Product Quality and Handling (Lobster)
USDA
Trade Adjustment Assistance (TAA)
For The Northeast US Lobster Industry

Intensive Training

**Topic: Product Quality and Handling**

**Developers:**
Dana Morse – Maine Sea Grant / Univ. of Maine Cooperative Extension

Carla Guenther – Penobscot East Resource Center

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**Goals of this workshop:**

- Show that lobster quality can be improved in the US.
- Show the financial benefit of paying attention to quality
- Review some on-board quality and handling techniques and equipment that can maintain lobster quality on the boat and at the wharf
All workshops are on the TAA website: [www.taaforfarmer.org](http://www.taaforfarmer.org).

-12 hours of workshop time, either on line or in person

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This workshop was developed with the input and advice of many expert contributors: fishermen, dealers, scientists, co-op managers, and marketing professionals:

Bill Adler, Robin Alden, David Basti, Bob Bayer, Debbie Bouchard, Mike Coffill, David Cousens, Jon Cowles, Sheila Dassatt, Wayne Dighton, Ron Doane, Jim Dow, Steve Eayrs, Dana Faulkingham, Michael Faulkingham, Skip Greenlaw, Sherman Hoyt, David Johnson, John Jordan, Larry Knapp, Jen Larrabee, Jen Levin, Pete MacAleney, Patrice McCarron, Phil Morrill, Brent Oliver, John Ready, Brendan Ready, Kerin Resch, Dane Somers, Bob Steneck, Carl Wilson
Outline of the workshop: Product Quality and Handling

1. What We Mean By 'Quality' And Why You Should Care
2. Production Statistics and Market Trends
3. Trust and Collaboration
4. Practices to Maintain Quality
5. Grading, Traceability and Accountability
6. Options for Change, and Case Studies

What Do We Mean By 'Quality'?

- High Survivability in Storage or Transport (Low Shrink)
- High Meat Yield
- Good "Shippability"
- Good Taste and Texture

These Are Combinations Of:
Shell Hardness, Physical Injury, Loss of Claws or Legs, Stress Level, Molt Cycle, Nutrition, etc....

Best prices usually come from a lobster with:
a good hard shell, high survival (low expected shrink), high meat yield, and maximum shippability
HOW is Quality Evaluated? One way is the stage of the Molt Cycle

Review:
- Young lobsters molt 5-7 times a year, until about 1 pound
- At about 1 pound, male sheds about once per year, female sheds about once every two years.

Just before shedding, blood is lost in claws and legs, mass decreases up to 75%
Increase about 15% in length and about 40% by weight, with every shed
Weeks to months for shell to harden fully

General Quality of Lobster by Molt Stage

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<th>Survival</th>
<th>Hardshell (Between molts)</th>
<th>Pre-Molt (Days to weeks)</th>
<th>Softshell (days to weeks)</th>
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<tr>
<td>High</td>
<td>High</td>
<td>Decreasing</td>
<td>Low</td>
<td>Medium</td>
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<tr>
<td>Shipability</td>
<td>High</td>
<td>Decreasing</td>
<td>Low</td>
<td>Medium, increasing</td>
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<tr>
<td>Yield</td>
<td>High</td>
<td>Decreasing</td>
<td>Low</td>
<td>Medium, rising</td>
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<tr>
<td>Taste/Texture</td>
<td>High</td>
<td>Medium</td>
<td>Med./High</td>
<td>High</td>
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</table>
Another factor used to evaluate Quality: Blood Protein

Uses the BRIX scale

Blood proteins in fully-meated, hardshell lobsters are typically high.

- Brix measures sugars, not protein, but a good indicator
- Brix of 10 and above, and good shell quality is BEST for survival and shipping
- Brix of 8-10 is FAIR for storage
- Brix of <8 is POOR for storage

Ratings sheet for holding lobster, using the BRIX scale.

Courtesy of the Atlantic Veterinary College, PEI, Canada
Buyers use many other factors in who to buy from and how much to pay.

Good handling can help keep Shippability and Yield at a max.

1. Why Lobstermen Should Care About Quality

"If I only get a run price for my lobster, why should I care? Why should I make the extra effort?"
Why Care About Quality?
Reason #1 - It Is Money Out Of Your Pocket!

*Your Buyer Gives You A Price Based On What He Is Going To Lose*

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Why Care About Quality?
Reason #2 - CUSTOMER SATISFACTION

Every business has to satisfy the customer.

So- who is your customer?
The buyer?
The wholesaler?
The processor?
The retailer?
The consumer?

They are All your customer, and Quality starts on the boat.

*Both the Live Market and Processed Market Depend on Quality*
Why Care About Quality?
Reason #3 - MARKETABILITY

Give the salesman a product he can talk about:
good shell quality, high yield, shippability, and great taste

Help them "Sell the Sizzle, As Well As the Steak."

A good quality product gives people in the sales office something to **SELL**.

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Why Care About Quality?
Reason #4: Opportunity!

- Population in China is over 1.3 Billion
- Urban areas expanding at 10 million per year
- Increasing wealth in urban population

**On the market potential:**
"There are 16 million people in Shanghai. Today, they all want an apple, and we'll move more than 16 million apples."

**On trust and collaboration:**
"We'll need to develop a system where harvesters and processors share both the responsibility of meeting customer demands and the profits generated by this new market."

**On the need for quality:**
"We have probably reached the point where lobstermen can no longer increase their revenue by increasing the volume of their catch."
Why Care About Quality – Reason #5: RISK MANAGEMENT

Landings cannot go up forever
Maximize the value of the catch.

What will happen next? It could be higher landings – or not.

"Right now, the problem is not the market. When we get quality lobsters, we can fill markets, and those markets are there. It’s just that we need more shippable lobsters to meet that demand"
Ron Doane, RDR Lobster, Trenton, ME

"It’s like we have this really high-performance, sexy sports car in the driveway, but we can’t take it out on the road. We have a top-shelf product, but a lot of the focus now is on price, not the real value of lobster in the marketplace as a prized, gourmet food."
John Jordan – Calendar Island Lobster, Portland ME

"There is no single factor more important to future financial success of the industry than improving yield. We believe this profitability leak can be stemmed through industry reform of handling practices"
- Maine Lobster Task Force Final Report, 2009-
2. Production Statistics and Market Trends

*What is going on in the marketplace?*

*Are there opportunities for growth?*

*What role does quality play?*

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Some statistics on production of the American Lobster, *Homarus americanus*.

**Canada**
- Landings: 124 million pounds (2009), value of $495 million ex-vessel,
- average price $3.99 CDN/lb
- 9000+ vessels
- 100’s of buyers and shippers
- 40-50 Processing plants
- 35,000 employed
- $1 Billion exports, 60%+ of CA exports go to the US

**US**
- Landings 96.9 million (2009), value of nearly $300 million ex-vessel,
- average price of $3.02/lb
- 7000+ harvester licenses
- 100’s of buyers and shippers
- Few processors
- 20,000+ employed
- $150-$200 million in exports
- Exports range 35-50% to Canada, for processing and re-export

Sources: Dept. of Fisheries and Oceans, Maine Dept. of Marine Resources, and Gardiner-Pinfeld Consulting
The Consumption of Edible Seafood in the US Has Gone Up Over Time

Average number of pounds of seafood eaten per year

Source: "Fisheries of the United States", various years. NOAA / NMFS.

The US Imports about $9 Billion Worth of Seafood Every Year: A US Growth Opportunity for Lobster

Source: [TAA Trade Adjustment Assistance](https://www.ita.doc.gov/taa)
Price vs. Volume: Prices fall as the market fills (dotted line vs. dashed line).

Distribute landings more evenly?

![Graph showing New England Lobster Landings vs. Average Price 2008-2009]

Source: NMFS Statistics Office

Lobstering is a Business.

The current business model is structured to harvest the lowest quality product for minimum price, when higher quality and higher value for the product could be achieved.

How can this change?
Do you want it to change?
Changing Preferences that May Provide Market Opportunities for Harvesters

Consumers are increasing their demand for products that are ...

- Domestic and Local (support local fisheries)
- Fresh / organic / Chemical-free
- Low fat or low cholesterol
- High omega 3 fatty acid content
- Convenience in preparation / ready to eat
- Produced in a Sustainable manner (Ecolabeling)

Shouldn’t the lobster industry be thinking about taking advantage of these trends?

How will these changing demand for seafood shape the future of lobster supply and demand in the US market??

- Product availability
- Product sourcing (countries and culture/harvest environments, political stability)
- Product quality assurance
- Product safety
- Product traceability
- Enforcement (harvesting, trade, etc)
- Product mislabeling and related fraud

What role can YOU play in taking advantage of these changing market conditions?
A Proposition for This Workshop and the Future of the Lobster Industry:

Since seafood consumption in the US is rising – and
Since we could probably improve our export activity to high-end markets – and
Since live exports depend on a high standard for quality –

Is there a case to be made for improving quality of lobster landed in the US?

3. Trust and Collaboration

"The Dealers set the prices and we have to just follow along. How can I do anything about it?"
Trust and Collaboration: Harvesters and Buyers

Harvesters and buyers are part of the distribution chain: we need one another.

Every lobster landed is a lobster that needs to be sold.

Improving Quality

Will take a group effort, and will require improvements in:
- Handling and shipping
- Relationships with buyers and processors
- Marketing and Management
- etc.

From the Harvester Perspective:
- Little financial incentive to improve quality
- Must move a perishable product, quickly
- Buyers may prefer to use a run price
- No association with the product once it leaves the boat

From the Buyer Perspective:
- Better handling on the boat and at the wharf would improve quality
- Little value in grading on the boat or the wharf (with some exceptions)
- Standardization is difficult, important
- Markets are there for quality lobster, if the product is available
An Open Door Sounds Like This:

"A discussion with harvesters about quality is something that would really have traction in our company.....Improved quality would increase revenue – for us, and for the harvesters."

Jon Cowles – East Coast Seafood, Inc. Lynn, MA

- Harvesters and Buyers -

Mistrust between harvesters and buyers: important issues are Prices (income) and Transparency.

Both sides deal with Risk.

Supply has huge effect on price

Here's a general breakdown of Price and Risk –

we'll touch on Transparency later in the presentation...
General price flow for 1 pound lobster from a US harvester, to the consumer.

Largest mark-up is at the point of sale

Harvester gets 58% of the price to the retailer.

Margins - Canadian Example:

Buyers/shippers have stable margin – fishermen get a varying amount
RISK for Fishermen and Buyers
All parties have risk – most risks are significant.

Fishermen:
- Investment in vessel, gear
- Variable costs such as fuel and bait
- Hazards working on the water: injury, death
- Changes in stock structure
- Changes in management and access to the resource
- Changes in the marketplace

Buyers/dealers:
- Highly perishable product
- Product quality varies
- Purchase product without knowing exactly what the quality will be
- Large amounts of money tied up at any one time
- Access to credit
- Transportation, verifying condition of the product at the purchasers location
- Getting paid
- While storing product: loss by storms, equipment failures, oil spills, etc

Risk Management:
- Good handling = max. quality
- Good handling = min. shrink
- Accountability and traceability
- Grading and standardizing

Good risk management can lead to better returns for both harvesters and buyers.
4. Practices to Maintain Quality on the Boat and At the Wharf

*What can I do to minimize damage to the lobsters that I land, and to maximize the value for my product?*

**Quality on the Boat:**

**Rule #1 - Handle With Care!**

Quality can only be maintained, or lost – not improved.

Every time you handle a lobster, it adds to stress, adds expense, decreases condition, and reduces overall value.
Quality on the Boat:
Rule #2 – Don’t Waste Money!

Injured lobsters on the boat keep your prices down

Breaks in the shell or in the membranes weaken or kill lobsters

Released, injured lobsters = more disease and predation and slower growth.

“*You can have a beautiful, hardshell lobster, but if the nose is broken off, then that animal is going to be dead in two days, and I have no choice but to put it into the process line, where it has a reduced value.*"

John Ready – Ready Seafood
Where $$ Is Lost With Poor Handling

Soft Shedders – Damaged Lobster

$  

Hard Shedders

$$

Hardshell

$$$

The higher the value of the lobster, the more you stand to lose

Quality on the Boat:
Rule #3 - Don’t Stress ‘Em Out!

- Even softshell lobsters can survive with good handing
- Technology can help in shipping softer lobster.
- Lobsters are tough, but react negatively to stress.
- In deep water sets, may go through a 14 atmosphere change in one minute!
- Lactic acid buildup, can take over 24 hours for a lobster to reach background levels.
Quality on the Boat:
Rule #4 - Stay Focused on Quality!

Many fishermen say:
"It doesn't matter what I do, it's just going to be processed anyway,"

...but this mind-set takes the focus away from quality.

Not all lobsters get top price, but you can maximize the value of the lobsters that you do catch.

Remember: Your Buyer Is Paying You Based On
What He Expects To Lose
Quality on the Boat –
Where Do Injury and Stress Occur?

From Boat to Truck:

- Hauling: *rapid* temperature and pressure changes
- At surface and the rail: physical damage
- Emptying the trap: claw loss, puncture, squeezing
- Banding table: temperature, drying, squeezing, puncture, crushing
- Banding lobsters and placing lobsters in the tank: puncture, squeezing

Quality on the Boat –
Where Do Injury and Stress Occur?

- Live tank: oxygen, salinity, temperature, physical injury
- Emptying live tank: squeezing, puncture, temperature
- Storing lobsters:
  temperature, oxygen, salinity,
  petroleum, puncture
- Loading crates to the truck:
  temperature, humidity, physical injury
Next are a set of slides to remind you of practices and equipment that will help to:

**Minimize Shrink Losses (Maximize Survival)**
and
**Maximize Shippability**

.........So that you can make the most of your catch

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**Quality on the Boat – Trap Set-up, and At The Rail**

- Haul as slowly as practical
- Bring the trap over the rail smoothly, don't bang it around
- Rail should have space between the bottom of the trap and the gunwale.
Quality on the Boat – Trap Set-up, and At The Rail

- Rope around the trap base gets the trap off gunwale and rails, protects legs and claws

- Small mesh trap floor can keep claws and walking legs inside

Quality On the Boat – Clearing the Trap

Be careful, and handle lobsters like eggs!

Avoid squeezing!

Gently place lobsters on the banding table, in separate slots/troughs where possible.

A soft base on the banding table (seaweed, cloth, rubber) helps to prevent banging.

Captains should keep an ear out for lobsters hitting the banding table loudly, or being tossed into crates or the tank
From the Atlantic Veterinary College, Lobster Science Center:

"Generally, tossing lobsters made them 3 times more likely to arrive weak at processing plants than lobsters which were gently transferred from traps to temporary storage units on board fishing boats."

Quality On the Boat – On the banding table

- Get your lobsters back into water as quickly as possible!

- Keep 'em separated:
  Easier handling, fewer crushed/dropped claws.

- Band carefully: against your body or the table to immobilize the claws, keep the lobster right side up, to minimize dropped claws.
**Quality On the Boat – Live Tanks**

- Place, don't toss, the lobster into the storage tank.

- Get your setup so that you don't throw a lobster into the water.

- A lobster in a tank is better than a lobster in a crate. Lobsters stored in crates will lose about 2-5% of their weight in drip loss in an hour.

- If using crates, keep shaded with a good supply of water on them.

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**Quality On the Boat – Live Tanks**

- Tanks should have good water flow. If you have an undersized pump, replace it with a bigger one.

- If you suspect 'dead spots' in your tanks, use a manifold on the bottom of the tank to distribute water and air.

- When fresh water is present on the surface, *maybe* stop pumping water into the tank for a time. If you do this, aeration is *critical*.

- The deeper your water pump inlet can be, the better, to get down to cooler, saltier water.
Quality On the Boat –
Live Tanks

- Trays or boxes inside the live tank keeps lobsters from getting crushed, improves water flow

- Aeration can be plumbed right into the tank inlet, or airstones at the bottom of the tank.

- Worthwhile to install a chilling system?

Quality on the Boat –
From the Tank to the Crate:

- Often a very busy time, people rush, product can get damaged.

- Don't toss your lobster; place them in the crate

- One hand, one lobster

- All in one direction? Keep spines aligned to minimize damage. Not much extra work – get into a rhythm.
**Quality on the Boat – From the Tank to the Crate**

- Crates or shelves separate lobsters in the holding tank, unload faster.
- Make sure that the wharf crew handles your crates with the same care that you do.
- At your wharf, are crated lobsters protected from oil and fuel spills?

**Quality and Crates:**
Equipment options for separating lobsters, minimizing handling – these slides are only a couple of examples:

- IPL 'Lobster Habitat'
- IPL Lobster Tray
Hermani Live Transport Container: Customized for crates to minimize handling and stress

Quality On the Boat – Keeping Your Crew Tuned in to Quality

Captains train their crew for the way they want things run on the boat.


Listen for lobsters hitting the banding table hard, or the trap banging around, or big splashes as lobster goes into the tank.

Quality Starts With The Captain.
On to the truck:

- The truck crew should handle the crates as carefully as you do.
- Crates lifted horizontally; NOT by one handle
- Set down gently, don't drop.
- Talk to you trucker and buyer: rough handling, or questions
- Trucks should use BOTH ice and refrigeration.

One Fisherman’s Changes – Brent Oliver, Stonington Wild Caught

"The lobster box is really close to where we drop them - below deck we have tanks and water cushions the lobsters the whole time. When we band them, we put them on a ‘soft’ bed of bait, not a hard surface."

"I’m on the crew all the time not to rip a leg off - especially at the main joint."

"I have my crew grab only 2 lobsters at a time, not a bunch that are grouped together by claws etc. I also have them place all the lobsters facing same direction when we put them in the crates. I also yell at the crew if I happen to hear any sound of lobsters slapping up against a hard surface- I have to tell them they have to turn around and watch themselves put the lobsters into the hole, not just toss them in that general direction."
5. Grading, Traceability and Accountability

*Does it pay for us to grade on the boat, or at the wharf, or in the Co-Op?*

*How can I prove that I take care of my lobsters better than the next guy?*

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**To Grade, or Not To Grade:**

- Not a simple decision, talk to your buyer or other buyers to get informed.

- Quality changes naturally by location, time, fisherman, etc.

- Best grading is done at holding temperature.
Grading, cont.

- Hardness: squeeze the claw, NOT the body.

- **Standardization** between harvesters and buyer is critical.

- Technology can help with standardization, use a durometer?

Grading, Traceability and Accountability

- Starts with a name or number on each crate

- Helps buyers know good operators

- Helps harvester to document quality

- Opens the door to discuss price

- **Marketing** tool: personalizes the product, gives the salesman something to sell.
One example of many:

'Find Your Fish'

Pacific Fish Trax.

Traceability cont.

- Some buyers already label crates: address problems efficiently, reduce losses due to poor handling.

- Traceability create opportunities, such as an auction

Clearwater's branded lobster, this one is labeled specifically for the Chinese market.
Traceability and Transparency
Truck Pickup Quality Control Sheet
Goes back to co-op manager for invoice adjustment

Quality and the Customer

If the Customer is not happy, nobody's happy.

So, for the fisherman, who is your customer??

*Everyone else in the distribution chain is your customer.*
6. Options for Change, and Case Studies

Okay – So now you have a quality lobster at the wharf. What could you do with it?

Some Options To Maximize Value, and Case Studies for Change

1. Status Quo, No Change
2. Going it alone - Selling your own
3. Value added products
4. Group approaches for better returns, and "Vertical Integration"
   - Community Supported Fisheries
   - Auctions
   - The return of the Cooperative
   - Case Study, Small/Mid-Size Group: Calendar Island Lobster
   - Case Study, Small/Mid-Size Group: Winter Harbor Co-Op
   - Case Study, State-Scale Group: Alaska Seafood Marketing Institute
5. Management
6. Maximize working with your buyer
**Status Quo: The Current State of Affairs**

Sometimes, no change is needed, or the desire/reward to change is not strong enough to warrant action.

**Pro:**
- No additional action needed
- Well understood system
- Maintains current level of stability
- For all its’ complexity, system captures and delivers product into the market well.

**Con:**
- Currently large amounts of waste and lost revenue in the system
- Many fishermen don’t feel that it’s fair
- Many harvesters don’t feel there is incentive to pay attention to quality
- Market is changing, need to change with it?

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**Going It Alone and Selling Your Own: Selling Lobster and Seafood**

**Pro:**
- Higher prices to you
- Direct connection to customers, personal customer base
- Opportunity to build your own brand

**Con:**
- Equipment
- Permitting/Licensing
- Time not spent harvesting
- Must deal with customers
- Don’t undersell the market
Adding Value to your Lobster:
Making your catch worth more: anything from picked meat to a processed product.

Pro:
- Increases the worth of the lobster landed
- Diversifies your customer base

Con:
- Can require expertise and equipment in product development and marketing/sales, HACCP requirements and licensing/permitting
- Expenses: equipment, product development, marketing and advertising, etc.

Group Examples: Community Supported Fisheries:
Harvesters organize to make sales directly to their customers. Good connections between consumers and producers – common in agriculture.
Pro's and Con's of Community Supported Fisheries (CSF’s)

<table>
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<th>PRO</th>
<th>CON</th>
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<tr>
<td>Direct connections to customers</td>
<td>Coordination Required</td>
</tr>
<tr>
<td>Higher prices for products</td>
<td>Additional Expense</td>
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<tr>
<td>Diversification</td>
<td>Limited volume</td>
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Group Example: Auctions:

Auctions can connect buyers who want the highest quality product with harvesters who provide it. Transparent process.
Auctions: Pro's and Con's:

**PRO:**
- Connection between buyer and seller
- Quality rewarded by price
- Accountability for the harvester and buyer
- Transparency between buyer and seller

**CON:**
- Extra handling adds cost and stress to the lobster
- Specialized facilities may be needed
- Would be a new approach for lobster

Group Example: Cooperatives

Lobster landings have risen over the years, some cooperatives have gone solely with volume buyers: makes sense.

Cooperatives may be able to diversify their outlets, capture more value

**PRO:**
- Extra income to Co-op members
- Can diversity the list of buyers
- Can improve the marketing value through branding

**CON:**
- Need to maintain sales, and can be a hard discussion with present buyers
- Additional work for Co-Op manager and other staff, extra expense
Case Study: Small to mid-size group
*Calendar Islands Maine Lobster*

Fishermen have more control

39 fishermen and growing. Fishermen-owned, share in dividends.

Desire to market and *brand* their products; diversification.

Quality is key, they are "upscaling frozen products".

You have to start with quality ingredients, to have a quality product.

"*Quality is everything*: just take a look at the difference between Poland Spring water and tap water, or Coca Cola vs. generic soda: the consumer perceives higher quality with the branded item" – John Jordan, Calendar Islands Maine Lobster
Case Study: Small to Mid-Size Group
Winter Harbor Lobster Co-Op

~ 35 Fishermen members, 1 million lbs/yr.
- Local area produces good quality, hardshell lobsters
- Crates are labelled
- Investments and practices: bait shed, bait refrigerator, chilled holding tanks, grading on shore, Facebook, website, direct marketing, iPhone application planned

- Goal is to give fishermen more control over their income

Results:
- Premium price, over the state average (about $0.50/lb as of April 2011)
- Reputation for quality, getting requests from buyers.

On the other hand:
- Most income from the volume sold to processors

- Work in progress.

But:
- Their vision is more control, better return: investing money and effort to gain quality and direct connections to the customer
Winter Harbor, Results, cont'd:

Buyers of all types are valuable, find the right one for you

"You have to seek out those good buyers, the people you want to do business with. It's up to you to find the people who are going to treat you better"

Michael Faulkingham – Winter Harbor Co-Op

Case Studies, Cont. – Large Group Action

Alaska Seafood Marketing Institute (ASMI)

A public corporation established over 20 years ago by state law as Alaska's official seafood marketing agency

- A cooperative partnership between state government & seafood industry

ASMI mission is increase economic value of Alaska seafood resource

- Annual expenditure of ~$17M from federal grants, federal MAP funds, and industry contributions
- Three distinct marketing programs: international, foodservice & retail
- Initiatives include retail promotions & displays, time-saving recipes & meal solutions
- Retailer and consumer information is very specific & detailed
- On-line learning with CIA credits for chefs

Source: Mosely Group, for the Governor’s Task Force on the Economic Sustainability of Maine’s Lobster Industry
Management: Potential Fixes to Quality Problems

Role of management: Respond to issues from industry, science, others – biological and economic sustainability

To reduce market glut: Larger gauge for the summer months?

To improve survival/shippability:
- Rotating closures (2-3 weeks) to allow soft lobsters to harden?
- Increase vent size, allows soft lobsters to squeeze through?

- Management is a process, and can be changed.
Pays for harvesters to engage in management -
DON'T FORGET:

Talk To Your Buyer(s)!

IF you can improve your quality

IF there is a grading and accountability system that will work for fishermen and the buyer

IF the buyer is in a market that demands and rewards quality

THEN

There is an opportunity to talk about price.

You never know. The global marketplace is changing. Can you change along with it?

Other TAA Workshops can help you

Market Overview
Business Models
Production Efficiency
Marketing and Branding
Alternate Enterprises
Strategically Positioning Your Business
Personnel Management
Financial Management
Transition/succession Planning
Developing A Business Plan

Thank you for attending this workshop.