



**FURNITURE AND WOODEN PRODUCTS PROGRAM**  
**FOR A MORE MEANINGFUL AND VISIBLE CONTRIBUTION**  
**TO INDUSTRIAL AND ECONOMIC DEVELOPMENT**

# Executive Summary

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## TERMINOLOGY

MSMEs	Micro, Small & Medium Enterprises
JBDC	Jamaica Business Development Corporation
NU	Network Unit
S/S	Sector Specific
GOJ	Government of Jamaica
JWPFA	Jamaica Wood Products and Furniture Association
PAC	Program Advisory Committee
PIOJ	Planning Institute of Jamaica
HEART	Training Authority (Government)
JAMPRO	Economic Development Agency (Government)
UTECH	University of Technology
UWI	University of West Indies (Government)
JBS	Jamaica Bureau of Standards
SVR	School of Visual Arts
S.R.C	Scientific Research Council
JWPFA	Jamaica Wood Products and Furniture Association
J.M.A	Jamaica Manufacturers Association
J E.A	Jamaica Exporter's Association
SBAJ	Small Business Association of Jamaica
CAD /CAM	Computer Aided Design, Computer Aided Manufacturing



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## **Introduction**

This paper was prepared on the instructions of the Minister of F&WP Industry, Trade and Tourism. The Minister has requested from the JBDC team to prepare proposals for an Industrial Modernization Program (IMP) for the Jamaican F&WP Industry and suggest measures and strategies for its implementation. The proposals must take in consideration past suggestions from various experts and organizations. The final aim of these proposals is the modernization and upgrading of the Jamaican F&WP Industry.

## **A Overview**

### **A.1 Global Context**

The Furniture & Wooden Products F&WP Industry has changed over the years. It no longer restricts itself to a production of chairs, tables or a bed but today it includes manufacturing of a range of furniture and home furnishings and designed interiors which spell class and elegance. Different countries sport a string of furniture showrooms of all kinds and sizes that speaks to the changing trends in furniture design. The changing lifestyles, disposable incomes, economy growth, increase in migration to urban areas have all contributed to the demand for new furniture and in turn the growth of the furniture F&WP Industry as a whole. A wide variety of raw materials are used in production of furniture like wood, rattan, plastic and metal and more recently silver. Therefore, the changing trends and the various varieties of wood, wooden furniture are major in production and exports of the furniture F&WP Industry in almost every country.

The F&WP Industry comprises not only the production of a wide range of products related to office, living room, bedroom, kitchen, garden, school furniture but it also include mattresses, furnishings, upholstery, parts of furniture and decorative accessories.

### **A.2 Changes in the F&WP Industry**

*(Organizational and Technological)*

There is growing agreement that the mass model of production and consumption based on cheap labor which dominated the first half of this century is giving way to more fragmented patterns of demand and more flexible modes of production. Such models are incompatible with older forms of organization, especially those stressing division of labor and rigid bureaucratic organizational forms.



Instead we are seeing the emergence of alternative, more flexible arrangements based on networking, multi-skill labor and new technology. At the same time, the newly emerging use of computers and industrial automation in furniture design and production have now matured to the point where information technology offers a pervasive, low cost resource which has extremely wide potential applicability.

The F&WP Industry exists in a rapidly changing social and economic environment and these changes will increase in the complexities which must serve a market grown to maturity, one which consumers are seeking to define their own product individuality and thus demand a wide variety of product lines. Changes in consumption patterns have necessarily been accompanied by changes in production, design, and distribution systems.

Over the past few, years, it has become apparent that very significant changes have been taking place in the way industries and countries have been tending to reorganize in the face of new conditions emanating on the one hand, from the changing market, and on the other, from fierce international competition. Major Manufacturing suppliers around the world have been upgrading the design; quality and variety of their manufactured products. They recognize that continued success in the Wood Products & Furniture F&WP Industry depends upon their ability to strengthen production of higher design and quality products.

Improved Productive efficiency and Design Capabilities utilizing CAD/CAM are vital in securing the Competitive advantage needed by the Wood Products & Furniture F&WP Industry to penetrate and compete in the Export and Domestic Markets but this capability will not come from blind adherence to conventional production and management methods. Instead, countries, institutions and firms must prepare for a full scale Manufacturing and Manpower Development Revolution.

The far-reaching shifts in markets, technology and competitive strategies create new opportunities and new dangers for the Wood Products & Furniture F&WP Industry in Jamaica. Throughout the international economy, markets have contracted and become less remunerative for cheap, simply styled products.

Shifts in the international economy also create attractive possibilities for the development of the Wood Products & Furniture F&WP Industry in Jamaica. There is a considerable international and local demand for well-designed products produced by a skilled workforce and this should be used as an opportunity to develop the creativity that exists locally.



This can be achieved with the assistance of new technologies and new work production practices (Flexible Manufacturing Systems), which make productivity improvements compatible with product diversity. (See paper **New Trends**)

### **A.3 Present situation of the F & WP F Industry**

The manufacturing F&WP Industry in Jamaica consists of various industries which includes the furniture and wooden products F&WP Industry. The furniture and wooden products F&WP Industry in particular, has experienced a decline in its productivity and faced increasing competition from imported furniture. A critical evaluation of the Jamaican furniture F&WP Industry in 2005, indicated that there has been a significant increase in furniture importation especially kitchen and bedroom furniture.

Current statistics indicate that there are a total of 112 local furniture and fixtures factories and 14 wooden products factories registered under the Factories Act which employs a total of 1117 employees (Ministry of Labour and Social Security, 2009). Observations indicate that there are a number of unregistered manufacturers who produce products in the F&WP Industry. It signifies therefore, the potential of developing a lucrative F&WP Industry to produce quality products if the necessary tools, equipment and training are provided. The use of distinctive skills and technology in the production of high-quality furniture is needed for the production of competitive and quality furniture not only on the local market but also to compete on the international market. The local furniture and wooden products F&WP Industry needs to produce unique, flexible designs to cater to the demands of the modern lifestyle. Resurrection of the metal furniture F&WP Industry especially for exportation is another area to be explored to further enhance competitiveness on the international market. It will also strengthen the F&WP Industry and provide access to current trends and innovations in furniture and wooden products manufacturing.

There are over 558,000 consumers who buy furniture from local sources. Investigations on the consumer market shows that customers rated the experience of buying from local manufacturers as generally favorable. On a satisfaction scale of 1 to 7, 1 being the lowest and 7 the highest rating of satisfaction, 80% gave a rating of 5 or more which suggest that majority of the costumers were satisfied with the product and service. Thus, sustaining and developing support for the F&WP Industry is imperative for moving forward (JBDC research).



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### A.3 Competitive Pressures for the F&WP Industry

There is a growing recognition that the Jamaican F&WP **Industry** is in a state of transition, one in which the previously accepted ' best practice ' conditions for industrial performance are changing, and with them, the whole structure of industrial production.

Today, there are few, if any, industries that are not subject to increasing of internal and external pressures, both from home and overseas. Traditional industries have been hard hit, many have virtually disappeared, and the life expectancy for new industries is becoming shorter and shorter.

#### **Internal Competitive Pressures    External Competitive Pressures**

- |   |                                      |
|---|--------------------------------------|
| (i) Low level of sector specific skills | (i) Quality & well designed products |
| (ii) Poor product development           | (ii) Variety of commercial products  |
| (iii) Poor delivery performance         | (iii) Quick Response                 |
| (iv) High cost of finance               | (iv) Price competitiveness           |

### A.4 JBDC Conclusion

The Jamaica Business Development Corporation, after analyzing:

1. The new trends driving the international market and F&WP industry .
2. The challenges in the various segments of the Jamaican F&WP industry.
3. The reports and proposals about the industry with special emphasis on the papers prepared by USAID and UNIDO.

Has arrived to the conclusion that the progressive deterioration of the competitive position in the Jamaican F&WP Industry is stemming out from:

- Pursuing an outdated competitive strategy
- Fragmented supportive services
- Manufacturers stuck to the old ways due to financial stress
- Limited Use of Technologies (CAD/CAM)



JBDC is of the opinion that the most critical problem faced by the Jamaican F&WP Industry is that of finding the capability to respond to these environmental changes modernizes itself and become part of a modernized economic system ready to challenge the threads of globalization.

JBDC will try to assist F&WP stakeholders to change their old notions about how the sector and businesses should be organized, financed and produce. They must change the organizational, operational principles, and procedures they are now using and use entirely new ones.

The conclusion from the above is that a conceptually new competitive strategy, coupled with an Action Program and an associated set of techniques, is required to reposition the industry in the local and regional market.

### A.5 JBDC General Approach

For the purpose of developing an action plan, all segments of the F&WP sector must come under observation. So far they were divided into two categories and four sub-categories. Eight thematic topics were identified related to the functions of all categories and sub-categories. The thematic topics have again been classified to four levels:

This classification ensures a full coverage of the above described categories and assist to identify the common constrains for the Jamaican Furniture and Wooden Products.

<b>Productive Sector</b>	<b>Thematic topics</b>	<b>Levels</b>
<b>A. Micro Enterprises</b> <ul style="list-style-type: none"> <li>➤ Survival</li> <li>➤ Skill Driven</li> <li>➤ Design Driven</li> <li>➤ Knowledge Driven</li> </ul>	<ol style="list-style-type: none"> <li><b>1. Raw materials</b></li> <li><b>2. Strategy/Policy</b></li> <li><b>3. Marketing</b></li> <li><b>4. Products</b></li> <li><b>5. Technology</b></li> <li><b>6. Design</b></li> <li><b>7. Financing</b></li> <li><b>8. Human Resources</b></li> </ol>	<ul style="list-style-type: none"> <li>➤ <b>National</b></li> <li>➤ <b>Sector</b></li> <li>➤ <b>Company</b></li> </ul>
<b>B. Small and Medium Enterprises</b> <ul style="list-style-type: none"> <li>➤ Skill Driven</li> <li>➤ Design Driven</li> <li>➤ Knowledge Driven</li> </ul>		



## A.6 JBDC The Way Forward

JBDC to develop and implement an Action Plan for the Jamaican Furniture and Wooden Products Sector (F&WP) program aiming to assist the F&WP Industry for a more meaningful and visible contribution to industrial and economic development by increasing its competitiveness. This will assist in reducing unemployment and poverty.

This will be achieved by strengthening and accelerating efforts currently underway in Jamaica to promote and develop, local small and medium industries in rural and urban areas, as well an effective technical support system in Design ,Production, Marketing , Financing and Skill development. It will also support the National Vision 2030 in its objective of building and sustaining the manufacturing competitiveness.

The program has as its core objective the provision of technical support services assistance to the F&WP sector by establishing a Furniture Design Support Services and thus increasing the capacity of JBDC and its Stakeholders network to be the lead agency for Strengthening the Competitiveness of the Jamaican Furniture and Wooden Products Sector (F&WP).

Network/Clustering supported by Well-trained Human Resources utilizing Computer Aided Technologies is the strategy which has been selected as the main vehicle for achieving the above aim and objective. The project will be implemented over a period of two years.

The issue of sustainability and its contribution to the reduction of unemployment is the main underlining guide in the design of the project. This will be central to the evaluation of the achievements of the project.

*Note: Sustainability is based on F&WP producers offering products the market requires. (Functionality, Design, Quality and Price)*



## **A.7 Philosophy for a new Competitive Strategy**

DRIVEN BY **DEMAND AND THROUGH WELL TRAINED HUMAN RESOURCES AND USING TECHNOLOGY**, TO PRODUCE AND DELIVER ON TIME, WELL DESIGNED VARIABLE PRODUCTS IN THE MOST COST SAVING AND FLEXIBLE MANNER.

### **The main elements of the philosophy**

#### **Marketing / Investment**

##### **Merchandizing Jamaica as the Caribbean center for:**

- Well Design , High quality ,Responsive production capacity at a competitive price
- Full package production capacity

#### **Human Resources Development**

Mastering the methods, trends, and attitudes which are vital to achieve world class performance for producing:

- Just in time (including big quantities)
- Full package production (High value products)
- Variety of well designed and quality commercial products

#### **Finance**

##### **Developing a package of incentives and restructuring finance for a company achieving:**

- Increase in employment
- Increase in market share
- Production of high value added products
- Best practices

#### **Production**

Companies deciding on one or a combination of the following options:

- Become high quality responsive suppliers for retailers
- Become high quality suppliers for full package and licensing agreements with well-known foreign brands
- Build up their design capacities in the local and regional market as the basis for a subsequent move into exports.

#### **Information technology**

##### **The utilisation of Internet for improving communications with all stakeholders:**

- Existing customers / Prospective customers
- Industry suppliers
- The general public
- The media



## **B The Action Program**

### **Introduction**

The Action Program for the Jamaican F&WP Industry , is aiming at sustaining and accelerating efforts currently underway in Jamaica to strengthen, promote, and develop nation-wide the competitiveness and productivity of the Jamaican F&WP and Industry.

At the same time special attention is given to the coordination and strengthening of an effective sector specific industrial support system of services in technical, business, financial and marketing areas .It also supports the National Policy Vision 2030 in its objective of building and sustaining the competitiveness, in the international market place, for the F&WP Industry, which represents one of the pillars of Jamaican's economic and industrial base.

In developing the Action Program flexibility sustainability, mobility and adaptability were central issues, and at the same time had to take into consideration:

- **Unemployment / Social Unrest**
- **Scarce Financial Resources**
- **Fragmented Production**
- **Fragmented Services**
- **Loss of Market Share to Imports**

### **Impact of the Action Program**

The policies and actions within the action program are intended to have the effect of increasing productivity and competitiveness of the Jamaican F&WP Industry and thus followed by an increase share in the domestic and regional market place. This will have an impact on higher investment and employment.



## B.1 JBDC Constrain Analysis

The results from the problem analysis were verified by the constrain analysis carried out by JBDC.

Areas for Development	Constraints
<p><b>1. Industrial Framework</b></p> <p>1. Focal Point for the F&amp;WP Ind.</p> <p>2. Raw material</p> <p>3. Products</p> <p>4. Finance</p> <p>5. Marketing</p>	<p>1. Inadequate coordination of assistance to F &amp; WP MSMEs</p> <p>2. Inadequacy of raw material (Supply &amp; Quality )</p> <p>3. Absence of S/S Standards</p> <p>4. Absence of clearly articulated financial support program</p> <ul style="list-style-type: none"> <li>▪ High cost of Financing and High cost of Energy</li> <li>▪ Limited access to appropriate finance</li> </ul> <p>5. Inadequacy of marketing intelligence</p> <ul style="list-style-type: none"> <li>▪ Limited access to markets</li> <li>▪ Losing market share from imports</li> </ul>
<p><b>2. Human Resources Development</b></p> <p>1. Skill Trainers</p> <p>2. Furniture Designers</p> <p>3. Manufacturers</p>	<p>1. Shortage of Well Trained Trainers</p> <p>2. Shortage of S/S Designers</p> <p>3. Inadequate business skills</p> <ul style="list-style-type: none"> <li>▪ Inadequate Networking / Clustering</li> </ul>
<p><b>3. Technical Services</b></p> <p>1. Design and Product Development</p> <p>2. Technology</p> <p>3. Production Techniques</p> <p>4. S/S Information</p>	<p>1. Absence of a high level S/S Design Support Services</p> <ul style="list-style-type: none"> <li>▪ Limited Utilization of Computer Aided Design</li> </ul> <p>2. Absence of a high level S/S Technical Centre</p> <ul style="list-style-type: none"> <li>▪ Limited or none Utilization of Computer Aided Manufacturing</li> </ul> <p>3. Poor Delivery Performance &amp; Quality</p> <p>4. Limited access to information</p>



## B.2 Problems to be Addressed

- **Inadequate industrial framework:** Development of the F&WP Industry is dependent on the existence of a favorable environment in which enterprises can operate under conditions of stability and relative security, where appropriate market-based incentives exist and where enterprises have access to the resources needed to survive and grow. Ensuring that such conditions exist requires a coherent national policy framework for F&WP development

A clear policy framework is the vehicle with which the different policies and programmes at the national and local level can be driven and implemented to enhance the capacity of F&WP producers to meet the challenges of a modern internationally competitive environment. Also it will serve the need to ensure complementarity among various programs and institutions and to develop a coordinated structure to provide the most needed services to the F&WP community in an effective and cost-efficient way.

- **Inadequate coordination of assistance in Marketing**

The shift of emphasis in the Industry from production to marketing and technology in the 1990s reflects the increased importance of competitive factors other than low wages. Historically, competition in the Industry has been primarily on cost.

However since the 90s non - price factors such as quick response, design, quality and variety have overtaken the cost factor. This trend has serious implications for all types of producers. During the past decade, the once stable, price - competitive product market in industrialized countries became fragmented, as design, quality of workmanship, and variety of selection, became more important as competitive factors. This trend is not confined to any one segment of the product market, although it is more evident in upper market segments.

"Demand driven production orientation" is the established driving force in the F&WP and Fashion Industry. Having accepted the change ,a new philosophy and a set of new techniques are required to maintain competitiveness.

- **Inadequate coordination of assistance to F&WP producers:** The rapidly changing patterns of industrial development call for a radical rethinking of the appropriate institutional structure to support F&WP producers industrial development.



F&WP producers face many issues and it requires assistance to overcome these issues. But it's clear that the assistance requires a holistic approach, because there is no impact when implemented in a segmented fashion. For example, there will be little benefit from addressing human-resource-development impediments if finance remains a limiting factor. This means that it is not sensible to deal with questions of human-resource development policy (or technology policy, or access to markets) in isolation. F&WP entrepreneurs have difficulties if there are many different functional departments to deal with it is easier for them to go to one point. The challenge is how best to coordinate government assistance to F&WP producers in such a way as to provide a holistic approach to F&WP needs, to be accessible and seamless to F&WP clients, and to be administratively workable.

The approach chosen by the GOJ to address planning and coordination for F&WP programs and priorities was to assign JBDC for the Industry. This approach is normally implemented by a specialized agency with responsibility for monitoring and coordinating F&WP priorities and needs. This agency will also act as the main driver for development of the F&WP Industry. The implementation of programs will be shared between the F&WP agency and a variety of other agencies.

- **Creating a Knowledge-Based, Pro-enterprise Environment**

This goal aims to create an environment where the appropriate mindset for business is inculcated, entrepreneurship and innovation are encouraged, and barriers to organisational growth are eliminated. As a result, the creative capacity of F&WP producers will be improved. A key enabling factor is e-business, which will open up vast opportunities and remove the traditional barriers to F&WP growth. Achieving this means that local F&WP producers will have overcome the limitation of the small domestic market by plugging into the world economy.

- **Inadequate F&WP Human resources and institutional Competencies**

While the globalization of markets continues to broaden opportunities for F&WP producers in Jamaica, it is also signaling that the Jamaican F&WP producers urgently needs training and education . Management and technological systems, too, must be promoted so that the process and product technologies of existing F&WP producers can be upgraded and rationalized and new ventures can flourish. As a country makes its way from one phase of development to the next, its Human Resources Development should be reconsidered.



In order to pursue a relevant coherent HRD strategy in the F&WP Industry, geared to the objective of long-term growth and social development, the GOJ focuses on the need to move towards a more comprehensive and structured approach in this area.

This is mainly due to the new needs presented by redefining policy objectives, the increasing intensity of international competition, changing technology and changes in the economy's access to major markets.

It is the quality of its Human Resources that will determine the Jamaica's F&WP competitiveness and success. The Jamaican F&WP Industry of the future will need different of people at all levels of the hierarchy in the private and public sector.

- **Inadequate Entrepreneurship Development: successful** entrepreneurship development ensures a continuing supply of qualified entrepreneurs, recognizing and capitalizing on opportunities for improved economic efficiency, which leads to economic growth and the creation of productive employment. However, there are a variety of constraints to the development of entrepreneurship in Jamaica. The constraints faced by entrepreneurs include barriers to entry, lack of business and managerial knowledge and skills, lack of access to critical inputs, weak institutional support services, weak infrastructure especially in rural and disadvantaged areas and the problems associated with the small size and isolation of entrepreneurial ventures. Local institutions set up to help entrepreneurs to overcome those constraints often lack the capabilities and resources needed to provide high-quality, sustainable support.
- **Absence of dynamic F&WP cluster or network:** F&WP producers can redress the obvious economic disadvantages that they individually experience in relation to individual large firms by virtue of what has been called collective efficiency, clustering or networking. One example is the problem of being uneconomical for a small firm to retain, specialised equipment or services that it uses on its own behalf only rarely, when the same equipment or services can be used efficiently when employed on behalf of, or by, a large number of other F&WP producers.

One answer to the problem of small size is the promotion of networks of F&WP producers. Networks are groups of enterprises that seek to complement their resources and cooperate on joint development Projects.



Networks of F&WP producers possess the critical entrepreneurial mass to Produce more and better output on a more regular basis; they can obtain better prices in raw material markets by coordinating purchasing procedures, afford larger production equipment, and share costs for specialized training of workers and for product distribution

In Jamaica there is increasing evidence that clustering and networking is helping small and medium-scale enterprises (F&WP producers) boost their competitiveness.

At the basis of the Networks/cluster concept is the establishment of cooperative linkages among firms, their raw material suppliers, equipment suppliers, subcontractors, customers and service providers. Cooperation, together with specialization on the part of the firms, produces collective efficiency and enhances the ability to innovate processes and products.

## **C. Formulation process for the Action Program**

### **C.1 Methodology used for designing the Action Program**

The interdependence between the social ,industrial, and economic forces involved in this Action Program and their variety lead to a complex process, which can only be managed effectively with approaches that stimulate learning of the various actors, and accept flexibility as one of the key issues. In other words, it is necessary to integrate a strategic approach, focused on the identification and implementation of a rational sequence of actions and events, with a strategic management one that is focused on the creation of adequate conditions, for the emergence and enrichment of original strategic ideas and action and their coordination into a coherent framework.

#### **JBDC General Approach**

- The team has adopted a holistic approach on the subject and the work presented herewith outlines the **general approach**, and suggests specific initiatives and outputs through which the process of modernization can start. A number of starting points are recommended.
- The Industrial Modernization Program (IMP) is very elastic, flexible-and dynamic so the inputs of the various organizations can be absorbed.
- For the Industrial Modernization Program (IMP) to succeed the activities of the various agencies must be coordinated to achieve a holistic approach and avoid duplications and inefficient utilization of resources.



## C.2 Strategic directives of the Action Program

- Integrate and bring cohesiveness to the various segments of the Jamaican F&WP Industry by managing in a creative manner the horizontal or common issues, which straddle across all the targeted segments.
- Diversify the structure of production and exports of the F&WP Industry by taking advantage of :
  - Market opportunities
  - CAD/ CAM ,Internet and other relevant and appropriate technologies
- Diversify the structure of production and exports of the F&WP Industry by achieving economies of scale and economies of scope through cooperation, networking and clustering. The promotion of intra- and inter-firm cooperation initiatives among Jamaican Companies to overcome current industrial fragmentation.
- Move up the hierarchy of F&WP industries towards a more value added production.
- Upgrade and expand the base of physical infrastructure and strengthen sector specific supportive services to assist all segments of the F&WP Industry, to increase their market share and employment and thus contribute to poverty alleviation and economic growth.
- The focus on the present base of local skills and competence to be expanded and enriched to foster innovation and growth, through the activation of a network of learning, educational, and technical institutions aimed at increasing the managerial and technological skills needed to support growth within the sector.

These initial directives set the stage for subsequent proposals on assistance in developing and implementing:

An effective and appropriate competitive strategy to modernize the Jamaican F&WP Industry based on the new international needs and standards, and not just on regional comparisons based on low wage strategies.

## C.3 Main Objective Driving the Action Program

To modernize the Jamaican F&WP Industry for sustainable growth and expand it to include a design component for:



- Increasing **productivity** and **competitiveness** within all the F&WP segments through the support of an **effective sector specific industrial** system supported by technology;
- Increasing Market Share
- Increasing national industrial output and thus reduce **unemployment**;

## D.1 Strategic Objectives

Mastering the methods trends and attitudes, which are vital to achieve world class performance.

The Modernization Action Program is guided by the following two Strategic Objectives:

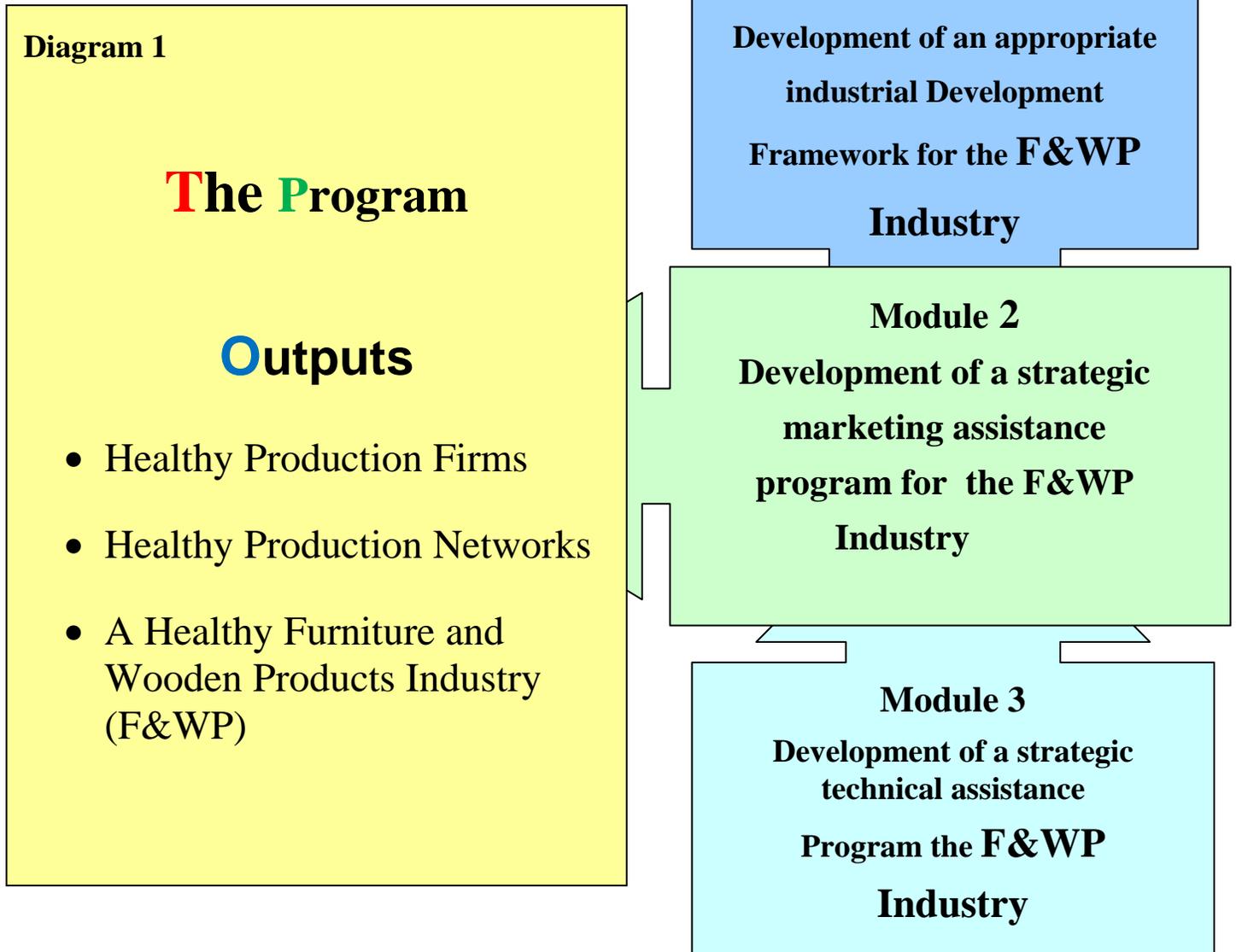
1. To increase and strengthen the productivity and competitiveness of the F&WP and companies, by increasing and enhancing their knowledge and skills based on the principles of responsiveness, quality, new technologies, design, flexible production, price competitiveness and finally strategic Programming. This is vital for achieving world class performance and survival in the 2000 year and beyond.
2. To increase the competitive strength of the Jamaican F&WP Industry through the upgrading of the managerial, technological and strategic implementation capabilities within the Jamaican sector specific service providers (Public and Private ).

## E Development objective of the Action Program

Strengthen national industrial output by increasing the contribution of all F&WP companies. This will be achieved by increasing the Industry's competitiveness and productivity based on the principles of responsiveness, flexibility, quality, new technologies, design, competitive price, networking and supported by an improved sector specific support system.

## D.3 Design of the Action Program

The Action Program for the Jamaican F&WP Industry comprises of two across-the-board modules developed on the basis of issues raised in the general conceptual document, and one module addressing targeted segments of the Jamaican F&WP Industry. The program was structured in a way that it can be customized independently whether the company is small, medium, or large, or belongs to a group or network. See diagrams 1,2,3,4





## D. IMMEDIATE OBJECTIVES, OUTPUTS & ACTIVITIES

### Module 1 Development of an industrial development framework

(Special focus the F&WP)

#### Immediate Objective 1.

To assist in rationalizing, strengthening and expanding the Jamaican Furniture and Wooden Products Industry (F&WP) for increasing employment, productive efficiency and competitiveness, through the formulation and implementation of a strategic industrial development framework and supported by an industrial information network

Diagram 2

## Module 1

Development of an effective and appropriate

## Industrial Development Framework

with special focus on the

## Furniture and Wooden Products Industry

(F&WP)

### Output 1.1

Establishment of a fully equip and functional Resource Centre for the F&WP industry

### Output 1.2

F&WP Constrain analysis report with practical proposals

### Output 1.3

An effective production-related HRD strategy

### Output

1.4 Interactive Communication and Information Network (ICIN)

### Output 1.5

F&WP Raw materials constrain analysis report (proposing practical solutions)



## Module 2. Development of a marketing assistance program

### Immediate Objective 2

To assist in rationalizing, strengthening and expanding the market share and investment effort for the Jamaican Furniture and Wooden Products Industry through a **strategic marketing assistance program** and supported by an Internet marketing strategy

#### Diagram 3

## Module 2

Development of an effective  
and appropriate

**Marketing Assistance  
Program**

with special focus on the

**Furniture and  
Wooden Products  
Industry**

**(F&WP)**

#### **Output 2.1**

A market research and analysis report for the F&WP industry

#### **Output 2.2**

Marketing Strategies for the F&WP industry

#### **Output 2.3**

Marketing plan and its strategic dimensions for the F&WP industry

#### **Output 2.4**

Development of an interactive website for the F&WP industry

**Module 3. Development and implement a technical assistance plan for the Furniture and Wooden Products Industry (F&WP)**

**Immediate Objective 3**

To modernize, rationalize, strengthen and expand the productive, design and business capabilities of the Jamaican Furniture and Wooden Products Industry (F&WP) through a strategic technical assistance plan and supported by an upgraded multilevel interrelated technical sector specific support system

**Diagram 4**

