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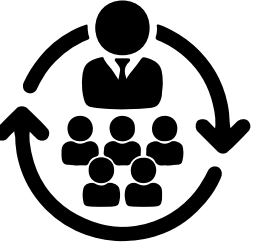
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Diane Edwards
President

As we come to the end of the 2017/2018 fiscal year, JAMPRO is excited by the great potential for new business deals and opportunities that lie ahead for Jamaica.

Since Jamaica is stepping into a new era of economic growth, JAMPRO, Jamaica's export and investment promotion agency, has realigned its goals to improve the Agency's performance, and to support the Economic Growth Council's targets for rapid development in the country's economic and social sectors.

While the Agency has performed well during the 2017/18 fiscal year and is expected to achieve all our targets, it is now crucial to use more innovation and targeted activities to boost its achievements and to create more opportunities for exporters and investors to grow the economy.

This includes developing non-traditional sectors for growth, while optimizing solutions for Jamaica's economic giants such as tourism and agriculture/agribusiness. This also means that JAMPRO must build Jamaica's business brand to improve the country's image as a place to do business.

JAMPRO will be focusing on:

1. Implementing targeted strategies to improve performance including in-market brokers for key sectors such as BPO.
2. Developing a comprehensive programme to market projects developed by our key GOJ and private partners, along the lines of the Shovel Ready investment Programme.
3. Increasing and improving global marketing to sell Jamaica as a business brand with opportunities for investment and trade.
4. Lobbying for tangible improvements in business environment to encourage investments and exports.
5. Developing favourable incentives and enabling ecosystems for high potential sectors such as Creative Industries, BPO and the Special Economic Zones.
6. Implementing other key initiatives to attract investment inflows including the:

* Development of a National Investment Policy.

* Implementation of an online 'one-stop shop' portal for investment clients.

We look forward to accomplishing these goals and to advancing Jamaica as the premier business location in the Caribbean. Share our success and excitement with us in this issue of Do Business Jamaica!

Diane Edwards
President

JAMAICA FOR THE WIN! IBEX TO CREATE 5,000 JOBS IN JAMAICA



The Honourable Daryl Vaz,
MP, Minister without Portfolio in the Ministry of Economic Growth
and Job Creation (centre), Ibex CEO Bob Dechant (left) and JAMPRO
President Diane Edwards cut the ribbon to Ibex's new downtown office.

To support its customer service performance, CEO of Ibex Global Bob Dechant announced that his company was committed to creating 5,000 jobs in Jamaica. Mr. Dechant made the comments at the launch of Ibex's Caribbean and Latin American headquarters, which was held in downtown Kingston in January.

Mr. Dechant said he made the commitment to The Most Honourable Andrew Holness, Prime Minister of Jamaica in 2016, and that Ibex was well on its way to meeting the goal with 2500 jobs created in Portmore and Kingston. He described the new waterfront centre as one of the best in the region.

The Ibex waterfront facility, located in the Digicel building, has 50,000 sq ft and over 1000 seats. Ibex will also be expanding to a nearby location, which will house its recruitment and training hub. The centre represents an additional investment of US \$1.5 M by the company.

The CEO said that the company's rapid expansion in Jamaica was due to partnerships with local partners PROVEN and Digicel, and with support from the Jamaica Promotions Corporation (JAMPRO) and the Jamaican government. He emphasized his passion for the Jamaican market and people, and lauded the performance of Ibex Jamaica's staff, saying that they were a significant part of Ibex's growth.

Creating the Customer Lifecycle Experience

To support the company's growth and innovation in the BPO sector, Ibex has introduced the "Customer Lifecycle Experience" (CLX) as a new category in the customer relationships space. The Customer Lifecycle Experience (CLX) suite is a platform dedicated to solving customer acquisition, engagement, expansion, and experience challenges faced by leading brands worldwide.

As a result, Ibex has extended its traditional outsourced contact center capabilities into a unified CLX offering, helping major brands acquire, engage, and retain customers all while using a single streamlined and integrated vendor.

"We have always been a disruptor in the BPO landscape," said Bob Dechant, CEO of Ibex Interactive. "We know how to provide our clients and their customers with global support, specialized expertise, and rapid agility – all at remarkable value. Now that we're launching CLX, we can fully expand our area of disruption into the customer acquisition and customer experience market segments, providing a far greater value offering to the world's leading brands."

Bringing new BPO investments and experiences to Jamaica

JAMPRO President Diane Edwards expressed her happiness for the project's success and launch of the CLX initiative, which will bring a new solution to Jamaica's BPO space. She said the Agency was proud of the Ibex investment and its rapid expansion, and explained that JAMPRO's vision for Jamaica is one where the country leads the digital landscape in the region.

Ms. Edwards said, "JAMPRO is really excited about the opening of Ibex Waterfront and all the other companies that have chosen Jamaica for their BPO operations. This is not just because of the contribution they are making to the BPO industry in Jamaica, but because of the opportunity they are affording our young people to secure their first job and to learn the disciplines of the modern workplace."

She explained that JAMPRO was seeking sustainable investments in BPO and ICT that will propel Jamaica's digital capabilities and create an economy that is supported by innovation and technology. Ms. Edwards said, "Jamaica must move towards a future that includes economic development bolstered by technology. JAMPRO's vision for the young people of Jamaica is one where they will lead this economic development with their amazing energy and creativity. We want to see this energy transferred to technological development, and we are seeking to attract projects that will give them the opportunity to grow and innovate for the country's future."

DEVELOPING AGRICULTURE FOR EXPORT:

ONE FARMER'S STORY OF HIS JOURNEY TO EXPORTING JAMAICAN PRODUCTS

Entrepreneur Gary Coulton returned to Jamaica eight years ago from West Palm Beach, Florida with the thought of creating a business in Jamaica that could reconnect him to his homeland. Being connected to agriculture from birth, he decided that there was a great opportunity in the sector, and then pledged to develop a farm that would provide amazing products for Jamaicans and the international market.

Coulton searched for months to find land that would be perfect for his farming project. He eventually acquired land in St. Ann, on which he focused on scotch bonnet pepper, tomatoes and cucumber. His plan? To use science and technology, business skill and a drive to export to create a farming company that could revolutionize Jamaica's agriculture industry.

While he started on his journey to farm Jamaican produce, he discovered that while there was a great opportunity, there was a significant challenge plaguing many in the Jamaican agriculture industry: water.

To properly irrigate 16 acres of land to meet commitments, Coulton relied on a 25,000-gallon water tank to distribute trucked water, however, to properly service the land he would need a unique irrigation system to provide the support needed for the property. The challenge of drought in St. Ann, however, was great and proved to be the final test that made Coulton review his original plan of farming in St. Ann.

Meeting the challenge to large scale farming

It was during this difficult period that Coulton got an opportunity.

Jamaica's government was focused on increasing agriculture in rural Jamaica through the use of Agroparks. These parks were projects that would facilitate the entire value chain process in agriculture, growing, pre-production to production, post harvesting and marketing. They would also have the infrastructure, facilities and public/private partnerships needed to boost the agriculture industry.

Coulton saw an opportunity brewing. He applied, and received 300 acres of land in Clarendon at the Spring Plains Agro-Park in Clarendon, Jamaica, which is currently in development to become Jamaica's first agro-economic zone. He was ecstatic to receive the opportunity, and in his usual fashion, took a deliberate approach to decide what would work and what wouldn't, "I spent the first year doing my own trial in fruits and vegetables to see if produce can grow efficiently." He said, "Then, with the help of JAMPRO, I was invited to go to England 2 and a half years ago."



JAMPRO invited him to attend a mission in London to meet with buyers and persons interested in investing in Jamaican agricultural projects. It was perfect timing for Coulton, who was looking at taking his farming to the next level and start farming on a large scale for export. "JAMPRO had set up meetings with me in London to seek financing. I spent an hour and a half with interested parties, and when I came back I did some due diligence and got the funding. I had to show the growth."

The buyers, impressed with Coulton's progress, decided to collaborate with the entrepreneur on a 300-acre pilot project to grow tomatoes to make tomato paste and other produce for export. He was also proposing growing pumpkins, scotch bonnet peppers, scallion and calaloo.

He plans to utilise the concept of contract farming and mother farms to include small farmers in the large-scale project and develop small communities. He said, "The project is designed to cut out the middle person, and go directly to supermarkets and hotels to provide more money for farmers. If you want true economic growth you must create new wealth."

JAMPRO HAD SET UP MEETINGS WITH ME IN LONDON TO SEEK FINANCING. I SPENT AN HOUR AND A HALF WITH INTERESTED PARTIES..... I HAD TO SHOW THE GROWTH.



In addition to bringing more small farmers into the fold, Mr. Coulton envisions a full-scale support centre where produce can be processed at the same location. This includes canning and other processes that would greatly reduce spoilage, and ensure that products are able to meet international standards and produced quickly. Already, in what he describes as phase one of the operation, two major distributors in the United Kingdom have expressed interest in his produce, and one will receive a trial soon to kick off long term exports to that market.



Dreaming Big

While he has faced challenges ranging from lack of financing, natural threats such as drought and currency devaluation, Gary Coulton says that Jamaican farmers need to think positively about the industry and use strategic planning to expand their operations and meet the demand for local produce.

He emphasised planning as a major part of success in the industry, stating that if a company is built with resources that will last for a short time, farmers will be in a perpetual cycle of indebtedness and will never be able to branch out to new projects.

He also advised farmers to seek certification in growing and other standards to ensure that their products are not rejected in international markets, and to provide confidence to buyers that their produce was of good standard. He noted that he was on his way to receiving certification from GLOBALG.A.P, an initiative created by European retailers to create an independent certification system for Good Agricultural Practice (G.A.P). This certification provided access to the European market.

With these plans in hand, there are definitely great things on the way for Gary Coulton and his partner farmers. On a final note, he said Jamaican soil was perfect for agriculture, and that investment would only make the industry flourish to its full potential, "Because of the chemical composition of the dirt, Jamaica produces the best hot peppers and other produce. While we are afraid of large productions, with Jamaica's space scale is not a problem. Don't be afraid. With research and development, Jamaica can produce anything."

JAMPRO Sectors to watch!

Turning heritage into business Jamaica's Castor Industry is the next big thing



Marcus Goffe, JIPO deputy director/legal counsel speaking with Joel Harris, JCIA President

With the opportunity identified, JAMPRO partnered with the Jamaica Castor Industry Association (JCIA) in 2016 to help the castor industry to develop, as the Agency did with the Business Process Industry Association of Jamaica (BPIA) to develop the BPO industry. Through this partnership, JAMPRO hosted two cosmetics trade missions to London and to Atlanta at the Bronner Brothers International Beauty Show in 2017. Both missions marketed castor based products for export.

The response was overwhelmingly positive, with companies securing orders and promoting JBCO to a new audience. For JAMPRO, this confirmed the growing demand for the product on the international market, and the potential that exists for manufacturing JBCO for export.

While Jamaicans have been using JBCO for decades, the industry is fairly new. Like all new industries, there are concerns of maintaining standards to ensure there is sufficient growth. With the launch of the JCIA, Joel Harris, Interim President of the JCIA and manufacturer of black castor oil, hopes to address this challenge, *"We aim to organise and formalize this industry through the collective adherence of best practices, regulations and standards and conformity and distribution of homogeneous data throughout the Castor Industry,"* he said.

Harris also explained that the JCIA would be moving forward to develop the industry and secure the integrity of JBCO, as there are concerns that this unique product will lose its Jamaican authenticity, *"The JCIA is committed to primarily securing the integrity, history and the exclusive right to produce and sell Jamaican Castor Oil and Jamaican Black Castor Oil through various IP protection protocols. We also aim to provide growth opportunities for its members through the formulation of projects and agreements with key local and international players."*

This is excellent news for those who are interested in the sector but are concerned about protecting the brand and ensuring that the industry has a voice on the Jamaican business landscape.

With the industry uniting under one umbrella to improve standards, and with JAMPRO providing export development support, there can only be positive developments coming from the industry. Castor is definitely a sector to watch for 2018.



Diversifying BPO - Velma Brown Hamilton says great opportunities exist in Legal Process Outsourcing

For President of Centennial Legislative Solutions and manager of Caribbean Legal Suite in Jamaica Velma Brown Hamilton, the journey to leading one of Jamaica's few Legal Process Outsourcing (LPO) centres started as a teacher at Campion College, where she decided to pursue her original passion and start a law degree.

This love for law, teaching and marketing resulted in the creation of Centennial Legis Solutions Limited, an LPO company that focuses on employing Jamaican lawyers to do back office legal services remotely. The LPO industry globally is led by companies like Clutch, Infosys, Integreon, QuisLex, and UnitedLex, and is estimated to grow at an estimated compound annual growth rate (CAGR) of 29% by 2021. Ms. Brown Hamilton hopes to capitalize on this growth by providing remote legal services for Jamaican and international clients.

She said, *"Centennial provides affordable legal services both to attorneys and to businesses. A client will be able to get efficiency in terms of the number of persons working on your matters at the same time. We do not charge the same figures that a legal firm will charge, we can work within your budget."*

Citing other benefits of outsourcing legal services, Ms. Brown Hamilton also said that Centennial works as an outsourcing agent for law firms whose lawyers may have to be away from firms, therefore ensuring that there is sufficient support to manage various matters and cases in their absence.

For many who are not familiar with the Business Process Outsourcing (BPO) industry, the idea of outsourcing legal services seems unexpected, but the BPO industry handles finance, health, legal, technology and health services from remote locations globally; and this use of service centres is continuing to grow.

Clarifying the execution of legal services in service centres, Ms. Brown Hamilton assures that many legal services do not have to be executed by large law firms, hence her company's success, *"We provide legal document reviews, preparation of contracts, case management, compliance matters. Some of these back office operations do not need to be done in a law office, but they need to be done."*

A key benefit to employing LPO firms according to Velma Brown Hamilton is the ability to have multiple persons working on one case, and to have persons trained in various special issues that may affect a legal case. *"It is best done by a team of persons together to get it out,"* she explained, *"These are called operational matters. We train them to respond to the service needs of the specific clients."*



Velma Brown Hamilton

The LPO opportunity will be an excellent addition to Jamaica's economy, and will only boost the rapid progression of Jamaica's BPO industry. As concerns of the Jamaican market being flooded with new law graduates grow, Ms. Brown Hamilton says there are many opportunities for lawyers, and the burgeoning LPO industry will provide the perfect outlet. She says that Centennial is focused on providing employment for these lawyers who can work for all sectors from an LPO service centre, *"There is room for lawyers at all levels in Jamaica, so we want to dispel the myth that there is an overflow of lawyers. We have a place for them."*



Employees working at Centennial Legis Solutions

Achieving

5ⁱⁿ4

Paula Kerr Jarrett gives an update on the economic growth council



Paula Kerr Jarrett, Council Member EGC

(1) What are the EGC's overall objectives?

The Economic Growth Council was appointed by the Prime Minister in 2016, to examine the lethargic growth patterns of Jamaica and make recommendations that could be used to stimulate economic growth to the government.

(2) What has been the EGC's success to date?

Naturally we are impatient and therefore never satisfied with the progress in any given quarter. However, having said this, there has been notable improvement in the investment climate for numerous businesses and investors that operate in Jamaica as a result of continued efforts and collaboration with the public sector, to reduce or remove some of the supply-side bottlenecks.

Recommendations by the EGC have been adopted by the government and several implemented. This has resulted in the government making it easier for businesses to procure licenses, comply with regulations and to obtain permits.

(3) How is the EGC working with JAMPRO to achieve this success?

The EGC works extremely closely with JAMPRO. We recognize that partnering with the JAMPRO team is a requisite to seeing the outcome we are committed to, 5% growth over a 4 year period. As the promotional arm of government for export and investment, JAMPRO represents the marketing and facilitatory arm of doing business in Jamaica.

The JAMPRO team understands their mandate well, and is usually the first point of entry, often continuing close interface with potential investors, walking them through the entire investment process and being the point of contact long after they have opened their doors for business. By listening to and partnering with JAMPRO, the EGC is better equipped to not just recognize any bottlenecks, but to assist in highlighting them and providing the added pressure sometimes needed to expedite the process or recommend the requisite adjustments.

(4) Do you foresee any challenges with implementing the EGC's strategies and how will the Council work to overcome these challenges?

Challenges are often the gateway to engagement, and hopefully followed by progress. The usual bureaucracy, crime, lack of human capacity and access to finance would be high on the list of challenges. The good news is that we have managed to identify them and the relevant organizations have not only agreed that these are obstacles, but they admitted their role in perpetuating some of the challenges that we face as a nation. In my view, this gives great hope and promise. It is therefore agreed and clear that there is a general consensus that we need to work together to see the changes that are necessary to move Jamaica forward on a solid and sustained path for growth. If continued to be supported by the Opposition, Stakeholders and the World Bank, this concept represents what potentially could be the biggest Private, Public Partnership (PPP) of all time.

(5) On a personal note, how do you think the BPO sector will contribute to the EGC's goals?

When we first began consultations in an attempt to zero in on the main sectors that would be recommended to lead the way to growth, BPO was not on the list.

There was a perception that the more traditional sectors, the "heavy weights" of growth - Tourism, Agriculture, Mining & Energy and Remittances (the Diaspora), would singularly lead the charge and at that time, BPO was viewed as a "fledgling" industry, a "light weight" so to speak. However, with a little persuasion and a lot of support from current BPO players, the fact is that it is now at the top of the list in its potential to provide a quick and relatively short path to employment, particularly for the younger generation, who make up 50% of our population. The investment and creation of jobs naturally leads to productivity which in turn results in growth.

Not only does the sector have the potential to contribute to the EGC goals, but it has the opportunity, if facilitated and encouraged accurately by the government, to surpass any aspirations we may currently have and even more importantly, move the opportunities for the employees up the value chain.

Zierlich Dialysis: Diaspora Investors Promoting Health Tourism and Prevention of Chronic Kidney Disease.

Jamaica's second city, Montego Bay, is now home to the state of the art Zierlich International Dialysis Centre.

Zierlich is the materialization of a dream to make the best hemodialysis provider in the Caribbean. The project pioneers, 2nd generation British-Jamaicans Dainty Powell and Andre Nelson, created the centre to treat Jamaicans and tourists in the Montego Bay area suffering from kidney disease.

Having worked in the UK for a number of years, they both longed to return home and provide a valued service to Jamaica, one that would truly make a difference to someone's life. Dainty, a nurse, saw no better way but to utilize her qualifications and years of experience she gained as a specialised dialysis nurse caring for CKD (Chronic Kidney Disease) patients.

During Dainty and Andre's research they discovered that each year there were approximately 600 new cases of people being diagnosed with CKD in Jamaica, and the number was increasing. They believed more must be done to educate patients and the general public on the prevention of CKD, with added support for patients living with the condition.



After meeting with JAMPRO at the Agency's 2012 Diaspora Investment Seminar in London, Nelson and Powell expressed their desire to establish a dialysis treatment facility in Jamaica. With the support of JAMPRO they developed a business plan, and moved on to commencing operations in June 2016.



The Zierlich team sought assistance from JAMPRO in order to gain accreditation from the Jamaica Ministry of Health, to engage Government bodies, local business sectors. The company eventually received accreditation, and has been operating officially since February 2017.

Improving Local Healthcare; supporting the community

Dainty and Andre aim to establish Zierlich in the western region of Jamaica, and in the Caribbean as an international brand for the highest clinical care and patient experience. They also plan to engage other dialysis providers in other parts of Jamaica and the Caribbean to facilitate the ease of referrals and negotiate discounts for patients.

This is all part of the company's plan to support the local community and provide exceptional health care at a reasonable, or no, cost. Paul Harrison, Zierlich spokesman said, "Since opening our doors Zierlich has provided over 30 free sessions for patients in Jamaica, who if not received treatment would of died. There are many patients that knock on our doors daily with end stage renal failure who cannot afford dialysis, or in majority of cases can only afford one session but require a minimum of two sessions per week to stay healthy."

Whilst the company aims to not reject patients due to inability to pay, they Zierlich team struggles to ensure that the company remains profitable, while providing support for the less fortunate in the company. "We are a small independent organisation," said Harrison, "this means there is a limit due to financial constraints on the number of sessions we can provide free."

Not a group to run away from challenges, Zierlich through its charity engagements and sponsorships, launched its 1st sponsorship campaign in the United Kingdom to raise funds for dialysis sessions. Funds raised will be used to treat local & International patients at the Centre in Jamaica who suffer from end stage renal failure and for emergency referral cases.

Zierlich has submitted a registration with the UK Charity Commission board to register the "Zierlich Foundation" in order to provide financial support for those in need who suffer, or have suffered from renal failure, whether local or Caribbean nationals.

This campaign will not only save one life, but will have an on going and positive impact on many individual lives and their families in Jamaica, who are desperately in need of support.

