

We are all Niche Marketers Now:

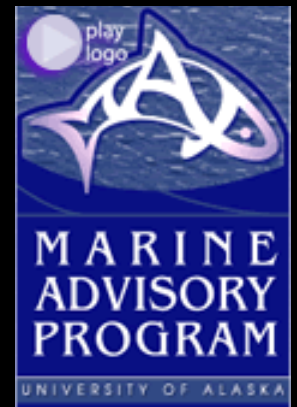
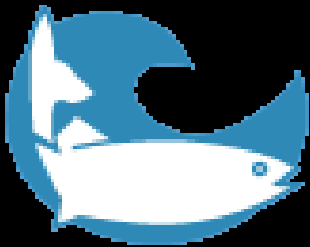
The Process of Product Differentiation

Quentin S.W. Fong

Fishery Industrial Technology Center

University of Alaska Fairbanks

Kodiak



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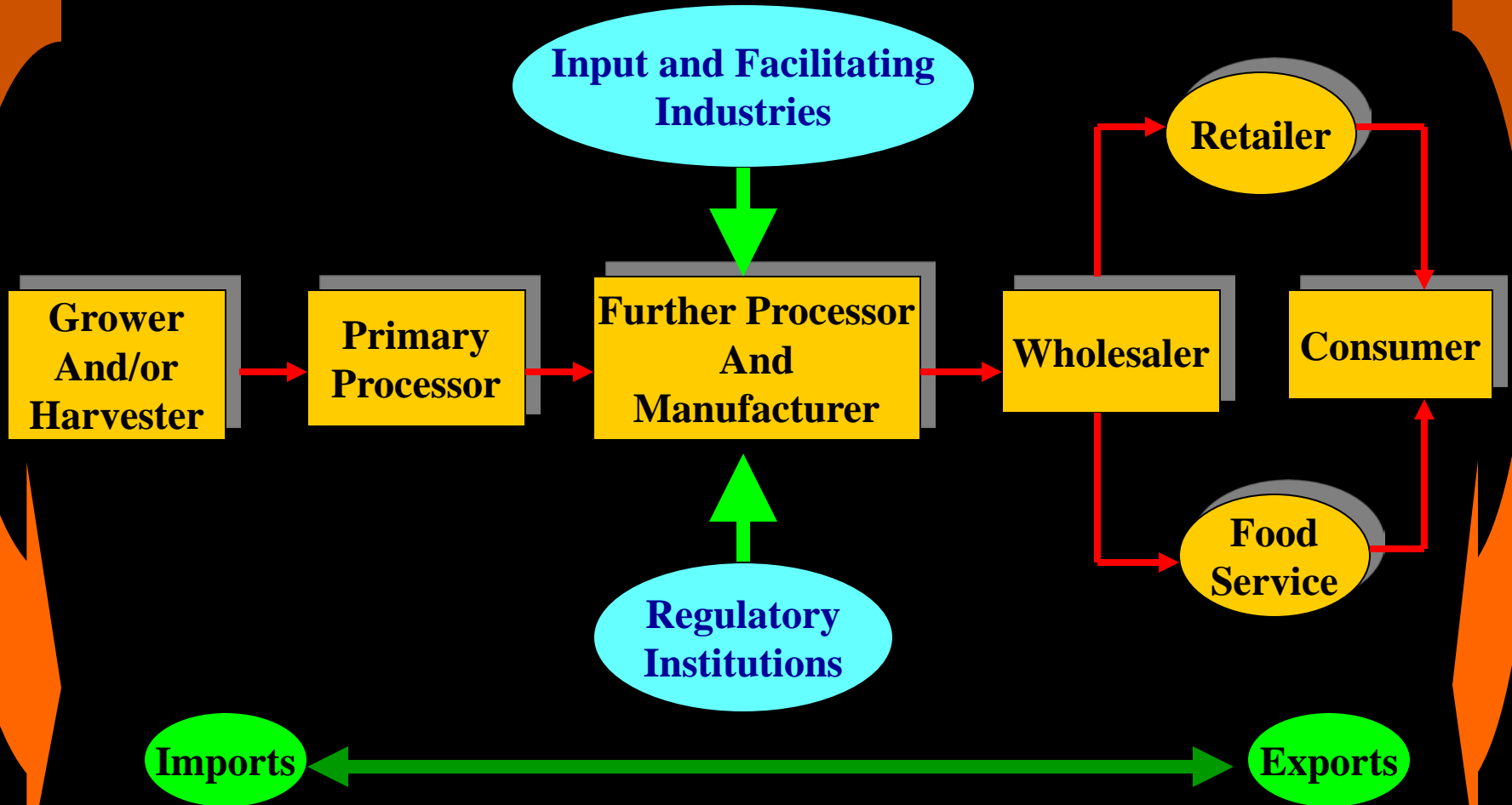


What is Marketing?

“It is the whole business seen from the point of view of the final result, that is, from the customer’s point of view....Business success is not determined by the producer but by the customer.”

-- *Peter Drucker*

Marketing System



What business do I want to be in?

- Do I want to be in the business of production?
- Do I want to be in the business of selling seafood?
- Do I want to be in both?

Who Am I?

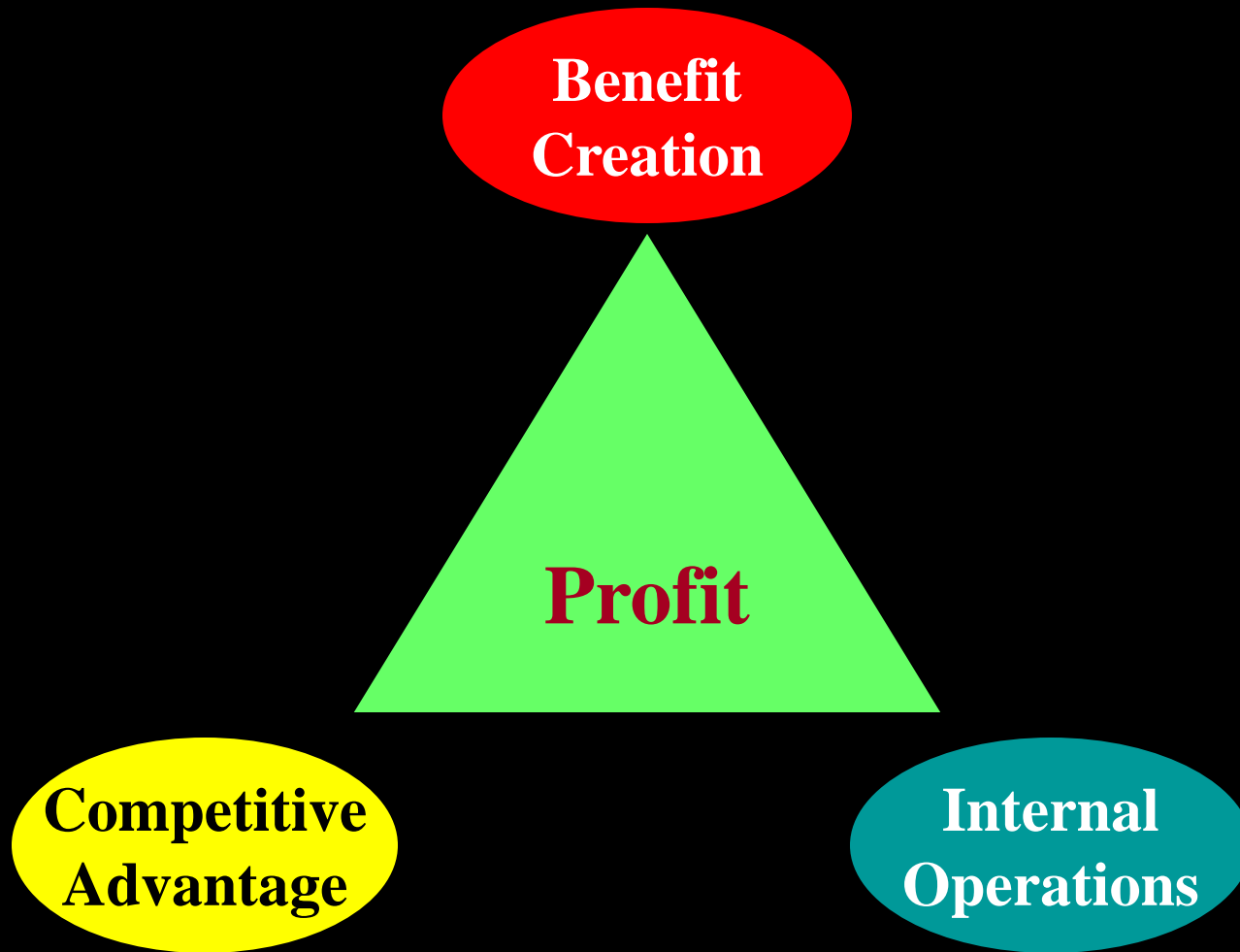
- What are my strength and weaknesses?
- What do I like to do?
- What do I dislike and avoid as much as possible?

Every business has essentially three tasks:

- Production
- Marketing
- Financing



The Profit Triangle



Determinants of Customer Benefit

Product Benefit

Services Benefit

Personnel Benefit

Image Benefit

Monetary Cost

Time Cost

Energy Cost

Psychic Cost



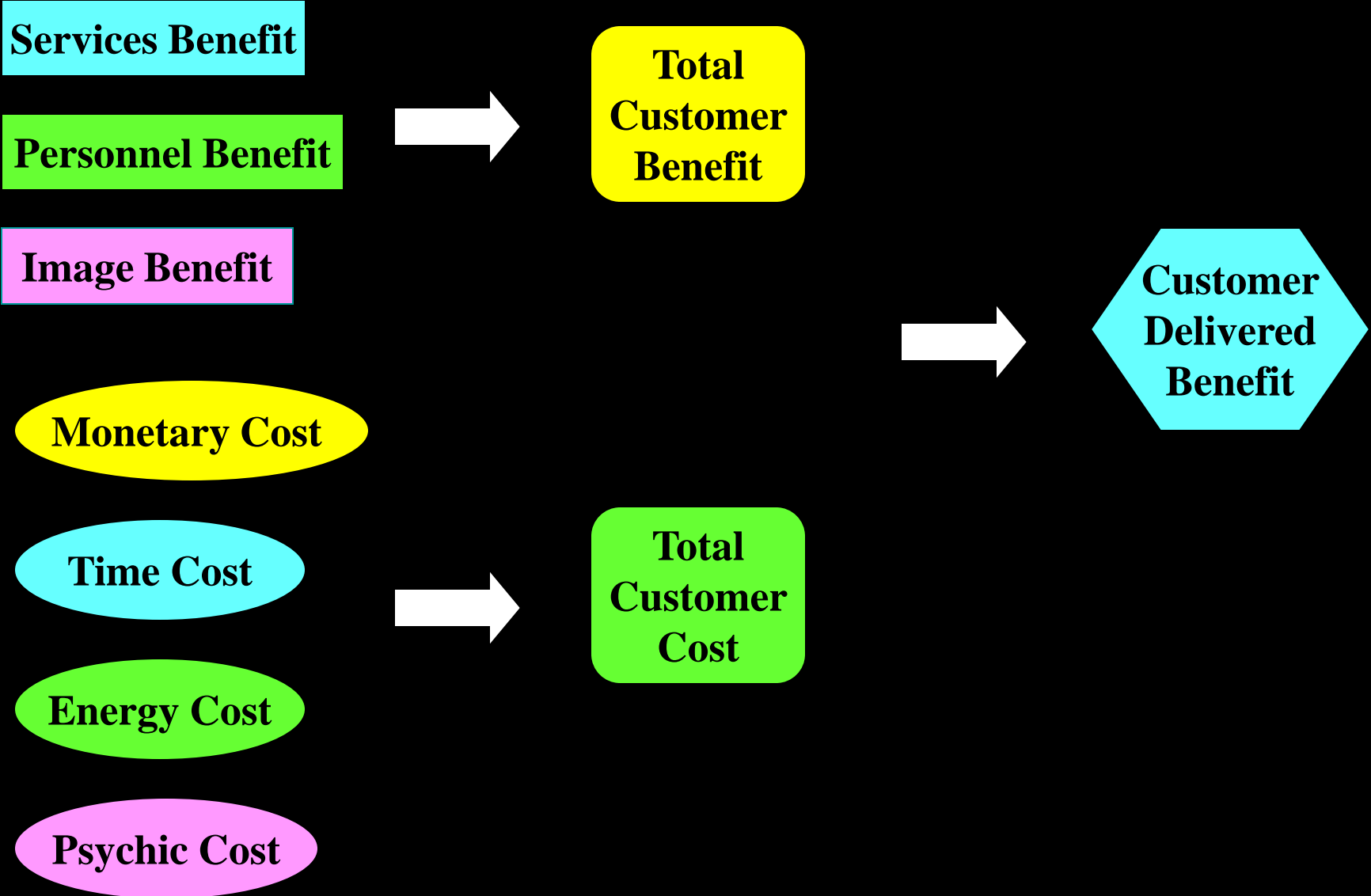
Total
Customer
Benefit



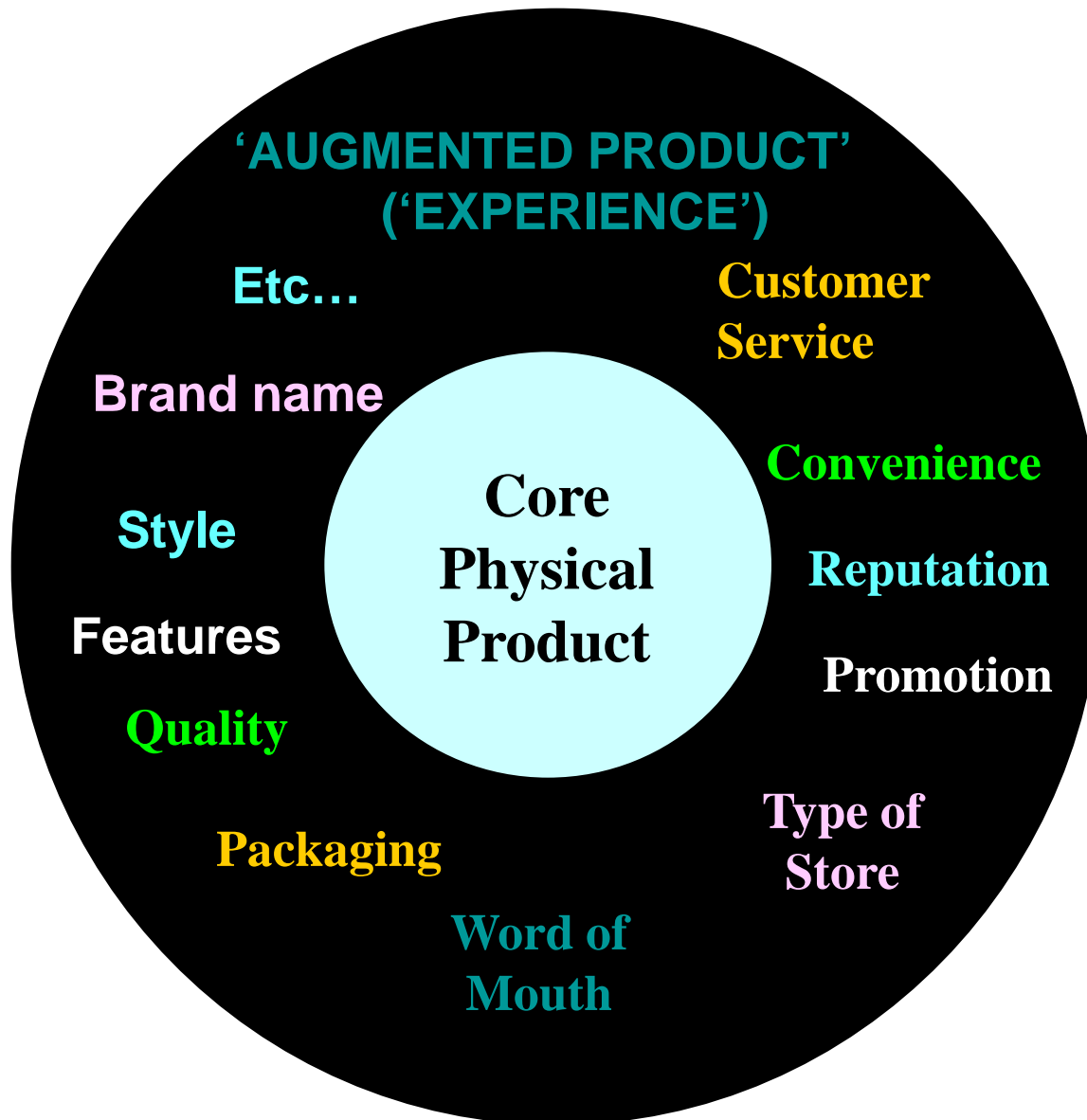
Customer
Delivered
Benefit



Total
Customer
Cost



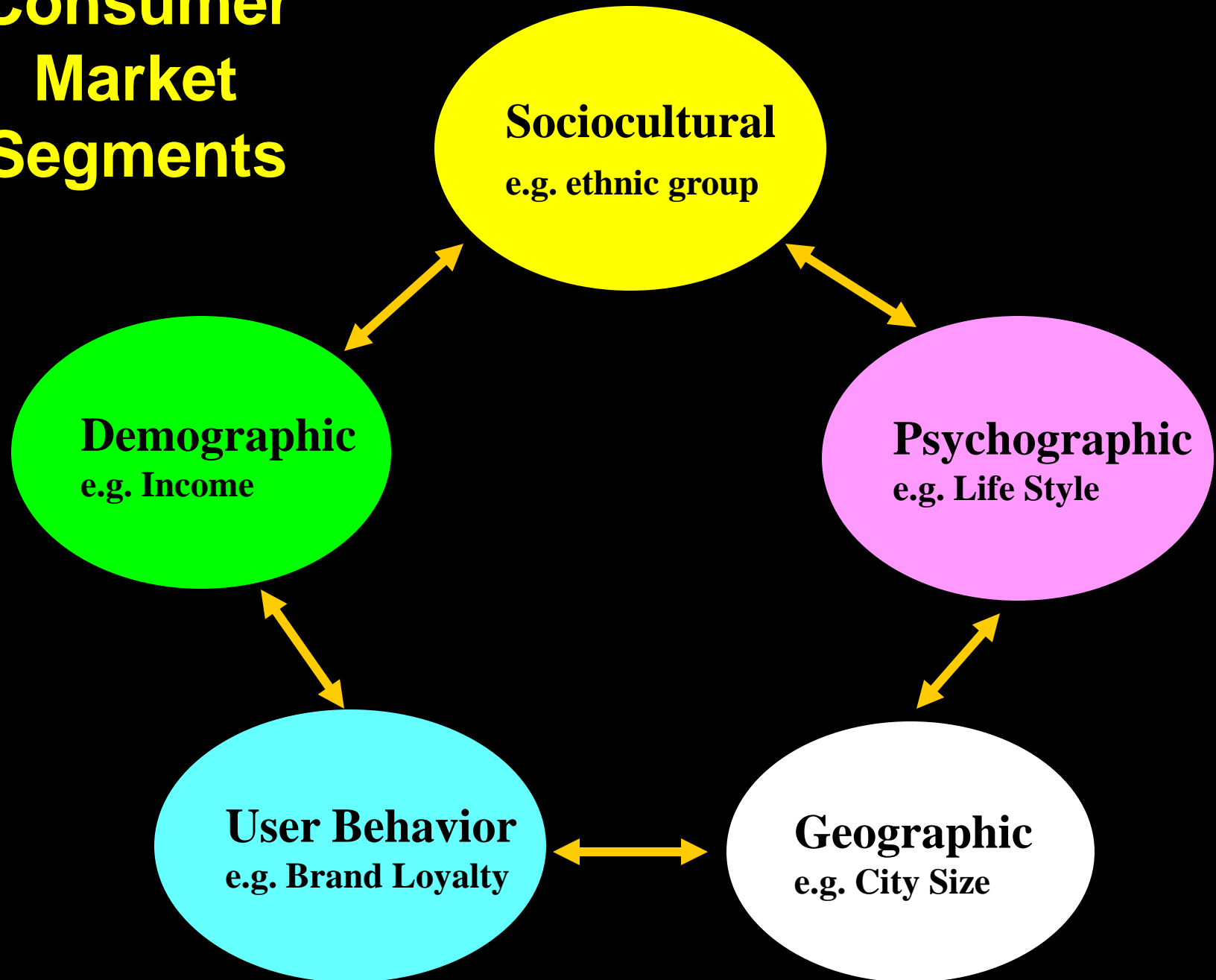
A KEY MARKETING PRINCIPLE: ‘PRODUCT’ IS NOT JUST THE PRODUCT... , RATHER IT IS THE WHOLE ‘EXPERIENCE’



- Successful marketers provide customers a whole ‘experience’, not just the physical product itself.
- This is especially important for many natural, ‘healthy’ and ‘touristy’ products.

Source: Szyboda & Haws,
2005

Consumer Market Segments



The Marketing Management Process

- **Analyzing Marketing Opportunities**
- **Developing Marketing Strategies**
- **Planning Marketing Programs**
- **Managing the Marketing Effort**

Market Research

- The most important phase of any marketing
- Doesn't always have to be formal
- Visit, look and listen
- LISTEN to what the market is telling you

CUSTOMER RESEARCH – BASICS

Source: Svoboda & Haws, 2005

**What is
customer
research?**

– Finding out customer preferences in an organized and systematic manner to be able to better serve customers and position one's product(s) or the whole business better

**Key
principles
to keep in
mind
when
doing
customer
research**

- Have a clear goal of what you want to find out with the research
- Use a large enough sample of respondents
- Select people representative of your (potential) customers
- Try to find out information on which you can act

Market Research Questions

- What does the market want?
- What needs are not being fulfilled?
- Is there market demand for what we want to produce?
- Who buys our product and who make those decisions?
- Where do they go and when do they buy?
- What is current pricing?
- What are other producers doing that make them successful?

CUSTOMER RESEARCH FRAMEWORK

Source: Svoboda & Haws, 2005



**Informal
interviews**

**Focus
groups**

**Customer
surveys**

- Regularly asking customers (for example, in a store) about products and service as a part of a informal conversation but with some specific questions
- Sessions with several customers or potential customers in which a discussion leader asks about their opinions about currently or potential new products
- Written questionnaires distributed to a larger number of customers or potential customers, typically with rankings or clearly defined questions

INFORMAL INTERVIEWS

Source: Svoboda & Haws, 2005

DESCRIPTION

- Regularly asking customers (for example, in a store) about products and service as a part of a informal conversation but with some specific questions
- Simply, make it part of your job to talk to customers regularly, and though such chats should be informal they should also include targeted questions about your products, service, etc.
- Try to involve employees in continuous effort to learn about interesting opinions and tips from customers – for example, you can have a competition for your employees or even customers for best or most proposals to improve your business

EXAMPLES

- A store manager goes to talk to random customers in the store once in a while (but regularly) to ask them about their shopping experience, how they likes certain products, letting customer ‘speak their mind’, but still asking some probing questions
- A cashier asks every customer upon paying (time permitted) whether customer found everything, whether he was satisfied with the product selection. etc.

PROS

- Useful for building better customer relations as customers like to be listened to
- Can get very useful opinions as every interesting customer (with interesting opinions or experience) can be probed in more detail
- No costs

CONS

- Easy to ‘slack’, simply not do it as it is not written down and not formally organized
- Opinions gathered can be quite random and not representative

FOCUS GROUPS

Source: Svoboda & Haws, 2005

DESCRIPTION

- Sessions with several customers or potential customers in which a discussion leader asks about their opinions about currently or potential new products
- Typically 6-10 people participate
- Though there are professional research firms that can be hired to do focus groups (incl. selection of participants), focus groups can be done informally with 'self-help' – in this case, it's useful to ask a friend to moderate it for you so that you can observe and occasionally ask probing questions
- Thorough preparation and writing down an outline of the discussion and question is useful, though flexibility is needed

EXAMPLES

- Inviting a group of tourists, travel agents and farmers to brainstorm about how to prepare and 'package' an agriculture tourism (or ecotourism) vacation (for example, what it should include, what parts to emphasize, how to sell it, etc.)
- Inviting customers, store owners and bee keepers to come up with ideas on what other products can be prepared from honey and how to sell them

PROS

- Will generate many interesting opinions (many beyond expected scope) that can be thoroughly discussed and described
- People can built on each other's comments
- Can be done relatively easily, quickly and cheaply

CONS

- Danger that participants will not be representative of customers (for example, if you want to export your product, but are confined to your location, it may be difficult to talk with your export customers)
- Danger that too few and/or not representative opinions will be gathered (it's especially tempting to invite friends who may not give direct and negative opinions and views)
- Difficult to effectively lead a focus group

CUSTOMER SURVEY

Source: Svoboda & Haws, 2005



DESCRIPTION

- Written questionnaires distributed to a larger number of customers or potential customers
- Typically, clearly defined questions or even rankings are used to ensure quality responses, although some open-ended questions are useful as well
- Motivation of respondents to respond is useful (for example, drawing of prizes, a small gift)
- Using interviewers to walk respondents through the questionnaire often helps ensure better quality responses and enables asking probing questions

EXAMPLES

- Interviewing shoppers at a supermarket according to prepared survey to learn more about their habits of shopping for fruits, vegetables, fish, etc. (for example, how they choose their products, how satisfied they are with products in the particular store and for particular farmers, ranking several attributes of fruits from different farmers, etc.)
- Distributing a printed questionnaire to tourists waiting to check in before flying out at an airport to learn about their awareness of various gift shops and about what souvenirs appealed to them and what else they would like to see in stores

PROS

- Can generate a large number of responses and opinions
- Gives a clear idea about certain aspects of products or about comparisons (if you know those aspects and what to compare – for example, certain product attributes, main competitors)

CONS

- Response rate is typically low
- Quality of responses may be low (that is respondents don't give too much thought to answer)
- Need to have a very clear objective of what exactly you want to find out during the research (focus groups, for example, can be more open-ended)

Useful Secondary Informational Sources

- www.supermarketnews.com
- www.progressivegrocer.com
- www.seafoodbusiness.com
- <http://seafood.ucdavis.edu>
- www.seafood-international.co.uk
- www.specialtyfood.com
- www.ota.com
- www.wholefoods.com

Useful Information: Example



Thursday, February 5th, 2004
Daily News

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- HOME
- DAILY NEWS
- CURRENT ISSUE
- REPORTS & ANALYSIS
- BUSINESS RESOURCES
- INDUSTRY EVENTS
- PROFIT GUIDES



Stater Bros. Markets Acquires 100 Percent Ownership of Santee Dairies

February 04, 2004 — COLTON, Calif. - Stater Bros. Markets, 50 percent owner of Santee Dairies, Inc., has acquired from Ralphs Grocery Co. and Kroger their 50 percent ownership in Santee Dairies, which gives Stater Bros. Markets 100 percent ownership.

Albertsons Debuts New 'Blue Ribbon' Beef Brand

February 04, 2004 — BOISE, Idaho - Albertsons today introduced "Blue Ribbon" Beef, a new, high-quality brand, to its supermarkets across the country. The new brand offers customers a wide range of high-quality roasts and tender-aged steaks that are "guaranteed twice" to meet their satisfaction.

Grocery Workers Plan Wall Street Protest

February 04, 2004 — NEW YORK - A union representing striking U.S. grocery workers said on Tuesday it would stage a rally on Wall Street urging investors to rethink investments in the nation's top grocers as a Southern California health care dispute drags on toward its fifth month.

Kroger Employees Ratify New Four-Year Contracts in Tennessee and Mississippi

February 03, 2004 — CINCINNATI - The Kroger Co. said members of United Food and Commercial Workers Local 1529 approved two new labor contracts covering approximately 6,500 employees in Memphis, western Tennessee, and Mississippi.

Wal-Mart Prepares for Voluntary COOL Labeling

February 03, 2004 — BENTONVILLE, Ark. - With the recent passage of the omnibus appropriations bill that delayed mandatory country-of-origin labeling for two years, an industry report says Wal-Mart is preparing to voluntarily label fruits and vegetables in its produce departments.

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Today's News: SN's Food Retailing News

- Executive Order Puts Focus on Security of Food Supply
- McKesson, SureScripts in Deal for E-Prescription Services
- Panel Foresees More Mad Cow Cases; Beef Groups React
- R.I. Retailers Rally for Access to Blue Cross Pharmacy Network
- Group Sues Brewers, Claims Minors Are Targeted
- Tech Focus To Be on POS, Self-Checkout, Mobile Devices: Report

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This Week's Issue
February 2, 2004

The Return of the Retailer

Supermarkets are increasingly returning to core urban areas they abandoned in the post-war exodus to the suburbs. Page 12

Viewpoints for week of Feb 2

- David Merrefield on supermarket retailers' rediscovery of the urban market
- David Ortel on the shift in consumer shopping behavior in light of SoCal's supermarket strike-lockout

[more >>>](#)

SN's Top 75



SN's Top 25 Global Retailers

SN's Continuously Updated Stocks



Supermarket News Trade Show Calendar

POPAI Annual Industry Leadership Conference 2004
February 5 - 7 (Thursday - Saturday)
Point-of-Purchase Advertising International
The Registry Resort
Naples, Fla.
www.popal.com
(202) 530-3000

NTF Annual Convention
February 8 - 10 (Sunday - Tuesday)
National Turkey Federation
Westin
Savannah, Ga.
www.eatturkey.com
(202) 898-0100

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Finding Potential Buyers

- Internet
- Yellow Pages
- Purchased Lists
- Business Assistance centers: contract to locate buyers
- Personal contacts or network

Contacting Buyers

- Mail
- E-Mail
- Website
- Telephone
- Visit with Samples

Finding Buyers: Example

Google Search: yellow pages Page 1 of 2

Google [Advanced Search](#) [Preferences](#) [Language Tools](#) [Search Tips](#)

Web · Images · Groups · Directory · News

Searched the web for yellow pages. Results 1 - 10 of about 7,320,000. Search took 0.17 seconds.

Yellow Pages
www.yellow.com Search 6 yellow page providers all from one easy to use website

Category: [Reference > Directories > ... > Yellow Pages](#)

Sponsored Link

SuperPages: Yellow Pages, White Pages, Reverse Phone Book, Map ...
 SuperPages.com is the leading online Yellow Pages directory service with millions of business and residential listings nationwide. ...
 Description: Search for United States people or businesses, or browse by category. Includes consumer guides, city...
 Category: Reference > Directories > Address and Phone Numbers
www.superpages.com/ - 36k - Cached - Similar pages

Yellowpages.com.au
 WHAT Business Type, Need Help? Business Name WHERE *State Suburb/Town/Postcode/Book Region select area --> ...
 Description: Searchable database lists more than two million Australian businesses by name, product or service...
 Category: Regional > Oceania > Australia > Guides and Directories
www.yellowpages.com.au/ - 18k - Cached - Similar pages

Telephone Directory - Switchboard Internet Yellow Pages and White ...
 Telephone Directory: Internet Yellow Pages, Internet White Pages - You can find what is generally regarded as the best phone book online at Switchboard.com. ...
 Description: United States residential and business listings.
 Category: Reference > Directories > Address and Phone Numbers
www.switchboard.com/ - 34k - Cached - Similar pages - Stock quotes: SWBD

Yell.com >> Online business directory from Yellow Pages in the UK
 Link to the low graphics version of Yell.com. Register, Log in, Low graphics search, Advertise here, About Yell, Contact us, Help, Help icon, (eg dentists, plumbers). ...
www.eyp.co.uk/ - 25k - Cached - Similar pages

Yahoo! Yellow Pages: Yellow Pages, Maps, Directions, Addresses ...
 Find local and nationwide business listings quickly and easily at Yahoo! Yellow Pages. Yahoo! Yellow Pages. Your Search: Search ...
yp.yahoo.com/ - 21k - Cached - Similar pages

Welcome to macmillan publishers
 Search. site, books, ...
www.mcp.com/ - 26k - Cached - Similar pages

YellowPages.com (SM): Yellow Pages, Online Yellow Pages, Find ...
 International Yellow Pages (choose one). ...
 Description: Offers searching United States and International business listings and includes business and

<http://www.google.com/search?hl=en&ie=UTF-8&oe=UTF-8&q=yellow+pages> 2/5/04

SuperPages: Yellow Pages, White Pages, Reverse Phone Book, Map Directions, People F... Page 1 of 1

verizon **SUPERPAGES.COM** BETTER PAGES FOR BETTER DECISIONS

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Search For U.S. Businesses

SIMPLE SEARCH **MAP-BASED SEARCH** **SEARCH BY DISTANCE** **NATIONWIDE SEARCH**

Category (browse) or Business Name
 seafood
 City State (required)
 Alaska Find It

Tip! Use the yellow Map tab above to plot multiple locations on a map that you create. [Learn more.](#)

Help Advanced Search Reverse Lookup Maps Drive

Verizon Online DSL
 Sign up online and get your first month free!

What's New
 Get SuperPages on Your Wireless Phone
 Search Around Your University Campus
 Buy Ads Online

Literacy
 Enlighten Me
 The Internet Learning Tutor
 Donate to Verizon Reads

SuperLinks
 Order Phone Books

Consumer Center
 Visit Consumer Center to research products, plan a trip, or locate that special item.
 Browse our topics
 Receive expert advice

Business Center
 Business owners: Search for companies and find resources at the Business Center.
 Online Workshops
 Special Discounts

Advertiser
 Advertise With Us
 your business on the online and print Yellow Pages.
 Buy Ads Online
 Contact a Rep

Add/ Change Listing - Change your residential or business listing information.
Global Directories - Search other directories from around the world.
Campus Directory - Search for businesses near your college or university campus.
City Guides - Read about local events, attractions, weather, maps & more!
SuperPages.com on Wireless - Access SuperPages.com from your wireless device.
Postcards - Send a free postcard from SuperPages.com.

Member Name: Zoom Girl
Real Name: Janet D.
Lives In: Las Vegas
Member Since: 2000

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<http://www.superpages.com/> 2/5/04

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SuperPages.com: Matching Categories Page 1 of 2

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COMPARE PRICES AND SAVE AT SHOPPER.COM

Matching Categories 284 listings in 6 categories

Most popular categories:
[Restaurant Seafood \(13\)](#)

All categories related to "seafood":
[Fish & Seafood \(83\)](#)
[Fish & Seafood Brokers \(42\)](#)
[Fish & Seafood Smoked Dried etc \(39\)](#)
[Fish & Seafood Wholesale \(105\)](#)
[Restaurant Seafood \(13\)](#)
[Restaurant Steak & Seafood \(2\)](#)

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1. Category (browse)
seafood

or Business Name

2. City

and State (required)
Alaska

3. **FIND IT**

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http://yellowpages.superpages.com/listings.jsp?SRC=&STYPE=S&PG=L&R=N&C=seafood... 2/5/04

SuperPages.com: Fish & Seafood Wholesale (1 - 15 of 105) Page 1 of 2

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YELLOW PAGES

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Show businesses: [in Alaska only](#) | Serving your area
[Show Local Listings on Map](#)

Listings Fish & Seafood Wholesale (1 - 15 of 105)

10th & M Seafoods
1020 M Street, Anchorage, AK 99501
(907) 272-6013
[map](#) | [driving directions](#) | [add to My Directory](#)

A Moveable Feast
Juneau, AK 99801
(907) 588-3501
[map](#) | [driving directions](#) | [add to My Directory](#)

akseafood.com
HC #5 Box 9782, Palmer, AK 99645
(907) 745-1234
(907) 761-3755
[map](#) | [driving directions](#) | [add to My Directory](#)

Alaska Bounty Seafoods & Smokery
110 Jarvis Street, Sitka, AK 99835
(907) 966-2927
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Alaska Cannery & Smokehouse
5434 Shaune Drive, Juneau, AK 99801
(907) 780-4808
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Alaska Glacier Seafoods - Business Office
9000 Glacier Highway Suite 301, Juneau, AK 99801
(907) 790-3590
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Alaska Glacier Seafoods - Processing Plant
9000 Glacier Highway Suite 301, Juneau, AK 99801
(907) 780-3519
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Alaska Glacier Seafoods - Processing Plant
5211 Stark Street, Juneau, AK 99801

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Finding Buyers: Example

Urner Barry Publications

Urner Barry's On-Line Catalog: Who's Who in the Fish Industry 2002-2003

Page 1 of 2

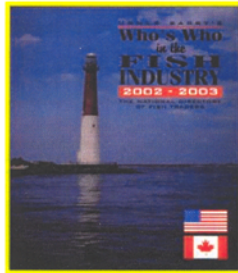


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Who's Who in the Fish Industry 2002-2003



Quantity in Basket: none
Code: D-WW03
Price: \$65.00
Shipping Weight: 5.00 pounds

Quantity:
AddToBasket

Who's Who in the Fish Industry 2002-2003

PRICE REDUCED TO \$65.00 (Regularly \$125.00)

If you are involved in the buying, handling or selling of seafood, you need the proper tools to succeed in your business. Whether it be nets, storage facilities or transportation they all make a difference, but when it comes to finding new contact within the industry, *Who's Who in the Fish Industry 2002-2003* is unparalleled in making and saving you money.

The directory saves you time by providing access to 6,600, verified, U.S. and Canadian company profiles for producers wholesalers, distributors, brokers, importers and exporters.

It is organized by state and town and then broken down by company. Indexes in the back allow the look up by any number of criteria. All the entries are verified, which means before we go to print, we contact each entry to confirm that all the information is correct, an important feature in the ever changing seafood industry. Color coded pages make the book user friendly. Over 6,000 Listings. Softcover, 812 pages.

Related Item(s)

Code	Name	Price	
CH-I	Shrimp	\$19.00	AddToBasket
P-M04	Prospector - Meat & Poultry	\$289.00	AddToBasket
P-W03	Prospector - Who's Who in the Fish Industry	\$289.00	AddToBasket
EM-SPC	Seafood Price-Current E-Mail	\$48.00	

VIRGINIA

Sam Rust Seafoods
620 Regional Dr. PO Box 9760, 23661-1800
757-838-7200, FAX: 757-838-8712
Dan Barton, Sales Manager

Harrisonburg

Sysco Food Services - VA
5081 S Valley Pike, 22801-3932
540-434-0761, FAX: 540-434-5075
Alan Hasty, President
Divisions: main Houston, TX 281-584-1390

Hayes

International Seafood Distributors, Inc.
PO Box 1150, 23072-1150
804-642-6362, FAX: 804-642-3074
Email: Sales@InternationalSeafood.com
Web Site: www.internationalseafood.com
Thomas E. Fass, President;
Luie Fass, Vice President;
Howard Thomas, Regional Sales Dir
Year Established: 1989
Sales: 25 to 50 million
Employees: 125
Function: 1-3, 5-6, 8
Location: 1-2, 4
Territory: 4-5
Major Prod: 2, 6, 8, 10, 25, 32-33, 36-37, 40, 43
Other Prod: 13, 31, 43, 45, 47
Form: 1-2, 6, 8-11, 13, 16-19, 21
Origin: 1-5, 11-12, 22, 25-26, 28, 33, 35, 46, 54, 61-62, 66, 69-70, 72, 74, 79, 81-84, 86

York River Seafood Co., Inc.

PO Box 239,
9725 York River Seafood Ln, 23072-0239
804-642-2151, FAX: 804-642-3474
John M. Shakelford, President
Year Established: 1940
Sales: 2 to 5 million
Employees: 60
Function: 1-2, 4, 6, 10-11
Location: 2-3
Territory: 4-5
Major Prod: 2-4, 6, 11, 22-23, 30, 33, 35, 37, 39
Other Prod: 7, 13, 27, 31, 36, 44-45
Form: 1-4, 9, 11, 15-17
Origin: 1-2, 4
• Processor and distributor of most Chesapeake Bay products. Specializing in fresh and pasteurized crabmeat, and head fish distribution.

Haynesville

Richmond County Seafood
PO Box 162, 22472-0162
804-333-3493, FAX: 804-333-4752
David Dodson, President;
Linda Dodson, Sales
Sales: 1 to 2 million
Function: 2, 6
Location: 1, 4
Territory: 1-2
Major Prod: 2-5, 10-13, 15-16, 18-23, 27, 29-30, 32-35, 37-39, 42-43, 45
Other Prod: 7, 12-13, 15, 22, 31-33, 36-37, 40, 43, 45
Form: 1-4, 8-9, 15-16, 18, 21
Origin: 1-2, 6, 11-12, 21-22, 25, 27, 30, 36, 46, 54

Herndon

Eclipse Import & Export
PO Box 403, 12032 Chevoit Dr, 20172-0403
703-742-8979, FAX: 703-742-9481
Carlos Venini
Year Established: 1994
Sales: Under 100,000
Employees: 2
Function: 5, 8
Location: 5
Territory: 5
Major Prod: 6, 23, 26, 28, 33, 36-37, 40, 43
Other Prod: 1, 5, 8, 22, 34-36, 39
Form: 1-4, 6, 8-10, 13, 17
Origin: 25, 33

Hudgins

Nelson Seafood Company
PO Box 43, 23076-0043
804-725-2427, FAX: 804-725-2427
William E. Nelson, Owner;
Jodie R. Nelson, Secretary;
Terry H. Nelson, Manager
Year Established: 1986
Sales: 500,000 to 1 million
Employees: 5
Function: 1-2, 6, 9-11
Location: 1-4
Territory: 1-4
Major Prod: 2-4, 6, 10-12, 14, 18, 23-26, 30, 33-36, 38, 40, 42-43, 45
Other Prod: 4, 7, 12-13, 17-18, 20, 27, 29-31, 36, 39-40, 43, 45, 48
Form: 1-4, 6, 13, 15-16
Origin: 1-2, 4-6

Jetersville

Glennwood Foods
20850 Jackson Ln, 23083-2167
804-561-3447, FAX: 804-561-3228

Kilmarnock

Croxton, Mike Seafood, Inc.
4081 Bluff Point Rd, 22482-3510
804-435-3076
Mike Croxton, President/Owner
Year Established: 1962
Function: 6
Location: 1, 3
Territory: 3
Major Prod: 2, 10, 30
Form: 1
Origin: 1-2, 4

Rappahannock Seafood Co., Inc.
PO Box 816, Rte 1, 22482-0816
804-435-1605, FAX: 804-435-0616
Charles C. Chase II, President;
Martha C. McLaughlin, Corporate Secretary
Year Established: 1981
Sales: 2 to 5 million
Function: 2
Territory: 4
Major Prod: 2, 30
Form: 1-2
Origin: 1-2, 4

King George

PK's Seafood
9035 Indiantown Rd, 22485-3550
540-775-2623
Kenny Pearson, Owner
Function: 2, 6
Territory: 1-2, 4
Major Prod: 2-7, 10-11, 17-22, 27, 29-30, 32-33, 35, 37, 39, 42-45
Other Prod: 7, 13, 15, 30-33, 45
Form: 1-2, 4, 6-9, 13, 15-17, 20-21
Origin: 1-2, 11, 21, 25-27, 30-32, 35

Kinsale

Bevans Oyster Company
PO Box 315, Rte 1, 22488-0315
804-472-2331, FAX: 804-472-4575
Ronald W. Bevans, President
Function: 1
Territory: 3
Major Prod: 30
Form: 1

Finding Buyers: Example

EXPLANATION OF TRADER LISTING

Company Name ————— **Big Fish Company**
Parent Company ————— *Parent: Mom & Pop Fish Company*
Street, PO Box Number ————— 123 Tuna St., PO Box 456 98765-4321
Telephone Number, ————— 555-658-7912, 800-234-9876
Fax Number ————— FAX: 555-658-7913
Email Address ————— Email: mail@bigfish.com
Web Site ————— Web Site: www.hookfish.com
Key Personnel ————— **Ima Fish, President**
(with title & personal e-mail address) imafish@bigfish.com
Year Established ————— Youra Fish, Vice President
 yourafish@bigfish.com
Annual Sales ————— *Year Established: 1858*
 Sales: 25 to 50 Million
Number of Employees ————— *Employees: 42*
 Function: 2, 6
Type of Business ————— *Location: 1*
 Territory: 1-5
Location Function ————— *Major Prod: 5-6, 9, 10-11, 15, 17, 19-22, 24*
 26, 31, 37
Sales Territory ————— *Other Prod: 12, 16, 19, 24, 31-33, 37*
 Form: 2-15, 17-21
Species or Types of Fish Handled ————— *Origin: 1-9, 13, 15-16, 19, 22, 25-26,*
 28, 30, 33, 36-37, 44, 46, 48-49, 54
Form of Product ————— *Divisions: Anytown, NJ 732-555-9876*
 USDC: 987
Product Origin ————— ** The Big Fish Company is ready to serve*
 all of your needs, whether they are BIG or
 LITTLE.
Divisions —————
USDC Code Numbers —————
Free Form Description —————

A-25

CODING EXPLANATIONS

LOCATION FUNCTION	SALES TERRITORY	MAJOR PRODUCT DESCRIPTION
1. Main/Headquarters	1. Local	1. Black Cod
2. Plant	2. Intrastate	2. Blue Crab
3. Single Location	3. Interstate	3. Bluefish
4. Sales Office	4. Multi-State	4. Clams
5. Branch Office	5. International	5. Cod
6. Conch/snails		6. Crawfish
7. Dogfish		7. Dungeness Crab
8. Oysters		9. Eel
9. Pollock		10. Flounder/Sole
10. Salmon		11. Fresh Water Catfish
11. Scallops		12. Fresh Water Trout
12. Sea Bass		13. Shrimp
13. Sea Trout		14. Snapper
14. Shark		15. Snow Crab
15. Squid		16. Hake
16. Surimi Based		17. Halibut
17. Swordfish		18. Herring
18. Tuna		19. King Crab
19. Turbot		20. Lobster (American)
20. Whiting		21. Lobster Tail (Cold Water)
		22. Lobster Tail (Warm Water)
		23. Mackerel
PRODUCT ORIGIN	OTHER PRODUCTS	
1. North America	1. Abalone	25. Marlin
2. USA	2. Alewife	26. Mojarras
3. New England	3. Alligator	27. Mullet
4. Mid-Atlantic	4. Amberjack	28. Ocean Catfish
5. South Atlantic	5. Anchovy	29. Pompano
6. Gulf of Mexico	6. Antarctic Queen	30. Porgies
7. Pacific Northwest	7. Butterfish	31. Rockfish
8. West Coast	8. Cabrilla	32. Salmon, Farmed
9. Alaska	9. Capelin	33. Salmon, Wild
10. Hawaii	10. Caviar	34. Sardines
11. Canada	11. Congrio	35. Sea Urchins
12. Atlantic Coast	12. Crabmeat	36. Shad
13. Pacific Coast	13. Croaker	37. Shrimps
14. Great Lakes	14. Cusk	38. Skate Wing
15. Bahamas	15. Frog Legs	39. Smelt
16. Costa Rica	16. Grenadier	40. Snapper (American)
17. Dominican Republic	17. Grouper (Black)	41. Snapper (Atlantic)
18. El Salvador	18. Grouper (Red)	42. Snapper (Pacific)
19. Greenland	19. Hoki	43. Spanish Mackerel
20. Guatemala	20. Hybrid Striped Bass	44. Stone Crab
21. Honduras	21. King Klip	45. Striped Bass
22. Mexico	22. Langostino	46. Sturgeon
23. Nicaragua	23. Limpet	47. Tilapia
24. Panama	24. Lobster (Other)	48. Tiliash
25. South America		
26. Argentina		
27. Brazil		
28. Chile		
29. Colombia		
30. Ecuador		
31. French Guiana		
32. Guyana		
33. Peru		
34. Suriname		
35. Uruguay		
36. Venezuela		
37. Africa		
38. Angola		
39. Ghana		
40. Mauritius		
41. Morocco		
42. Mozambique		
43. Nigeria		
44. South Africa		
45. Seychelles		
46. Europe		
47. Belgium & Luxembourg		
48. Denmark		
49. Faroe Islands		
50. Finland		
51. France		
52. Germany		
53. Greece		
54. Iceland		
55. Ireland		
56. Italy		
57. Netherlands		
58. Norway		
59. Poland		
60. Portugal		
61. Russia		
62. Spain		
63. Sweden		
64. Switzerland		
65. United Kingdom		
66. Asia		
67. Bangladesh		
68. Burma		
69. China		
70. Hong Kong		
71. India		
72. Indonesia		
73. Israel		
74. Japan		
75. Malaysia		
76. Oman		
77. Pakistan		
78. Philippines		
79. Republic of Korea		
80. Singapore		
81. Taiwan		
82. Thailand		
83. Australia & Oceania		
84. Australia		
85. British Pacific Islands		
86. New Zealand		
87. Pacific Islands (Other)		
PRODUCT FORM	COMPANY FUNCTION	ANNUAL DOLLAR SALES
1. Fresh	1. Producer	1. Under 100,000
2. Frozen	2. Processor	2. 100,000 to 500,000
3. Canned	3. Further Processor	3. 500,000 to 1 Million
4. Cooked	4. Broker	4. 1 to 2 Million
5. Salted/Smoked	5. Importer	5. 2 to 5 Million
6. Blocks	6. Wholesaler/Distributor	6. 5 to 10 Million
7. Cello Pack	7. HRI Supplier	7. 10 to 25 Million
8. Fillets	8. Exporter	8. 25 to 50 Million
9. Whole	9. Restaurant	9. 50 to 100 Million
10. I.Q.F.	10. Supermarket	10. 100 to 200 Million
11. Fish Meal/Oil	11. Retailer (Fish Store)	11. 200 to 500 Million
		12. Over 500 Million

A-26

Finding Buyers: Example

2003 Marketing Guidebook

The Blue Book of Supermarket Distribution



Affiliated with
**PROGRESSIVE
GROCER**
THE COMPANION SOURCE FOR FOOD RETAILERS

Minneapolis

New items automatically distributed: No
Headquarters approval required to call on stores: No
Store managers authorized to purchase items not warehoused: No
Advertising media used:
Circulars, newspapers, radio, Sunday supplements
Point-of-purchase materials:
Display bins, price cards, shelf talkers
Manufacturer P-O-P encouraged: No
Store manager may select store displays: No
Product recall:
Chris Peebles

KEY PERSONNEL

President: Gary Cooper
Vice President, Operations/Secretary:
Sandy Cooper
General Manager: Chris Peebles

Jerry's Enterprises, Inc.

5101 Vernon Avenue South
Edina, MN 55435
Phone: (612) 922-8335
Fax: (612) 929-9281

FINANCIAL SUMMARY

Year	Total sales
09/01	\$614,000,000
09/00	\$581,000,000
09/99	\$562,000,000

Public company: No

COMPANY DATA

Number of stores operated:	25
Corporately owned:	25
Types of stores:	
Conventional supermarkets	4
Limited assortment stores	10
Warehouse stores	11
Store operating name(s):	
Cub Foods	11
Jerry's Foods	3
Jerry's SuperValu	1
Save-A-Lot	10
Area served:	
FL (4), MN (14), WI (7)	
Specialty departments: No. of stores:	
Beer	1
Books/magazines	15
Floral	15
Greeting cards	15
In-store bakery	14
Photo processing	15
Rx pharmacy	11
Salad bar	10
Service deli	14
Service meat	7
Service seafood	5
Wine	1

Number of stores with:
Credit cards accepted 25
Electronic couponing 15
Full service banking 11
Lottery tickets 15
Pallet programs 21
Scanner registers 25
Teller machines (ATMs) 15
Average number of checkouts: 14
New units planned:
2003: 6 2004: 8 2005: 8
Remodels planned:
2003: 2 2004: 2 2005: 2
Average store size:
50,000 sq. ft.
Principal grocery wholesaler(s):
SUPERVALU
Hopkins, MN
Number of trucks operated: 7
Number of trailers operated: 28
New and noteworthy information:
Jerry's Enterprises, Inc. also operates
Animal Cracker (children's wear),
Jerry's Printing, Lucille's (women's wear),
Minnesota Meat Masters (pizza/salads), two True Value
Hardware stores, and a sausage plant.

BUYING DATA

Buying committee at this location: Yes
Product lines purchased:
Baked foods, candy, dairy, fish, frozen foods, grocery, HBC, household supplies, housewares, meat, non-foods, produce, soft goods
Name of private label line(s):
Flavorite, SuperValu

Private label lines purchased:
Bakery, baking needs, candy, cookies & crackers, dairy, frozen foods, fruit (canned), HBC, jams & jellies, juices (canned), paper products, salad dressings
Generic lines purchased: Yes
New items automatically distributed: No
Headquarters approval required to call on stores: Yes

Store managers authorized to purchase items not warehoused: Yes
Advertising media used:
Flyers, newspapers, radio, TV
Point-of-purchase materials:
Display bins, mobiles, price cards, shelf talkers
Manufacturer P-O-P encouraged: Yes
Store manager may select store displays: Yes

KEY PERSONNEL

Owner: Gerald Paulsen
President: Bob Shaddock
CEO: Jerry Paulsen
Vice President, Equipment: Mike Jutz
Vice President, Finance: Kent Dixon

Company Profiles

Vice President, Human Resources:
Dave E. Gerdes
Vice President, Operations:
George St. Germain
Vice President, Store Development:
Tom Thueson
Corp. Director, Retail Operations (FL):
John Boogren
Director, Retail Operations (Florida):
Chris Goodwin
Director, Retail Operations (Wisconsin):
Kerisa Sult
Advertising Managers: John DeMauro,
Debbi Stocco
Home Economist: Carol Jackson
Supervisors
Bakery: Jim Fournier
Deli: Pete Fiore
Meat: Mike Rosenstiel
Produce: Dan Carrigan

Knowlan's Super Markets, Inc.

111 East County Road F
Vadnais Heights, MN 55127
Phone: (651) 483-9242
Fax: (651) 483-0622
Website: www.festy.com

FINANCIAL SUMMARY

Year	Total sales
12/01	\$129,000,000 (e)
12/00	\$115,000,000
12/99	\$103,000,000

Public company: No

COMPANY DATA

Number of stores operated:	6
Corporately owned:	2
Franchised from others:	4
Types of stores:	
Conventional supermarkets	2
Warehouse stores	4
Store operating name(s):	
Festival Foods	4
Knowlan's	2
Area served:	
MN	

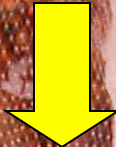
Specialty departments: No. of stores:

Books/magazines	6
Floral	4
Greeting cards	6
Home meal replacement	4
In-store bakery	6
Service deli	4
Service meat	4
Service seafood	4
Number of stores with:	
Electronic marketing	2
Pallet programs	3
Scanner registers	6
Teller machines (ATMs)	6

3 Questions/Comments



Marketing Mix



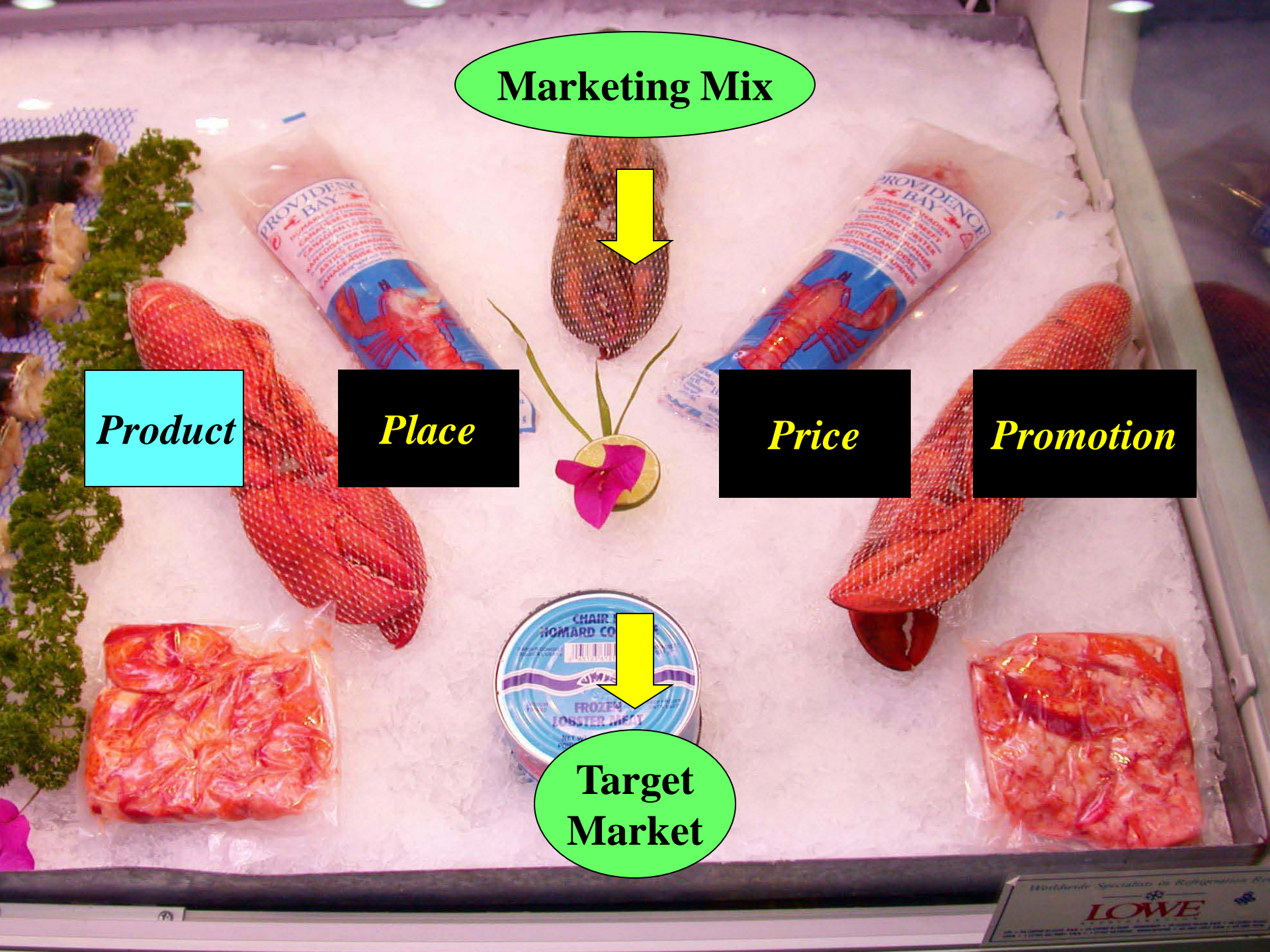
Target
Market

Product

Place

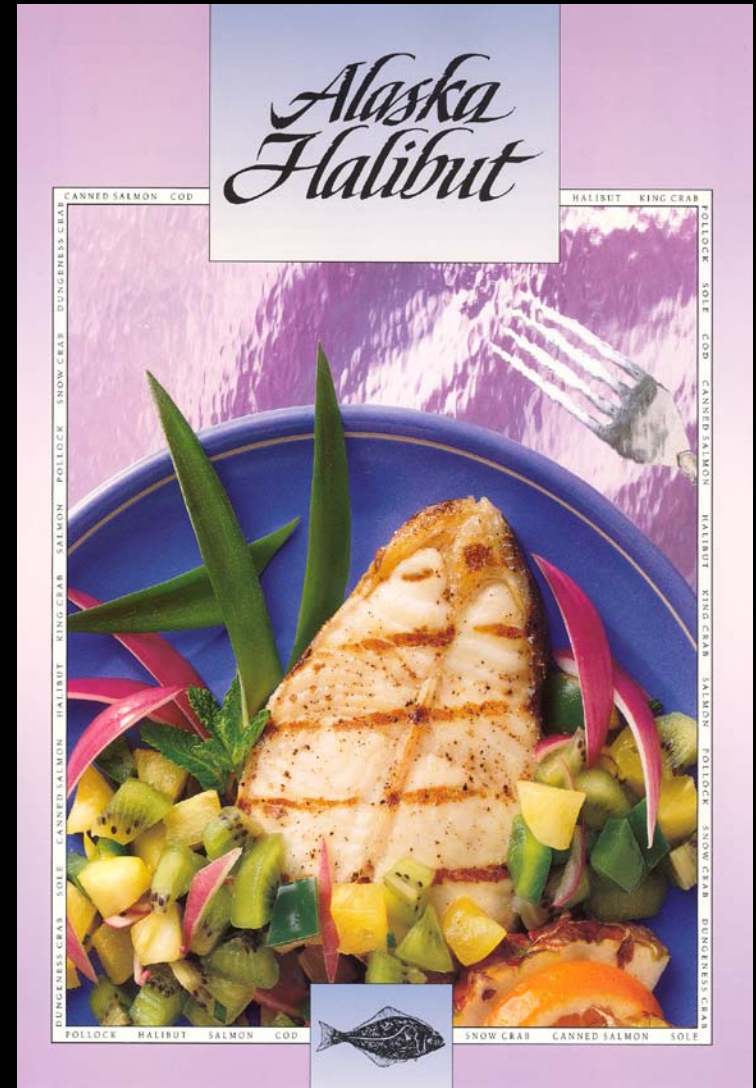
Price

Promotion



Differentiation Strategies: Product Attributes

- Chemical Composition
- Nutritional Value
- Sensory
- Convenience
- Shape and Form
- Shelf-Life



Differentiation Strategies: Product Packaging

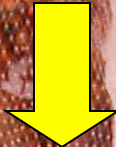
- Easy to Open
- Ease of Storage
- Information
- Aesthetic



3 Questions/Comments



Marketing Mix



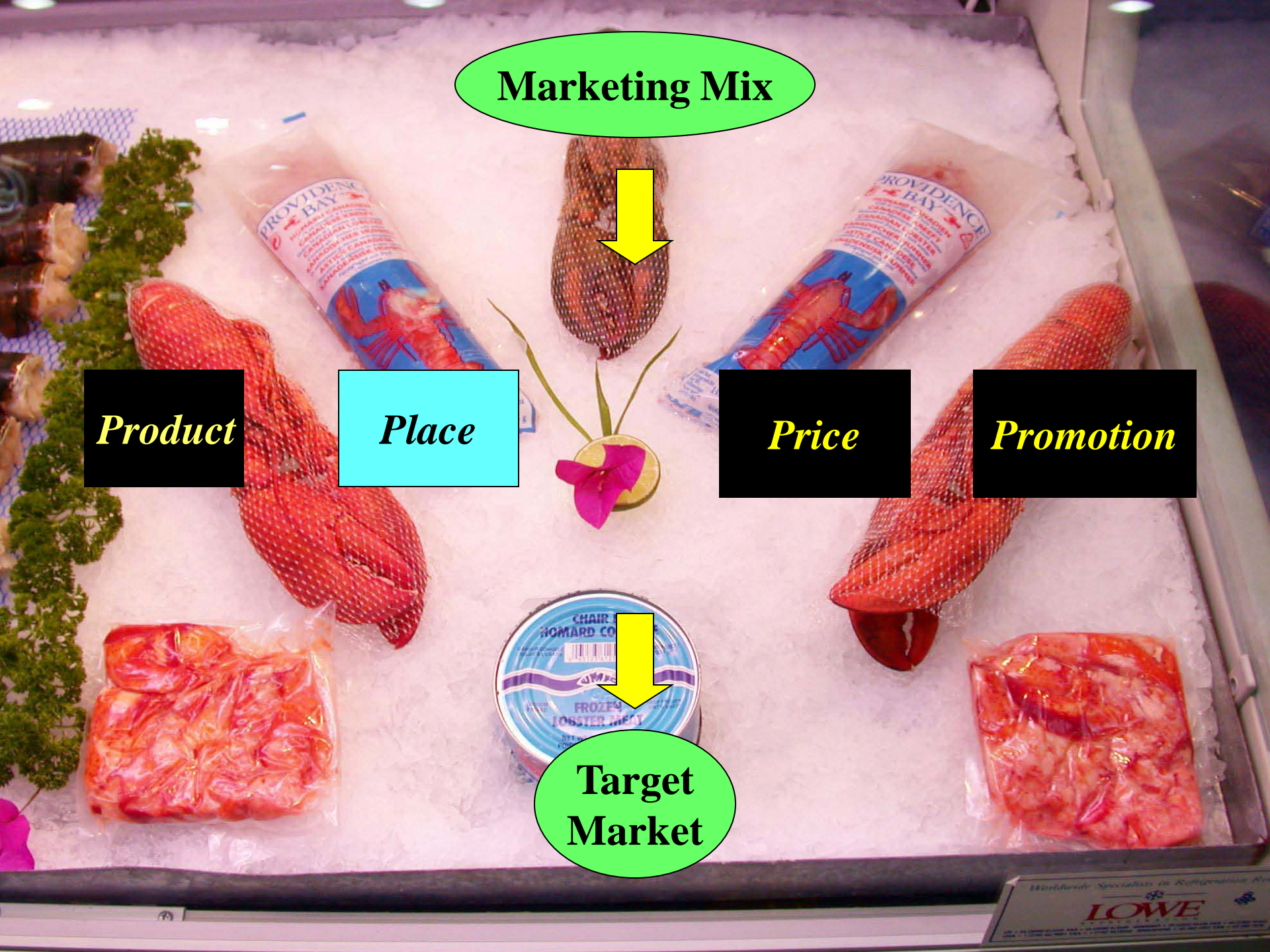
Target
Market

Product

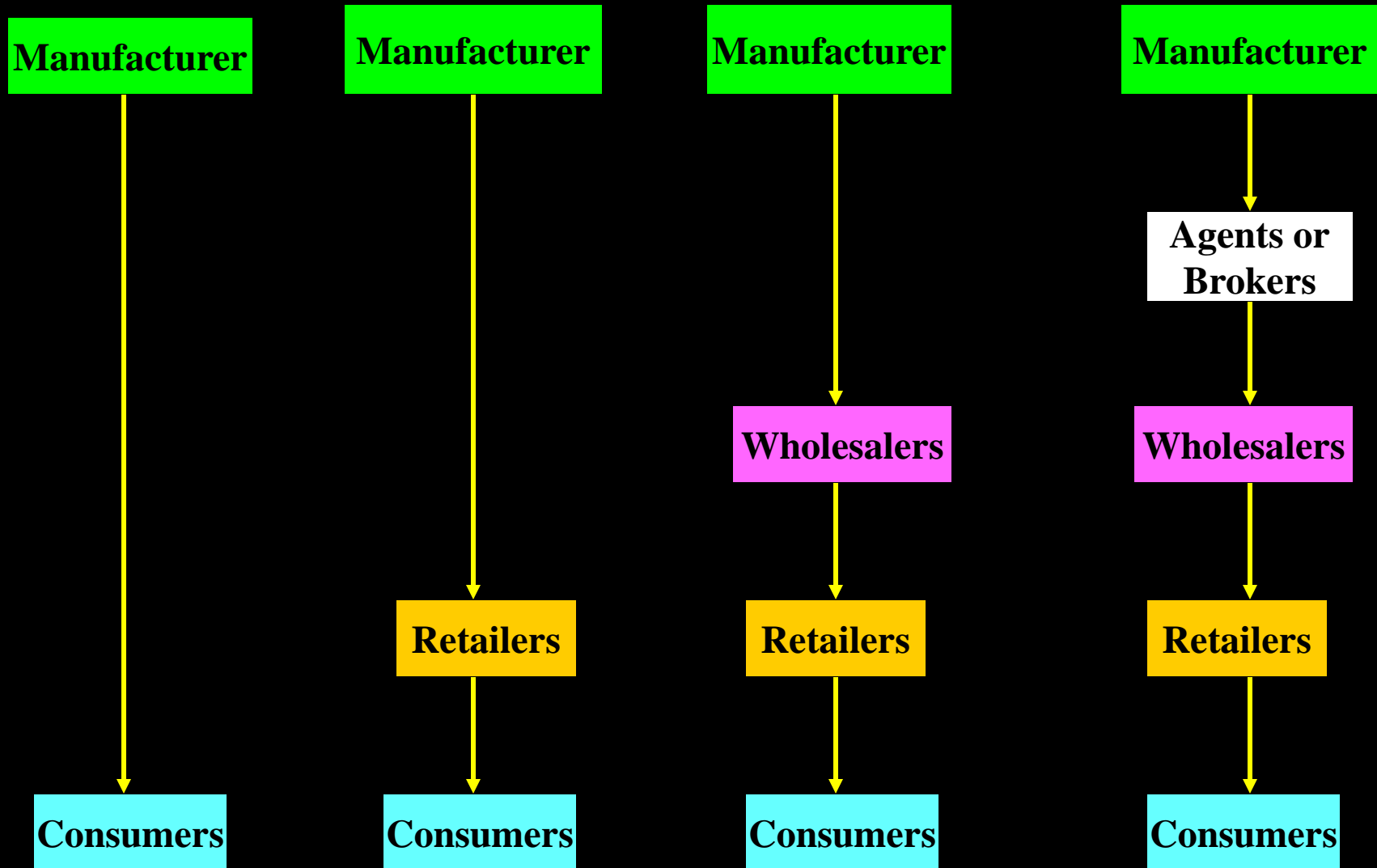
Place

Price

Promotion



Examples of Marketing Channels



Classical Views of Marketing Intermediaries

- Trade is only suitable for those weakest in the body and unfit for any other work – Plato
- All retail dealing may be described as dishonest for the dealer will gain nothing except by profuse lying and nothing is more disgraceful than untruthful huckstering - Cicero

Functions of Marketing Intermediaries

- **Inventory Holding**
- **Risk Bearing**
- **Assortment Building**

Why Direct Marketing?

- **Control – Where to sell, how to sell, what to charge.**
- **Brand**
- **Total Commitment**

Why Use Indirect Channels?

- **Affordability**
- **Saves money by not doing own distribution**
- **Risk Transfer**

Why Customer would Buy from a Distributor?

- **Channel Efficiency - Convenience of one-stop shopping**
- **Prompt Customer Service and Technical Support for being local**

Differentiation Strategy: Placement

- Channels
- Coverage
- Assortments
- Locations
- Inventory
- Transport



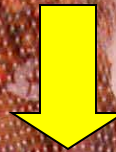
Photo Copyright © Sokol Ymeri

AIRLINERS.NET

3 Questions/Comments



Marketing Mix



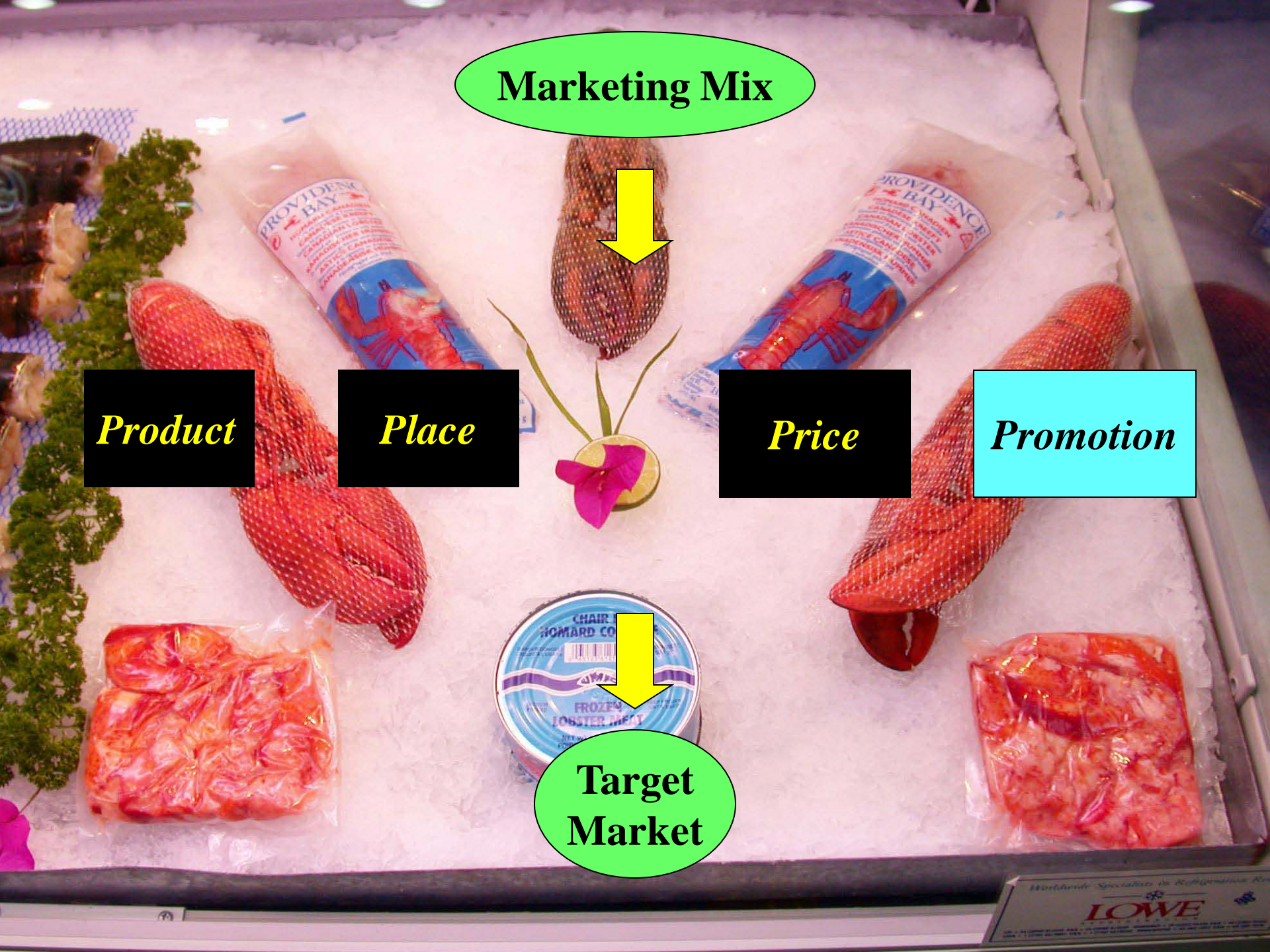
Product

Place

Price

Promotion

**Target
Market**



Promotion:

The Art of Communication

- Personal Selling
- Sales Promotion
- Advertising
- Direct Marketing
- Public Relations and Publicity

Benefits to Branding

- Be perceived differently than the rest of the pack.
- Enjoy greater loyalty and be less vulnerable to competitive marketing actions.
- Command larger margins and be less susceptible to price wars.
- Receive greater trade cooperation and support.
- Increase marketing communications effectiveness.
- Support brand extensions.

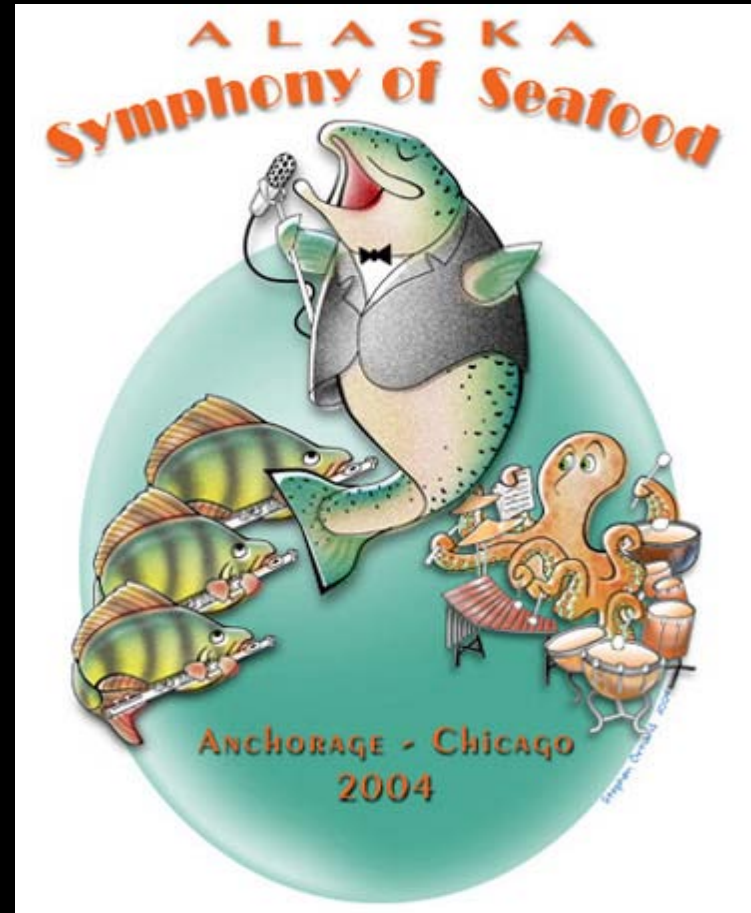
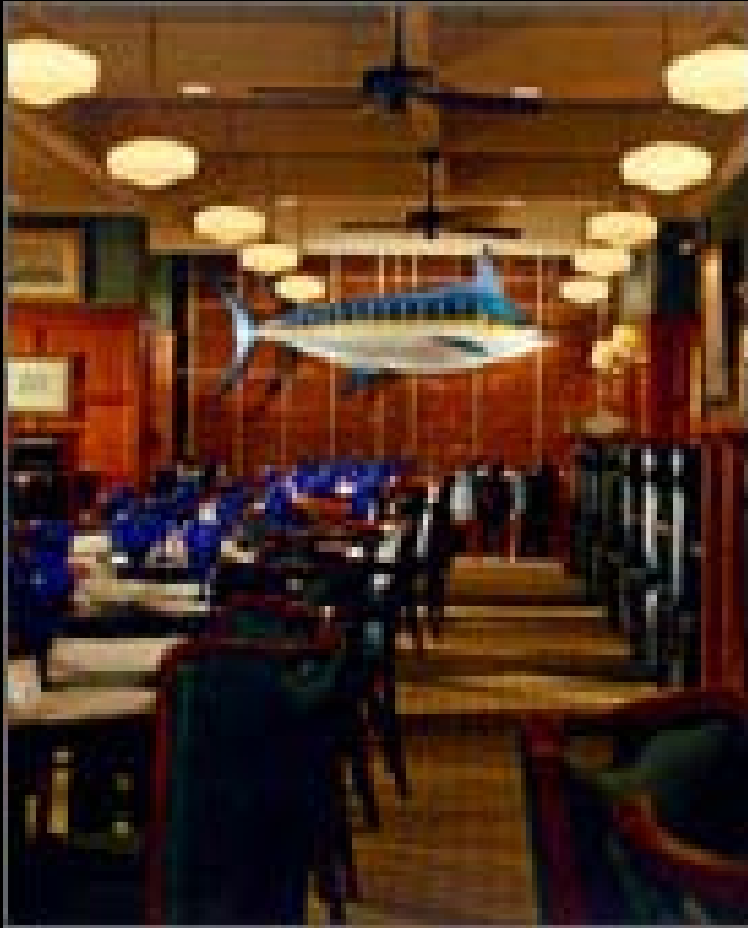
Differentiation Example:

Common Themes for Alaskan Products

- Wild/Pristine
- Eco-Friendly and Sustainable
- The Alaskan Tradition
- High Polyunsaturated Fatty Acids
- All Natural
- United States



Differentiation Strategies: Events and Publicity



Examples Advertising: Alaska Seafood Marketing Institute



Examples Advertising: Printed in Gourmet Magazine



Nutcracker Sweet.

Whether it's the dazzling centerpiece of your holiday dinner or served as an elegant entrée, it's always the season to ask for Wild Alaska King Crab. Prized for its sweet, succulent flavor and rich, tender texture, Alaska King Crab gets its superior taste from the wild winter seas of the North Pacific and Bering Sea. And because it's pre-cooked at the peak of freshness, it's a snap to heat and serve. Wild Alaska King Crab, Dungeness Crab and Snow Crab always impress and are all available year-round, but if you're entertaining for the holidays, we suggest you get cracking. For festive recipes, visit www.alaskaseafood.org.

Wild ALASKA Crab
ASK FOR ALASKA

ALASKA SEAFOOD

Advertisement

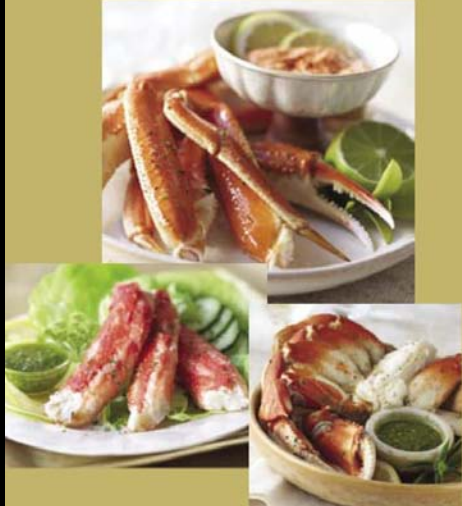
Ocean-Caught Wild Alaska Crab

A Natural Treasure for the Holidays

Found only in a place of massive glaciers, untamed rivers and vast icy seas, Wild Alaska Crab are among nature's great treasures, known and prized the world over. Alaska's unspoiled environment, cold climate and pure waters create the perfect conditions for harvesting superior-quality crab that is always sweet and succulent, tender and flavorful.

This holiday season, offer your guests the simple elegance and pure enjoyment of Alaska Crab. It's really easy: Alaska Crab is fully-cooked*, cleaned and ready to use—all you have to do is heat and serve.

Try these simple to make and delicious dipping sauces—they're great whether you're serving Alaska King, Snow or Dungeness Crab.



Rouille Sauce

- 1/2 cup bottled roasted red peppers
- 2 cloves minced garlic
- 2/3 cup low-fat mayonnaise
- 1 tsp. lemon juice
- 1/2 tsp. red pepper flakes

Combine peppers and garlic in food processor and process until well minced. Pulse in remaining ingredients until well combined.

Basil-Mint Pesto Sauce

- 2 cups fresh basil leaves
- 1-1/2 cups fresh mint leaves
- 1/2 cup olive oil
- 3 Tbs. toasted walnuts
- 3 cloves garlic
- 3-1/2 tsp. lemon juice
- 1/2 cup grated Parmesan cheese

Combine basil, mint, oil, walnuts, garlic and lemon juice in a food processor; puree until smooth. Add Parmesan and pulse until well combined.

Variation: For a creamier sauce, combine 1/4 cup Basil-Mint Pesto sauce with 1/2 cup low-fat mayonnaise.

Butter Sauce

- 1/2 cup unsalted melted butter
- 1 Tbs. lemon juice
- 3/4 tsp. garlic salt
- 1/2 tsp. dried dill
- Dash white pepper

Note: Dips can also be prepared up to two days in advance, reheating butter sauce as needed.

A Sustainable Resource

Thanks to a strong commitment to fisheries conservation management, Alaska Crab is available year-round. All crab from Alaska is wild and no species of Alaska Seafood are threatened or endangered. Precise management guidelines and laws ensure that the fisheries are sustainable.

To elevate the flavor of any recipe and to explore new possibilities with Alaska Seafood, visit www.alaskaseafood.org.

* Alaska has a new ration-sized management program that will provide opportunities for delivery of fresh and live King and Snow Crab products, and these products will be available for longer periods of time.

**Personal Selling
&
Customer Development:
A Few Notes**

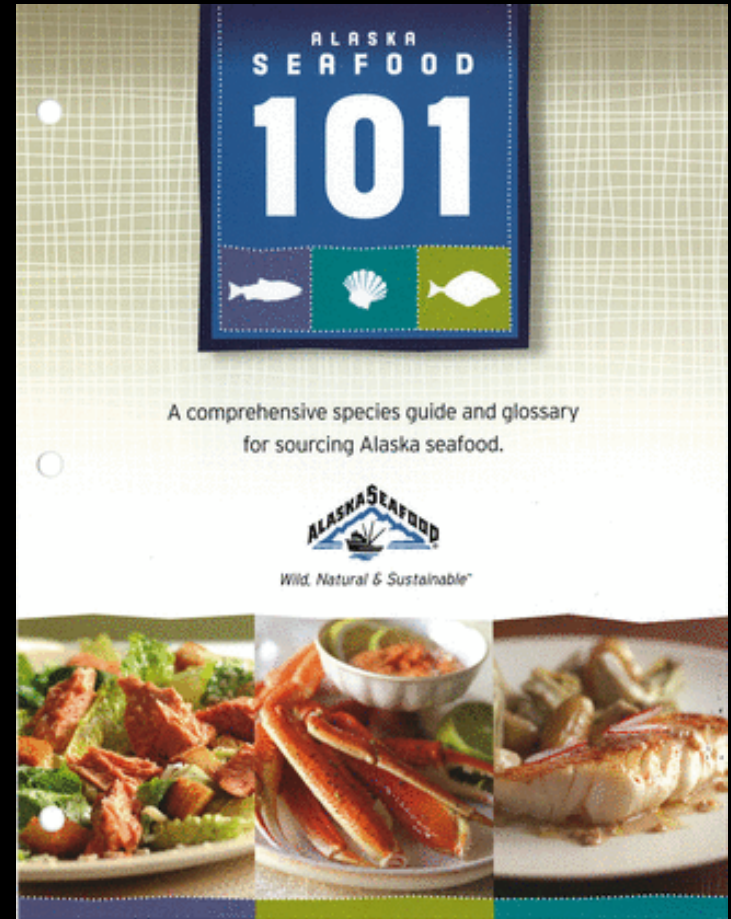
Personal Selling

- **Face-to-face interaction with a prospective and/or pre-existing customer for the purpose of presentation, answering questions, and processing the purchase.**
- Usually involves sales presentations, sales meetings, sampling, and explaining incentive programs.



Sales Messages

- Should be consistent with marketing messages
- Should be monitored to ensure consistency



Differentiation Strategies: Personnel

- Competence
- Courtesy
- Credibility
- Reliability
- Responsiveness
- Communication



Retaining Customers

- **Cost of Lost Customers**
- **Need for Customer Retention**
- **Relationship Marketing: The Key**

Marketing Tools Summary

Relative Importance of Promotional Mixes

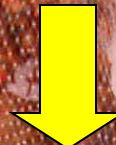
Source: Schaffner, 1997; Kotler, 1998

	Consumer Market	Business-to-Business Market
Promotional Mix	<ol style="list-style-type: none">1. Advertising2. Sales Promotion3. Personal Selling4. Public Relations	<ol style="list-style-type: none">1. Personal Selling2. Sales Promotion3. Advertising4. Public Relations
Advertising Media	Television, radio, magazines, outdoor signs	Trade journals, direct mail, directories

3 Questions/Comments



Marketing Mix



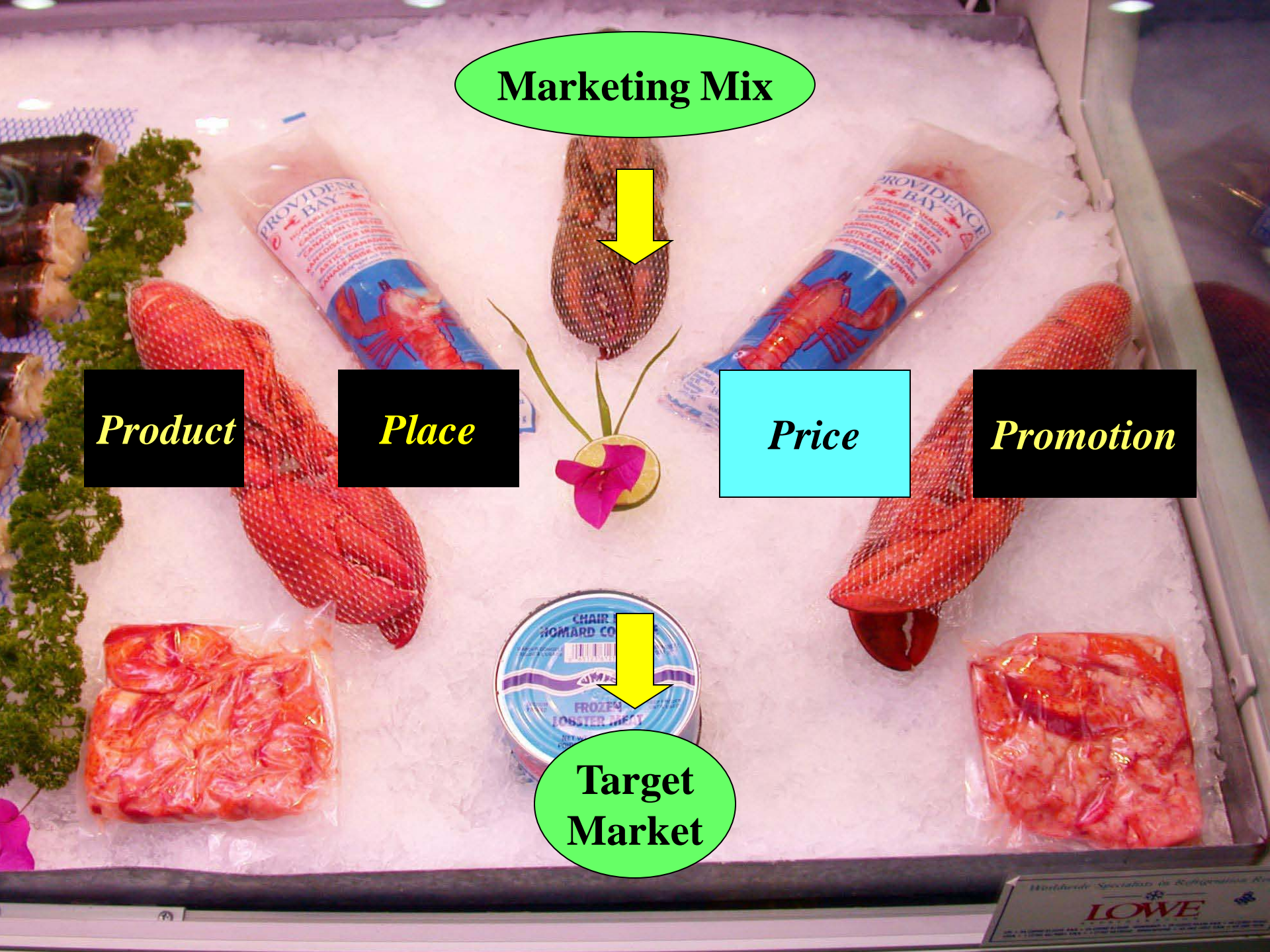
Product

Place

Price

Promotion

**Target
Market**



Profit

$$\text{Profit} = \text{Total Revenue} - \text{Total Cost}$$

Where

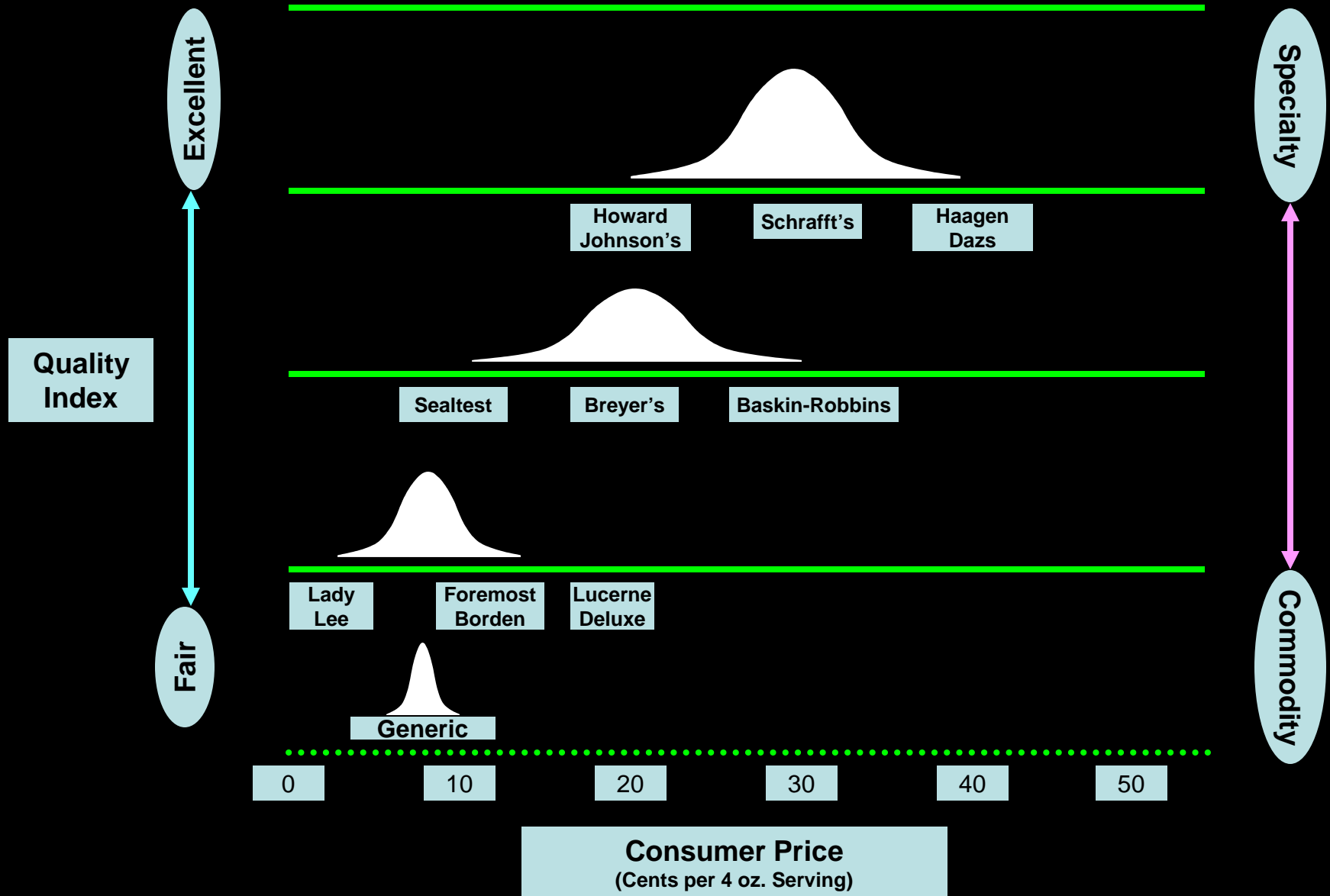
$$\text{Total Revenue} = \text{Price} \times \text{Quantity Sold}$$

$$\text{Total Cost} = \text{Total Fixed Cost} + \text{Total Variable Cost}$$

The Price Band



Price Band in Ice Cream



Setting Price

***Set Pricing Objectives**



Determine Demand

Analyze Competitor's Costs, prices, and offers

Select Final Price & Tactics

Estimate Own Cost

Select Appropriate Marketing Tools To Support Price

Pricing: What are your objectives?

Some Examples

(Corey, 1991)

- Gain Market Share
- Yield the market opportunistically
- Price to discourage competitors and to forestall others from entering
- Price high to avoid driving out less efficient competitors and risk antitrust charges
- One may price low to meet a competitive attack, to gain a new customer, or to acquire experience in designing and making certain products.
- Price a product to break even or even sustain losses on some products in the line to offer customers a full line.
- Price a new product high to minimize impact on sales of old product in the line.

Pricing Methods

- **Markup pricing** – standard markup (e.g. 5 %) is added to the product's cost.
- **Target-return pricing** – charging a price that will provide a target rate of return on investment for a given period.
- **Value pricing** – a firm charges a low price for a high quality product.
- **Going-rate pricing** – a firm prices its products based on competitors' prices. It may price a product the same, at a slight premium (discount) to its competitors, and adjust accordingly when the competitors change their prices.
- **Perceived – value pricing** – this method considers the customer's perspective of the cost and benefits provided by the total product offering. Price is set according to customer's valuation of non-price variables such as image, product attributes, and services.

Setting Price

Set Pricing
Objectives



***Determine
Demand**

**Analyze Competitor's
Costs, prices,
and offers**

**Select Final
Price & Tactics**

**Estimate
Own Cost**

**Select Appropriate
Marketing Tools
To Support Price**

Measurement of Customer's Perceived Value and Demand

Sources of Customer Data:

- From your own sales force.
- Targeted customer interviews.
- Customer's sales literature
- Customer's former employees
- Trade literature

Example: Alaskan Oyster

The relative importance of eight attributes to the overall evaluation of product

<u>Attributes</u>	<u>Avg. Score</u>
Confidence in Vendor	9.1
Shelf-life	8.9
Supply Consistency	8.9
Price	8.1
Product Form	8.0
Oyster Size	7.4
Region of Origin	6.8
Method of Production	6.0

Setting Price

Set Pricing
Objectives



Determine
Demand

Analyze Competitor's
Costs, prices,
and offers*

Select Final
Price & Tactics

Estimate
Own Cost

Select Appropriate
Marketing Tools
To Support Price

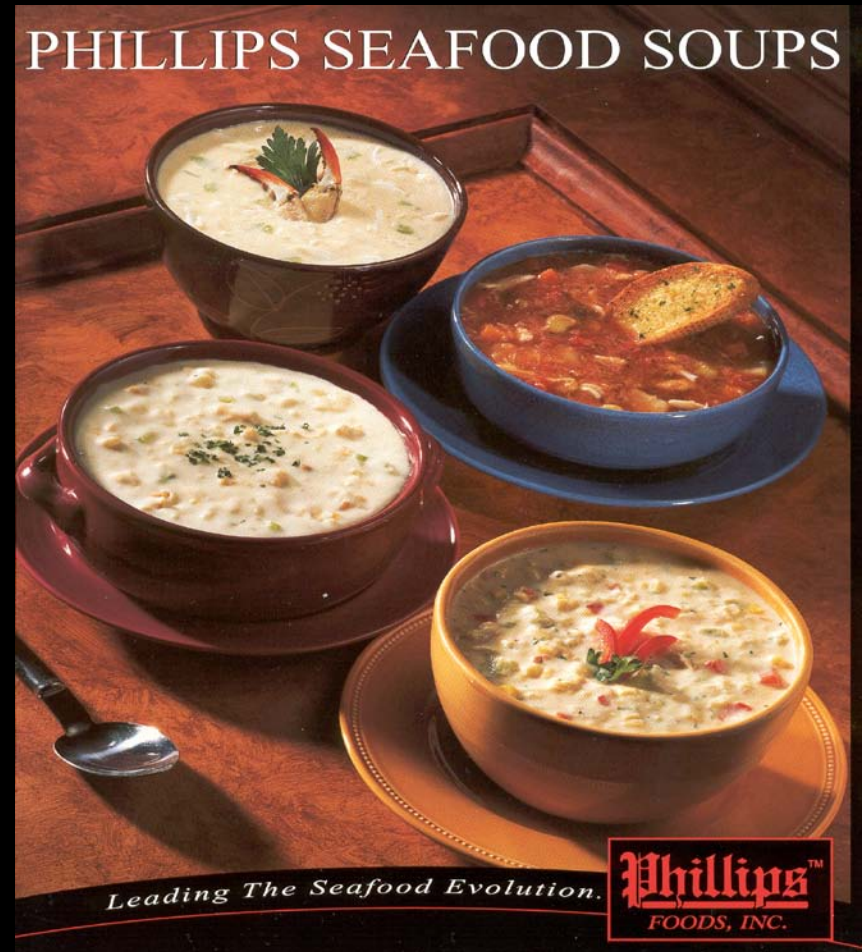
Competitor Analysis

Sources of Competitor Data:

- From your own sales force.
- Targeted customer interviews.
- Competitor's sales literature
- Customer and Competitor's former employees
- Competitors Trade literature
- Security analyst's reports (including credit rating agencies)

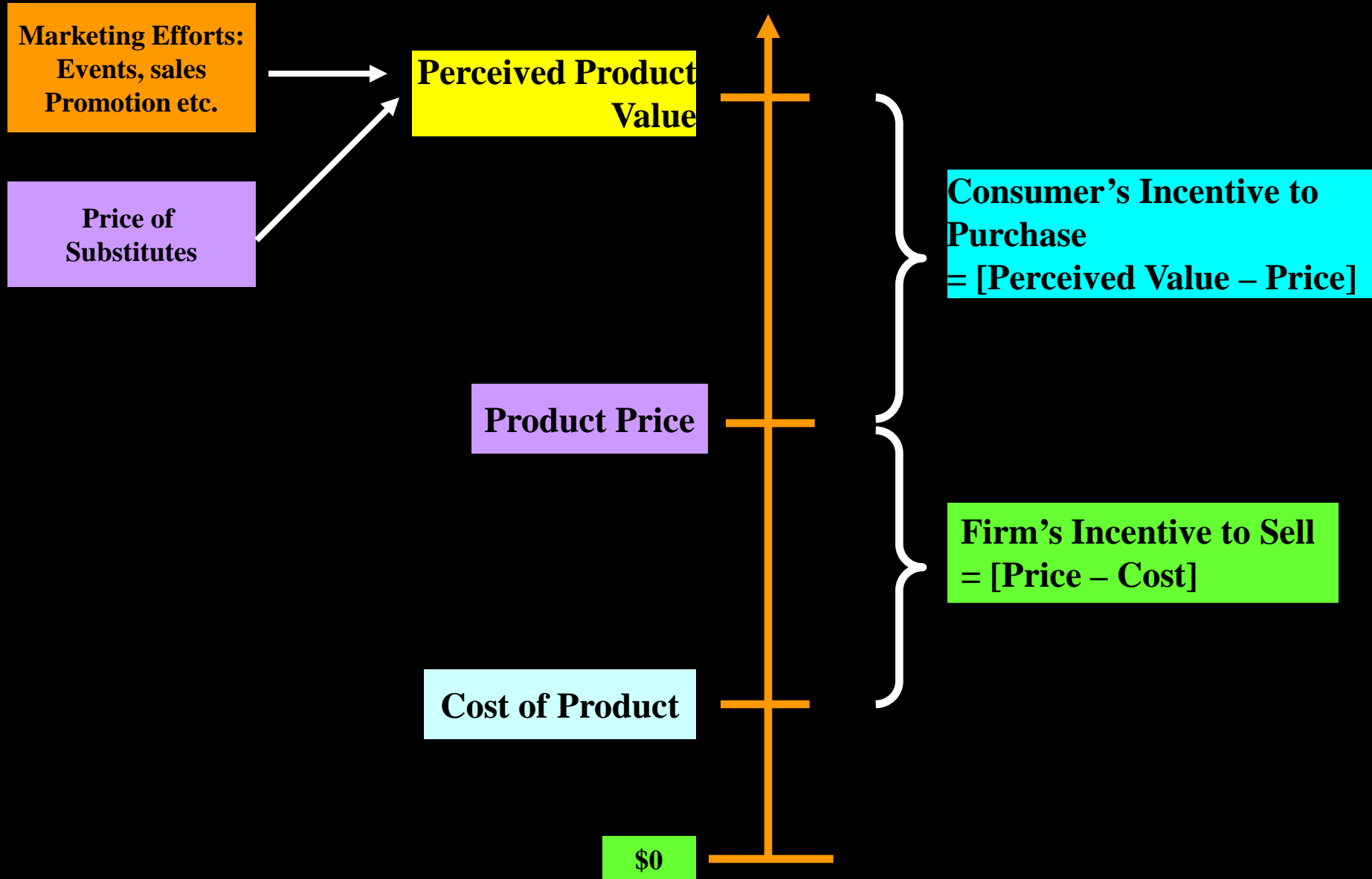
Pricing Strategies

- List Price
- Discount
- Payment Period
- Credit Terms



Summary on Pricing

Source: Svoboda & Haws, 2005



Quality as a Marketing Strategy

- Quality must be perceived by customers.
- Quality must be reflected in all company activities, not only for the products.
- Quality requires total employee commitment.
- Quality requires high quality partners.
- Quality can always be improved.
- Quality does not cost more.
- A quality drive cannot save a poor product.

Criteria for Developing a Differentiation Strategy

- **Important:** The difference delivers a highly valued benefit to a sufficient number of buyers.
- **Distinctive:** The difference either isn't offer by others or is offered in a more distinctive way by the company.
- **Superior:** The difference is superior to other ways of obtaining the same benefit.
- **Communicable:** The difference is communicable and visible to buyers.
- **Preemptive:** The difference cannot be easily copied by competitors.
- **Affordable:** The buyer can afford to pay the difference.
- **Profitable:** The company will find it profitable to introduce the difference.

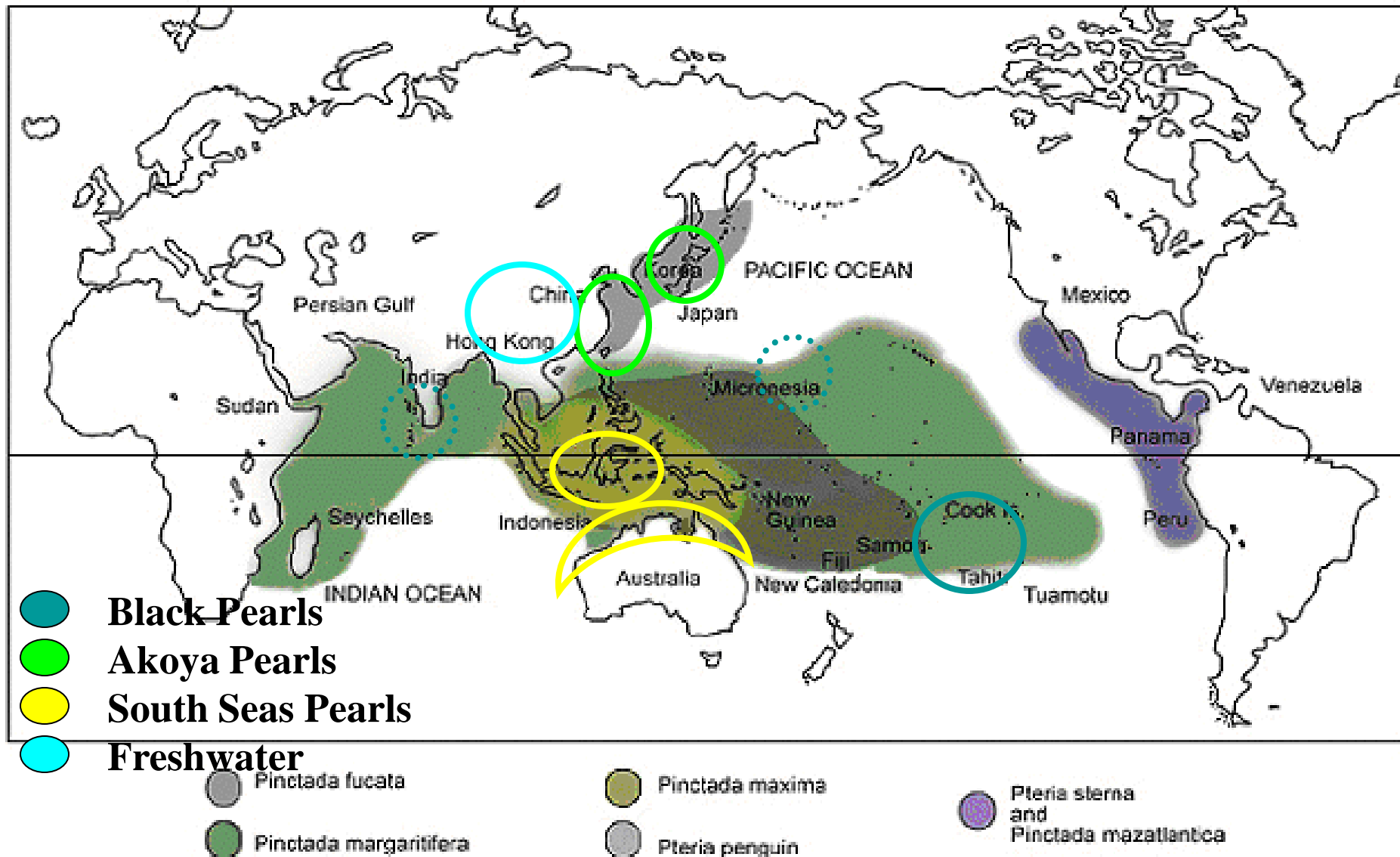


Pearl Farming as Sustainable Economic Development

- \$1 Billion Global Industry
- French Polynesia: \$140 million/yr.
- Cook Islands: \$20 million/yr.
- Average round pearl: \$120
- Average half pearl: \$50
- Feasible small-holder activity
- Environmentally Sustainable



Pearl Production Regions



Types of Pearls

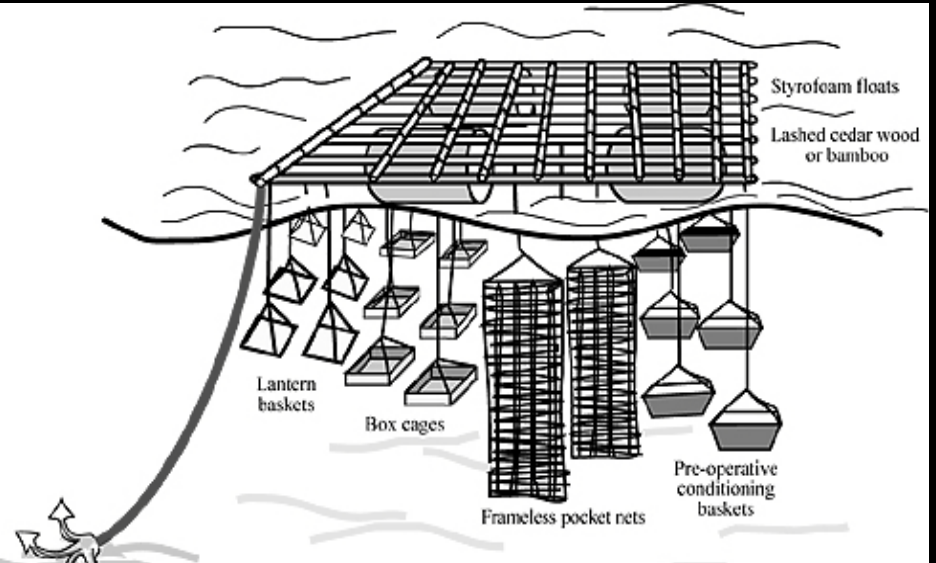
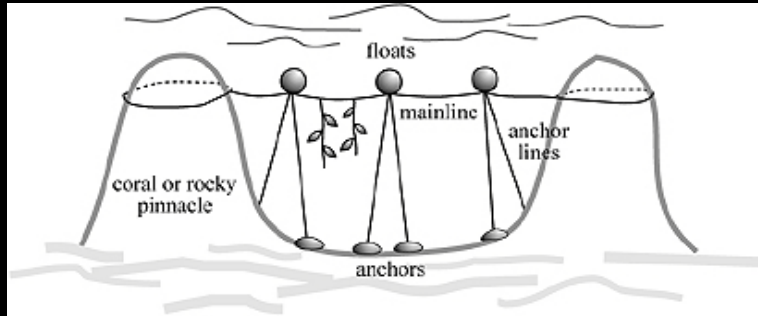


BLACK-LIP PEARL OYSTER

Pinctada margaritifera

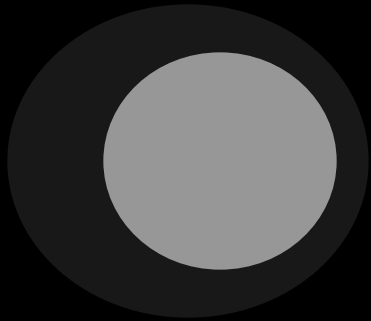


Farm Structures

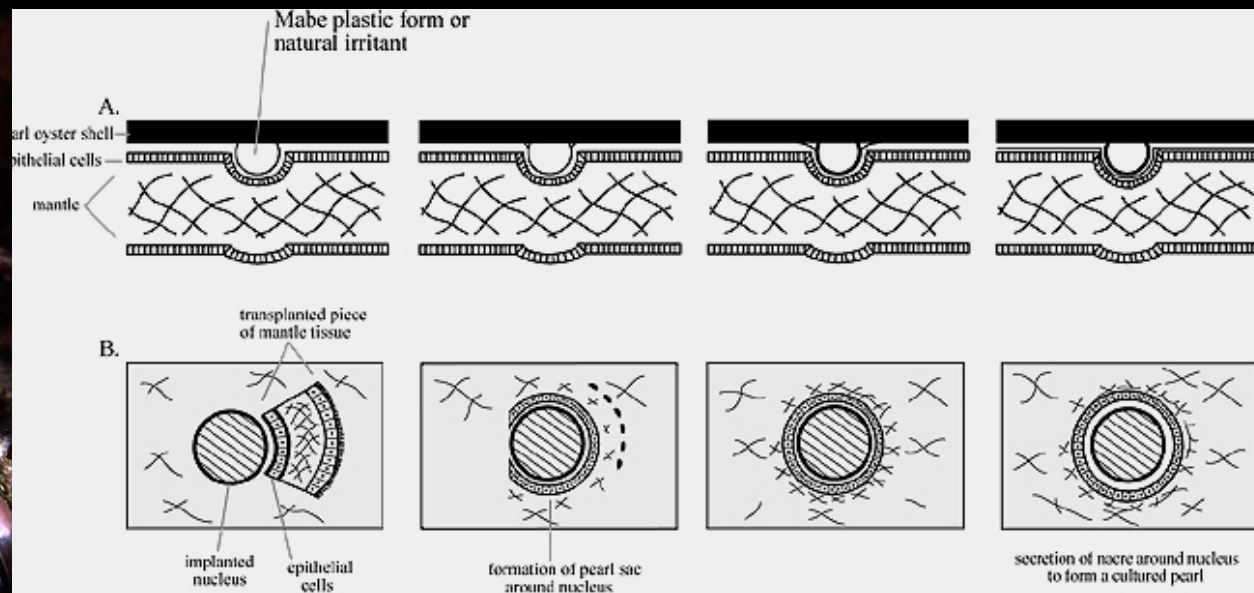


WHAT ARE CULTURED PEARLS?

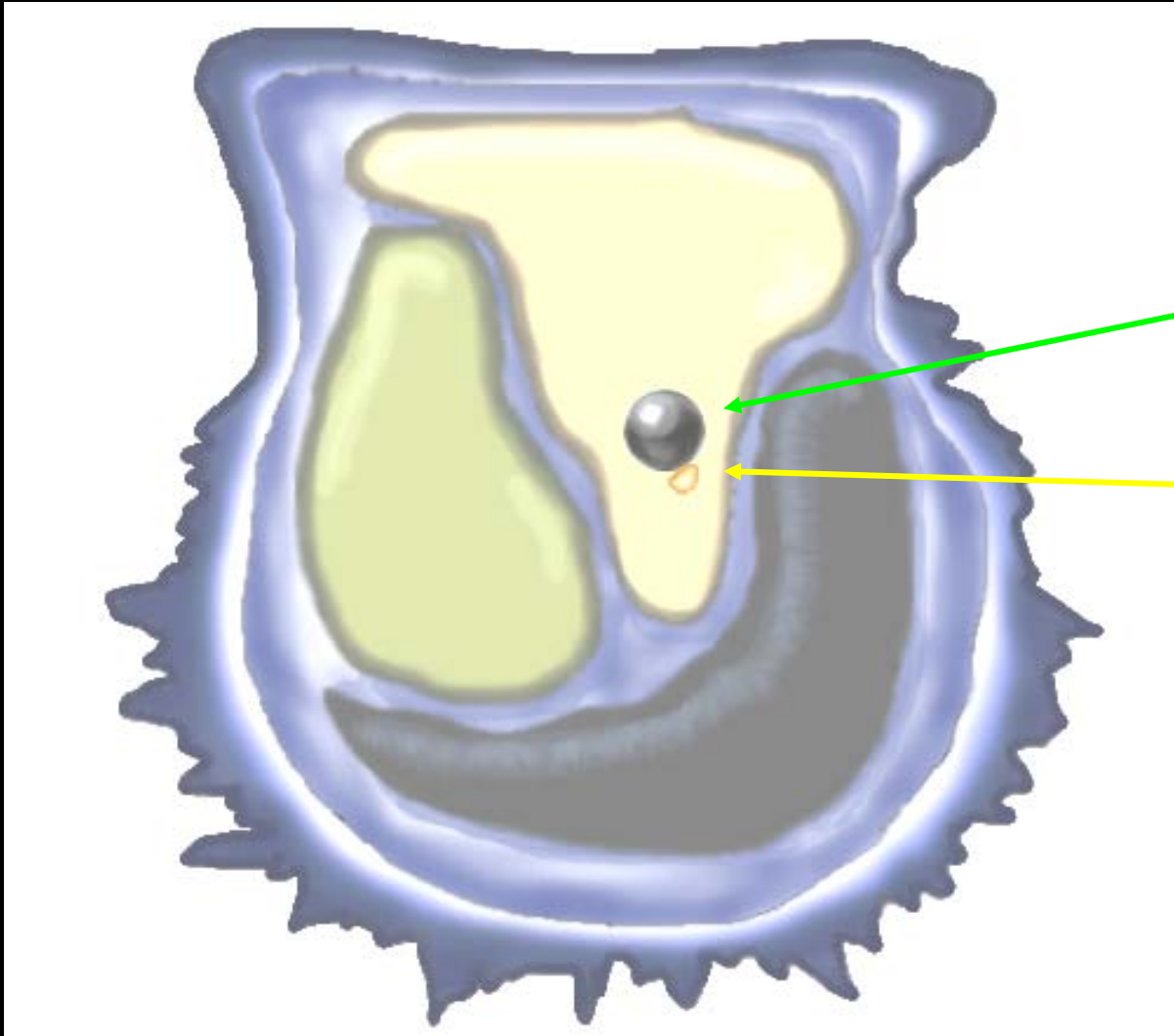
Calcium carbonate crystals (nacre)
deposited by mantle tissue cells on
a shell bead



Grafting-a surgical process whereby a piece of mantle tissue bearing nacre-secreting epithelial cells is grafted into the gonad with a shell nucleus. The mantle tissue graft grows around the nucleus, forming the pearl sac which coats the nucleus with layers of nacre thus forming a culture pearl.



Grafted pearl oyster



Nucleus

**Mantle
tissue**

Harvest

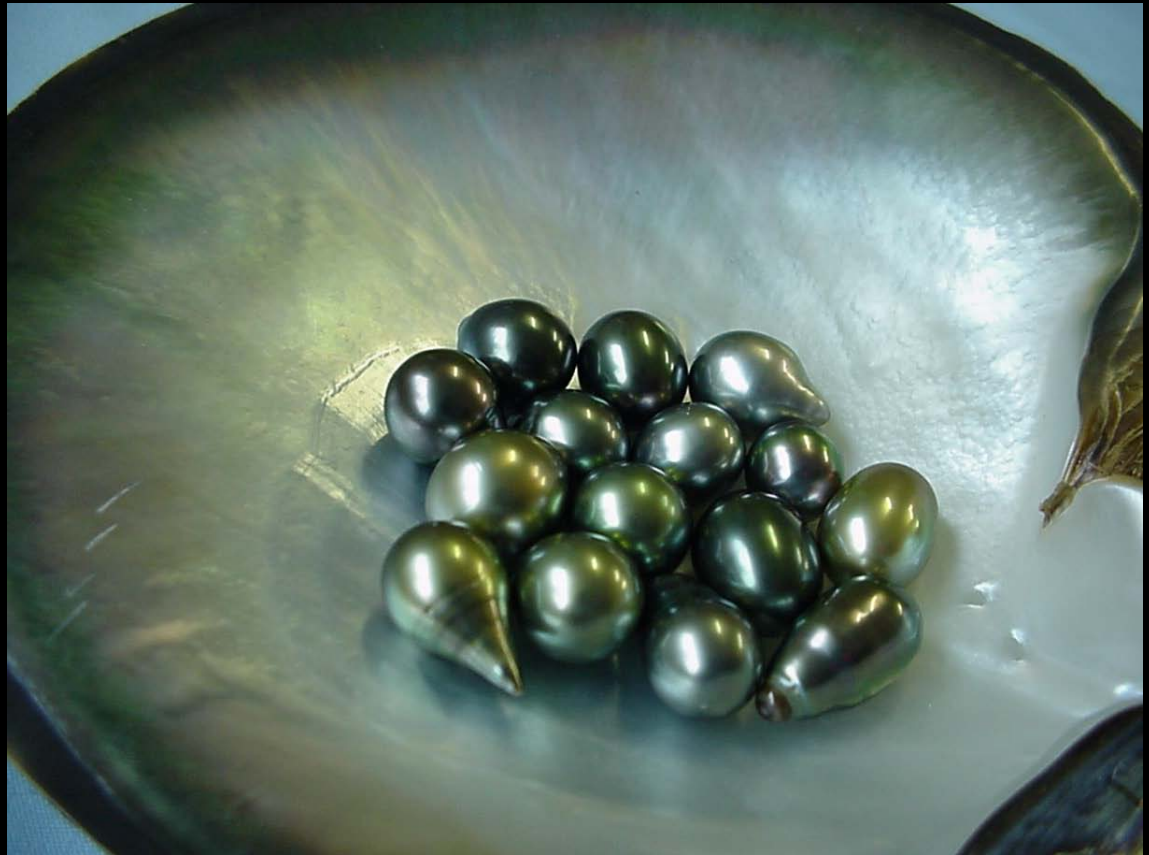


Sorting and Grading



Elements of Grading

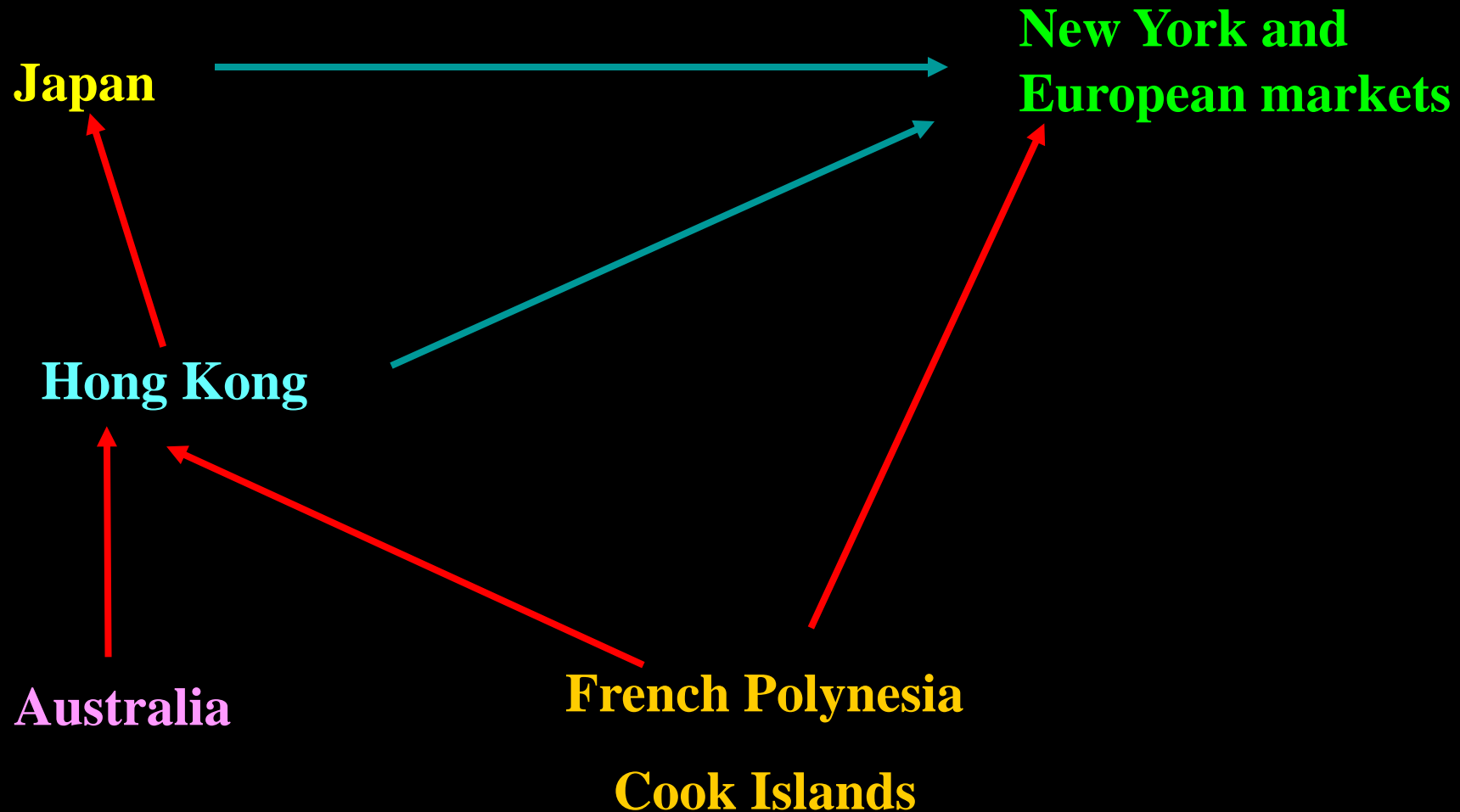
- Size
- Shape
- Luster
- Blemish
- Matching
- Color

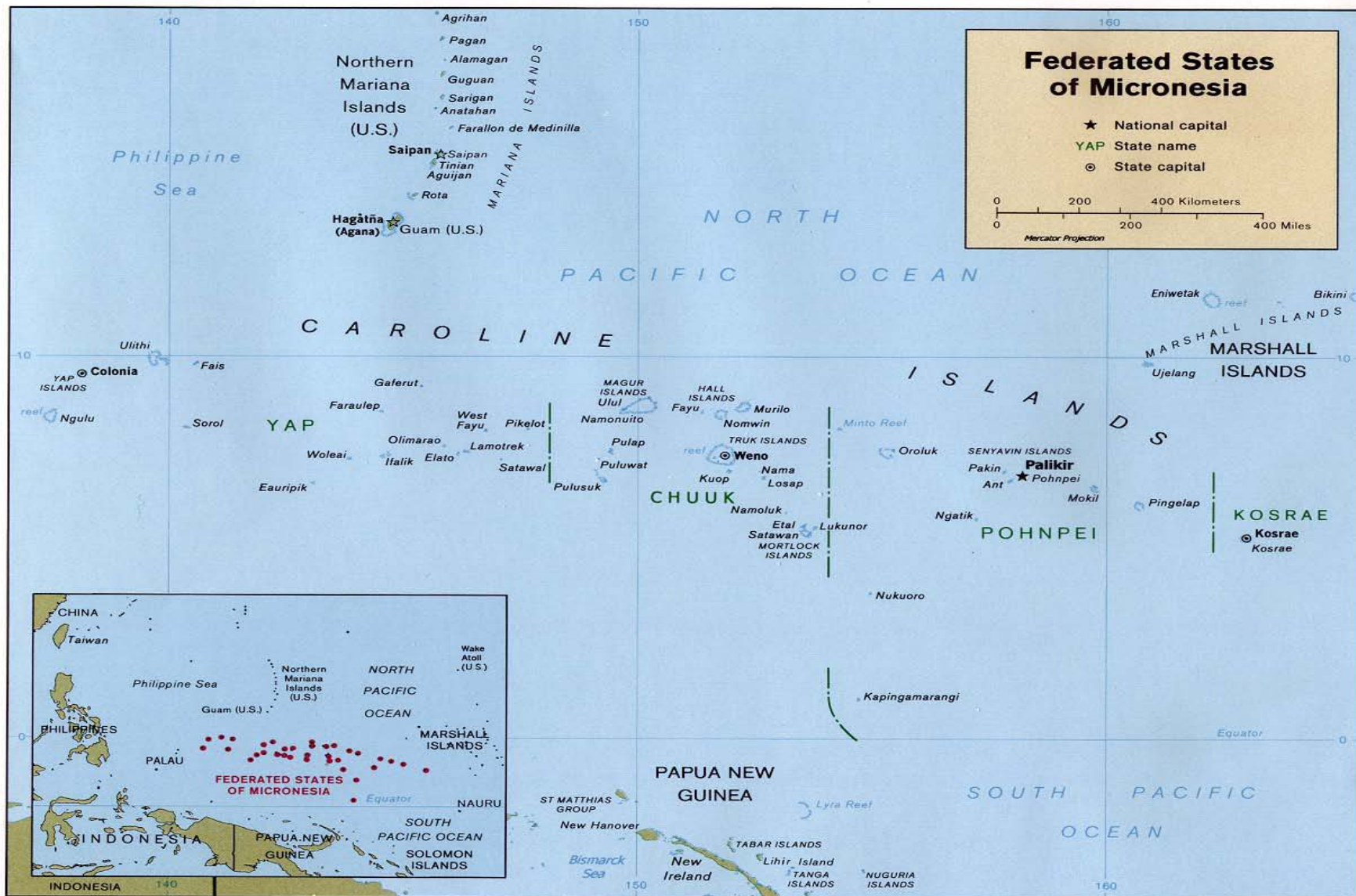


10% of a crop is gem quality



Traditional marketing channels





Partners

- **Community of Nuokoro**
- **University of Hawaii Hilo Pearl Aquaculture Research and Training Center**
- **Marine Experimental and Research Institute of Pohnpei**
- **Packard Foundation MBA Interns**
- **Peace Corps**
- **USDA**
- **URI Coastal Resource Center**
- **Pohnpei Marine Resource Bureau**
- **Jim Vial, Gemological Institute of America**
- **Tyrone Tapu and Dai Kawachi, Pearl Seeding Technicians**

Guiding Work

- **Economic Feasibility of Small-Scale Black Pearl Farms**
- **Executive Interviews of Importers/Distributors in New York and London**
- **Trade Mission to Hong Kong Watch and Jewelry Exhibition**
- **Local Market Assessment (Pohnpei)**
- **Market Assessment and Relationship Building in Pacific Islands and Hawaii**

Results: Economic Analysis

- Average cost of production over a 20 year horizon is US\$19.15 per pearl.
- Largest cost incurred are labor (25.88%) and seeding (40.15%) of an annual operating budget.
- NPV with a 20-year horizon and 8% discount rate yields US\$102,994.57.
- IRR for the production model is 9.58%.
- Sensitivity analysis indicate that market price has the greatest potential impact on profitability and cost.
- This is followed by mortality rates, seeding cost, and spat cost.

Results: Executive Interviews

- There is no substitute for black pearls.
- Producer brands are not important to the respondents, who are importers/wholesalers
- Respondents not interested in buying directly from producers.
- This is because they are interest in round and off-round pearls, with little blemishes for the market they serve.
- Further, willingness to pay for black pearls is significantly less than prices offered from Nuokoro farmers.

First Generation Sales: Loose Pearls



Second Generation: Value-Adding Local Sales









Shell-Craft from Local Artisans







Near-Future and Future

- Become a full-service operation to discourage competition
- Brand Development – Nuokoro Black Pearls
- Position Value-Added Products in other locations
- Maintain and Improve Quality
- Develop a Strict Pricing Policy

Other Work: Alaska

- **Salmon Jerky:** Alaskan Spirits
- **Shelf-Stable Products for Second Grade Sea Urchin**
- **Korean and Chinese Consumers Education**
- **Shellfish Fishery and Market Development**
- **Utilization of Undersized Flatfish**
- **Alternative Livelihood for Processing Plant workers**
- **Developing Visitor's Market Information System for Kodiak**



Other Work: International

- Live Coral for Aquarium Trade
- Sponge Markets
- Shellfish Kiosk in Fumba, Zanzibar
- Milkfish Markets and Economics
- Seaweed Farms
- Chicken Farms
- Paprika Farms

