PD-ABB-782

VOLUNTEER EXECUTIVE'S FINAL REPORT OF ASSISTANCE RENDERED

RECEIVED JAN 6 1986 EVALUATION DEPT.

PROJECT NO. 14269 IN ANTIGUA, W.I. DATE: DEC. 3, 1985

CLIENT: ANTIGUA SHRIMPERY, LTD.

IESC VOLUNTEER EXEC.: JULIAN C. SMITH

1. INTRODUCTION

An initial work plan and a revision and extension to the work plan were submitted to the client and to the Country Director, November 8, for review, approval and submission to IESC, Stamford headquarters. The following report includes a statement of the project scope and objectives and specifically what was accomplished during the two-months period of assistance and counsel.

SCOPE & OBJECTIVE

The project scope and objective was to provide counsel, advice and assistance to Antiqua Shrimpery, Ltd. (ASL) to develop the business from the venture/pilot stage to commercialization. The ultimate goal of the enterprise is to develop a prototype facility that can be replicated elsewhere in the Caribbean, as well as benefit the economy of Antigua.

The scope of assistance rendered by this volunteer executive was in the area of marketing - marketing in its fullest sense, including product presentation, packaging & pricing; determination of market potential and development of plans and strategies for market entry and attainment of potential market share; planning for market/sales support in terms of advertising, promotion; and technical assistance to the foodservice trade in effective handling, storing, preparing and serving the product. The scope included organizing and training management and sales persons concerned with marketing.

ACCOMPLISHMENTS

The following outlines the services rendered and accomplishments in the early pre-harvest stage as well as in the implementation stage when shrimp products were sold and delivered to the foodservice trade.

1. Research and Planning

Pre-Harvest Stage

- Conducted preliminary research of market potential, accomplished through meetings with chefs, buyers and managers of a representative cross-section of hotels and restaurants. Twenty establishments were included in the sample. Also retailers of seafood, supermarkets, and caterers were sampled.
- Utilized the research findings to develop a marketing plan.
- Developed a strategy for introducing the fresh shrimp in a market long used to serving only the frozen product.
- Tested the strategy in actual use.
- Trained two salespersons, one of whom was trained to train a successor salesperson at a later time.

2. Marketing Program Implementation

- Made two and three sales calls, with and without ASL persons on 45 key accounts helping to close sales on half the accounts. Counseled the ASL salesperson on tactical methods of handling these latter accounts.
- Researched competitive pricing practices and advised that ASL revise its pricing structure.
- Initiated a "co-promoter" program in which the foodservice trade and ASL work together co-operatively to sell the consumer on the superior taste qualities of fresh Antiguan shrimp.

- Developed consumer educational and promotion materials for use by restaurants, caterers and retailers to encourage their customers to buy fresh shrimp and appreciate its taste and nutritious values. See sample exhibits attached.
- Helped prepare a GANTT chart system of planning and scheduling to ensure timely preparation for shrimp harvest and distribution.
- Due to shortage of ASL manpower, the Volunteer Executive functioned in a variety of capacities, including:
  - Helped design shrimp package and located production sources (with assistance of the Country Director) and contracted out the work.
  - Drove truck route delivering shrimp to customers.
  - Made follow-up calls on chefs to ensure customer satisfaction.
  - Prepared sales invoices and made payment collections.
  - Patronized key restaurants to observe and taste their shrimp dishes and reported findings to ASL.
  - Analyzed the sales potential for each of 45 restaurants, resorts and caterers from the following factual information:
    - food service capacity and average seatings or servings per month
    - number of months in operation
    - type of clientele served

3. <u>CONCLUSION</u>

The Antigian Shrimpery venture is off to a somewhat shakey start due to:

- Vicissitudes and problems of doing business in an underdeveloped country.

- Undercapitalization of the venture.
- Shortage of manpower.

The shrimp harvest in the first month is 50 percent below projection, but is increasing. The accounts served are still testing ASL's shrimp before committing to regular purchase and inclusion of the fresh product in their foodservice programs.

Total shrimp usage by the foodservice trade in Antigua is estimated to be 4,000 pounds per month or about $30,800 during the busy tourist months. ASL's projected monthly harvest in 1986 is 2,000 pounds per month or $15,400.

Recognition and acceptance of ASL's fresh shrimp as a superior product over the frozen has been accomplished. However, whether the premium prices over the frozen product is accepted by the trade as viable remains to be determined. Prices of ASL shrimp are about 30 precent above the frozen product marketed by wholesale distributors from state-side sources, and about 50 percent above the frozen shrimp brought in from Guyana by individual peddlers.

Also, to capture a 50 percent market share as indicated above, will require that ASL meet the following requirements:

- Consistent and timely supply of product.
- More of the larger sized shrimp.
- Continuous aggressive selling and promotion cooperatively with the foodservice trade.
- Improved communication with the trade regarding their needs and availability of shrimp.

The potential for retail distribution of shrimp was only lightly probed, since ASL has all it can handle at this time serving the foodservice market. The results of the brief research of retail potential was positive. The same kind of education and promotion co-operatively with carefully selected retailers will be required.

Probably the single most critical factor for success of this shrimp mariculture venture is the skill used to convince the foodservice trade of the direct benefits to their business of serving fresh Antiguan shrimp and the indirect benefits to them of supporting a local business enterprise vis-a-vis its positive effect upon the Island's economy.

Finally, a six-month and one year marketing program implementation schedule was worked out with the ASL marketing/sales executive, including priority determination, and setting of goals to be accomplished.

antigua shrimpery, ltd.

P.O. Box 1339. St. John's. Antigua, West Indies (809) 46-20875

November, 1985

ANTIGUAN FRESH SHRIMP

'HE SHRIMPERY STORY

We proudly offer you the opportunity to enjoy ANTIGUAN FRESH SHRIMP grown right here on the island of Antigua. ANTIGUA SHRIMPERY LIMITED, was established in the sur mer of 1981 to produce the highest quality shrimp utilizing the latest in mariculture technology from around the world. Baby shrimp, "mosquito size" are initially cultured in the laboratory, then introduced to five acre salt water grow-out ponds where they are raised on natural and man-made diets. From "mosquito" size babys to market size adults requires approximately five months.

The resulting shrimp range in size from "small" to "colossal". ANTIGUA SHRIMPERY LIMITED deliveres twice a week, so we have ANTIGUAN FRESH SHRIMP at all times ready for your delight.

CARE OF ANTIGUAN FRESH SHRIMP: PRE-PREPARATION

We suggest you keep your ANTIGUAN FRESH SHRIMP on a layer of ice in a shallow pan, in the refrigerator (not the freezer). With their heads-on the shrimp will keep for three days. Once the heads have been removed they can be kept, refrigerated, for seven days.

PREPARATION OF SHRIMP DISHES

The simplest and most natural way to prepare your ANTIGUAN FRESH SHRIMP is:

1) Rinse shrimp under cold water.
2) Bring salted fresh water to boil.
3) Add the shrimp and allow to return to an active boil.
   For small shrimp boil for only 1 and 1/2 minutes.
   For large shrimp boil for 3 minutes.
4) Serve with drawn SHRIMP SHELL BUTTER or fresh lemons.

P.T.O.

antigua shrimpery, ltd.

P.O. Box 1339, St. John's, Antigua, West Indies (809) 46-20875

1985, October

ANTIGUAN FRESH SHRIMP
Program For Food Service Co-Promoters

For Main Courses...each serving:

_____ to _____ pieces of _____ to _____ size tails

...economics:

Shrimp Cost_____

Other Direct Cost_____

Total Cost_____

Price to Customer_____
(Total Cost X _____ Margin Factor)

...delivery schedule:

_____ pounds of ANTIGUAN FRESH SHRIMP,

_____ size,

on _____ and _____ days.

For COCKTAILS...each serving:

_____ to _____ pieces of _____ to _____ size tails

...economics:

Shrimp Cost_____

Other Direct Cost_____

Total Cost_____

Price to Customer_____
(Total Cost X _____ Margin Factor)

...delivery schedule:

_____ pounds of ANTIGUAN FRESH SHRIMP,

_____ size,

on _____ and _____ days.