



DOING BUSINESS IN HOUSTON, TX

Wednesday, 28th August 2019

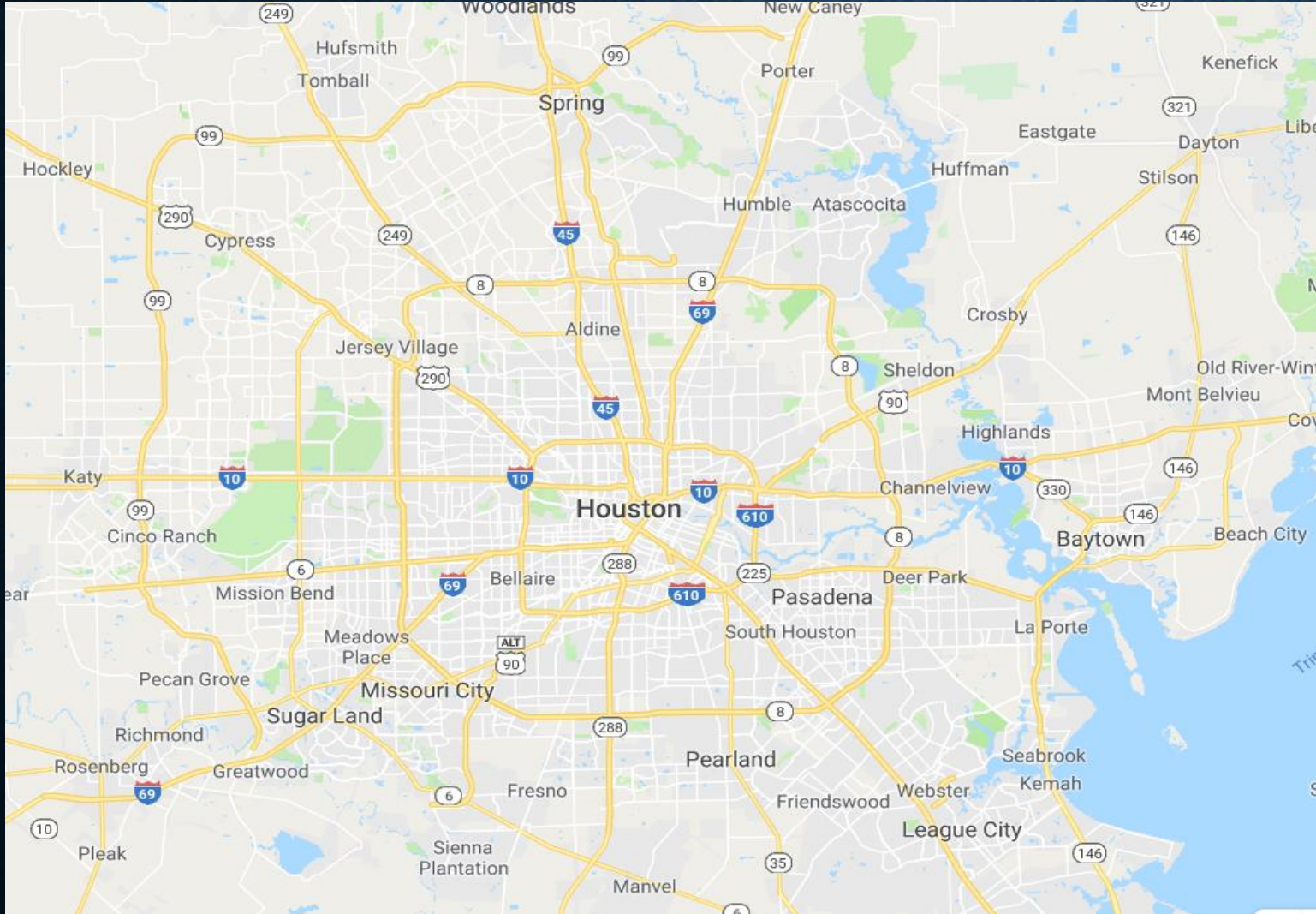
Export House

Port of Spain

Presented by



HOUSTON



5.5 million people metro region

Caribbean Population is spread out. Not a strong concentration as in New York, Florida, or Atlanta.

Small density of Caribbean Population is in Baytown and Southwest Houston mainly due to oil employment

40 minutes to 1 hour to cross Houston without traffic

DISTRIBUTION

- Caribbean Distributors
 - One main distributor in Houston
 - Sunburst Trading
 - Other product is entering the market through Florida and New York
 - Traders West Inc.
 - Carb Brands
 - Pure Caribbean
 - Iberian Foods
- Companies founded by Caribbean individuals, but manufactured in US
 - Royal Caribbean Bakery - NY
 - JCS – Trinidad/Florida



Houston Market



Supermarkets & Grocers



Sunburst Distributing



Central Buying Large Stores – Not in Houston



Miami Distributors



Krogers



HEB



FoodTown



Grocers

Sunburst Trading is the leading company in the importation, marketing and distribution of specialty foods from the Caribbean in the Southwestern US. Their strength is discovering the best products in every category, then cultivating their strengths, and nurturing each throughout the marketplace

- Sunburst services all major supermarkets in the Houston Area
- Has had mixed results with Caribbean Products primarily due to lack of marketing \$\$\$\$\$, stocking fees, gondola end etc.



Featured brands are: D&G sodas, Grace, Excelsior, HTB, Vita Malt, Matouk's, Caribbean Food Delights Patties and much more.

DISTRIBUTION

- Ethnic Market
 - Caribbean Diaspora is spread out
 - Major Ethnic Stores are Hispanic
 - Small shelf space reserved for Caribbean Products
 - Caribbean Products only occupy that area of the store
 - Stores are reducing Caribbean SKU's because of decreasing sales due to lack of Marketing \$\$\$\$ - slotting fees, sampling, tastings, promo

DISTRIBUTION

- Analytics
 - Stores can process so much data on consumer preferences

Manufacturing Side

- Length of time product is on the shelf
- Revenue per item per day
- Compare it versus other products and the revenue generated by each product

Customer

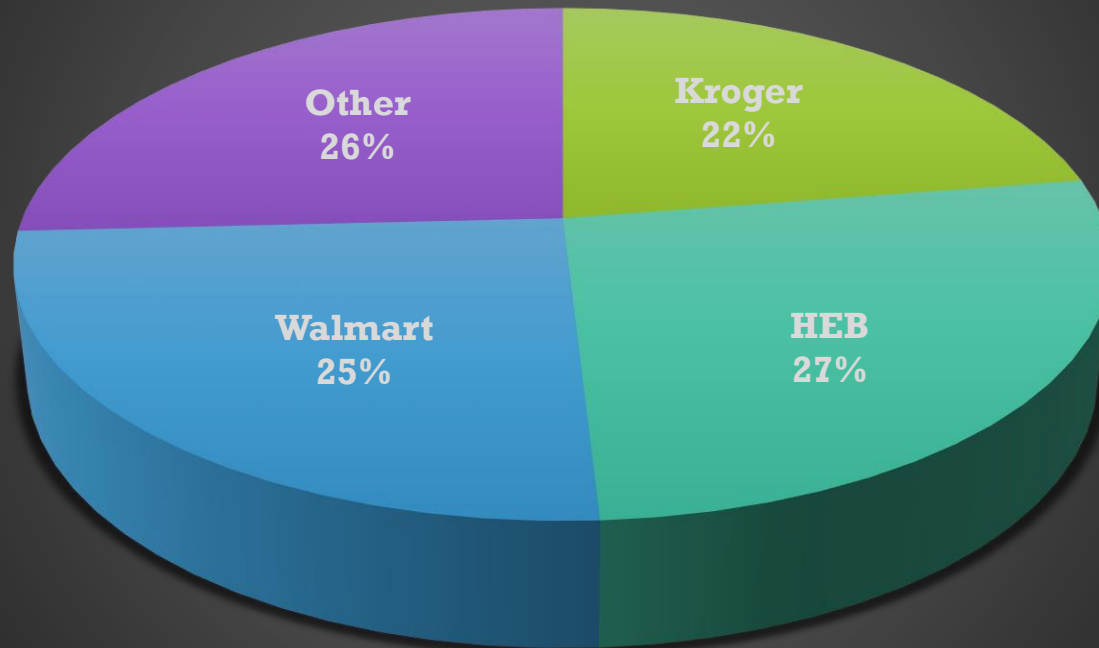
- What products they purchase with your product
- Value and profile of the customer
- Compare it versus other products and the revenue generated by each product
- Want 3 step products which require short preparing time

Result

- Products are being cut regardless of existing relationship
- New Products have a shorter opportunity to prove themselves.
- **Data Rules**

MARKET SHARE OF KEY PLAYERS

Houston- Leading Supermarkets By Market Share



HEB, Walmart & Kroger's dominate the market

Purchasing is done
HEB Austin, Texas
WalMart Bentonville, Arkansas
Kroger, Cincinnati, Ohio

There is buying done through a few local distributors for niche products ie: Caribbean Products

MAJOR RETAILER SCAN



Kroger – 23% Market Share
2,760 stores across 35
States



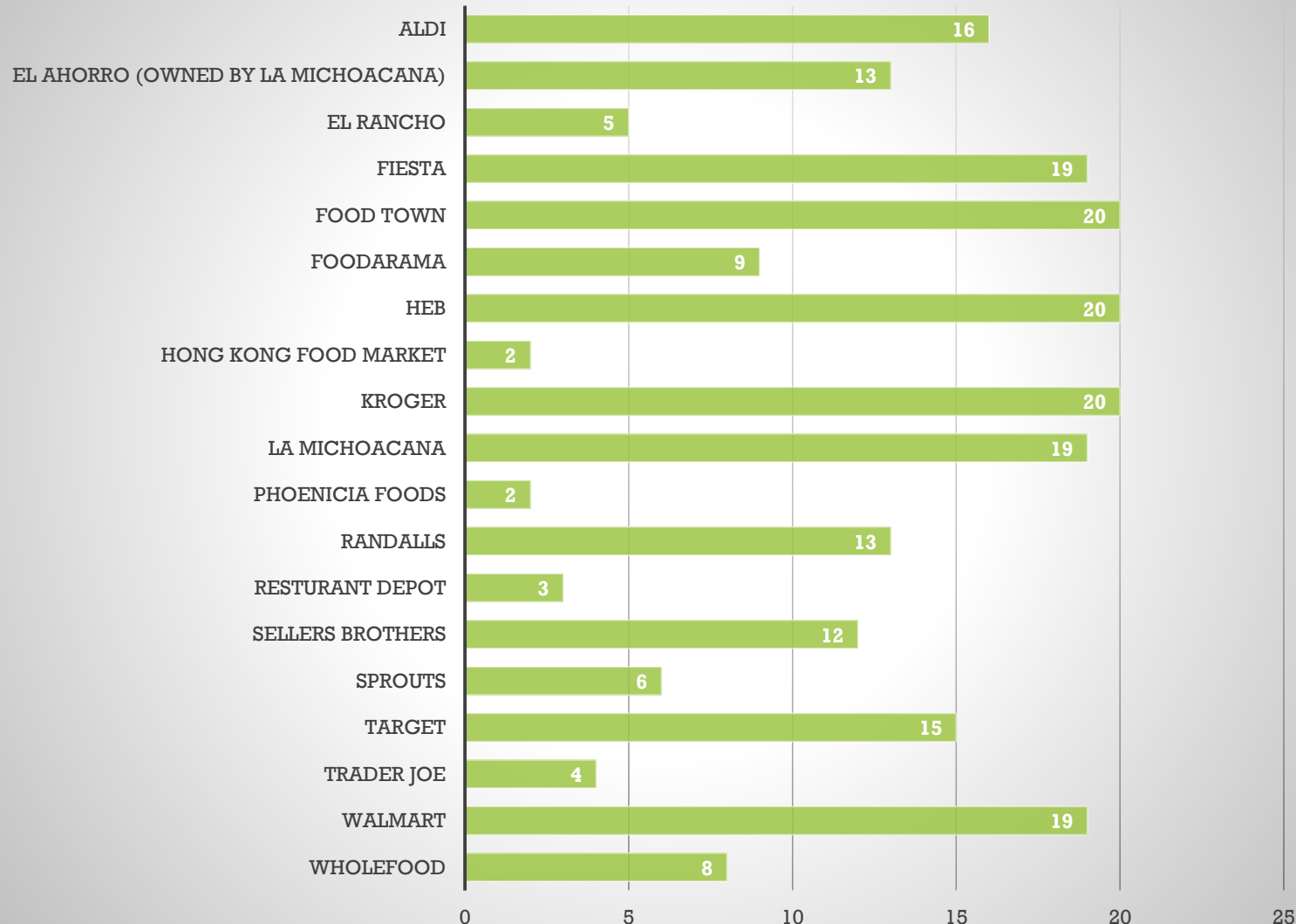
HEB– 27% Market Share
350 stores in Texas &
Mexico



Walmart 25% Market Share
591 stores in Texas

MARKET SHARE OF KEY PLAYERS

Number of Grocery Stores by Brand - Houston



75% of the market is serviced by 3 brands with 59 stores

25% of the market is serviced by 16 major brands with 166 stores.

Consolidation of Market

Only 7 stores have purchasing offices in Houston.

Foodtown & Fiesta specialize in all ethnic foods

CARIBBEAN MANUFACTURES ON THE SHELF

Manufacturer	Country
Benjamin's	Jamaica
Bermudez	Trinidad
Carb	Jamaica
Carb Product	Jamaica
Caribbean Dreams	Jamaica
Caribbean Sunshine	US
Chief	Jamaica
D&G Beverage	Jamacia
Grace Kennedy	Jamaica
JCS	Jamacia/US
Mabel's Hot Sauce	Trinidad
Matouk's	Trinidad
McLas	Jamaica
Pronto	Jamaica
Shavout Farms	Jamaica
St. Jamacia	Jamaica
Tastee	Jamaica
Walkerwoods	Jamaica

Set Products on the Caribbean Shelf

Little cross over to the rest of the store

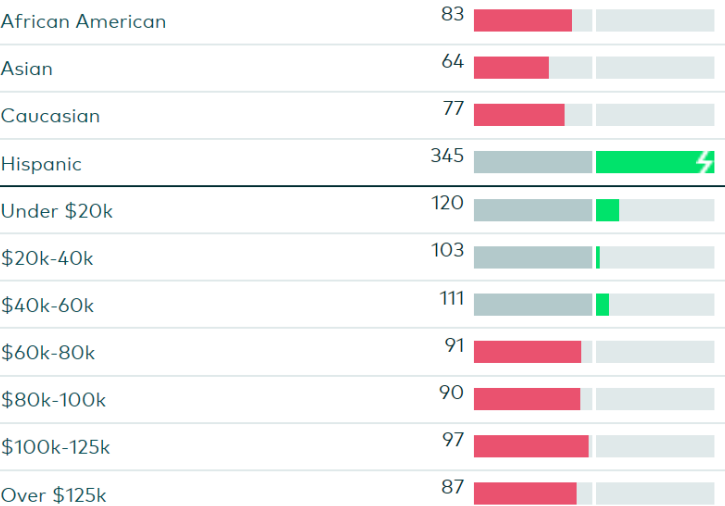
A number of firms position themselves as authentic Caribbean but are based in New York or Florida.



This Photo by Unknown Author is licensed under [CC BY-SA](#)

PROFILE HEB

- H-E-B supermarket chain based in San Antonio with Central Buying
- 340 stores and over 100,000 employees, approx. 20 are in the immediate Houston area.
- Operates Central Market, an upscale organic and fine foods retailer.
- Total revenue surpassing US\$ 25 billion.
- HEB is reducing the Caribbean footprint with the recent cancelation of CRIX products in their stores. Products placed through a distributor
- Curbside & Home Delivery
- Limited Caribbean products sourced through a local distributor



HEB SHOPPERS ARE MORE ACTIVE THAN

DEMOGRAPHIC	INDEX
Under 24	110
25-34	124
35-44	107
45-54	91
55-64	82
Over 65	74

35.4
Purchase Cycle (days)

14.2
Avg Basket Size (units)

\$48.85
Avg Basket Size (\$)

HEB SHOPPERS DEMOGRAPHICS

HISPANIC GROCERS

Food Town

Fiesta

Ethnic Grocers

El Rancho

FoodArama

SPECIALTY GROCERS

Aldi

Trader Joe

International
Products

La Michoacana

Phoenicia Foods

MAJOR TRENDS IN GROCERY RETAIL

OnLine Shopping

- Online Shopping: Kroger, HEB Walmart, Randall's are rolling out online grocery ordering service. Much of this turf war is now being waged online as shoppers increasingly embrace e-commerce.
- Stores positioning for competition against Target, Walmart and Amazon

Convenience

- Consumers want ready to eat with no more than 3 steps
- Convenience stores only carry ethnic beverages and meat patties

Branding & Positioning

Larger Stores are moving with organized, well packaged products

Texas grocers are able to build and lease locations that mesh with their brand images.

Traditional grocers like Kroger and H-E-B can go bigger, enhancing their appeal to one-stop shoppers.

Private Label

Private Label Growth - Grocery stores have built strong house brands in recent years, which drive greater profit to the company and lower prices to consumers. Some supermarkets have a multi-tiered approach to private labels to reach different audiences.

Ex. Safeway has premium and core private label products, as well as health and wellness brands such as O Organics, Eating Right, and Bright Green. Specialty grocers like Trader Joe's, on the other hand, can go smaller, solidifying their images as niche retailers with high-quality, private-label offerings.

MAJOR TRENDS

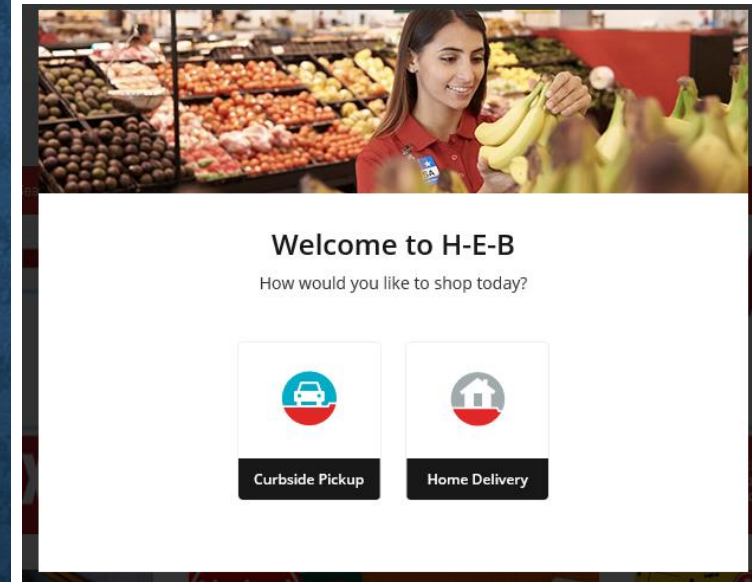
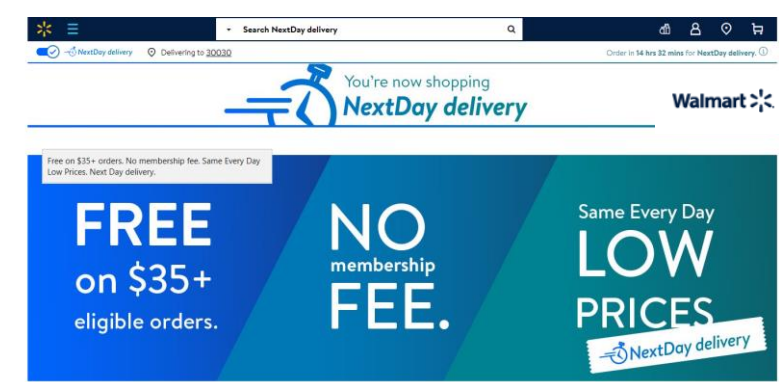
Weaknesses

- Convenience stores only carry ethnic beverages and meat patties
- Branding and packaging are poor
- Merchandising support is non-existent for Caribbean suppliers
- Caribbean products are being reduced because of lack of marketing support
- Leading brands are starting to introduce look a likes which are well packaged and well priced.

Source: Jeff Green Partners

MAJOR TRENDS

- Curbside Pickup
 - Order online,
 - Select a time for pickup
 - Groceries are delivered to your car.
- Free Shipping for Groceries
- 1-hour delivery of Groceries
- E-commerce



OTHER TRENDS

- The only category of the ethnic segment that is expanding significantly is the Hispanic grocery store
 - Stores are growing - produce and meat
 - Hispanic family is more likely to sit down to a family dinner than other demo- graphics might be.
- Low Margins - Grocery stores operate with extremely low margins
 - Depend on volume to generate profits.
 - Profit margins – razor thin
 - Grocery stores net less than a penny per dollar of retail sales.
Competition limits a company's ability to raise prices.

OTHER TRENDS

- Dependence on Discounting, Promotion
 - Price is a primary driver in the grocery shopping decision
 - Companies have come to rely on price discounts and promotions to drive volume.
 - Manufacturers bear most of the cost of trade promotions
 - Frequent discounts have conditioned consumers to look for the best deal and have diminished store loyalty.
 - Deep discounts and specials often create short-term volume increases at the expense of long-term business.

MAJOR TRENDS

Wealth – Divider is
Health

- National
Brands –
Losing Market
Share

Private Label
Healthy, Organic, No
Preservative

Strong Private Label
–Helps Retain
Customers

PRIVATE LABEL VS BRANDS



Fiesta

- Crisco
- Carrington Farms
- Great Value



Walmart

- McCormick
- Chief
- Lawrys
- Goya



El Rancho

- Bounty
- Value Corner
- Scott
- Charmaine



Retail chains market private label brands. Their brands are usually less expensive than major brands. Branded products from the Caribbean are competing with low margins. Positioning for higher margins are critical in Branded Items
Private label an option shipping in bulk (Volume Purchasing)

SAMPLE PRICING

Brand	Description	Quantity	WalMart	Foodarama	El Rancho
Angel Soft	Double Rolls Toilet Paper	12			5.99
Angel Soft	Double Rolls Toilet paper	24		7.99	
Angel Soft	Double Rolls Toilet Paper lavendar	12			6.88
Angel Soft	Double Sheets Toilet paper	12		4.79	
Charmin	Essentials Strong Toilet Paper, Mega Rolls, 451 S	12	9.94		
Charmin Essentials	Double Rolls Toilet Paper	12			6.59
El Rancho	Double Rolls Toilet Paper	12			3.50
El Rancho	Double Rolls Toilet Paper lavendar	12			3.50
Fiora	Double Rolls Lavender Toilet paper	12		5.29	
Fiora	Double Rolls Toilet Paper	12			4.29
Fiora	Double Rolls Toilet paper	12		4.77	
Great Value	Everyday Soft Bath Tissue Mega Rolls	9	8.88		



\$12.99

Curry Leaf Powder (1/2
Lb) By Naturevibe Bota...

Amazon.com

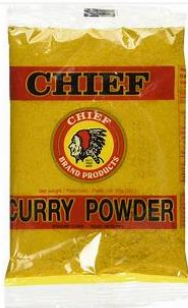


\$12.90

McCormick Curry Powder,
1 Lb

Amazon.com

MAINSTREAM PRODUCT POSITIONING STRATEGY



\$8.09

Chief Curry Powder - 3oz -
3 PACK

Amazon.com



\$6.35

CHIEF HOT & SPICY
CURRY POWDER, 230...

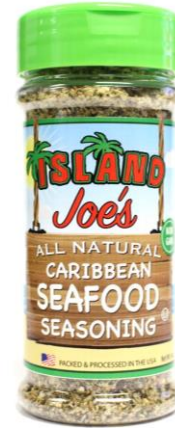
Amazon.com



\$11.40

CHIEF CURRY POWDER
500G, 17.5 OZ MADE I...

Amazon.com



PRIVATE LABEL NO MERCY - COPY CAT

- Products made in the USA



CONTRACT MANUFACTURING /LICENSING

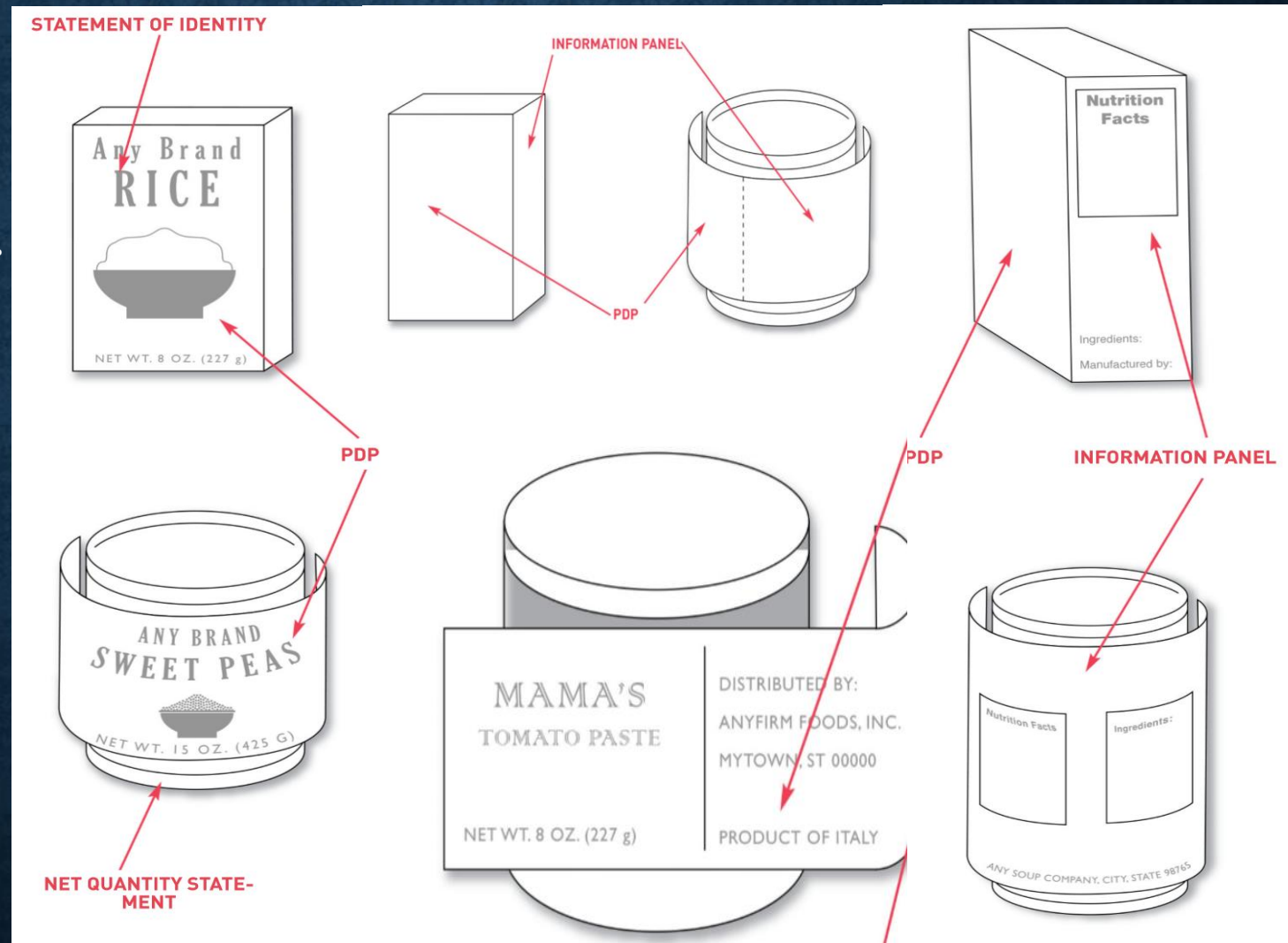
- Reduce transit times
- Secure Health Certification

LABELLING – FDA REGULATIONS

- ❑ With the exception of most meat and poultry, all **food** and cosmetics as defined in the FD&C Act, are subject to examination by **FDA** when **imported** or offered for **import** into the United States.
- ❑ Most meat and poultry products are regulated by the U.S. Department of Agriculture
- ❑ Bilingual is an asset given Houston's Hispanic population
- ❑ FDA do not have the authority to approve food products before marketing.
- ❑ Food facilities are required to register with FDA,
- ❑ FDA has the authority to approve certain ingredients before they are used in foods. Ie: food
 - ❑ prove to FDA that the additive is safe through appropriate testing.
 - FDA approval** is required for that ingredient.
- ❑ FDA enforces its regulatory requirements through routine facility inspections and randomized batch inspections at the US.
- ❑ So, Food products must be proven safe and effective before companies put them on the market.

LABELLING LAWS

- The Nutrition Labeling and Education Act (NLEA) requires most foods to bear nutrition labeling
- requires food labels that bear nutrient content claims and certain health messages to comply with specific requirements
- Food Safety Modernization Act - Recallability – Standards
- Food Labelling Guide:
<https://www.fda.gov/media/81606/download>



STANDARD PALLET LABELING

Layout:

ADAGE item code

Bar code of ADAGE item code

ITEM DESCRIPTION

Open code date or production date PLUS Bar Code (yyyy-mm-dd)

Lot # PLUS Bar Code

Container Quantity

301087



“BASIC SPECIAL LARGE”
CHOPPED ONION

Production date: 2000-07-10



Lot # K010BUK



Net Wt. 125 lb.

Product of U.S.A.

PRICING AND THE DISTRIBUTION CHANNEL

- Price product correctly - crucial to its success.
- The price should reflect the product's perceived value to the consumer.
 - Consumers won't purchase a more expensive product unless its perceived value is greater.
 - Consider the competition's price on the retail shelf. Visit stores and view the competition; note prices and how package size relates to price.

Pricing and the Distribution Channel

- Correct pricing allows to earn a profit for growth of the company
- Factor all cost of doing business into your pricing
 - Cost of Goods Sold
 - Cost of Selling/Marketing Administration
- Do not use expected savings to set price
- Must Include in your budget and price all expenses required/demanded by the consumer and the trade
- Must include all expenses that are build into the price. If an additional cost arise you will decrease profit margin and profitability
- Determine when to reset price based on material changes in cost

OTHER COST FACTORS

Inland Cost

- ENTRY FEE
- MESSENGER
- DELIVERY ORDER
- CARTAGE
- FDA NOTIFICATION
- PRIOR NOTICE
- DUTY (If applicable)
- FREIGHT
- DOCUMENTATION
- TRANSPORTATION
- INSURANCE

DUTIES

Category	Harmonized System (HS)	Description	MFN	Trinidad & Tobago
BAKED PRODUCTS	1904.90	Prepared foods obtained by swelling or roasting cereals or cereal products, e.g. corn flakes	9.92	0
BAKED PRODUCTS	1905.30	Sweet biscuits	0	0
BAKED PRODUCTS	1905.31	Bread, pastry, cakes, biscuits and other bakers' wares, whether or not containing cocoa; communion ...	0	0
BAKED PRODUCTS	1905.32	Waffles and Wafers	0	0
BAKED PRODUCTS	1905.90	Other (roti skins)	2.25	0
BATH SOAP	3401.11	Soaps & Hand Sanitizer	0	0
BEVERAGES	2009.19	Fruit juices, incl. grape must, and vegetable juices, unfermented, not containing added spirit, whether or not containing added sugar or other sweetening matter	0	0
BEVERAGES	2201.90	Ordinary natural water, not containing added sugar, other sweetening matter or flavoured	0	0
BEVERAGES	2202.10	Waters, including mineral waters and aerated waters, sweetened or flavoured	0	0
BEVERAGES	2202.90	Non-alcoholic beverages (excluding water, fruit or vegetable juices and milk)	17.33	0
BEVERAGES	2203.00	Beer made from malt	0	0
BEVERAGES	2208.40	Rum and Other spirits	0	0
FOOD PREPARATIONS n.e.s	2106.90	Food preparations not elsewhere specified (flavourings e.g. vanilla essence)	8.27	0

Sourced: World Trade Organization:
https://www.wto.org/english/tratop_e/tariffs_e/tariff_data_e.htm

DUTIES

Category	Harmonized System (HS)	Description	MFN	Trinidad & Tobago
HARDWARE ITEMS	3210.00	Paints and varnishes, incl. enamels, lacquers and distempers	0	0
HARDWARE ITEMS	3506.91	Adhesives based on polymers of heading 3901 to 3913 or on rubber	1.55	0
HARDWARE ITEMS	3924.90	Household Articles nesoi (Other than tableware and kitchenware) and toilet articles, of plastics (Self-watering plant pots)	3.3	0
HARDWARE ITEMS	7308.30	Doors, windows and their frames and thresholds for doors , of iron or steel	0	0
HARDWARE ITEMS	8538.10	Boards, panels, consoles, desks, cabinets and other bases for the goods of heading 8537, not equipped with their apparatus	1.8	0
HARDWARE ITEMS	9405.40	Electric lamps and lighting fittings, n.e.s	4.13	0
HOUSEHOLD CLEANING SUPPLIES	3402.90	Surface-active preparations, washing preparations, incl. auxiliary washing preparations and cleaning preparations	3.22	0
HOUSEHOLD CLEANING SUPPLIES	3405.00	Shoe polish, furniture wax and floor waxes, polishes and creams for coachwork, glass or metal, scouring pastes and powders and similar preparations	0	0

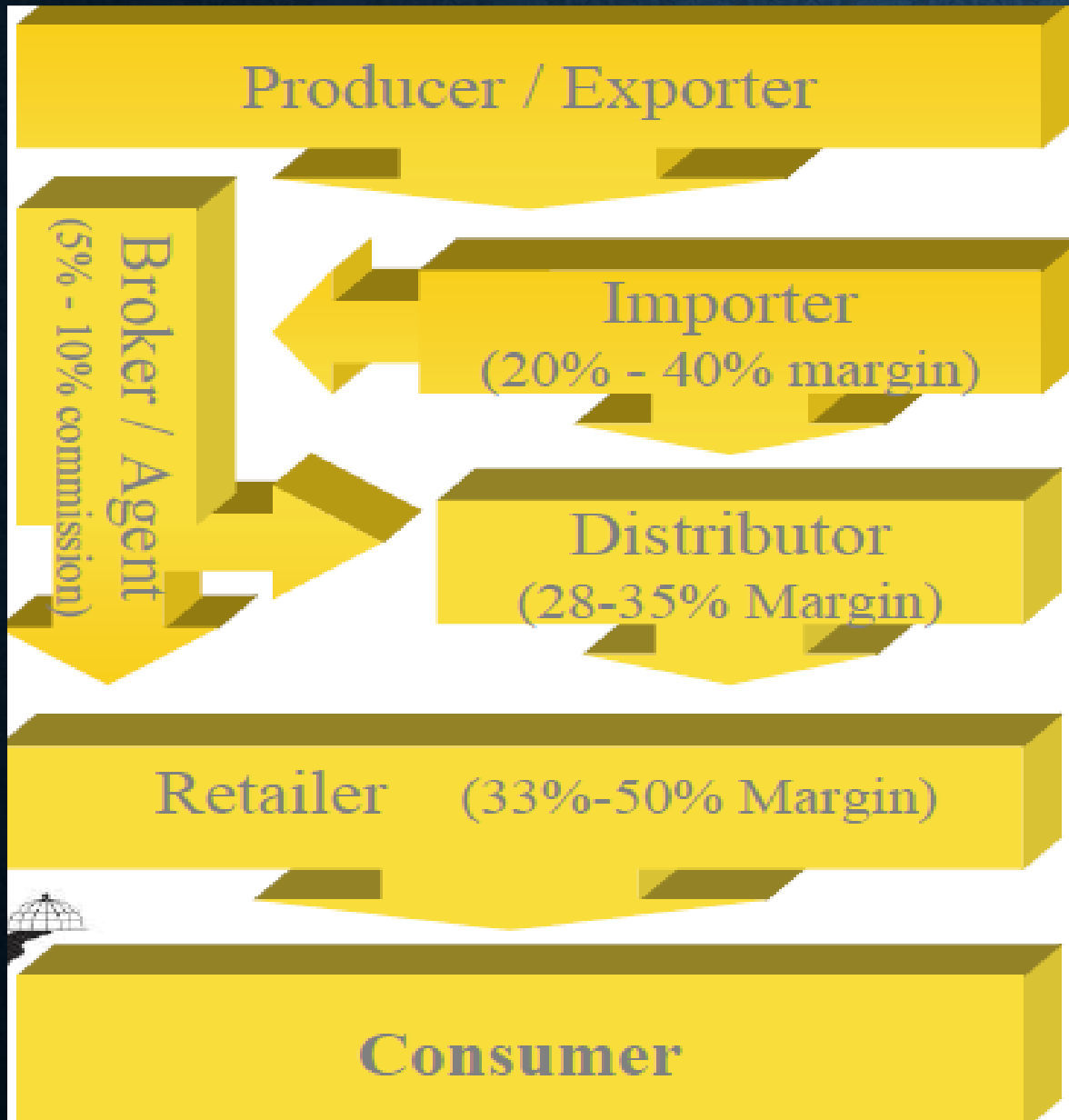
Sourced: World Trade Organization:
https://www.wto.org/english/tratop_e/tariffs_e/tariff_data_e.htm

DUTIES

Category	Harmonized System (HS)	Description	MFN	Trinidad & Tobago
ICE CREAM	2105.00	Ice Cream and other edible ice, whether or not containing cocoa	19.4	0
OILS	1513.19	Coconut Oil for cooking (flavoured)	0	0
PASTA MFN	1902.19	Uncooked pasta, not stuffed or otherwise prepared, not containing eggs	4.57	0
PERSONAL & HOME CARE	4803.00	Paper Towels, Napkins and Facial Tissues	0	0
PERSONAL & HOME CARE	4818.10	Toilet Paper	0	0
SAUCES & CONDIMENTS	2103.20	Tomato ketchup and other tomato sauces	8.8	0
SAUCES & CONDIMENTS	2103.90	Preparations for sauces and prepared sauces; mixed condiments and seasonings (Pepper sauce, mayonnaise, achar & kuchela)	5.17	0
SPICES	0910	Ginger, Saffron, Turmeric “curcuma”, thyme, bay leaves, curry and other spices	0.58	0
SPREADS	2008.19	Nuts and other seeds, incl. mixtures, prepared or preserved (excluding prepared or preserved (Peanut Butter	9.54	0
SWEETS	1704.90	Sugar confectionery not containing cocoa, incl. white chocolate (excluding chewing gum)	8.14	1.36
SWEETS	1806.31	Chocolate and other preparations containing cocoa, in blocks, slabs or bars of <= 2 kg, filled	6.34	1.18

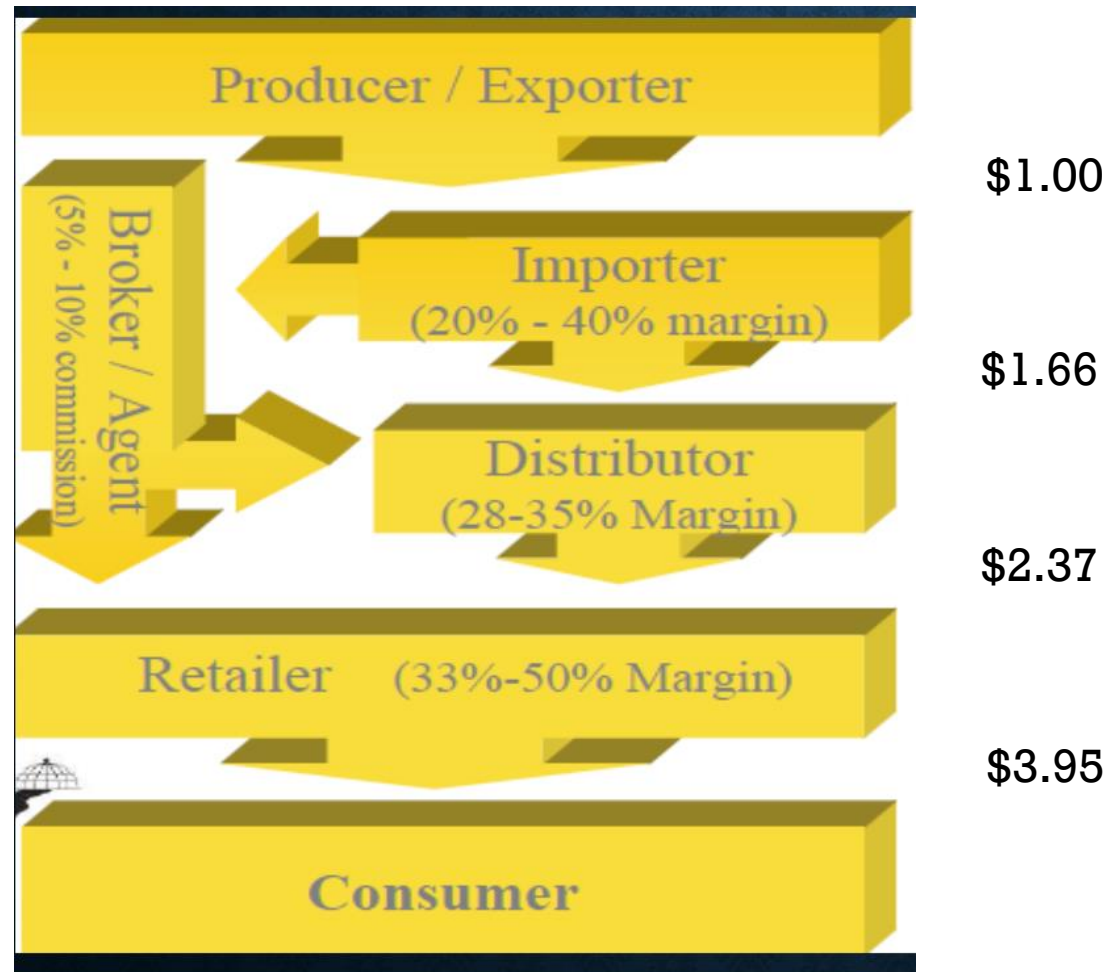
Sourced: World Trade Organization:

https://www.wto.org/english/tratop_e/tariffs_e/tariff_data_e.htm



What you sell for
\$1 in landed price
can equal almost \$4
at the consumer
level.

$$\text{selling price} = \frac{\text{purchase price}}{1 - \% \text{ margin}}$$



EXAMPLE

$$\text{selling price} = \frac{\text{purchase price}}{1 - \% \text{ margin}}$$

LOGISTICS

Ocean freight rates for containers from Trinidad and Tobago to Houston via Panama

20 foot Container

- USD 1,629

40 foot Container

- USD 1,797

Transit to Houston:

Estimated 15-20 days

- Most cargo from the port is transported by trucks
The cost of transport is approximately 400US

Quantity	2,400
Price per Case/Crate/items	24
Price per Unit:	1.00
Value:	\$57,600
Logistic Cost	
FREIGHT (20ft. Container)	1,629.00
DOCUMENTATION	30.00
TRANSPORTATION (in Land moving of container)	450.00
INSURANCE	190.00
CARTAGE	380.00
FDA NOTIFICATION	93.50
PRIOR NOTICE	82.50
DUTY	
ENTRY FEE	125.00
Landed Costs	2,980.00
TOTAL (Total Value + Landed Costs)	
A1 - TOTAL COST PER ITEM (Total/Quantity)	\$1.24

Distribution Model	
A2 - Broker Price to Distributor 14% (A1*A2)	1.42
A3 - Distributor Price to Retailer (20% to 30%) (A2*A3)	1.70
A4 - Retailer Price to Customer 25% (A3* A4)	2.12

SHIPPING DOCUMENTS REQUIRED

Commercial
Invoice

Bill of Lading
document

Packing List

Free sale
certificate

Sanitary
certificate

Manufacturing
date and
expiry date

Insurance

CANDIES



COFFEE TEA



3.49

6.49

6.49

6.49

Café Caribe \$1.00

\$4.29

Café Caribe 35c

3.49

\$4.59

234-898

2.79

231-514

2.89

70594 10023

19 1902

\$3.48

\$3.48

\$1.88

\$2.88

\$2.49

\$3.98

\$88c



TEAS

SAUCES AND CONDIMENTS



Brand	Description	Weight/Volume	HEB ONLINE Price	Kroger Price	Randalls Price	Fiesta Price	WalMart Online	Hong Kong Foods
Matouk's	Calypso Sauce	10 fl oz						3.39
Del Primo	Green Sauce Salsa Verde	10 fl oz						1.85
Tapatio	Hot Sauce	10 oz					1.14	
Valentina	Hot Sauce	10 oz		0.99				
La Costena	Mexican Green Salsa	10 oz		1.79				
La Costena	Mexican Salsa Picante	10 oz		1.79				
Tapatio	Salsa Picante Hot Sauce	10 oz		1.39				
Valentina	Salsa Picante Hot Sauce	10 oz		0.99				
Tiger Sauce	The Original Tiger Sauce	10 oz					3.78	
Mantouk's	West Indian Flambeau Sauce	10 oz		3.59				
Del Primo	Green Sauce	10.5oz				1.79		
Del Primo	Habanera Red Sauce	10.5oz				1.79		
Del Primo	Harbanera Green Sauce	10.5oz				1.79		
Del Primo	Tiaquera Sauce	10.5oz				1.79		
Tapatio	Hot Sauce	10oz				1.59		
Del Primo	Red Sauce	10oz	1.48			3.39		

SNACKS

