

# **New Business Models for Small-Scale Fishermen and Seafood Processors**

Sea Grant/NOAA Central Library Webinar  
November 10, 2011

Barry Nash, North Carolina Sea Grant  
Susan Andreatta, UNC Greensboro



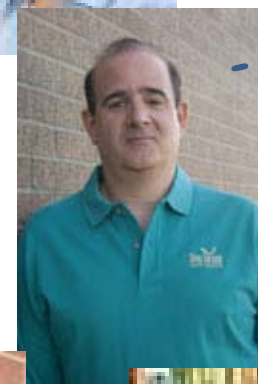
# Long-term Goals

- Retaining and creating jobs in fishing communities, through science and business principles.
- Ensuring safe and high-quality seafood for consumers.
- Satisfying consumer demand for local seafood.

# North Carolina Sea Grant Team

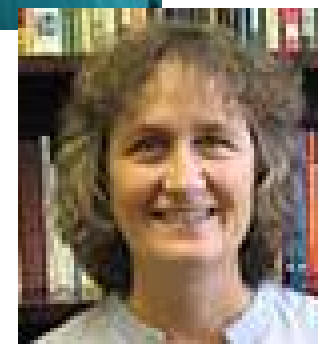
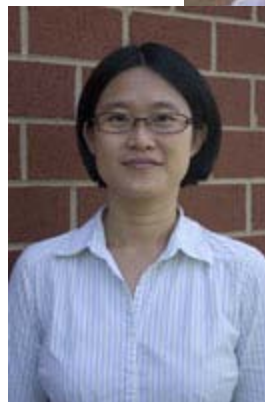
- **Extension**

- Scott Baker
- Brian Efland
- Sara Mirabilio
- Barry Nash



- **Communications**

- Katie Mosher
- E-Ching Lee

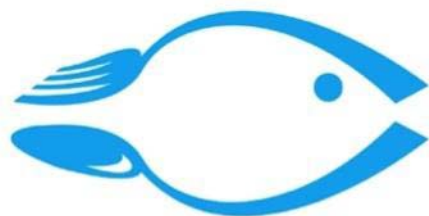


- **Research**

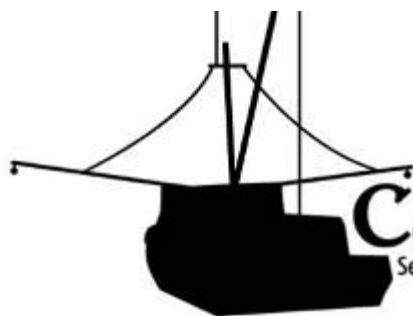
- Susan Andreatta

# New Business Models for Small-Scale Fishermen and Seafood Processors, Part I

Barry Nash, North Carolina Sea Grant



OUTER BANKS  
**CATCH**



**CarteretCatch**<sup>™</sup>  
Select NC Seafood from the Fishermen of Carteret County

**Brunswick**  
**Catch**



Fresh from local fishermen to you.

**Ocracoke**



**FRESH**

Caught Today The Traditional Way

# National Statistics

*From “Food Technology,” a publication of the Institute of Food Technologists*

- Local means “grown/harvested in my state.”<sup>1</sup>
- Consumers believe local food is fresher, has less chemical contamination and is of higher quality.<sup>2</sup>
- When it comes to food quality, more than half of consumers say they buy local whenever possible.<sup>3</sup>
- Consumers are looking for authentic products prepared in a “special place,” such as Copper River Salmon.<sup>4</sup>

# National Statistics

*From “Food Technology,” a publication of the  
Institute of Food Technologists*

- 61 % of consumers would pay a premium of 30 % or more for fresh seafood.<sup>5</sup>
- Seafood among the “Top 10” fastest-growing categories for natural-products retailer
- **Local seafood was first among National Restaurant Association’s “Top 10” culinary trends in 2011.<sup>7</sup>**
- USDA predicts seafood will have the largest per capita gains through 2020.<sup>8</sup>

# 2005 NC Seafood Festival Survey by Carteret Catch

- 84 % expected seafood at the coast to be locally caught.
- 90 % expected seafood in local restaurants to be locally harvested.
- **92 % were inclined to purchase local seafood over imports if given a choice.**
- Favorite commodities: shrimp, flounder, scallops, oysters and blue crabs.

## 2006 Survey by Susan Andreatta, UNC-Greensboro

- 84 % said seafood they were eating at the coast should be locally harvested.
- **83 % were willing to pay a price premium for local seafood at restaurants.**
- Favorite commodities: shrimp, flounder, scallops, oysters, hard-shell crab, tuna, grouper, soft-shell crab, clams, snapper, bluefish and trout.



## Other Local Surveys

- 95 % would buy **branded** local seafood if it were available in other North Carolina markets. *2007 survey by Rita O'Sullivan, UNC-Chapel Hill*
- 90 % of consumers were willing to pay a premium price to ensure the seafood they buy is local. *2008 survey by Amy Anderson, UNC-Chapel Hill*
- 84 % prefer local seafood for its freshness and quality, its perceived safety and to **support local fishermen**. *2010 survey by Susan Andreatta, UNC-Greensboro*

# Opportunity & Challenges in 2003

- Market research indicated consumers were eating more seafood.
- Consumers seemed inclined to purchase domestic seafood over imports.
- Carteret County, NC, restaurants offering local seafood were not receiving a market incentive.
- **Local seafood was indistinguishable from imports.**

# Branding Local Seafood

- Carteret Community College (CCC) in Morehead City, NC, received a Rural Community College Initiative (RCCI) grant in January 2003.
- RCCI Program: Supported by the Ford Foundation and administered by the Southern Rural Development Center at Mississippi State University.
- RCCI Mission: Support economic development initiatives that improve the livelihood of rural county residents.

# Branding Seafood

## **Commercial Objectives:**

- Create a stronger awareness of – and demand for – local seafood.
- Improve revenues for fishermen, dealers and restaurants.

## **Educational Messages:**

- Commercial species are seasonally available.
- Local seafood is inspected for wholesomeness.
- Continuity of marine resources is enhanced by state and federal regulations.
- The lifestyle and heritage of Carteret County fishermen should be valued.

## 2008 Survey by Amy Anderson, UNC-Chapel Hill

- 79 % purchase local seafood because marine stocks are managed for continuity by state and federal regulators.
- 87 % purchase local seafood because harvesters and processors comply with federal and state rules that protect food quality and safety.
- **94 % purchase local seafood because doing so supports local fishing communities.**

# Community Partners

- American Culinary Federation – Carteret County Chapter
- Carteret Community College
- Carteret County Chamber of Commerce
- Carteret County Economic Development Council
- Carteret County Fishermen's Association
- NOAA Fisheries Service
- North Carolina Cooperative Extension Service
- North Carolina Division of Marine Fisheries
- **North Carolina Sea Grant**
- North Carolina State University Seafood Laboratory

# Funding Sources

- Carteret Community Foundation
- Carteret County Board of Commissioners
- Carteret County Tourism Development Authority
- **North Carolina Fishery Resource Grant Program**
- **North Carolina Sea Grant**
- Southern Rural Development Center
- UNC-Chapel Hill Office of Economic & Business Development

# Brand & Message Development

- Who are your primary customers?
- What value will you bring to those customers?
- What differentiates you from your competition?
- What do you offer that your competitors do not?
- What are your strengths and weaknesses?
- What is your greatest asset(s) and challenge(s)?
- What is your vision of the future? Five years from now? Ten years?

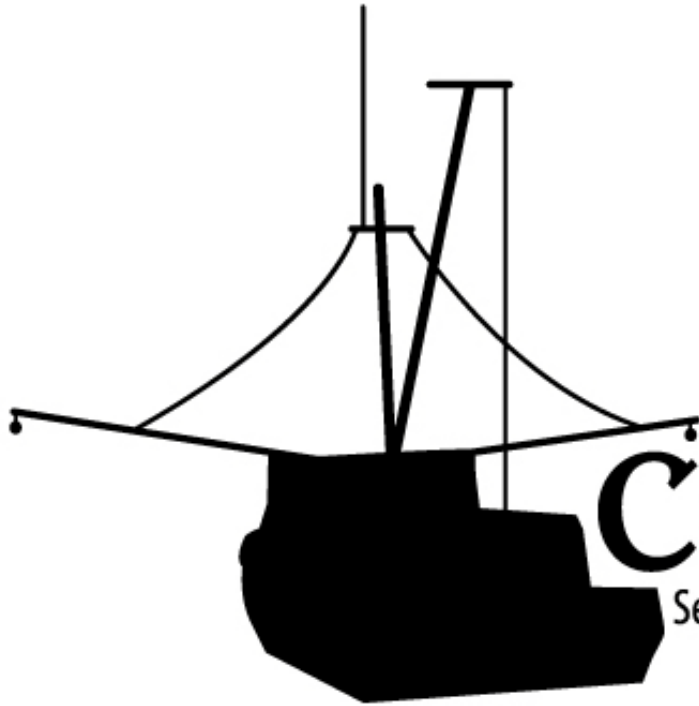


# Brand Name Options

- Carteret Tradition
- Carteret's Wild Catch
- Carteret Select
- Carteret Reserve
- Carteret Pride
- Captain's Catch
- Southern Harbor
- Southern Horizon

# Tag Line Options

- It's a coastal tradition
- A southern tradition
- Down East seafood
- Locally harvested
- The pride of Carteret County
- Locally harvested from the Crystal Coast
- Local, sustainable wild catch
- Select seafood from the fishing families of Carteret County



**CarteretCatch<sup>TM</sup>**  
Select NC Seafood from the Fishermen of Carteret County

# Membership Categories

- Commercial Fishermen (county resident, SCFL#)
- Seafood Dealers (Carteret County business address, N.C. dealer's license, government inspection, **dealer's stamp**)
- Seafood Retailer (government inspection, N.C. dealer's license)
- Restaurants offering at least one local commodity throughout the year when seasonally available
- Associate Members
- Sponsors



# Endorsements

## Board of Commissioners

Douglas W. Harris, Chairman  
Jonathan Robinson, Vice-Chairman  
Lynda Clay  
William Holt Faircloth  
Pat McElfresh  
Raymond N. Mize  
Thomas L. Sleepy



## County Manager

John Langdon  
Tel: (252) 728-8450  
Fax: (252) 728-2092  
john@carteretcountry.gov  
www.carteretcountry.gov

### RESOLUTION SUPPORTING CARTERET CATCH A RURAL COMMUNITY COLLEGE INITIATIVE

WHEREAS, the mission of the Carteret Catch program is to sustain the livelihood and heritage of the Carteret County fishing industry through public marketing and education, and;

WHEREAS, Carteret Catch was developed by volunteers as a local gross roots, joint venture developed between the county's fishing industry and local restaurants to create a stronger awareness of, and increased demand for local seafood as a cooperative campaign to promote local seafood through community and business partnerships, and;

WHEREAS, Carteret Catch strives to improve revenues for local fishermen, wholesale and retail seafood markets, and restaurants, and;

WHEREAS, the goal of Carteret Catch is to once again make fishing a viable lifestyle and preserve a culture that characterizes the central coastal region of North Carolina; and

WHEREAS, Carteret Catch seeks to promote the seasonality of local commodities, as enhanced by regulations that protect and serve to sustain marine resources and the heritage of the Carteret County fishing communities, and;

WHEREAS, the Carteret Catch initiative is a commendable program to the fishing and marine industries of Carteret County.

NOW, THEREFORE BE IT RESOLVED, that the Carteret County Board of County Commissioners does hereby support Carteret Catch, "Select NC Seafood from the Fisherman of Carteret County."

FURTHER BE IT RESOLVED, that copies of this resolution will be transmitted to the Carteret County Tourism Development Authority, the Carteret County Chamber of Commerce, and the Carteret County Hospitality Association.

ADOPTED, this the 17th day of July 2006.

Douglas W. Harris, Chairman  
Carteret County Board of Commissioners

ATTEST:

Jonathan Deese, Deputy Clerk to the Board

Carteret County Courthouse • 302 Courthouse Square • Beaufort, North Carolina 28516-1858

Carteret County  
Board of Commissioners



Where imagination sets free

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WHEREAS, the Carteret Catch initiative is a commendable program to the fishing and marine industries of Carteret County.

NOW, THEREFORE BE IT RESOLVED, that the Carteret County Tourism Development Authority Board of Directors does hereby support Carteret Catch, "Select NC Seafood from the Fisherman of Carteret County."

ADOPTED, this the 27th day of July 2006.

Carol S. Loh, Executive Director  
Carteret County Tourism Authority

CRYSTAL COAST TOURISM DEVELOPMENT AUTHORITY • 2409 Arendell Street, Morehead City, North Carolina 28557  
Ph: 252-728-4138 • 800-728-4762 • Email: ccda@crystalcoastnc.com • www.crystalcoastnc.org

Carteret County  
Tourism Development Authority



**CarteretCatch**  
Select NC Seafood from the Fisherman of Carteret County

## Board of Commissioners

Douglas W. Harris, Chairman  
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## County Manager

John Langdon  
Tel: (252) 728-8450  
Fax: (252) 728-2092  
john@carteretcountry.gov  
www.carteretcountry.gov

July 17, 2006

Jennifer Uls  
Carteret Catch  
Carteret Community College  
2509 Arendell St.  
Morehead City, NC 28557

Dear Ms. Uls:

The Carteret County Marine Fisheries Advisory Board during this scheduled meeting on June 22, 2006 was presented a slide show featuring Carteret Catch, A Rural Community College Initiative Project. The objectives of Carteret Catch which were presented to the Carteret County Marine Fisheries Advisory Board are to create a stronger awareness of a demand for local seafood and Carteret Catch strives to improve revenues for fishermen, dealers and restaurants.

By a unanimous vote the Carteret County Marine Fisheries Advisory Board supports the Carteret Catch initiative and its objectives set forth above dealing with the local fishing industry. The Carteret County Marine Fisheries Advisory Board members are encouraged by the will and dedication of the members of Carteret Catch who have moved forward in creating a network and program educating visitors and residents about, "Select NC Seafood from the Fisherman of Carteret County."

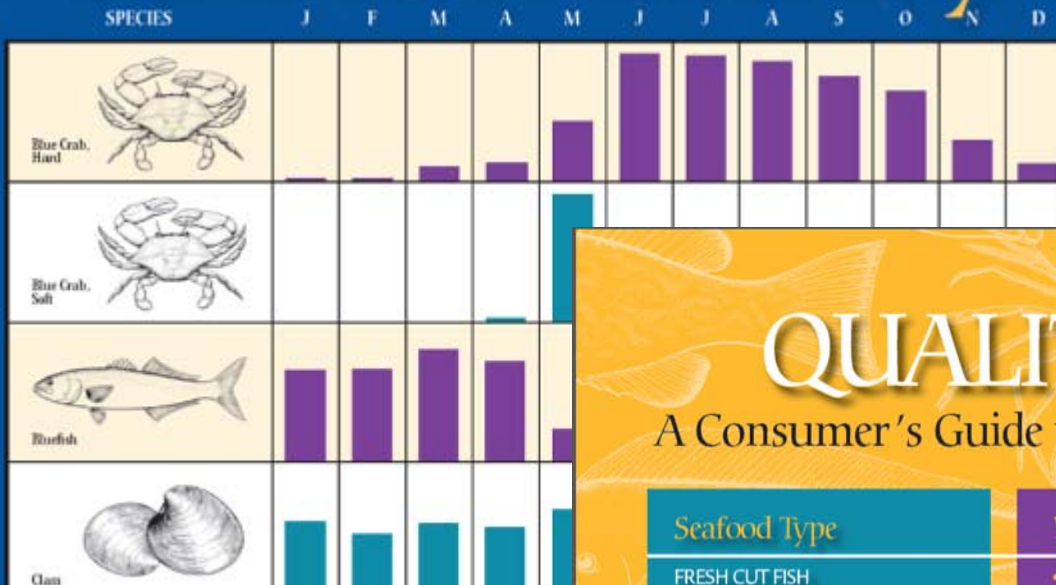
Please accept this document as the Carteret County Marine Fisheries Advisory Board letter of support for Carteret Catch.

Sincerely,  
  
Jonathan Robinson  
Marine Fisheries Advisory Board, Member & Carteret County Board of Commissioners,  
Vice-Chairman

Carteret County Courthouse • 302 Courthouse Square • Beaufort, North Carolina 28516-1858

Carteret County Marine  
Fisheries Advisory Board

# North Carolina Seafood Availability



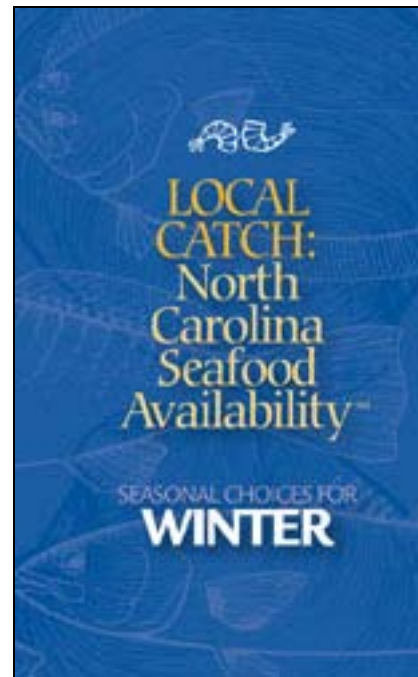
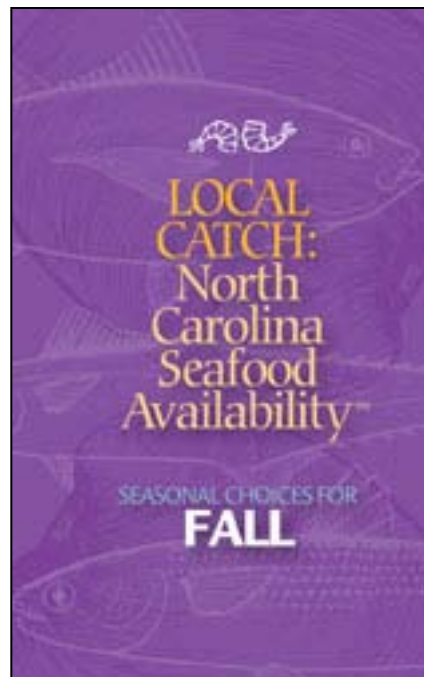
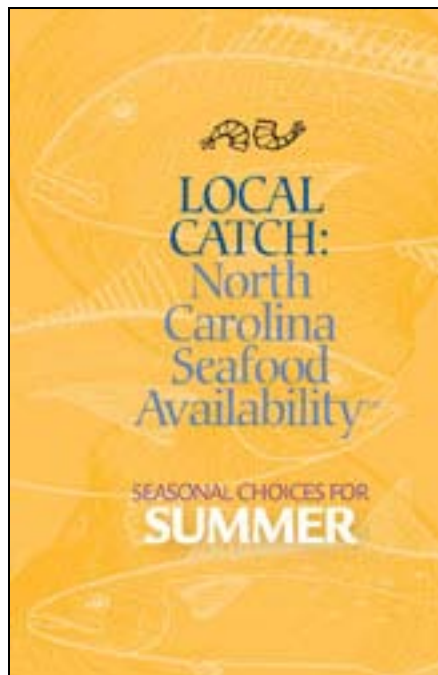
## Consumer Education Products

### QUALITY COUNTS:

A Consumer's Guide to Selecting North Carolina Seafood

Seafood Type	What to Look For	What to Avoid
FRESH CUT FISH	<ul style="list-style-type: none"> <li>Firm, elastic flesh</li> <li>Translucent color</li> <li>Moist appearance</li> <li>Mild scent</li> <li>Unexpired sell-by date, if present</li> </ul>	<ul style="list-style-type: none"> <li>Mushy or bruised flesh</li> <li>Milky color</li> <li>Dry or brown edges</li> <li>Strong sour or "fishy" odor</li> <li>Expired sell-by date, if present</li> </ul>
WHOLE AND DRESSED FISH	<ul style="list-style-type: none"> <li>Bright, shiny eyes</li> <li>Bright red gills, if present</li> <li>Firm, elastic flesh</li> <li>Scales adhering tightly to skin</li> <li>Smooth, glistening skin</li> <li>Mild scent</li> <li>Bright red blood line in gut cavity</li> </ul>	<ul style="list-style-type: none"> <li>Cloudy, sunken eyes</li> <li>Pale or gray gills</li> <li>Mushy flesh</li> <li>Scales dull or missing</li> <li>Excess slime on skin</li> <li>Strong sour or "fishy" odor</li> <li>Dark or brown blood line in gut cavity</li> </ul>
FROZEN FISH	<ul style="list-style-type: none"> <li>Solidly frozen flesh</li> <li>When thawed, passes same criteria as unfrozen fish</li> <li>Tight, moisture-proof packaging</li> <li>Product is visible, unmarred</li> <li>Unexpired sell-by date, if present</li> </ul>	<ul style="list-style-type: none"> <li>Partially thawed fish</li> <li>Discolored flesh</li> <li>Dry or papery edges</li> <li>Torn packaging or crushed edges</li> <li>Signs of ice crystals or freezer burn</li> <li>Expired sell-by date, if present</li> </ul>
LIVE SHELL FISH	<ul style="list-style-type: none"> <li>Tightly closed shells; if open</li> </ul>	<ul style="list-style-type: none"> <li>Gaping shells; do not shut</li> </ul>





# marinersmenu.org

## Mariner's Menu

[HOME](#)[ABOUT MARINER'S MENU](#)[ABOUT THE CONTRIBUTORS](#)

### Seafood Sightings: November 3, 2011

Posted on [November 3, 2011](#) | [Leave a comment](#)

#### SEAFOOD SIGHTINGS

[\(printer-friendly version\)](#)

With a chill in the air, you can warm up by trying one the recipes for chowder or gumbo. Enjoy!

- Perfect for the fall, Jeffrey Weeks with the *Charlotte Seafood Examiner* shares a few chowder and gumbo recipes: <http://www.examiner.com/seafood-in-charlotte/fall-carolina-seafood-chowder-and-gumbo-recipes>
- In this video, WRAL's Brian Shrader and Lisa Prince make frogmore stew: <http://www.wral.com/lifestyles/food/video/10309309/#/vid10309309>
- The *Charlotte Observer* features a recipe for jerk tilapia: <http://www.charlotteobserver.com/2011/11/02/2741185/jerk-seasoning-spices-up-fish.html>

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### Seafood Sightings: October 27, 2011

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#### SEAFOOD SIGHTINGS

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#### November 2011

M	T	W	T	F	S	S
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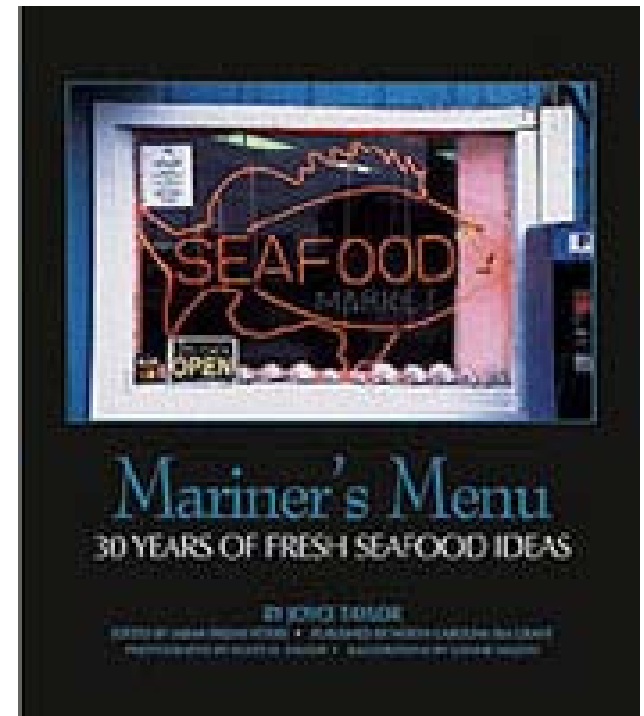
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- [Tips From the Kitchen](#)





# Local Seafood Branding Initiatives

Queensland Seafood Industry Association, Australia

<http://queenslandcatch.com.au/>

Port Clyde Fresh Catch, Maine

[www.portclydefreshcatch.com](http://www.portclydefreshcatch.com)



Brunswick Catch:

*Fresh from local fishermen to you*

[www.brunswickcatch.com](http://www.brunswickcatch.com)

Ocracoke Fresh:

*Caught today the traditional way*

[www.ocracokeseafood.com](http://www.ocracokeseafood.com)



Outer Banks Catch:

*Fishermen approved*

[www.outerbankscatch.com](http://www.outerbankscatch.com)

# The North Carolina Seafood Festival

**“Cooking with the Chefs:  
*A North Carolina Seafood Experience*”**







# Direct Marketing for Local Seafood

- Brainstorming by North Carolina Sea Grant fisheries specialist Scott Baker.
- 2005 *New York Times* article on Community Supported Agriculture (CSA) arrangements connecting farmers and New York City residents.
- Baker's online research showed no similar model for seafood – but revealed Susan Andreatta's contribution to CSAs in North Carolina.
- Baker introduced Andreatta and Nash to pilot a direct-marketing arrangement for seafood through Carteret Catch.

# **New Business Models for Small-Scale Fishermen and Seafood Processors, Part 2**

**Susan Andreatta, UNC-Greensboro**

# Alternative Niche Markets for Local Seafood

## Direct Marketing:

- Fishermen connecting directly to consumers.
- Fish house dealers/seafood processors connecting to consumers.
- Consumers connecting to area restaurants who buy from local fishermen and seafood processors.

Creating CSFs,  
but what is a CSF?

CSFs are modeled on CSAs....

Okay, but  
What is a CSA?

# Community Supported Agriculture (CSA)

*Shareholders \* Members \* Subscribers*

- **Pre-pay:** purchase a "membership" or "share" prior to the beginning of the growing season(s). (*advance commitment*)
- **Commitment:** Small-scale grower to shareholder; shareholder to grower.
- **Responsibility:** Shareholders share in risks and the benefits with grower. (*No purchasing of supplemental products when weather/insects interferes with harvest.*)



# Community Supported Agriculture (CSA)

- **Social Responsibility** – not an elitist or privileged food system. A percentage is dedicated to those not able to pay for a share (scaling payments, working shares).
- **Ecological Responsibility** – stewarding the earth: Small-scale producers, biologic farms, ladybug friendly farms, certified organic.
- NOT niche market for *conventional* farmers. <sup>9,10</sup>

# Community Supported Fisheries (CSF)

- Based upon the direct marketing concept of “Community Supported Agriculture.” (CSA)
- The public supports local, small-scale fishermen by buying directly from fishermen or their families. *Anyone else is a peddler, middleman or retailer.*

# Community Supported Fisheries (CSF)

- A way for the public to support *their* fisherman ~ a partnership.
- Like a CSA, individual CSFs are designed and operated by a fisherman, with his household or extended family.
- The public/consumers pre-pay a fisherman to receive seasonal catch.

## Buying Clubs/Cooperatives

- Multiple fishermen offer a variety of species.
- Team up with seafood processors.
- Held together with a branding identity.
- Team up with small-scale farmers (vegetable and flowers).
- Team up with livestock farmers (beef, dairy, poultry, pork).

**Retailers re-selling are not CSFs.**

## **Cooperatives Including Local Processors and Retailers**

- Branding local products ~ niche marketing.
- Freezers and coolers ~ already equipped.
- Labor or machinery for value-added components ~ filleting, deveining, deheading, shucking.
- Transportation via refrigerated trucks.
- Useful for multiple fishermen, provides employment opportunities within community.

# **Alternative Opportunities for Marketing Local Seafood**

## **Coastal Delivery Packages:**

Consider a seafood delivery package to hotels, condos, summer rentals, etc.

- Visitors/residents receive fresh seafood to cook immediately or to take home/freeze for later use.

## **Inland Delivery Package:**

Consider a seafood delivery package to inland residents.

# Planning for a CSF

- What are the ordinances/regulations for selling fresh seafood to the public (in a city, at a farmers market, directly to the public)?
- Learn the markets: Who are the buyers? Residents, visitors, chefs, others?
- What seafood do customers buy and cook for themselves?
- What seafood do consumers and chefs prefer to have at a restaurant and in what form?

# Research Strategy

*Identified interest in new seafood market niches*

## **Interviewed:**

- Commercial fishermen (small-scale)
  - Coastal residents and visitors
  - Seafood dealers (wholesalers and retailers)
  - Restaurant owners, local chefs
  - Realtors
  - Tourism professionals
- 
- *Connect the dots from waters to plate.*



# Ethnographic Research: Interviewing and Participant Observation



# **Developing New Market Niches From the Fishing Perspective**

1. Start small.
2. Talk to family and partners.
3. Discuss goals and responsibilities.

# **Fishermen/Watermen: Know Limits**

- How many shareholders will you and your family be able to support?
- What are your resources?
- How will you find shareholders?
- How will you distribute shares?
- What are your major obstacles?
- Who fillets? Do you de-head?

# How to Calculate a Fair Price per CSF Share

- Not modeled on a “cheap” food policy.
- Not modeled on “designer” food buyers.
- Figure out costs: Value of the catch, operating costs, transportation, etc. Then divide shares accordingly.
- Price should be higher than a grocery store.

***CSF value added: A safe, quality product caught by a local fisherman.***

# **What We've Learned from CSA Research**

**Price to shareholders: \$300 - \$800**

Depends on:

- number of weeks
- weight (volume) of the filled bags
- number and type of items included
- sliding scale to be inclusive
- drop-off site (on farm or elsewhere)

**Share value: Based on a \$\$ average per week**

# **Pre-Paid Shares of Seafood**

(½ pound serving of seafood per person)

## **Full Shares**

- feeds 4 people, 1 to 2 meals/week

## **Half Shares**

- feeds 2 people, 1 to 2 meals/week

## **10 to 15 weeks**

- Seasonal share (Spring, Summer, Fall or Winter )

## **24 to 30 weeks**

- 2 or 3 seasons depending on region and fishery

**Variations for weekly or biweekly deliveries.**

## Example: An Oyster Farm

*“You pay an annual fee toward the farm’s operating costs and, in return, receive a monthly share of the shellfish harvest. As a CSF partner, a shareholder receives one dozen oysters and two dozen clams each month for 6 months starting in April. Some months we will be substituting local scallops, mussels, and trout.”*

## Example: Finfish Shares

Price to shareholders per 12-week season:

- Whole fish: cleaned and packed on ice  
(4 to 6 lbs per week vs. 8 to 12 lbs per week)
- Fillets half-share (\$180): 1.5 to 2 lbs filleted
- Fillets full share (\$360 ): 3 to 4 lbs filleted



## **Example: Shrimp Only Shares**

- Price to shareholders/12-week season: \$150 to \$300
- Shrimp only shares: Packed on ice
- Price depends on seasonal size average: \$2.50/pound with heads on
- Half share: \$150 for 5 pounds weekly
- Full share: \$300 for 10 pounds weekly

# Initial Brochure

## The Brochure:

- Advertise CSF, Buying Club or Cooperative
- Describes philosophy, share amounts, cost distribution sites, contact information

Branding logos



## Local Seafood from Community Supported Fisheries



### For More Information

Call the fishermen and vendors to see what is in season. Remember weather influences seafood availability. Call and plan ahead; make your arrangements today. Remember to ask the count size for shrimp. For example, 30-40s mean there are about that many in a pound. The larger the number the smaller the shrimp. Bigger shrimp such as, 16-20s, are some of the biggest available when in season and cost more than the mid-size shrimp. When quoted a price it will be for the size of shrimp with their heads on, some ice, and no ice chest. You might want to have your own cooler with additional ice or ask if an ice chest is available for an additional charge.

### **Check Out Our Websites:**

#### **Carteret Catch**

[www.carteretcatch.org](http://www.carteretcatch.org)

Carteret Catch is a grassroots community based organization for the direct marketing of local seafood. Look for the flag at area seafood markets, restaurants, and roadside stands.

#### **UNCG Project Green Leaf**

<http://greenleaf.uncg.edu> and look under wild caught fisheries project.

Participating businesses of Carteret Catch appreciate your support.

Remember to ask for local seafood.

# CSF Concept

**North Carolina**, Maine, Long Island,  
New Hampshire, Massachusetts,  
Connecticut, South Carolina,  
Alaska, Oregon, California,  
Vancouver, Nova Scotia, Australia

## Andreatta's Recommendations

- Policies to protect small-scale fishermen involved in direct marketing from those who misrepresent CSFs.
- Reselling of local catch needs to be labeled.

*Reselling local seafood ≠ CSF*

# **Moving Forward: North Carolina Sea Grant, Sea Grant Network and Partners**



# Sea Grant Fosters Business Success

- **Seafood Safety Training** ~ Seafood HACCP Alliance
- **Business Development Training & Assistance**
  - Business planning
  - Websites
  - Promotional materials (business cards, brochures)
- **Value Addition**
  - Processing
  - Traceability (link products to specific fishermen)
  - New products

# **Innovation through Education**

## **North Carolina Seafood Marketing Workshops**

- Brunswick Catch and Ocracoke Fresh
- Surfin' Seafood (Seattle, WA) and Fishtowne Seafood Center (Beaufort, NC) partnership
- “Shore to Door” delivery service

## **Local Catch Summit**

- Planned for February 2012
- Facilitating collaboration

# Long-term Goals

- Retaining and creating jobs in fishing communities, through science and business principles.
- Ensuring safe and high-quality seafood for consumers.
- Meeting consumer demand for local seafood.



# Contact Information

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Harnessing Consumer Preferences to Create New  
Markets for North Carolina Seafood  
FRG 06-ST-02 \* FRG 07-ST-04

Examining the Impact of Social Marketing Programs on  
the Public Assessing Local Seafood  
R/MG-11-04

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## Susan Andreatta

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