



**Mona School
of Business &
Management**

The University of the West Indies, Mona

Building Competitiveness for Organizational Growth

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Drivers of National Competitiveness

Endowments

- Natural Resources
- Human Capital Resources

Macro Economic Factors

- Macro-economic policies (*Interest rates, Exchange rate, inflation rate etc*)
- Social and political institutions
- Infrastructure

Micro Economic Factors

- Quality of the Business Environment
- Linkages (Clusters)
- Sophistication of company operations and strategy



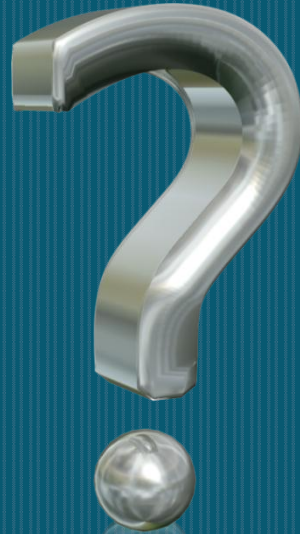
Drivers of National Competitiveness

Sophistication of company operations and strategy:

- The internal skills, competencies and management practices needed to attain the highest level of productivity and innovation.

Enterprise/ Firm Level Competitiveness

What does this mean?





Enterprise Competitiveness

- Enterprise competitiveness is multifaceted
- It entails the ability to:
 - Export to an array of countries without preferential treatment
 - Engage in FDI using local talents and skills
 - Operate at international standards
 - Earn above average returns while competing with indigenous enterprises in the free market

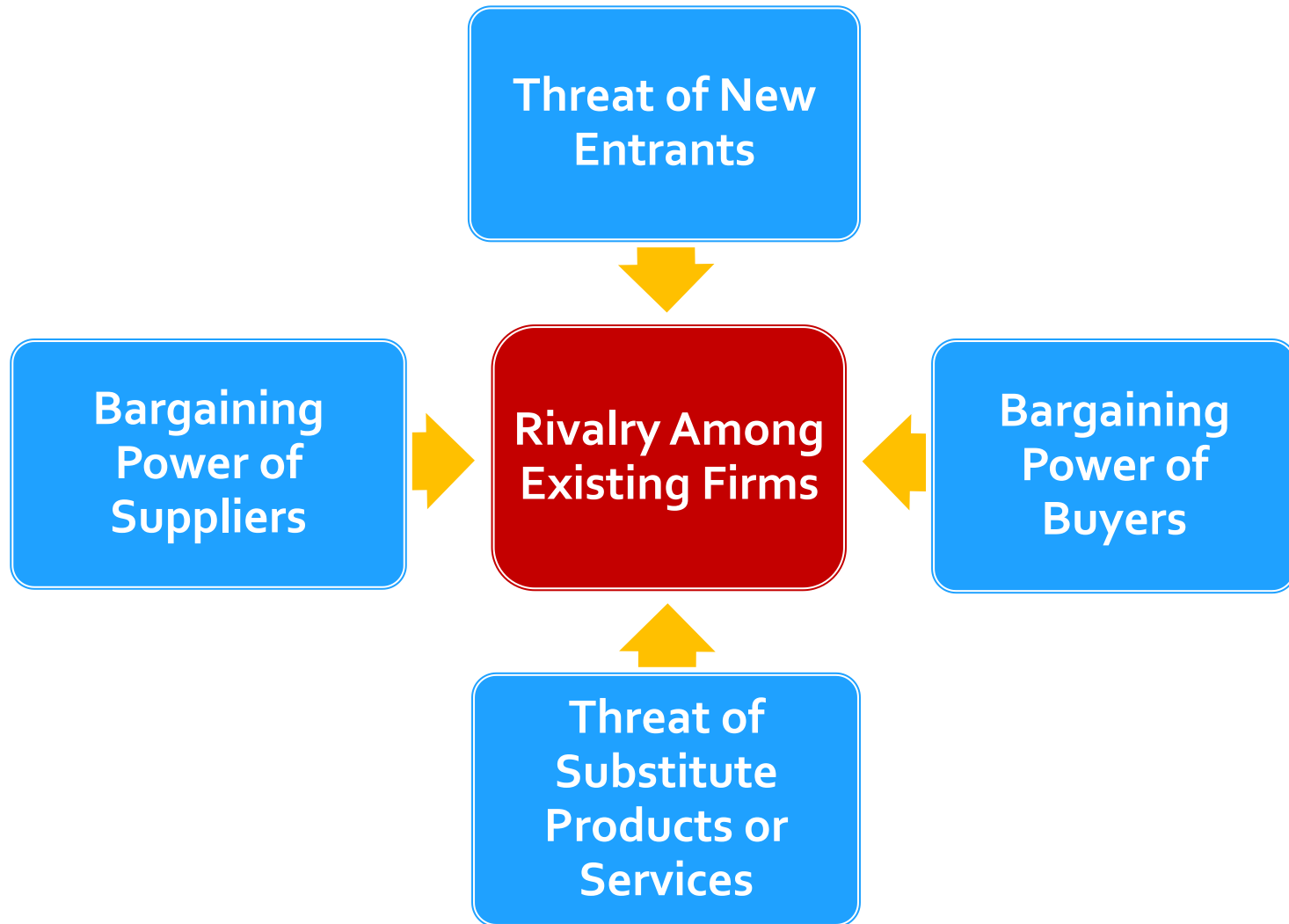
Understanding Your Industry for Competitiveness

What does your industry look like?





The Five Forces Model





Locating Your Firm to Compete: *The Caribbean Reality*

Strategic Advantage

		<i>Strategic Advantage</i>	
		LOW COST	DIFFERENTIATION (Uniqueness)
<i>Strategic Target</i>	BROAD (Industry Wide)	Cost Leadership	Differentiation
	NARROW (Particular Segment)	Cost Focus	Focused Differentiation

Building Competitiveness in Your Firm

Insights from research on Caribbean Enterprises





Five (5) Common Competitiveness Drivers

Effective Risk Management

- Highly focused activities
- Diversification to offset threats

Work Place Transformation & Upgrade of Human Resource Capacity

- Up-skill employees
- Requisite training

Benchmark Against International Standards

- Broader world view
- Good knowledge of the industry



Five (5) Common Enterprise Drivers

Focus on Innovation,
Marketing, Technology &
Quality

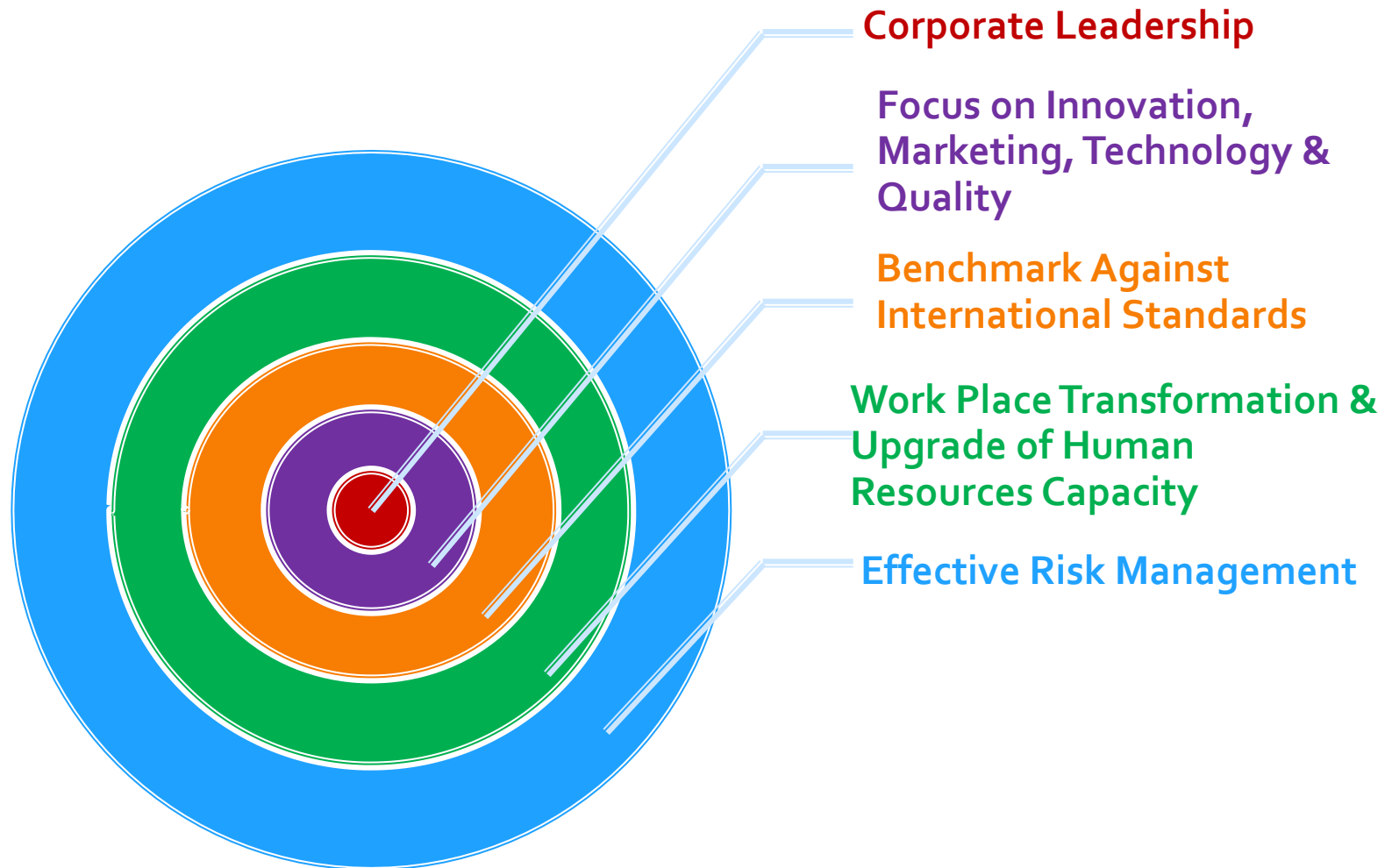
- Marketing was critical for Courts in improving its turn-around
- LASCO was innovative in its soy-based drink
- ISO certification as a mark of quality

Corporate Leadership

- Central to driving change in the organization



Common Enterprise Drivers





Concluding Thoughts

- Within the region, too few countries have companies with a regional presence
- Of the fifteen (15) leading companies with strong cross regional presence (Porter, 2010- DLIC Lecture):
 - Six (6) are headquartered in Trinidad & Tobago
 - Five (5) are headquartered in Barbados
 - Two (2) are headquartered in Jamaica
 - One (1) is headquartered in Guyana
- Companies will require greater cross-regional presence as a step towards improved competitiveness
- Regional presence will help to develop a sense of competition that will compel firms to adopt best practice to improve competitiveness

Thank You