



# NEW ENGLAND BUTTER CLAMS

**GREAT FOR YOUR TABLE. GREAT FOR OUR TOWNS.**

MARKETING & PROMOTION PLAN



ZAPALAC ADVISORS

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**Report Date: July 10, 2019**

# Product Introduction: New England Butter Clams

**New England Butter Clam** (*Spidula Solidissima*, or Surf Clam): A delicious, healthy, versatile, affordable, farmed New England shellfish product (sized at 1.5 to 2”) that provides benefits to bays and estuaries while allowing the communities who grow them to take one step forward in economic diversification.

## **Why grow and create a market for New England Butter Clams?**

While there is a long history of harvesting mature surf clams in wild fisheries, New England Butter Clams are a relatively new product on the market. Farming them means they can be harvested at a size in which they are tender, buttery and sweet - as well as easy and versatile to prepare. This results in an entirely different product than mature surf clams harvested from wild fisheries. Creating a new farmed shellfish product is important for a number of reasons. Over the last few decades, oyster farming has grown substantially in New England. While shellfish farming has many benefits, there is pressing need for species diversification so that shellfish farmers can become more resilient in their practices, as overdependence upon any one species can result in both environmental and economic risks for shellfish communities. For the last three years, research led by the Cape Cod Cooperative Extension/ Woods Hole Sea Grant, in conjunction with the Cape Cod Commercial Fishermen’s Alliance and Wellfleet Shellfish Promotion and Tasting (SPAT), A.R.C. Hatchery, Roger Williams University, and the MA Shellfish Aquaculture Marketing Working Group have focused on enhancing seed supply, testing grow out practices, market research, and collaboration with chefs and consumers to obtain product feedback. Building on that foundation, this document is a roadmap for supporting early stage market development, gaining ongoing market feedback, and anticipating next steps once product supply reaches benchmarks.

## **Who’s doing the marketing?**

This document aims to provide direction to the marketing efforts of individual shellfish farmers who are growing and selling New England Butter Clams, as well as collaborative marketing efforts. Following this introduction is a value proposition statement, description of key end consumers, and synthesis of findings from interviews with supply chain actors. These set the stage for a roadmap/timeline for action with detailed recommendations, realizing that lead actors and/or funding will need to be identified in order for some ideas to be implemented. Following the roadmap is a recommended storyline approach and suggested content for product print materials (for which funding has already been identified) to equip wholesalers to sell the product, as well as to educate chefs and restaurant staff on the product story, product handling, and recipe suggestions.

## **How is the market starting?**

Given the relatively limited supply of New England Butter Clams that will be available in the near future, this plan works under the assumption that the first goal is to *develop the restaurant demand for the product*. Restaurant chefs who are influential among probable “early adopter” consumers will continue to play a central role in the product launch - some as champions of the product who play an active role in the product storytelling. Developing this market segment first - creating conditions in which chefs are asking distributors for New England Butter Clams - will help establish a favorable wholesale price per unit, hopefully encouraging further expansion of supply. Time and again, chefs have communicated that they need a predictably available high quality supply.

As supply grows, further attention should be paid to broader market opportunities, including a larger swath of restaurants as well as specialty seafood markets and e-commerce opportunities that enable home consumption of New England Butter Clams. Higher volume opportunities, including supermarket sales and value-added product development opportunities are viewed as later stage goals to be developed only after a predictably available high quality supply is established.

## Product Introduction, continued

A key part of marketing is relationship-building, especially for a new product launch. This includes relationships among supply chain actors as well as relationships between supply chain actors and end consumers. Relationships are a central part of your story: the “invention” and promulgation of the New England Butter Clam is a story of collaboration among various supply chain actors and industry organizations who realize the need for product diversification and the opportunity to grow and serve a delicious product.

### **Product name: New England Butter Clams**

*New England:* Ties the name to the product provenance. Generally speaking, “New England” has a positive connotation for seafood -- in particular, groundfish and lobster. Over the last few decades, the resurgence of high quality oyster production has benefited from and reinforced the New England brand. It is acknowledged that restaurants may shorten the product name to “butter clams,” and that is okay. The inclusion of the words “New England” will be more important to restaurants that emphasize product locality. Celebrating *where these clams come from* -- including the New England towns, growers and waters -- is important to establish appreciation for context and sourcing.

*Butter Clams:* Speaks to the natural flavor of the clam, implying a full-bodied and sweet richness, slightly salty without being overly heady or fishy.

### **Price, Preparation and Menu Placement**

There is enthusiasm for a new clam product from growers, chefs, consumers and distributors--regardless of prior exposure to the product---as well as curiosity about taking advantage of programs to assist with farming and marketing. With oysters having reached a pricepoint of \$3-\$4 typically in restaurants, a consistently high quality new clam adds variety and interest at a more approachable price. Marketing should follow the pattern of oysters, with clam type/farm/grower identified to maximize the boutique and place-based nature of the product as well as to encourage differentiation/competition among growers.

Grower: \$.28-34/piece

Wholesaler: \$.50

Retail: \$.75

Restaurant: \$1-2.00 raw bar, menu items: variable

At the onset, the strongest positioning for New England Butter Clams includes a) as a raw bar item, especially contrasted with other types of clams b) in ceviche, steamed and other appetizer modes c) in recipes such as paellas, bouillabaisse, and risotto with other premium New England shellfish and d) as a specialty pasta clam.

Particularly while supply is growing, there is an opportunity to take advantage of existing relationships and reach of actors in the supply chain, engaging them in the New England Butter Clam’s novel and innovative blue economy story. We suggest to showcase initially the clams as an *amuse bouche* or appetizer of limited portion as a way to grow rapidly the number of consumers who have tried the product.



New England Butter Clams. Photo by Matt Weeks.

## Value Proposition



### New England Butter Clams - Universal Value Proposition:

- 1. TASTE & VERSATILITY:** Attractive buttery taste with ample salinity in an easy to handle size of clam. Versatile for preparation: tastes great raw and works well steamed or sautéed. Durable for transport, easy to shuck, with an 7-10 day shelf life under proper conditions.
- 2. SUSTAINABILITY:** A new production method that provides polyculture benefits to bays and estuaries while allowing the communities who grow them to take one step forward in economic diversification. Opportunity for buyers to satisfy Corporate Social Responsibility (CSR) goals.
- 3. SOURCING & TRACEABILITY:** New England branded product, where healthy waters produce a healthy product. Grown by New England farmers. Clear chain of custody.
- 4. FAVORABLE PRICE POINT:** Attractive price point from grower (\$.28-.34/piece), restaurant, and consumer (\$1-2/piece in raw bar) standpoints. Pricing runs roughly half of boutique oysters throughout the supply chain.
- 5. A STORY OF SHELLFISH AQUACULTURE INNOVATION:** A variety of actors are working in innovative ways to build a new supply. There are many opportunities for positive storytelling—about product, place and people—and ways to highlight shellfish aquaculture innovation.
- 6. MARKET ENTRY STRATEGY:** Opportunity to build upon strong marketing and supply chain relationships established for oysters.

*continued*

# Value Proposition

## New England Butter Clams - Audience Specific Value Propositions:

Shellfish Industry/ Regional Economy	Farmer (Grower)	Wholesaler/ Dealer	Restaurant/Bar / Retail	End Consumer
Promotes polyculture and reduces economic dependence on oysters and quahogs	Opportunity to diversify livelihood while still making a living from the water -- and be an innovator	Adds variety to offerings and responds to current high demand for clams by consumers	Boutique offering with a positive story, connected to beautiful places and compelling people	Attractive buttery taste with ample salinity. As one chef described: "Sweet, mild mineral, brine, buttery!"
Other Massachusetts products benefit from augmented clam industry—both from ecological and branding standpoint.	Short time to maturity (1 year)  Lower touch than oyster farming (no need for tumbling)	Once established, supply is expected to be consistent, though it may be seasonal at outset	Highly versatile. Can be incorporated into raw bar programs and featured dishes.	"Just right" size and cost
Part of the Blue Economy story, driving travel and tourism	Industry support (for seed, growing, branding and marketing) is already in motion	Initial grower community is expected to overlap with current shellfish purveyors, taking advantage of existing channels	New England Butter Clams are a complement to beer, wine or spirits; opportunities to partner with local and national beverage brands.	Easy to prepare and flexible. Can be utilized in a variety of applications (raw, ceviche, steamed, sautéed, etc.) and paired with beverages

Potential barriers to overcome / address in marketing:	Responses
Competition with littlenecks	There is room for more than one type of clam on raw bars. Expanded choices may augment interest in all clam types.
Initial limited supply / scarcity	Communicate regularly to chefs on supply so that they can anticipate and incorporate product into their plans. Establish New England Butter Clams as having predictable availability, even if seasonal in nature.
Limited knowledge of handling methods related to project fragility and shucking methods / shelf life	Address handling practices in product information materials. Continue research to clarify understanding of best practices for transport and product shelf life.

# Understanding End Consumers

From an end consumer standpoint, who are the probable early adopters of New Butter Clams? Who should you be trying to communicate to -- and reflect in your messaging? Findings from interviews and research on seafood consumption suggest four early adopters types to consider as you develop your marketing messages, as well as a fifth broader market category to keep in mind as supply grows. The groups described are not mutually exclusive. Continuing to refine understanding of end consumers is critical. Use surveys and interviews to continue engaging consumers who have tried New England Butter Clams. Also engage consumers via various social media channels.

## Consumer groups

### 1) Lifestyle / experience consumers

- Love the place associations of seafood, including dining at farms & raw bars, clams shacks and lobster shacks. Familiar with traditional ways of serving shellfish in New England.
- High volume eaters (young, male - though not exclusively).
- Beverage pairings interest: shellfish & beer--and also wine and spirits
- Loyal to/champions for brands they want to be like; purchasers of swag/gear
- Prepare seafood at home, including product sourced through e-commerce or direct retail

### 2) Luxury product / cuisine as art consumers

- Support higher end restaurants / fine dining experience
- Willing to pay for freshness, exclusivity and presentation. May consume few pieces, but at a higher price point
- Interested in *terroir* and *merroir* concepts
- Beverage pairings: shellfish and wine--and also beer and spirits
- Revere and follow chefs
- Prepare seafood at home; use e-commerce to source specialty or hard to source items

### 3) Sustainability focused / food system tech & innovation consumers

- Willing to pay for products that articulate values around health and sustainability
- Interested in sourcing information on menus and restaurant websites
- Loyal to restaurants, brands and food purveyors they trust to deliver fresh, traceable products
- Buys product via community supported agriculture (CSA) and/or community supported fisheries (CSF)
- Generally savvy about e-commerce technology and social media; share information willingly

### 4) Aficionados of ethnic cuisine (in the United States)

- Interested in culinary traditions from places with access to shellfish. May be part of their own heritage or "exotic" cuisine they've found they enjoy through restaurant experiences and travel. A non-exhaustive list of cuisine includes: Mediterranean, Southeast Asian, Coastal Latin American, European Atlantic
- May be open to consuming fresh New England Butter Clams in place of foreign seafood products

As supply grows:

### 5) General (New England) seafood consumers

- Encompasses the demand for New England seafood outside of New England, as well as demand for New England seafood among visitors to New England
- General trust in the New England brand, though operating with limited product / geographic knowledge
- Less sensitive to sourcing concerns
- Often more price conscious

## Key Actors in the Seafood Supply Chain

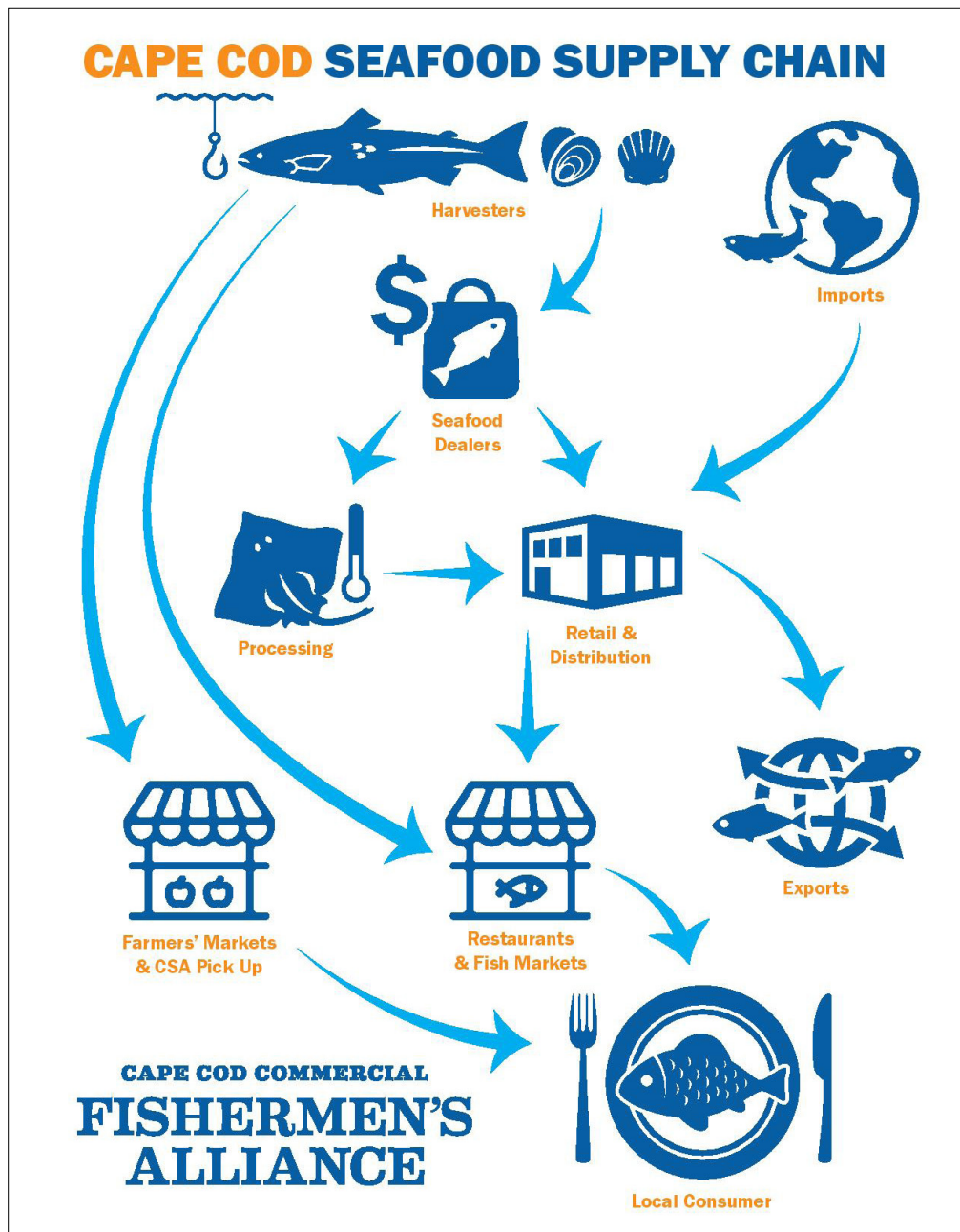


Image courtesy of the Cape Cod Commercial Fishermen's Alliance

This stylized view of the Cape Cod Seafood Supply Chain, encompassing both shellfish and finfish, is included to emphasize:

1. The supply chain for farmed shellfish may be more streamlined compared to finfish, but to continue to develop the market, it will be necessary to share feedback obtained at all points along the supply chain with all critical actors (see examples, next page). This is important for keeping dealers, distributors and chefs apprised of supply conditions, and for keeping hatcheries and growers informed about growth or change in demand.
2. The chefs engaged to date are knowledgeable about and keenly interested in growing practices. Keeping them informed about production status equips them to be champions of the product.
3. Continuing to cultivate chef-grower relationships will shorten feedback loops and set the stage for interesting storytelling.



# Key Actors: What They're Saying about New England Butter Clams:



## HATCHERIES

"Three million seed spawned in spring 2019. We'll plant what we don't sell."

"If the demand is there, we'll produce more seed."



## SHELLFISH GROWERS

"We're glad to be able to grow two products and we'd like to be to able to grow more."

"The seed is available? Great, we'll call for some."

"I for one am excited to give this new species a try on our site and applaud everyone's effort to get ahead of production by increasing the visibility of the product among chef and consumer."

"Currently we sell wild harvest clams to customers, but hope to supplement these with our farmed product once they come to size. We would be very open to being a vendor for butter clams."



## SEAFOOD DEALERS

"Chefs tell us they want new product. These clams will sell."

"Give us a couple of bags and we'll work with them. But be sure the product quality is there."

"Cultivating demand for a limited supply is okay and scarcity can drive up value - so long as you don't over promise and can deliver quality."



## CHEFS

"Sweet, mild mineral, brine, buttery!"

"We always promote local, sustainable foods that show up on our menu through server education. I am always looking for a good story behind a product we bring on. We make sure it is relayed to our guests when they dine. Your story would qualify!"

"I think the size of the clam gives it new opportunity ... Maybe pickled, or ceviche style..."

"Focus on growing a spectacular product, consistently. If you do that, it (demand) will grow organically."



## END CONSUMERS

"SOOOO good!"

"Wonderful - clams had a great flavor!"

"A taste of the sea. Clean, delicious."

"I tried it raw and enjoyed the slightly buttery and sweet taste - and super tender texture."

# Roadmap for Action

Start Date: July 15, 2019 for target period: July 15 - Dec 31, 2019		
Supply Milestone:	50,000 pieces (Fall 2019)	
Category / Element	Description / Notes	Potential Lead or Vendor
<b>1) Branding</b>		
Confirm product name, value proposition and tagline.	As written in this plan	Core team + working group
Gather and commission images for collective use.		Core team + photographer
Discuss individual SWAG opportunities with growers (branding will be left to individual growers).	A product logo is not currently envisioned.	Core team + growers
<b>2) Communications</b>		
Develop product information sheets & FAQs. Make distribution plan.	Based on Zapalac Advisors' recommendations as outlined in this plan	Core team with graphic designer
Establish strategy for social media presence, as well as website content and process for sharing feedback/analytics. Social media engagement by growers can start as soon as they are ready.	See pages 20-31. Discuss how individual actors can roll out + reinforce each others' messaging.	All. Website/social media, if consolidated, will need a manager.
All parties participating share their communication approach and desired outcomes including a) planned messaging and cadence and b) digital and non digital approaches and c) transparency parameters for product supply and demand information.	Continue regular communication among working group and supply chain actors. Issue periodic reporting / press releases.	All, with core team facilitating.
<b>3) Distribute product samples &amp; surveys / share feedback</b>		
Distribute samples and surveys to select group of chefs and supply chain actors.	Crosscheck distribution list with list in report appendix.	A.R.C.
Report survey findings to working group.	Further equip growers with information about demand.	A.R.C.
<b>4) Confirm champions and related stories for media coordination</b>		
Identify emerging champions among chefs, growers, dealers, consumers. Determine who to feature in photography for production information sheets, who to be on call for media contacts.	See Potential Actors, pages 12-18	Core team + working group
<b>5) Media</b>		
Secure coverage in one national magazine: focus on imperatives + growing innovation.		Core team or Zapalac Advisors
Set up podcast feature: Aaron Niederhelman, Sourcing Matters.	Connect with product champions.	Core team or Zapalac Advisors
Create a short film (3-5 minute+clips) incorporating each key actor group.		Film Producer with core team or Zapalac Advisors
<b>6) Determine event participation</b>		
Create a master events calendar.		Core team + working group
Hooker's Ball 2019 (August) - Chatham	If product is available	Core team + growers
Wellfleet OysterFest 2019 (October) - Wellfleet	Assuming product is available	Core team + growers
Work with key chefs to plan restaurant events in which growers engage customers and talk about the product.	See Potential Actors, pages 12-14 and Appendix B.	Core team + growers

## Roadmap for Action, continued

Start Date: January 1, 2020 for target period: January 1 - December 31, 2020		
Supply Milestone:	500,000 pieces (Summer 2020)	
Category / Element	Description / Notes	Potential Lead or Vendor
<b>2) Communications</b>		
Refine product information sheets for expanded distribution among wholesalers and restaurants.		Core team with graphic designer
Discuss efficacy of messaging, including social media use. Refine as necessary.		Core team + working group
<b>3) Distribute product samples &amp; surveys / share feedback</b>		
Determine strategy for distributing samples to next target groups.		Working group
Report survey findings to working group.		Working group
<b>4) Confirm champions and related stories for media coordination</b>		
Identify other product champions.		Core team + working group
<b>5) Media</b>		
Secure coverage in 2-3 regional/national media.		Core team or Zapalac Advisors
Set up podcast features 2 and 3.		Core team of Zapalac Advisors
Create a short film sequel including each key actor group.		Film Producer with Core Team or Zapalac Advisors
<b>6) Determine event participation</b>		
Confirm master events calendar.		Core team + working group
Seafood Expo		TBD
NACE Conference Presentation		TBD
Chatham Bars inn Summer Guest Chef Series 2020 (June-August) - Chatham		Core team
ICO Raw Bar dinner series (Summer 2020)		Core team
Organize more restaurant events in which growers engage customers.	Expand to chefs in NYC, DC, etc.	Core team + growers
Develop tour programs / shellfish aquaculture itineraries.	Coordinate with Expedition: Blue!	Growers with core team + Zapalac Advisors

### Universal note to growers on roadmap items:

- Storytelling via social media and website content development by growers can start as soon as a grower is ready to share aspects of the experience of growing New England Butter Clams. There is no starting threshold.
- Growers may also continue outreach to dealers and chefs as they feel ready to do so, but keep in mind the recommendations of chefs: **provide a high quality product and be clear about product availability. Do not overpromise.** To this end, regular communication about supply among growers and the marketing group will help all parties. It will help legitimize New England Butter Clams and their presence in the market, even while supply is limited.

## Roadmap for Action, continued

Start Date: January 1, 2021 for target period: January 1 - December 31, 2021		
Supply Milestone:	3 million pieces (Summer 2021)	
Category / Element	Description / Notes	Potential Lead or Vendor
<b>2) Communications</b>		
Refine product information sheets for expanded distribution (wholesalers, restaurants, retail and e-commerce).		Core team with graphic designer
Discuss efficacy of messaging, including social media use. Refine as necessary.		Core team + working group
<b>3) Distribute product samples &amp; surveys / share feedback</b>		
Determine strategy for distributing samples and surveys to national retailers, restaurant chains and e-commerce companies.		Working group
Report survey findings to working group.		Working group
<b>4) Confirm champions and related stories for media coordination</b>		
Identify other product champions + new stories.		Core team + working group
<b>5) Media</b>		
Secure coverage in regional/national media.		Core team or Zapalac Advisors
Set up podcast features 4 and 5.		Core team or Zapalac Advisors
Expand film series.		Film producer with core team or Zapalac Advisors
Coordinate New England Butter Clam feature on the Food Network / Chopped etc.		Core team + Jen Bender
<b>6) Determine event participation</b>		
Confirm master events calendar.		Core team + working group

## Roadmap Details

### 1) Branding

- Confirm consensus on New England Butter Clams as the product name.
- Refine Value Proposition as new information becomes available.
- Confirm primary tagline as product information sheets are developed: *Good for your table. Good for our towns.* See product information sheet mock up for examples of application.
- Logo: developing a logo is not recommended since product branding will be left to individual producers.
- Determine photo needs for product information sheet and social media execution; assemble and/or commission photography. (This will be an ongoing process.) Work with a photographer who is based on Cape Cod (ideally), such John Deignan.
- Discuss individual SWAG opportunities (hats, t-shirts, stickers) with growers. Identify ways to work New England Butter Clams into existing SWAG repertoires.

## Roadmap Details, continued

### 2) Communications

Develop product information sheets & FAQs. Determine distribution plan. Graphic designer recommendations include:

1. Claudio del Castillo. Cape Cod based and formerly of Reebok, with restaurant/consumer product clients.
2. Oat. Somerville-based. Extensive work for restaurants and retail.
3. Medium Studio. New Bedford based, familiar with Cape Cod culture and the commercial seafood industry.

Discuss social media and website content recommendations for individual parties (growers, industry organizations, etc.) Discuss how individual actors can reinforce each others' messaging. For **scalable talking points/messaging content examples**, see page 21 and for **social media recommendations**, see page 30.

All parties participating should share their communication approach and desired outcomes, including a) planned messaging and cadence and b) digital and non digital approaches and c) transparency parameters for product supply and demand information. Continue regular communication among working group and supply chain actors. Issue periodic reporting / press releases. Build off media contact lists assembled by working group members for other relevant projects.

Collect and share social media and website analytics to inform marketing. This can be done on an individual basis, coordinated by a working group member or outsourced.

Plan updates on projections of available seed (including any discount programs to encourage growers), technical assistance available, harvest reports and harvest projections.

### 3) Distribute samples & surveys / share feedback

Refine end consumer understanding and share knowledge with working group members. Extend outreach and provide samples based upon milestones. See **Appendix B: Recommended Contact List: Dealers and Chefs/Restaurants** for lists corresponding to the following milestones:

#### Milestone 1:

- Select group of restaurants with chefs who are passionate about New England shellfish
- Select specialty seafood dealers based in Boston

#### Milestone 2:

- Expanded group of restaurants in New England and the Mid-Atlantic. (Many of the specialty dealers identified for Milestone 1 already service these restaurants.)
- Select specialty seafood dealers based in New York

#### Milestone 3:

- Expanded group of restaurants, including select chains with national reach
- E-commerce (Island Creek Oysters + others vendors)
- Note: Identify supermarkets, value added product companies and other restaurants once Milestone 2 is reached.

**Note:** In addition to sharing product information and samples with chefs and shellfish dealers, invite them to come to farm locations; they are often interested and receptive.

#### **4) Confirm champions and related stories for media coordination**

Introducing your audience to people who are part of the New England Butter Clam supply chain will humanize your story. Emphasizing relationships promotes a collaborative marketing approach in which many different actors will be sharing content.

Specific chefs and other supply chain actors are poised to play a special role as product supporters and champions. Continue cultivating these relationships! Consumers romanticize shellfish farming, admiring those who are involved. Your audience will be pleased to hear more from each of you (growers, dealers, chefs, industry organization representatives) and curious about how you interface with each other to bring New England Butter Clams to market. Include end consumers in your storytelling, too, so that they see themselves in the New England Butter Clam story.

#### **Potential Actors**

The following are intended as examples of storylines that might be developed by individual growers or through a collaborative effort, including chefs and shellfish dealers. These chefs are not yet confirmed as product champions but have been helpful in the process so far. Importantly, the tone and degree of detail should reflect the messaging context and format, and the voice should reflect whoever is doing the actual messaging.

**The Following Section  
Has Proprietary Business  
Information and has been  
Deleted for this version of  
the report**

## Roadmap Details, continued

### 5) Media

The media opportunities to promote New England Butter Clams are myriad, but it is important to time these with sufficient supply.

- Press and magazine coverage. Chef/authors such as Ali Bouzari, Barton Seavor and Jeremy Sewall would all do excellent work developing stories around the imperative for bringing New England Butter Clams into the market and explaining some of the technical aspects of growing clams and developing recipes for them. See potential actors spreadsheet in appendix for additional details on recommended authors, food bloggers and publications.
- Podcasts. Partner with media contacts to produce podcast highlighting new product, digging into the drivers for the shift and outcomes. Aaron Niederheman's podcast, *Sourcing Matters*, could host an interview/conversation between a grower and industry organization (core team member) to explore the ingenuity required to grow New England Butter Clams. See potential actors spreadsheet (Google

## Roadmap Details, continued

spreadsheet) for additional details.

- Television. Secure product features on the Food Network / Chopped (post 2021). Jen Bender has offered to help make introductions. Consult dealers and identify a quantity of product sufficient to serve the national market; time television feature accordingly.
- Film. Short films such as *Oyster Brothers* show the value of thoughtful storytelling around aquaculture. Create one overarching film (3 to 5 minutes) incorporating each key actor group (Chef, Grower, and Consumer). These should be interwoven stories. For examples, see **storyline development: vignettes**, page 29.

Film producer recommendations include:

1. State Park Pictures, Taylor Toole, producer of *Oyster Brothers*, a short film on Dan and Greg Martino of Cottage City Oysters. <https://stateparkpictures.com>
2. Wicked Delicate. Ian Cheney, food film director and producer, including *King Corn*. <http://www.wickeddelicate.com>
3. Rob Apse. New England-based freelancer, has worked on projects related to oceans and farmers. <http://www.robapse.com/>
4. Tripp Clemens, Windy Films. New England-based production company, has worked on projects related to oceans and farmers. <https://windyfilms.com/>

### 6) Determine event participation

- Plan chef collaborations in which growers serve New England Butter Clams at restaurant staff trainings and walk tables to engage diners directly. Also work with beverages directors, to plan beverage pairings. See potential actors spreadsheet in appendix for additional details.
- Target participation in industry events (NACE, Seafood Expo) to drive story, to share technical knowledge and to engage the market.
- Build New England Butter Clam content into existing farm tours hosted by growers. Consider developing, in collaboration with other organizations, a shellfish aquaculture itinerary/route. In particular, interface with the Cape Cod Chamber of Commerce and the Cape Cod Blue Economy Foundation to consider integration with Expedition: Blue!
- Develop programs with pertinent NGOs, such as Eating with the Ecosystem. Integrate New England Butter Clams in to the Buy Fresh / Buy Local initiative (Cape Cod Cooperative Extension) when product is available for retail purchase.
- Consider co-promotion with symbiotic brands, including local beverages companies. Evaluate potential to co-develop accessory products (a clam shucking knife, dish/serving ware).
- Discuss among all working group members potential participation in annual consumer facing events, including the following (in chronological order):
  1. Nantucket Food & Wine Festival (May) - Nantucket
  2. ICO Waterfront Raw Bar, Saltwash dinner series - (Summer) - Duxbury
  3. Hooker's Ball (August) - Chatham
  4. Boston Seafood Festival (August) - Boston Fish Pier
  5. Boston Oyster Bash (September) as well as Oyster Bash events held at other sites
  6. Wellfleet OysterFest (October) - Wellfleet



# Outreach Recommendations For Growers: Engaging Seafood Dealers and Chefs/Restaurants

In support of growers promoting New England Butter Clams, a **Recommended Contact List** of dealers and chefs/restaurants is included in this report as **Appendix B**. Those individuals who have already received samples of clams (in 2017) are indicated with “**S**” and those who were interviewed as a part of this plan are indicated with “**I**.” Those who have requested samples are indicated with “**R**.”

Once collateral materials (see pages 32-34) are ready, they will be shared with you so that you can use them to promote your product. In outreach you will need to expand upon the critical questions the materials address using your own knowledge as a grower.

## Cold Calling

1. If you do not already have a relationship with dealers or chefs/restaurants listed, we recommend you start by reviewing their website and social media (Instagram, Facebook, Twitter, etc.) to brush up on the values and themes that matter to them. Further, these will often expose relationships with others in the industry. If you see someone on their social media with whom you have a strong relationship, it may be beneficial to engage that person as an intermediary--or to mention the connection when reaching out.
2. Follow them on social media and when relevant, comment on their posts. You might also choose to invite them to follow you.
3. If it's possible to meet them in person, do so - let them know you'd like to schedule a time to come by with product samples. Offer to come by at a convenient time for staff tastings and Q&A. If it happens that you'll be dining in their restaurant and would like to say a quick hello, let them know.
4. If it isn't possible to visit in person, outreach by phone or email is better than no outreach. We encourage you to share a bit about your background and tell them how you learned about them (even if it's from this report). Orient them to the location of your grant/town. Tell them why have chosen to grow New England Butter Clams. This last point is likely to be particularly compelling to the caliber of dealers and chefs included in the list. Your individual story matters!
5. Context: Invite them to come visit your grant. Tell them about your grant location and explain how you've been able to optimize for growing clams.
6. Chefs are interested in a high quality product that is available on a predictable basis. Provide clear details about expected product availability.
7. Answer any follow up questions in a timely manner. Review the **FAQs (Appendix A)** to be aware of anticipated questions.

## Building on Existing Relationships

Once you have established a relationship - or for those dealers and chefs/distributors with whom you may already have a relationship:

1. Be prepared that you will still need to articulate the value proposition / selling points of your New England Butter Clams.
2. Offer to work with chefs to help develop an *amuse bouche*, a dinner series and/or special menus - and volunteer to participate so that their customers can engage you directly.
3. Identify other opportunities to collaborate: special events, panels, catering, etc.
4. Promote any collaboration (visits, special dinners, etc.) on your social media and tag people as is appropriate.
5. Actively and regularly ask for feedback on the product - handling, preparation, response from end customers, etc.

# Scalable Talking Points/Messaging Content Examples

The following are provided as examples of how you might communicate the value proposition of New England Butter Clams while conveying the **broad takeaway/tagline** for the product:

New England Butter Clams:

*Great for your table. Great for our towns.*



## Three global ideas around demonstrating *relationships*:

1. Associate the clams on consumers' dining tables with the waters of the New England **towns** in which your clams are grown. This means explaining your grants and what makes the ecology and culture (growing culture, town culture) of your locations special. For each grower, this will be an individual and personal explanation.
2. Communicate **relationships** in the supply chain: specifically between growers and chefs, but also include dealers who play an active role in supporting New England shellfish growers. Show the human aspects of the supply chain - who is involved and what they do. Include end consumers! In this way, the relationship between "your" and "our" in the tagline/takeaway is positively connected.
3. Show clams on a variety of dining **tables** with people gathered around them, enjoying the clams and each other. Tie these clams to the idea of community -- sharing a meal with others. Show a variety of tables (from fine dining to picnic style), speaking to versatility of these clams for restaurant preparation, and in the future, for home consumption as well.

## Guidelines for recommended social media and media

**Instagram:** Focused on media content (visuals), making it a strong platform for visual storytelling about food and place; built in ad capability with target audience options.

- Image sizes: 1080x1080 (1:1 ratio) or 1080x1350 (4:5); up to 10 images in a single post - tell a story!
- Video: 3-60 sec.
- Characters: 125-300 recommended; 2,200 max; 30 hashtag limit.
- Instagram stories: meant to be ephemeral; 1080x1920px (9:16 ratio), max 10 sec video. Use Canva for composition.
- Actively incorporate handles (@) and hashtags (#)
- Reposting within Instagram can be very effective.

**Facebook:** Offers a high degree of flexibility on content (text, photos, images, comments/replies) and interaction, access to a broad audience and strong analytics, but also a high level of distraction to users,

## Scalable Talking Points/Messaging Content Examples, continued

especially give page layout.

- Images sizes: 1,200x630 pixels, optimal.
- Video: 360-view video allowed. A 10-20 sec video can be very effective! Max length is 120 minutes.
- Facebook stories: meant to be ephemeral; 1080x1920px (9:16 ratio), max 10 sec video. Use Canva for composition.
- Tag when relevant, incorporate hashtags (#) and usernames (@)
- Recommended post length: 40-280 characters.
- Facebook Live: live streaming from the Facebook app; real-time commenting.

**Twitter:** Designed to be conversational (retweets, multilevel replies). Built in ad capability with target audience options. Generally speaking, Twitter is not as popular a medium for food-related postings, but images posted to it can stand out against what is still predominately a text-based platform.

- Images: minimum to appear expanded 440x220 pixels (a 2:1 ratio)
- Can tweet up to 4 images at one time
- Video: 2min 20 sec or less
- Characters: 70-100 recommended; 280 max.
- Incorporate hashtags (#) but use sparingly (2 max).
- Concerning reposts to instagram and vice versa: be aware that handles may not be the same across platforms.

While it is possible to cross-post from one social media platform to another, effective posting requires editing for caption length, image preservation and formatting, handles, vocabulary and tone. You may want to manage social media posts using applications such as Hootsuite. All of the above social media applications include built in ad capabilities with target audience options, too.

### **Film/Video:**

- Allows for immersive and well curated storytelling, with 3 to 5 minutes providing sufficient time for full product introduction or focused exploration of topics. Film clips/snippets (10 sec to 1 minute) derived from filming can also be used across social media platforms.
- Post film/videos to YouTube or Vimeo and share links to your website and social media.
- At this length of film, professional production is recommended. It can be expected to cost in the range of \$3,000 to \$7,000 and have a shelf life of three to five years. (See page 18 for recommended vendors and page 29 for example vignettes.)

**Your Website:** Offers the most flexible on content detail, format and delivery, but requires that you drive traffic (customers / followers) to your actual site. Also requires independent site construction and maintenance.

- Can be the strongest communicator of your brand, in the respect you have near full control over format and, while visitors are on your website, they are receiving your content alone, as opposed to engaging your content between other posts.
- Use your website for core content as well as in-depth descriptions, articles or blog formats.
- Include links to your website in social media posts.
- Deploy search engine optimization (SEO) to help drive traffic through your site.
- Website builders such as Squarespace and Wix offer easy to use templates (no coding required) and comprehensive analytics. Squarespace website subscriptions range in cost from \$12 to \$40 per month depending upon complexity and whether a transaction/online store component is included.

# Scalable Talking Points/Messaging Content Examples, continued

## Talking points / messaging examples based upon Value Propositions

@Chef, @Restaurant, and @Grower, as well as photos, are generalized placeholders. Quotes are representative in nature and will need to be tailored to individual or organization posting.

### TASTE & VERSATILITY

*Short text + image:*



We're proud to introduce New England Butter Clams: attractive buttery taste with ample salinity in an easy to handle size of clam. Versatile and unique, these clams taste great raw and work well steamed or sautéed. New England at its best!

**#Newenglandbutterclams #Greatforyourtable #Greatfourtowns #aquaculture #seafoodie**

*(Take photo in good natural light. Should show chef - hands at least - presenting the dish to a table.)*

*Expanded text and image series, with 3-10 images and captions:*

Join @Chef from @Restaurant as he shows how to shuck and prep New England Butter Clams for a delicious ceviche, with all ingredients regionally sourced. Versatile and unique, these clams taste great raw and work well steamed or sautéed. New England at its best!

**#Newenglandbutterclams #Greatforyourtable #Greatfourtowns #aquaculture #seafoodie**

- Include photo that shows chef at his prep table and key steps in preparation.
- Include tips for shucking.
- Include photo that shows ceviche being consumed by diners at dining table.

*Film/Video:*

Join Chef from Restaurant and Grower on his grant to harvest New England Butter Clams. Watch as they shuck and prep New England Butter Clams for a delicious ceviche, with all ingredients regionally sourced. Versatile and unique, these clams taste great raw and work well steamed or sautéed. New England at its best!

- Explain how New England Butter Clams are harvested and purged.
- Show clams being eaten raw (with enthusiasm!) while being prepared for ceviche.
- See also page 29 for additional examples.

*Website (combining film and article formats):*

Join Chef from Restaurant and Grower on his grant to harvest New England Butter Clams. Watch as they shuck and prep New England Butter Clams for a delicious ceviche, with all ingredients regionally sourced. Versatile and unique, these clams taste great raw and work well steamed or sautéed. New England at its best! See below for other recipes from Chef and New England Butter Clam fans.

- Include recipes, plus link to [#butterclamrecipes](#) on social media.
- Include expanded interview with Chef discussing quality and value of New England seafood.

# Scalable Talking Points/Messaging Content Examples, continued

## SUSTAINABILITY

*Short text + image:*



@Grower says: Why do I grow New England Butter Clams? They're helping me diversify my livelihood while making a living from the waters I know and love.

**#Newenglandbutterclams #Greatforyourtable #Greatforourtowns #Wellfleet #aquaculture #clams #Blueeconomy #knowyourclamfarmer #clamfarmer**  
*(Photo should be close enough to see facial expressions)*

*Expanded text and image series, with 3-10 images and captions:*

@Grower says: Why do I grow New England Butter Clams? They're helping me diversify my livelihood while making a living from the waters I know and love. As a shellfish grower for # years who is always finding new ways to innovate, I know we're making a difference and contributing to the Blue Economy.

**#Newenglandbutterclams #Greatforyourtable #Greatforourtowns #Wellfleet #aquaculture #knowyourclamfarmer #clamfarmer**

- Include photo that shows grant in town context.
- Include photos of key steps in planting seed, tending, managing gear and harvesting (success!).
- Include qualitative/quantitative data on impact of shellfish aquaculture on local economies.

*Film/Video:*

Grower says: Why do I grow New England Butter Clams? They're helping me diversify my livelihood while making a living from the waters I know and love. As a shellfish grower for # years who is always finding new ways to innovate, I know we're making a difference and contributing to the Blue Economy. Join us on a journey through the seasons as we plant seed, choose sites, endure weather, repair gear and harvest these beautiful clams.

- Explain the "Blue Economy" concept: how better stewardship of the ocean, driven by expansion of marine science and technology, can bring economic benefits to coastal communities.
- Include Cape Cod Cooperative Extension marine specialists on grants, discussing with growers aspects of gear and conditions, and translating research in to action.
- See also page 29 for additional examples.

*Website (combining film and article formats):*

Grower says: Why do I grow New England Butter Clams? They're helping me diversify my livelihood while making a living from the waters I know and love. Join us on a journey through the seasons as we plant seed, choose sites, endure weather, repair gear and harvest these beautiful clams. Learn about the different forces shaping Cape Cod Bay and the vital roles shellfish play in maintaining a healthy marine ecosystem.

- Discuss shellfish farming as an efficient form of high quality food production.
- Explain key sustainable strategies growers are using: integration of solar power, strategies to limit ocean waste, etc. (as applicable).
- Include interviews with growers and others about the economic and environmental imperatives for shellfish aquaculture diversification.

# Scalable Talking Points/Messaging Content Examples, continued

## SOURCING & TRACEABILITY

*Short text + image:*



In the clean, cold waters of New England, shellfish farmers are drawing on their knowledge of growing oysters and quahogs to grow New England Butter Clams. Enjoy these delightful, buttery beauties and the peace of mind that they are grown sustainably and are 100% traceable. They're an excellent source of protein, too!

**#Newenglandbutterclams #Greatforyourtable #Greatfourtowns #Barnstable #clams #aquaculture #traceableseafood #seafoodtech**  
*(Photo should include hands on clams)*

*Expanded text and image series, with 3-10 images and captions:*

In the clean, cold waters of New England, shellfish farmers are drawing on their knowledge of growing oysters and quahogs to grow New England Butter Clams. Enjoy these delightful, buttery beauties and the peace of mind that they are grown sustainably and are 100% traceable. They're an excellent source of protein, too! Meet the growers, dealers and chefs who work to ensure a high quality and efficient supply chain.

**#Newenglandbutterclams #Greatforyourtable #Greatfourtowns #Barnstable #clams #aquaculture #traceableseafood #Eatingwiththeecosystem #seafoodtech**

- Start with a photo of a chef receiving clams and reviewing the sourcing ticket at his prep table.
- Include photos of key steps from harvest, to dealer, to restaurant. Introduce each person profiled.
- Conclude with a photo that shows raw bar clams being consumed by diners at dining table.

*Film/Video:*

In the clean, cold waters of New England, shellfish farmers are drawing on their knowledge of growing oysters and quahogs to grow New England Butter Clams. Enjoy these delightful, buttery beauties and the peace of mind that they are grown sustainably and are 100% traceable. They're an excellent source of protein, too! Meet the growers, dealers and chefs who work to ensure a high quality and efficient supply chain. Learn why traceability is important for health reasons as well as management of wild fisheries.

- Include background on commercial shellfish history in New England.
- Share nutritional information for New England Butter Clams.
- See also page 29 for additional examples.

*Website (combining film and article formats):*

In the clean, cold waters of New England, shellfish farmers are drawing on their knowledge of growing oysters to grow New England Butter Clams. Enjoy these delightful, buttery beauties and the peace of mind that they are grown sustainably and are 100% traceable. Meet the growers, dealers and chefs who work to ensure a high quality and efficient supply chain. Learn about shellfish identification tags and systems, and how new technology is make traceability an even more seamless process.

- Expand interviews with growers and town representatives on management of grants.
- Visit a New England Butter Clam grower using an app-based aquaculture management platform.
- Link to [#seafoodtech](#) on social media.

# Scalable Talking Points/Messaging Content Examples, continued

## FAVORABLE PRICE POINT / A CONTRIBUTOR TO THE BLUE ECONOMY

*Short text + image:*



Hey Chefs! We're growing a new product we think you and your customers will love: New England Butter Clams, harvested at 1.5" to 2" and highly versatile. Elevate your raw bar and get creative using steamed or sautéed preparations - or however you please! And thanks for supporting New England shellfish farmers. Order here: ([links](#))

**#Newenglandbutterclams #Greatforyourtable #Greatfourtowns #aquaculture #Blueeconomy #Knowyourclamfarmer #clamfarmer**  
*(Photo should speak to chef-grower collaborations. Include names.)*

*Expanded text and image series, with 3-10 images and captions:*

Hey Chefs! We're growing a new product we think you and your customers will love: New England Butter Clams, harvested at 1.5" to 2." Highly versatile -- elevate your raw bar and get creative using steamed or sautéed preparations - or however you please! And thanks for supporting New England shellfish farmers. Order here: ([links](#)) and share your creations tagging [#butterclamrecipes](#)

**#Newenglandbutterclams #Greatforyourtable #Greatfourtowns #Aquaculture #Blueeconomy #Knowyourclamfarmer #clamfarmer #butterclamrecipes**

- Include photo that shows growers harvesting and chefs receiving at prep table.
- Include photos that address handling and shelf life.
- Include photo that shows a variety of preparations.

*Film/Video:*

We're shellfish farmers growing a new product we think you'll love: New England Butter Clams. Spend the day with us at Wellfleet OysterFest as we explain why growing a variety of shellfish is vital to the economy and culture of our communities, as well as the future of New England's commercial seafood industry. Hear from people as they try New England Butter Clams for the first time!

- Expand to focus on the role of shellfish aquaculture in keeping New England Commercial Seafood a competitive industry and retaining knowledge in the industry.
- See also page 29 for additional examples.

*Website (combining film and article formats):*

We're shellfish farmers growing a new product we think you'll love: New England Butter Clams. Spend the day with us as we explain why growing a variety of shellfish is vital to the economy and culture of our communities, as well as the future of New England's commercial seafood industry. See how we're working with chefs to ensure this new product is a success in the market.

- Add profiles with different chefs featuring their dishes and discussing their passion for New England seafood, and the importance of the industry to the region.

# Scalable Talking Points/Messaging Content Examples, continued

## A STORY OF SHELLFISH AQUACULTURE INNOVATION

Short text + image:



What's that, you ask? @Grower (Matt Weeks) tweaking gear design for growing delicious New England Butter Clams just off Falmouth in the waters of Nantucket Sound.

**#Newenglandbutterclams #Greatforyourtable #Greatfourtowns #Falmouth #aquaculture #Capecod #seafoodtech**

*(Photo should include people included with gear)*

Expanded text and image series, with 3-10 images and captions:

What's that, you ask? @Grower (Matt Weeks) tweaking gear design for growing delicious New England Butter Clams just off Falmouth in the waters of Nantucket Sound. Deep water sites require different farming techniques than shallow subtidal sites, but benefit from strong nutrient flow and cool temperatures.

**#Newenglandbutterclams #Greatforyourtable #Greatfourtowns #Falmouth #aquaculture #Capecod**

- Include photos that explain different types of gear.
- Include photos of key steps, including farm team working on grants in winter.
- Include photo that show the joy / success of harvesting, selling to dealers.

Film/Video:

There's more than one way - and one place - to grow a clam. Join Matt Weeks tweaking gear design for growing delicious New England Butter Clams just off Falmouth in the waters of Nantucket Sound. Investigate with Jared and Aaron Hemmila as they explain what they've learned from their dad, Les, about growing shellfish in Barnstable. Visit Jim O'Connell and his nephew Jimmy as they combine local knowledge with academic research. Hear each discuss his connection to New England waters.

- Profile multiples growers and the variety of locations in which they grow. Reveal how growers tailor their gear and growing practices to their grant locations.
- Include examples of the risks and rewards of shellfish aquaculture.
- See also page 29 for additional examples.

Website (combining film and article formats):

There's more than one way - and one place - to grow a clam. Join Matt Weeks tweaking gear design for growing delicious New England Butter Clams just off Falmouth in the waters of Nantucket Sound. Investigate with Jared and Aaron Hemmila as they explain what they've learned from their dad, Les, about growing shellfish in Barnstable. Visit Jim O'Connell and his nephew Jimmy in Wellfleet as they combine local knowledge with academic research. Hear each discuss his connection to New England waters and his take on shellfish farming innovation.

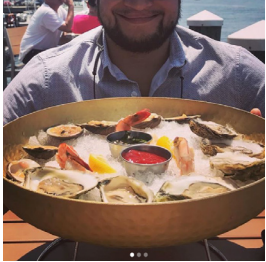
- Expand interviews, including seasoned growers as well as newer shellfish farmers, with each explaining what drew them to shellfish aquaculture.



# Scalable Talking Points/Messaging Content Examples, continued

## MARKET ENTRY STRATEGY

*Short text + image:*



The only thing growers like more than producing great shellfish is being sure it gets to your table as soon as possible. Capitalizing on strong marketing and supply chain relationships established for shellfish, our New England Butter Clams are ready and eager to be your next favorite bivalve.

**#Newenglandbutterclams #Greatforyourtable #Greatfourtowns  
#aquaculture #happyasabutterclam #seafoodie**

*(photo to include: raw bar medley, casual table, happy consumer eating a clam)*

*Expanded text and image series, with 3-10 images and captions:*

The only thing growers like more than producing great shellfish is being sure it gets to your table as soon as possible. With strong marketing and supply chain relationships established for New England shellfish, our New England Butter Clams are ready and eager to be your next favorite bivalve. Know what goes well with butter clams? Other clams, plus mussels, oysters, scallops and lobster! Take a look at these epic raw bars and add yours by tagging [#epicrawbar](#) Hungry now? Visit these establishments for some mouth watering New England Butter Clams: [\(links\)](#)

**#Newenglandbutterclams #Greatforyourtable #Greatfourtowns #aquaculture #epicrawbare  
#shellfishtower #happyasabutterclam #seafoodie**

- Include photo of multiple growers in town context, bringing clams off the water.
- Include photos and discuss the role of shellfish dealers.
- Include photos of raw bars, including reposts of those tagged with [#epicrawbar](#)

*Film/Video:*

The only thing growers like more than producing great shellfish is being sure it gets to your table as soon as possible. Capitalizing on strong marketing and supply chain relationships established for shellfish, New England Butter Clams are ready and eager to be your next favorite bivalve. Watch as [Chef](#) assembles one of the most epic raw bars we've seen and explains how she sources shellfish.

- Interview chef as she assembles the raw bar: why do customers love a good raw bar? How have raw bars evolved as shellfish has become more popular? What beverage pairings do you recommend?
- Profile farms that offer tours and explain how this helps grow the market for shellfish.
- See also page 29 for additional examples.

*Website (combining film and article formats):*

The only thing growers like more than producing great shellfish is being sure it gets to your table as soon as possible. Step inside [\(location\)](#) to learn the role that shellfish dealers play in this equation. Capitalizing on strong marketing and supply chain relationships established for shellfish, New England Butter Clams are ready and eager to be your next favorite bivalve.

- Include interviews with dealers about why they're excited to offer New England Butter Clams nationally and what they hear from chefs across the country.

# Storyline Development: Vignettes

## *New England Butter Clams:* *Great for your table. Great for our towns.*

A story of shellfish aquaculture innovation as told through different perspectives on the industry, suitable for 3 to 5 minute film segments from which short clips/snippets can also be derived.



**The Chef:**  
**A New Opening for Butter Clams: Marc Orfaly cooks at the James Beard House**

**“Pride in New England seafood is personal - and collective. It’s part of our identity.”**

Spend time with Marc Orfaly as he prepares the medley New England clams he presented at the James Beard House. Hear how New England Butter Clams will fit into the program of his expanding restaurant group, why he believes restaurant guests are so passionate about locals sourcing, and what to know in case you ever buy a Tall Ship.



**The Growers:**  
**“It’s a great day for a swim!”  
Ingenuity on the Bay**

Spend a day with oyster farmers Jared and Aaron Hemmila, and their dad Les Hemmila, who has been farming shellfish for decades. See what they decide as they consult with marine resource specialists Abigail Archer and Josh Reitsma from the Cape Cod Cooperative Extension & Woods Hole Sea Grant on New England Butter Clams grow out methods. “Growing a new species keeps us doing what we love: making a living on the water.”



**The End Consumers:**  
**Shellfish farmers for a day**

**“We love the story behind these clams -- and where they come from.”**

Foodies Karen and Bill O’Sullivan are avid followers of the Boston restaurant scene and frequent visitors to Cape Cod. They enjoy any activity outside, sports related and/or on the water, and they travel with groups of family and/or friends. “It’s fascinating to hear that the oyster farms we love are starting to diversify.” On a recent farm tour, they and their friends had a chance to taste New England Butter Clams. See what they discovered.

*\*Note: these photos, quotes and storylines are mockups. They are not intended as final products. The end consumers portrayed are fictional characters.*

## Social Media Recommendations

Social media offers a cost effective way to engage not only end consumers, but also fellow actors across the supply chain. The visual storytelling that social media allows is well-suited to marketing of food products and experiences - in part because it cannot replace the real world sensory experience, but can effectively entice consumers to try new things.

The chance to obtain direct feedback on social media gives you a way to experiment with messaging and see firsthand what motivates consumers, while also providing helpful analytics through which you can refine your understanding of potential market size, geography, conversion rates, amplification and brand awareness. It's also a way to meet people where they are. And there are a lot of seafood-loving people on social media! (#seafoodlover = 609K posts on Instagram and Chef Jamie Oliver has 7.3 million followers, etc.)



Cottage City Oysters Instagram: Example of an effective re-post that includes product, co-branding while revealing chef-grower relationships.

### Assumptions:

Storytelling about New England Butter Clams will involve a variety of shellfish farmers, as well as Wellfleet SPAT, the Cape Cod Commercial Fishermen's Alliance and the Cape Cod Cooperative Extension/Woods Hole Sea Grant in a collaborative and disaggregated approach. This means starting multiple stories and conversations about New England Butter Clams, rather than executing firmly controlled messaging. As such, recommendations are intended to guide and inspire this variety of actors as they individually develop their stories around New England Butter Clams. They are also intended to help involve dealers and chefs/restaurants, as well as food writers and other members of food media, by engaging these actors in conversations over social media in a way that reflects their real world relationships.

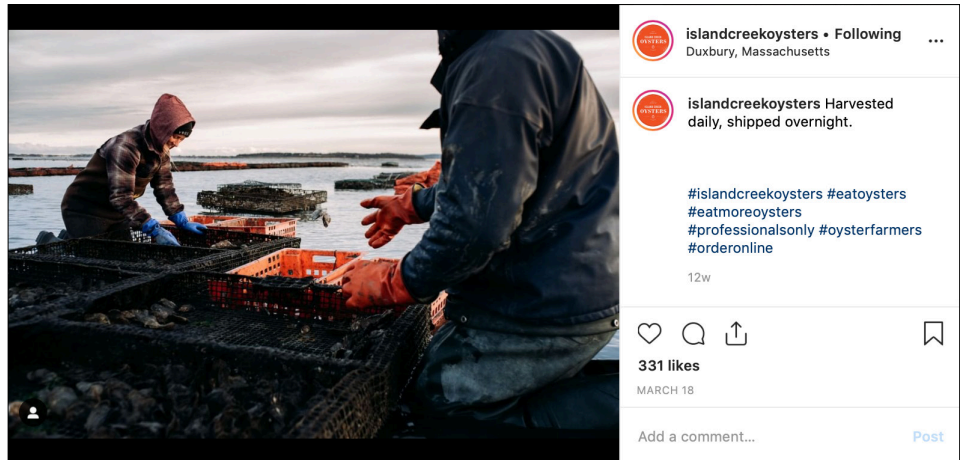
### Recommendations for enriching your social media:

1. **SELECT IMAGES CAREFULLY.** Select images carefully, as the quality of your images reflects the quality of your product. Images do not have to be perfect, but they do need to be able to compete. Often a small amount of photo editing or cropping (even just using the app on your phone) can create the right tone and focus for the message.
2. **HUMANIZE YOUR MESSAGE.** Whenever possible, include people in your imagery. If you intend to explain something about gear, show human hands holding the gear. People look longer and engage more deeply with images that show some element of human life and presence - even if the purpose of the image is to show a beautiful landscape or to explain something technical.

## Social Media Recommendations, continued

3. **EXPLAIN PROCESS.** Use images to explain process and activity. People are curious about the steps required in aquaculture. By teaching them, you enroll them in your success.
4. **REVEAL RELATIONSHIPS.** Demonstrate your relationship to others in the supply chain. Images that show relationships between growers and chefs will be particularly valuable, because they reveal and reinforce that this is a collaborative effort. If they show you having fun along the way, even better!
5. **TELL A STORY.** Just a few words can capture a reader's imagination and prime them for deeper engagement. This is especially true when accompanied by a compelling image.

6. **USE VIDEO.** Even a few seconds of film can go a long way, particularly to explain process. Video is also useful for conveying opinion or commentary on the experience of a food or a place. (Think Anthony Bordain.) Video does not need to be professional so long as it is well-edited.



7. **BE RELATABLE.** Reveal your humanity! This means showing your sleepy face on a cold winter morning as you drink your coffee and prepare to work your grant. It means showing your family involved in the tending effort, if that is your situation. It also means being aware of what your followers romanticize about shellfish aquaculture -- time out on the water when the weather is perfect -- and celebrating those moments with gratitude.

Island Creek Oysters Instagram: a post that celebrates the work process of the shellfish farmer while evoking a strong sense of place.

8. **BUILD AND RESPOND TO ENGAGEMENT.** The purpose of social media is to advance engagement between people separated by space. At the start of a campaign, posting at least once a day for two weeks can help build momentum, but how frequently you post is up to you. Respond to your followers and their comments, and encourage them to meet you and your clams in the real world - at your farm, at restaurants, at events.

### 9. USE HASHTAGS:

- The most important hashtag to use across platforms is: **#Newenglandbutterclams**
- Tag the product tagline subsets **#greatforyourtable** and **#greatforourtowns**
- Include the hashtag for your town: **#Wellfleet** or **#Cotuit**, etc. as well as **#CapeCod**, as appropriate
- integrate: **#surfclam**, **#aquaculture** and **#clamfarmer** **#happyasabutterclam** **#seafoodlover**
- Look for ways to reference particular events, such as **#wellfleetoysterfest**
- For chefs/restaurants, use their specific handle: **@ESKDBoston** (Eastern Standard), **@Row34**, etc.
- Tag your favorite preparation: **#rawbar**, **#epicrawbar**, **#seafoodtower**, **#butterclamlinguine**, etc.
- As appropriate, include thematic tags as a way of reaching your consumer groups: **#clams**, **#seafoodlover** **#sustainablefarming**, **#newengland**, **#newenglandlife**, **#seafoodie**, **#eatlocal** **#eatingwiththeecosystem**, **#blueeconomy**, **#seafoodtech**

# Promotion Materials: Content and Format Recommendations

Images below intended for example only. Graphic designer will guide final selection and formatting.

1) **8”x 6” product card or table tent for restaurants, with information for consumers.** Include map and reference to growers to allow restaurant staff to explain specific geography and sourcing. Also utilize this content on social media. Keep design simple so it does not conflict with restaurant branding.



**Side 1:** Name, tagline, description. Map, calling out where clams are grown + why these areas work well. (Map may need to be expanded to include growing areas.) Could also include brief information on tours, tastings and events.



**Side 2:** Product image + medley of iconic images of each town, including growers and end consumers. There should be less chef presence on this piece as it is intended work in any restaurant.

**2) Production Information Sheets for Distributors/Wholesalers/Restaurants:** 8.5x11 pdf and printed front/back on heavy card stock. See example, next page. Consider also an additional page with F.A.Q.s and map, similar to above. When possible, select or commission food photos that also include a person to drive home the human connection with the product.

draft



# New England Butter Clams: Great for your table. Great for our towns.



placeholder (scallop)



placeholder (include lineup of many growers)



placeholder

## We'd like to introduce you to the New England Butter Clam ...

*Whoa - I see surf clams all the time at the beach. Why haven't I ever had these before?*

Farmed surf clams, when harvested at a size of 1.5"-2" are sweet, buttery with just the right salinity, tender and easier to handle than a mature surf clam. They're a whole new product!

## Surf Clam Consumption History

Surf clams consumption is a part of New England culinary heritage, and in the mid-20th century, the Howard Johnson's chain made fried clam strips (prepared using just the foot of the mature surf clam) popular on a national level. Surf clam is also often minced into small pieces for use in chowders, while surf clam juice is used as a base in a wide variety of food and beverage preparations. So chances are, you and your customers have eaten surf clams! As a farmed product harvested for size and tenderness, the whole of the New England Butter Clam can be eaten, just like the littleneck size of a quahog.

## These little guys are playing a big role in the future of New England Seafood

How? By giving shellfish farmers across New England a chance to further diversify what they grow. That's great for their own economic resiliency, great for the waters in which their grants are located, and great for the towns that support these farms. New England Butter Clams are grown sustainably and 100% traceable.

**Market Name:** New England Butter Clams

**Scientific Name:** *Spisula soldissima*

**Common Name:** Surf Clams

**Handling Instructions:** Keep cool, moist/  
wet to prevent dry out from gaping.

Cover or tightly pack (like razor clams).\*

**Flavor characteristics:** Attractive buttery taste with ample salinity. As one chef described: "Sweet, mild mineral, brine, buttery!" Can be consumed raw, ceviche style, sautéed or used in soups and paellas.

**Size:** 1.5 - 2.0 inches, approximately 20 pieces / pound

**Availability:** Year round

**Production method:** Aquaculture, Farmed in bays and estuaries by New England farmers and fisherman

**SOURCING / PURCHASE INFORMATION :** contact placeholder - contact info to be filled in by end user of the collateral



### SERVING SUGGESTIONS

**New England Butter Clams are the perfect fit for your raw and refined culinary creations.**

Offer a medley showcasing clams from across New England, paired with a flight of New England microbrews, a dry cider or Pét-nat. Beyond the raw bar, these clams are highly versatile - taking on Asian and Latin cuisine preparation incredibly well.

**Recipe interchangeability:** can be used in place of littlenecks and topneck clams (quahogs), manila clams, as well as cockles. Some adjustment of cooking time may be necessary.

### DRESS UP YOUR RAW BAR

#### Nutrition Facts

Serving Size 3 oz (85g)  
Clam, mixed species, cooked moist heat

Amount Per Serving		% Daily Value*
<b>Calories</b> 130	<b>Calories from Fat</b> 15	
<b>Total Fat</b> 1.7g		<b>2%</b>
<b>Saturated Fat</b> 0g		<b>0%</b>
<b>Trans Fat</b> 0g		
<b>Cholesterol</b> 57mg		<b>19%</b>
<b>Sodium</b> 1,022mg		<b>50%</b>
<b>Total Carbohydrate</b> 4g		<b>1%</b>
<b>Dietary Fiber</b> 0g		<b>0%</b>
<b>Sugars</b> 0g		
<b>Protein</b> 22g		
<b>Vitamin A</b> 10%	<b>Vitamin C</b> 30%	
<b>Calcium</b> 8%	<b>Iron</b> 130%	
<b>Selenium</b> 80%		

\*Percent Daily Values are based on a 2,000 calorie diet. Your daily values may be higher or lower depending on your calorie needs.

- 2 dozen **Fresh Clams** (Cherrystone, Middleneck, Littleneck or Topneck)
- 2-3 tbsp. butter
- 4 whole eggs
- 2 C milk
- 3 large potatoes, peeled and medium dice size
- 1 C onion, chopped
- 1 C celery, chopped
- 1 C biscuit mix
- Dash of nutmeg
- 6-8 oz. cheddar cheese
- Salt and pepper to taste

**PREPARATION:** Preheat oven to 400 degrees F. Shuck clams, drain and coarsely chop. Dice potatoes and cook until tender but not over cooked. In large skillet add butter and sauté onions and celery until tender. In a large mixing bowl add the biscuit mix, eggs, milk, nutmeg, cheese, salt and pepper and blend well. Combine onions, celery, and chopped clams and mix well. Place clam mixture in bottom of well greased baking pie dish. Season with salt and pepper to desired taste. Pour biscuit batter over potatoes and clam mixture, covering fully. Bake in oven until golden brown, approximately 35-40 minutes. Yields 4-6 servings.

**NOTE:** When using smaller size clams keep whole and add more if desired.

### EAST COAST CEVICHE



**Watch these short films to learn more from chefs, farmers and consumers:**

QR (link to film and tour information) and/or website

**Share your own stories and recipes via social media: #newenglandbutterclams**

+ add other social media links as relevant



# APPENDICES

- Appendix A: FAQs
- Appendix B: Recommended Contact List: Dealers and Chefs/Restaurants
- Appendix C: Massachusetts Shellfish Aquaculture Marketing Working Group
- Appendix D: List of Project Team Members, Contributors and Funders
- Appendix E: Interview List (Interview notes available in Google drive project folder)



## Appendix A: FAQs

This is a running list of questions, asked primarily from the vantage point of the consumer, related to New England Butter Clams. Some questions may be critical to answer in promotional materials or as part of the marketing and promotions plan implementation. (Many shellfish companies provide FAQs on their websites.) Others may be worth exploring as part of storytelling / social media campaigns.

### What?

- What species of clam is this?
- What do they taste like?
- What clams can they “replace” in recipes?
- What is the size range? Count per pound?
- What is the nutritional information?
- What is the risk of food poisoning? / shellfish contamination?
- Is it greater or less than from other clams? Why?

### Who?

- Who grows them? Is it hard? Answer specifically and categorically
- Who’s involved in this collaborative to bring them to market?

### Why?

- Why are you growing them / selling them? What is the need for the market?
- Why should I buy these instead of other clams / other seafood?

### When?

- When did shellfish farmers first start growing them? / When did they come on the market?
- When are they spawned?
- When are they planted?
- When are they available?

### Where?

- Where are surf clams come from in nature? Where are they wild harvested?
- Where in the world are they farmed?
- Where do these clams come from?
- Where else are they harvested or grown?
- Where can I order/buy them wholesale?
- Where can I order/buy them retail?
- Where can I order them at a restaurant?

## Appendix A: FAQs, continued

### How?

- How are they grown? Compared to oysters?
- Are surf clams prone to disease or disease resistant? How does water temperature affect them?
- How does growing clams impact the environment? Ecosystem health? Water filtering?
- How does it help communities respond to climate change?
- How do I store them?
- How do I open them? / clean them? (Are they gritty? Why? Why not?)
- How long do they last?
- How do I know if they are bad?
- Are they alive when I buy them?
- How can they be prepared?
- How do I know when they're done?
- How can I keep from overcooking them?
- How much do they cost?

## Appendix B: Recommended Contact List: Dealers and Chefs/Restaurants

See also the *potential actors* spreadsheet (Google sheet) for further description of relevance.  
Key: **S**: Received samples/survey (2017); **I**: interviewed (2019); **R**: Has requested samples (2019).

Name	Organization / Location	Position
Stage 1 - Dealers		
Chloe Starr Chloe@archatchery.com	A.R.C., Dennis (Hatchery/Grower/Dealer)	Farm and Wholesale Operations Manager
Alex Hay Alex@macsseafod.com	Wellfleet Shellfish Co / Mac's Seafood, Wellfleet (Dealer/Restaurateur/Retail): Mac's Shack, Mac's, Markets, Chatham Fish & Lobster, multiple locations	Owner
Meggie O'Neal Meggie@islandcreekoysters.com	Island Creek Oysters, Duxbury (Hatchery, Grower, Dealer, Restaurateur) - Island Creek Oyster Bar / The Shop / Raw Bar at Island Creek Oyster Farm	Director of Procurement
Ben Lloyd benl@pangeashellfish.com	Pangea Shellfish Company, Boston	Owner <b>I, R</b>
Desiree Pombo dpombo@wulfsfish.com	Wulf's Fish, Boston	Quality Assurance Director & Customer Relations <b>I, R</b>
Jared Auerbach Jared@redsbest.com Ryan Rasys Ryan.rasys@redsbest.com	Red's Best, Boston (Dealer / Retail) + Red's Best Fish Market & Eatery (at Boston Public Market)	Owner Operations Manager <b>I, R</b>
Stage 1 - Chefs and related		
Chef Anthony Cole acole@chathambarsinn.com	Chatham Bars Inn (multiple restaurants), Chatham	Executive Chef <b>I, R</b>
Chef Michael Ceraldi ceraldi@ceraldicapecod.com	Ceraldi, Wellfleet	Chef/Owner
Chef Jared Chianciola jared@macseafod.com	Mac's Seafood, Wellfleet	Chef
Jenn Mentzer catering@macsseafod.com	Mac's Parties and Provisions, Wellfleet	Chef/Catering Director
Chef Jeremiah Reardon miah.reardon@gmail.com	Vers, Orleans	Chef <b>S</b> (at Brewster Fish House)
Chef Adam Dunn adam@pheasantcapecod.com	The Pheasant, Dennis	Chef/Owner
Jason Montigel chf@cleanslateeatery.com	Clean Slate Eatery, Dennis	Chef
Chuck Konner rockharborgrill.net	Rock Harbor Grill, Orleans Grill 43, Yarmouthport	Chef/Owner
Chef Marc Warner epicoyster@yahoo.com	Epic Oyster, North Falmouth	Chef/Owner
Chef Joe Monteiro hello@19rawoysterbar.com	19 Raw Oyster Bar, Edgartown	Owner
Sal Liotta www.thebackeddy.com	The Back Eddy, Westport	Owner

## Appendix B: Recommended Contact List, continued

Name	Organization / Location	Position
Chef Marc Orfaly cheforfaly@gmail.com	Reelhouse, Boston/Quincy + forthcoming (Navy Yard Hospitality)	Chef/Partner <b>S, I</b>
Chef Jeremy Sewall jeremy@row34.com	Island Creek Oyster Bar / Row 34, Boston, Burlington, Portsmouth	Chef/Partner/Author <b>S, I</b>
Chef Matt Garland mgarland@easternstandard- boston.com Vanessa Rea vrea@easternstandardboston. com Diego Pena-Herrera dpena@ easternstandardboston.com	Eastern Standard, Boston; Shy Bird, Cambridge	Culinary Project Manager <b>I, R</b>  Wine Director, <b>R</b>  Bar Manager, <b>R</b>
Kristin Canty Chef Charlie Foster kristincanty@gmail.com	Woods Hill Table, Concord/Boston	Owner Chef <b>I, R</b>
Chef Josh Lewin josh@julietsoverville.com	Juliet, Somerville; Peregrine, Boston	Chef/Owner <b>R</b>
Chef Jeremy Kean Chef Philip Kruta	Brassica, Boston	Chef/Owner, <b>S</b>
Chef Maxime Fanton	Alcove, Boston	Executive Chef
Chef Michael Scelfo	Waypoint, Alden & Harlow, Longfellow Bar, Cambridge	Chef/Owner
Chefs Tim and Nancy Cushman	O Ya (Boston, NYC) and Hokojo, Boston	Chef/Owner
Chef Rob Wong	Hojoko (with Tim Cushman), Boston	Chef
Chef Brian Young	The Emory, Boston	Chef
Chef Tiffani Faison	Tiger Mama, Fool's Errand, (Big Heart Hospitality) Boston	Chef/Owner
Chef Jaime Bissonnette	Toro, Boston, NYC, etc.	Chef/Owner
Chef Ken Oringer	Uni/Toro, Boston, NYC, etc.	Chef/Owner
Chef Barbara Lynch	Menton / B&G Oyster, etc., Boston	Chef
Chef Lydia Shire	Scampo, Boston	Chef
Chef Kyle McClelland	Salty Girl (Met Restaurant Group), Boston	Chef
Chef Jody Adams	Trade / Porto, Boston	Chef/Owner
Chef Michael Schlow	Alta Strada, Tico, Nama, etc. (Boston+multiple U.S. locations)	Chef / Author
Chef Jamie Mammano	Ostra, Boston	Chef/Owner, <b>S</b>
Chef Adrian Wright	Deux Aves, Boston	Chef
Chef Daniela Soto-Innes	Cosme and ATLA, NYC	Chef
Daniel Abrams	Mermaid Oyster Bar, NYC	Owner

## Appendix B: Recommended Contact List, continued

Name	Organization / Location	Position
Chefs Maria and Fabio Trabocchi	Fiola Mare and other restaurants, DC	Chef/Owner
Chef Max Peterson	Hemingway's, Providence, RI (Newport Hospitality Group)	Chef
Chef Benjamin Suple	Birch Restaurant, Providence, RI	Chef
Chef Beau Vestal	New Rivers, Providence, RI	Chef
Chef Derek Wagner	Nick's on Broadway, Providence, RI	Chef/Owner
Executive Chef Lou Rossi	Castle Hill Inn, Newport, RI	Chef
Perry Raso	Matunuck Oyster Bar, South Kingstown, RI	Chef/Owner/Grower
Chef Evan Mallet	Black Trumpet Bistro, Portsmouth, NH	Chef/Owner
Chef Andrew Taylor Chef Mike Wiley	Eventide Oysters, Portland, ME	Chef/Owners
Stage 2 & 3 - Dealers		
Ian MacGregor sales@lobsterplace.com	The Lobster Place, Chelsea Market / the Bronx	Wholesale w/ co-located restaurants
Richard Martin richm@wildedibles.com	Wild Edibles, NYC	Wholesale, emphasis on sustainability, clams
Stage 2 & 3 - Chefs & Related		
Chef Mike Price	The Clam, NYC	Chef/Co-Owner
Chef Julian Medina	Los Mariscos, NYC	Chef
Jeff Zalaznick	ZZ's Clam Bar (Major Food Group) NYC	Chef
Chef Kyle Bailey	The Saltline (Longshot Hospitality Group), DC	Chef/Owner
Chef Carlos Delgado	China Chilcano (ThinkFoodGroup - Jose Andres), D.C.	Chef
Travis Croxton	Rappahanock Oyster Bar (and others), DC and VA	Owner
Chef Michael Serpa	Select Oyster Bar, Boston	Chef/Owner
Chef John Ross	Neptune Oyster Bar, Boston Waterfront and Oyster Bar, Everett (Encore)	Chef
Chef Scott Jensen	Gallows / Banyan, Boston	Chef, <b>S</b>
Chef Carolyn Johnson	Mooncusser Fish House, Boston	Chef
Chef Danny Levesque	Atlantic Fish, Tavistock Group, Boston + other	Executive Chef
Chef Chris Chung	Momi Nonmi, Cambridge	Chef/Owner
Chef Colin Lynch	Bar Mezzana, Boston	Chef
Chef Richard Vellante	Legal Seafood, (multiple locations), U.S.	Executive Chef & Executive Vice President
Jarvis Green (contact through Jen Bender)	Ocean 97 (value-added product company) www.oceans97.com	Owner (received samples in 2018)

## Appendix C:

### Massachusetts Shellfish Aquaculture Marketing Working Group

The working group has played a critical role in the development of the Marketing and Promotion Plan, providing feedback to the Cape Cod Commercial Fishermen’s Alliance and directly to Zapalac Advisors during on-site interviews and by email. The group’s input has been invaluable for bringing this project forward and it will continue to be important to the effective marketing and promotion of New England Butter Clams.

Representative	Name	Organization	Position
Grant Partner / Contract Lead	Melissa Sanderson	Cape Cod Commercial Fishermen’s Alliance	Chief Operating Officer
Grant Partner	Elisabeth Leaning	Cape Cod Commercial Fishermen’s Alliance	Project Coordinator
Grant Partner	Abigail Archer	Cape Cod Cooperative Extension / Woods Hole Sea Grant	Marine Resource Specialist
Grant Partner	Josh Reitsma	Cape Cod Cooperative Extension / Woods Hole Sea Grant	Marine Program Specialist
Grant Partner	Michele Insley	Wellfleet SPAT	Executive Director
Northeast MA Aquaculture Center	Dr. Joe Buttner	Salem State University	Professor of Biology, Director of NEMAC
Southeastern MA Aquaculture Center	Rick Karney	Martha’s Vineyard Shellfish Group	Former Director, retired, emeritus
MA DMF Seafood Marketing Program	Wendy Zisson	Massachusetts Division of Marine Fisheries	Coordinator, Seafood Marketing Program
Grower	Dan Martino	Martha’s Vineyard, Cottage Point Oysters	Owner
Grower	Mark Begley	Barnstable, Beachpoint Oysters	Owner
Grower	Jared Hemila	Barnstable, Barnstable Sea Farms	Owner
Grower	Andrew Cummings	Wellfleet, Wash-Ashore Oyster Ranch	Owner
Grower	Jake Puffer	Wellfleet Grower	Owner
Grower	Alfred Pickard	Wellfleet Grower	Owner
Grower/Dealer	Steve Wright	Chatham Shellfish Company	Owner
Dealer/Restaurateur/Retail	Alex Hay	Mac’s Seafood	Owner
Dealer	Ben Lloyd	Pangea Shellfish Company	Owner
Hatchery/Grower/Dealer/Retail/Restaurateur	Meggie O’Neal	Island Creek Oysters	Director of Procurement
Dealer/Retail	Jared Auerbach	Red’s Best	Owner
East Coast Shellfish Growers Association	Bob Rheault	East Coast Growers Association	Executive Director

## **Appendix D:**

### **Project Partners, Funders and Contributors**

#### **Project Partners:**

Cape Cod Cooperative Extension/Woods Hole Sea Grant

Cape Cod Commercial Fishermen's Alliance

Wellfleet Shellfish Promotion and Tasting (SPAT)

#### **Project Funders:**

Sea Grant - NOAA Award NA17OAR4170240 - Market Development to Diversify Shellfish

<https://seagrants.noaa.gov/Our-Work/Aquaculture>

Wellfleet Shellfish Promotion and Tasting (SPAT)

#### **With special thanks to:**

Massachusetts Shellfish Aquaculture Marketing Working Group

## Appendix E: Interview List

The following individuals were interviewed for this plan. We thank them for their input.

Representative	Name	Organization	Position
<b>RESEARCHERS</b>			
UMass Boston, School for the Environment	Jen Bender, PhD	UMass Boston, School for the Environment	Aquaculture Education Coordinator; Executive Director, Marine Studies Consortium
<b>HATCHERIES</b>			
Hatchery/Grower/Dealer	Rob Doane Rick Sawyer Jonathan Fleming Paul Wittenstein	A.R.C.	President & CEO Sales + Marketing Manager Board Chairman GM/Nursery Manager
Hatchery/Grower/Dealer/ Retail/Restaurateur	Skip Bennett*	Island Creek Oysters	Owner (note: limited conversation)
<b>GROWERS</b>			
Grower	Mark Begley	Barnstable, Beachpoint Oysters	Owner
Grower	Les Hemmila	Barnstable, Barnstable Sea Farms	Owner
Grower	Steve Wright	Chatham, Chatham Shellfish Company	Owner (note: limited conversation)
Grower	Jim O'Connell	Wellfleet Grower	Owner
Grower	Alfred Pickard	Wellfleet Grower	Owner
Grower	Dan Martino	Martha's Vineyard, Cottage Point Oysters	Owner
Grower	Matt Weeks	Falmouth Grower	Owner
<b>DEALERS / WHOLESALERS</b>			
Distributor	Ben Lloyd	Pangea Shellfish Company	Owner
Wholesaler/Retail/Eatery	Jared Auerbach	Red's Best	Owner
Wholesaler	Desiree Pombo + team	Wulf's Fish	Quality Assurance Director & Customer Relations
<b>CHEFS / RESTAURATEURS</b>			
Chef	Chef Matt Garland	Eastern Standard, Branch Line, Shy Bird	Culinary Project Manager
Chef	Chef Mark Orfaly	Reelhouse	Chef/Owner
Chef/Event Planner	Jenn Mentzer	Mac's Parties & Provisions	Director of Catering
Chef	Jared Chianciola	Mac's Seafood	Chef de Cuisine (note: limited conversation)
Chef	Chef Anthony Cole	Chatham Bars Inn	Executive Chef
Chef/Partner/Author	Chef Jeremy Sewall	Island Creek Oyster Bar / Row 34	Executive Chef
Restaurant Owner	Kristin Canty	Woods Hill Table	Owner/Filmmaker (note: limited conversation)
<b>RETAIL (ONLINE + PHYSICAL)</b>			
Fish Market + Eatery	Ryan Rasys	Red's Best Fish Market & Eatery	Retail Manager (note: limited conversation)