

# A Catalyst for Wealth Creation and Business

## JAMPRO Works for Dynamic Business Future for Jamaica

The Jamaica Promotions Corporation, known to its many stakeholders as simply 'JAMPRO', has been the arm of the Government of Jamaica responsible for promoting inward and local investments in the economy, as well as the island's large and growing portfolio of export brands to international markets.

For the past 25 years, the Agency has made measurable impact on the Jamaican economy and business landscape. Over the last 10 years, JAMPRO secured local and foreign direct investments valued at some \$158 billion, which created 73,000 jobs; and has been the world's leading Trade Promotion Organisation from a Small Island Developing State for its work to grow Jamaica's exports and business brand image.

JAMPRO today is not resting on its laurels. Building on its solid record of achievements, the Agency is charting a path for even greater levels of wealth creation and business activity in the country.

**"JAMPRO is serious when we say Jamaica Means Business"**

This is the mantra that inspires the work of the organization and that fueled the contributions of the many talented individuals, who blazed the trail of success for JAMPRO", says JAMPRO's President Diane Edwards, who returned to the Agency last September having served the organisation for 12 years back in 1988 as one of its first employees.

The new JAMPRO President sees dynamic days ahead for the national trade and investment promotions agency as it moves to foster the development of new industries such as animation, medical tourism, industrial hemp, international financial services and logistics.

JAMPRO, in philosophy and practice, sees itself as a catalyst for business in Jamaica. It has always been a strong advocate for a more enabling business environment in support of existing and emerging industries and businesses.

"We see ourselves as dealmakers, brokering deals between local and foreign businesses and assisting in the business approvals process; as well as aggressive marketers of Jamaica to foreign investors. We are a catalyst for business and wealth creation in Jamaica", she affirmed.

In JAMPRO's 'IRIE' system of shared core values- Innovation, Respect Integrity and Excellence- President Edwards has been emphasizing the importance of Innovation in creating a new paradigm for business in Jamaica. She sees this as critical to Jamaica's business future.

"We are committed to infusing innovation into our DNA", says Edwards, who has stimulated new initiatives such as Global Business Connect (See Page 3), a dynamic digital web portal that is currently being built to more effectively engage the global business community, as well as Export of Services, Project Packaging and Shovel-Ready Projects.

25 years on, there is a new mood and energy inside JAMPRO to step up its game. The mission is clear to the over 90 full time staff members: Accelerate investments in the targeted growth sectors of the

economy, grow Jamaican exports and trade by supporting exporters to reach global markets, advocate for improvements in the Business Environment, drive the development of new and emerging industries, and promote Jamaica's business brand attributes to the world.

**"This is a total 'One JAMPRO' team effort. We are focused and determined to deliver quality outcomes. All our clients and stakeholders, local and international, and the People of Jamaica can expect more from JAMPRO for the next 25 years and beyond!"** says Diane Edwards.

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## JAMPRO Fully Aligned with movement towards a Logistics-centred Economy



The Ministry of Industry, Investment and Commerce salutes the work and accomplishments of the Jamaica Promotions Corporation (JAMPRO), one of the key agencies of the Ministry charged with the demanding mandate to attract investments in all the major growth areas of the economy, whilst being a reliable business partner to the Jamaican export community.

JAMPRO, for all intents and purposes, has been three agencies in one acting as a go-to agency for members of the

business community, exporters and foreign investors.

Since 2004, it has been the repeat winner of World Trade Promotion Organisation's award for being the 'Best Trade Promotion Organization from a Small Island Developing State'. The Agency has also won numerous awards and gained recognition for its investment promotions and business advocacy work over the years.

For the just concluded 2013/14 financial year, JAMPRO facilitated over \$18 billion in capital investments, exceeding the projected target of \$12.3 billion. These investments, which were primarily in tourism, agriculture, mining and knowledge services sectors, created over six thousand new permanent and temporary jobs.

On the export and trade side, the Agency's export clients generated over US\$237 million in export sales during the last financial year, and the value of linkages contracts amounted to over J\$915 million for creative industries projects and other export-led activities.

These achievements are proof positive of the Agency's continuing success in positioning the country as a viable place to do business for investors from all over the world.

As we move forward, JAMPRO is fully aligned with the country's movement towards a logistics-centred economy, one of the key imperatives of the Growth Agenda. This has been amply demonstrated by the formation of an investment promotions unit dedicated to the promotion of investments in the Jamaica Logistics Hub Initiative.

The Ministry congratulates the JAMPRO team under the strategic guidance of the Board of Directors and President Diane Edwards for maintaining the tradition of excellence set from the creation of the Agency over 25 years ago.

We wish for JAMPRO even more success in the next 25 years and beyond!

**Hon. G. Anthony Hylton**  
Minister of Industry, Investment and Commerce

## Delivering Results through its Expansive Network of Partnerships and Relationships



Agency for a range of customized business facilitation services and its advocacy for a more enabling business environment.

This has been a huge responsibility that has come with little authority for JAMPRO, which still manages to deliver outstanding results by making use of its expansive network of partnerships and relationships. As a Board, we are committed to providing the strategic direction for the Agency to effectively fulfill its mandate of being a powerful catalyst for wealth creation and business growth in the country that redounds to a better quality of life for the Jamaican people.

Team JAMPRO comprises a committed cadre of high calibre professionals performing at world-class standards in marketing, facilitation and project delivery, and who retain the full confidence of the Board to convert its growing portfolio of business prospects to tangible projects.

**JAMPRO is known for its catalytic role over the years in developing new industries such as the more recent Business Process Outsourcing (BPO) industry, which has grown by 20% over the past two years, and is the fastest generator of jobs in the economy.**

As a Board, we look forward to JAMPRO's exciting foray into emerging areas like Animation, Medical Tourism and Industrial Hemp. We also think the Agency can play a stronger role in privatisation, infrastructure development and PPPs, and we stand ready to support these efforts.

As we move forward to another 25 years, we call upon our partners and stakeholders, locally and internationally, to renew their commitment to Agency's supreme vision to enhance the quality of life for all Jamaicans through its mission-critical work in trade and investment promotions.

**Milton Samuda**  
Chairman of the Board of Directors



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**ON ITS  
25  
ANNIVERSARY**

# Targeting New Business through JAMPRO Global Business Connect Jamaica's Business Portal to the World



Central to Global Business Connect will be a community of top-flight businesspeople and influencers drawn from Jamaica and all over the world, who will be connected by JAMPRO GBC. These JAMPRO 'Connectors' will play a critical role in helping us to position and to build Jamaica's business brand image to the world.

Over time, JAMPRO Global Business Connect will be built out into Jamaica's premier business portal and online community for conversations on the business environment and opportunities in Jamaica. JAMPRO GBC will tell big business stories about Jamaica, and will be a point of reference for the world's business media, beginning with our own local media.



In today's fast-paced world of business marked by intense competition, cultivating connections and creating opportunities in real time notwithstanding the limitations of time zones and national borders are essential for business survival. This is the case for major transnational corporations, as it is for governments and nations.

and response time to key business targets around the world, with the ultimate goal of generating new investments and trade business for Jamaica. JAMPRO Global Business Connect also represents the Agency's concerted effort to leverage 2nd and 3rd generation Jamaican Diaspora to do greater levels of business with Jamaica, moving beyond nostalgic trade, to new business relationships premised on win-win value propositions.

Global Business Connect (GBC) is an interactive web portal currently being developed by JAMPRO to increase its reach

JAMPRO Global Business Connect, when fully optimized will provide Jamaica with a digital platform to have global conversations about its growing business environment and the plethora of opportunities available in the country.

It is a big world out there. We are shortening our distance to the global investor community in order to leverage more business for the country and to better explain to the world what we mean when we say 'Jamaica Means Business!' JAMPRO Global Business Connect is an important tool in our promotional push.

As the interactive heart of JAMPRO's website and online communications, it will dynamically engage C-suite investors, senior executives, decision-makers, researchers and key influencers locally and internationally. It will be a window for greater engagement of the Jamaican Diaspora, and for more effective sharing of business information with Jamaica's embassies, missions, honorary consuls and representatives around the world.

Register on JAMPRO Global Business Connect at [www.jaglobalbusinessconnect.com](http://www.jaglobalbusinessconnect.com)

**Diane Edwards**  
JAMPRO President



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**JAMPRO EXECUTIVE LEADERSHIP**  
TRADE & INVESTMENT JAMAICA

Executive Team (L-R): Robert Scott, Vice President of Export and Market Development; Wendy Lyttle, Vice President of Finance and Corporate Services; Diane Edwards, President; Shullette Cox, Vice President of Corporate Development and Competitiveness and Claude Duncan, Vice President of Investment Promotions.

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**Keisha Burgher**

**Diane Edwards**  
JAMPRO President

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# THE BIRTH OF JAMPRO

Reminiscences of the Hon. V. Corrine McLarty, O.J.

JAMPRO, as we know it today, was the result of the merger, in 1987, of three public sector entities: the Jamaica National Investment Promotion Ltd. (JNIP), the Jamaica National Export Corporation (JNEC), and the Jamaica Industrial Development Corporation (JIDC).

Prime Minister the Hon. Edward Seaga, who had responsibility for Finance and Planning, identified the need to rationalize the responsibilities of the three organizations and in the process create an agency that would drive and support the nation's imperatives of promoting and facilitating local and foreign investment, export growth and industrialization.

A few years earlier (in 1981) I had been recruited by Mr. Seaga to set up the JNIP. As an interesting aside, I should note that when I began that task my first two hires were Mrs. I.V. "Polly" Brown and Ms. Diane Edwards – both of whom would later go on to head JAMPRO! The decision to set up the organization had its origins in the recommendations of the Rockefeller Committee, headed

by the late David Rockefeller who was himself appointed by then US President Ronald Reagan. The Committee, along with its local counterpart, the Prime Minister's Committee for Investment and Employment chaired by the Hon. Carlton Alexander, O.J., was of the view that Jamaica needed to place greater emphasis on a strong, bureaucracy-free one-stop-shop for investment.

Now, I would be handed the daunting responsibility of merging three entities. We engaged the services of Coopers & Lybrand and under the day-to-day supervision of Polly Brown, who was the JNIP Vice-President, that task got underway. As one might expect, it was not always the simplest of undertakings, but we benefitted from the active cooperation of the heads of the JNEC (the late Peter King) and JIDC (Warren Woodham), the process of rationalizing our activities and our staff complements moved ahead.

Unquestionably, the hardest part of the assignment was streamlining the organization, a

process that inevitably involved cutting back on the combined staff of some 500 persons here in Jamaica and in overseas locations. This was not, of course a realistic number if we were to become a lean, efficient and business-friendly structure. As we put together the new organization, we were very careful to ensure that we had the right persons for the mandate with which we were charged, and of course we first considered existing staff in the three organizations. At the time of the physical merger, we had a reduced personnel complement of 300, and as time went by that number was decreased to 200.

The name of the new organization was in fact proposed by JNEC head Peter King. I recall that once we had all agreed that we would be moving forward as Jamaica Promotions – JAMPRO, we had to go through an extensive communications exercise, which included rebranding both here and overseas.



The departments of JAMPRO at the outset were:

**Investments:** focusing on manufacturing and information technology. We were very involved in the apparel and data entry industries. Collaboration with HEART was key to training workers for new industries, and the Factories Corporation was set up under JAMPRO to provide space for investments.

**Export:** here we assisted in processing exports resulting from the new investments.

**Research:** to provide information to investors and potential investors.

**Finance and Personnel:** We had to close some of our overseas offices – in Puerto Rico, Trinidad and the Far East, in keeping with the mandate to rationalize operations, but nonetheless managed to keep our name in the international marketplace.

I left JAMPRO in 1989 after the death of our then Chairman, the very inspirational Carlton Alexander.

The success of the merger is a tribute to the efforts of some of the most committed staff with which I have had the privilege of working and leading. I cannot speak too highly of them.

By the same token, the Jamaican private sector was a strong supporter of our efforts, and I believe we contributed to making Jamaica a credible location for inward investment. My very distinguished list of successors at the helm of JAMPRO – Polly Brown, Ted Tatham, Lucien Rattray, Pat Francis, Robert Gregory, Sancia Bennett-Templer and now Diane Edwards, have contributed to grow the organization and maintain its role in the economic development of the country.

MY VERY BEST WISHES FOR THE NEXT 25 YEARS!

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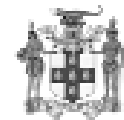
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on the occasion of its

25 YEARS AND BEYOND Anniversary

The Chamber recognizes and lauds its service to Jamaica in support of Jamaica's economic development, through the promotion of domestic entrepreneurs and foreign investment, as well as its facilitation of the export of Jamaican goods and services to the global marketplace.

We salute you.



**JAMPRO**  
TRADE & INVESTMENT JAMAICA  
Celebrating 25 years of Facilitating Trade and Investment in Jamaica!

## Policy and Strategic Leadership through the Years

### MINISTERS



**Hon. G. Anthony Hylton**  
Minister of Industry, Investment and Commerce  
January 2012 - Present



Dr. Christopher Tufton | 2012



Karl Samuda | 2007 - 2011



Hon. Phillip Paulweil  
1998-2007



Dr. Paul Robertson | 1997-2001



Most Hon. Edward Seaga  
1988



Most Hon. Percival J. Patterson  
1992

### PRESIDENTS



**Diane Edwards**  
Sept. 2013 - Present



Sancia Bennett-Templer  
Sept. 2009 - 2013



Patricia Francis  
1995-2006



Luclen Rattray  
1994-1995



V. Polly Brown  
1990- June 1994



V. Corrine McLarty  
1989 - April 1989



Gerald Tatham  
1990

### BOARD CHAIRS



**Milton Samuda**  
Feb 2012 - present



Gordon "Butch" Stewart  
March 2010 - Sept. 2011



Phillip Gore  
Sept. 2011 - Feb. 2012



Raymond Miles  
Dec. 2007 - 2010



Peter Bunting  
April - Sept 2007



Joseph A. Matalon  
1998 - 2007



Claude Clarke  
1983-1984





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# JAMPRO IMPACT ON FOREIGN DIRECT INVESTMENTS & JOBS

In winning large-scale, employment-creating investments and international contracts for Jamaican exports, JAMPRO has earned a track record and reputation as a reliable Business Partner to investors and exporters.

- JAMPRO has been acclaimed for its work in facilitating the expansion of Jamaica's tourism industry over the last decade, to in excess of 10,000 rooms with multi-million dollar investments by the Spanish hotel chains, RIU, Iberostar, Bahia Principe, Secrets, Grand Palladium and others, which are all now household names in Jamaica's tourism industry.

- In more recent years, the Agency has been highly innovative in seeking to extend the value chain in the dynamic Knowledge Services sector, giving rise to new professional groupings such as the Business Process Industry Association of Jamaica (BPIAJ) and the Jamaica Coalition of Services Industries (JCSI).

- Digicel's Chairman Denis O'Brien, in winning the 2010 Jamaica Observer Business Leader Award, praised JAMPRO's expert facilitation of its investment in Jamaica's telecoms sectors, which when combined with the investment of Columbus Communications, have served to build out the island's robust ICT backbone and catalyzed the expansion of the ICT/BPO industry.

- Now, with over 13,000 jobs and a vibrant industry association with global brands like XEROX, Teleperformance and Vistaprint, Jamaica is a blue-chip ICT/BPO destination. FDI Magazine has recognized our latest BPO acquisition, Sutherland Global Services with the accolade of 'Best Outsourcing Project: Runner-up 2012'



In promoting Foreign Direct Investments (FDI) in Jamaica, JAMPRO focuses on the development and marketing of the major growth sectors of the Jamaican economy

At present these sectors include: Tourism, Information Communication Technology, Creative Industries, Manufacturing, Mining and Energy, and Agribusiness.

| Sector              | CAPEX (J\$B) | Jobs          |
|---------------------|--------------|---------------|
| Agriculture         | 3.2          | 3,594         |
| ICT/BPO             | 45.8         | 23,253        |
| Manufacturing       | 20.1         | 1,227         |
| Mining and Energy   | 10.7         | 964           |
| Tourism             | 73           | 22,583        |
| Creative Industries | 6            | 21,504        |
|                     | <b>bn</b>    | <b>73,125</b> |

The table above represents the organisation's direct impact on FDI and jobs over the last decade, not taking into account other projects that JAMPRO may have influenced but not directly facilitated.

**In the Past Decade: \$ 158 Billion in Investments and over 73,000 Jobs.**

## Congratulations on 25 years of service to Jamaica



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## JAMPRO Impact on Investment Key Sectors:

**Tourism:** JAMPRO's facilitation of the Spanish hotel investments revolutionized Jamaica's tourism product and allowed for the diversification of the country's target markets. Since 2000, over ten Spanish hotels, under the RIU, Iberostar, Bahia Principe, Secrets and Grand Palladium brand, have opened their doors in Jamaica, and along with other developments over that time has resulted in the addition of over 10,000 rooms and the creation of over 20,000 jobs.

### ICT/Business Process Outsourcing:

Starting from a thrust that focused on the creation of jobs in the then burgeoning

data entry outsourcing sector of the 1990s, JAMPRO has been central to the development and growth of the country's now successful BPO industry. The local BPO industry comprises approximately over 30 firms, which generate an estimated US\$691 million in capital expenditure and accounts for nearly 14,000 full time jobs, ideally suited for high school and university graduates.

In 2013 the Jamaica BPO generated approximately 2500 jobs and witnessed significant business expansion. The BPO sector has grown by 20% over the past two years and is set to double the

number of jobs to over 28,000 in 3-5 years. Every 1000 new positions is said to result in a US\$65 million economic impact (6.5 times multiplier effect).

**Creative Industries:** JAMPRO is home to the Jamaica Film Commission, Which in the last decade alone has facilitated over 1,000 film, music and entertainment projects, varying from photo shoots and commercials to the facilitation of documentaries and major films. JAMPRO is now focused on the development of the Animation industry and continues to support the business development of Jamaica's ubiquitous Creative Industries.

## Facilitating the Business Community, Enabling the Business Environment



Participants in an FINPYME ExportPlus workshop in the JAMPRO Business Auditorium

o Over the last five years, JAMPRO facilitated export clients have reported almost J\$20 billion in a combined value of export sales.

o The Agency also conducts a National Business Linkages Programme to create and support business opportunities between local suppliers of goods and services, and local and foreign investors. Since 2007, the Agency has facilitated linkages contracts valued at over J\$3.5 billion.

o JAMPRO has been the official buyer recruiter for Expo Jamaica since 2008, which is jointly hosted by the Jamaica Exporters' Association (JEA) and the Jamaica Manufacturers' Association (JMA). At the last Expo in April of 2014 the Agency exceeded targets by facilitating the participation of 200 international buyers from 22 countries across the globe as well as 274 local buyers in business match-making meetings.

o Export Max (Enterprise Development for Export Growth) is the signature export development programme of the Agency in operation since June 2011. To date, 15-companies based in the manufacturing and agro-processing industries have benefited from a range of value-added business development and export promotion interventions.

o Nearly J\$55 million in technical assistance and grant funding was raised to support these firms, which after the first year of the programme, achieved J\$1.077 billion in combined export sales and linkages contracts. Currently, the companies are pursuing over 100 trade leads in the export markets. JAMPRO has since launched Export Max II, which will run for three years focusing on 20

companies, especially in the service sectors.

o Export/MSME Focused Technical Assistance Programmes: Over the last ten years, JAMPRO has facilitated over US\$50 million in grant and donor funding geared towards the development of capacity building for private sector entrepreneurs and associations. Primary among these are:

Private Sector Development Programme, PSDP (2003-2008): JAMPRO implemented the PSDP through 12 components, resulting in 16,000 interventions with MSMEs island-wide and across all sectors. All targets for the PSDP were met or surpassed including the number of policy proposals submitted for acceptance by Cabinet. Non-traditional exports increased by 369.6% under the PSDP.

o FINPYME: The FINPYME Export Plus is a technical assistance programme funded by the Inter-American Investment Corporation focused on offering training and consultation for SME exporters and is geared towards capacity building and improving exporter competitiveness in the global export market.

o Partnerships with the Caribbean Export Development Agency: JAMPRO has a strong and mutually beneficial relationship with Caribbean export Development Agency (CEDA) that has resulted in the staging of numerous trade missions overseas. This includes the participation of Jamaica exporters in trade fairs in the United States, United Kingdom, Canada and the Caribbean (Trinidad and Tobago, as well as Cuba). Direct missions, such as the recent mission to the Dominican Republic, have also been supported by CEDA.



In 2013, the Cabinet endorsed the National Competitiveness Council (NCC), chaired by the Minister of Industry, Investment and Commerce as the main entity to which bureaucratic impediments facing investors are to be escalated for the removal of bottlenecks.

The core mandate of the NCC is to:

- Co-ordinate and drive reform initiatives to address the impediments to establishing and doing business in Jamaica.
- Provide policy advice on steps towards an improved and competitive business climate.
- Identify issues and make recommendations to Cabinet; and to formulate necessary measures leading to speedy processing of business and investment proposals

Initiatives monitored and facilitated on the NCC Business Environment Reform Agenda are specifically focused on enhancing Jamaica's performance in key international indices such as the Doing Business Report (DBR), the Global Competitiveness Index (GCI), and the Logistics Performance Index (LPI).

The work of Council is managed through JAMPRO, while the policy guidance and leadership rests with the Ministry of Industry, Investment and Commerce.

**OUR VISION IS CLEAR, OUR PARTNERSHIPS ARE STRONG**

PearTree Press

CONGRATULATES JAMPRO ON **25** YEARS

# Team JAMPRO at Work



Manager of Knowledge Services Vivion Scully (centre) shows his team members Senior Consulting Officer Michele Marius (right) and Consulting Officer Stephen Charoo the latest ICT updates.



Carol Straw, Manager of Tourism and Agri-business, shows her team of Senior Consulting Officer Gail Barrett and Group Secretary Chantalla Griffiths a stretch of undeveloped land to showcase to investors.



Back from Toronto, Senior Consulting Officer Nardla McKenzie is ready to take on the Caribbean, Latin American and Emerging Markets desk.




Ricardo Durrant, Manager of Manufacturing, Energy and Mining and Group Secretary Chantalla Griffiths examine local mineral samples to explore investment possibilities.



Claude Duncan, Vice President of Investment Promotions, goes through tasks for the day with his Executive Assistant Suzanna McCalla (seated) and Consulting Officer Denese Dallas.



JAMPRO Receptionist Hyacinth Ramsey, the face and radiant smile behind the voice at the other end of the line.


 Congratulations to JAMPRO for 25 years of economic impact!

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# Team JAMPRO at Work



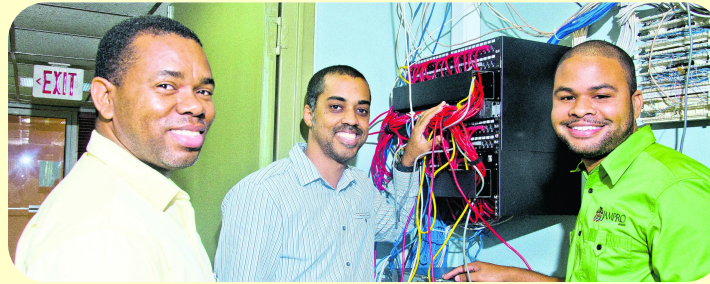
The Office Administration/Corporate Services team making sure things run smoothly at the corporate office. From L-R: Gail Findlay, Clerical Assistant; Anna-Kay Daley, Intern; Mark Gayle, Facilities Officer; Gene Hylton, Consulting Officer and Adella Gordon-Samuels, Senior Consulting Officer.



JAMPRO's Corporate Communications team "means business": (L-R): Consulting Officer Krista Henry; Graphic Specialist Laurianne Brown; Corporate Communications Manager Mark Thomas; Senior Consulting Officer Charlene Wong and Consulting Officer Tamica Parchment.



Before another major stakeholder event, Special Projects Manager Marjorie Straw, (centre) briefs her colleagues Tristan Alleyne, Temporary Consulting Officer (left) and Rushell Ferarah, Research Fellow, NCC Secretariat (right).



JAMPRO's tech guys (L-R) Owen Richards, System Administrator; Kwame Miller, Manager of Management Information Systems and Philip Williams, Web Master.



LaSyVivia Heath, Executive Assistant to the President, keeping her boss at the top of her game.



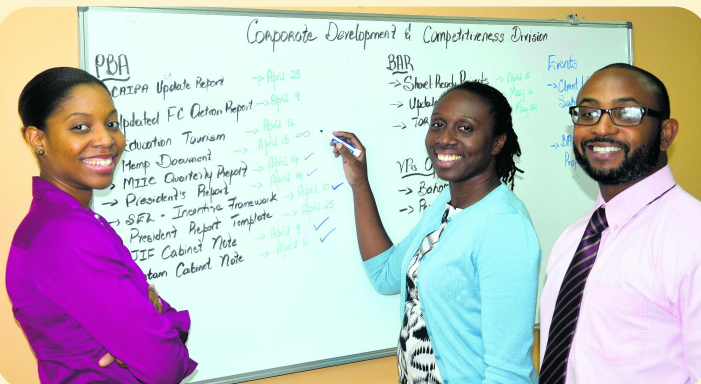
Jodi-Kaye Smith-Ennis, Manager of the President's Strategic Support Unit and Kerry Ann Duffus, Intern providing critical support to the President's Office.



Tastey Blackman, Manager of Logistics and Emerging Markets, at the helm of JAMPRO's promotional push for investments in the logistics hub.



Corporate team in the President's Office: Senior Consulting Officer Arlene Nelson; Kiesha Diego-Grey, Corporate Secretary; Dianne Graveney, Internal Auditor.



JAMPRO's Planning and Business Advocacy Team (L-R): Consulting Officer, Kelli-Dawn Hamilton; Manager Cheronne Allen and Consulting Officer Derrick Vermont.




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## Growing the BPO/ICT Sector A Day in the Life of Vivion Scully, Manager, Knowledge Services

Vivion Scully's day actually begins the night before. He usually leaves the office late, and before going, he thinks about what he has to accomplish the next day: perhaps a prospect to follow up on or a client who needs some assistance: he makes a mental note and plans his strategy.

Vivion is the Manager for ICT/Knowledge Services at JAMPRO, his remit being service areas that depend on the use of Information Communication Technology on a large scale, such as data entry, finance and accounting services, customer care or technical support. Many companies in the USA find it more economical to have services that rely on large staff provided offshore in a location like Jamaica where labour costs are lower. With over 15,000 students graduating each year from tertiary level institutions with, at minimum, associate level

degrees, Jamaica offers an educated ICT ready workforce. A variety of industries, including telecommunications, banking, health care, graphic design and retail are being serviced from Jamaica in contact centre or business process outsourcing (BPO) operations. Thirty six such companies are based in Jamaica, including industry heavyweights such as Xerox, Teleperformance, Vistaprint and Sutherland Global Services. These companies are mainly based in Free Zones in Kingston, Portmore and Montego Bay. In terms of staffing, several top positions are held by Jamaicans, including middle and upper management, supervisory and support staff. The remaining staff complement of approximately 70 percent would be high school graduates, and some with college and university qualifications.



In office, Vivion checks his email, deletes the junk and prioritizes the rest, redirecting some to his team members Michele and Stephen. A typical day is spent working on converting leads into prospects. These leads come from people who make enquiries via the website which is picked up by JAMPRO's Contact Centre and forwarded to him. Thirty percent of leads come from the Contact Centre and desk research and online inquiries, with the other 70 per cent from trade shows and client referrals. The objective is to convert leads to prospects, and prospects into projects.

While attending conferences and trade shows overseas, depending on JAMPRO's level of participation, Vivion will attend seminars to keep abreast of industry developments, while taking the opportunity to interact with potential clients and his peers. At events where JAMPRO has a booth, he spends time interacting with visitors, listening to their needs and telling them of opportunities in Jamaica: what we have to offer and determining whether operating from Jamaica

would enhance their operations. Many leads come from this kind of direct interaction with the potential client.

In Jamaica, one of Vivion's tasks is to ensure that when prospects decide to locate here, there is adequate building space for their operations. He encourages property owners and investors to construct building space for ICT operators. This usually is done within one of the Free Zones, so that the BPO operator can benefit from the special incentives offered in these zones.

Jamaica's outsourcing sector is estimated at 14,000 agents, generating revenues in excess of US\$230 million annually. Vivion is motivated by the belief that investment in Jamaica's Knowledge Services can make a positive change in the economic life of Jamaica, providing more jobs and income for the country. He is very target focused, so when he came to JAMPRO in 2011, they embarked on a plan to double the sector within five years, and developed a plan to achieve that goal. When

continued on page 13

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## JAMPRO's Global Awards and International Recognition

o 2012-2013 IPA Innovation Award for Diaspora Initiatives (fDi Intelligence): JAMPRO was recognised by London-based fDi Magazine for its ground breaking and creative investment promotion techniques in 'Diaspora Initiatives' in the magazine's inaugural Investment Promotion Agency (IPA) Innovation Award 2013. The award was given based on the national trade and investment agency's partnership with the Ministry of Foreign Affairs and Foreign Trade on the 5th Biennial Diaspora Conference, which was held in June 2013 at the Montego Bay Convention Centre.

o World Trade Promotion Award (International Trade Centre): The World Trade Promotion Award for the Best Trade Promotion Organisation (TPO) in the Small Island Developing States (SIDS) category in all instances that we have entered over the last decade -2004, 2008 and 2012.

o Award for FDI Excellence (UNCTAD): JAMPRO was selected as the joint winner of the United Nation Conference in Trade and Development (UNCTAD) award for excellence in promoting export-oriented foreign direct investment (FDI). The three joint winners of the award were successful in attracting FDI projects in a highly competitive environment and against the background of a global fall in FDI in 2012. Other winners were Latvia and Oman.

o Caribbean Association of Investment Promotion Agencies: In 2007, JAMPRO, along with a few Caribbean Investment Promotion Agencies established the Caribbean Association of Investment Promotion Agencies (CAIPA). The Agency served as the inaugural President for the first three years of CAIPA's establishment. CAIPA promotes collaboration in the areas of training, research, best practice dissemination and policy advocacy for regional IPAs.

o World Association of Investment Promotion Agencies: In 2002, JAMPRO President, Patricia Francis became the first non-European President of the World Association of Investment Promotion Agencies (WAIPA) and supported the development of the then fairly new organisation. In February 2013, JAMPRO won a seat on the Steering Committee as the Representative for the Central American and Caribbean region.

o Caribbean Network of Service Coalitions: JAMPRO is currently serving a two-year term as the Chair of the Caribbean Network of Service Coalitions (CNSC). The Network is comprised of regional national coalitions that serve to strengthen and expand the services sector in their host countries.

## Growing the BPO/ICT Sector A Day in the Life of Vivion Scully, Manager, Knowledge Services

continued from page 12

the target was established in 2011, there were 11,000 agents working in overseas based BPO operations in Jamaica. With an average 20 percent annual growth which the sector has been achieving, he estimates that the target of 22,000 should be achieved by 2016.

A recent development, which is moving Jamaica's Knowledge Services sector up the value chain, is the establishment of software development companies in Jamaica. One such, Medullan Networking, recently opened its facility in Kingston. This is an innovative company which has been a leader in developing solutions for health related problems in the USA, making a difference in the health care industry in that country. Medullan

was attracted to Jamaica because of the high number of trained software developers that we have here. Vivion says that this is an area of the Knowledge Services industry which JAMPRO is actively working to grow.

So, at the end of his busy day, Vivion once again checks his email and makes plans for the next day, before leaving office to join his family at home.

**\*After a successful stint promoting opportunities in Jamaica's Knowledge Services sector, Vivion Scully assumes responsibility for JAMPRO's North America Regional Office (NARO) in Toronto. He takes up office in June 2014.**

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# Team JAMPRO at Work



The team in the Montego Bay Regional Office: (L-R) Sheree Black, Information Officer; Conrad Robinson, Regional Manager and Maxine Vernon, Administrative Assistant.



Executive Assistant in Export and Market Development Sonja Campbell discusses the plans for the day with VP Robert Scott.



Taking Brand Jamaica to the World: (L-R): Administrative Assistant Hortense Kennedy; Manager of Market Development Berletta Henlon Forrester and Senior Consulting Officer Denise Tait.



Marlene Porter, Manager of Export Development (centre) meets with her team (L-R) Consulting Officer Gary Parker; Senior Consulting Officer Lakeda Linton Charles, Consulting Officer Daynie Binns Brackett; Consulting Officer Natalee Ranger and Administrative Assistant, Samantha Forbes.

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The Team in Finance: (L-R): Audrey Mattis, Accountant; Marsha Matthews, Accounting Officer; Alexis Townsend, Executive Assistant; Errol Barnaby, Financial Controller; Dainia McIntyre, Accounting Officer; Elecia Swaby, Accounting Officer and Wentworth McDonald, Accounting Officer.



JAMPRO's Business Analysis & Research team: Manager of Business Analysis & Research Sandra Williams (right), Senior Consulting Officer Natalie Wheatle (center) and Intern Julene Francis.



JAMPRO super office attendants Valerie Stephens (left) and Claire Dussard.

# Team JAMPRO at Work



JAMPRO's Investment Facilitation team Stacy Adams, Manager of Investment Facilitation (left) has a quick meeting with her team Consulting Officers Latoya Palmer (centre) and Donnalee Mitchell.



Senior Consulting Officer Ian Spencer, another valuable member of the Investment Facilitation Team



JAMPRO's Contact Centre is a primary access point to business information and resources. Meet the team on the front line (L-R): Yuri Stewart, Temporary Information Officer and Information Officers Steve O'Connor and Rosalee Kidd-Mighty.



JAMPRO Business Library: Library Information Specialist, Wendy Walker (left) and Library Assistant, Pearlue Forbes.



JAMPRO Transportation and Logistics: Joseph Thomas (left) and Simeon Parker



The HR team keeps the JAMPRO staff's wellness a top priority. (L-R): Vernice Harrison Blair, Human Resource Administrator; Senior Consulting Officer Camille Savage, HR Manager Jennifer Williams and Intern Peter Blake.

Marcia Evans, HR Assistant another key member of JAMPRO's HR team



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## Team JAMPRO at Work



Delaine Morgan  
Manager of Business Information Services



Rushing to another important meeting: Vice President of Corporate Development and Competitiveness Shullette Cox and her Executive Assistant Michelle Richards.



Karen Mafundikwa, Senior Consulting Officer in the Creative Industries Unit and the Film Commission.



JAMPRO's New Film Commissioner and Creative Industries Manager Carole Beckford



All smiles: Robert Kerr, JAMPRO Regional Manager for the North American Regional Office (returning to the Corporate Office to assume the Knowledge Services Investment portfolio) and Senior Consulting Officer Margaret Walker.

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Facebook: [www.facebook.com/JMALimited](http://www.facebook.com/JMALimited)  
Twitter: <https://twitter.com/manufacturersja>



## JAMPRO'S Export Max Success Stories



*"JAMPRO has helped us to prepare for trade shows, develop a marketing plan and make contact with potential overseas clients. They even came into the factory to help us improve our productivity. JAMPRO has my back, and has been extremely helpful."*

Heather Laine has been designing and creating beautiful clothes for the past 22 years. Its CEO, Zoe Heather Summers, says that Heather Laine's designs are inspired by the Jamaican woman.

**Zoe Heather Summers,**  
Heather Laine CEO



*"JAMPRO taught us the importance of quality and assisted us in getting into the export market; we benefitted from consultancy, developed marketing plans and went to trade shows in Trinidad, Barbados, Cuba, the Dominican Republic and China. When we were falling, the consultants pulled us up. We learned the importance of social media, and our export business has grown in the last two years."*

With Jamaica boasting world class sprinters, ground breaking bobsledders and outstanding cricketers and footballers, it is no doubt that the sporting industry is big business. For 22 years Wynlee Distributors has ensured that the island is well represented in the creation of quality uniforms for a variety of sporting activities.

**Winsome Halliman**  
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## Final Call for JAMPRO's Export Development Programme Export Max II

June 30 is the close-off date for Jamaican export producers to apply for support under Export Max II, JAMPRO's highly successful export development programme.

Export Max II is designed to assist companies which are already exporting or which are export-ready to increase their export sales by the application of a number of capacity building initiatives.

This 3-year development programme will provide in-depth capacity building and market penetration support to 20 local companies. Launched in March, the programme will officially close all applications from the local export community on June 30, 2014.

Under the Export Max II clients will benefit from close mentorship with Jamaica's top business heads including: Brian Pengelley, Sales Director at Red Stripe; William Mahfood, Managing Director of Wisynco; Stanley Beckford, Chief Risk Officer at Grace Kennedy; Dr. Trevor Hamilton, President and CEO of Trevor Hamilton and Associates; Stephen Spence, Chief Executive Officer at SMS Communication and Melody Cammock Gayle, Director of Marketing and Business Development at Maverick Communications & Associates.

The programme is open to exporting and export ready firms which satisfy the eligibility criteria and operate within the priority sectors targeted under Jamaica's National Export Strategy (NES) - agro-processing,

manufacturing, creative industries and services (professional services and education).

Mrs. Marlene Porter, Manager of Export Development at JAMPRO, said, "Emphasis will be placed on improving the level of productivity and efficiency of the participating companies. These companies should each be exporting to at least one new market and combined, should see a growth of approximately 50% in export sales."

Mrs. Porter is encouraging exporters to seize the opportunity to access the targeted interventions that will be afforded under the Export Max II programme.

The pilot Export Max programme achieved significant success with the 15 participating small and medium businesses that benefitted from capacity building and technical services as well as exposure at overseas trade shows. The participating companies were drawn from the food and garment manufacturing/fashion sectors, and the initiative yielded an increase of 31% in exports sales of the companies, exceeding JAMPRO's target of 30%. New routes were found to market for 11 of the companies, which were able to access 33 new markets and to generate over 50 strong trade leads.

The Expression of Interest (EOI) documents, including application forms, may be downloaded from JAMPRO's website at <http://www.jamaicatradeandinvest.org/tenders/exportmaxII>.

## Taking Brand Jamaica to the World

A Day in the Life of **Berletta Henlon Forrester**, Manager of Market Development



When Berletta joined JAMPRO seventeen years ago, her job was to write proposals to funding agencies to assist private sector companies obtain resources to develop export markets for their products.

These days she's at the centre of JAMPRO's promotional push of quality Brand Jamaica products and services into international export markets.

Berletta is a trained teacher and media professional. She confesses to liking writing and editing to the point of reading the newspaper with pen in hand. She also has a Masters in Human Resource Development, and finds all these skills coming into play in her work at JAMPRO.

She strongly believes in the power of respect and fair treatment for all and always has an ear or a hug for her team members, whom she regards highly, acknowledging the critical role that each one plays in delivering on the Department's challenging mandate.

Much of her time is spent devising new market development strategies, conceptualizing market penetration initiatives and preparing programme proposals and budgets for Board approval. She is very firm when it comes to due diligence and attention to detail - JAMPRO demands accountability and adherence to procurement procedures, and so does Berletta.

This high energy, yet confidently composed woman, keeps her finger on the pulse of new market developments and the variety of activities that her department manages. She sees her role as "to seek to create and facilitate opportunities for exporters to interact with overseas buyers and secure business with them, ultimately to grow export markets for Jamaican products."

In order to do this, the department engages in a number of activities: leads might come from JAMPRO's overseas offices in London or Toronto as well as Jamaican missions in countries as far afield as Germany, South Africa, Brazil or China. MDD follows up on these leads by contacting the prospect and finding out more details about the request and then makes

contact with potential suppliers in Jamaica. The supplier information may then be passed on to the prospect, or the supplier asked to contact the prospect directly. Sometimes the enquiry comes from the supplier who is seeking markets and the team then seeks to identify a matching buyer. JAMPRO keeps a database of registered exporters so that when a buyer enquiry comes in, they choose those producers who best meet the specifications.

In order to reach buyers, JAMPRO sometimes takes groups of exporters on trade missions overseas, which will be planned in collaboration with the Government of Jamaica's overseas representatives, or other entities among JAMPRO's extensive network of overseas contacts. The mission may participate in a trade show or specially arranged meetings with prospective buyers in the particular market. These overseas missions can be costly, so when possible, the more cost effective method of hosting inward missions is selected. In this way, the buyers can meet with a larger number of suppliers, and the travel costs are eliminated.

In both cases, months of planning take place to ensure exposure of Jamaican products and maximum returns for the expenditure. Some part of Berletta's day might then be spent in



meetings planning for overseas missions or hosting buyer missions in Jamaica. She works twice as hard when she is traveling, managing concurrent

activities back in the office. She credits her team members who work just as hard, and do not hesitate when she calls on them to take on added responsibilities, or to put in extra hours.

One of JAMPRO's key functions is assisting Jamaican producers to be export ready. To this end, JAMPRO periodically hosts seminars for producers of various sectors, informing them of the needs of the market for standards, packaging, labeling, etc. as well as requirements for export and sources of credit. In doing this, they collaborate closely with organizations such as the Bureau of Standards, the Jamaica Business Development Corporation, Trade Board, Customs, and the EXIM Bank.

The saying "Export or Die" may not be taken literally by Berletta Henlon Forrester, JAMPRO's Market Development Manager (she prefers "Export, Live and Prosper") and her team, but they do take very seriously their mandate to grow Jamaica's export figures, and then grow them some more.

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# Positioning Jamaica in Europe

## A Day in the Life of Laurence Jones, JAMPRO Regional European Manager



JAMPRO Managers Carol Straw (left) and Laurence Jones (center) have a meeting with a member of the Diaspora during the 5th Biennial Jamaica Diaspora Conference 2013 at the Montego Bay Convention Centre from June 16-19, 2013.

There are a few precious moments in the work days of Laurence Jones that are not spent on the move driving investment and export for Jamaica. These moments are the ones that start and end the days with his family - his wife, daughter and newborn son. The JAMPRO European Regional Manager and Commercial Attaché at the Jamaican High Commission in London begins each day enjoying breakfast with his daughter, carrying her to school and spending 15 minutes with her in the playground before rushing off to catch his train. Although crammed with commuters, Laurence takes the time to check emails sent from Jamaica - the five to six hour time difference between the countries means that there is only a short window in which the office hours coincide.

Jamaican branding. We determined that the one way to move our cocoa up from the commodity market to a premium product, similar to Blue Mountain Coffee, would be to create single origin Jamaican chocolates."

With JAMPRO's assistance, the "Black River" brand of pure Jamaican chocolate was developed by a Jamaican living in England with technical assistance from a French chocolatier, and backward linkages to the Jamaican Cocoa Industry Board which procured high quality fine/flavoured fermented cocoa beans for the project. Another single origin Jamaican chocolate product was developed by a major French chocolate maker: 'Chocolatier de Beussent' and sold in their 28 shops around France. These brands have done remarkably well, marketing Jamaican chocolate as a unique product.

Getting into office he is greeted by his two staff members, Enid and Camille, and they begin the day working the phones, calling new investment targets and following up existing leads. This small staff is responsible for generating foreign direct investment into Jamaica and exports from Jamaica to Europe. Their day also involves reviewing business media and company websites in search of European businesses whose corporate strategy includes expansion in the Western Hemisphere. Potential investors who respond positively are invited to meet with the Jamaican High Commissioner, Her Excellency the Hon. Aloun Ndombet Assamba, who plays a proactive role in supporting JAMPRO's promotional strategy. If the lead develops into a prospect, Laurence and his staff will work to move the process forward to the investment or trade agreement stage.

On the investment side, Laurence and his team encouraged ISOCON Engineering, a Scottish based company which cleans, repairs and certifies ISO tankers for most of the Scottish whiskey industry, to invest in Jamaica. ISOCON and JLB International entered a joint venture to establish an ISO tanker service depot in the Port of Kingston. This ISOCON-JLB now provides a transport logistics service that is required within a Global Logistics Hub. Distilleries and their shippers in the Caribbean no longer have to send tanks to Rotterdam or Houston to be cleaned: the company is not only a foreign exchange saver, but also a foreign exchange earner for Jamaica, serving countries such as Guatemala, Barbados, Trinidad and Tobago, the US Virgin Islands, and across the region.

A commercial barrister who practiced law in Jamaica, where his clients were often foreign corporations with investments in Jamaica, Laurence has carried his knowledge and experience from those assignments to JAMPRO. The agency's Europe office has used a strategy of leveraging unexplored export opportunities, one of which is in the agribusiness sector: Jamaica produces the highest quality cocoa beans in the world, as they have the highest percentage of cocoa fat content. He explains that "Jamaican cocoa has traditionally been sold as a commodity in Switzerland, where it is blended with African cocoa, thereby improving the quality of that cocoa, but losing the

Laurence also spends a lot of his time researching EU market developments with a view to identifying new opportunities for Jamaican made products suitable for export to the European Union. He is a member of numerous business networking associations, and utilizes networking events to identify new investment and trade prospects as well as learn about developments in particular markets.

When work is done, he picks up his daughter from school, and goes home to his wife and two month old son. And then the cycle starts all over again - promoting business opportunities in Jamaica never stops.

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# More Faces of the JAMPRO Team at Work



Opal Whyte, Senior Consulting Officer (left) and  
Claudine Blackwood, Consulting Officer  
Export & Market Development



Andrea Reid, Consulting  
Officer Export & Market  
Development



Camille McFarlane,  
Consulting Officer  
European Regional  
Office, London



Jo-Anne Ramsaran,  
Consulting Officer  
Manufacturing Energy  
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The Urban Development Corporation reserves the right to withdraw this opportunity at any time. The Corporation also reserves the right not to accept the highest or any offer submitted.

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Main Event set up of business displays at the JAMPRO-organised Jamaica Investment Forum 2012 in Montego Bay.

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Creativity and innovation are at the core of our business, fuelled by a young, energetic team of highly trained designers and artisans, event planners and managers, technical experts and techno-savvy professionals.

Over the years, Main Event has

evolved into a full 360° marketing agency, effectively diversifying its product to include AV rentals and production, video production, digital signage, talent management, and social media management.

Our strategic partner and sister company, I Print Digital, is a high-tech, innovative and cutting edge enterprise dedicated to providing complete printing and fabrication solutions. A subsidiary of Main Event Entertainment Group Ltd since 2006, I Print Digital shares the Group's core values of:

**Vision, Knowledge, Consistency and Quality**

The Main Event/I-Print Digital combination is redefining the design and brand communications space in Jamaica by leveraging world class digital technology through out-of-the-box thinking and state-of-the-art equipment. Our unique distinction in the market is surpassed only by our commitment to consistently deliver superior, quality outcomes.



## CONGRATULATES




on its  
*25th Anniversary*  
Promoting business opportunities in export and investment to the local and international private sector.

Join us on Thursday, May 22 at the Jamaica Pegasus Hotel for the  
**JBDC**  
*7th Annual*  
**SMALL BUSINESS EXPOSITION**  
& CONFERENCE 2014  
"POSITIONING MSMEs FOR THE GLOBAL SUPPLY CHAIN"  
Time: 8:30 am - 6:30 pm


**Registration: \$1,000.00**  
**At the door: \$1,500.00**

FOR REGISTRATION:  
Visit us online at [www.jbdc.net](http://www.jbdc.net)  
11 Camp Road, Kingston 1, T. 1151 1111, 75 Marcus Garvey Drive, Suite 9211, 5161 or E-mail: [reg@jbdc.net](mailto:reg@jbdc.net)





## Congratulates



on celebrating their *25th Anniversary*  
*A great Milestone has been achieved and their impact today is greatly noticed.*  
*We look forward to the many years ahead.*



**JAMPRO**  
TRADE & INVESTMENT JAMAICA

www.jamaicatradeandinvest.org



**JAMPRO**  
GLOBAL BUSINESS  
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www.jaglobalbusinessconnect.com



## Connect with JAMPRO on our digital platforms



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ENHANCING THE **JAMAICAN** SUPPLY CHAINS

NATIONAL EXPORTERS' MONTH 2014

# Shipping & Logistics EXPO

**Jamaica Exporters' Association** Monday June 2, 2014  
KINGSTON, JAMAICA - KNUTSFORD COURT HOTEL - The Blue Mountain Suite  
Time: 10:00am to 8:00pm

This One Day EXPO will include Product and Services from Key Stakeholders in Export Logistics.

Activities include:

- Business to Business Consultations
- Networking
- Business Forums
- Logistics Workshop

**FREE TO THE PUBLIC**

Objectives:  
The EXPO will create a greater awareness of the services available from key suppliers of shipping and logistics services.

Participants will learn about the wide range of services, new technologies, shipping and airline routes to market. The availability of new services to enhance efficiencies in the various supply chains.

Exhibitors/Presenters include but are not limited to:

|  |   |
|--|---|
| <input type="checkbox"/> Airlines  | <input type="checkbox"/> Shipping Lines         |
| <input type="checkbox"/> Custom Brokers and Freight Forwarders               | <input type="checkbox"/> Financial Institutions |
| <input type="checkbox"/> Jamaica Customs                                     | <input type="checkbox"/> Haulage Companies      |
| <input type="checkbox"/> Courier Services Providers                          |   |
| <input type="checkbox"/> Agencies (PAJ, MIIC, SAJ, Bankers, Insurance, MOAI) |   |

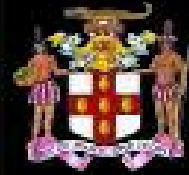
**FOR MORE INFORMATION ON HOW TO EXHIBIT & PARTICIPATE:**  
Please contact: Novelet Hussey & Sophia Elliott at the JEA by telephone (876) 9804908/9885812.  
Email: [nhussey@exportjamaica.org](mailto:nhussey@exportjamaica.org) or [selliott@exportja.org](mailto:selliott@exportja.org) or visit our Website: [www.exportjamaica.org](http://www.exportjamaica.org) for more information.

*HoneyKist Congratulates The JAMPRO Team On Their 25th Anniversary*

**"Come Live The Flavoured Life"**

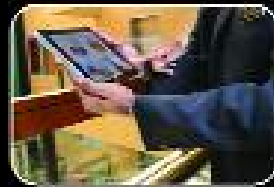
100% Pure Raw Jamaican Honey

Tel: 876-382-8228/ 820-1004 • Email: [honeykistjamaica@gmail.com](mailto:honeykistjamaica@gmail.com) • Website: [www.honeykistja.com](http://www.honeykistja.com)



**JAMPRO**  
TRADE & INVESTMENT JAMAICA

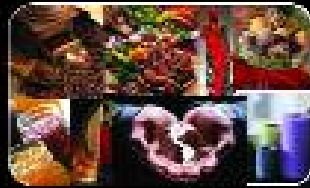
**A catalyst for wealth creation through trade and investment enhancing quality of life for all Jamaicans.**



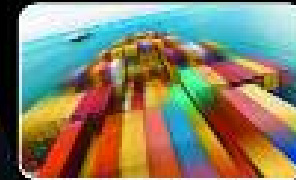
**Promoting Local and Foreign Investments**



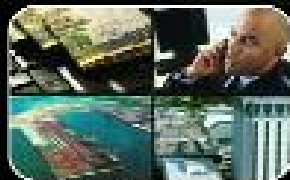
**Supporting Jamaican Exporters to Reach Global Markets**



**Taking Brand Jamaica to the World**



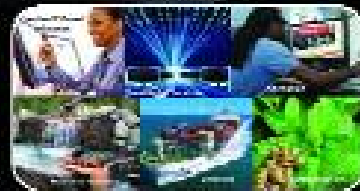
**Growing Jamaican Exports and Trade**



**Advocating for Improvements in the Business Environment**



**Creating Strong Business Linkages**



**Driving the Development of New and Emerging Technologies**

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