

# Processed Foods

## TEN STRATEGIES FOR SUCCESS WITHIN THE CARICOM SINGLE MARKET & ECONOMY (CSME)

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## Table of Contents 2008

Processed Foods: TEN Strategies for Success Within CSME .....	4
1. Find Yourself within the Global Marketplace .....	4
Market Size .....	4
Trends & Drivers .....	4
2. Position Yourself within the CSME.....	5
Market Size .....	6
Major Intra-Regional Imports/Exports.....	6
Chart 1: CSME Intra-Regional Statistics for Select Processed Foods .....	6
Distribution (Logistics) Channels.....	6
Trends & Drivers .....	7
3. Identify Your Processed Foods Categories.....	7
Knowing Your Processed Foods SITC Codes.....	7
Table 1: Processed Foods SITC Codes .....	8
4. Identify Your Target Market.....	8
5. Prepare to Overcome Potential Barriers .....	9
Access to Finance .....	9
Regulations.....	9
Packaging/Labelling .....	10
Quality Standards.....	10
6. Know What Your Competitors Are Doing .....	11
Regional Perspective .....	11
Global Perspective .....	11
7. Differentiate Yourself from the Competition .....	12
Exemplify Service Excellence .....	12
8. Align Your Company’s Goals with Strategic Opportunities.....	13

Economic Partnership Agreement (EPA) .....	13
Caribbean Single Market and Economy (CSME) .....	13
National Treatment.....	13
Market Access.....	13
CARICOM Skills Certificate .....	13
Industry Incentives.....	13
Foreign Direct Investment .....	14
9. Pursue Opportunities to Partner .....	14
Joint Ventures .....	14
Clusters .....	14
Right of Establishment .....	15
10. Employ a Promotion Strategy .....	15
Table 4: Lead Agencies in the Processed Foods Sector.....	15
Processed Foods Reference Guide.....	16
Business Support Organisations .....	16

## Processed Foods: TEN Strategies for Success Within CSME

### 1. Find Yourself within the Global Marketplace

Food processing includes activities that add value to agricultural and aqua-cultural raw materials for domestic or export consumption. Food processing typically takes clean, harvested crops or slaughtered and butchered animal products and uses these to produce attractive, marketable and often long-life food products. Such activities include dehydration, production of concentrates, meat packing, milling, and canning.<sup>1</sup>

Food processing is the set of methods and techniques used to transform raw ingredients into food or to transform food into other forms for consumption by humans or animals either in the home or by the food processing industry.<sup>2</sup>

Food processing industries and practices include the following:

- Cannery
- Industrial rendering
- Meat packing plant
- Slaughterhouse
- Sugar industry
- Vegetable packing plant

### Market Size

In 2003 the global food market was estimated to be US\$3,496 billion, which represented 42 percent of the global retail market. North America, Western Europe and Asia Pacific accounted for 75 percent of the food retail spent. Analysts predict an annual average growth of the food market of 5 percent between 2003 and 2020 driven by global population growth and growth in Gross Domestic Product (GDP) per capita. The fastest growth will be in the Middle East, Africa, and Central Asia.<sup>3</sup> Food processing involves a vast array of products, from fruits, vegetables, and staple foods (wheat, corn, rice) to marine and meat products. As such, it is difficult to quantify industrial data on a global scale—especially without focusing on a specific product or subsector.

### Trends & Drivers

The most significant trend affecting the food processing industry in recent years has been the phenomenal growth in demand for organic foods, which must be processed without ionizing radiation or food additives. The organic food industry totaled nearly US\$14 billion in 2005 in the United States alone; the EU market was estimated at 21 billion euros in 2004. Worldwide, the organic food market has been growing by 20–24 percent a year in recent years.

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<sup>1</sup> [Wikipedia – Food Processing](#)

<sup>2</sup> [Wikipedia – Food Processing](#)

<sup>3</sup> Best, Robert, et.al. An Assessment of the Agri-Food Distribution Services Industry In CARICOM, CRNM November 2006.

A second recent trend affecting the global food processing industry is the growing demand for ethnic and specialty foods, which has vastly extended food sourcing. This trend reflects growing ethnic minority groups around the world, increasing international free trade, and changing consumer tastes. Products such as spices and tropical fruits, once available only in their countries of origin, are now widely available in U.S. and EU supermarkets. In 2005 the ethnic food market in the United States alone was worth US\$75 billion.<sup>4</sup>

## 2. Position Yourself within the CSME

The Caribbean is a traditional producer of many agricultural products, including spices, hot sauces, rum and other beverages, sugar, and tropical fruits such as bananas. The region imports about US\$1.5 billion in agricultural produce each year and relies heavily on exports of its agro-processed and agricultural products to the U.S. and EU markets. Both markets offer Caribbean countries trade privileges, in the form of duty exemptions, on most of their exports—the United States through the Caribbean Basin Initiative and the European Union through the African, Caribbean, and Pacific States regime, and the Economic Partnership Agreement (EPA). The Caribbean Basin Initiative privileges are set to expire in 2008. In addition, one of the Caribbean’s two main agricultural products, bananas, receives preferential EU access, though that is set to expire in 2009. (Preferential access for sugar, the region’s other main agricultural product, expired in 2006.) The end of these trade privileges will have a massive impact on the region’s food processing industry. Still, the demand for Caribbean sauces and spices is growing in the European Union, United States, and other developed markets—providing Caribbean companies with a competitive advantage. The region also stands to benefit from growing global demand for organic and ethnic foods.<sup>5</sup>

Many persons in the Caribbean are involved in small-scale food processing, carrying out operations at the household or cottage industry level, or in small establishments. While fresh foods eaten within a short time after harvest will no doubt provide best nutrient quality, today’s consumers also demand access to foods which are convenient, have a reasonable shelf life, have a fresh appearance and are of good quality even when out of season.

Food processors are a vital link in the food supply system, contributing to the health and food security of the region by creating foods that are safe and nourishing for local consumption and for export. This is especially important in today’s global environment, as international markets open up to food trade. In addition to the well-established food exports such as bananas and sugar, products such as jams, jellies, pickles, spices, fruit drinks and pepper sauces from the Caribbean now make their way to places that a few years ago would not have been regular markets. Seasonal crops can therefore be made available year-round even in locations where they do not normally grow.<sup>6</sup>

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<sup>4</sup> “Benchmarking FDI Competitiveness in Caribbean Countries: An Analysis of the Export Services, Food Processing, and Tourism Sectors,” World Bank, 2007 p. 29.

<sup>5</sup> “Benchmarking FDI Competitiveness in Caribbean Countries: An Analysis of the Export Services, Food Processing, and Tourism Sectors,” World Bank, 2007 p. 29.

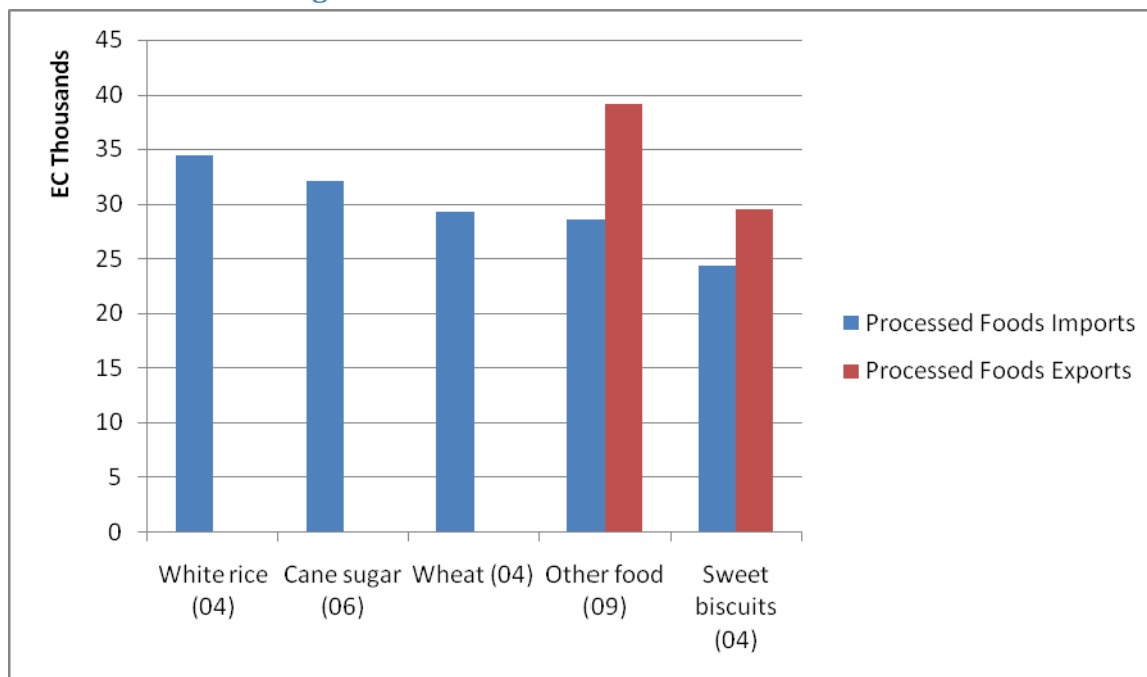
<sup>6</sup> Morris, Audrey. “Small-scale Food Processing in the Caribbean,” *Cajanus* Vol. 37, No. 3, 2004, p. 117.

## Market Size

It is difficult to arrive at a definitive account of the size of the processed foods sector in CARICOM due to the unavailability of accurate official statistics in some cases, and the lack of a uniform reporting structure across the region. Crude estimates using opinions of food distribution services leaders across the region place the value of food retail sales to consumers in the region at US\$ 4.6 billion in sales, inclusive of 15,000 firms employing over 85,000 people. The value of the food wholesale goods purchased by the resellers to generate these sales is estimated to be approximately US\$3.9 billion.<sup>7</sup>

## Major Intra-Regional Imports/Exports

Chart 1: CSME Intra-Regional Statistics for Select Processed Foods



## Distribution (Logistics) Channels

There are several types of wholesalers in the region, manufacturer distributors, importer distributors, importer retailers, and domestic wholesalers carry on wholesaling in the region. The more developed markets in the region tend to import higher proportions of internationally branded products. Belize and Guyana, which produce more of their own food, rely more on local manufacturers and wholesalers to distribute the greater part of food consumed in their respective countries.

The distribution structure of the Caribbean market as a whole can be described as fragmented. Integration of the CARICOM members into a single market notwithstanding, many barriers remain between member nations. As a result, food distribution is fragmented, with little inter-island trade between distributors or leading meat processors in countries like the Dominican Republic and Trinidad.

<sup>7</sup> Best, Robert, et.al. "An Assessment of the Agri-Food Distribution Services Industry in CARICOM", CRNM November 2006, page 19.

Importer distributors import on average more than 90 percent of their sales of which 10–40 percent emanate from the CARICOM region. Only a small number of distributors operate in more than one country in the region, but find it difficult to achieve economies of scale because of the manner in which the maritime freight system operates in the Caribbean.<sup>8</sup>

## Trends & Drivers

The past year saw the beginning of two main trends that had huge impacts on the sales and the bottom lines of the Top 100 companies in the United States and Canada: changes in consumer spending patterns and soaring agricultural commodity prices. Those trends are continuing into 2008 unabated.

Opportunities throughout the Caribbean, however, still exist for processing, or semi-processing, produce and animal products. Already, Guyana's exotic and gourmet food products are in demand, not only throughout the Caribbean, but also in North American and European markets. Products with a large growth potential include jams, jellies, sauces, processed spices and fruit puree blends.<sup>9</sup>

Additional trends that affect the development of the regional market for processed foods include:

- Working women – Statistics show that more women in the region are working away from home, increasing household incomes and driving the demand for convenience foods.
- Health – Reduction of fat content in final product e.g. by using baking instead of deep-frying in the production of potato chips; Maintaining the natural taste of the product e.g. by using less artificial sweetener.
- Hygiene – The rigorous application of industry and government endorsed standards to minimise possible risk and hazards. In the USA the standard adopted is HACCP.
- Efficiency – Rising energy costs lead to increasing usage of energy-saving technologies, e.g. frequency converters on electrical drives, heat insulation of factory buildings and heated vessels, energy recovery systems; Factory automation systems (often Distributed control systems) reduce personnel costs and may lead to more stable production results.<sup>10</sup>

## 3. Identify Your Processed Foods Categories

### Knowing Your Processed Foods SITC Codes

Standard International Trade Classification (SITC) is a classification of goods used to classify the exports and imports of a country to enable comparing different countries and years. The classification system is maintained by the United Nations. Under the CSME, intra-regional trade of goods is classified under the SITC Codes. Table 1 provides a sampling of SITC Codes related to the Processed Foods sector, as well as the requirements for most CSME member states.<sup>11</sup>

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<sup>8</sup> Best, Robert, et.al. "An Assessment of the Agri-Food Distribution Services Industry in CARICOM", CRNM November 2006, page 20.

<sup>9</sup> [GUYANA – GO INVEST](#)

<sup>10</sup> [Wikipedia – Food Processing](#)

<sup>11</sup> [Standard International Trade Classification \(SITC\) Codes](#)

**Table 1: Processed Foods SITC Codes**

SECTOR/SUB-SECTOR	SITC	REQUIREMENTS
Meat and meat preparations	012, 016, 017	
Dairy products and birds' eggs	022, 023, 024, 025	
Fish (not marine mammals), crustaceans, mollusks and aquatic invertebrates, and preparations thereof	035, 036, 037	
Cereals and cereal preparations	041, 042, 043, 044, 045, 046, 047, 048	
Vegetables and fruit	056, 057, 058, 059	
Sugars, sugar preparations and honey	061, 062	
Coffee, tea, cocoa, spices, and manufactures thereof	071, 072, 073, 074, 075	

#### **4. Identify Your Target Market**

The true value of identifying your company's target market is that it must clearly identify the current and prospective buyers of your company's products. Your goal in identifying the target market is to demonstrate that you clearly understand who your customers are and how your products directly meet the needs of the market place. Properly identifying your potential customer base also helps to drive your company's overall marketing and sales strategies. Business owners often under-estimate the importance of identifying their target market because their product may meet the needs of a large constituency of potential customers. However, the purpose of identifying the target market is to define your customer base as specifically as possible.

The CSME target market is comprised of (13) countries; 6 million consumers – 50 percent women; median age (40); life expectancy (65 years); literacy rate (90 percent); population 70 percent African – 20 percent Indian – 10 percent white – 20 percent less than 15 years of age; 10 percent greater than 65 years of age; with a per capita income of US\$6,000.00.

If you have properly identified your target market for processed foods, you should be able to answer the following questions:

- Who is buying your product?
- What products are they buying?
- When are they buying them?
- Where do they buy them from?
- Why do they buy them?
- How much are they willing to pay for them?



## 5. Prepare to Overcome Potential Barriers

### Access to Finance

Caribbean Export Development Agency (Caribbean Export) coordinates regional proposals for projects to be funded under the 9th European Development Fund (EDF) Direct Assistance Grant Scheme. The Scheme, financed by the European Union under the Caribbean Trade and Private Sector Development Programme (CTPSDP), seeks to increase the competitiveness of firms in CARIFORUM countries.

Projects must be aimed at one or more of the following objectives:

- Increase the competitiveness of firms in the Caribbean region
- Take advantage of the CSME or any other bilateral or multilateral arrangements signed by the region such as vertical or horizontal alliances across the region or with ACP or EU partners
- Foster intra regional cooperation to enhance productivity and take advantage of economies of scale
- Promote programmes which will impact on underdeveloped areas or disadvantage sectors within the region (rural areas, women, etc)

The Guidelines for applicants are available on the website: [www.carib-export.com](http://www.carib-export.com).

CARICOM Heads of Government have agreed to establish a CARICOM Development Fund (CDF) to provide financial or technical assistance to disadvantaged countries, regions and sectors; as called for by Chapter 7 of the Revised Treaty of Chaguaramas. The fund was launched with an initial sum of US \$60 million towards its target of US\$250 million, an event of signal importance towards achieving the objectives of equitable distribution of the benefits of the CSME. It will provide both loans and grants to eligible recipients, and possibly interest subsidies on loans from other institutions. Eligibility criteria for CDF assistance are set out in the Revised Treaty of Chaguaramas.<sup>12</sup>

### Regulations

In Belize, a certification programme based on the implementation of the Hazard Analysis and Critical Control Points (HACCP) food safety system was established for the fish and fishery products processing industry in Belize which enabled Belize to export these products freely to both the USA and the European Union (EU). The farm to table approach of BAHA's food safety program, provides for food safety assurances along the entire chain, from the production site on the farm with the application of Good Agricultural Practices (GAP), to the processing plants' implementation of Good Manufacturing Practices (GMP), Standard Sanitary Operating Procedures (SSOP) and HACCP systems that is verified and certified by BAHA's inspectors and sanitary auditors. Other certification programmes, such as one for meat processing plants and one for fruit and vegetable packing plants are currently being developed in collaboration with industry and other regulatory agencies.<sup>13</sup>

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<sup>12</sup> Girvan, Norman, "Towards A Single Development Vision and the Role of the Single Economy", University of the West Indies, 2007, p. 54.

<sup>13</sup> [Belize Agricultural Health Authority](http://www.baha.gov.bz)

## Packaging/Labelling

Examples of regional packaging and labeling requirements include the following:

Antigua & Barbuda	Belize	Dominica	St Lucia
<ul style="list-style-type: none"><li>•Labelling Prepackaged Goods</li><li>•Labelling Prepackaged Foods</li></ul>	<ul style="list-style-type: none"><li>•Information on all shipping documents must be in metric units.</li></ul>	<ul style="list-style-type: none"><li>•National Standards Council adopted labelling standards in 2005</li></ul>	<ul style="list-style-type: none"><li>•CARICOM goods require a certificate of origin.</li></ul>

The following articles stress the importance of regulations in the food processing industry:

[Agency encourages clearer food labelling](#)

[SRC Trains Students in Food Processing](#)

### Quality Standards

Consumers worldwide always demand to have their foods of higher standards or better quality. However, the term standard or quality is more often than not unclear. In many cases quality means different things to different people. Food quality may be its sensory property (appearance, taste), nutritional value (nutrient content), health benefit (functional ingredient) or safety (chemical, physical, biological). There is general consensus that food safety is the very basic right of people and various efforts have been devoted by all sectors to ensure that the goal of safer food for all would be attained.<sup>14</sup>

Development of a Regional Quality Infrastructure (RQI) will be a key element of the CSME. The hub of the RQI is already in place in the form of the Caribbean Regional Organisation for Standards and Quality – [CROSQ](#) – established in 2002. According to CROSQ, the driving force behind industry standards is industry stakeholders. Interested persons should contact their [LOCAL BUREAUX OF STANDARDS](#) for further information on national standards for processed foods.

For the benefit of small-scale food processors in this region, the Caribbean Food and Nutrition Institute (CFNI) collaborated with the Food and Agricultural Organization of the United Nations (FAO) and published the “Food and Nutrition Resource Manual for the Small-Scale Food Processor in the Caribbean”. Principles of Good Manufacturing Practices (GMPs) are described, with special emphasis on sanitation, food safety and personal hygiene. Risks and dangers of cross-contamination in the manufacture of food products are highlighted, as well as the management of typical trouble spots.

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<sup>14</sup> Quality Control for Processed Foods. Report of the APO Seminar on Quality Control for Processed Food. Asian Productivity Organization 2005.

## 6. Know What Your Competitors Are Doing

### Regional Perspective

The changes taking place in consumer purchasing and food retailer industry will have direct implications for the processed foods industry as regards distribution channels. Leading supermarket chains across the region tend to have a high extra-regional import component in their product assortments, and many report that these levels are increasing. Data collected on sourcing of food by leading supermarkets within CSME reveals the following:

- Food sales represent 87.5% of all sales
- Extra-regional food sourcing represents 58.5% of all food sales
- CSME food sourcing represents 18.5% of all food sales
- National food sourcing represents 23.0% of all food sales

The bias towards extra-regional food sourcing is due in part to the fact that most of the leading supermarkets are targeting middle to upper income consumers and differentiating themselves from the smaller food retailers. Second, where the domestic food manufacturing base or agricultural production is limited, such as in the Organisation of Eastern Caribbean States (OECS), the extra-regional import component tends to be understandably higher. In Belize and Suriname, where there is a stronger agricultural base, but perhaps a smaller manufacturing base, the extra-regional component is still high in the leading supermarkets because there are only a limited number of major supermarket stores in the capital.<sup>15</sup>

With regards to food processing in the eastern Caribbean, micro-sized and small-scale processors of pepper sauces, jams, jellies, fruit nectars, rum, and other alcoholic-beverages are prevalent throughout the entire region. However, almost all of the medium to large-scale food processors are located on the islands of Trinidad and Barbados. These include manufacturers of processed meat and fish, pasta products, bakery products, confectionary products, dairy products, fruits and vegetables, packaged and convenience foods, wheat flour, and edible oils and fats.<sup>16</sup>

### Global Perspective

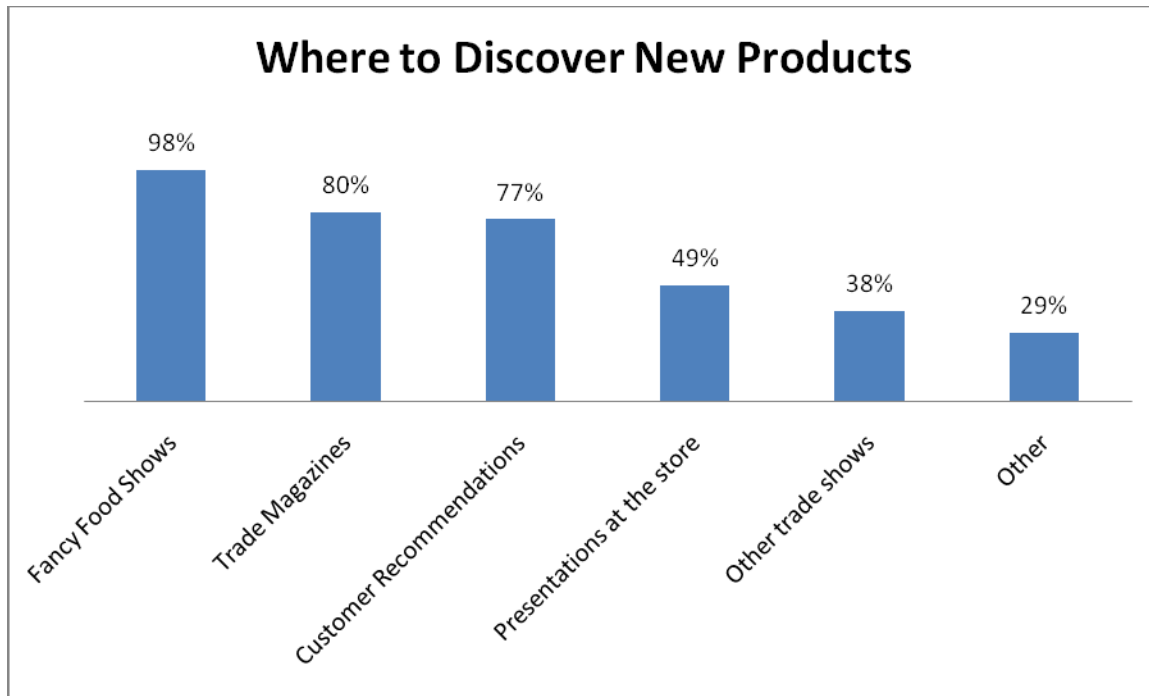
The Fancy Food Shows are by far the primary source for discovering new products, cited by nearly all respondents. Trade magazines and customer recommendations are also good sources for finding what's new. The following chart represents sources for discovering new products:<sup>17</sup>

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<sup>15</sup> Best, Robert, et.al. "An Assessment of the Agri-Food Distribution Services Industry in CARICOM", CRNM November 2006, page 119.

<sup>16</sup> Logan, Kay, et. al. Caribbean Basin HRI Food Service Sector Eastern Caribbean Region Report, 2007.

<sup>17</sup> Source: Mintel/Market Tools



## 7. Differentiate Yourself from the Competition

The establishment of the CSME provides, as one of its main objectives, the free movement of goods, services and people and will inevitably foster economic growth. Yet, each business owner must take a strategic approach to differentiating themselves from their competition.

### Exemplify Service Excellence

Utilising service excellence to differentiate your company from the competition does not begin with the consumer. It must begin with the owners, who are responsible for embedding service excellence as the foundation of the organisation. It must represent an established component of your sales and service network, as well as an integral part of your expansion throughout the CSME.

Making service excellence the principle business strategy is a sensible approach to running your business considering the fact that it costs 13 times more to find a new customer than to retain an existing client. The problem most business owners have is in defining service excellence. Strong's Supreme Service, a management consulting firm based in Barbados promotes the following definition:

***“Each encounter must be so satisfying that the customer looks forward to repeating the experience and is inspired to recommend it to others.”***

## 8. Align Your Company's Goals with Strategic Opportunities

### Economic Partnership Agreement (EPA)

The EPA, as a trade agreement with development components, is designed to open up and enhance trade between Europe and CARIFORUM by removing the barriers to trade between them and by improving CARIFORUM's capacity to trade competitively. Industries in which SMEs have a strong potential include agro-industry, tourism and hotel services, furniture, food services, printing and packaging, and a wide range of services including accounting, engineering consultancy, information services and information technology.<sup>18</sup> Human resource development in the Caribbean is another focus of the provisions in tourism which provides for assistance and training to service suppliers and support for training institutions.

### Caribbean Single Market and Economy (CSME)

The CSME is comprised of 13 member states<sup>19</sup>. Practitioners in the processed foods industry can reap immediate benefits from the progression towards a single market and economy. Three elements in particular, national treatment, market access and the CARICOM skills certificate enable business owners to construct realistic strategies for regional expansion.

#### National Treatment

The right to full national treatment means that you are to be treated equal or better than a national of the receiving member state, in terms of administrative requirements, e.g. fees and licensing procedures.

#### Market Access

The right to full market access means that you are allowed to operate in all sectors of the business activity in the receiving member state.

#### CARICOM Skills Certificate

University graduates, artistes, musicians, sportspersons and media workers must obtain a [CARICOM SKILLS CERTIFICATE](#) from their home country's Ministry responsible for issuing Skills Certificates if they wish to work in any CARICOM member state participating in the CSME. In Grenada, for example, the Ministry of Foreign Affairs is responsible for issuing Skills Certificates, which costs EC\$250.

#### Industry Incentives

In order to take advantage of existing and future industry incentives, practitioners within the processed foods industry must comply with national laws. Under the Laws of Barbados – Small Business Development Act, the Minister may grant to an approved small business one or more of the incentives specified under the provisions of the Act, if he is satisfied that the business will be of significant or substantial socio-economic benefit to Barbados.<sup>20</sup>

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<sup>18</sup> Girvan, Norman, "Towards A Single Development Vision and the Role of the Single Economy", University of the West Indies, 2007, p. 44.

<sup>19</sup> [CSME Member States](#)

<sup>20</sup> [Barbados – Small Business Development Act](#)

The CARICOM Investment Code (CIC) harmonises national incentives to investment in the industrial, agricultural and services sectors, with priority given to sustainable export industrial and service activities.<sup>21</sup>

## Foreign Direct Investment

Intra-regional foreign direct investment (FDI) and formation of trans-Caribbean firms (TCCs) are now important features of the CARICOM landscape. In recent years intra-regional investment FDI has averaged 10 percent of total FDI inflows to Member States. Intra-regional investment has been led by firms in the financial sector (banking and insurance), followed by firms in tourism, distribution and manufacturing; including several conglomerates.<sup>22</sup> The recently formed Caribbean Association of Investment Promotion Agencies (CAIPA) is an umbrella organisation established to facilitate the collaboration of regional investment promotion agencies (IPAs) in order to attract greater foreign direct investment to the region.

## 9. Pursue Opportunities to Partner

### Joint Ventures

The creation of a Regional Joint Bidding Mechanism (RJBM) is a proposal suggested by concerned CARICOM Contractors, Suppliers and Consultants as solutions to the disadvantage, which they suffer in their attempts to compete against extra-regional companies. The primary contributor to the region's inability to compete with extra-regional companies is the relatively small size of companies within CSME.

The challenges facing regional companies, however, have been further exacerbated by recent international developments, such as the impending global integration of markets for goods and services and the reduction of trade preferences. The end of preferential trading arrangements within the ACP Group of Countries, the implementation of commitments made to the WTO, the formation of the CSME, and pending EPA legislation have opened the door to increased competition within CARICOM. Regional companies must actively seek opportunities such as joint ventures with extra-regional companies in an effort to prepare themselves for the onslaught of non-regional competition.<sup>23</sup>

### Clusters

A well-developed concentration of related business spurs three important activities: (1) increased productivity – through specialized inputs, access to information, synergies, and access to public goods; (2) more rapid innovation – through cooperative research and competitive striving; and (3) new business formation – filling in niches and expanding the boundaries of the cluster map.<sup>24</sup> The clustering concept,

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<sup>21</sup> Girvan, Norman, "Towards A Single Development Vision and the Role of the Single Economy", University of the West Indies, 2007, p. 31.

<sup>22</sup> Girvan, Norman, "Towards A Single Development Vision and the Role of the Single Economy", University of the West Indies, 2007, p. 30.

<sup>23</sup> Taylor, Garth, "Proposals For A Regional Joint Bidding Mechanism And Joint Bonding Facility", CRNM, 2003.

<sup>24</sup> [Benefits of Clustering](#)

popularized by Harvard University professor, Dr. Michael Porter, has been quite effectively utilised as a component of the Private Sector Development Programme (PSDP) in Jamaica. The Honourable Karl Samuda, Minister of Industry, Investment and Commerce stated that “Working together in clusters provides an opportunity for Jamaican companies in the Micro, Small & Medium-sized Enterprise (MSME) sector to build on complementary objectives that will promote competitiveness, productivity and efficiency of the wider group.” He was speaking at an event to announce the ten industry clusters that qualified for grant assistance under the PSDP, a joint initiative of the Government of Jamaica and the European Union.<sup>25</sup>

## Right of Establishment

The CSME, in the wider context of globalisation, will create new opportunities for SMEs to grow through the building of regional production networks based on productivity and cultural adaptation, niche marketing and electronic commerce.<sup>26</sup> Under the [SINGLE MARKET](#) component of the CSME, CARICOM Nationals have the right to establish companies or other legal entities such as partnerships.<sup>27</sup>

## 10. Employ a Promotion Strategy

There are a number of ways for Processed Foods practitioners to promote themselves and their companies within the CSME. For a list of Regional and national BSOs involved in the promotion of the Processed Foods sector, see Table 4.

**Table 4: Lead Agencies in the Processed Foods Sector**

Regional	<a href="#">CABA</a>	Antigua & Barbuda	<a href="#">AGRO-INDUSTRIES</a>
Barbados	<a href="#">BMA</a>	Belize	<a href="#">BELTRAIDE</a>
Dominica	<a href="#">INVEST DOMINICA</a>	Grenada	<a href="#">GIDC</a>
Guyana	<a href="#">GO INVEST</a>	Jamaica	<a href="#">JAMPRO</a>
Montserrat	<a href="#">MINISTRY OF AGRICULTURE</a>	St. Kitts & Nevis	SKIPA & NIPA
St. Lucia	<a href="#">NDC</a>	St. Vincent	<a href="#">NIPI</a>
Suriname	MIN. TRADE & INDUSTRY	Trinidad & Tobago	<a href="#">MIN. OF AGRICULTURE</a>

<sup>25</sup> [Private Sector Development Programme - Jamaica](#)

<sup>26</sup> Girvan, Norman, “Towards A Single Development Vision and the Role of the Single Economy”, University of the West Indies, 2007, p. 44.

<sup>27</sup> Girvan, Norman, “Towards A Single Development Vision and the Role of the Single Economy”, University of the West Indies, 2007, p. 45.

## Processed Foods Reference Guide

### [PROCEEDINGS OF THE CARIBBEAN HOT PEPPER INDUSTRY WORKSHOP](#)

[CARIBBEAN HACCP ALLIANCE](#) provides a wide variety of information designed to help solve food safety problems for homes and businesses.

### [INTER-AMERICAN INSTITUTE FOR COOPERATION ON AGRICULTURE](#) (IICA)

(IICA) maintains a collaborative approach to its work in the Caribbean and, accordingly, much of its work is undertaken with key development partner agencies nationally, regionally and internationally.

### [CARIBBEAN INDUSTRIAL RESEARCH INSTITUTE](#)

(CARIRI) has been helping food and beverage manufacturers across the Caribbean develop unique, high quality products for more than 30 years.

### [CARIBBEAN FOOD AND NUTRITION INSTITUTE](#)

(CFNI) aims to attain food security and achieve optimal nutritional health for all peoples of the Caribbean through collaboration with Caribbean countries to enhance, describe, manage and prevent the key nutritional problems and to increase their capacity in providing effective nutritional services.

### [FOOD AND AGRICULTURAL ORGANIZATION OF THE UNITED NATIONS](#)

leads international efforts to defeat hunger. Serving both developed and developing countries, FAO acts as a neutral forum where all nations meet as equals to negotiate agreements and debate policy.

### [INTERNATIONAL FOOD POLICY AND RESEARCH INSTITUTE](#) (IFPRI)

(IFPRI) seeks sustainable solutions for ending hunger and poverty. IFPRI is one of

15 centers supported by the Consultative Group on International Agricultural Research.

### [CARIBBEAN AGRICULTURAL RESEARCH AND DEVELOPMENT INSTITUTE](#)

(CARDI) was established in 1975 to serve the agricultural research and development needs of the member states of the Caribbean Community (CARICOM)

## Business Support Organisations

[CARIBBEAN EXPORT DEVELOPMENT AGENCY](#) is a regional trade and investment development and promotion organisation of the fifteen (15) CARIFORUM Member States

### [CARIBBEAN BUSINESS SUPPORT NETWORK](#)

(CARIBISNET) the mechanism for ongoing collaboration and information sharing among business support organisations.

### [THE BUSINESS DEVELOPMENT COMPANY LIMITED](#)

is recognised in the Caribbean as the leader in promoting business development.

### [CARIBBEAN BUSINESS SERVICES LIMITED](#)

(CBSL) arranges managerial and technical assistance for small and medium sized businesses.

### [PRIVATE SECTOR DEVELOPMENT PROGRAMME](#)

(PSDP) As part of an overall strategy to facilitate sustainable socio-economic growth and development, support a competitive environment and build capacities necessary to integrate Jamaica further into the global economy, the Government of Jamaica has expanded its cooperation and economic partnership with the European Union (EU). A key output of this partnership, is the creation of the (PSDP).