

Compete Caribbean Regional Consultative Forum

April 8th and 9th, 2013 Cave Hill School of Business Barbados

Name of Group:

Skills, Productivity & Innovation

Facilitator: Dr. Rosalea Hamilton

Worksheet 1: COWS Analysis



Worksheet 1: COWS Analysis

Challenges

- **Critical skills for the use of new technology are missing**
- **Bureaucracy, eg. Length of time to get skills certificate**
- **Limited teaching of entrepreneurship**



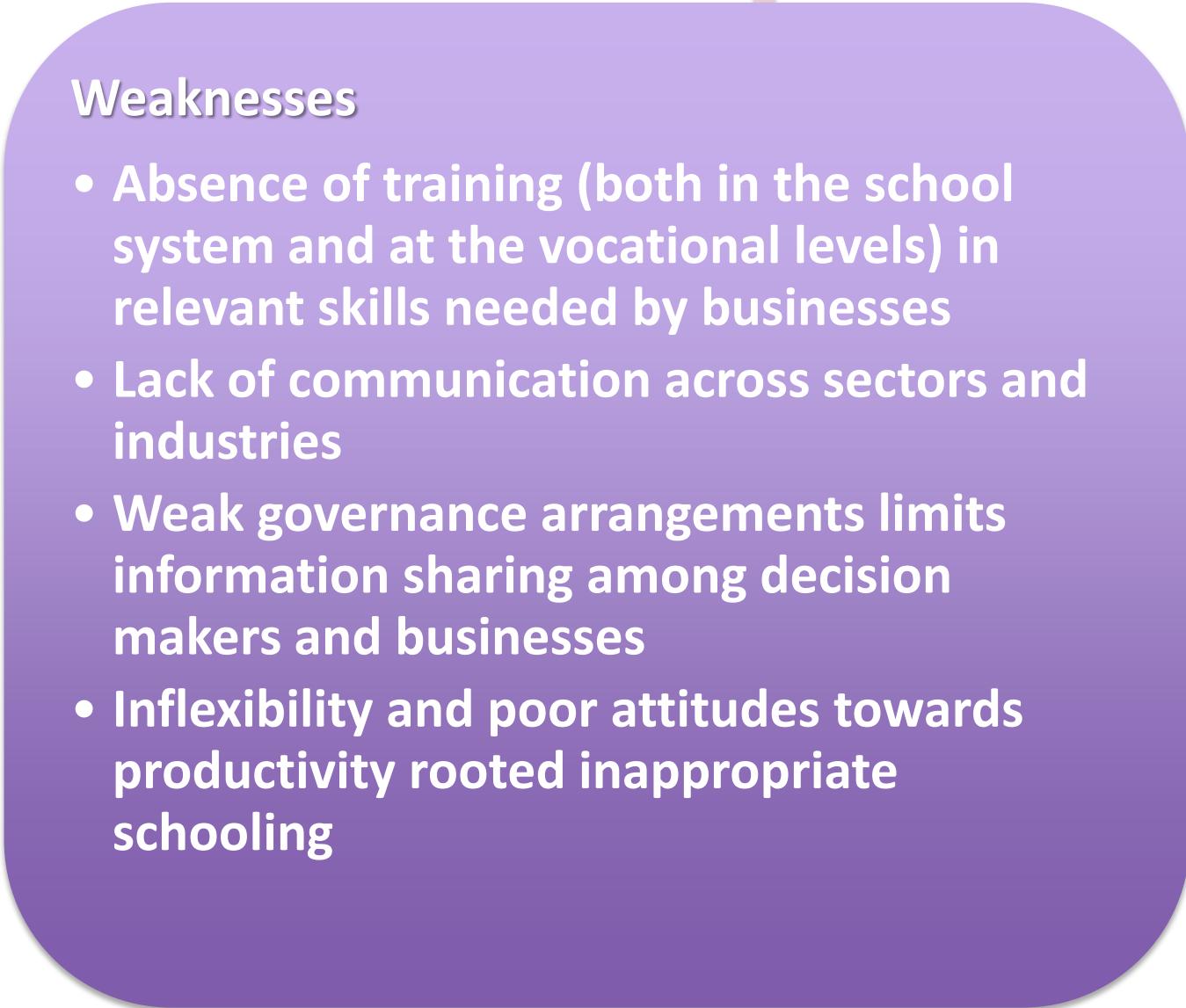
Worksheet 1: COWS Analysis

Opportunities

- Increase access to web-based technology which opens doors to new business
- More linkages to the Diaspora which have been successful at business.
- Better linkages/alliances across sectors



Worksheet 1: COWS Analysis



Weaknesses

- **Absence of training (both in the school system and at the vocational levels) in relevant skills needed by businesses**
- **Lack of communication across sectors and industries**
- **Weak governance arrangements limits information sharing among decision makers and businesses**
- **Inflexibility and poor attitudes towards productivity rooted in inappropriate schooling**

Worksheet 1: COWS Analysis

Strengths

- Existing programmes which address education and skills development (mostly funded by donors)
- A trainable, relatively literate workforce
- Accessible technology that can facilitate niche marketing
- System in place to facilitate free movement of labour across CARICOM

Worksheet 2: Critical Success Factors & Implementation Framework

Critical Success Factors	Action Steps	Targets/Indicators	Key Stake-holders	Resources (financial, HR, ICTs)
<p>REDUCE CHALLENGES</p> <ul style="list-style-type: none"> Skills-labour market gap identified and analysed to predict future needs Specialized skills training People being trained to be innovative/to “create” Business community sensitized on what skills are available through various kinds of training. 	<ul style="list-style-type: none"> Market analysis Design and implement training programmes Marketing 	<ul style="list-style-type: none"> Skills-Labour Market gap analysis completed Specialized skills course designed & implemented # of IPs created # attending sensitization sessions 	<ul style="list-style-type: none"> ✓ Private Sector ✓ Business Associations ✓ Professionals ✓ Academics ✓ Relevant Public Sector Bodies 	<ul style="list-style-type: none"> ➤ Finance ➤ Researchers ➤ ICTs ➤ Facilitators ➤ Mentors
<p>AMPLIFY OPPORTUNITIES</p> <ul style="list-style-type: none"> Champions/role models in different sectors & Diaspora to inspire entrepreneurship Mentorship programmes helping young entrepreneurs Integrated, cross-sectoral , inter-disciplinary education to promote creativity and innovation Success stories shared, including from the Diaspora 	<ul style="list-style-type: none"> Case Studies Identify Role Models, Mentors Create multi-disciplinary working group Disseminate success story videos using social media 	<ul style="list-style-type: none"> Case Studies, Videos completed & disseminated Mentorship plans executed Report from multi-disciplinary working group 	<ul style="list-style-type: none"> ✓ Private Sector Mentees ✓ Mentors ✓ Professionals ✓ Academics ✓ Diaspora 	<ul style="list-style-type: none"> ➤ Finance ➤ Educators ➤ ICTs – Social media ➤ Facilitators ➤ Mentors

Worksheet 2: Critical Success Factors & Implementation Framework

Critical Success Factors	Action Steps	Targets/Indicators	Key Stake-holders	Resources (financial, HR, ICTs)
<p>MINIMIZE WEAKNESSES</p> <ul style="list-style-type: none"> •Competency-based school system which develop skills and shapes attitudes/mind set that can yield high productivity •Work systems which promote flexibility across sectors and facilitate communication across industries •Training institutions market services better and reach out to business community •Increased capacity in national and regional Business Support Organisations/Business Associations 	<ul style="list-style-type: none"> •Active involvement of private sector in training inst. & schools •Strengthen private sector capacity for advocacy •Marketing of services & info to private sector 	<ul style="list-style-type: none"> ▪#Training inst & schools using competency-based training & attitudes/mind set programmes ▪# of Business Ass exposed to advocacy training ▪# of businesses knowledgeable about services & other relevant info 	<ul style="list-style-type: none"> ✓ Private Sector ✓ Business Associations ✓ Professionals ✓ Business Support Organizations 	<ul style="list-style-type: none"> ➤ Finance ➤ Education Experts ➤ ICTs ➤ Facilitators ➤ Marketing & communication experts
<p>MAXIMIZE STRENGTHS</p> <ul style="list-style-type: none"> •Increased managerial capacity •Increased labour mobility •Variety of skills, knowledge and attitudes developed – e.g. in marketing/ tourism packaging, etc. 	<ul style="list-style-type: none"> •Managerial capacity building •Remove constraints to mobility •Relevant training 	<ul style="list-style-type: none"> # of persons receiving relevant training # length of time taken to get skills certificate 	<ul style="list-style-type: none"> ✓ Private Sector ✓ Professionals ✓ Relevant public sector bodies 	<ul style="list-style-type: none"> ➤ Finance ➤ Management Experts ➤ ICTs

Worksheet 3: Implementation Timeframe

Priority Projects	Short Term (1 – 2 yrs)	Medium Term (2 – 3 yrs)	Long Term (3 – 5 yrs)	Resources (financial, HR, ICTs)
1. Strengthen Business Support Organisations to undertake incubators and business clinics (including the Coalition of Services Industries)		✓		➤ Finance ➤ ICTs ➤ Business Support Professionals
2. Strengthen national and regional Business Associations and CAIC, including strengthening capacity for advocacy			✓	➤ Finance ➤ ICTs ➤ Business Association expert
3. Hold sector-based Apps competitions to encourage innovation and address sector specific needs, especially among MSMEs	✓			➤ Finance ➤ ICT infrastructure
4. Strengthen intermediary businesses to create inter-sectoral linkages (i.e. build the “middle man”). E.g. tourism-agriculture (IICA already involved in this), tourism-local manufacturers, tourism-craft.			✓	➤ Finance ➤ Marketing and Communications experts ➤ ICTs

Worksheet 3: Implementation Timeframe

Priority Projects	Short Term (1 – 2 yrs)	Medium Term (2 – 3 yrs)	Long Term (3 – 5 yrs)	Resources (financial, HR, ICTs)
5. Support BSO advocacy for curriculum change to drive skills development and innovation. Including skills for export marketing, e.g. language training			✓	➤ Finance ➤ Advocacy Experts
6. Cost-benefit analysis of producing skills for export (e.g. nurses, engineers, teachers) vs supplying local market	✓			➤ Finance ➤ Researchers
7. Survey of existing programmes with diaspora involvement in PSD.	✓			➤ Finance ➤ Researchers
8. Promotion of exporting professional skills on-line (e.g. accounting, law, editing, etc.).		✓		➤ Finance ➤ ICTs
9. Business mentorship project. E.g. CBD's CTCS program to help solve problems at the firm level.			✓	➤ Finance ➤ Pool of Mentors