rivalry (Porter, 1990; Kay, 1996). The competitive advantage of Omani seafood value-added products can be effectively evaluated using Porter's Diamond Model of the Nation's advantage.

7.1. Factor Conditions:

- **Natural Resources:** Oman has a rich source of fish and marine ingredients for seafood-based bioplastics production benefiting from abundant marine resources (Sustainable Management of the Fisheries Sector in Oman, 2015).
- **Labour Force:** Oman's seafood industry possesses a skilled workforce, including fishermen, processors, and traders. This workforce contributes significantly to the development of seafood value-added products (Faour-Klingbeil and Todd, 2020; Glavee-Geo and Engelseth, 2018).
- **Capital:** There are available infrastructure and resources in Oman to support the development of seafood-based products (Glavee-Geo and Engelseth, 2018).
- **Technology:** Innovation in seafood-based product production, such as chitin and chitosan, represents a technological advantage for Oman (Glavee-Geo and Engelseth, 2018).

7.2. Demand Conditions:

- **Home Market:** There is a growing demand for seafood products and bioplastics in Oman, which provides a supportive home market for developing seafood value-added products (Faour-Klingbeil and Todd, 2020; Glavee-Geo and Engelseth, 2018).
- **Foreign Market:** There are many opportunities to export value-added seafood products and bioplastics to international markets, contributing positively to the demand conditions ((Sustainable Management of the Fisheries Sector in Oman, 2015; Glavee-Geo and Engelseth, 2018).

7.3. Related and Supporting Industries:

- **Supply Chain:** Due to the importance of a well-developed supply chain, including fishing fleets and logistics companies, Oman has been working to strengthen its supply chain in the seafood industry (Al-Busaidi et al., 2017; Glavee-Geo and Engelseth, 2018).
- **Fisheries Management:** Oman's Fisheries Development Oman (FDO) initiative focuses on sustainable fisheries management because the effective management of fisheries ensures a consistent supply of raw materials, (Glavee-Geo and Engelseth, 2018; Sustainable Management of the Fisheries Sector in Oman, 2015).
- **Regulatory Bodies:** Regulatory bodies ensure quality standards and sustainability practices. Oman has established such bodies to support the seafood industry (Glavee-Geo and Engelseth, 2018).

7.4. Firm Strategy, Structure, and Rivalry:

- **Firm-Specific Advantages:** Companies in Oman can establish a competitive edge in seafood-based productions through unique technology, intense research and development (R&D), and strategic partnerships (Alhabsi, 2013).

- **Government Regulations and Chance (Supporting Components):** Regulatory support, such as policies and incentives significantly affects the success of seafood value-added products in Oman (Alhabsi, 2013). They play a pivotal role in fostering the development of the seafood industry.
- **Opportunities:** By leveraging its natural resources, skilled labour, and government support, Oman can enhance its competitiveness in the industry, creating an opportunity to position itself as a significant player in the global market for seafood value-added products (Alhabsi, 2013).

By analyzing the factor conditions, demand conditions, related and supporting industries, and firm strategy, structure, and rivalry, effective strategies can be developed by the Sultanate to enhance the production and export of value-added seafood products. This includes fostering innovation, investing in R&D, and promoting collaboration with international partners to ensure success in the global market.

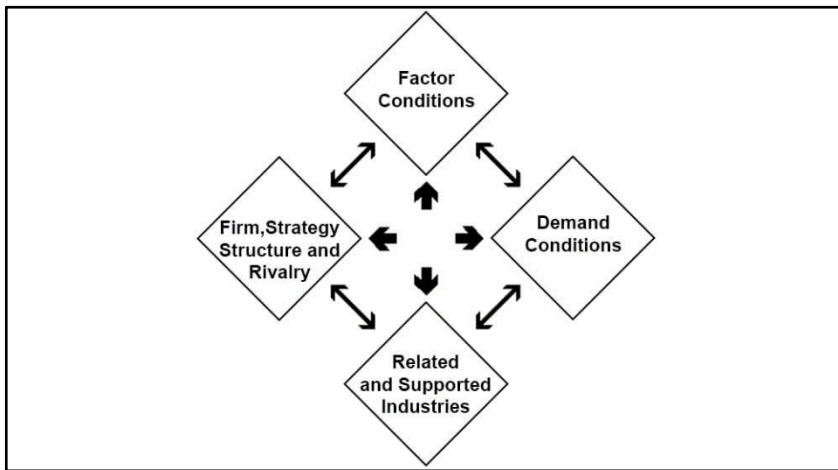


Figure 2: Porter's Diamond Model of Nation's Advantage (Porter,1990)

Objective

The primary objective is to develop a comprehensive, sustainable, and adaptable strategic model that addresses the intrinsic challenges and leverages the unique opportunities within Oman's seafood industry, focusing on value addition and export enhancement.

7.5 Methodology

A mixed-method research approach is employed, combining quantitative data analysis and qualitative insights gathered through interviews and surveys with stakeholders, including seafood producers, exporters, and policymakers, supplemented by extensive literature review and case study analyses.

8. Proposed Strategic Model for Enhancing Production and Export of Value-Added Seafood Products in Oman

Based on the gathered information from the insights derived from Evaluating Oman's Competitive Advantage in Seafood Value-Added Products using Porter's Diamond Model of *Nanotechnology Perceptions* Vol. 20 No. S9 (2024)

Nation's advantage and a colloquium organized for specific purposes inviting various stakeholders of the Value-added seafood products in Oman including Government, Private sector, academia, and Professionals, a strategic model for enhancing the production and export of value-added seafood products in Oman is developed.

Preliminary findings suggest a symbiotic relationship between effective Export Promotion Programs (EPP) implementation and increased production and export of value-added seafood products. Identified strategic initiatives include the enhancement of industry competitiveness through technology adoption, capacity building, market access expansion, fostering innovation in value addition and the fostering of public-private partnerships. Furthermore, key enablers such as regulatory frameworks, financial incentives, infrastructural development, enhancing industry capacities, and leveraging targeted marketing strategies are highlighted as essential components in optimizing the value chain and ensuring the sustainability of the sector.

These areas included product development, market access, operations efficiency, sustainability, and partnerships. To build upon this foundation and expand the model, a draw upon general best practices and strategies commonly used in the seafood industry and related sectors is committed. The additional areas and strategies suggested were derived from industry knowledge, general business principles, and best practices in quality assurance, branding, regulatory compliance, and risk management.

The purpose of the model is to provide a structured framework for addressing the challenges and opportunities identified in the seafood industry in Oman while promoting sustainable growth, market competitiveness, and adaptability. While the specific details of the model should be further refined and customized to align with the unique characteristics and needs of the Omani seafood industry, the suggested areas and strategies are intended to serve as a starting point for developing a comprehensive and adaptable strategic plan. Here are the components of the strategic model for enhancing the production and export of value-added seafood products in the Sultanate of Oman:

8.1. Product Development

Develop new and innovative seafood products that meet consumer needs and preferences, thereby increasing the value of Omani seafood products. Establish a dedicated research and development (R&D) unit within seafood businesses. Collaborate with culinary experts and food scientists to create unique, value-added products. Regularly assess market trends and consumer preferences to adapt product offerings (Stoll et al., 2021; Al Haziati et al., 2023; Towers, 2014).

8.2. Market Access

Expand market reach and gain access to new international markets to increase the competitiveness of Omani seafood products. Forge strategic partnerships with global seafood distributors and importers. Participate in international seafood trade fairs and exhibitions. Leverage Oman's trade agreements and diplomatic relations to access new markets (Stoll et al., 2021).

8.3. Operations Efficiency

Improve operational efficiency by integrating advanced technology and efficient processes to reduce costs and enhance profitability. Invest in modern seafood processing equipment and automation technology. Implement efficient supply chain management to minimize wastage and delays. Train the workforce in best practices and quality control measures (Stoll et al., 2021).

8.4. Sustainability

Adopt sustainable practices throughout the seafood industry to reduce environmental and social impact, enhancing the reputation of Omani seafood products. Implement responsible fishing practices and adhere to international sustainability standards. Reduce environmental impact through energy-efficient processing methods. Engage in community outreach and support initiatives that benefit local communities (Al Haziazi et al., 2023).

8.5. Partnerships and Collaborations

Develop partnerships and collaborations with other businesses and organisations to access new markets, technologies, and expertise, ultimately promoting growth and development. Form alliances with research institutions for continuous product improvement. Join industry associations and trade organisations to leverage collective strength (Ziegler et al., 2013).

8.6. Quality Assurance and Traceability

Ensure the highest quality standards for seafood products and establish robust traceability systems. Implement quality control measures at every stage of production. Adopt traceability technologies to track the journey of seafood products from source to consumer. Obtain relevant certifications for quality and safety (Hallman, 2021).

8.7. Regulatory Compliance

Comply with international regulations and standards to facilitate trade and build trust with global consumers. Stay updated on international regulations and ensure full compliance. Collaborate with government agencies to facilitate regulatory compliance. Invest in food safety and hygiene practices to meet global standards (Stoll et al., 2021).

8.8. Branding and Marketing

Develop a strong brand identity and marketing strategy to promote Omani seafood products globally. Create a unique and appealing Omani seafood brand. Develop marketing campaigns targeting key consumer segments. Utilize digital marketing and e-commerce platforms for broader reach (Al Haziazi et al., 2023).

8.9. Innovation and Technology Adoption

Embrace innovative technologies and processes to stay competitive and meet evolving consumer demands. Invest in research and development for product innovation. Incorporate automation and data analytics for process optimisation. Explore blockchain and AI for improved supply chain transparency (Stoll et al., 2021).

8.10. Skills and Workforce Development

Invest in workforce training and development to ensure skilled labour and industry expertise. Establish training programs for seafood processing and sustainable fishing practices. Collaborate with educational institutions to nurture talent in the industry. Create incentives for seafood professionals to upgrade their skills continually (Al Haziazi et al., 2023; Stoll et al., 2021).

8.11. Risk Management

Develop strategies to mitigate risks such as price fluctuations, environmental changes, and supply chain disruptions. Diversify product offerings to reduce dependency on a single product. Establish risk assessment and management protocols. Create contingency plans for supply chain interruptions (Stoll et al., 2021).

8.12. Data and Market Intelligence

Gather and analyse market data and consumer insights to make informed decisions. Invest in market research and data analytics. Regularly collect and analyse consumer feedback. Utilise data-driven insights to adapt to changing market conditions (Al Haziazi et al., 2023).

8.13. Export Promotion and Incentives

Collaborate with government agencies to promote exports and provide incentives for seafood businesses. Access export promotion programs and incentives. Engage with relevant government agencies to facilitate exports. Leverage diplomatic relationships to open doors to new export markets (Stoll et al., 2021).

8.14. Supply Chain Resilience

Enhance supply chain resilience to ensure continuity in disruptions. Evaluate and strengthen the supply chain to minimize vulnerabilities. Establish stockpiling and contingency measures for essential resources. Collaborate with logistics partners for flexible transportation options (Al Haziazi et al., 2023; Ziegler et al., 2013).

The proposed strategic model serves as a blueprint for policy formulators and strategic decision-makers to reinforce the Sultanate of Oman's position in the global seafood market, contribute to the sustainable development of the industry, and enrich the national economy. Additionally, it suggests insights and adaptable frameworks that can be tailored by other nations with similar economic landscapes and industry structures (Stoll et al., 2021).

The strategic model addresses the identified challenges and capitalizes on opportunities by focusing on developing value-added seafood products, economic diversification, and promoting sustainable practices. Investing in processing and value-added facilities, allows Omani seafood businesses to produce higher-value products such as frozen, canned, and ready-to-eat seafood. Which helps in promoting Omani seafood products' growth and development, increasing their competitiveness in the global market. The model also stresses the importance of partnerships and collaborations to approach new markets, technologies, and expertise (Stoll et al., 2021). The continuous monitoring and evaluation of Omani seafood businesses' performance and making necessary adjustments to the model can achieve the sustainability and adaptability of the strategic model. Omani seafood businesses can respond to changes in

the market and maintain their competitiveness in the global market by adopting a flexible and adaptive approach.

2. Conclusion

The strategic model proposed for enhancing the production and export of value-added seafood products in the Sultanate of Oman presents a comprehensive framework to address challenges and leverage opportunities within the seafood industry. By focusing on key pillars such as product development, market access, operational efficiency, sustainability, partnerships, and more, the model provides a roadmap for sustainable growth and competitiveness on the global stage.

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