

ICTYOS

French tannery SEA LEATHER

In search of new growth drivers

Proposal Sheet

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1 General information

Activity Sector	Fish leather (French Tannery)		
Key words	Sustainable marketing, circular economy		
Author(s) / Institution / Country	<ul style="list-style-type: none"> • Laurence BORDERIOU, ESTA (France) • Maxime KOROMYSLOV, ICN BS (France) 		
Public	Initial and alternative education <input checked="" type="checkbox"/> Beginners <input checked="" type="checkbox"/> Intermediaries <input type="checkbox"/> Experts	Continuing education <input checked="" type="checkbox"/> Beginners <input checked="" type="checkbox"/> Intermediaries <input type="checkbox"/> Experts	
Domain(s)	<input type="checkbox"/> CSR <input type="checkbox"/> Economics <input type="checkbox"/> Entrepreneurship <input type="checkbox"/> Finance <input type="checkbox"/> HRM <input type="checkbox"/> Information Systems <input type="checkbox"/> Law <input checked="" type="checkbox"/> Marketing <input type="checkbox"/> Political Sciences <input type="checkbox"/> Strategy <input type="checkbox"/> Supply chain & logistics	<input type="checkbox"/> Arts, Architecture, Design, Ergonomics <input type="checkbox"/> Education Sciences <input type="checkbox"/> Geography & Urban planning <input type="checkbox"/> Information & communication Sciences <input type="checkbox"/> Literature & language Sciences <input type="checkbox"/> Medical Sciences <input type="checkbox"/> Physical activities & Sport Sciences <input type="checkbox"/> Psychology, Sociology, Philosophy, Demography	<input type="checkbox"/> Biology & Neurosciences <input type="checkbox"/> Chemistry, Biochemistry <input type="checkbox"/> Earth & Universe Sciences <input type="checkbox"/> Electrical, Electronics <input type="checkbox"/> Energetics <input type="checkbox"/> Mathematics & Computer Science <input type="checkbox"/> Mechanical Engineering <input type="checkbox"/> Physics <input type="checkbox"/> Processes
UN SDG	<input checked="" type="checkbox"/> 12: Ensure responsible consumption and production		
Place in the Circular Economy Model	<input checked="" type="checkbox"/> Raw materials <input type="checkbox"/> Distribution <input type="checkbox"/> Collection	<input type="checkbox"/> Sustainable design <input type="checkbox"/> Consumption Reuse Repair <input checked="" type="checkbox"/> Waste management	<input type="checkbox"/> Production <input type="checkbox"/> Residual waste 

2 Abstract

Ictyos combines the traditional know-how of a French tannery with an eco-responsible approach, transforming fish skins from the food industry into very high-quality sea leather. Different types of fish are used, and the skins are developed in different colours as beautiful as exotic leather. Its Business to Business (BtoB) customers buy the skins to make finished products or parts of them (bags, belts, shoes, etc.).

While the industry is relatively new and in line with the trend towards upcycling, Ictyos is a newcomer to the luxury industry and faces competition from many other leather solutions, some of which are more sustainable than others.

ICTYOS faces a double business issue:

- ✓ Is it possible to expand the business into markets other than traditional leather goods (fashion accessories)? What other potential applications could there be for the products offered by Ictyos? For which new customers?
- ✓ How to promote its products to businesses (BtoB), but also to the general public (BtoC), who do not necessarily have a good image of the product, which is associated more with fish (and its smell) than with leather?

3 Pedagogic goals & prerequisites

This Teaching Case Study (TCS) provides an opportunity to work on the commercial development of a sustainable product line, based on the collection and use of fish skin in the leather sector.

Students have to formalize a medium-term marketing plan (for the next 3 years) and work more specifically on the product and promotion policies.

4 Sustainability goals

This is a concrete example of the benefits of the circular economy: the products are made from wastes from another sector (food industry): the skin of the fish we eat is collected and used to make leather.

5 Case description

Year of the problematic	2025
Duration for students	Preparation: 60 min Implementation: 5h
Languages	<input checked="" type="checkbox"/> English <input type="checkbox"/> Other:
Use case	<input checked="" type="checkbox"/> In class <input type="checkbox"/> Examination TCS
Category	<input checked="" type="checkbox"/> C1: Case written in collaboration with a company which has given its consent for using of its internal sources such as the company name, figures, photos, videos, and so on. Join the agreement sheet. <input type="checkbox"/> C2: Case based on real company information and with the acceptance of the company to use its data, but names or figures (of company and persons) are modified to keep them confidential. Join the agreement sheet. <input type="checkbox"/> C3: Case written using external public sources (annual report, websites, brochures, newspapers, ...) where names or verbatims of the protagonists are used. Join the agreement sheet. <input type="checkbox"/> C4: Case based on real company using public information without the agreement of the company (generally, the names (company and persons) are

	<p>changed to anonymous ones. Impossibility to make the link between the TCS and the company.</p> <p><input type="checkbox"/> C5: Imaginary case based on teacher's experience who collected information from several companies in order to write a case study with a fictive integrative company. It can also be a compilation of different situations of several periods put together at the same time to form a pedagogic tool.</p>
Number of pages: Statement / Annex	19 / 12
Number of pages: Teacher's note:	14
Number of pages: Debriefing support	29
Diffusion licence	See cover interior page

6 Case Pack components

6.1 General documentation

Table 6.1: General TCS documents

Document name	Description	File name	# pages
Proposal Sheet	Teaching Case Study description. This file can be published to inform potentially interested persons about the Teaching Case Study (this file)	SCABEE TCS ICTYOS (2025) – Proposal Sheet.pdf	3
Company agreement	Agreement of the company to use their internal information and data	SCABEE TCS ICTYOS (2025) – Company agreement lctyos.pdf	2

6.2 Student's documentation

Table 6.2: Documents for students (to be shared when TCS applied)

Document name	Description	File name	# pages
Case scenario	The document for students including the mission and all necessary information.	SCABEE TCS ICTYOS (2025) – Case scenario.pdf	19

6.3 Teacher's documentations

Table 6.3: Documents for teachers (not to be shared with students)

Document name	Description	File name	# pages
Teacher's note	The document for teachers to guide them through the Teaching Case Study.	SCABEE TCS ICTYOS (2025) – Teacher's note.pdf	14
Debriefing support	Document that can be used during the debriefing phase with students.	SCABEE TCS ICTYOS (2025) – Debriefing support	29