



# Phillips, Global Pickin' and Peakin'

While the crab picking legend remains within the family empire  
Phillips success story continues to peak



Phillips Foods is a success story of a family enterprise that peaked from a modest local picking into the world's largest manufacturer of blue swimming crabmeat and products within three generations.

The story began in 1914 with a family-owned company established by Augustus E. Phillips on the small Hooper's Island in Maryland's Chesapeake Bay. The family business started solely in the processing and packing of blue crabmeat from the species abundant along the Atlantic and Gulf coasts of North America.

Along with the legend came the story of Phillips Seafood restaurants which was established by son Brice Phillips and wife, Shirley, in 1956. It started when Brice took the surplus of crabs from the plant to a small resort town and opened their first "Crab Shack" in Ocean City, MD. With an initial investment of \$2,000, the carryout shop seeded the ground for today's high volume Phillips Seafood Restaurants, with growing franchise network around the United States, including its airports and hotels.

Phillips' rapid expansion abroad can be traced back to grandson Steve Phillips who in 1990 discovered identical species of the blue swimming crab in Southeast Asia, thus addressing the shortage of crabs in winter. This triggered the setting up of processing facilities around the world to meet domestic and foreign market demands. By the turn of the century, Phillips had already some 13 plants in and out the United States including Baltimore, Maryland, Vietnam, Thailand, Indonesia, Malaysia, India, Ecuador, and the Philippines. Assurance of supply further prompted the family to enter the retail market by distributing its products to local grocery stores and end users such as restaurateurs and chefs.

Year 2002 saw the company establishing its \$20 Million headquarters and manufacturing complex on a 270,000 sq. ft. property, increasing production to 600,000 crab cakes and 2,000 gallons soup per day. Two years after, the family announced the opening of a chain of small foodservice outlets under the name Phillips Famous Seafood. Such growing expansion reflects a successful model in forward and backward integration of business and operations among three vigilant generations and steadfast family members with values anchored on tradition, with enterprise committed to customer satisfaction and with synergy driven by close relationship among seafood sources, purveyors, employees, and end users.

While the legend remains within the family empire, the success story continues to peak as a family style management drives its enterprise into completing its global supply chain, from manufacturing and distribution to catering and retailing, with the hallmark of excellence at that.

Contact Information:  
Phillips Foods Inc. and Seafood Restaurants  
1215 E. Fort Ave., Baltimore, MD 21230  
[www.phillipsfoods.com](http://www.phillipsfoods.com)





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Phillips Legacy Restaurant



Mrs. Shirley Phillips



BriceShirleyCarryoutCrabs



Honey Chipotle Shrimp Confetti Rice

Ingredients: 1 pkg. Phillips Steamer Creations™ Honey Chipotle Shrimp; 1 ½ c. water; ¾ c. dry rice, such as Texmati or brown rice blend; 2 Tbsp. onion, finely diced; 2 Tbsp. red and green pepper, finely diced; ¼ c. corn kernels; ½ ripe avocado, cut into chunks; 2 tsp. cilantro, chopped  
Directions: In 2 qt. saucepot, bring water to a boil. Add rice, onion, red and green pepper and corn. Reduce heat to simmer and cook 20-25 minutes, depending on type of rice. During last 5 minutes of cooking, microwave Honey Chipotle Shrimp according to package directions. To serve: portion rice on plate, pour shrimp over. Garnish with chunks of avocado and chopped cilantro.

### 菲利普斯 全球一体化

菲利普斯食品公司(Phillips Foods), 作为全球最大的海产品制造商, 该家族企业已经成功地传承了三代。

这是一个传奇的家族故事, 它始于1914年马里兰切萨皮克湾的小桶岛, 创始人Augustus E. Phillips先生以菲利普斯家族的名义建立了公司。最初, 他们沿着大西洋和北美洲海岸捕鱼捉蟹, 随后的制作处理、包装、送货也都一手包办。系统性的管理, 使得家族生意也渐渐走入正轨。

继续跟随这个传奇的家族故事, 在1956年, 其子Brice Phillips和儿媳Shirely创建了菲利普斯海鲜餐厅。创办餐厅的起因是Brice看到, 从养殖地给小度假村送完蟹后, 还有大量的剩余螃蟹。所以他们在美国马里兰州的海洋城开设了首间“螃蟹小室”。因为最初仅投入了2,000美金, 所以这种外卖店犹如雨后春笋般大量涌现, 为菲利普斯海鲜餐厅带来极高声誉。随着经销商网络的普及, 菲利普斯海鲜已全面进入美国, 其中不乏众多包括不同飞机场和酒店。

菲利普斯家族向海外迅猛扩张, 可以追溯到其孙子Steve Phillips, 他在1990年发现东南亚海域也盛产青梭子蟹, 致使冬天螃蟹因迁移而供不应求, 也由于这个发现使得他们能够保证国内外全年的市场供求。在上个世纪末, 菲利普斯家族于世界各地已有13家养殖场, 分布在巴尔的摩、马里兰、越南、泰国、印度尼西亚、马来西亚、印度、厄瓜多尔和菲律宾等地。菲利普斯家族必须要确认, 他们的配发部门能够准时将海鲜送到零售市场, 分到当地杂货店、餐厅和最终消费者。

2002年, 菲利普斯公司动用了2,000万美金, 建造起一座270,000平方英尺的综合楼, 作为公司总部。如今他们的产品种类日益增多, 现在每天还要产出600,000块蟹饼和2,000加仑的海鲜汤。两年后, 家族宣布在Phillips Famous Seafood名下开一个分支作小食品供应出口。这样的成长扩张反映出商业运作模式上的成功, 三代管理者和坚定支持的家族成员, 以传统价值观念为消费者服务、对海洋资源进行保护, 才能得以令家族产业日渐扩大, 且保持长盛不衰。

菲利普斯传奇的家族企业史已刻在他们的心中。并且他们的成功仍在继续, 家族形式的管理和企业的发展, 将促使他们环环相扣, 从养殖, 到配送再到给养和零售业, 去完成全球供应链一体化。





## 餐厅与酒店完美结合

# Pairing Top Casual Dining with Trend-setting Hotels

John Knorr  
Senior Vice President  
Phillips Seafood Restaurants



Phillips seafood restaurant

**Q:** John, you have been in the restaurant business for many years. How did you enter the restaurant business?

**A:** I started in 1993 at Phillips Crabhouse our original restaurant in Ocean City, Maryland; through the mid-90s, working at various restaurants; then in '98, I moved into the role of overseeing our restaurant companies and I became active in our growing food company. In 2007, I was promoted to SRVP of Phillips Foods and Seafood Restaurants.

**Q:** How did you learn about wine, beer and spirits as you continued in the restaurant business and what is your philosophy on best practices for these beverages on-premise?

**A:** Through Phillips I have learned a great deal from our suppliers and distributors with whom we have enjoyed long-term relationships. And these same relationships have provided a great platform for sales growth for our company, the suppliers and our distributors. I have also been fortunate enough to travel to many great "beverage lovers" seminars and conferences around the world—to Chile, Argentina, Bordeaux, Cognac, New Zealand, Australia and many others—learning first-hand from great producers with passion.

**Q:** Tell us about Phillips Seafood Restaurants. What is your beverage program like and why?

**A:** We have been creating dining experiences since 1956. When guests see Phillips, they know what to expect, regardless if they are dining in Atlantic City or Ocean City. Our concepts are consistent, but equally diverse. We have assembled a well-rounded program to serve our guests at all our concepts. And we have recently modified our beverage program to offer more value to our guests, lightening up all our offerings, while cultivating creativity and adaptability to better serve our guests. Our wine program now offers 46 choices, 25 of which are by the glass. We have expanded our very successful wine flights program, so we now offer all our wines by the glass as well in flights, which has tremendously improved our guest satisfaction surveys. With so many great varietals, produced by so many excellent wineries available in so many ways, our customers are quickly becoming far better educated and returning for more with their friends. And our spirits sales have grown consistently via innovative, quarterly promotions as well as bartender and server contests, motivating our entire bar staff to demonstrate their mixologist creative skills and sales enthusiasm.

**Q:** What was your first collaboration with a hotel or hotel chain, how was it structured and what important lessons have you learned to date as a result of this first marriage?

**A:** Our first hotel location was our company owned location in the Pier project at Caesar's Palace in Atlantic City. We actually developed three restaurants on the Pier: A Phillips Seafood Restaurant, a Phillips Seafood Express and a new concept restaurant we created with Chef Robbin Haas, called "Souzai". When you locate in hotels, of course it is

**Q:** 约翰，你在餐饮行业多年，最初是怎样进入这个行业？

**A:** 最开始是在1993年，我工作于马里兰州海洋城的Phillips Crabhouse餐厅，二十世纪九十年代中期，我还在其它几家餐厅工作过。1998年工作角色变化，我主要负责监管这些餐饮公司。2007年，我升职为Phillips食品与海鲜餐厅高级副总裁。

**Q:** 您的工作一直跟餐饮有关，那么您是如何学习葡萄酒、啤酒和白酒的知识？对于这些产品来说，什么才是最好的提前销售？

**A:** 在Phillips，通过我们的供应商和经销商，我学到了丰富的知识，并与他们保持了长期的良好关系。这样的关系为我们公司的销售、为供应商和经销商都提供了一个良好的平台。我有幸去过世界各地，比如智利、阿根廷、波尔多、新西兰、澳大利亚等地方，参加了很多葡萄酒爱好者的座谈会和新闻发布会，同时从那些伟大而富有激情的酿造者那得到第一手的资料。

**Q:** 为我们讲讲Phillips海鲜餐厅，在那里你有什么项目，为什么要做？

**A:** 自1956年以来，我们一直在创造新的就餐体验。无论是在亚特兰大还是大洋城，当人们来到Phillips，人们都知道自己想要什么。我们的理念既保持统一但又多样。在这些理念的指导下，我们致力为客人带来最为全面的服务。最近我们调整了饮料项目以求不仅为客人带来更多的增值服务，同时造就了更多的创造力和更强的适应力，更好的服务于客人。我们的葡萄酒项目提供46种选择，其中25种以酒杯来供应。我们已经成功扩展了葡萄酒航线项目，目前在航班上也是凭杯来供应葡萄酒，这样大大满足了客人的需求。使得客人在较短的时间内，以更多的方式品尝到更多优秀酿酒者提供的葡萄酒。这样我们的顾客也能很快对葡萄酒有所了解，同时也会带来更多的客人。此外，通过富有创意的周期性宣传以及调酒师和服务生的竞赛，我们白酒的销量一直在不断提高。

**Q:** 你与酒店的第一次合作是在怎样的，对你而言，这次合作给你带来最大收获是什么？

**A:** 第一次与酒店的合作开始于我们公司在亚特兰大凯撒皇宫的Pier项目。实际上我们已经在Pier开了三家餐厅，包括Phillips海鲜餐厅、Phillips海鲜外卖以及我们和厨师Robbin Haas合作的一家全新概念餐厅“Souzai”。选择酒店最重要是了解酒店所吸引的客户类型，所以我们会做很多“功课”。只有这样才能让我们的理念吸引顾客，反之，即便是引进了很好的餐厅，也可能会出现适得其反的效果。

**Q:** 目前你在凯撒皇宫拥有三家餐厅，还有两家跟连锁酒店合作的特许经营店。你会将这个视作业务扩展和提升品牌定位的良机吗？为什么酒店会认为与你的合作是一个良好的发展呢？



critical to really understand the types of guests they attract and believe me, we do our homework. As a result, we have been very fortunate that our concepts have appealed across the board to the hotel consumers; whereas, many hotels bring in niche restaurants that don't perform nearly as well per square foot.

Q: You now have three restaurants at Caesar's Palace Atlantic City and two others franchised with chain hotels. As a result, do you see this as a major growth opportunity for expanding and improving your brand positioning with brand name hotels whose demos are a good fit? And why is incorporating your branded restaurants a good move for hotels?

A: Yes, our brands have great legs for hotels and we see more hotels looking to upgrade their dining offerings, moving away from generic in-house brands, as guests brands demand they trust and better perceived value from their in-house experience. Phillips offers an established restaurant brand with over 50 years of heritage and consequently, our concepts drive people through the doors. In the past hotels looked at their restaurants as passive space; but in today's market, they require them to be profit centers and we provide this in spades.

Q: Is there a limit to the number of hotels with which you can or desire to partner or are you looking for every good opportunity that presents itself? And what about China?

A: We are looking for the right partners, no matter where; here or Asia Pacific, which is where our Phillips Foods Asia crab meat production facilities and global office is located. We have been approached by many hoteliers from around the world and we have had to turn them down, as they need to be able to meet our standards and those of our current hotel franchise partners. We started with two of the best F&B operators in the U.S.—Roger Taylor at Columbia Sussex and Don Stanczak with Interstate Hotels. We will continue to proactively grow our hotel venues business in the U.S. and around the world, but cautiously and with the right partners. I see the east coast of China, in particular Dalian to Xiamen along the seaside as natural locations for our seafood restaurants as stand alones or in key hotels, just like in the U.S.; however, there is no reason we cannot bring the best crab and our other seafood specialties further inland for those who work and live in the major markets like Shanghai, Beijing and a number of other cities. Anywhere you see a T.G. I. Friday's, just imagine a Phillips Seafood Restaurant next door and with a little luck, one day "you might just not be seeing things", as the saying goes. Soon, you may be checking-in at your favorite Chinese hotel, freshening-up and heading straight downstairs for the best crab dinner in the world. You never know. But it all depends on us finding a great franchise partner for China.

Q: What are your favorite wines and why?

A: I have a varied palate and I enjoy many varietals and styles of wine; but I really enjoy wines that evoke tasting memories, such as a trip to taste with Phil Shaw at his winery at Orange, Australia, where I became an instant fan of his Philip Shaw Shiraz Viognier. Other wine odysseys that come to mind are like the idyllic front porch of the winery house in Napa with their best Sauvignon Blanc as the sun sets over the mountains and seeing the incredible hillside, heart-shaped Purple Angel Vineyard at Montes in the Colchagua Valley in Chile with Douglas Murray as personal tour guide and spiritual advisor over one of the last remaining bottles of a "99 points" vintage of Purple Angel in his private collection.

And most recently I have turned my attention to craft beer, founding a boutique brewery in Delaware, Evolution Craft Brewing Company, with my brother, Tom. I have been fascinated with the artistry that goes into craft brewing and seeing our brand launched—we have worked with our brewer to create beers that compliment people's food and taste experience. I'd be very interested to learn more about the evolution of the craft beer industry in China.

A: 是的, 我们的品牌给酒店带来很多的机会, 因为我们能看到越来越多的酒店重视提升自己的餐饮服务, 随着客户要求的提高, 酒店也不再拘束于原有的普通品牌。Phillips提供了一个拥有50年发展资历的品牌, 而且我们的理念能吸引更多的客人。过去, 餐厅总是被酒店视作被动消费区域, 但是今天, 酒店的餐厅成为最重要的盈利场所, 这一点我们无须质疑。

Q: 对于合作酒店, 您有数量上的限制吗? 您是一直在寻求这种机遇吗? 怎么看待中国市场?

A: 我们正在寻找合适的合作者, 无论是在这里, 还是在亚太地区, 其实我们亚洲Phillips食品蟹肉生产基地和全球办公室就在亚太地区。世界各地的酒店都有跟我们联系过, 但是由于他们必须满足我们和我们现有酒店合作者的要求, 所以不得不拒绝他们。最开始我们与全美最好的餐饮运营商——Roger Taylor at Columbia Sussex和Don Stanczak合作。我们还将继续扩展在酒店开设餐厅的数量, 但是会走得小心谨慎。我知道在中国的东海岸, 特别是大连、厦门等沿海城市, 无论是独立餐厅还是在酒店, 这些地方都是开设海鲜餐厅的上佳之选。但是, 我们也能将最好的螃蟹及其它海鲜带到更内陆的城市, 如上海、北京等。只要看到T.G. I., 你就应该知道旁边就是Phillips海鲜餐厅。也许很快你便会在你最喜欢的中国酒店发现世界上最好的螃蟹晚宴。没人能够预测, 一切都取决于我们是否能在中国找到合适的合作者。

Q: 你最喜欢什么葡萄酒, 为什么?

A: 我的爱好广泛, 喜欢不同种类和风格的葡萄酒。但是我最喜欢的还是那些能够激发味觉记忆的葡萄酒, 比如在澳大利亚的Orange品尝Phil Shaw酿造园的酒。记得那一瞬间我立刻成为了Philip Shaw Shiraz Viognier的拥趸者。当然还有一些令我难忘的味觉体验, 比如在纳帕的葡萄酒园品尝那里最好的Sauvignon Blanc, 远山之上, 阳光点点。遥望山峦, 成心形的紫天使葡萄园位于智利康加瓜山谷, Douglas Murray是我的向导, 我有幸品尝他私人收藏的世上仅存不多的99 Points。

最近我将注意力转移到了精酿啤酒上, 并且在德拉华找到一家酿酒厂——Evolution Craft Brewing公司。我对纯手工的酿造工艺着迷不已, 同时也计划创立新的品牌。我们已经与酿酒商合作, 酿制配合菜品和味觉的啤酒。同时, 我也很想了解中国精酿啤酒行业的发展。

King Crab Margarita



天福 TEA Moon Cake 中秋茶月饼系列

呷饼 配茶

纯正「茶籽油」配制 添加Oligo