

# **THE IMPORTANCE OF HAVING A CRITICAL MASS IN THE ORGANISATION STRUCTURE TO FACILITATE A COMPREHENSIVE SUPPLY PROGRAMME.**

- *Hotels increasingly operate under 'just in time' management*
- *They must have the quality produce when they want it, in the quantities they require and in the format they need.*
- *Guests are in and out in a limited time frame. They don't eat retroactively and can't wait till tomorrow.*
- *Small and medium sized agribusinesses must be organized to give a collective response so as not to fall short in an upscale Hotel Industry. Clustering within either an Association, Cooperative, Partnership or limited liability Company format will be indispensable to ensuring sustainability.*
- *If the entity is above a certain size with a working infrastructure then it may be able to 'go it alone' on the supply side of the equation.*

# FUNDAMENTALS TO SUSTAINING BUSINESS

- *Farmers must know the right product to grow*
- *They must acquaint themselves with the agronomic or livestock fundamentals*
- *They must pick the right environment with the supporting infrastructure to proceed*
- *They must be linked to the technical reference systems to keep the project on 'even keel'*
- *They must source the necessary finance to equip the operation and to maintain cash flow*
- *They must have efficient post-harvest technology to store and minimize wastage.*
- *They must have efficient transportation systems to get products to market.*
- *They must have records with an efficient traceability and recall system from 'pre-farm to post-fork'.*

# **ESSENTIAL ELEMENTS - NEW VERTICALLY INTEGRATED CLUSTERS MUST INCLUDE**

- **Financial Institutions & Facilitators**
- **Research and Development entities involved adaptive technology**
- **Growers and Ancillary Technical suppliers**
- **Processors involved in product differentiation into distinctive value added products**
- **Brand and Intellectual Property Rights services**
- **Marketing Development**
- **Sales and Distribution**

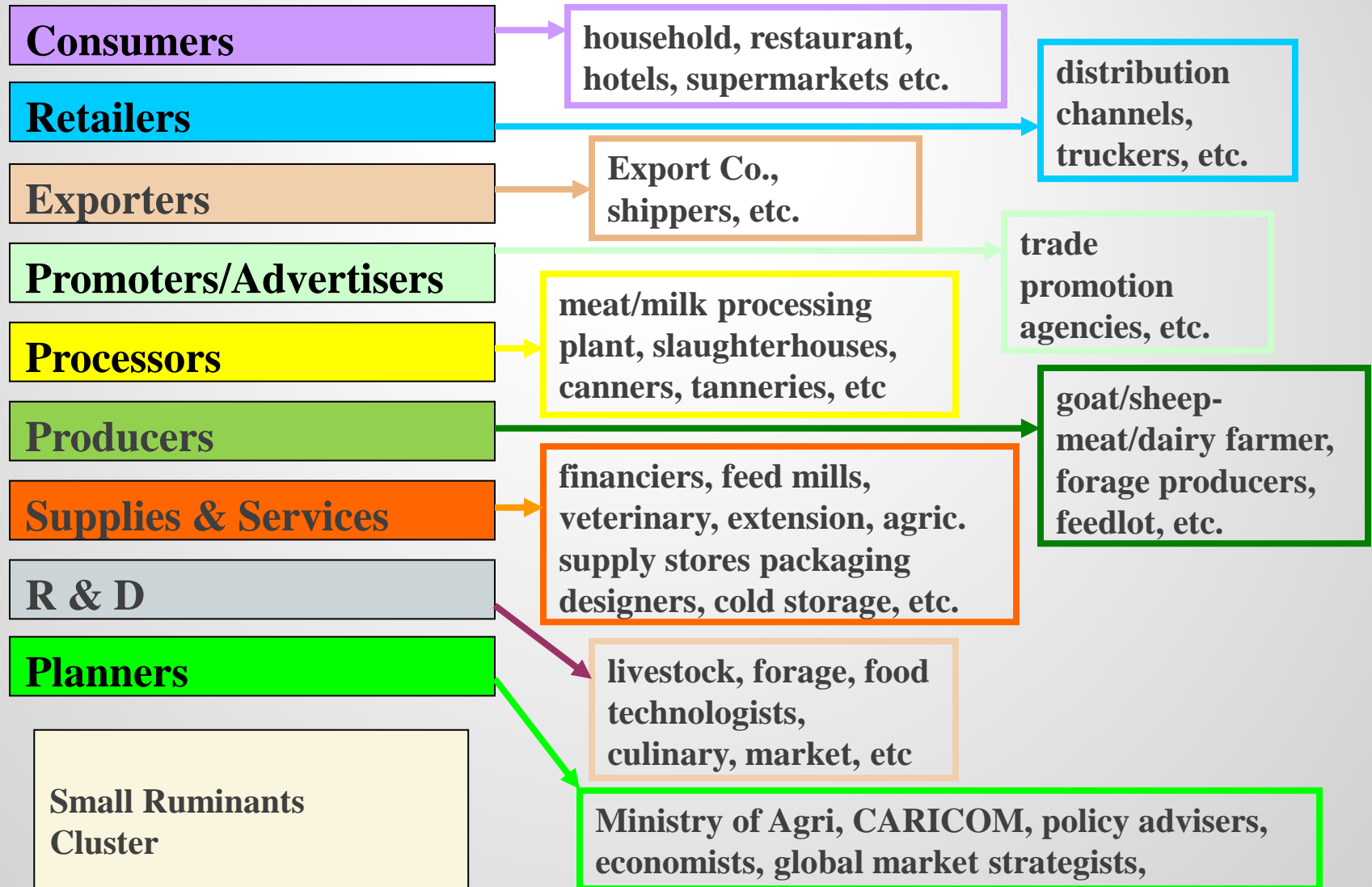
# **A RE-ENGINEERED AGRIBUSINESS SECTOR WILL REDUCE RISK AND INCREASE REGIONAL STABILITY**

- *Create a model that can be emulated by producer groups across CARICOM, resulting in a more holistic and collaborative environment*
- *Allow for the horizontal groupings of Commodity clusters throughout the Common Market to address wider and specific issues*
- *Facilitate Horizontal technical Transfer that will extend beyond National Borders to enhance linkages. This will allow for the clusters to extend across national boundaries and the development of industries with a regional perspective.*

# A Unified & Organized Agribusiness Sector:

			<b>Consumers</b>		
			<b>Retailers</b>		
			<b>Exporters</b>		
		<b>Promoters/advertisers</b>			
			<b>Processors</b>		
			<b>Producers</b>		
		<b>Input Supplies &amp; Services</b>			
		<b>Research &amp; Development</b>			
		<b>Planners (Government &amp; Private sector)</b>			
<b>Small Ruminants Cluster</b>	<b>Poultry Producers Processors Cluster</b>	<b>Banana Industry Cluster</b>	<b>Aquaculture Industry Cluster</b>	<b>Pharmaceutical &amp; Nutraceutical Cluster</b>	

# Example of Stakeholders in a Cluster



## **THE WAY FORWARD**

❖ We will need to elevate the less conventional clusters that incorporate elements peculiar to the Regions Demographics; thereby creating the potential for agribusiness in which the Caribbean will have a Strategic Advantage

❖ These Clusters would include such elements as Blue Mountain Coffee, Papiamento, Other Herbs and Spices, Cocoa, Tilapias, Flying and other Tropical fish, Tropical Horticulture associated with Nutraceutical, Cosmeceutical and Pharmaceuticals and Sea Island Cotton

❖ We would thereby free ourselves from confrontational trade tactics by virtue of the ability to apply 'Rules of Origin' and 'Intellectual Property Rights' to safeguard Caribbean differentiated, Branded products.

❖ Sustainable Niche Markets would exist to earn hard currencies through the Tourism Linkages and the wider Diaspora who have already been conditioned to the idea of accessing Products from Home.

**ALL MUST TAKE PLACE WITHIN A  
FRAMEWORK OF GOVERNMENT AND  
LEAD AGENCY SUPPORT TO  
FACILITATE THE ‘GROWING OF WHAT  
WE EAT AND EATING WHAT WE GROW’**

- We will need to maneuver around Technical Barriers to Trade (TBT)
- Sanitary and phyto-sanitary (SPS) measures that obstruct or determine the ways in which we do business
- Articulate the activities necessary to ensure national security and job creation and institute safeguards to ensure their survival
- Through research and development strategies, identify those things in which the business, the country or the region can achieve a strategic advantage and take steps to develop and safeguard them accordingly
- Build the tourist perception around them so that the experience becomes distinctive, enjoyable and repeatable



# BUSINESS CONCEPT

- *The ‘Caribbeanisation’ of products will enable the local company to establish a niche market wherever there are nationals or wherever there are persons who are drawn to the ‘romanticism’ of the Region. They will therefore complement the tourist and other service industries.*

Adjusting for Survival and Growth



**Our Value  
Chains  
supplying  
the Tourist  
Industry and  
participating  
in  
International  
Trade**

