

United States Frozen Shrimp Market Operations Guide

Pacífica Mar Ecuador S.A. (fictitious client) - Frozen farmed whiteleg shrimp - HS 030617 - Ecuador to United States

A step-by-step guide to getting the first US shipment right: who does what, how the goods move, how payment is protected, what paperwork is needed, and how to avoid preventable delays or claims.



PREPARED FOR

Pacífica Mar Ecuador S.A.

PRODUCT

Frozen whiteleg shrimp

TARGET MARKET

United States

RESEARCH DATE

16 August 2026

Turn the first order into a repeatable operating system.

LOGISTICS - PARTNERS - PAYMENT - CLAIMS - COMPLIANCE - CASH FLOW

Contents

#	Section	Decision supported
—	About This Report · Purpose, Benefit & Scope	What is R5 for, what commercial value does it create, and which six operating dimensions drive the decision?
—	Client Brief · Questionnaire Summary	What did the client tell us before the research began?
1	Executive Summary	What operating model should Pacífica Mar adopt?
2	Operating Context	How large and mature is the Ecuador-US shrimp lane?
3	Logistics & Supply Chain Execution	How should product move from plant to US gateway?
4	Distributor & Partner Management	Who should control import, inventory and distribution?
5	Payment Terms & Commercial Practice	How should payment exposure be staged?
6	After-Sales, Insurance & Claims	How should quality disputes and cargo risks be controlled?
7	Ongoing Regulatory & Compliance Obligations	What must remain continuously compliant?
8	Working Capital & Cash Flow	How much cash-cycle pressure can different terms create?
9	90-Day Operating Plan	What should happen first, and in what sequence?
10	Sources, Method & Limitations	How strong is the evidence and what requires live verification?

Purpose, Benefit & Scope

What this £350 assessment is designed to do - and how its evidence becomes an operating decision

R5 is not a collection of shipping instructions. It is an operating decision tool for an exporter that needs to know whether a first order can be executed reliably - without preventable cold-chain failures, unclear importer responsibility, payment exposure, claims disputes, compliance holds or working-capital strain that could cost far more than the price of the report.

Purpose

The purpose of R5 is to turn a chosen export market into a workable day-to-day operating model before the client commits a shipment. It identifies how the goods should move, who should control the US side of the transaction, how early orders should be paid, how claims and insurance should work, which compliance controls must remain live, and how much cash exposure the exporter should accept while the route and customer are still proving themselves.

Benefit - why this work is worth paying for

The information needed to run an export shipment safely does not sit in one place. A client would have to find and interpret current customs and food-import rules, Incoterms guidance, reefer and cold-chain practice, importer responsibilities, tariff and trade-remedy measures, claims and cargo-insurance requirements, payment practice, credit controls and working-capital implications - then work out which parts apply to its own product and transaction.

The value of R5 is therefore not simply finding information. It is **bringing those separate sources together, interpreting what they mean operationally, identifying the gaps between different parties, and converting them into one usable shipment plan**. A £350 report can repay itself many times over if it prevents one rejected or delayed shipment, one temperature or documentation claim, one badly structured payment exposure, one unexpected customs cost, or one avoidable cash-flow problem. The purpose is to make those mistakes visible before the client pays for them in the real world.

Scope - the six operating dimensions behind the recommendation

R5 scores six dimensions. Each answers a different question about whether the proposed operating model is ready enough to execute. A higher score means the arrangements are stronger and more controllable. The six scores are pulled together in the Executive Summary so the client sees both the overall operating-readiness score and the specific areas that still require action.

01 Logistics & Supply Chain Execution

Can the product move from Ecuador to the US reliably, with the cold chain, handover, documentation and contingency controls needed to protect the shipment?

02 Distributor & Partner Management

Are responsibilities for import, inventory, distribution and performance clearly assigned to a capable US partner?

03 Payment Terms & Commercial Practice

Can early orders be structured so Pacifica Mar gets paid without granting unnecessary unsecured credit?

04 After-Sales, Insurance & Claims

If cargo is delayed, damaged, short or temperature-affected, are the evidence, insurance and claims procedures strong enough to contain the loss?

05 Regulatory & Compliance Control

Are the US import, seafood, customs, tariff/CVD and shipment-document controls sufficiently clear - and are the live checks assigned to the right party?

06 Working Capital & Cash Flow

Can the exporter finance the production-to-payment cycle without allowing shipment volume, credit or delivered terms to create excessive cash exposure?

Client Brief

Questionnaire summary - what the client told us before research began

This page records the fictitious client-supplied starting point used to shape the R5 research. It separates Pacífica Mar Ecuador S.A.'s planning brief from the independently researched evidence, analysis and operating recommendations that follow.

Company & product

Pacífica Mar Ecuador S.A.

Frozen farmed whiteleg shrimp · HS 030617 · Ecuador
→ United States.

Market & operating stage

The **United States has already been selected** as the target market. The brief starts at the operating stage: preparing the first commercial shipment and creating a process that can be repeated reliably.

What the client needs to know

Who should control each stage of the shipment; how the frozen product should move; which documents and US-side roles must be in place; how payment, claims and working capital should be controlled.

First-shipment priorities

Reduce avoidable delays and claims, protect payment on early orders, keep the cold chain evidenced, and make responsibilities between exporter, importer/distributor, broker, carrier and other parties explicit.

Information not supplied

No client-specific operating history, facilities, certifications, annual volume, named buyer, claims history or detailed production/cash-cycle timings were supplied for this fictitious sample.

Decision this report must support

Define a practical **first-shipment operating model** for Ecuador → United States trade and identify the controls that should be proven before Pacífica Mar increases volume, extends credit or takes on more destination responsibility.

How the questionnaire shaped the analysis. Because this is an operations report rather than a company audit, the research concentrates on the transaction: logistics, importer/distributor responsibilities, payment practice, claims, compliance and cash flow. Where company-specific facts were not supplied, the report does not invent them; it uses clearly labelled client inputs or recommendations instead.

Source: fictitious client planning brief used for this sample report. Client-supplied facts are not treated as independently verified market evidence. No operating history, facilities, certifications, volumes, customers or claims history have been invented.

Section 1 - Executive Summary

How to read R5 scores

80-100 = STRONG · 65-79 = WORKABLE WITH CONTROLS · below 65 = NOT READY. A higher R5 score means the operating arrangements are stronger and more controllable. Scores measure operational readiness for this proposed model; they are not guarantees of shipment performance.

78/100

WORKABLE WITH
CONTROLS

Proceed with a controlled first-shipment model

The route is operationally workable, but it should not be treated as routine from day one. Pacifica Mar should use an experienced US importer/distributor, prefer FCA handover in Ecuador, keep early payment secured, and require live confirmation of US tariff/CVD and compliance controls before each shipment. Scale and credit should increase only after the first transactions prove the model.

Six dimensions, one operating-readiness score

Dimension	Weight	Score	What drives the score
Logistics & Supply Chain Execution	20%	84/100	Established reefer route and clear shipment controls; live freight/free-time and gateway checks remain necessary.
Distributor & Partner Management	20%	82/100	Experienced importer/distributor model is strong if US-side legal roles and performance responsibilities are confirmed in writing.
Payment Terms & Commercial Practice	15%	78/100	Early exposure can be controlled through secured/staged terms; longer credit should follow proven payment performance.
After-Sales, Insurance & Claims	15%	80/100	Claims framework is workable when temperature, loading and quality evidence plus specialist cargo cover are agreed before shipment.
Regulatory & Compliance Control	20%	68/100	Requirements are identifiable, but live Section 301/CVD, importer-role and shipment-document checks make this the principal control area.
Working Capital & Cash Flow	10%	76/100	Exposure is manageable if first shipments stay tightly paid and finance-approved cash-cycle limits are enforced before scaling.
Composite operating readiness	100%	78/100	WORKABLE WITH CONTROLS

Method: weighted management assessment based on the evidence and operating controls set out in Sections 2-8. The score is a decision aid, not a statistical probability or assurance of performance.

The US is a well-established market for Ecuadorian shrimp. The main challenge is getting the operating details right.

In plain English: Use an experienced US importer/distributor, hand over the container in Ecuador under FCA where practical, protect payment on the first orders, and make the US partner responsible for US import formalities.

231,804 t

Ecuador shrimp shipped to US in 2025

+23.9%

2025 year-on-year growth

29%

Ecuador share of US shrimp imports in 2025

10% Section
301 + CVD

plus applicable producer/exporter cash deposit

Trade scale: S&P Global, 25 Feb 2026, based on US government data. Tariff position checked against USTR Section 301 action and US Commerce/Federal Register CVD materials current to Aug 2026.

Recommended operating model: start with **2-4 experienced US seafood importer/distributors**. Prefer **FCA Incoterms® 2020**, meaning Pacífica Mar hands the container to the buyer's nominated carrier at an agreed point in Ecuador. The US partner then controls the main freight, US import process, inventory and domestic distribution. Keep the first orders on secured payment terms and only grant more credit after the buyer has proved reliable. FOB can remain an agreed alternative; avoid DDP initially.

Six operating decisions

Area	What Pacífica Mar should do	Status
Shipping	Use a 40ft reefer. Prefer FCA in Ecuador, keep temperature evidence, and let the importer choose the US gateway that best fits its network.	READY
US partner	Start with an experienced importer/distributor. Avoid open-ended exclusivity and review performance regularly.	READY
Payment	Secure the first orders. Move toward open account only after the buyer has paid reliably and passed credit approval.	READY
Claims	Agree the claims process before shipment and retain temperature, loading and quality evidence.	READY
Compliance	Make sure the US partner/broker handles the required US filings and that Pacífica Mar supplies the correct supporting information.	LIVE CHECK
Cash	Keep early shipments tightly paid and cap the amount of cash tied up before offering longer credit or delivered terms.	READY

Most important current issue: the base MFN rate for the relevant frozen-shrimp heading is Free, but that does **not** mean zero landed duty. As of 16 August 2026, USTR places Ecuador in the 10% Section 301 forced-labour tariff band, and frozen warmwater shrimp from Ecuador is also subject to producer/exporter-specific countervailing-duty cash deposits. The exact CVD rate depends on the producer/exporter.

Section 2 - Operating Context

The Ecuador-US route is established, but tariffs and buyer conditions can change the economics quickly.

What this means: Pacífica Mar does not need to prove that Ecuadorian shrimp can sell in the US. It needs a reliable partner, a dependable cold chain and a live landed-cost check before each order.

US shrimp imports reached 795,641 metric tons in 2025. Ecuador supplied 231,804 metric tons, taking a 29% share and remaining second to India by annual volume. Ecuador's flows to the US rose 23.9% year on year, making this a scaled, established supply route rather than an experimental market entry.

S&P Global, 25 Feb 2026.

Momentum continued into 2026. Ecuador-side export data reported by S&P Global showed shipments to the US up 30.7% year on year during January-April 2026. Because exporter-side shipment statistics and US import statistics differ in timing and coverage, this is used here as a momentum indicator rather than spliced directly into the 2025 US-import series. The broader market remained characterised by abundant supply and buyer resistance to price increases. The operational implication is important: Pacífica Mar should not assume that strong trade growth translates automatically into easy margins.

S&P Global, 19 Jun 2026.

What this means for Pacífica Mar

- **Market access is proven.** The challenge is operational reliability and commercial differentiation, not proving that Ecuadorian shrimp can enter the US.
- **Buyer expectations are mature.** Importers already work with established Ecuadorian processors and expect documentation, traceability and cold-chain evidence to be routine.
- **Value-added capability matters.** US demand increasingly favours peeled/deveined and further-processed forms, where Ecuador has been expanding capacity but does not match India's scale in every format.
- **Tariffs can change sourcing behaviour quickly.** The US counterparty should carry US customs/tariff administration at the start. For sealed containerised reefer cargo, ICC guidance supports FCA as the preferred handover term; FOB can remain an agreed alternative where the buyer requires an on-board delivery point.

Section 3 - Logistics & Supply Chain Execution

Score 84/100 · Weight 20% · **STRONG**

The priority is a shipment that arrives frozen, documented and on time - not simply the cheapest freight quote.

What to do: Use a 40ft reefer, record temperatures, photograph loading and seals, and choose the US port that best fits the importer's warehouse and delivery network.

Recommended origin logistics

Element	Recommended approach	Why it matters
Loading port	Use Posorja where service fit is strong; retain Guayaquil as an operational alternative.	Dual-port capability reduces dependence on one sailing pattern and one terminal.
Equipment	40ft high-cube reefer, FCL.	Standard operating mode for frozen shrimp; avoids mixed-load cold-chain complexity.
Temperature	Product at -18°C or colder; commercial set-points commonly below this. Confirm the packer's validated specification and carrier instructions.	Temperature evidence is central to both quality control and claims defence.
Monitoring	Carrier reefer telemetry plus independent data logger.	Provides a second evidence source if a temperature claim arises.
Pre-shipment	Container PTI, product temperature confirmation, seal control, loading photos and signed load checklist.	Creates a defensible handover record.

US gateway strategy

A **customer-network-led gateway model** is preferable to fixing one US port in advance. **South Florida / Port Everglades-Miami** and the **Philadelphia / Delaware River-Gloucester cold-chain cluster** are strong candidate first-phase gateways, subject to the selected importer's distribution footprint, live carrier service, transit time, free-time terms, drayage cost and contingency cold-storage availability. Gulf or West Coast gateways should be added where customer geography supports them.

Operating rule: the distributor's cold-storage and inland network should determine the destination gateway. Do not select a port because its ocean rate looks marginally cheaper if it creates longer reefer trucking, weak free-time terms or poor cold-storage contingency.

Free-time and demurrage control. Before booking, agree the carrier/terminal free-time allowance, who receives arrival and last-free-day notices, the escalation route for customs/FDA holds, and the contingency cold-store plan.

Reefer demurrage, detention and plug charges can escalate quickly when a hold or missed appointment occurs, so these responsibilities should be written into the shipment plan rather than handled after arrival.

Shipment booking checklist

Before booking	Before loading	Before arrival
Confirm Incoterm (FCA preferred), consignee/IOR, exact producer CVD cash-deposit rate, Section 301/Chapter 99 coding, tariff code, sailing, free time and destination cold store.	PTI, set-point, product core temperature, packaging integrity, lot traceability, labels, logger activation, seal and photo pack.	Document pack complete, Prior Notice/entry workflow agreed, SIMP data ready, DS-2031 basis/document confirmed, customs broker briefed, delivery slot and contingency cold store confirmed.

Freight-cost limitation: no reliable public index provides a decision-grade Ecuador-to-US reefer quotation. Freight should be obtained as dated live quotes from multiple carriers/forwarders. This report therefore does not present a fabricated "typical" ocean freight rate.

Section 4 - Distributor & Partner Management

Score 82/100 · Weight 20% · **STRONG**

An experienced US importer/distributor is the simplest first route for a mid-sized exporter.

What to do: Let the US partner handle the US-side import and distribution work, but put responsibilities, performance targets and claims rules in writing.

Initial channel: Ecuadorian exporter -> experienced US seafood importer/distributor -> cold storage -> regional/national distribution -> foodservice, retail, processor/repacker or wholesale customer.

The US partner may wear three different legal hats. One company can perform all three, but confirm this in writing before shipment: **(1) customs importer** - pays/handles customs duties and CVD; **(2) FDA seafood importer** - checks the foreign supplier's HACCP compliance; and **(3) SIMP/IFTP responsible party** - handles the seafood traceability filing. The important point is not the acronym; it is knowing exactly who is responsible.

Responsibilities

Pacífica Mar should own	US importer/distributor should own
Product specification, production/QC, HACCP records, export certificates, packing/label accuracy, origin-side logistics, shipment evidence and timely document flow.	The named US parties should cover CBP import-of-record functions, customs bond, Prior Notice coordination, NOAA IFTP/SIMP reporting, CVD/Section 301 administration, destination clearance, inventory, cold storage, domestic distribution and customer receivables. The exporter must supply HACCP and traceability evidence needed for importer verification.

Distributor contract principles

- **Do not grant open-ended exclusivity.** If exclusivity is requested, tie it to territory, product scope, minimum purchases and measurable milestones.
- **Use a rolling forecast.** Require at least a practical short-term forecast and regular inventory reporting.
- **Define customer ownership.** Avoid later disputes over accounts developed jointly.
- **Control sub-distribution.** Require disclosure/approval where the brand or product claim could be affected.

- **Set claims rules.** Notice window, evidence requirements and responsibility for survey/storage must be agreed in advance.
- **Review quarterly.** Treat performance review as an operating rhythm, not a remedy after the relationship has already failed.

Recommended KPIs

KPI	Purpose	Suggested review	Contract-defined trigger
Volume vs agreed forecast/ commitment	Tests whether commercial promises convert into orders.	Monthly	Agreed minimum volume / commitment.
Forecast accuracy	Protects production and inventory planning.	Monthly rolling	Agreed forecast-variance tolerance.
On-time payment / DSO	Protects working capital.	Every invoice	Agreed days past due / credit-review trigger.
Claims rate by value and cause	Separates product, logistics and customer-handling failures.	Monthly / quarterly	Agreed % of invoiced value or repeat-cause trigger.
Inventory turns / ageing	Flags slow-moving stock before discounting begins.	Monthly	Agreed maximum stock-age threshold.
New accounts / channel breadth	Tests whether the distributor is expanding reach.	Quarterly	Agreed account-development milestone.

Section 5 - Payment Terms & Commercial Practice

Score 78/100 · Weight 15% · **WORKABLE WITH CONTROLS**

Do not give a new buyer long credit simply to win the first order.

Why payment terms belong in R5: this section is about how each shipment is paid for and how exposure is controlled in day-to-day trading. R6 deals with broader market and country risk. Keep the first orders secured; relax terms only after the buyer has paid reliably.

Relationship stage	Recommended terms	Commercial rationale
First order	Advance/deposit plus balance against shipping documents, or irrevocable L/C at sight.	Tests execution and payment behaviour before granting unsecured credit.
Early repeat orders	Reduced deposit, documentary collection, or tightly controlled short credit where insured/approved.	Rewards proven performance without jumping directly to long open account.
Established buyer	Open account net 30; consider 45-60 only where justified by credit strength, insurance and margin.	Illustrative credit progression, not a US-market entitlement. Use only where buyer creditworthiness, transaction history, margin, concentration exposure and available credit-insurance cover justify it.

Credit policy should be buyer-specific even though this report is market-level. Before open account: obtain a credit report, trade references, internal credit limit, concentration limit and trade-credit-insurance position. The insurer's willingness or refusal to grant a buyer limit is also a useful credit signal. R5 provides the framework; it does not make a buyer-specific credit decision.

Incoterm recommendation

FCA in plain English: Pacífica Mar gets the container export-cleared and hands it to the buyer's carrier at the named place in Ecuador. From that handover, the buyer controls the main international journey.

Term	Fit	Comment
FCA - named Ecuador handover point	PREFERRED	Best starting point for sealed containerised reefer shipments. Pacífica Mar completes export clearance and delivers to the buyer's nominated carrier at the agreed FCA point; risk transfers at that defined handover.
FOB - named Ecuador port	ACCEPTABLE ALTERNATIVE	Use where specifically requested by the buyer and both parties understand that risk remains with Pacífica Mar until the container is loaded on board.
CFR/CIF	SECOND STEP	Reasonable once freight procurement and claims discipline are established; risk still transfers on shipment under these terms.
DAP	CAUTION	Increases seller control and cash exposure through destination delivery.
DDP	AVOID INITIALLY	Places US duty/tariff/CVD and import complexity on the seller at the point where those variables are most volatile.

Section 6 - After-Sales, Insurance & Claims

Score 80/100 · Weight 15% · STRONG

A claim is much easier to resolve when the evidence was collected before the container sailed.

What to do: Agree the claims procedure in advance and keep temperature records, loading photographs, seals, weights and quality records for every shipment.

Priority claim risks

Risk	Prevention	Evidence to retain
Temperature excursion / thaw-refreeze	Validated freezing, correct set-point, PTI, uninterrupted power, monitored reefer.	Carrier telemetry, independent logger, product-temperature records, loading photos.
Net-weight shortage / excessive glazing	Net-of-glaze checks and pack-weight controls.	Batch weight logs, glaze tests, production/QC records.
Incorrect count/size	Grading controls and release sampling.	Count sheets, lot specification, inspection records.
Microbiological/residue issue	HACCP, sanitation, approved inputs, required testing.	HACCP/CCP records, laboratory certificates, supplier records.
Carton/packaging damage	Pack specification, pallet/load plan, container inspection.	Pre-load photos, loading tally, container condition report.
Seal/container discrepancy	Controlled seal issue and verification.	Seal photo, B/L record, equipment interchange record.

Recommended claims protocol

1. Buyer gives prompt written notice within the contractually agreed period.
2. Product is segregated and kept under appropriate frozen conditions; no disposal without consent except where legally necessary.

3. Independent survey is arranged where value/materiality justifies it. The pilot contract should pre-agree who pays survey costs if the claim is accepted, rejected or remains inconclusive.
4. Evidence pack is exchanged: temperature data, photos, seal, B/L, pack list, lot/QC records, lab evidence and handling history. Notify the carrier and insurer promptly where their liability may be engaged; preserve B/L and policy time limits, representative samples where appropriate, and do not admit liability before cause and contractual responsibility are established.
5. Cause is classified: production, packing, carrier/cold chain, destination handling, documentation or commercial/specification dispute.
6. Resolution is approved under a defined authority matrix: rejection, credit note, replacement, discount, insurance claim or no-liability response.
7. Root cause and corrective action are recorded before the next shipment.

Insurance

Use specialist frozen-food cargo cover. Marine cargo insurance should expressly address temperature and reefer risks. Institute Frozen Food Clauses or equivalent specialist wording should be reviewed with the broker/insurer rather than assuming generic cargo cover responds to every temperature excursion or delay loss.

Check the trigger and exclusions. Standard London-market Frozen Food wording may contain a sustained machinery-breakdown trigger, commonly 24 consecutive hours. Confirm the precise trigger, exclusions and evidence requirements before cover is bound.

Match cover to the Incoterm. Under the preferred FCA structure, the buyer normally arranges the main carriage and associated cargo insurance from the agreed handover point. Under an agreed FOB alternative, risk transfers only when the container is on board. Pacífica Mar should nevertheless review seller's-interest or contingent cover where payment timing or another retained exposure justifies it.

Section 7 - Regulatory & Compliance Control

Score 68/100 · Weight 20% · WORKABLE WITH CONTROLS

US seafood compliance has to be repeated correctly on every shipment.

You do not need to memorise the acronyms. The US importer and customs broker should handle most US filings. Pacífica Mar's job is to supply accurate product, farm, HACCP, traceability and shipment information on time, and to confirm in writing who is responsible for each filing.

US compliance - who does what

Requirement	Who principally manages it	Operational action
FDA food-facility registration / US agent	Exporter/facility	Keep registration and US-agent details current. For facilities required to register, diary the 2026 biennial renewal window of 1 October-31 December 2026.
Seafood HACCP - 21 CFR Part 123	Exporter/facility	Maintain compliant HACCP plan and records for covered activities.
FDA Seafood HACCP importer verification - 21 CFR 123.12	Named US Part 123 importer	Identify the responsible party in writing and provide the exporter evidence needed for verification.

FSVP relationship	Importer/compliance counsel	Generally exempt where the imported seafood is from a foreign supplier required to comply with, and in compliance with, Part 123. Part 123 importer verification still applies; confirm the exemption conditions for the actual supply arrangement.
Prior Notice	Importer/broker	Build FDA filing responsibility and timing into the document workflow. For arrival by water, the statutory minimum is no less than 8 hours before arrival; use an earlier internal target to protect against document or system delays.
SIMP / IFTP / chain of custody	Named US IFTP holder/SIMP responsible party, supported by exporter data	Shrimp is a SIMP species group; harvest/production and custody data must be available for entry and recordkeeping. IFTP is an annual permit and renewal should be diaried.
Department of State shrimp declaration - DS-2031	Exporter + US importer/customs broker	Exporter completes and signs the exporter declaration; required government attestation is obtained where applicable; US importer/customs broker completes the import-information section. A current DS-2031 must accompany each shrimp shipment and be retained as required.
Labelling / allergen / net weight / origin	Exporter + importer review	Pre-approve identity/common name, crustacean-shellfish allergen declaration, country-of-origin marking, lot traceability and net quantity. For glazed shrimp, declared net weight must exclude glaze/ice. Where product reaches covered US retail channels, confirm USDA COOL information including origin and farm-raised method of production.
BAP / equivalent aquaculture certification	Exporter/commercial	Commercial rather than statutory: BAP, ASC or equivalent aquaculture certification may be required by particular US retail, foodservice or distributor programmes. Confirm the selected buyer/channel requirement before contracting.
FDA Food Traceability Rule - implementation watch	Exporter + importer	Fresh and frozen crustaceans are on the Food Traceability List. FDA currently states it will not enforce the additional rule requirements before 20 July 2028; design today's SIMP/lot architecture so it can be extended rather than rebuilt later.
CBP classification, CVD and Section 301	CBP Importer of Record / broker	Check live HTS, Chapter 99 and producer/exporter-specific CVD treatment before every quotation and shipment.

Importer-role control. Before the first shipment, record the legal entity/name for: CBP Importer of Record; FDA Part 123 importer; NOAA IFTP/SIMP responsible party; customs broker; and party responsible for Prior Notice. One distributor may fill several roles, but the report should never assume that automatically.

FDA guidance confirms fish and fishery products from compliant Part 123 suppliers are exempt from FSVP but remain subject to importer verification under 21 CFR 123.12. NOAA confirms shrimp has been subject to SIMP since 31 Dec 2018.

Import charges that must be checked live

Component	Current position	Practical consequence
MFN duty	Free for the relevant 0306.17 heading, subject to exact statistical line.	Do not mistake the base rate for the all-in burden.
Section 301 forced-labour action	10% additional Section 301 duty for Ecuador under USTR's 23 July 2026 final forced-labour action, effective 24 July 2026, subject to the notice's defined exclusions.	Importer/broker should confirm Chapter 99 coding, applicable exclusions and exact product treatment at quotation and entry.

Antidumping	No Ecuador AD order from the 2023-24 investigation; final Ecuador determination was negative/de minimis.	Do not add an Ecuador AD line unless a new measure later changes the position.
Countervailing duty - C-331-806	Order in force. Original rates include 3.57% Santa Priscila, 4.41% SONGA and 3.78% all others. Final expedited-review rates published 6 Aug 2026 include 15.17% Edpacif, 2.21% Nirsa/Procesadora Posorja and 2.25% Propemar. The order's original all-others rate is 3.78%; the applicable cash-deposit treatment must be confirmed for the exact producer/exporter combination.	Exact producer/exporter identity can materially change landed cost.

CVD treatment note. Commerce states that expedited-review results establish cash-deposit requirements for the named companies and are not themselves the basis for final CVD assessment. The deposit can therefore differ from later final liability.

Live verification rule: tariff and CVD treatment must be rechecked at quotation and again before entry. The CVD deposit is not necessarily final liability; later review can change assessment. Avoid DDP and avoid price commitments that assume today's rate cannot move.

Primary references: *USTR Section 301 final action, 23 Jul 2026; 89 FR 104982 - CVD order; 91 FR - final expedited review, 6 Aug 2026.*

Section 8 - Working Capital & Cash Flow

Score 76/100 · Weight 10% · **WORKABLE WITH CONTROLS**

The first shipments should tie up as little cash as practical until the customer and route have proved reliable.

What to do: Finance the production cycle, not the US buyer's inventory. Before offering longer credit or delivered terms, calculate how much cash will be tied up across all containers in progress.

Calculation rule: Cash tied-up period = days from first material/payment outflow to shipment + any seller-funded transit/delivery days + contractual customer-credit days. This report does not present fixed Ecuador-industry day ranges because Pacífica Mar's actual procurement, production and payment cycle has not been supplied. Finance should populate the model with client-specific timings before use.

Scenario	Cash-cycle build	Client inputs required	Use
A - FCA/FOB + payment at/near shipment	Origin procurement/production + packing + pre-shipment storage/origin handling; little or no seller-funded ocean or US receivable period.	First cash-outflow date; processing/packing days; pre-shipment storage; payment receipt date.	Preferred pilot structure; Finance signs off peak cash exposure before first shipment.
B - seller-arranged carriage + net 30	Origin cycle + seller-funded freight/insurance + transit/clearance + 30-day customer credit.	All Scenario A inputs + freight payment timing; transit/clearance days; contractual net-30 due date.	Only after route execution, claims handling and buyer credit have proved reliable.
C - delivered model + net 45/60	Origin cycle + freight + destination handling/inland delivery + 45-60 day receivable.	All Scenario B inputs + destination handling/inland delivery days and costs; actual contractual due date.	Highest potential working-capital strain; unsuitable as the default first-order structure.

For planning, the internal cash model should separately input: raw-material payment date, processing days, pre-shipment storage, origin charges, ocean transit where seller-funded, clearance/delivery, contractual customer due

date and expected container cadence. Finance should model both the cash tied up per shipment and the peak overlap when multiple containers are in the cycle at the same time.

Working-capital controls

- Set a maximum cash exposure per buyer and per shipment programme.
- Separate commercial credit limit from production capacity - being able to make the product does not mean the business can finance the receivable.
- Use trade-credit insurance where open-account exposure becomes material.
- Consider factoring/invoice finance only after checking recourse, cost and buyer eligibility.
- Forecast container cadence and customer due dates together, not as separate sales and finance processes.
- Do not allow a distributor's inventory build to become Pacífica Mar's unfunded working-capital problem.

Management trigger: before moving from FCA/FOB plus secured payment to CIF, DAP or longer open-account terms, Finance should sign off a cash-cycle model showing peak exposure under the planned monthly shipment cadence.

90-Day First-Shipment Plan

Six simple stages from preparation to a Go / Refine / Pause decision

DAYS 1-15

Set up

Agree the pilot.

Choose the importer/distributor, agree FCA/FOB and secure payment terms, get the broker's written tariff/CVD check, and obtain Finance approval of the cash limit.

DONE WHEN

Pilot terms signed
Tariff/CVD confirmed
Cash limit approved

DAYS 16-30

Prepare

Get shipment-ready.

Confirm production and labels, book the reefer and free time, complete QC/loading controls, and make sure the SIMP/IFTP and DS-2031 information is ready.

DONE WHEN

Carrier booked
QC checklist signed
Documents ready

DAYS 31-45

Ship

Execute the first container.

Load, photograph and seal; activate temperature monitoring; send the full pre-alert pack; submit FDA Prior Notice early (internal target 24-48 hours before arrival).

DONE WHEN

Container sails
Prior Notice accepted
No temp exceptions

DAYS 46-60

Clear & deliver

Get through the US side cleanly.

Confirm customs/SIMP/DS-2031 completion, track release and delivery, then check quantity, weight and temperature on receipt.

DONE WHEN

Released on time
Delivered cold
No avoidable claim

DAYS 61-75

Review

Learn from shipment one.

Review the importer, close any claim, update the risk controls and agree what changes are needed before shipment two.

DONE WHEN

Review held
Issues closed
Shipment 2 agreed

DAYS 76-90

Decide

Decide whether to scale.

Check payment, margin, cash cycle, compliance and service performance. Only then confirm the rolling forecast and any move to easier credit terms.

DONE WHEN

Management decision
Forecast confirmed
Credit decision made

Before increasing shipment volume

Do not scale up until both are confirmed:

1. Finance confirms the business can comfortably fund the cash tied up in the shipment cycle.
2. The customs broker confirms the current US Section 301 tariff and CVD cost for the exact producer/exporter.

Day 90 decision

GO - increase
volume

REFINE - fix issues
and retest

PAUSE - do not
scale yet

First-shipment success definition: not simply "the container arrived". Success means clean entry, controlled temperature, correct quantity/specification, no avoidable claim, payment received as agreed, complete evidence retained, and a documented list of changes before shipment two.

Six risks to watch on every shipment

What can go wrong?	How to reduce the risk	If it happens
Tariff or CVD rate changes	Broker checks the live rate before quotation and again before entry.	Reprice, amend the order or pause shipment.
Reefer or sailing problem	Pre-book equipment and keep more than one carrier/port option.	Switch carrier/port or move the production date.
Temperature or quality claim	PTI, logger, loading photos, weights, seals and QC evidence.	Segregate goods, preserve evidence and follow the agreed claims procedure.
US customs/FDA document hold	Pre-check the document pack and use an experienced customs broker.	Escalate immediately and protect last-free-day/cold-store options.
Buyer pays late	Use staged terms, buyer limits and credit insurance where appropriate.	Stop further unsecured shipments until resolved.
Distributor underperforms	Use measurable targets and avoid open-ended exclusivity.	Correct the plan or appoint an additional distributor.

Section 10 - Sources, Method & Limitations

Evidence was prioritised for operational usefulness, source authority and recency.

Research basis. This sample report synthesises a large multi-source operational research dossier, independent cross-check research and direct verification of the most time-sensitive regulatory points against current primary sources. The underlying work used a broad multi-source operational research dossier; the client-facing report presents only evidence directly relevant to the operating decisions.

Important: licensed international trade transaction data was not used as a factual input to this R5 sample. During development, licensed international trade transaction data was explored as a possible shipment-data source, but the final operating conclusions in this version are based on public/regulatory/industry evidence and the fictitious planning brief. No licensed international trade transaction figures are cited or relied upon.

Principal evidence used

Organisation / source	Date / status	Sections supported
S&P Global - US Data: Shrimp imports from Ecuador rise in 2025 amid tariff uncertainty	25 Feb 2026	Trade scale, 2025 volume/share and market context.
S&P Global - Record Ecuadorian exports challenge the narrative of weak shrimp demand	19 Jun 2026	2026 momentum and market balance.
International Chamber of Commerce - Incoterms® 2020 FCA and FOB explanatory guidance	Current Incoterms® 2020	FCA preferred for container handover; FOB alternative.
USTR - Forced Labor Section 301 final action	23 Jul 2026; effective 24 Jul 2026	10% Ecuador Section 301 tariff band and exclusion/live-check rule.

US Department of Commerce / Trade.gov - Ecuador shrimp AD/CVD final determinations	22 Oct 2024	Negative/de minimis Ecuador AD result; original CVD rates.
Federal Register - Frozen Warmwater Shrimp from Ecuador CVD Order, C-331-806	26 Dec 2024	CVD order and original cash-deposit structure.
Federal Register - Final Results of CVD Expedited Review, FR Doc. 2026-15990	6 Aug 2026	Edpacif, Nirsa/Procesadora Posorja and Propemar cash-deposit rates; non-assessment caveat.
FDA - 21 CFR Part 123 / Seafood HACCP importer verification guidance	Current	Seafood HACCP, importer verification and FSVP relationship.
FDA - Food Facility Registration / 2026 biennial renewal guidance	2026	Registration and 1 Oct-31 Dec 2026 renewal window.
FDA - Food Traceability Rule FAQs / Food Traceability List	Current	Future traceability readiness; enforcement timing.
NOAA Fisheries - Seafood Import Monitoring Program / IFTP	Current	SIMP shrimp coverage, IFTP and recordkeeping.
US Department of State - DS-2031 Shrimp Exporter's/Importer's Declaration	Current form	Mandatory shrimp declaration control.
NOAA Fisheries - Shrimp Import Legislation for Sea Turtle Conservation	Updated 18 Aug 2025	Section 609 shrimp-import framework.

Evidence register checked/accessed for this sample report on 16 August 2026. Time-sensitive tariff, CVD and regulatory controls remain subject to the live-check rules stated in the report.

Known limitations

- Freight, cold-storage, inland trucking and demurrage prices are quote-driven and can move quickly; no fixed public rate is presented as fact.
- Buyer-specific payment terms are negotiated and depend on credit quality; market norms are not a substitute for a credit decision.
- Tariff/CVD treatment is highly time-sensitive and must be reconfirmed at quotation and entry.
- Pacífica Mar Ecuador S.A. is fictitious. No operating history, facilities, certifications, volumes, customers or claims history have been invented for it.
- Where the report recommends a structure, it is an analytical recommendation based on the evidence, not a statement that the client already operates that way.

Analytical rule: evidence -> operational implication -> control -> action. Where public evidence does not support a fixed number, the report uses a live-check requirement instead of inventing one.

Appendix A - Compliance Control Checklist

Before first order	Before every shipment	Periodic / ongoing
FDA registration/US agent; HACCP plan; named Part 123 importer; named CBP IOR; named IFTP/SIMP party; DS-2031 route; SIMP data map; approved label; BAP/equivalent channel requirement confirmed; exact producer/exporter CVD identity/rate understood; finance-approved cash-cycle model.	Importer/broker HTS/Chapter 99/Section 301/ CVD live check for the named producer/ exporter; FDA Prior Notice workflow; completed DS-2031 entry documentation; harvest/chain-of-custody data; health/export documents; invoice/pack list/B/L; net-of-glaze weight checks; logger/seal evidence.	FDA registration renewal control (2026 window: 1 Oct-31 Dec); HACCP review; annual IFTP renewal; importer/distributor KPI review; insurance renewal; credit-limit review; tariff/CVD monitoring; claims root-cause log; FDA traceability-rule readiness.

Appendix B - Production & Quality Statement

This report was produced using proprietary research and analytical methods, with full analyst review and sign-off by Anthony Wolff, Founder, TradeMatch Pro Ltd.

Appendix C - Standard Intelligence Disclaimer

- ABOUT THIS REPORT.** This report has been produced by TradeMatch Pro Ltd exclusively for the contracting client named on the cover. It is provided for general commercial intelligence purposes only.
- WHAT THIS REPORT IS NOT.** This report does not constitute legal, financial, regulatory, tax, customs, sanctions, insurance or investment advice. It is an analytical intelligence product designed to inform commercial decision-making and is not a substitute for independent professional advice.
- THIRD-PARTY DATA.** This report uses government, regulatory, industry and other publicly available sources. TradeMatch Pro exercises reasonable care in selecting and interpreting them but cannot guarantee that every underlying third-party data point is free of error or later revision.
- DATA CURRENCY.** Trade rules, tariffs, freight conditions, regulations and commercial practice can change after delivery. Time-sensitive items should be checked at the point of decision.
- INDEPENDENT VERIFICATION.** The client must conduct its own legal, customs, regulatory, financial, technical and commercial due diligence before entering contracts, extending credit or committing resources.

End of Report

R5 Market Operations Guide · Frozen whiteleg shrimp · Pacifica Mar Ecuador S.A.
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