



PROPOSAL FOR COMMUNITY COLLABORATION ON MARKETING PRODUCTS AND SERVICES INCLUDING THE DEVELOPMENT OF A “COMMUNITY SUSTAINABLE LIVELIHOODS REGIONAL BRAND”



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## 1. Introduction

The concept of development has proven to be contentious throughout the years especially as it relates to less urbanized nations and communities. Medina and Baconguis (2012) state that development is ridden with paradoxes because while there are many theories, there has been a marked increase in poverty and inequality within and among nations. However for some, development and more specifically community development it is the panacea for poverty eradication and self enrichment.

Simply penned, community development is the process of helping a community strengthen itself and develop its full potential. However, community development is likewise, far from a unitary concept but can adopt a multifaceted approach. Keeney (2002) and Subban (2007) present varied approaches to community development ranging from the ‘charitable action’ to the market approach which focuses on self help and private initiatives. Whichever approach is chosen, the community development concept advocates the mobilization of communities, economic development and the comprehensive use of assets.

The community development (CD) approach is a major thrust of the Caribbean Natural Resources Institute (CANARI), and is seen as an instrument to improve the quality of life of residents through programs that are anchored to increasing productivity and socio economic development.

The objectives of community development differ from program to program yet one common element would be the concept of self-help as purported by Keeney (2002). One of the most recent self help initiatives by CANARI in conjunction with JB Fernandes Memorial Trust is the focus on “Improving livelihoods through facilitating and supporting the development of small businesses based on the sustainable use of natural resources” and the implementation of a collective marketing and branding model for communities involved.

This proposal presents a model of collective marketing and branding which will guide CANARI in completing this self-help initiative. The collective marketing model banks on four important concepts: volunteerism, learning, enhancement of social capital and endogenous led development as pillars of sustained development.

## 2. Background

Improving livelihoods through facilitating and supporting the development of small businesses based on the sustainable use of natural resources is the fundamental principle behind the development of a collective marketing model for four (4) rural communities in Trinidad and Tobago. The proponents for this initiative include the Caribbean Natural Resources Institute (CANARI) and the rural communities of Brasso Seco, Heights of Aripo, Blanchisseuse and Speyside (Tobago); in addition to the mentor groups Nature Seekers and Fondes Amandes Reforestation Community Project. Funding is provided by the JB Fernandes Memorial Trust.

The second phase of the project commenced in January 2012 and comprised several activities to support the development of small businesses in rural communities. Components of the CANARI led initiative included the following:

- A workshop on communication, building networks and partnerships
- A small grant facility for the community groups involved in the project, and
- A mentoring component where business plans for some groups were developed and exploration of collective marketing of products were done

The long-term goal of this project is to influence policy and practice to support the development of sustainable rural livelihoods in Trinidad and Tobago based on the wise use of natural resources.

A detailed description of each community group's progress is detailed in Appendix 1.

In July 2012 LCT Consulting & Associates Limited was contracted by CANARI to facilitate a one-day workshop which sought to explore the concept of collective marketing by rural communities including the development of a '*community sustainable livelihoods*' regional brand. The purpose of the workshop was to determine the interest and options for collective marketing and branding by the participating rural communities and their mentors, Nature Seekers and the Fondes Amandes Reforestation Community Project (FARCP).

The workshop was sub-divided into three (3) distinct areas i.e. the principles of marketing; an introduction to branding and a review of two business models on collective marketing. A presentation on collective marketing brought together the concepts presented at the workshop and through the presentation of two successful models and a video presentation; participants were able to provide insight on how collective marketing and branding can be applied to rural communities and businesses.

Arising out of these discussions it was determined that several of the community groups were not currently engaged in marketing activities having only recently been involved in developing their business plans. Further, of the two mentor groups it appears that Nature Seekers was much more advanced in terms of promoting its products and services locally and internationally and this was further cemented by its involvement in the Turtle Village Trust (TVT) initiative with other rural communities on the North East coast of Trinidad and Tobago.

Issues raised by workshop participants included training, capacity building programs and on-going mentoring of community groups. The supervision of groups and the development of constitutions for the purpose of adding a governance structure within the groups were deemed necessary to treat with day to day management challenges and opportunities and the general cohesiveness of these volatile clusters.

Having attained consensus among workshop attendees regarding the advancement of collective marketing as the barometer for success for these small incubator businesses, two (2) rural community business-marketing models were introduced to enhance participants’ understanding of the benefits of the collective marketing and branding approach. One regional and one local example were provided with the local example attracting a plethora of questions. The local example is included in this document as one of the models for collective marketing and regional branding.

Based on the preceding community group activities, an analysis of the strengths, weaknesses, opportunities and threats (SWOT) for the participating communities are presented in keeping with their propensity to be involved in collective marketing.

<p><b>Strengths</b></p> <ol style="list-style-type: none"> <li>1. Clear identification of potential products and services recorded within business plans</li> <li>2. Sound agreement and support for collective marketing and branding as a long term initiative</li> </ol>	<p><b>Weaknesses</b></p> <ol style="list-style-type: none"> <li>1. A measure of friction, lack of communication and trust among executive members of community groups and community members</li> <li>2. Lack of education among group members is seen as a constraint to advancing community initiatives</li> <li>3. Inadequate governance structure within community groups</li> </ol>
<p><b>Opportunities</b></p> <ol style="list-style-type: none"> <li>1. To be part of a governing body that can result in increased access to public and private sector investment</li> <li>2. Engagement in Institutional strengthening and capacity building programs</li> </ol>	<p><b>Threats</b></p> <ol style="list-style-type: none"> <li>1. Government entities are highly political organizations that provide support selectively to community groups</li> <li>2. Limited funding available for community development from both the public and private sector</li> </ol>

**Figure 1: SWOT Analysis of participating Communities**

From the SWOT analysis it is ostensible that the communities involved in this project are predisposed to being part of a regional umbrella brand and collective marketing process for rural communities. The following section provides a theoretical perspective of the process and distinguishes the approach from traditional marketing.

## 3. Rural Collective Marketing and Branding Concepts

### 3.1 General Marketing

Marketing is vital to the growth and longevity of any viable business. According to Lamb et al (2012) “The fundamental objectives of most businesses are survival, profits and growth; marketing contributes directly to achieving these objectives.” Marketing as defined by the American Marketing Association (AMA) 2007 is “the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large.” Various strategies are employed for successful marketing ranging from an individual to collective approach to the use of social media and information communication technologies (ICTs). Branding which is a key component of marketing is a technique used to gain ‘space’ in the minds of consumers through the use of unique and identifiable symbols, associations, names or trademarks which serves to differentiate competing products or services.

The traditional marketing concept has always focused on a registered firm and its ability to create a demand for its manufactured product or service. However, with its evolution through the different eras marketing strategies has moved beyond the traditional registered firm to encompass the not-for-profit organizations such as hospitals, universities, government agencies and other entities such as community based organizations (CBOs) or rural projects.

### 3.2 Collective Rural Marketing

Marketing for community or rural based projects has emerged in tandem with the sustainable livelihoods (SL) concept. Rural marketing is defined as:

“an entrepreneurial process of developing rural people by partnering with development agencies and a business function that involves assessing, stimulating and satisfying demand for products and services through innovative approaches with a concern for customer satisfactions and cooperate profitability” (Krishnamacharyulu & Ramakrishnan , 2012)

The SL concept focuses on people in rural communities and the development of their local resources and activities as a means of generating income and raising the quality of life. This is done in a sustainable manner in that, the product, service or event is developed in such a way that it can cope with and recover from stress while still contributing to other livelihoods at the local and global level both in the short and long term (Chambers & Conway, 1992).

Marketing for rural communities have also adopted the collective approach which has for years been evident in the rural farming sector. Collective action which is the voluntary action by a group to pursue shared objectives has played an important role in the history of global agriculture and rural development.

During the first half of the twentieth century the joint action of farmers in many European countries gave rise to the foundation of agricultural marketing co-operatives, resulting in improved market access, a better negotiation position towards downstream market parties, and thereby indirectly in increased farm incomes and rural employment opportunities.

It is against this background that the model of collective marketing for farmers transcended the agricultural barrier and has found its way into 21<sup>st</sup> century policies to influence rural development. Collective marketing involves the marketing, branding and promotion of several community products under one umbrella brand and seeks to increase market access, achieve economies of scale, in addition to access to financing for rural communities producing several products and services globally.

### 3.3 Regional Branding

Branding as a strategy is also significant as part of the rural collective marketing approach.

The notion of a brand has been defined as “a product or service made distinctive by its positioning relative to the competition and by its personality, which comprises a unique combination of functional attributes and symbolic values” (Hankinson & Cowking, 1993, p. 10). A brand is ultimately a symbolic embodiment of all the information connected to the product or service, serving to create associations and expectations around that product and often including a specially designed representation developed to represent implicit values, ideas, and characteristics of the product or the users of the product.

Branding for rural communities is an approach that has been on the rise. According to Lorenzini (2011) “Rural areas make increasing recourse to the use of territorial marks (regional branding) to achieve a development goal, foster reputation as well as preserve their identity, their cultural, social and environmental resources.”

The success realized in product branding has led to increasing efforts in the branding of places or regions. Branding is “becoming one of the core strategic and commercial competences driving firms, clusters, *regions and nations* in the contemporary economy” (Power & Hauge, 2006, p. 3;italics added).

## 4. A Review of Rural Based Collective Marketing Models

The J B Fernandes Trust and CANARI are similar in their ambitions to boost rural development at the community level with a view to achieving outcomes such as community performance, leadership development, community cohesion, confidence building and youth engagement. It is with this in mind that advancement of the collective marketing phase of this project is founded.

The notion to benchmark the development of a collective marketing model against established rural community development initiatives ensures that the proposed model is mapped against international best practices of what can and is being achieved.

The collective marketing models selected present a distinct and culturally relevant approach to rural development whereby the sustainable use of natural resources is inextricably linked to poverty reduction as heralded by the United Nations Millennium Development Goals (MDG) no. 7 which focuses on ensuring environmental sustainability.

Consequently, this proposal presents insights on three rural-based projects namely the Guatemala rural development project with specific focus on women and the use of natural resources to produce and export products to the world; the development of an indigenous brand used to empower enterprise and create new livelihoods in the creative and cultural industries amongst skilled but economically vulnerable communities of India; and the sea turtle conservation project developed to seize the opportunities presented by the global trend towards eco-tourism in Trinidad and Tobago.

## 4.1 Wakami Brand – Guatemala

The  brand is a project implemented by Kiej de los Bosques a social company, generating income for artisans. The company began when Maria Pacheco (The company's Founder), worked with 10 farmers in Sacalá Las Lomas (Guatemalan Highlands) to aid their wood production in 1993, and then with 250 artisans in Jocotán (Guatemalan Dry Corridor) in 2002 to aid their Natural fiber production. Upon working with these two groups, she was able to witness the drastic effect which the generated income had on the communities, which accordingly helped them break out of a poverty cycle.

In 2006, after analyzing the markets which the two Guatemalan communities catered towards, this Umbrella Company/Brand (Wakami), was created to add fashion and value to handicrafts traditionally made in Guatemala. Products under the brand consist of a variety of fashion jewelry namely bracelets and necklaces made from local material indigenous to Guatemala. Two years later after considerable growth and success of the Wakami Brand, two main project areas were highlighted: Business Incubation and Market Penetration.

Two organizations are involved in this project i.e. Communities of the Earth, a non-governmental organization (NGO) and *Kiej de los Bosques* who manages the Wakami Brand.



Figure 2: Example of Wakami product

*Communities of the Earth* incubates rural companies, links them to value chains, especially the Wakami Export Value chain, and provides a platform where the rural companies become agents of change in their families, their homes and their villages. It uses two methodologies: 1) **The Inclusive Business Methodology**, which after generating an income and savings leads to 2) **The Wakami Village Methodology**.

**The Inclusive Business Methodology**- groups of rural people develop formal businesses linked to a value chain, allowing them to have a source of income and save money. By working in alliance with the Wakami Value Chain, the first income starts by the 4th month that the incubation process begins. This methodology has 9 cycles which take a total of 2 years:

- Cycle 1: Groups are selected

- Cycle 2: Group with a shared dream
- Cycle 3: The group knows what a business is and wants to create one
- Cycle 4: The group becomes a business
- Cycle 5: The business starts production and sales
- Cycle 6: The business improves productivity and sales increase
- Cycle 7: The business is consolidated
- Cycle 8: The business plants its growth
- Cycle 9: The business is ready to grow in an organized way

The methodology has a manual, which has been replicated in other countries.



Figure 3: Wakami Community

These process(es) have occurred in rural companies in Guatemala, Mexico, Alliance with UNF at the Sian Kaan World Heritage Site, and currently, in Panama, in alliance with Chemonics/USAID .

There are two main value chains used by the *Communities of the Earth*, **The Jocotan Fiber Chain**, and **The Wakami Value Chain** (which is managed by *Kiej de los Bosques*). **The Wakami Value Chain**, in alliance with *Kiej de los Bosques*, is currently exporting fashion accessories to 15 countries under the brand

Wakami. Eighteen (18) rural companies (17 in Guatemala and 1 in Panama), comprised of 300 people (mostly women) engage in collective marketing with assistance from Kiej de los Bosques.

Today Wakami World, a financial platform in the US permits Kiej de los Bosques to use tools such as PayPal to sell Wakami products to the world.

### Lessons

*This model was highlighted because of the pre and post activities that occurred for the establishment of a successful umbrella regional brand namely, the support for entry groups via the business incubation process and the available and accessible outlet for distribution*

## 4.2 Jiyo! Indigenous brand for the rural poor in India

Jiyo! was conceived by Rajeev Sethi, one of India’s top scenographers and the founder of the Asian Heritage Foundation (AHF), a Delhi-based charitable organization which develops designed initiatives encompassing the cultures, traditions, public affairs, arts and sciences of all regions of Asia. While spending his 45+ year career working with diverse artisan and craft communities across the country, Rajeev recognized the pressing need for new grassroots models providing necessary training, markets and funding access for these communities. In 2007, AHF embarked on a \$1.72 million, 3-year pilot project funded by the Japan Social Development Fund and administered by the World Bank. The pilot established 12 cluster organizations (also called sanghas) grouped by skill set in rural areas of Andhra Pradesh and Bihar, two Indian states with high concentrations of rural poor. The pilot culminated in the launch of Jiyo! as a dynamic swadeshi (indigenous) brand with 3 categories of products, **Jiyo! Food**, **Jiyo! Style** and **Jiyo! Home**.

Product Lines	Description
<b>Food</b> 	<i>Jiyo! Food</i> offers an assortment of delicious pickles, spreads and sprinkles (ready-to-eat spice mixes) as well as sweet and savory snacks that are all locally made and skillfully handcrafted.
<b>Style</b> 	<i>Jiyo! Style</i> brings to life the intricate techniques, valuable skills and the magic of indigenous India translated to a contemporary aesthetic. Its main products include hand-woven saris, stoles and wraps and other uniquely modern apparel.
<b>Home</b> 	<i>Jiyo! Home</i> design led creations included popular products such as wall art, lighting made from hand painted shadow puppetry and hand woven textiles and home furnishings.

Figure 4: Table showing Jiyo! Products

There is another aspect of Jiyo! not mentioned above, that is, Jiyo! Live.

*Jiyo! Live* brings together a galaxy of artists, musicians, puppeteers, storytellers, and other performers in the Creative and Cultural Industries of India to perform in a wide variety of events in India and beyond, including exhibitions, shows and performances, as well as demonstrations of artistic skills and crafts.

The enterprise's mission is spread over three main areas: Social, Economic and Creative. Socially, it aims to organize skilled and semi-skilled poor into revenue grassroot cluster enterprises (sanghas), JIYO! provides them ownership, as its principal stakeholders and facilitates linkages between self-managed clusters and contemporary markets. Economically, it aims to set up an Artisan Investment Fund in the clusters to innovative financial products for artisans covering livelihood activity, including loans, producer credit card schemes, e-commerce, trade and infrastructure financing and insurance. Creatively, it aims to build capacity through design-led skill development and in management, marketing, trade facilitation and monitoring and evaluation systems.

#### Navratna- Jiyo's Vision for Products & Services

Currently, the company has three active product lines as described above. An expansion to total of nine lines of Jiyo! products and services is planned. These nine lines will collectively be called **Navratna** (Sanskrit for nine gems) and will cover all major skill sets associated with India's creative and cultural industries. The following two images were used to explain the nine lines.

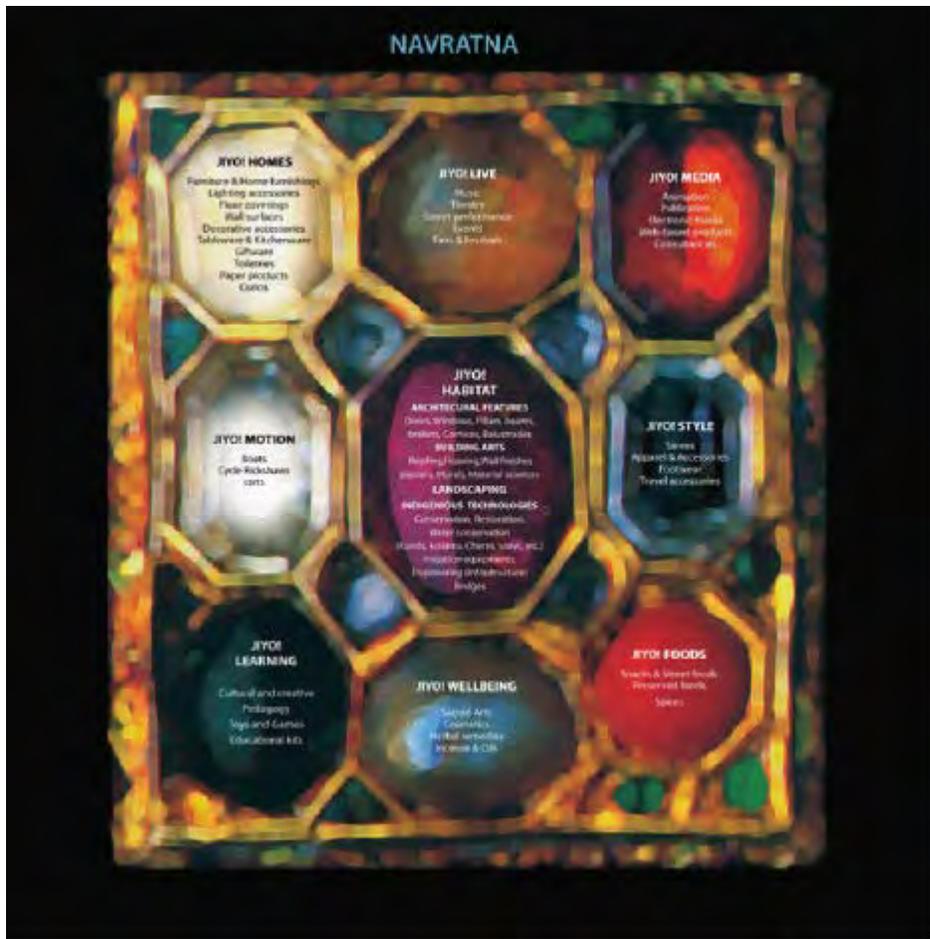


Figure 5: Navrata- Jiyo!’s nine lines

### Jiyo! Community Partnership Model

Working in close partnership with local artisan cluster organizations (called *sanghas* in Hindi) developed by the Asian Heritage Foundation that make Jiyo! products and provide services under the Jiyo! umbrella brand. The diagram illustrates Jiyo!’s collaboration with these organizations.

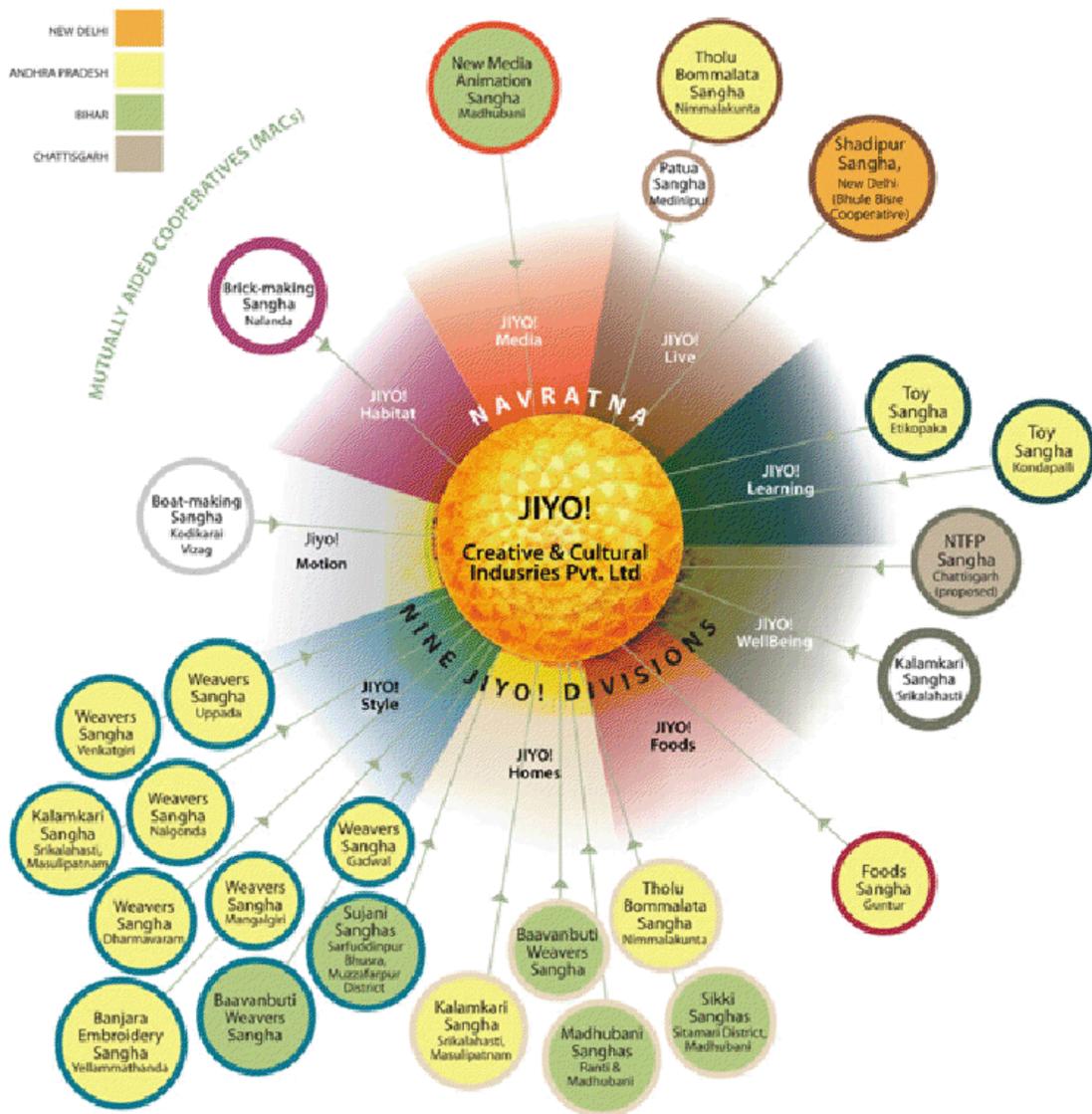


Figure 6: Jiyo!’s Partnership Model

## Jiyo's shareholding structure

Jiyo's shareholding structure is notable as majority ownership is held by locally-based artisan organizations (sanghas). Here is the breakdown of the shareholders, with the percentage of the company which is attributed to each:

<b>Shareholding</b>	<b>Percentage</b>
<b>Sanghas</b> – local artisan clusters held through a Mutual Benefit Trust	<b>51%</b>
<b>Strategic Investors:</b> those investing with long-term capacity building and profit-earning objectives but are supportive of the Jiyo! mission, including high net worth individuals and for-profit companies	<b>26%</b>
<b>Social Investors:</b> Gunijans (senior practitioners) and those who would invest owing to their commitment to the sector and their belief in Jiyo's mission	<b>23%</b>
<b>Promoter Directors:</b> those on the Board of Directors who contribute to the paid-up capital of Jiyo! Pvt. Ltd.	--
<b>Senior Management:</b> members of the Jiyo! Family who contribute to the long-term Jiyo! Vision.	--

Figure 7: Jiyo!'s Shareholding Structure

## Lessons

*This model was highlighted because of the multiplicity of products utilized under one brand. The model also displays how products from various communities can be effectively produced and managed to create a successful brand. In addition, products are categorized into different niches that would allow for competitive pricing and marketing.*

### 4.3 Turtle Village Trust (TVT) – Trinidad and Tobago

The Turtle Village Trust was formed as the umbrella body of major turtle conservation communities in Trinidad and Tobago and facilitates collaboration amongst its members. This entity administers The Turtle Village Trust Business Plan for Trinidad and Tobago which was prepared as part of a comprehensive, concerted and integrated effort at a national level to make significant headway in Trinidad and Tobago's marine turtle conservation efforts while fostering community development through ecotourism. It draws upon the expertise, resources and commitment of the majority of Stakeholders and also encourages coordination and cooperation amongst the various sectors involved in the management of marine turtles.



Many of the turtle nesting grounds coincide with settlements in both islands. Consequently, the TVT has partnered with these settlements to make the project not only more effective in protecting and promoting sea turtles, but also to generate employment in these communities.

The main communities are Matura, Grande Rivere, Toco Region, Tobago and Fishing Pond Village.

The TVT's vision is to position Trinidad and Tobago as the premier turtle watching destination in the world, by providing a unique product and a unique experience. Although the main attraction is Turtle watching, TVT also incorporates elements of eco-tourism, cultural and historical, and recreation tourism, such as Soft adventure, Bird watching, Educational ecology tours, and Nature-based activities – nature trails, diving, camping.

The Board of Directors of the Turtle Village Trust comprises representatives of Wildlife Section, BHP Billiton, Tourism Development Company, The University of the West Indies, M2M Network, Nature Seekers, Save Our Sea Turtles Tobago, Grand Riviere Nature Tour Guide Association, Fishing Pond Turtle Conservation Group.

However, because of the composition of the Board (tourism based) it is necessary to have a technical team in the capacity of a Sea Turtle Research and Conservation Advisory Committee to provide guidance to the Board of Directors to make informed decisions about sea turtle conservation priorities.

This committee operates as an independent organization which will be responsible for the development of marine turtle research plans for Trinidad and in Tobago and to guide the Board

of Directors in the allocation funds for turtle conservation work in a strategic and meaningful way. This committee comprises of representatives from Nature Seekers, Save Our Sea Turtle Tobago, Grand Riviere Nature Tour Guide Association, Fishing Pond Turtle Conservation Group, Forestry Division, Institute of Marine Affairs, Wider Caribbean Sea Turtle Conservation 29 Network, Department of Natural Resources and Environment, Tobago House of Assembly and Fisheries Division. The Structure of the Turtle Village Trust and levels of interface is shown in Figure 6.



Figure 8: Structure of Turtle Village Trust

It is important to note that under this management structure, all community organizations will be able to maintain total independence. Turtle Village Trust will be working with each community group to assist in the accomplishment of their goals in the context of a Primer Turtle Tourism Destination Globally.

### Lessons

*The TVT model was highlighted as a local example that involved one of the mentor groups for the CANARI project. Specifically, the model employed the collective action approach for achieving market access, economies of scale and access to funding support. Greater private involvement was attracted because of a clear defined structure including an executive and management who deal with the daily operations and the Board of Directors that offer strategic direction.*

## 5. Critical Success Factors (CSF)

Arising from the three (3) successful projects undertaken in Latin America, the Caribbean and India, there is significant evidence to determine the critical success factors involved in establishing a collective model inclusive of a regional umbrella brand for rural community development.

### **Critical success factors for the development of a Collective Marketing model**

- ∇ Communities are passionate about the process of collective marketing and are committed to the process
- ∇ Development of an enterprise strategy for the process of transition from a random group of individual community entrepreneurs towards a cohesive group, working towards a defined market objective
- ∇ Good leadership and management systems
- ∇ Understanding of the needs and risks of developing rural businesses
- ∇ Establishment a proper communication system both internally and externally
- ∇ Training for communities in the areas of market access, marketing, finance, customer service, quality control, networking, conflict management, branding, communication, record keeping, market pricing etc.
- ∇ A market led approach to sustainable livelihood promotion
- ∇ Access to funding streams on an ongoing basis to aid the development of this initiative

### **Critical success factors for development of a regional brand**

- ∇ Communities are passionate about the process of regional branding and feel a connection to the region and are willing to take the lead in the rural development processes
- ∇ People in communities are enthusiastic initiators or ambassadors for their communities, country and the Caribbean and are willing to work together to sell their region both internally and externally
- ∇ A strong and common regional identity to mobilize people to take action to preserve and develop their region
- ∇ Building of a network in the region is necessary to facilitate cooperation and knowledge transfer and to harness the brand
- ∇ Coordination over all the actors is necessary and the role of each actor/association in the regional branding process should be well defined
- ∇ A Coordinator should be appointed for the branding process and should be a person that is familiar with the regional context, with a social network in the region and credibility by all important actors
- ∇ Extremely important to market the region internally and take into account the ideas of residents and local organizations. They must feel involve in the process and OWN it!

## 6. Collective Marketing Model for Rural Communities in Trinidad & Tobago and the wider Caribbean region

To focus attention on the essential issues described in the three (3) projects above, the following collective marketing model is as simple and as general as possible while depicting the essential characteristics of the Wakami brand's incubation process and export value chain, the branding elements of the Jiyo! creative and cultural industries rural development company and the governance and operations structure of the Turtle Village Trust.

Based on the current status of the four rural communities targeted by CANARI and with the possibility of developing a regional brand, it is envisioned that a new entity would be required to give testament to the collective marketing action necessary to succeed with this initiative. It is envisaged that the two mentor groups would become the backbone of the proposed model using their experience to spring board this initiative for rural development in Trinidad and Tobago and the wider Caribbean region.

The proposed collective model utilizes a market led approach to sustainable livelihood promotion. The model proposes to:

- √ Empower rural communities through collectivization to achieve economies of scale and better negotiate the market
- √ Link rural entrepreneurs to mainstream markets
- √ Focus on public-private-community partnership
- √ Facilitate and build capacity of rural entrepreneurs
- √ Maximum return to the entrepreneur with minimum additional investment
- √ Demonstrate scalability

### 6.1 Constituents of Proposed Collective Marketing Model

It is recommended that a new separate entity should be formed to marshal the introduction, management and operations of collective marketing for the rural communities. It is envisaged that CANARI will be the lead organization providing administrative oversight and project implementation for this initiative.

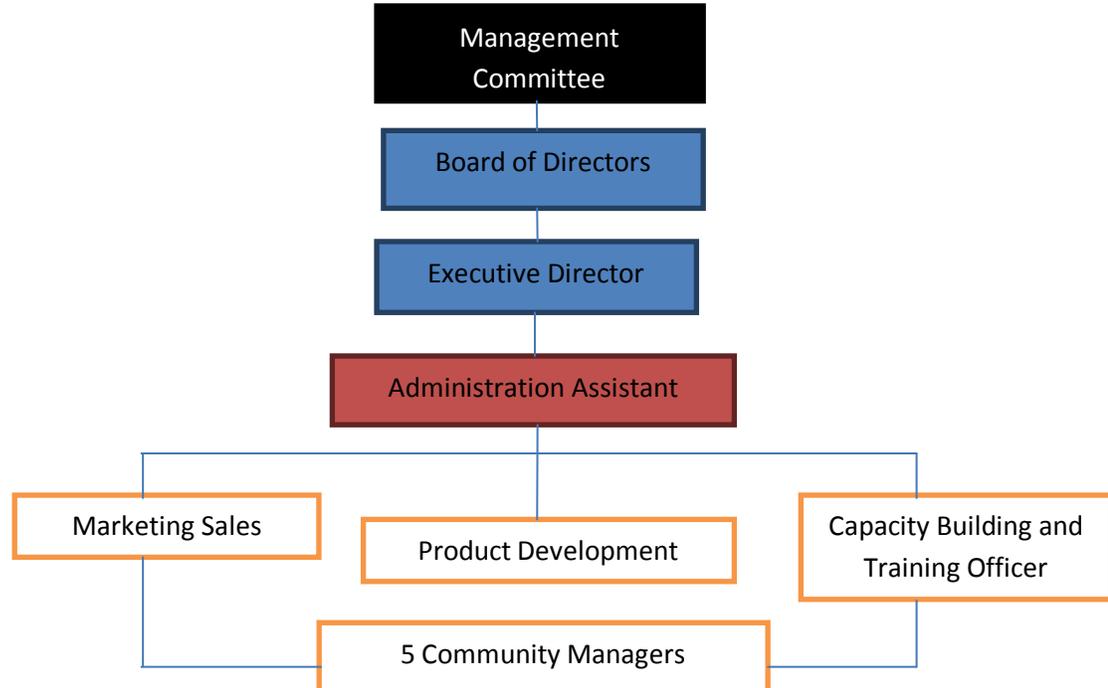
Similar to the operational model and governance structure utilized by the Turtle Village Trust (TVT) it is proposed that a **Management Committee be instituted by CANARI** to support the growth and development for rural communities in the region and to direct the implementation of collective marketing within a structure that includes a Board of Directors that comprise of individuals representing each rural community including the mentor groups Fondes Amandes Reforestation Community Project and Nature Seekers.



CANARI should secure the position on the Board as an honorary member and should seek to hold the position of Chairman in the first instance having been charged with the responsibility for administrative oversight of this committee. Additionally, CANARI as a regional organization will be able to effectively drive the establishment of a regional branding process.

Regarding public and private sector partnership for this project, the following organizations should be approached.

- CANARI
- Mentor Groups
- Ministry of Tourism
- The Cocoa and Coffee Industry Board of Trinidad & Tobago
- Ministry of Housing and the Environment
- National Agricultural Marketing and Development Corporation
- Ministry of Works and Transport, Town and Country and Planning
- Tobago House of Assembly
- Ministry of Community Development, Culture and Gender Affairs.
- Representatives of Rural Communities (Executive members)
- Representatives of two funding agencies i.e. IICA, IDB & OAS
- Regional community representation as necessary



**Figure 9: Diagram showing Suggested Committee Organization Structure**

## 6.2 Operational Processes and Systems

Drawing from the lessons learnt from the rural collective marketing models the adoption of the Wakami Incubation system is considered salient to the success of the collective marketing approach.

Wakami Incubation process should be used to ready the communities for production of their goods and services. This incubation process has 6 steps:

- Cycle 1: Groups are selected
- Cycle 2: Group with a shared dream
- Cycle 3: The group knows what a business is and wants to create one
- Cycle 4: The group becomes a business
- Cycle 5: The business starts production and sales
- Cycle 6: The business improves productivity and sales increase
- Cycle 7: The business is consolidated
- Cycle 8: The business plants its growth
- Cycle 9: The business is ready to grow in an organized way

We are currently in Cycle four of this process. The groups which have been selected are the communities of Blanchisseuse, Brasso Seco, Heights of Aripo, Speyside and Lopinot, which concludes Cycle 1. Cycle 2 requires that the group shares a dream, which already has been established through the workshop conducted on July 27<sup>th</sup>. Also established in this workshop, would be the groups understanding and want to create a business, which is considered Cycle 3 of this process.

To ensure sustainability of these livelihood businesses, it is proposed that the business incubation period should last over a period of twenty-four (24) months. This period allows for hand-holding by CANARI and ensures that the necessary training in skills development, leadership, marketing, branding, accounting, human resource development, institutional frameworks and other management oriented techniques and procedures are provided to these rural business entities.

## 6.3 Branding of Products and Services

With the prospect of regional branding highly favored by local rural communities and with significant benefits to be derived by its institution, the branding of products and services developed by local communities are divided into six categories for the branding purposes. They are as follows:

- ∞ Food products and services
- ∞ Homeopathy
- ∞ Ecotourism
- ∞ Horticulture

- ∞ Craft
- ∞ Aquaculture

The communities create a plethora of food products and services, which include the production of: Sea moss, Spices, Seasonings, Local Juices, Preserved Fruits, as well as the existence of a few Restaurants and Bakeries.

In the field of Homeopathy, the community of Heights of Aripo dries and packages medicinal herbs, while Lopinot produces healing oils from the Carapa plant.

Ecotourism is an aspect which exists in all the communities. It is manifested in a variety of ways such as nature trails, nature tours, and turtle watching and conservation.

Horticulture is another aspect which can be found in all the communities. Organic farming; Flower Farming; Production and Packaging watercress; Processing of Plantain, Corn, and Cassava; Processing of Cocoa products; and the Production of breadfruit and cassava are a few examples of the ways in which they can be seen in these communities.

The communities also produce a variety of Crafts which include Jewelry, Seed craft, Baskets, Bamboo furniture, Maracas among other items.

Aquaculture was an unexpected feature to find in these communities. Many communities participate in fish farming and processing, as well as recreational fishing.

Similar to the Jiyo! It is proposed that products are categorized for branding purposes and to provide a benchmark for quality product development. This means that divisions are set up to manage the operations of each individual product group. This is essential for the marketing and branding of all products produce by the communities.

In light of this, the Management Committee should seek to contract Consultants specializing in each of these areas to assist with the development of these divisions and to provide the basic infrastructure necessary for building the Committee's competence in each category. These Consultants would work with the Management Committee's staff to ensure that knowledge transfer takes place. Additionally, community managers would be co-opted to provide support to officers.

## 7. Goals and Objectives

The overall goal is effective implementation of this project that will lead to an enhanced contribution of collective marketing to sustainable productivity, value added and competitiveness of regional rural communities as a result of enhanced utilization of Collective Marketing Best Practices in Latin America, Trinidad & Tobago and India. It is envisioned that use of this model will lead to improved efficiency in collective market facilitation, greater effectiveness, reduced transaction costs, improved market access and rationalization of a marketing policy for the region.

### Objectives

The overall objectives of this project are:

- i) To create a collective marketing plan that establishes the framework necessary for the institution of a successful collective marketing model
- ii) To create an empowering new brand providing sustainable livelihoods to rural communities in Trinidad and Tobago and the Caribbean
- iii) Adhering to international standards for the sustainable use of natural resources and collaboration with the private and public sectors

## 8. Work Plan

### Collective Marketing Model

**Goal:** *Effective implementation of this project that will lead to an enhanced contribution of collective marketing to sustainable productivity, value added and competitiveness of regional rural communities.*

Objectives	Activities	Time Line	Responsible Party	Performance Measure	Indicative Budget (TTD)
1. <i>To create a collective marketing plan that establishes the framework necessary for the institution of a successful collective marketing model</i>	<ul style="list-style-type: none"> <li>Hiring of consultant to conduct feasibility study</li> <li>Conduct feasibility study to ascertain i.e. determine the asset base for the group; geographical area for communities; normal and potential production for each member of the group etc.</li> <li>Determine</li> </ul>	<p>Feasibility study – 4 weeks (Jan 2013)</p> <p>Training &amp; Development Plan – 4 weeks ( Feb 2013)</p> <p>Collective Marketing Plan – 12 weeks (Feb – April 2013)</p>	Management Committee inclusive of CANARI	<ul style="list-style-type: none"> <li>Regular meetings inclusive minutes, completion of assigned duties and attendance records</li> <li>100% completion of feasibility</li> <li>100% completion of training &amp; development plan</li> <li>100% completion of the collective marketing plan</li> </ul>	<ul style="list-style-type: none"> <li>Feasibility Study - \$150,000</li> <li>Collective marketing Plan - \$250,000</li> <li>Training &amp; Development Plan - \$80,000</li> </ul>

	<p>“first mover products “</p> <ul style="list-style-type: none"> <li>• Determine roles and responsibilities for management committee members including the development of a constitution</li> <li>• Develop time-table for assessing “first” collective action</li> <li>• Conduct market research on an ongoing basis</li> <li>• Establish linkages with other agencies and government</li> <li>• Develop a communication system for internal and</li> </ul>				
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	<ul style="list-style-type: none"> <li>external</li> <li>• Building relationship with suppliers and customers and networking</li> <li>• Regular assessment of the group's progress</li> <li>• Develop training and development plan for communities</li> <li>• Determine revenue streams for community products and services</li> </ul>				
<p>2. <i>To create an empowering new brand providing sustainable livelihoods to rural communities in Trinidad</i></p>	<p>1. <b>Create a strong vision for the region.</b> This includes the development of the following: - develop a small focus group of passionate and committed individuals with a strong community</p>	<p>April – July 2013 (16 weeks)</p>	<p>Collective Marketing Management Committee inclusive of CANARI shape this process</p>	<ul style="list-style-type: none"> <li>• Collective marketing management committee members identified and are in receipt of their mandate to advance the creative branding process</li> <li>• Small focus group to lead regional branding effort in place and working on development of mission</li> </ul>	<ul style="list-style-type: none"> <li>• \$150,000</li> </ul>

<p><i>and Tobago and the wider range ranging from fisher-folk, artisans, craftspeople, culinary artisans and tourism operators</i></p>	<p>focus (3-5persons)          -Create a dream and develop a mission that is clear in its objectives          - develop a regional management committee that includes persons in the various rural communities, public and private sector organisations that are financially and emotionally connected to the vision          -Develop a funding system for organisations and government to invest in this initiative          -Engage a marketing/advertising agency to help design the brand's image and identity among its publics</p>			<p>and vision goals and objectives for the brand</p> <ul style="list-style-type: none"> <li>• Funding system detailed by management committee</li> <li>• Marketing/advertising company engaged by the end of 1<sup>st</sup> Qtr 2012</li> <li>• Bi-monthly progress reports submitted by focus group to management committee</li> </ul>	
	<p><b>2. - Identify regional point of difference</b>  <i>This will be done in collaboration with the Project's Management Committee and the</i></p>	<p>May 1 – 15<sup>th</sup> 2012          (2 weeks)</p>	<p>Management Committee and Small focus group charged with the responsibility to develop the brand</p>	<ul style="list-style-type: none"> <li>• 100% completion of perception surveys in the various territories</li> </ul>	

	<p><i>marketing/advertising company engaged to help develop the brand</i></p> <ul style="list-style-type: none"> <li>-Identify what is special about the region</li> <li>-Determine what is its product hero</li> <li>-Environmentally sustainable products to be identified</li> <li>-Create or include the "X" factor for the region ie. Geographic location etc</li> </ul>				
	<p><b>3. Identify your target market</b></p> <ul style="list-style-type: none"> <li>-Conduct market intelligence</li> <li>-Create a brand promise</li> <li>- Check intellectual property available for trademark</li> </ul>	<p>May 1 – 15<sup>th</sup> 2012 (2 weeks)</p>	<p>Management Committee and Small focus group charged with the responsibility to develop the brand and marketing/advertising agency</p>	<p>-100% completion of market research and analysis activities</p>	
	<p><b>4. - Get local government, business and community buy in</b></p> <ul style="list-style-type: none"> <li>- Start communicating the benefits to the local community</li> <li>- Establish a research centre to help</li> </ul>	<p>June 2012 (4-weeks)</p>	<p>Management Committee and Small focus group charged with the responsibility to develop the brand and marketing/advertising</p>	<ul style="list-style-type: none"> <li>- Signed agreements or MOUs with various stakeholder groups</li> </ul>	

	<p>understand the production of projects in the region</p> <ul style="list-style-type: none"> <li>-Conduct training for community businesses</li> </ul> <p><b>5. Start building fame for the region</b></p> <ul style="list-style-type: none"> <li>-Identify bold gestures to bring the brand alive i.e. hosting of events and/or festivals</li> <li>-Develop a simple and clear message for your brand story i.e Target writers to tell the region's story; co-opt celebrities to promote the brand; start a festival and invite your prospective customers to get an emotional connection with the brand</li> </ul>	<p>June 2012 (4-weeks)</p>	<p>agency</p> <p>Management Committee and Small focus group charged with the responsibility to develop the brand and marketing/advertising agency</p>	<ul style="list-style-type: none"> <li>- 100% completion of publicity and promotion plan</li> <li>- Website development; social media management, traditional marketing medium and PR initiatives</li> </ul>	<p>\$100,000</p>
	<p><b>6. Develop supply chains to your target market</b></p> <ul style="list-style-type: none"> <li>- Form collaborative systems between producers</li> <li>- Institute quality control</li> <li>- <b>Build relationships</b></li> </ul>	<p>July 2012 – (4 weeks)</p>	<p>Management Committee and Small focus group charged with the responsibility to develop the brand and marketing</p>	<ul style="list-style-type: none"> <li>- Signed agreements with suppliers and distributors</li> <li>- Development of customer feedback surveys</li> <li>- Monitoring and progress reports</li> </ul>	

	<ul style="list-style-type: none"> <li>- Market feedback</li> <li>- Deliver the promise</li> <li>- Protect your brand</li> </ul>				
<p><b>3. Adhering to international standards for the sustainable use of natural resources and collaboration with the private and public sectors</b></p>	<p><b>1. Product Certification</b></p> <ul style="list-style-type: none"> <li>- Labeling and packing</li> <li>- Health and safety standards for food &amp; beverage products</li> <li>-adhere to ISO 14001 – the implementation of environmental management systems</li> </ul> <p><b>2. Service Standards</b></p> <ul style="list-style-type: none"> <li>- trained labour force to executive product specific projects i.e. eco-tourism, tour guiding,</li> <li>-training in international best practices as it relates to the different product areas</li> <li>- local tourism certification for tour guides and accommodation providers</li> <li>-to include on-site</li> </ul>	<p>January – June 2013 (6-mths)for products requiring product certification</p> <p>January – June 2013 ( weeks)</p>	<p>Management Committee</p> <p>Management Committee</p>	<ul style="list-style-type: none"> <li>-100% certification of all community products and services</li> <li>- legal and regulatory compliance certification</li> <li>- Customer satisfaction surveys completed</li> <li>- 90% customer satisfaction rating</li> <li>- 100% completion of coaching/mentoring programme for communities</li> </ul>	\$75,000

	coaching and mentoring				
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## **(ii) References**

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