



TRINIDAD & TOBAGO MANUFACTURERS' ASSOCIATION

NON-ENERGY MANUFACTURING
EXPORT STRATEGIC PLAN 2020-2025

VISION

TO BE THE VOICE OF
MANUFACTURERS IN
TRINIDAD AND TOBAGO,
CREATING VALUE AND
PROVIDING WORLD
CLASS SERVICE TO
OUR MEMBERSHIP

MISSION

INCREASING THE VALUE
AND GROWTH OF
THE MANUFACTURING
SECTOR IN TRINIDAD
AND TOBAGO



STRATEGIC INTENT

COLLABORATING FOR GROWTH

The Strategic Intent of the TTMA is to drive an export-driven agenda for the period 2020-2025. In doing so, it aims to double the manufacturing output of Trinidad and Tobago to significantly improve its export capacity.

In service of this Intent, the TTMA seeks to strengthen its relationships and to work collaboratively with suppliers, entrepreneurs, regulators, government and relevant government agencies.

STAKEHOLDERS

- MTI & MOF
- Members
- Regulatory Agencies
- CARICOM States
- Embassies
- Law Enforcers/ Protective Services
- Chambers
- Suppliers
- Entrepreneurs

OPPORTUNITIES

- Increase stakeholder collaboration towards diversification away from Energy Sector
- Forge strategic partnerships to shift trends and double exports
- (Exports from the non-energy manufacturing sector have decreased by 22% between 2015-2018.)
- Continue to facilitate export growth potential - Build on signs of recovery in export performance
- (As indicated by data for the period Jan-Sept 2018 to Jan-Sept 2019 y-o-y)
- Continue to build and promote market expansion
- (Exports from the sector is concentrated in CARICOM, which accounts for 73% of total non-energy manufacturing exports.)



KEY STAKEHOLDER ALIGNMENT

DRIVEN BY PRIVATE SECTOR – FACILITATED BY **GOTT**



GOTT STRATEGIC GOALS

A MANUFACTURING SECTOR THAT IS...

- Globally Competitive
- Productive
- Innovative
- Utilizing Advanced Technologies
- Environmental Friendly Practices



TTMA STRATEGIC GOALS

- A more enabling and competitive environment
- Productivity through enhanced human and technological capacity
- New Markets for growth
- Access to capital and foreign input
- Fit-for-purpose infrastructure



- Expand export growth and development of manufactured products, especially in the non-energy sector
- Enhance human resource capacity in the sector
- Improve production capacity through research, development and innovation
- Improve access to finance, particularly for MSMEs in the sector
- Strengthen administrative and institutional mechanisms

CURRENT AREAS OF STAKEHOLDER COLLABORATION

STAKEHOLDERS

- MTI & MOF
- Members
- Regulatory Agencies
- Embassies
- Law Enforcers/ Protective Services
- Chambers
- Suppliers
- Entrepreneurs



CURRENT AREAS OF STAKEHOLDER COLLABORATION

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TTMA STRATEGIC PILLARS

CAPITAL

- To facilitate greater access to capital and financing requirements for manufacturing companies to achieve aggressive export growth

DEMAND

- Identify and capture market opportunities regionally and internationally and expand our presence in existing markets

SUPPLY

- Develop the capacity of local suppliers and increase the efficiency of access to foreign inputs for the manufacturing sector

INFRASTRUCTURE

- Facilitate access to fit-for-purpose manufacturing infrastructure including shared production and distribution mechanisms

LABOUR

- Actively lobby for career training in the manufacturing sector, and a pool of skilled productive and motivated human resources

TECHNOLOGY & INNOVATION

- Promote the use of technology and other best-in-class innovations in keeping with global developments in the manufacturing sector, and to effectively respond to disruptive forces

ADVOCACY

- Actively lobby Government and public sector agencies to create an effective enabling environment for the manufacturing sector, and ease of doing business in T&T

TTMA STRATEGIC RESPONSE

CAPITAL

- Improve access to capital and financing

DEMAND

- Increase CARICOM penetration
- Expand exposure in diaspora markets
- Actively lobby for international market access
- Improve quality standards in manufacturing
- Develop Trinidad and Tobago manufacturing brand for competitive advantage

SUPPLY

- Promote increased use of local content inputs in the manufacturing supply chain
- Develop shared procurement trade logistics and back-office support system among exporters

INFRASTRUCTURE

- Encourage private sector ownership of fit-for-purpose manufacturing infrastructure
- Encourage shared production and distribution mechanisms for MSMEs

LABOUR

- Improve skills competencies and productivity across the manufacturing supply chain
- Generate interest for careers in manufacturing

TECHNOLOGY & INNOVATION

- Actively promote the increased use of technology throughout the manufacturing value chain
- Promote increased investment in Research and Development
- Encourage 'green' manufacturing across the sector

ADVOCACY

- Actively lobby Stakeholders
- Monitor and communicate issues to membership
- Support lobbying initiatives of large and medium exporting manufacturers
- Update regularly on progress
- Actively monitor growth results of top 20 large and medium exporting manufacturers
- Create an SME Toolkit

STRATEGIC LEVERS

Currently 20 manufacturers account for 80% of Non-Energy exports. The TTMA will work with these companies to identify new market opportunities and uplift other manufacturers to double total non-energy manufacturing exports. These success stories are important to learn from.

Work with the Government to increase reach and depth in CARICOM markets and the diaspora to promote exports from Trinidad and Tobago.

Work with domestic entrepreneurs to sustainably increase the quantity and quality of raw material supply.

Increase competitive advantage through investment in better skills and productivity.

Work with Government to fix trade facilitation issues and increase the ease of doing business in Trinidad and Tobago.

ACTION PLANS 2020-2025

To achieve the strategies these actions are indicated.

Capital

1. Improve access to capital and financing

Demand

1. Increase CARICOM penetration
2. Expand exposure in diaspora markets
3. Actively lobby for expanding lobby international reach
4. Improve quality standards in manufacturing
5. Develop Trinidad and Tobago manufacturing brand for competitive target sub-sectors

Supply

1. Promote increase use of local content in the manufacturing supply chain
2. Develop a shared procurement, trade logistics and back-office support systems among exporters

Infrastructure

1. Encourage private sector ownership of fit-for-purpose manufacturing infrastructure
2. Encourage shared production and distribution mechanisms for MSMEs

Labour

1. Improve skills, competencies and productivity across the manufacturing supply chains
2. Generate interest for careers in manufacturing

Technology/Innovation

1. Actively promote the increased use of technology throughout the manufacturing value chain
2. Promote increased investment in Research and Development
3. Encourage 'green' manufacturing across the sector

Advocacy

1. Actively lobby Government and public sector agencies
 2. Monitor successes and issues and actively communicate results to the membership
3. Assist large and medium exporting manufacturers to advocate against trade facilitation obstacles
4. Monitor achievement of goal and actively communicate results to the membership
5. Actively monitor growth results of top 20 large and medium exporting manufacturers
6. Create an SME Toolkit to address issues and provide solutions for members to achieve their growth objectives

MONITORING AND EVALUATION

A project management framework with clear defined roles and responsibilities will be implemented to monitor and evaluate. Moreover, an enhanced organizational structure with additional resources, roles and responsibilities will be introduced.

DIAGRAM SHOWING PROJECT MANAGEMENT FRAMEWORK

Governance
1. Ensure alignment and cohesiveness of actions with overall strategic plan
2. Monitor progress of the strategic plan at each Board meeting
3. Advise the Board Strategic Plan Implementation Committee on pertinent issues
4. Work with Communications team to communicate and inform the public
Board Strategic Plan Implementation Committee
1. Review the dashboard of metrics and track and manage KPI performance
2. Tactically manage dependencies and risks
3. Guide and monitor that plans are being implemented
4. Manage achievement of KPIs
5. Meet with relevant stakeholders to promote the strategies and progression
6. Provide guidance to the TTMA Secretariat to implement the project plans
TTMA Secretariat
1. Prepare and implement project plans for each strategy
2. Ratify project updates
3. Collate and analyze data to prepare dashboards to track KPI performance
4. Meet with key stakeholders as necessary to achieve goals
5. Report findings to the Board Strategic Plan Implementation Committee
6. Implement corrective action where necessary

Communications

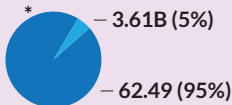
1. Ensure that all relevant information and strategic plan updates are regularly disseminated to appropriate parties
2. Control the identification and implementation of required changes to drive the initiatives
3. Work closely with Governance, Board Strategic Plan Implementation Committee and TTMA Secretariat

Dashboards will be used and facilitate continuous monitoring, evaluation and communication. KPIs which will be monitored include:

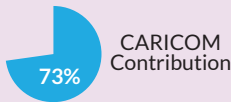
DIAGRAM SHOWING KPI DASHBOARD

Key: Change from previous year ↑

DEMAND



*The determination of the TT\$3.3b value for non-energy manufacturing exports starts with the total domestic exports value from CSO, followed by the removal of Energy and Primary products exports, including but not limited to pig iron, iron ore and concentrate & non-ferrous metal, scrap.



Source: CSO

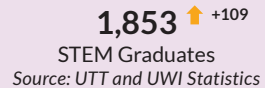
SUPPLY



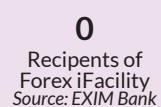
ADVOCACY



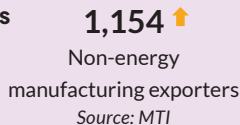
LABOUR



CAPITAL



NEW ENTRANTS





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