

PACIFIC AQUACULTURE ASSOCIATION

**MARKET PROMOTION FOR THE DEVELOPMENT OF
CULTURED MARINE SHRIMP ON GUAM**

FINAL REPORT

Prepared by

David J. Landkamer, William J. FitzGerald, Jr., and Michael Bauerlein

March 1994

Guam Aquaculture Development and Training Center
Department of Commerce
Government of Guam

TABLE OF CONTENTS

| FINAL REPORT | Page |
|---------------------------|-------------|
| Introduction | 1 |
| Project Objectives | 3 |
| Methods | 4 |
| Results | 4 |
| Summary | 7 |

APPENDIXES

- I Preliminary Introduction of Locally Raised Shrimp to Hotels and Restaurants on Guam**
- II Hotel and Restaurant Marketing Project; Blue Shrimp Tasting**
- III Fresh Product Showcase Report**
- IV Promotion of Locally Cultured Blue Shrimp in Restaurants on Guam**

PACIFIC AQUACULTURE ASSOCIATION

PROJECT REPORT

FINAL REPORT

PROJECT TITLE

Market Promotion for the Development of Cultured Marine Shrimp on Guam

GRANT PERIOD

July 1, 1992 through June 1994

PRINCIPAL INVESTIGATORS

David Landkamer
Aquaculture Training Expert
Guam Aquaculture Development and Training Center
Economic Development and Planning Division
Guam Department of Commerce
590 South Marine Drive
Tamuning, Guam, 96911

William J. FitzGerald
Chief, Economic Development and Planning Division
Guam Department of Commerce
590 South Marine Drive
Tamuning, Guam, 96911

Mike Bauerlein
Biologist-IV
Guam Aquaculture Development and Training Center
Economic Development and Planning Division
Guam Department of Commerce
590 South Marine Drive
Tamuning, Guam, 96911

INTRODUCTION

Aquaculture production and marketing development have often confronted the same chronological dilemma as the proverbial chicken and the egg question; namely, which comes first. If a market exists but the desired product cannot be produced cost effectively, a business cannot produce profit. Similarly, it is commonly assumed that "marketing" will occur spontaneously as the products "sell themselves". As has been discovered by all too many aquaculture firms entering the marketplace with a new product, a product with no market can result in poor cash flow and business failure. Production and marketing must go hand in hand, or neither can fully succeed.

The aquaculture industry on Guam has experienced this same fundamental development dilemma because production and marketing have not been coordinated. On Guam, as has usually been the case elsewhere, development efforts have focused on production, while marketing has been, at best, an afterthought. Farmers on Guam have been successful at producing surpluses of tilapia, catfish, and milkfish, with little or no planned concurrent market development.

Where market research has been conducted, it focused primarily on the scholarly task of gathering information on the market potential of hypothetical culture species or product forms. While this is a good first step and forms the basis for considering future production, it does little to develop the actual linkage between the producer and the final consumer. Without the development of market linkages, even the best of aquaculture products may never leave the farm, and efforts to expand production may be for naught.

The marketing project described here was created as a component of the overall Guam Aquaculture Development and Training Center (GADTC) goal to foster aquaculture through the coordinated approach of seedstock production, research (production and marketing), and technical assistance. In this case, the three-pronged GADTC approach was employed to introduce the marine shrimp, *Penaeus stylirostris*, to farmers and markets on Guam. Specifically, this project focused on the components of refining market sector identification and establishing critical market linkages between producers and consumers.

The culture of *P. stylirostris* on Guam was initiated in 1990 following the identification of candidate species with high production and market potential under local conditions. Shipments of mature blue shrimp were brought to Guam from Hawaii and spawned at the GADTC hatchery to produce populations that would grow to become the hatchery broodstock. By June 1991, the first seedstock from the hatchery was stocked into local farm ponds for growout demonstrations.

The highly successful farm trials, coupled with preliminary studies of established market channels, indicated that *P. stylirostris* culture could succeed on Guam as expected. By early 1992, farmers were producing enough shrimp to approach market saturation through traditional retail outlets, and realized that further market development would allow expanded production.

Of several potential alternative markets for aquaculture products, the substantial tourist industry on Guam was identified as the most promising target for immediate and long-term market expansion. Although a number of potential markets to access tourists exist, the most natural market avenue for bringing aquaculture products to the tourists was through the established tourist oriented restaurants. Aquaculture farmers on Guam had previously supplied products to restaurants only on a sporadic and volumetrically insignificant basis. The restaurants purchasing aquaculture products typically served Chinese and Filipino cuisine to local clientele. Aquaculture products had never before been sold on a regular basis to the mainstream tourist oriented restaurants.

There are several reasons why this seemingly obvious market for aquaculture products has remained untapped on Guam. The primary species cultured in Guam until the 1990's; tilapia, milkfish, and catfish, were sold directly to consumers at convenient farmer operated retail outlets as whole live or chilled fish. No

processing, packaging, deliveries, or complicated billing procedures were needed, resulting in a very simple marketing function for the farmer. As is frequently the case elsewhere, the existing farmers on Guam are production oriented and prefer to keep marketing as simple as possible.

In addition, the price received by the farmer when selling directly to the consumer was often substantially higher than could be expected when selling to a middleman, such as a restaurant or retail store. The customer base on Guam was willing to pay a premium for live or very fresh fish from a local farm.

The direct marketing of whole, fresh fish to consumers was stimulated by demand that outstripped supply, at least until the late 1980's, so farmers had little incentive to open new markets. By 1988, local tilapia production had risen to a point near market saturation, causing intense inter-farm competition and price depression. Also at about that time, high quality frozen milkfish from Taiwan began to be imported into Guam, resulting in significant product substitution and lower demand for locally produced milkfish. It was at this time that the need for market expansion became apparent to the farmers.

The above mentioned species also had limited appeal in the tourist restaurants. Most tourists and local restaurant customers alike were primarily interested in ocean entrees such as tuna, mahi mahi, grouper, or lobster.

Finally, most restaurant chefs wanted a convenient, consistent product to serve their clientele. With the exception of the Chinese and Filipino chefs mentioned above, they were as unwilling to process whole fish as the farmers were, for the same cost-conscience reasons. Restaurant buyers were also reluctant to buy fresh product from a local producer when a pre-processed, consistently sized frozen product was reliably available from wholesalers.

Cultured marine shrimp provided solutions to many of the constraints that hindered the entrance of local aquaculture products into the restaurant market. Most importantly, shrimp were very appealing to customers and chefs as a whole, fresh product, therefore the added product handling and costs were unnecessary. In addition, the quality of fresh, locally raised shrimp could not be matched by imported products, for which there was already a substantial demand.

With locally raised marine shrimp in a favorable position to enter the restaurant market, this project was implemented to form the critical market linkages between the producers and the previously untapped restaurant market sector.

PROJECT OBJECTIVES

The project addresses specific objectives under market promotions in the development of marine shrimp culture as follows:

- To identify specific demands and requirements of the tourist market sector for marine shrimp,
- To categorize components within the tourism market to identify niches by product form demand,
- To develop a marketing strategy to maximize market penetration of the tourism market sector on Guam,

- To develop appropriate promotional literature for restaurants,
- To develop an exhibit for trade shows,
- To coordinate the demands for the product by the potential market categories with the production capability of the commercial farms.

METHODS

The overall project was compartmentalized into three integrated sub-projects to allow flexibility in responding to the development of the previously untapped restaurant market. The three sub-projects overlap to some degree in satisfying the objectives of the proposal. It is convenient to view the overall project in components in order to focus on specific accomplishments. In addition, each sub-project generated separate reports that have been compiled in the appendices of this final Project Report.

The three sub-projects conducted focused on the following project aspects:

1. Market Sector Identification.
2. Product Promotion.
3. Market Linkage Facilitation.

RESULTS

Market Sector Identification

Identification of the product form and demand for fresh, locally cultured marine shrimp in the tourist sector on Guam was the first sub-project conducted under the umbrella of the overall project. This preliminary effort was commenced in March 1992 at the onset of the project with the goal of gathering specific information on the demand that existed in the restaurant marketplace for locally cultured shrimp. A group of sixteen prominent restaurants was selected as a representative pool from which to gather the shrimp marketing information. Samples of the fresh cultured product were delivered to each of the restaurants, and information was gathered from each regarding the quality, size, price, form, delivery, and purchasing protocol preferred for the shrimp. The specific methods and results of the project are reported in Appendix I, Preliminary Introduction of Locally Raised Shrimp to Hotels and Restaurants on Guam.

The results from this initial sub-project provided valuable insights into the complexities of the untapped restaurant market for shrimp (and other aquaculture products). Most encouraging was the unanimous agreement among restauranteers on the superior quality of the locally cultured product. The preferred sizes, product forms, and acceptable price ranges for each were identified. In addition, information was gathered to form the basis of segmenting the overall restaurant market into specific sectors based on business characteristics and clientele served. This identification of markets niches provided the framework for formulation of marketing strategies for reaching the tourist market.

The results from this project also provided aquaculture farmers with a rationale for thoughtful expansion of shrimp production. This information provided guidelines for market driven production into the new restaurant sector, substantially lowering the risk of entering new market territory.

Product Promotion

Promotion of the new aquaculture product of marine shrimp to restaurants and the general public was the thrust of the second sub-project nested within this overall project. The uninitiated may at first perceive that the promotion of cultured local shrimp would be somewhat superfluous, owing to the expected quality and nearly universal appeal of fresh shrimp. This perception is an outgrowth of the frequently encountered belief that good products will "sell themselves", which is a marketing fallacy that can be fatal to even the best products.

Although the excellent quality of the shrimp was universally recognized by the targeted restaurant sector, product promotion goes far beyond establishing quality recognition. As was suspected prior to the project and reinforced in the initial sub-project, virtually nothing was known of the local aquaculture industry in the previously untapped restaurant marketplace. Nor was there much knowledge of local aquaculture in other market sectors on Guam, with the exception of the well defined fresh, whole fish market sector dominated by local Filipinos and Chinese.

The promotion of the fresh marine shrimp was, therefore, designed to educate the target audience of restaurant buyers, tourists, and the general public about this exciting new product on Guam. Two keystone events and an ongoing promotional program were used in this project to promote fresh cultured shrimp to the target audiences.

The first event, a special tasting of locally cultured shrimp at a prominent gourmet restaurant, occurred in October 1992. The event was hosted and advertised by the President of the Micronesia Chefs Association, and attended by a cross-section of chefs and food buyers from the restaurant industry. Several preparations of the shrimp were served, and a slide presentation and talk were given to inform the audience about shrimp culture on Guam. Promotional literature on shrimp aquaculture and the final product was distributed. A full report on the event is provided in Appendix II, Hotel and Restaurant Marketing Project: Blue Shrimp Tasting.

The second event in April 1993 is summarized in Appendix III, Fresh Product Showcase Report. In this event, fresh cultured shrimp were again featured in a culinary display where restaurateurs could sample a variety of premium products. Promotional "table tents" designed for the project to promote shrimp were introduced at this meeting. These table tents were subsequently used by several of the restaurants that began to purchase the fresh shrimp. They alerted restaurant clientele to the availability of the new, fresh, local product, and promoted local aquaculture in general.

The ongoing promotional program of the project involved a two-pronged approach. Media attention was drawn to locally cultured shrimp through regular press releases about special events and shrimp culture at the GADTC hatchery and the local farms. Several newspaper, magazine, radio, and television spots were generated that help to educate the general public about the availability of the new cultured shrimp.

A second aspect of the ongoing promotional program was the development of a

display that could be used for shrimp promotion and aquaculture education. Materials and text for the display were collected and refined over the course of the project. The display is portable and flexible for easy transport and convenient interchange or refinement of information. The display is designed for trade shows, conferences, meetings, and other similar mass communication venues, where sharing information about shrimp culture and products is appropriate.

Market Linkage Facilitation

Facilitation of the establishment of critical market linkages between the shrimp producers and the restaurant marketplace was the third sub-project of the overall project. This aspect of the marketing process was the most important component of project success. Although the restaurants were aware of the product availability and quality following the promotional components of the project, they were still hesitant to purchase shrimp from local producers. This reluctance can be summarized as a lack of confidence in an unfamiliar market linkage.

The lack of confidence is explained by actual negative experiences and an understandable aversion to risk. Food buyers in major restaurants on Guam have essentially no experience in buying aquaculture products from local producers (since this market sector has been virtually ignored until now). However, they have all had experience buying fruit and vegetables from local farmers, and have found the supply to be predictably unreliable in both quality and availability. This unreliability stems from a variety of reasons. Unfortunately, local aquaculture farmers are collectively perceived as having the same inability to supply the restaurants.

Restaurants on Guam historically have purchased shrimp as a frozen product from wholesalers. The product is conveniently purchased, easy to handle, in the desired form, properly sized, reliably available, and easy to store. The quality advantage of a fresh product does not, by itself, outweigh the combined assets of the frozen product. Most food buyers prefer to avoid the risk of switching to a new, unfamiliar supplier, and stay with a product they can depend on.

On the other side of the market equation, the producers are reluctant to incur the additional costs and management effort required to deliver a product to the restaurants according to their precise needs. This separation between restaurant buyers and shrimp producers created a challenging environment for the establishment of market linkages.

In recognition of this gap, bringing the buyers and producers closer together was an underlying theme of all project activities. In the Market Sector Identification sub-project, information provided to the restaurant buyers was tailored to inform them about the aquaculture farmer's ability to produce a consistent, reliable, quality fresh shrimp.

During meetings of the Product Promotion sub-project, Buyers were brought together with producers for discussions of concerns, to build communication bridges and to establish familiarity between the two market components. Chefs were invited to visit farms and the GADTC hatchery so they understood production. Meetings were facilitated between farmers and restaurant staff to discuss business opportunities.

The culmination of the effort to establish market linkages was the completion of a sub-project component summarized in Appendix IV, Promotion of Locally Cultured Blue Shrimp in Restaurants on Guam. In this portion, three restaurants were selected from the High Profile Sector (see report) for participation in a guided shrimp promotion. Each of the restaurants were supplied with a limited quantity of shrimp, and required to run mass media advertising to attract customers and attention to the cultured shrimp. Restaurants were supplied with tabletop advertising tents, and feedback on the success of the promotions was closely monitored. The result of this promotion was that all three restaurants made commitments to buy the fresh shrimp on a continuing basis.

As project events were being implemented, a steady stream of information about the new market was being generated that was directed toward shrimp producers to educate them about the requirements of the new market, and to help guide their shrimp production decisions. This vital linkage was facilitated by the GADTC project staff during the early stages of the project. As the project progressed, the direct linkage between the restaurants and the producers strengthened and by the end of the project GADTC facilitation became less necessary.

A positive spin-off of the project was the identification, in both marketing and production areas, of the need for further research that would support aquaculture development. The dialog created between shrimp producers and restaurant buyers identified several areas of uncertainty where additional research would be helpful.

SUMMARY

In summary, the three sub-projects of Market Sector Identification, Product Promotion, and Market Linkage Facilitation succeeded in moving the new aquaculture product of marine shrimp from the farm gate into an entirely new market on Guam. This was accomplished by directing a coordinated series of efforts at the targeted market sector (tourists via restaurants), and producing a stream of feedback information that was valuable to the shrimp producers. The role played by the GADTC project staff in facilitating this two-way process was essential in the entry of an aquaculture product (marine shrimp) into an entirely new market (high profile restaurants) on Guam.

This project serves as a general model for the introduction of new aquaculture products into new markets on Guam. The critical element of the project success was the coordination of production and market development through facilitation of producer-buyer market linkages.

As a postscript, the project was completed in spite of severe typhoon damage to shrimp production during the latter half of 1992, and the funding delays experienced during the proposed time frame of the project (see quarterly reports).

APPENDIX I

PRELIMINARY INTRODUCTION OF LOCALLY RAISED SHRIMP TO HOTELS AND RESTAURANTS ON GUAM



Preliminary Introduction of Locally Raised Shrimp to Hotels and Restaurants on Guam

By: David J. Landkamer

TECHNICAL REPORT NO. 005

April 1992

TECHNICAL REPORT SERIES
OF THE
GUAM AQUACULTURE DEVELOPMENT AND TRAINING
CENTER

DEPARTMENT OF COMMERCE
Government of Guam
6th Floor ITC , Suite 601
590 South Marine Drive
Tamuning, GU 96911

Preliminary Introduction of Locally Raised Shrimp to Hotels and Restaurants on Guam

by David J. Landkamer

April 1992

Introduction

Aquaculture producers on Guam currently sell nearly all of their products directly to consumers at their retail stores or at the Harmon Flea Market. A majority of the customers are of Philippino descent. While this marketing strategy has been generally quite successful, the clientele base is limited and substantial competition between aquaculture producers exists. Recently, high quality frozen milkfish imported from Taiwan has also intensified competition and damaged prices and volume of local aquaculture products.

There are several alternative markets for aquaculture products on Guam such as retail grocery stores and specialty fish markets, the military outlets, institutions like the public schools, and hotels and restaurants. Developing one or more of these markets would stimulate increased local aquaculture production by expanding the customer base and reducing competition between producers.

A second factor constraining market development for aquaculture products is the limited appeal of currently produced species. The Guam Aquaculture Development and Training Center (GADTC) is responding to this constraint by producing seedstock of new species and by providing technical assistance to grow and market them.

Seedstock of the blue shrimp, *Penaeus stylirostris*, were produced at the GADTC, and, in 1991, a successful growout project was conducted at a private aquaculture farm to demonstrate production methods. Estimates indicate that over 100,000 pounds of shrimp could be produced annually at the farm where the demonstration was conducted. With production capabilities identified, the market potential needed clarification. Shrimp were first test marketed in the traditional flea market and retail market outlets, where they were very well received.

Because of a strong market demand, blue shrimp are one of the species that appears to have substantial potential for local aquaculture market expansion and diversification on Guam. During the first six months of 1988, \$ 1.23 million of shrimp were imported into Guam. If this number is representative of shrimp imports, approximately 250 metric tons of shrimp are imported into Guam annually. Shrimp are purchased by a broad cross section of consumers through a variety of market channels. Fresh, high quality, locally produced shrimp could be readily substituted for imported shrimp in

some of the market niches. The hotel and restaurant market, having an acute appreciation for quality, seemed like a natural sector to develop for the sale of locally raised shrimp.

OBJECTIVES:

The overall purpose of the project was to assess the feasibility of entering the hotel and restaurant market sector with a locally grown aquaculture product. The specific objectives were:

- 1) To introduce the food and beverage management at hotels and restaurants on Guam to local farm-raised blue shrimp,
- 2) To determine the importance of shrimp quality, size, and product-form to restaurant buyers on Guam,
- 3) To assess the price range that restaurateurs are willing to pay for fresh shrimp,
- 4) To determine the volume of shrimp used by local hotels and restaurants,
- 5) To explore other factors that influence hotel and restaurant purchasing,
- 6) To raise awareness among Guam food service management of locally produced aquaculture products,
- 7) To increase hotel and restaurant confidence in the reliability and consistency of locally grown aquaculture products.

Methods

The introduction of locally grown shrimp to hotels and restaurants began with the identification of established businesses where shrimp were being served. From this group, 16 candidate restaurants were selected for participation in the shrimp introduction project (Table 1). Most of the establishments selected were major hotels or "white tablecloth" restaurants that seemed most likely to appreciate the high quality, locally raised shrimp.

Table I

Hotels and Restaurants Participating in the Guam-Raised Shrimp Introduction Project

| | |
|-------------------------------|-------------------------|
| Fujita Guam Tumon Beach Hotel | Korea Palace |
| Guam Palace Hotel | Ladera Inn |
| Guam Hilton Hotel | Pacific Islands Club |
| Guam Okura Hotel | Pacific Star Hotel |
| Hotel Nikko Guam | Sandcastle |
| Istemiwa Restaurant | Seahorse |
| Japan Plaza Hotel | Sotetsu Tropicana Hotel |
| Joinus Restaurant | Tinamarie's |

Selected restaurants were initially contacted by telephone and the individual responsible for purchasing was identified. Depending on the business, this was most often either the purchasing manager, the food and beverage director, or the executive chef. Following introductions, the role of the Department of Commerce and the Guam Aquaculture Development and Training Center in supporting the growth of local aquaculture was explained. The restaurant's interest in fresh shrimp was confirmed, and an appointment was arranged for delivery of a sample of the blue shrimp to each. Some of the hotels requested multiple samples to distribute among their many chefs and restaurants.

From March 12 to 16, 1992, samples of shrimp were delivered to each of the 16 restaurants. Shrimp were harvested from GADTC hatchery pond S-7 using dip nets, and chilled immediately in ice water. Chilled shrimp were drip dried for three minutes in a large colander, weighed, counted, and placed in styrofoam "six-pack" coolers on ice. For individual restaurants, each cooler contained about four pounds (approximately 100 shrimp) which averaged 18.6 grams (24.4/lb). For hotels requesting several samples, a sufficient number of one gallon plastic ziplock bags were filled with about 2 pounds of chilled shrimp each and placed in a cooler on top of about 2 pounds of shrimp on ice. Each cooler was made to look attractive and full, using ice under and on top of the shrimp.

Samples were delivered to the arranged contact person at each establishment. Initial buyer reactions to shrimp color, size, and quality were noted. Contacts were asked what size shrimp they currently use, what price range they pay, and what quantity they purchase each week or month (Appendix 1). Often the fresh shrimp were eaten raw, or cooked then eaten during the first meeting to check product quality.

Supporting written materials were delivered with the shrimp to each of the restaurants (Appendix 2). These included a letter introducing blue shrimp and explaining the GADTC role in aquaculture, a blue shrimp product fact sheet, a GADTC hatchery glossy, and a GADTC business card.

Each establishment was called on the telephone 2 to 8 days after the sample delivery to gather additional information about the restaurant reactions to fresh blue shrimp. Questions about quality, size, price, form, delivery, and purchasing contracts were asked of each restaurant representative (Appendix 3).

Finally, about three weeks following the sample delivery, a letter was sent to each of the dining establishments to thank them for their reactions to the blue shrimp, to remind them that they will be contacted again in June to negotiate shrimp purchases, and to welcome them to visit the GADTC by calling to arrange a tour.

Results and Conclusions

The reaction to the fresh blue shrimp was very positive overall. Practically all of the buyers expressed dismay over the extremely limited selection of seafood and produce that could be purchased from local fishermen and aquaculture producers. In spite of being an island with seemingly substantial fishery resources, the only local seafoods available to the restaurants on a regular basis are tuna and mahi mahi. For this reason, the availability of a locally produced, premium quality fresh shrimp was very exciting to them.

In every case, the quality of the blue shrimp was judged to be superior to any other shrimp the restaurants have access to on Guam. Quality descriptors for the taste of the shrimp offered by the buyers included good, very good, excellent, outstanding, sweet, delicious, and "better than any other shrimp available". The color was also viewed very favorably, both before and after cooking. Clear, translucent color of the fresh shrimp, and light salmon-pink color of the cooked shrimp were viewed as very favorable. The very high quality of the product was not disputed by any of the buyers.

The possible use of blue shrimp for sushi was evaluated by several of the chefs at hotel restaurants. The availability of a very fresh or live product was of great interest. For most, the freshness, color, texture, and taste were acceptable. One of the chefs felt that the blue shrimp was very good, but not as sweet as the North Atlantic frozen shrimp currently used.

The species of shrimp used by the restaurants did not seem to be an important factor. While most buyers and chefs were aware of some of the different species commonly offered, they did not usually make a distinction between them as to taste or color preferences (with the exception of the above example). Only marine shrimp, however,

and not freshwater prawns, were used by any of the restaurants contacted. The black tiger prawn, *Penaeus monodon*, was by far the most commonly used species, followed by pink shrimp and occasionally, flower, green tiger, banana, and white shrimp. Nearly all of the shrimp used by restaurants originated from farms in the Philippines.

The conventions used in the industry for sizing and packaging of shrimp are fairly complicated. In fact, many of the restaurant buyers did not understand the meaning of the size designation numbers for shrimp on the wholesaler's price lists or on the packing boxes. The size ranges used commonly by the restaurant trade to grade whole shrimp and the corresponding weights of individual shrimp in each size range are provided in Table 2.

Two methods for designating shrimp size are commonly used. Shrimp are most often packed in boxes of 1 to 4.4 pounds (.45 to 2 kg) according to established number of shrimp per pound categories. For example, the 16/20 designation means that there are 16 to 20 shrimp per pound in the package. All of the shrimp are approximately the same size, with some variation within the range.

Alternatively, shrimp of very uniform size are often packed according to the number of pieces per box. For example, a "15 count" shrimp in a 2.87 pound box indicates that there are 15 equal sized shrimp per 2.87 lb box (86.9 grams/shrimp, 5.2 shrimp/lb). The 2.87 pound (1.3 kg) weight is a common packing standard, although the origin of its use is unclear.

Shrimp sizing becomes more confusing when other product forms are considered. For example, when 8/12, 13/15, etc., designations are used for headless shrimp, the numbers indicate the size of the tails rather than the size of the whole shrimp before removal of the head. Therefore, an 8/12 headless shrimp is a much larger tail than an 8/12 head-on shrimp.

The reactions to the size of the shrimp (25/lb) included all possible positive and negative responses from too small to perfect to too large. In general, the buyers would prefer a larger shrimp of up to 5/lb. Some of the restaurants currently use the 21 - 25/lb or the 26 - 30/lb size and were very pleased with the size of the shrimp in the sample. A slightly larger product in the 16 - 20/lb range appeared to be more acceptable in most cases. Others would use a whole shrimp only in a smaller size, usually 31 - 40/lb, 41 - 50/lb, or 51 - 60/lb.

Most of the restaurants were looking for a shrimp sized to fit their existing uses, while a few expressed an interest in modifying their menus to use the fresh shrimp at the sample size offered. It is clear that one or even three to four sizes will not be adequate to address all the restaurant market niches. In fact, several sizes will probably be needed to satisfy all of the uses of shrimp at any one of the restaurants.

Table 2

Commonly Used Shrimp Size Grades

| Size Designation Grade | Weight (grams) of Shrimp Within | |
|---------------------------|---------------------------------|---------|
| | Range | Average |
| 8/12 per lb | 36.3 - 60.5 | 45.4 |
| 13/15 per lb | 29.3 - 36.2 | 32.4 |
| 16/20 per lb | 22.2 - 29.2 | 25.2 |
| 21/25 per lb | 17.8 - 22.1 | 19.7 |
| 26/30 per lb | 14.9 - 17.7 | 16.2 |
| 31/40 per lb | 11.2 - 14.8 | 12.8 |
| 41/50 per lb | 9.0 - 11.1 | 10.1 |
| 51/60 per lb | 7.5 - 8.9 | 8.7 |
| 61/70 per lb | 6.5 - 7.4 | 6.9 |
| 71/90 per lb | 5.0 - 6.4 | 5.7 |
| 100/200 per lb | 2.3 - 4.5 | 3.4 |
| 12 count | see note | 108.7 |
| 15 count | " | 86.7 |
| 18 count | " | 72.2 |
| 20 count | " | 65.0 |
| 25 count | " | 52.0 |
| 30 count | " | 43.5 |
| 35 count | " | 37.3 |
| 40 count | " | 32.7 |

Note: Average weights were not measured, however, chefs often preferred the "count" shrimp because sizing was much more consistent than with the "per pound" sizing.

A frequently repeated concern of all buyers was that the shrimp, regardless of size, be consistently sized within an order and between orders. In most cases, restaurants strive to present their customers with the same plate of food in taste and appearance every time it is ordered. Very low size variation in shrimp populations or size sorting prior to delivery will be necessary in many situations to satisfy the consistency requirements of the restaurants.

Product form preferences were also extremely varied. All of the restaurants contacted currently use a frozen product purchased (in nearly every case) from one local wholesaler. Most would prefer a fresh product, although a few indicated that they preferred the convenience of a frozen shrimp, which provided a more consistent product to meet the unpredictable restaurant demand. None of the restaurants used the imported chilled shrimp found in some of the local seafood retail markets. While the delivery of fresh shrimp should remain the focus of local producers, providing a high quality frozen product would alleviate the concern that restaurants have of always maintaining enough inventory on hand of the same shrimp to serve unpredictable customer demands, while not over-buying the fresh, perishable product.

Shrimp are available in numerous processed forms for restaurant use, with each form having a common designation in the industry. The most common designations used to identify shrimp product forms used on Guam are listed in Table 3.

Table 3.

| Designations Commonly Used for Shrimp Product Forms by the Seafood Industry on Guam. | |
|--------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Designation | Meaning |
| P&D | Headless, peeled, and deveined |
| Peeled | Headless, peeled, not deveined |
| PUD | Headless, peeled, not deveined |
| Peeled BKN | Headless, peeled, not deveined, and either some of the tails are broken into pieces, and/or the sizes are varied (broken size categories, not uniform sizes) |
| PND | Headless, peeled, not deveined |
| PND T/O | Headless, peeled, not deveined, with the telson and uropods ("tail") still on. This form is commonly used for tempura |
| HL | Headless, not peeled or deveined (letters preceding the HL designation refer to the variety of shrimp. For example, BTHL = black tiger headless, PHL = pink headless, etc.) |
| HO | Head on, or whole (preceding letters apply as above) |
| IQF | Individually quick frozen |

For larger shrimp (8 - 15/lb), the whole form was most common used. For smaller sizes, however, the headless or headless, peeled and deveined form was very frequently preferred. Several of the restaurants were unwilling to handle a whole product because of the added labor cost for heading and peeling the shrimp. There are well defined markets for processed shrimp in the forms mentioned above.

Two of the restaurants contacted expressed an unsolicited interest in live shrimp. One would consider displaying a small number of shrimp in an aquarium for diners to view. The second was interested in holding large quantities in a tank or aquarium for customers to select for culinary preparation. The cost for a farmer to deliver large volumes of live shrimp appears to be more than the restaurants would be willing to pay.

Price was very important to most of the buyers, while a few of them indicated that they would purchase the local, fresh product at any reasonable price. Prices currently paid by restaurants for frozen shrimp from wholesalers, as quoted by buyers, is presented in Table 4. The price list from the principal seafood wholesaler on island corroborates (approximately) the stated prices in every case.

The prices that restaurant buyers were willing to pay for fresh shrimp of the quality offered in the sample are listed in Table 5. In general, prices were based in nearly every case on the current price paid for a comparable frozen product from the local wholesaler. Buyers are willing to pay slightly more for the fresh product, but not substantially more.

The approximated price of \$7.00/lb for 25/lb whole shrimp was initially met with either tolerance, reluctant acceptance, slight resistance, or complete rejection. Prices currently paid for a similar sized frozen product were reported to be between \$5.25 and 5.50/lb by designated contacts. However, several of the restaurants were buying headless shrimp in this price range, and expected to pay 25 to 33 % less for a whole shrimp. In spite of recognized quality, price (related to size and form) will be a major deciding factor in whether most of the restaurants buy locally raised shrimp.

Buyers were asked if a purchasing contract establishing minimum quantities and maximum prices would be of interest to them. All responded positively to the concept, indicating that frozen shrimp prices change every three weeks and sometimes fluctuate wildly. They were also concerned that the farmer's price might go up dramatically soon after they began buying, so a price contract was an attractive means to address that issue.

The quantity of shrimp used per week by each individual restaurant or hotel in the survey ranged from 0 to 500 pounds, which included all product sizes and forms. All together, the 16 restaurants used a reported 2,240 pounds of shrimp per week. Assuming these numbers to be relatively accurate, this volume translates to almost 53 metric tons/year.

Table 4Shrimp Sizes and Forms Currently Used by Surveyed Restaurants

| <u>Product Form Paid</u> | <u>Sizes Used by Restaurants</u> | <u>Price/lb.</u> |
|----------------------------------------|----------------------------------|------------------|
| whole (HO) | 13/15 | \$6.50 |
| | 16/20 | 6.00 |
| | 21/25 | 5.50 |
| | | 5.25 |
| | 31/40 | 4.50 |
| | 15 ct, 2.87 lb/box | 11.00 |
| | | 10.25 |
| | 20 ct, 2.87 lb/box | 8.25 |
| | 25 ct, 2.87 lb/box | 7.88 |
| | 40 ct, 2.87 lb/box | 5.00 |
| headless (HL) | 8/12 | 10.71 |
| | 13/15 | 9.65 |
| | 16/20 | 5.95 |
| | | 7.45 |
| | | 7.20 |
| | | 7.40 |
| | | 7.00 |
| | | 6.95 |
| | | 6.15 |
| | | 5.75 |
| | 5.25 | |
| | 5.23 | |
| | 5.35 | |
| | 4.90 | |
| | 4.55 | |
| | 4.25 | |
| headless, peeled and deveined (P&D) | 8/12 | 8.25 |
| | 16/20 | 7.95 |
| | 26/30 | 6.85 |
| | 51/60 | 5.45 |
| | 100/200 | 2.75 |

Table 5

Stated Prices that Restaurant Buyers Would Pay for Fresh, Raised-on-Guam Shrimp

| <u>Product Form</u> | <u>Size</u> | <u>Prices Stated</u> | <u>Suggested Average</u> | |
|--------------------------------------|-------------|----------------------|--------------------------|------|
| whole (HO) | 15 ct | \$11.00 | \$10.50 | |
| | | | 10.00 | |
| | 25 ct | 8.00 | 8.00 | |
| | | | 8.00 | |
| | 40 ct | 5.00 | 5.00 | |
| | | | 5.00 | |
| | 13/15 | 8.75 | 8.75 | |
| | | | 8.75 | |
| | 16/20 | 7.00 | 6.69 | |
| | | | 7.00 | |
| | | | | 6.50 |
| | | | | 6.25 |
| | 21/25 | 7.00 | 6.63 | |
| | | | 7.00 | |
| | | | 6.50 | |
| | | | 6.00 | |
| 26/30 | 6.50 | 6.17 | | |
| | | 6.50 | | |
| | | | 5.50 | |
| | | | 5.00 | |
| headless (HL) | 31/40 | 5.00 | 5.00 | |
| | 8/12 | 8.00 | 8.00 | |
| | 16/20 | 7.50 | 7.35 | |
| | | | 7.20 | |
| | 21/25 | 6.00 | 6.00 | |
| | 26/30 | 6.00 | 6.00 | |
| | | | 6.00 | |
| 31/40 | 5.50 | 5.50 | | |
| headless, peeled , deveined (P&D) | 6/8 | 8.50 | 8.50 | |
| | 8/12 | 8.50 | 8.50 | |
| | 26/30 | 7.00 | 7.00 | |

If local production of shrimp were limited to initial recommended sizes and only the whole product form, it is estimated that about 20 to 25 % of the total hotel/restaurant market could be initially captured by the local product. This translates to an annual demand of nearly 30,000 pounds. Further customer expansion and increased sales per customer could more than double this demand. When surplus production to ensure continuous product flow is considered (which could be readily sold in the local flea market), Guam farmers should aim for a production level of between 75,000 and 100,000 pounds annually to successfully penetrate the hotel/restaurant market sector.

When asked how frequently the product should be delivered to meet their needs, most buyers indicated that daily deliveries would be best, but that 2 to 3 deliveries/week would be adequate. Of the 16 hotels/restaurants surveyed, 3 preferred daily deliveries, 4 preferred 3 deliveries/week, 7 preferred 2 deliveries per week, and 2 indicated that 1 delivery/week would suffice.

Many buyers were pleased that shrimp could be produced locally and expressed a keen interest in supporting local producers. Locally raised, fresh shrimp is a strong selling point that is worth promoting. A major concern, however, was whether the local producers could provide a consistent, reliable supply of product on a continuous basis, and at a stable price. Many of the restaurants have had bad experiences with local producers of agriculture crops in the past. Providing assurances of product continuity and delivering product as promised will be critical to accessing and maintaining restaurant market niches.

Recommendations

Based on the preliminary information gathered in this shrimp marketing project, the following is a list of recommendations that should be considered by local farmers intending to penetrate the hotel/restaurant market with a locally raised shrimp product.

- Producers must take all necessary steps during harvest, post-harvest, and delivery to insure the freshness and quality of locally produced shrimp reaching the restaurants. This includes harvesting the shrimp as soon as possible prior to delivery, handling the shrimp carefully to minimize breakage and damage, chilling the shrimp immediately after harvest, and transporting the shrimp on ice. High quality and freshness are the principal features of the locally grown product that distinguish it from competing imports.
- The recommended product form for farmers to produce initially is the whole, fresh shrimp. This approach is the simplest and has numerous merits. Fresh, whole shrimp will have a limited amount of direct product competition in the marketplace. Producing whole shrimp will require less processing labor and keep capital costs for processing equipment (heading machines, graders, freezers, etc.) to a minimum. Limiting product offerings will also minimize management and labor costs. Problems with product continuity are less likely with fewer product forms.

- Frozen whole shrimp should be considered as a product form if restaurants have a difficult time maintaining fresh shrimp inventories due to unpredictable fluctuations in customer numbers and demand for shrimp. Alternatively, restaurants could be encouraged to freeze a "reserve" of the fresh shrimp themselves for use in the event of an unanticipated customer demand for the product.
- Processing (heading or peeling) is not recommended until the market demand for whole shrimp is completely satisfied and there is a substantial surplus of shrimp produced in order for the farmer to benefit from the economies of scale. Oddly, the headless shrimp sell for up to 20% more per pound than the same sized whole shrimp, but the entire shrimp weighs between 30 to 40% more than the tail alone. Processing actually reduces the return per pound, although a processed product would certainly reach markets beyond those accessible to whole shrimp. (The lower price for processed shrimp is due primarily to the use of lower quality shrimp for processing. If shrimp arrive at the processor in excellent-condition, they are most often packed as whole shrimp. Lesser quality shrimp are salvaged by processing.)
- There is a demand for many different sizes of shrimp in the marketplace. Rather than attempt to fill all the size niches right away, producers should at first offer two or three popular sizes until reliable production is well established. The small to medium sizes are suggested because shrimp will reach marketable size sooner, thus providing a shorter growout time and a more rapid generation of cash flow for the farmer. The first size ranges produced should be the 26 - 30/lb, 21 - 25/lb, and 16 - 20/lb. Of course, smaller sizes will be available if the farmer wishes to expand size offerings. Larger sizes can follow as production increases, and depending on the farmer's willingness to diversify.

While many of the restaurants would prefer shrimp packed according to the "count" method (ie.; 15 count, 20 count, etc.) because size is more uniform, the extra labor, management, and packaging costs for the farmer would be substantial. The count method may be necessary for the largest sizes, but for the starting sizes recommended, the number/lb convention is much simpler and will suffice.

- Shrimp should be sized extremely carefully and consistently, both within a delivered lot and between lots. While individual blue shrimp in a given pond typically grow at a more consistent rate than some other species, the size variation within a population may be too great for restaurants to accept.

Even the size range found within conventional shrimp size grades (ie., 16 -20/lb, 21 - 25/lb, etc.) may be unacceptable to many restaurant if encountered within a single lot. For example, shrimp in the 16 - 20/lb size would range from 22.2 - 29.3 grams each. Most restaurants appear to be tolerant of a 2 - 4 gram weight spread, but not the 7 plus gram spread found in this size grade.

Farmers should develop convenient tools for judging individual shrimp size to ensure consistency. Initially, shrimp should be size graded by hand to remove animals that are not within the acceptable size range. As production volume expands, farmers may want to consider mechanical grading of shrimp, although it may prove too harsh for the preservation of product quality and is not recommended in the beginning.

Alternatively, producers could offer "pond run" grade shrimp that have not been sized, at a lower price. This would limit the market for the product to some extent, but greatly simplify handling and reduce labor costs for the farmer.

- The price for locally grown shrimp should be higher than that for comparable frozen imports to reflect the excellent quality and freshness, but not so high as to discourage local buyers. Based only on input from restaurants as to what they said they would pay for locally produced shrimp, price ranges for some sizes of whole shrimp are recommended (Table 6). (Production costs are not taken into consideration in these pricing suggestions.)

Table 6

| Suggested Price Ranges for Some Sizes of Locally Produced, Whole Shrimp Being Sold to Restaurants. | | |
|----------------------------------------------------------------------------------------------------|--------------------------------------------------------|---------------------------------------------------------------------|
| <u>Size/Grade of Whole Shrimp</u> | <u>Average Price/lb Restaurant Said They Would Pay</u> | <u>Suggested Wholesale Price Range/lb for Locally Raised Shrimp</u> |
| 13/15 | \$8.75 | \$8.00 - 9.00 |
| 16/20 | 6.69 | 6.75 - 7.50 |
| 21/25 | 6.63 | 6.50 - 7.00 |
| 26/30 | 6.17 | 6.00 - 6.50 |
| 31/40 | 5.00 | 5.50 - 6.00 |

- A price structure for the shrimp, dependent on size, volume, and other factors, should be established that can be held constant for several months at a time. Price stability is very attractive to restaurant buyers, particularly due to wide fluctuations in the price of imported frozen shrimp.

- **Market expansion into the restaurant sector should occur in a deliberate and controlled fashion, based on a steady and reliable production of product. Market expansion beyond production capacity will undermine the efforts of local aquaculture farmers to establish firm access to restaurant markets and discourage future import product substitution.**

Further Shrimp Marketing Needs

This preliminary introduction of blue shrimp to the hotel and restaurant market on Guam indicates a need for a wide diversity of research and promotional activities to more accurately identify and penetrate local markets with aquaculture products. The most obvious needs are direct outgrowths of and follow-ups to this project including:

- » **Development of appropriate harvesting, chilling, and transporting methods for whole shrimp;**
- » **Refinement of shrimp grading methods;**
- » **Production cost research to identify break even prices;**
- » **Identification of greatest return price structures for various sizes of shrimp;**
- » **Implementation of product identification and promotion project;**
- » **Freezing technology research;**
- » **Heading technology research;**
- » **Refinement of methods for transporting and holding live restaurant-size shrimp;**
- » **Benefits of labeling aquaculture products with the Guam Product Seal;**
- » **Development of packaging systems to maintain product quality, identify product, and minimize packaging costs;**
- » **A number of additional potential project topics emerged from this study including;**
- » **Identification and research of alternative fresh shrimp markets;**
- » **Introduction of additional aquaculture species into the hotel restaurant market;**

- Price competition from imported frozen shrimp is likely to be strong. There is currently one seafood wholesaler that supplies the bulk of the frozen imported shrimp currently supplied to restaurants on Guam. When the fresh, local product begins to capture a significant portion of the existing frozen market, prices for frozen product are expected to drop substantially. Producers should anticipate this price drop by promoting their local product vigorously, setting moderate prices initially, and establishing medium term (six month) price contracts with restaurants.
- There is a value premium attached to locally grown products, such as fish, shrimp, and produce. Producers should invest in the promotion of their shrimp as locally raised, grown on Guam aquaculture products. This will encourage the purchase of the shrimp by tourists and substantiate the price asked for the product.
- Fresh shrimp should be delivered 3 times/week to high volume customers so that product freshness can be assured. Although more frequent deliveries are preferred by some restaurants, deliveries should be limited to minimize costs as much as possible. More frequent deliveries may be appropriate as volume increases.

A packaging system should be developed to ensure a fresh, high quality product delivered in a restaurant "friendly" format. The packaging should be well integrated with farm harvesting methods, be cost efficient, and be marked to clearly reinforce the local origin of the product.

- Maintaining a steady stream of product supply is absolutely critical. If a farmer misses just one delivery due to lack of supply (or for any other perceivably avoidable reason), the restaurant buyer will likely revert to a more reliable supply of frozen product. Producers should initially focus on providing shrimp to a limited number of restaurant outlets. As production expands, additional restaurants should be contacted to identify avenues for market expansion.

Production should be planned accordingly to generate a steady flow of appropriately sized shrimp to exceed the restaurant demand. Farmers should anticipate an annual production of near 50,000 pounds in the first year to be able to satisfy the already identified hotel/restaurant demand for whole shrimp in the small to medium size range. Adequate production must be maintained to prevent interruptions in product flow. Surplus shrimp can be sold in alternative outlets, such as the flea markets or roadside stands, or be grown to a larger size for further market expansion.

- » Optimum pond stocking density for blue shrimp on Guam;
- » Low-cost shrimp predator and competitor eradication methods;
- » Research to identify shrimp product forms and quantities imported into Guam.



Hotel and Restaurant Marketing Project Blue Shrimp Tasting

TECHNICAL REPORT NO. 006

October 1992

TECHNICAL REPORT SERIES

OF THE

**GUAM AQUACULTURE DEVELOPMENT AND TRAINING
CENTER**

DEPARTMENT OF COMMERCE
Government of Guam
6th Floor ITC , Suite 601
590 South Marine Drive
Tamuning, GU 96911

Hotel and Restaurant Marketing Project

Blue Shrimp Tasting

7 October 1992

Introduction

In March and April 1992, a sample of blue shrimp was brought to each of several hotels and restaurants to determine their interest in this new, locally grown aquaculture product. The overwhelmingly positive response encouraged one local farm, Inarajan Aquaculture Enterprise (IAE), to gear up for full production of the shrimp. By October of 1992, IAE had several ponds stocked with shrimp of various ages and sizes, and was ready to begin harvesting upwards of 150 pounds per day.

Up until this time, shrimp, like other local aquaculture products, had been marketed through the traditional direct retail channels. The hotels and restaurants represented an entirely new market for local aquaculture products that would open the door for substantial production increases.

Although restaurant buyers were very interested in locally grown blue shrimp, there was still a need to match their needs with what the farmer would produce. To facilitate communication between IAE and the restaurant industry, and to initiate the sales of shrimp to restaurants, a special gathering was held. Bruce Grasley, President of the Micronesia Chef's Association, graciously offered to host the event at his Chianti restaurant, which was scheduled for the afternoon of Wednesday, October 7. All the restaurants that had been contacted in the spring, and several others that were contacted through the MCA, as well as the press, were invited.

Meeting Summary

On the morning of the meeting, shrimp were harvested from an IAE pond, chilled, and then sorted into three size categories as follows;

| SIZE | GRAMS | APPROXIMATE NUMBER/POUND |
|------------|---------|--------------------------|
| S (Small) | 11 - 15 | 31 - 40 |
| M (Medium) | 16 - 24 | 21 - 30 |
| L (Large) | 25 - 32 | 16 - 20 |

Seven pounds of each size, plus an additional 20 pounds of unsorted shrimp were delivered to the Chianti at 10:30 am to allow for preparation before the 3:00 meeting.

The tables at the Chianti were set as if for an elegant luncheon, with plates, silver, ice water and ice tea, bread sticks, and cloth napkins at each place setting. Each table also had a plate of each of the three sizes of shrimp, prepared by lightly boiling to accentuate the fresh flavor. The shrimp were served with a horseradish sauce and a tomato cocktail sauce.

Hotel and restaurant guests arrived between 3:00 and 3:30, were greeted at the door by GADTC and IAE staff, and mixed freely while finding a table to sit at. At 3:45, Dave Landkamer welcomed the assembled group of 26, introduced the people involved in bringing the meeting about, and explained the afternoon's agenda. Represented hotels and restaurants included the Fujita, Pacific Star, Guam Palace, Leo Palace, Okura, Kamayan Pacific Islands Fisherman, Pacific Islands Club, and Hyatt.

Chef Bruce Grasley then talked about his impressions of the shrimp, and served two additional shrimp preparations using peeled tails; one in a garlic/butter sauce, and the other in an herbed tomato sauce. Everyone sampled the various preparations. His dishes were delicious and his commentary very positive.

Dave Landkamer continued with a slide presentation describing how blue shrimp are cultured on Guam, from hatchery production of PLs to farm growout and harvest. George Tsai then gave a brief overview of his aquaculture experience and sketched his ideas for supplying the restaurants with fresh shrimp.

A very informative discussion followed, led by Bruce Grasley, to help Mr. Tsai understand the needs of the restaurants. The chefs reiterated many of the same concerns that had been brought out in the spring sample deliveries, and summarized in the ensuing report. While very excited about the freshness and quality of the blue shrimp, most of the chefs were dismayed at IAE's reluctance to deliver the product as they wanted it. Specifically, the restaurants wanted meticulous size sorting, prompt delivery, and personalized service, while IAE's main concern was to minimize labor and marketing costs. Most chefs expressed a conditional interest in buying IAE shrimp, if IAE would take certain steps to meet their needs.

The meeting began to break up at about 4:30, with some of the chefs discussing specific issues about ordering the shrimp with Mr. Tsai. Chef Grasley provided a summary of insightful comments from his observations of the meeting, and encouraged Mr. Tsai to take some specific actions that will help him to enter the restaurant market.

Conclusions

The quality and desirability of fresh, grown-on Guam blue shrimp was resoundingly confirmed by the attending chefs, but they still had concerns about the service that would be provided with it. Several specific concerns that need to be addressed are as follows:

- in most cases, shrimp need to be sorted by size to be used by restaurants.
 - sizing must be very consistent within and between deliveries.
 - freshness is imperative. Chilled shrimp are top quality for a maximum of two days; therefore, deliveries will have to be a minimum of three times per week.
 - the supply must be consistently available in the future, without production gaps.
 - restaurants would like to be able to identify their use of local shrimp on their menus or in their advertising to improve sales.
 - many of the restaurants would like small quantities delivered, such as 10 pounds.
 - each restaurant has a specific procedure for ordering and payment that must be followed. (Record keeping and billing will be somewhat complicated.)
 - price is a relatively minor concern. If all their needs are met, price is insignificant.

In summary, most of the restaurants like the blue shrimp, they want to use it, but they will take it only on their terms or not at all. The producer must be prepared to expend additional time and money to access this market, but can expect to be compensated for it. Local farmers who make the extra effort to satisfy customers will gain access to the new hotel and restaurant market.

Chef Bruce Grasley and the Micronesia Chef's Association were extremely supportive of our efforts to introduce blue shrimp to the restaurants on Guam. Efforts to include them in accessing the restaurant market are definitely worthwhile.

Several restaurants were not represented at the meeting, even though they had responded to confirm attendance. A follow-up event could be held to reach a broader audience. The media was also not present, mainly because, as it turned out, they did not receive their invitations until after the meeting (delivery took two weeks from when the letters were mailed!). Invitations should be hand delivered, as the restaurant invitations were, in the future. A special event just for the media would be worthwhile.

APPENDIX III

FRESH PRODUCT SHOWCASE PROJECT



Fresh Product Showcase Project

by: David J. Landkamer and Jerry Gardner

TECHNICAL REPORT NO. 007

April 1993

TECHNICAL REPORT SERIES
OF THE
GUAM AQUACULTURE DEVELOPMENT AND TRAINING
CENTER

DEPARTMENT OF COMMERCE
Government of Guam
6th Floor ITC , Suite 601
590 South Marine Drive
Tamuning, GU 96911

FRESH PRODUCT SHOWCASE REPORT

Dave Landkamer and Jerry Gardner

26 April 1993

Introduction

On 26 April, 1993, an event called the Oyster Party was held at the Chianti Restaurant to showcase an assortment of fresh, high quality products available to chefs on Guam. The party has been an annual event for the past three years, organized and hosted by James Hutchison, President of Pan Pacific Fresh Foods Inc. on Guam. Pan Pacific is involved primarily with the import of fresh seafoods from Australia and New Zealand, but also is diversifying into fresh vegetables and spices.

James Hutchison invited the GADTC and George Tsai of Inarajan Aquaculture Enterprise to attend the event and represent locally farmed blue shrimp as a new product for Guam chefs. Pan Pacific has offered to wholesale the shrimp on Guam, including sorting and processing, if these market services would provide an opportunity for all parties to benefit.

Meeting Format

The Oyster Party was scheduled from 2:30 to 5:00 on Monday afternoon, the 26th. Plans were made by Mr. Hutchison to have the various representative products displayed buffet-style for participants to sample. Tables were set so participants could sit down to enjoy the samples and converse.

Bruce Grasley, executive chef at the Chianti, supervised the preparation and presentation of several seafood dishes from the showcased products. Attendees were to learn about the products by tasting and mixing with the vendors. No formal presentations were planned.

Pan Pacific brought oysters, littleneck clams, calamari, and mussels, which were prepared in an assortment of delicious ways. The GADTC delivered 25 pounds of shrimp (22/lb size) early in the day, which were also served in several tasty preparations. An additional 5 pounds delivered at 2:30 was boiled and lightly seasoned to augment the ultra-fresh taste.

Jungle Java fresh roasted coffee was ground, perked, and served to order. An assortment of wines from Chile and Spain were available for sampling.

The GADTC staff brought blue shrimp table tents promoting the local, fresh product and placed them at each of the tables, and near the shrimp dishes in the buffet where possible. A giant table tent (11 1/2 x 17") was displayed at the table where GADTC staff were seated, along with printed materials describing the shrimp and the GADTC hatchery for attendees to take.

In addition, GADTC staff circulated among the participants for the purpose of drawing attention to the farmed shrimp, and to introduce local farmers to chefs.

Inarajan Aquaculture Enterprise and SCOAP were invited to the meeting as producers of blue shrimp on Guam. Several media contacts were also invited by GADTC staff to attend the meeting.

Results

Guests began to arrive at 2:30 and continued to trickle in throughout the afternoon. Some stayed the entire time, but many stopped in only briefly. An estimated 100 people attended the meeting during the course of the afternoon, most of them as representatives of restaurants. George Tsai and Rafael Fuentes of LAE were present, but SCOAP was not represented.

Guests were greeted at the door by Mr. Hutchison and the Chianti staff. The display of prepared dishes, wine and coffee was very attractive and appetizing. The culinary offerings were mouth-watering, and the atmosphere was elegant and friendly. At about 3:30, Mr. Hutchison made a brief welcoming statement to invite everyone to sample the displayed products. There was no opportunity to make a statement to the entire group about locally raised shrimp or other aquaculture products.

However, conversation between participants was lively and congenial. Discussions with many of the attendees revealed that most were aware that shrimp were being cultured locally, but were not aware of the scale of production or the product availability. Several chefs were introduced to George Tsai, which will hopefully lead to the establishment of new customers.

The shrimp were delicious in all of the preparations. Many of the participants indicated during conversation that the shrimp were an excellent product, and that local aquaculture was a very good approach.

The most concrete results from the event were that the Japanese chef from the Hilton indicated that he would like to purchase fresh shrimp when their new restaurant featuring seafood opens, which should be very soon.

Bruce Grasley also announced his decision to feature blue shrimp every Sunday for the next year. His intention is to draw customers into the Chianti on what is normally a slow day by advertising the fresh shrimp. He also reiterated his strong interest in helping local aquaculture farmers reach the restaurant market in any way that he can. He feels that using high quality, local products will greatly benefit the restaurant industry.

The event presented an opportunity to learn more about the chefs concerns with the quality of the shrimp, and an informative discussion ensued at the close of the meeting. Since the harvesting, handling, and delivery of the shrimp had been done at the GADTC under controlled conditions, and the shrimp had been cooked within minutes of delivery, there was an opportunity for the chef to provide a first-hand evaluation of fresh shrimp quality.

Bruce pointed out that the shrimp had a range of quality differences, as could be seen in the color differences of their hepatopancreases after cooking. He said that, although the shrimp are fine if used immediately, they have a short shelf life because the head region soon imparts a bitter flavor to the shrimp.

Bruce contended that the reduced quality was due to improper harvesting and handling. Since the harvesting had been done that morning at the GADTC hatchery using standard chilling and icing procedures, it was not clear if the harvesting/handling was the issue, or if the reduced quality had to do with another factor.

Bruce also mentioned that some of the shrimp from the farm ponds have very dark or black gills, which create similar shelf life problems, and cause chefs and customers to wonder about the freshness of the shrimp. He said that blue shrimp have a very translucent carapace after they are cooked, more so than other shrimp species, which accentuates the color of the gills and hepatopancreas.

Reporters from KUAM TV, Guam Cable TV, Glimpses Publishers, and TV Guam were all present to do stories on the fresh products at the Oyster Party. Shrimp received only minor exposure through the resulting media items.

The meeting drew to a conclusion at about 5:30, with the Chianti management thanking everyone for attending.

Summary and Recommendations

The Oyster Party, although organized by a food wholesaler to showcase a wide spectrum of products, was a very good venue for drawing attention to the freshness and high quality of locally farmed blue shrimp. New interest in shrimp and aquaculture products was generated among chefs and the general public, and steps were taken toward resolving processing/handling issues.

Chefs at leading restaurants continue to search for fresh seafood products. As the concepts and themes of the restaurants change in an effort to remain competitive and attract new clientele, it is important to regularly remind chefs of the availability of locally cultured shrimp and other aquaculture products.

Invitations to the media help to raise awareness in the general public of the availability of local aquaculture products in the marketplace. They also maintain familiar media contacts which lead to improved exposure in the future. In addition, positive media attention contributes to healthy public relations for the GADTC hatchery and the Department of Commerce.

The quality of the shrimp that reach the market is known to be of great concern. The experiences of this meeting clarified that quality is a complex issue involving many inter-related factors, including but not limited to the shrimp species, production methods, harvesting methods, chilling techniques, transport methods, in-restaurant handling, and culinary preparation. Further information and local research are urgently needed to address the issue of farmed shrimp quality.

The opportunity to transfer information about shrimp and local aquaculture at this meeting was not fully taken advantage of, due to the format of the event as organized by James Hutchison of Pan Pacific. Mr. Hutchison wanted to maintain a casual atmosphere where attendees could mix freely, try the displayed products, and talk to the representatives offering those products. In keeping with this relaxed approach, no formal talks or presentations were scheduled.

While this format worked nicely for an established wholesaler like Pan Pacific, it did not seem as appropriate for entering a new market with a new product. If such an event were to be planned by the GADTC, several changes would be recommended in the organizational approach so that the meeting better suited GADTC goals. Useful information about aquaculture and the Department of Commerce role in development should be provided to attendees through brief presentations. Avenues for chefs to contact producers should be more clearly defined for attendees, and the media should be given concise information about shrimp culture to pass on to the public.

Overall, participation in the meeting was very positive, both in tangible and intangible results. Maintaining and increasing awareness of local aquaculture products leads to increased demand, new marketing opportunities, expanded sales, and a more profitable aquaculture industry. Meetings of this nature should be attended whenever possible.

APPENDIX IV

PROMOTION OF LOCALLY CULTURED BLUE SHRIMP IN RESTAURANTS ON GUAM



Promotion of Locally Cultured Blue Shrimp in Restaurants in Guam

TECHNICAL REPORT NO. 011

July 1993

TECHNICAL REPORT SERIES

OF THE

**GUAM AQUACULTURE DEVELOPMENT AND TRAINING
CENTER**

DEPARTMENT OF COMMERCE
Government of Guam
6th Floor ITC, Suite 601
590 South Marine Drive
Tamuning, GU 96911

PROMOTION OF LOCALLY CULTURED BLUE SHRIMP IN RESTAURANTS ON GUAM

Jerry Gardner and Dave Landkamer
June 1993

Introduction

The successful emergence of commercial blue shrimp culture on Guam in 1992 created an opportunity for aquaculture farmers to enter entirely new markets beyond their traditional direct retail outlets. Restaurants were an ideal preliminary target for market expansion with locally raised shrimp because their strong interest in the new product had already been identified.

Entering the restaurant market, however, proved to be somewhat more difficult than anticipated. Initial studies indicated that the demand was complex in terms of shrimp size, product form, price structure, and customer service (Landkamer, 1992; Landkamer and Gardner, 1993). While restaurant chefs were very interested in using locally cultured shrimp, they were very particular about the specific attributes of the product they wanted from the farmers. The most important characteristics were product quality, size consistency, and continuity over time.

At the same time, newly established shrimp farmers were concerned about production from their ponds, and had little interest in incurring additional time and expenses in marketing shrimp. Farmers could sell fresh shrimp direct to consumers without size sorting, product continuity, or added sales effort. They were reluctant to increase their costs to expand into the restaurant market, as lucrative as it might be. Therefore, farmers were not willing to make the effort to satisfy restaurant needs in terms of product form and delivery. As a result, sales to restaurants were sluggish following preliminary marketing efforts initiated in 1992.

By the end of 1992, however, it became apparent that the volume of fresh shrimp sold through the direct retail market was beginning to level off as it approached the 4,000 pound per month mark. Farmers realized that expanding the demand for shrimp would require some sort of marketing effort targeted at developing existing or new markets.

Purpose

The overall objective of the Guam Aquaculture Development and Training Center (GADTC) is to support the expansion of local aquaculture. The specific goal of this project was to bridge the gap between producing shrimp farmers and the restaurant market on

Guam. By increasing communication between the two groups, it was hoped that both sides would realize the mutual benefits of doing business together. This would allow aquaculture on Guam to enter an entirely new market and expand production.

A secondary goal was to increase awareness in the general public about the availability of fresh, high quality, locally raised shrimp. The high visibility of top local restaurants provided an excellent vehicle for meeting this goal.

Methods

Blue shrimp for the project were hatched at the GADTC and raised in a 214 m² Swedish pond to a size suitable for the restaurant market (18 to 30 grams each, 15 to 25/pound).

Three restaurants were selected as targets for participation in the shrimp promotion. In order to choose which restaurants were best suited to the goals of the project, the market was first divided into sectors based on primary clientele served and other characteristics. The restaurant market sectors identified for the purposes of this study are described in Table 1.

Restaurants were then placed into the different market sector categories based on their characteristics. Many fell into obvious categories, while others fit partially into two or more of the categories.

The different restaurant sectors were reviewed to determine which best served the needs of the project. The High Profile restaurant sector was chosen for the following reasons:

- 1) Restaurants in this sector were highly visible because of location and advertising and would be in the best position to effectively promote shrimp,
- 2) A large percentage of the clientele were local customers who would appreciate the high quality of the locally cultured shrimp and contribute to continuing demand as return customers and through word of mouth advertising,
- 3) The relatively high cost of the fresh shrimp, compared to frozen substitute products, would be acceptable to the restaurant for a superior product, and
- 4) This sector was viewed as the most likely to continue to use shrimp from local farms after completion of the promotion.

Of the restaurants in the High Profile sector, three were selected for participation in the project based on past interest in locally raised shrimp, enthusiasm to participate in the project, and willingness to conduct the desired advertising.

Table 1. Restaurant Market Sectors on Guam

| Restaurant Market Sector | Characteristics | Primary Clientele |
|--------------------------|------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|
| Tourist | Located in or near resort hotels, especially on Tumon Bay; Wide variety of specialties; Expensive | Tourists, mostly Japanese; some local & business |
| High Profile | Advertise frequently; Elegant; Convenient location; Broad menu selection; Expensive tourists | Affluent, local business, and |
| Ethnic | Feature ethnic cuisine; Chamorro, Chinese, Filipino, Indian, Italian, Japanese, Korean, Thai, Vietnamese, etc.; Inexpensive to expensive | Business and families, couples tourists |
| Coffee Shops | Lighter meals, especially breakfast and lunch; Convenient location; Inexpensive | Business and local |
| Family | Broad menu selection; Inexpensive to moderate | Families and business |
| Convenience | Fast food; Burgers, chicken, pizza, etc.; Sit down or take out; Inexpensive | Families and business |
| Lounges | Food served to augment beverage offerings; Sort menu; Inexpensive to moderate | Local, singles and couples, tourists |

Each restaurant was supplied with about 50 kilograms of fresh shrimp, adjusted to their particular needs. The shrimp were harvested and delivered fresh to each restaurant, according to a schedule arranged with the chef.

In exchange for receiving the shrimp free of charge, the restaurants were required to run some type of mass media advertising to draw attention to the local aquaculture product. Restaurant management was given guidelines regarding key words that should appear in the advertising. Table top display tents that could be set on each table were designed, printed, and distributed to the three participating restaurants to provide point of sale support.

The restaurants were given the freedom to decide how to offer the shrimp. Since a limited quantity of shrimp would be supplied, it was suggested that the restaurants run a special feature or add-on to their regular menu. The low cost of the shrimp (free plus their advertising costs) would also allow them to set a special

price if they chose to do so. Restaurants were informed that additional shrimp beyond those provided in the promotion could be purchased from a local farmer.

During and after the promotion, chefs were contacted by phone and in person to request their feedback on the fresh blue shrimp. In addition, shrimp presentation and flavor was casually evaluated at each restaurant by GADTC staff during the course of the project.

The impact of the promotional effort on the awareness of locally cultured blue shrimp was not measured directly.

Results

The three restaurants chosen were the Chianti, the Genji, and the Islands Fisherman/Kamayan. The Chianti Restaurant, located in the Sunroute Hotel overlooking Tumon Bay, is a popular, new restaurant featuring fine pastas and nouveau Italian cuisine. The executive chef, Bruce Grasley, had been very supportive of recent shrimp marketing efforts and local aquaculture products. He is also the President of the Micronesia Chef's Association.

The Genji Restaurant is a teppanyaki style Japanese restaurant located in the Hilton Hotel on Tumon Bay. The Hilton was one of the first resorts on Guam with a long history of catering to local and tourist clientele, and often features well advertised lunch and dinner specials.

The new Islands Fisherman/Kamayan is actually a pair of restaurants under the same roof patterned after a popular establishment in Manila. Live shrimp, lobsters, and fish are held in viewing tanks, and the restaurants specialize in traditional Filipino cuisine and ultra-fresh seafoods.

For the Chianti and the Genji, shrimp were collected from the pond and chilled in iced sea water for 15 minutes. They were then placed into coolers layered with ice and delivered immediately to the restaurants. The Islands Fisherman/Kamayan received live shrimp for their tanks through a special arrangement with Inarajan Aquaculture Enterprise (IAE). IAE had the necessary equipment to deliver live shrimp, while the GADTC did not.

The three restaurants received shrimp and ran their specials during slightly different, overlapping time periods that cumulatively spanned about five weeks, from April 13 to May 14. A list of shrimp delivery dates is provided in Table 2.

Each of the three restaurants utilized a different approach in offering the shrimp to their customers. The Chianti created several special menu items featuring shrimp that were offered as a weekend special at \$13.00 each (about 35% off usual prices). The Genji offered five special preparations of shrimp in the usual menu

price range. The Islands Fisherman used their existing menu, but with reduced prices (50% off) for entrees with shrimp.

Table 2. Shrimp Delivery Dates to Restaurants

| Restaurant | Ran Shrimp Specials | Delivery Date | Kgs. |
|---------------|---------------------|---------------|------|
| Chianti | April 14 - 18 | April 13 | 12.4 |
| | | April 15 | 11.6 |
| | | April 18 | 7.3 |
| Genji | April 30 - May 14 | April 29 | 14.8 |
| | | May 5 | 14.7 |
| | | May 10 | 15.7 |
| Is. Fisherman | May 5 - 9 | May 4 | 45.4 |
| | | May 7 | 11.4 |

All restaurants produced highly visible advertisements for both the radio and newspaper that ran at the time of their specials.

Table top promotional tents were designed and printed by the graphics art firm of Tanner and Tanner Design Inc.. The free standing tents measured 4 inches wide by 6 1/4 inches tall, and had attractive shrimp graphics overlaid with text about the fresh shrimp (Appendix 1). They were placed on restaurant tables to provide point of sale information to customers, and encouraged them to try the local blue shrimp on the menu.

At the beginning of the project, the author and Chef Bruce Grasley from the Chianti Restaurant were guests on the popular John Anderson K57 radio talk show to discuss the arrival of locally farmed shrimp at Guam restaurants, and alert listeners to the upcoming shrimp specials. This provided an effective means of informing the public about aquaculture. A transcript of the talk show interview is provided in Appendix 2.

All of the participating restaurants were visited to sample their preparations of shrimp during the time they ran their specials. In every case, the shrimp were excellent in appearance and taste as expected.

The chef's response to the blue shrimp was very positive as expected, reinforcing the results from previous product evaluations. The chefs from all of the restaurants agreed that the shrimp were an excellent product to work with. Its freshness and taste was rated highly above its frozen counterpart. It was also reported that the customers were very pleased with the flavor and overall quality of the shrimp, and were surprised to learn that they were grown on Guam.

overall quality of the shrimp, and were surprised to learn that they were grown on Guam.

All three restaurants sold out of shrimp during their specials, indicating that the response to their specials exceeded their expectations. A very encouraging positive outcome of the project was that all three restaurants elected to continue using locally raised blue shrimp on their menus. Chefs were placed in direct contact with farmers and initial deliveries were facilitated.

The outcome of this marketing project went beyond original expectations. The objectives of informing the public about aquaculture on Guam and creating a marketing link between local shrimp farmers and restaurants were achieved. That all three of the restaurants decided to continue using locally farmed shrimp in their menus indicates the value of well planned marketing efforts and the potential for future expansion of shrimp sales.

Since this marketing project was much more successful in securing commitments from restaurants to buy shrimp than previous efforts, it may be that customer input is the driving factor. Previous marketing work introduced the shrimp to the chefs, who universally agreed that the product was excellent, but did not follow through with purchases. Supplemental customer approval of locally farmed, high quality shrimp may have been a decisive factor in the chef's decisions to continue using the product. This theory is worth keeping in mind for future marketing efforts.

With the addition of the new restaurant orders, present market demand for locally cultured shrimp exceeds current production. This is partly due to the fact that only one farm is producing enough shrimp to be able to market it on a continuous basis. As a result, the opportunity to move ahead with additional expansion into the restaurant markets, or other potential markets, is constrained. In order for this to change, shrimp production must increase, either from existing or new aquaculture farms.

References

Landkamer, D.J. 1993. Fresh Shrimp Showcase Report. GADTC Report.

Landkamer, D.J. 1992. Preliminary Introduction of Locally Raised Shrimp to Hotels and Restaurants on Guam. GADTC Report.

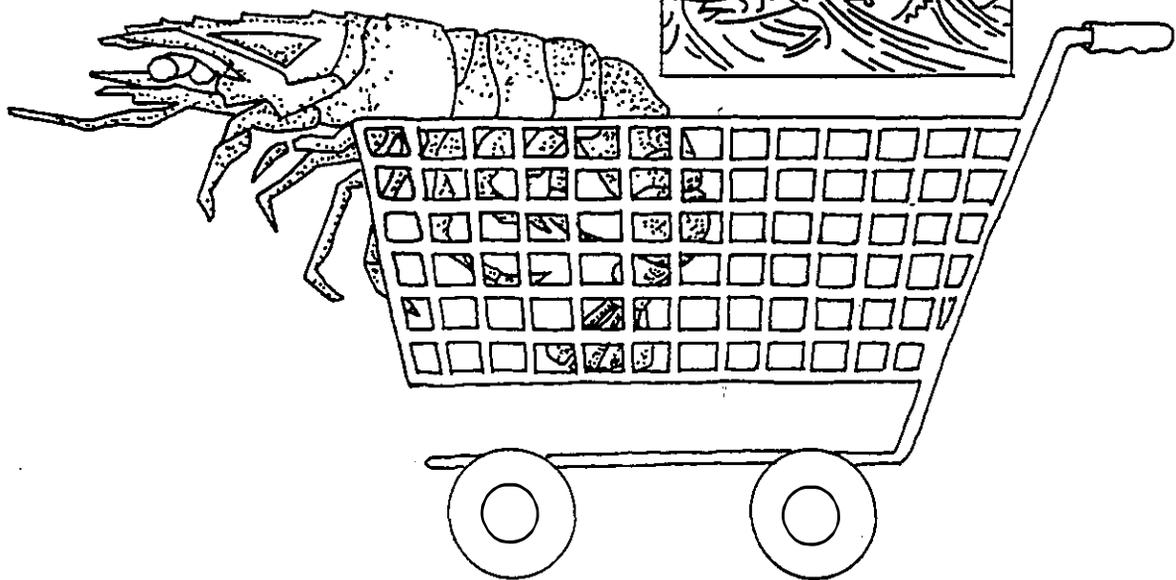
APPENDIX I

The Islands CATCH

Enjoy the freshest produce of the sea. Pick your choice from a whole range of live and fresh seafood. Have it cooked any way you want. It can only happen at the Islands Catch, the seafood market section of Islands Fisherman. A dining experience that is quite unlike any other.

**50% OFF on LIVE,
FRESH BLUE SHRIMP**

[Limited Supply] Farm-Raised & Locally Grown.



SEAFOOD MARKET AT: TAMUNING

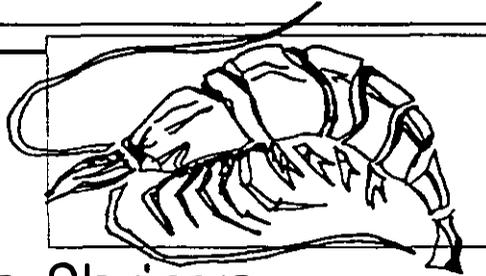
The Best Seafood From The One Who Knows Seafood Best

Business Hours: Monday thru Sunday—Lunch: 11am to 2pm; Dinner: 6pm to 10pm. We welcome private functions: company meetings.

A Passion for Perfection

Northwest Plaza, Marine Drive, Tamuning (across Atkins Kroll)

Tel: 646-6968 • 7476 • 7880 Fax: 646-6888



Blue Shrimp Special

Well the award winning Chefs at the Hilton have done it again. In cooperation with our own Department of Commerce and local Entrepreneurs, The Genji will be offering one of the worlds most exotic dishes found right here on Guam.....Blue Shrimp. Six delicious recipes will be available for your selection from May 1-7. If you are a connoisseur of shrimp, you won't want to miss this event.

Blue Shrimp Tempura
\$15.00

*Blue Shrimp wrapped in
Bacon Teppan Yaki*
\$17.00

Blue Shrimp and Sirloin
\$25.00

Blue Shrimp and Tenderloin
\$25.00

Fresh Blue Shrimp
\$20.00

Date : May 1-7, 1993
Venue : Genji
Time : Lunch & Dinner
Price: See Above

* Plus 10% Service Charge



PRESENTS WEEKEND SHRIMP FEST

Featuring locally farm raised Blue Shrimp, Saturday, Sunday & Monday, June 19-21 1993 • **WHILE SUPPLY LASTS**

Reservations

APPETIZERS:

Shrimp Cocktail or Shrimp Scampi **\$6.95**

COMPLETE DINNERS: (CHOICE OF ONE)

- Shrimp Florentine • Shrimp Milanese • Garlic Shrimp
- Spicy Shrimp with Avacados and Fettuccine

All Dinners Include: Bread and Butter Service, Minestrone Soup, Caesar Salad • **\$19.95**

JOIN US DAILY FROM 7:00 - 10:00 AM FOR BREAKFAST AT **CHIANTI**

LOCATED LOBBY LEVEL SUNROUTE HOTEL TUMON
646-2906 FOR RESERVATIONS



PRESENTS CHIANTI'S SHRIMP FEST

Featuring locally farm raised Blue Shrimp Saturday June 26, Sunday June 27 & Monday June 28, 1993 • **WHILE SUPPLY LASTS**

FEATURING

- | | |
|---------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|
| SHRIMP PUTTENESCA Spicy Tomato Sauce with Capers, Onions and Hot Peppers | SHRIMP AND RED PESTO Roasted Red Peppers, Garlic, Cheese, Sun Dried Tomatoes and Walnuts |
| SHRIMP SCAMPI Sautéed in Butter, Lemon and Garlic | SHRIMP W/LINGUINE and Clam Sauce |

All Dinners Include: Bread and Butter Service, Minestrone Soup, Caesar Salad • **\$19.95**

JOIN US DAILY FROM 7:00 - 10:00 AM
FOR BREAKFAST AT **CHIANTI**

LOCATED LOBBY LEVEL SUNROUTE HOTEL TUMON
646-2906 FOR RESERVATIONS



BACK BY POPULAR DEMAND CHIANTI'S SHRIMP FEST

Featuring locally farm raised Blue Shrimp Saturday May 30 & Sunday May 31, 1993
WHILE SUPPLY LASTS

FEATURING

- | | |
|------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|
| SHRIMP PUTTENESCA Spicy Tomato Sauce with Capers, Onions and Hot Peppers | SHRIMP AND RED PESTO Roasted Red Peppers, Garlic, Cheese, Sun Dried Tomatoes and Walnuts |
| SHRIMP SCAMPI Sautéed in Butter, Lemon and Garlic | SHRIMP W/LINGUINE and Clam Sauce |

All Dinners Include: Bread and Butter Service, Minestrone Soup, Caesar Salad • **\$19.95**

JOIN US DAILY FROM 7:00 - 10:00 AM
FOR BREAKFAST AT **CHIANTI**

LOCATED LOBBY LEVEL SUNROUTE HOTEL TUMON
646-2906 FOR RESERVATIONS



WEEKEND SHRIMP FESTIVAL FRI, SAT, SUN, APRIL 16-18

- 1) SHRIMP & RED PESTO
 - 2) SHRIMP SCAMPI
 - 3) SHRIMP AND LINGUINE WITH CLAM SAUCE
 - 4) SPICY SHRIMP PUTTENESCA
- ONLY \$13.00**

FEATURING LOCALLY
RAISED BLUE PACIFIC SHRIMP

RESERVATIONS 646-2906
LOCATED LOBBY LEVEL
SUNROUTE HOTEL TUMON

Genji

Blue Shrimp Tempura
\$15.00

*Blue Grilled Shrimp
wrapped in Bacon*
\$17.00

*Teppan Yaki
Blue Shrimp and Sirloin*
\$25.00

Blue Shrimp and Chicken
\$25.00

Blue Shrimp and Tenderloin
\$25.00

Fresh Blue Shrimp
\$20.00

Prices are subject to a 10% Service charge

Blue Shrimp Special

The Genji Restaurant, in cooperation with the Department of Commerce Hatchery Division and local seafood farmers proudly promote one of the world's most exotic dishes found only in the Pacific Blue Shrimp.

Aquacultural farm grown, this local seafood is presented in delicious recipes and available now thru May 31st in the local dining

GUAM

HILTON

For reservations and information call 646-1835

THE TRUE COLOR OF FRESH TASTE

Is it true that the shrimp are blue? If you're having the pleasure of sampling shrimp of excellent quality, firm meat, and good flavor raised right here in the crystal clear waters of Guam, then without doubt, the shrimp are blue.

Grown locally in aquaculture ponds guarantees that Guam's blue shrimp are the freshest possible shrimp our chefs could choose for the variety of delicious recipes you'll find on our menu.

We entreat you to try them, to ask for the Guam blue shrimp. And discover that the true color of fresh taste is undeniably **blue.**

Local shrimp culture is supported by the Guam Department of Commerce. For more information, call the GADTC hatchery at

734-3011.

■
Is it true that the shrimp are blue? If you're having the pleasure of sampling shrimp of excellent quality, firm meat, and good flavor raised right here in the crystal clear waters of Guam, then without doubt, the shrimp are blue.

Grown locally in aquaculture ponds guarantees that Guam's blue shrimp are the freshest possible shrimp our chefs could choose for the variety of delicious recipes you'll find on our menu.

We entreat you to try them, to ask for the Guam blue shrimp. And discover that the true color of fresh taste is undeniably blue.

■
Local shrimp culture is supported by the Guam Department of Commerce. For more information, call the GADTC hatchery at 734-3011 ■

■
THE TRUE
Color
OF FRESH
Taste