Trendwatching 2013

- Trendy Flavours, Foods & Ingredients
- Crucial Consumer Trends
- From Pasture to Profits

Also inside:

- PG. 6 Working Harder & Smarter
- PG. 12 Fine Wines
- PG. 16 Kaiso In A Bottle
join the

1000's

of businesses that have benefited from our services and special programmes. Whether you are a small, medium or large enterprise, an entrepreneur, or a start-up company, you too can profit from our expertise.

We Assist with

- Establishing and expanding of enterprises
- Penetrating new markets & developing export trade
- Design advisory and innovative solutions services
- Quality business information service
- Conceptualizing, planning & implementing new ventures
- Providing operating space for rent or lease purchase

Barbados Investment & Development Corporation
"Pelican House", Princess Alice Highway
Bridgetown. 246.427.5350 | www.bidc.org

Move your business forward
Persons seeking to register business names, and make inquiries and reports about companies through the Corporate Affairs and Intellectual Property Office (CAIPO) may now do so online.

CAIPO is moving towards the establishment of an electronic platform as it seeks to improve the quality of service, while offering its clients a faster turnaround time.

Officials from CAIPO along with an information technology consultant, recently hosted a meeting for stakeholders, service providers and registered agents who conduct business with the registry, to update them about efforts being made to improve on service quality.

Registrar at CAIPO, Heather Clarke, said the department was seeking to achieve this through the use of information technology (IT) systems, and, therefore, the training of staff, agents and frequent users was an important part of the process.

Presently, stakeholders may go online to reserve business names, determine if there are similar ones, monitor the status of applications, conduct inquiries and make reports.

However, other services such as financial processing, electronic document certificates, electronic document filing, document authentication and file downloads will be among other electronic services which will be offered by CAIPO in the near future.

The Registrar explained that to facilitate such changes the existing legislation first had to be amended and data verified. "We found that some of it was not accurate. So, over the last two-and-a-half years, we worked to make it more accurate. We have now completed that process in the registry," she said.

She noted that additional personnel were currently working on entering the outstanding data into the system and this should be completed by the end of the financial year.

In addition, CAIPO is seeking to upgrade its website to make it more user-friendly and interactive.

Deputy Registrar at CAIPO, Kevin Hunte, explained that the website currently receives a daily average of 800 hits, but challenges were being experienced with the ease of accessibility of forms. However he gave the assurance that this would soon be addressed.

He added that the new website would contain a news banner which would provide stakeholders with frequent updates about matters pertaining to CAIPO and the conduct of business. The updated website will also facilitate easier browsing of the two distinct arms of CAIPO, namely - corporate and intellectual property. (BGIS)

Sale of Plant, Equipment, Furniture & Raw Material

MCM Bedding Limited is offering for sale its entire plant and equipment used for the manufacture of foam, foam products and bedroom furniture. The items of plant and equipment available for sale are as follows.

1. **Sunkist SA1** Foaming (Block) Plant
2. **Sunkist SA2** Splitter
3. **Sunkist SA3** Band Knife
4. **Sunkist SA120** Gimer
5. Table Model Cross Cutting Machine
6. Floor model Rip saw
7. **Gribetz** 64” Quilter
8. **Edgewater** 84” Quilter
9. **Singer** 300 tape Edge Machines
10. **Union Special** flat Stitch Machines
11. **Siruba** Flanger Machines
12. **Air Compressors**

The above items are being offered at a total price of Barbados $250,000.00, plus VAT. *Price negotiable*

**In addition the company is offering for sale: A security system, desks, chairs and filing cabinets, raw materials, mainly quilting fabric.**

**CAIPO Moving to Electronic Platform**

Persons seeking to register business names, and make inquiries and reports about companies through the Corporate Affairs and Intellectual Property Office (CAIPO) may now do so online.

CAIPO is moving towards the establishment of an electronic platform as it seeks to improve the quality of service, while offering its clients a faster turnaround time.

Officials from CAIPO along with an information technology consultant, recently hosted a meeting for stakeholders, service providers and registered agents who conduct business with the registry, to update them about efforts being made to improve on service quality.

Registrar at CAIPO, Heather Clarke, said the department was seeking to achieve this through the use of information technology (IT) systems, and, therefore, the training of staff, agents and frequent users was an important part of the process.

Presently, stakeholders may go online to reserve business names, determine if there are similar ones, monitor the status of applications, conduct inquiries and make reports.

However, other services such as financial processing, electronic document certificates, electronic document filing, document authentication and file downloads will be among other electronic services which will be offered by CAIPO in the near future.

The Registrar explained that to facilitate such changes the existing legislation first had to be amended and data verified. "We found that some of it was not accurate. So, over the last two-and-a-half years, we worked to make it more accurate. We have now completed that process in the registry," she said.

She noted that additional personnel were currently working on entering the outstanding data into the system and this should be completed by the end of the financial year.

In addition, CAIPO is seeking to upgrade its website to make it more user-friendly and interactive.

Deputy Registrar at CAIPO, Kevin Hunte, explained that the website currently receives a daily average of 800 hits, but challenges were being experienced with the ease of accessibility of forms. However he gave the assurance that this would soon be addressed.

He added that the new website would contain a news banner which would provide stakeholders with frequent updates about matters pertaining to CAIPO and the conduct of business. The updated website will also facilitate easier browsing of the two distinct arms of CAIPO, namely - corporate and intellectual property. (BGIS)
## Contents

**January - March 2013**
**Volume 9 #1**

- CAPO Moving to Electronic Platform  | 3
- Editor’s Desk - Trade Shows, Expos & Conferences  | 5
- CEO’s Desk  | 6 - 7
- Notes from Midem  | 8 - 9
- From Pasture to Profits  | 10 - 11
- Fine Wines  | 12 - 13
- 10 Saints launched in UK  | 14 - 15
- Kaiso in a Bottle  | 16 - 17
- The Crucial Consumer Trends  | 18 - 19
- The Trendy Flavours, Fashionable Functional Foods and Hot Ingredients  | 20 - 21
- Energy Drink Market gets a Boost  | 22
- Hot Sauce Catches Fire  | 23
- Imagine it to See it  | 24
- Technoscope - Business Intelligence the Smart Choice...  | 25
- BBC Notebook  | 26
- Ecoscope  | 27
- When In... Cuba  | 28
- TradeScope  | 29
- Manufacts  | 30 - 31
- 10 Saints In UK  | 32

---

### Notes from Midem

The BARBADOS BUSINESS CATALYST is published quarterly by the Research, Information and Design Services Division of the Barbados Investment & Development Corporation. It offers information and advice on trade and commercial issues to the business community. Information contained herein may be reproduced if accredited to the BIDC. Items of interest to local manufacturers, exporters, entrepreneurs and potential investors are welcome.

**Editor:** Jane Brome, Email: jbrome@bidc.org

**Editorial Team:**
- Fern Lewis, Email: flewis@bidc.org
- Pedro Hutchinson, Email: phutchinson@bidc.org
- Sylvia Taitt, Email: staitt@bidc.org

**Design & Layout:**
G&A Communications Inc.
Cnr. Harts Gaps & Hastings Main Road,
Christ Church.
Tel: (246) 437-2214; Fax: (246) 228-5204;
E-mail: info@gadesign.com.bb

---

**Disclaimer:**
Some of the views expressed in this publication are the views of the writers and not necessarily those of the BIDC. © 2013 BIDC.

**Printed By:**
COT Caribbean Graphics, #16 Newton Industrial Estate, Christ Church.
Tel (246) 420 8550 • Fax (246) 420 8555 • Email: sales@cot.com.bb
Have you ever thought about completely changing the way that something is done, thought about, or made?

What’s holding you back from giving life to that?

2013, it is predicted, will be the perfect storm of necessity and opportunity. Those who understand and cater to changing consumer needs, desires and expectations will have plenty of opportunity to profit regardless of whatever market or industry they’re in. We’ve therefore taken some time out to engage in a bit of Trendwatching.

In addition to looking at some of the key consumer trends likely to be surging over the next few months, this issue features some of our own trendsetters in tune with the evolution of consumer needs.

In these pages, we’ve captured the success stories of the company behind Barbados’ lone hand-crafted beer, the connoisseur who has developed an explosive line of liqueurs and the food scientists who channeled her expertise into an exotic line of fruit wines. These products all fall into the category of beverages predicted to dominate the top 10 drink menu trends for 2013.

This edition also points to the trendy flavours, fashionable, functional foods and hot ingredients showing in food and beverages while highlighting new consumer behaviours, new ideas, innovations, directions and technologies.

So having laid out the options of what’s hot and what’s not how do you respond?

The SME Toolkit for South Africa offers a 5-point process you can follow:

1. Identify the trends that could have an impact on your industry and business.
2. Classify the trends as opportunities for or threats to your business.
3. Conduct a further investigation to understand the trends better.
4. Determine your response (the “what”) to the trends.
5. Plan your response (the “how”) to the trends.

Bear in mind, trends do not give a precise prediction of the future, but rather serve as guide-posts to help us to prepare for a future that will differ from today.

BCCI BUSINESS LUNCHEON
APRIL 24, 2013

The Barbados Chamber of Commerce and Industry (BCCI) will host its April Business Luncheon on April 24, 2013 at Aquatica Hotel, Aquatic Gap, Carlisle Bay, St, Michael 12:00 pm. to 2:00 p.m. The feature address will be on the topic “Increasing Productivity Through Health and Wellness” to be delivered by Dr. Brian Charles, BSc (Hons.), MBBS, MSc, D.M. (Emerg Med), SCM. Dr. Charles is the Managing Director of Sandy Crest Medical Centre; and Coverley Medical Centre.

Contact: http://www.barbadoschamberofcommerce.com

RENEWABLE ENERGY FINANCE FORUM – LATIN AMERICA AND THE CARIBBEAN (REFF-LAC)
APRIL 30 – MAY 01, 2013

The 3rd Annual Renewable Energy Finance Forum – Latin America and the Caribbean (REFF-LAC) will take place in Miami Florida. This event will bring together the project developers and financiers aiming to scale-up renewable energy in the region.

Contact: http://refflac.com

EXPORT READINESS PROGRAMME
MAY 2013

The continuation of the BIDC’s Export Readiness Programme will take place during the month of May 2013. It will comprise of three seminars in areas key to exporting and will also include a business coaching component. This session will end with a market visit to an OECS territory sometime in the last quarter of 2013.

Contact: Ms. Paula Bourne, Senior Business Development Officer, BIDC. Tel. 427-5350; email: pbourne@bidc.org

SUMMER FANCY FOOD SHOW
JUNE 30 - JULY 2, 2013

North America’s Largest Specialty Food & Beverage Event will be in New York City. Discover 180,000 products including confections, cheese, coffee, snacks, spices, ethnic, natural, organic and more. Connect with 2,400 exhibitors from 80 countries & regions.

Contact: http://www.specialtyfood.com/fancy-food-show/summer-fancy-food-show
It is generally accepted that economic growth does not necessarily result in economic development. Economic development however is not possible without economic growth.

For countries like Barbados, economic expansion is a prerequisite for the provision of the resources necessary for the continued improvement in the standard of living. The economic downturn, occasioned by the worldwide economic and financial crisis, has been a bump in the road as this country’s growth path took a negative turn, resulting in a decline in the indicators of economic development.

In order for us to get over this hump and return Barbados to a path of sustainable growth, agencies like the Barbados Investment and Development Corporation (BIDC) must play a pivotal role. The reality is that these developmental agencies will have to do more with less. This means that we will not only need to work harder, but also smarter. We at the BIDC are however confident that we have the human capital and talents to do so.

**MUCH OF OUR SUCCESS IN THE FUTURE WILL BE DEPENDENT ON THE RIGHT MIX OF:**

CLEAR POLICY

+ (VISIONARY LEADERSHIP X EFFICIENT MANAGEMENT)

+ HIGH STAFF ENGAGEMENT

= CUSTOMER SATISFACTION + ECONOMIC DEVELOPMENT
Within this formula for success, there must be clear, unambiguous policy from the Government. In addition, the Corporation’s Board of Directors must set the parameters for implementation of that policy and the Management team must carry out the Corporation’s mandate in an efficient manner. Efficient implementation of the mandate requires visionary leadership of their respective teams. Managers must provide an environment in which their team can show initiative, feel respected and inspired to work diligently, and feel highly engaged and be proud to be a part of the BIDC. So long as there is a positive trend on the left side of the equation, the right side will grow exponentially.

Cognizant of this, and in keeping with its position as a leading agency to spur economic growth in Barbados, the BIDC has crafted a strategic plan for 2013-2016 geared towards stimulating the economy. The Corporation, in executing its programme, is however taking a more project/goal-oriented approach, a significant departure from the previous business-as-usual methodology. We have identified where we want to go, how to get there and the role which each of our corporate units has to play. We have sought to ensure that our programme is innovative and integrative, placing much emphasis on the developmental role of the Corporation as well as our national strategic goals.

Within the programme, we are seeking, wherever possible, to engage in activities that cut across economic sectors. We will, for example, be placing increasing emphasis on utilizing output from the agricultural sector in the manufacturing sector. Whereas the major activity has been through the manufacture of condiments, jams, syrups, and so on, the new approach will involve a wider utilization of agricultural produce. In this regard, the BIDC will engage in a strategic partnership with the Barbados Agricultural Development and Marketing Corporation (BADMC), the Ministry of Agriculture and farmers to explore the commercialization of products from cassava, sweet potato, sugar cane and yams, amongst others; thus strengthening that link between agriculture and industry. A major project being undertaken is the production of high quality leather from the hides of the Barbados Blackbelly Sheep to be used for the production of high-value leather goods.

Another cross-sectoral activity is our “One Last Taste - ‘til you come again” initiative. This programme will take manufactured goods to visitors to Barbados in a way that capitalizes on the great experience of the Barbadian lifestyle. The idea is to offer visitors who would have experienced a great stay in Barbados, the opportunity to take away a memory in a modestly priced package of Barbadian products. These products will be made available at the air and sea ports.

Mindful that the BIDC and the things we do must always be relevant, the Corporation’s “Explore To Grow” initiative identifies new products and services opportunities and also helps to improve existing ones to make them more attractive to changing demographics and emerging markets.

The BIDC recognizes its critical role in advancing the economic goals of the Government of Barbados. One stated goal is that of moving the island towards a Green Economy. The provision of alternative (green) energy is a major plank for economic growth and development and the BIDC intends to be in the forefront of facilitating and driving this initiative through measures that will reduce our reliance on fossil fuels as well as provide entrepreneurial opportunities to build a vibrant green energy sector.

There are several other initiatives planned and we eagerly look forward to the unveiling of them. At the same time, we recognize that integral to all of these efforts will be an enhanced relationship with our customers, as well as improved levels of staff engagement within the Corporation. The new thrust must have excellent customer relations and service as its main pillars. None of the foregoing is possible if we do not deliver timely and efficient services to our clients. We are committed therefore to ensuring that we have well-trained, courteous, efficient and highly-motivated members of staff to deliver our services and roll out our programmes.
And it has now positioned some of the island’s best in the creative industries to capitalize on an abundance of opportunities and possibilities. Their participation in the International Music Conference and Trade Show in Cannes, France, January 26-29, was facilitated through the Barbados Investment & Development Corporation (BIDC).

The delegation, led by BIDC Director of Export Development and Promotion, Mrs. Sonja Trotman and Senior Business Development Officer, Mr. Modou Diagne, included international singers/songwriters Stedson “Red Plastic Bag” Wiltshire and Rupert “Rupee” Clarke; producers/publishers Andrew Denny from Andrew Denny Productions Inc., Fabian Worrell from FM Music; Adam Elias (King Bubba FM) from Platta Studio and Stewart Mottley, representing saxophonist Arturo Tappin.

Speaking during a media briefing hosted on the return of the delegation, BIDC Chief Executive Officer, Dr. Leroy McClean explained, “The BIDC’s primary objectives in facilitating attendance at MIDEM were to provide local music industry practitioners with an opportunity to network with global counterparts, senior music label executives and music industry specialists with a view to building strategic alliances which could result in publishing, distribution, recording and performing/touring opportunities.”

He noted that MIDEM also presented an opportunity to facilitate the earning of foreign exchange through negotiated contracts (publishing, distribution, licensing, etc.) and to attract international business and joint ventures. The idea, he added was to raise the profile of Barbados in the international market as a pool of talent, with excellent professional recording facilities, as well as a source for high-quality music production services and artiste management services.

Participation in MIDEM was also aimed at improving Barbados’ global market reach, creating promotional opportunities which can result in international collaborations, and increasing visibility and international exposure for Barbadian music professionals.

“Delegates ...expressed amazement at the range of money-making opportunities available to musicians, saying they were only made aware at MIDEM.”
Delegates present during the media conference supported the position that they had indeed reaped rewards from attending the expo and expressed amazement at the range of money-making opportunities available to musicians, saying they were only made aware at MIDEM.

Wiltshire, while noting that his intention at MIDEM was to expose his vast catalogue, said he also had the opportunity to look at licensing and publishing.

“Being at MIDEM made me realise that here in Barbados we are barely scratching the surface in terms of how we view music. There is so much more we need to consider,” he said, while stressing the need for artistes to be cognisant of what is really happening in the marketplace.

While thanking the BIDC for the opportunity to participate, Wiltshire said, “This programme to MIDEM can only help us as artistes in Barbados to make sure we reap the rewards from our music and our work and that we take our rightful place in the world of music. We have to stop thinking about making music just for Crop Over because that is really only scratching the surface of what is really out there for us.”

He was particularly impressed with the money-making avenues for musicians in the area of digital music.

Like Wiltshire, Denny said the digital transformation of the industry had moved at such a rapid pace that “if you are not aware of it you can be focusing your energy in the wrong areas trying to maximize your profits”. He revealed that he had not only acquired lots of helpful industry information but also had two confirmed customers.

Clarke said his attendance at MIDEM was life-changing and that the experience could not have come at a better time, given his plans to release a new album this summer. That album, he noted, would incorporate many of the elements he was exposed to during the event.

*MIDEM, the Marché International du Disque et de l’Édition Musicale, brings together leading executives, decision-makers and people of influence, making it the place to do business for music.*
FROM PASTURE TO PROFITS

Blackbelly Sheep Project Launched

The Inter-American Institute for Cooperation on Agriculture (IICA), with the funding from Canada’s Department of Foreign Affairs and International Trade, and support from the Barbados Investment and Development Corporation (BIDC) and the Barbados Sheep and Goat Producers Association (BSGA), has embarked on a project aimed at sensitizing, training and providing mentorship opportunities for youth interested in the Blackbelly Sheep industry.

The project, officially launched on February 14, 2013, at the Pelican Craft Centre, Princess Alice Highway, will seek to cover all aspects of the industry from husbandry and the supply of inputs to the creation of value added commodities such as leather, jewellery, and spa products.

Activities earmarked for this Bds$100,000 project include a Blackbelly Sheep industry opportunity seminar targeting young farmers in livestock rearing, and training and mentorship programme for young entrepreneurs/livestock farmers. Additionally, young entrepreneurs will be sensitized to the benefits of developing the value-added elements of the sub-sector and specific operational and business models, in order to direct them in the processes required from ‘farm to table’ to ensure the viability of the Blackbelly Sheep industry.

At the end of the projected period, it is expected that young farmers/entrepreneurs will be better informed and prepared to invest in the industry as a profitable business venture.

“... young farmers/entrepreneurs will be better informed and prepared to invest in the industry as a profitable business venture.”
Minister, the Hon. Denis Kellman, speaking during the official launch, said if the manufacturing sector was to diversify, other export niche markets such as the tanning of leather from the Blackbelly Sheep and making use of its many applications must be an option. Government is therefore exploring the construction of a tannery on the island.

The BIDC, in support of the project, has been investigating the value-added components of the Blackbelly Sheep industry as part of its Explore To Grow initiative. The BIDC’s vision is to see a Geographical Indicator (GI) designation or certification mark for the Blackbelly Sheep, the production of leather from the sheepskins and the launch of a high-end, high-quality leather collection.

Representatives of the Ministry of Agriculture, Food, Fisheries and Water Resource Management are also collaborating on the advancement of the project.
Artisan Spirits

Fine Wines: Company offering unique blends and fusions

In this edition, we aim to put the spotlight on new ideas, directions and technologies and some of the companies behind them. In addition to looking at some of the key consumer trends likely to be surging over the next few months, this issue will focus on Barbados-based trendsetters in tune with the evolution of consumer needs. We share with you the story of NFUZE, established by Food Scientist, Ms. Crystal Merritt.

WHAT'S THE NATURE OF YOUR BUSINESS?

NFUZE specialises in the production of natural fruit wines and liqueurs. We add a twist to our products by doing unique blends and fusions. Some of the products we have on stream are Mango-Passion Wine, Tamarind-Spiced Wine, Golden Apple ‘N’ Ginger Wine, Guava ‘N’ Ginger Wine, Gooseberry Wine, Soursop Kick Punch, Original Cream Liqueur, Chocolate and Mint Liqueur and Mocha Liqueur.

WHEN DID YOU START THE BUSINESS?

The business was registered less than a year ago. We officially launched in October 2012.

WHY DID YOU CHOOSE TO START THIS BUSINESS?

From time to time, I picked up various hobbies. I’ve tried learning to play the acoustic guitar, scenic photography, baking, cheesemaking and now winemaking. The winemaking really started from a bet between a colleague and myself. He boasted about how he used to help his mum as a kid, but for me I’d never done it prior the bet so it was a case of practical experience versus ‘book sense’ as I have a MSc. in Food Technology - Quality Assurance. He threw out the challenge, I took it and won. From then, I started making small batches and giving away to friends and family who encouraged me to take it a step further.

WHAT DID IT TAKE TO GET THE BUSINESS STARTED?

Firstly God; also strongwill, determination and discipline; financial inputs from savings and strong family/friend encouragement and support.
I have a few new product ideas and over time will experiment with them. I’ve started doing fruit vinegars for cooking recently. Eventually I also want to incorporate cheese manufacturing but that is a complete project altogether and will need some time and dedication.

WHAT CAN WE LOOK FORWARD TO FROM YOUR COMPANY?

New unique flavours, blends and fusions.

For more information on the NFUZE line, contact the company at email: nfuzefoods@gmail.com or telephone (246) 260-8057.

HOW HAS THE BIDC BEEN ABLE TO ASSIST YOUR COMPANY?

BIDC has been there to offer technical assistance from business planning, logo concept and labels to assistance with sponsorship at trade shows so my products can have exposure. Many thanks to BIDC, namely my business development officer Ms. Sharon Thomas, Ms. Coral Taylor, Mr. Michael Bynoe, Mrs. Madaleine Headley-Woodroffe and Mr. Michael Piggott.

HOW HAS THE MARKET BEEN RESPONDING TO YOUR PRODUCTS/SERVICES?

So far, I’ve received an overwhelming response. My challenge now is trying to keep up with demand as I am trying to transition from small scale to a larger scale to make accommodations for persons interested in the products.

WHAT’S THE ONE THING YOU’D SAY YOUR COMPANY DOES BETTER THAN OTHERS?

Most importantly we try to be different from the other companies by our fusions. Besides this, we provide quality products, we provide personalised labels for special events and occasions, and we provide quality customer service.

ARE THERE ANY PLANS TO ENHANCE EXISTING PRODUCT LINES OR INTRODUCE NEW PRODUCTS/SERVICES?

Most importantly we try to be different from the other companies by our fusions. Besides this, we provide quality products, we provide personalised labels for special events and occasions, and we provide quality customer service.
10 Saints hand-crafted beer is now being sold in the United Kingdom (UK) market.

The official launch in early February, comes following the Barbados Investment and Development Corporation’s (BIDC) introduction of the beer to the UK as part of its market development programme. Though incorporated into the programme for just a year, the BIDC’s UK market representative Pete Martin indicated that the company has so far had really good results. The BIDC also sponsored the beer’s promotion at RumFest UK, the biggest international rum festival which prides itself on bringing together the finest rum, great food and a range of educational seminars and entertainment.

10 Saints, named after the 10 Saint parishes of Barbados, is a premium, micro-brewed beer, uniquely aged in Mount Gay ‘Special Reserve’ rum casks, from the world’s oldest distillery. This complex brewing process produces a smooth, full-flavoured yet refreshing lager beer with oak and rum notes.

The Barbados Business Catalyst spoke with the 10 Saints Brewery Company Limited’s Glyn Partridge, on the company’s export success.
Q. You’ve recently launched 10 Saints in the UK. What has been the response to the product there?

A. Extremely positive. Both the distributor trade and consumers genuinely love the smooth balanced flavour of 10 Saints. We launched less than a month ago through Bibendum Wines Ltd., the UK’s leading wine and spirit distributor. We have so far restricted distribution to the on-trade where we are now available in many of London’s top trendy restaurants, bars and private members clubs, including La Floridita, Trailer Happiness and Milk and Honey. In addition, we have a national listing in 16 Living Room piano bars and restaurants frequented by numerous celebrities, including many Premier League players. We are investing and working to genuinely build a premium brand in the top end of the market. This is the most difficult strategy to develop but will result in long-term growth. The next stage of development will include gaining listings in upscale retail chains.

Q. What other markets have you penetrated and how has the beer been performing in those?

A. We are so far only in Grenada where sales are beyond expectations. Though due to high costs and duties we are selling at a super premium price, sales per outlet are very high. Again consumers appreciate the distinct flavour.

Q. Are there any plans to expand into other markets in the near future?

A. Yes, we are shipping to Antigua and St Vincent this month and plans are in place to launch in the US this spring, followed by Scandinavia and Canada.

Q. What’s the one thing you’d say makes your beer better than others?

A. Our unique process of Oak Aging gives 10 Saints a flavour like no other beer.

Q. What can we look forward to from your company?

A. We are currently focused on maintaining a great quality product and expanding our international footprint.
One bottle of Kaiso Exotic Blends’ liqueurs, endless possibilities. It’s a product line packaged with more than the aromatic experience of tropical scents and the oral stimulation of sweet, flavour-infused spirits. That’s because the unique blends when paired with beverages of choice, produce a list of cocktail mixes as limited only as your imagination.

Ever wanted to try a taste of a Blue Note, a Blue Moon, a Smurf or a Blue Beer? Well, those are just some of the cocktail creations possible with this blending house’s flagship product, Caribbean Blues Liqueur. The master blender behind the Kaiso line has perfected a combination of five flavours which he said means “Caribbean Blues can be mixed with almost anything”. This and others in the line of liqueurs have captured multiple top accolades at the National Independence Festival of Creative Arts (NIFCA). The Blues has even been used in a cheesecake recipe by another entrant that stole the heart of judges to capture a gold award.

Mr. Barrow’s experimentation with mixing started when he was just eight years old. His first product was a coffee liqueur rivalling the likes of the then popular Tia Maria. As he grew up there were many more experiments with flavours throughout the years, with an ever-increasing demand from friends, family and the wider public who enjoyed the various mixes. Buoyed by his love for blending drinks and the joy of entertaining, he eventually started Kaiso Exotic Blends, and with a team of innovators (Denniston, Ricardo, Gail, Andrew, Fay and Cecile) who research the market trends, the company seeks to develop and manufacture products in line with consumer needs and demands.

“We put a lot of thought into the flavours and blends and what the market wants. A new flavour is never released until it is pleasing to the palette. We engage taste testers and harsh critics who tell you straight if you’re not ready,” he insisted.

Barrow noted, “My wife is one of my biggest critics. She tells me when I need to go back to the drawing board to get it right and where it might need a bit of tweaking here and there.”

The Kaiso line includes the cordials: Caribbean Blues, Tropical Soursop, Coconut Fusion and Lemon Lime and a line of creams - Chocó Mint, Hazelnut, Coffee and Soursop. It also carries a range of premium cream liqueurs - Chocorange (chocolate and orange), Amaretto and Chocomel, a combination of chocolate, coconut and caramel. These are packaged in a uniquely crafted, glazed blue clay bottle which preserves it at a cooler, ready-to-serve temperature utilising the traditional method of cooling drinks by storing in a clay monkey pot.

The company produces additional lines of liqueurs utilizing local seasonal fruit like sorrel, dunks and soursop.

Kaiso is also keen to create special blends for niche markets within the restaurant, bar and accommodation segments and offers customized products for special occasions like corporate awards dinners and office parties.

Barrow and his team seek to satisfy customers by offering a distinguished brand, competitive pricing, variety and efficient service, a mix that is difficult to duplicate.

He explained, “We live in an age of change, brand consciousness and business revolution. We use our experience and expertise in mixing and blending as one of our biggest strengths, keeping our brand fresh in our consumers’ minds.”

“Working with graphic artist Ricardo, we’ve recently rebranded with new packaging in order to upgrade our labelling; to capture everything that is Kaiso. Our aim is to be fresh, impactful, exciting and to bring the product up to a higher standard.”

The response which the company received at the recently held Agrofest is perhaps testimony to the strides it has made. According to Barrow, “that was our first major public showing and the response was phenomenal.”

Looking to the future, Barrow said, “We have a line of new and exciting flavours in the works. Our vision for Kaiso is to be on the leading edge of innovating and creating new flavours. Always as a market leader, never a follower.”

KAISO! The Rhythm’s In The Mix!
BLUE NOTE
2 shots Caribbean Blues
1 shot Vodka
Grapefruit Soda

Pour Caribbean Blues into a highball glass with ice, add Vodka and top up with Grapefruit Soda. Garnish with a slice of grapefruit.

BLUE MOON
2 shots Caribbean Blues
1 shot Vodka
2 shots Coconut Cream

Pour Caribbean Blues, Vodka and Coconut Cream into an ice-filled shaker. Shake well and pour into a fancy glass over ice.

COOL BLUES
2 shots Caribbean Blues
Coconut Water
1 shot Vodka (optional)

Pour Caribbean Blues into a highball glass with ice, add Coconut Water. Vodka optional.

LOVE IN THE GRASS
2 shots Caribbean Blues
1 shot White Rum
Mango Juice (Nectar)

Pour Caribbean Blues into a rock glass with ice, add White Rum and top up with Mango Juice (Nectar).

STAR GAZER
2 shots Caribbean Blues
1 shot Vodka
Red Grape Juice

Pour Caribbean Blues into a rock glass with ice, add Vodka and top up with Red Grape Juice.

PASSIONATE BLUES
2 shots Caribbean Blues
1 shot White Rum
Passion Fruit Juice

Pour Caribbean Blues into a rock glass with ice, add White Rum and top up with Passion Fruit Juice.

SMUURF
2 shots Caribbean Blues
1 bottle Smirnoff Ice Black

Pour Caribbean Blues into a highball glass, add Smirnoff Ice Black. Ice optional.

BLUE BEER
2 shots Caribbean Blues
1 bottle of Beer
1 shot of Vodka (optional)

Pour Caribbean Blues into a beer glass, add beer. Vodka optional.

BLUES ‘N MOJITO
2 shots Caribbean Blues
Mojito Mix

Pour Caribbean Blues into a rock glass with crushed ice and top up with Mojito Mix.

FIZZY BLUES
1 shot Caribbean Blues
Sparkling Wine – Alcoholic/Non-alcoholic well chilled

Pour Caribbean Blues into a wine glass and top up with Sparkling Wine. Ice optional.
The Crucial Consumer Trends

ConSUMER TRENDS AREN’T LIKE THE SEASONS: THEY DON’T PLAY OUT NEATLY ACROSS CALENDAR YEARS. They emerge via the cross-pollination, re-combination, meeting-and-matching of existing and new consumer behaviours and innovations, and once they’ve emerged they constantly evolve.

DATA MYNING, WHY CONSUMERS WANT ‘GOOD’ DATA NOT ‘BIG’ DATA

If data is the new resource, expect consumers in 2013 to start demanding their share of its value. To date, the ‘big data’ discussion has focused on the value of customer data to businesses. Now, increasingly savvy consumers will start to reverse the flow: seeking to own and make the most of their lifestyle data, and turning to brands that use this data to proactively offer customers help and advice on how to improve their behaviour and/or save money. A word of warning: brands will have to walk a fine line between offering consumers a valuable and ideally seamless service, and freaking them out with aggressive if not downright scary ‘services’. Yes, consumers want to feel served to, but they don’t like to be watched.

DIGITAL TECHNOLOGIES ARE THE NEW MEDICINE

Digital technologies are the new medicine, as doctors and physicians turn to health apps and services to improve health outcomes. We flagged the rise of DIY health last year but increasingly, with over 13,000 health apps in the Apple app store, it’s not a case now of finding an app, but finding the best one; and, given that this is a health issue, one that is accurate and safe. So in 2013, expect consumers to turn to the medical profession and medical institutions to certify and curate these products, with doctors also ‘prescribing’ them, much as they prescribe medicines, as part of a course of treatment. And for health providers, these digital medicines promise to reduce costs by making consumers more aware of their health, improve compliance and allow remote monitoring that can pick up warning signals earlier. Even if you’re not in the health industry, and think Appscriptions isn’t relevant for you, we bet that an hour spent considering the bigger underlying trend — towards mobile driven service delivery — could yield some profitable new insights.

MOBILE MOMENTS

For those wondering where mobile will head next, one behavioural insight should give you plenty to run with: in 2013, consumers will look to their mobile devices to maximize absolutely every moment. Hectic, urban lifestyles mean that no amount of time will be too fleeting, or activity too absorbing, to cram in more content, connection, consumption or simply more fun. All of which means the next 12 months will see an explosion in mobile moments: products, services and experiences that will enable mobile-loving consumers to embrace a seamless lifestyle of multi-if-not-hyper-tasking.

PRESEUMERS AND CUSTOWNERS

This year will see passionate consumers embrace two innovative new consumption models: becoming Presumers and Custowners. Presumers love to get involved with, push, fund
and promote products and services before they are realized. And thanks to countless new crowd-funding platforms and new manufacturing technologies that are finally tipping into the mainstream and a burgeoning, global cult of entrepreneurialism at large, the coming months will see them have more opportunities than ever to do so. Custowners are consumers who move from passively consuming a product towards funding/investing, if not owning a stake in the brands they buy from. However, these increasingly business-savvy consumers are often looking for both a financial and an emotional return, and therefore only brands that are open, friendly, honest, trusted, transparent and somewhat ‘human’ will prove able to attract enthusiastic Custowners.

BRANDS’ WISHES WILL BE CONSUMERS’ COMMAND

Expect to witness a daring change in the relationship between ambitious, responsible brands and their customers. Switched-on brands that are embarking on the much-needed journey towards a more sustainable and socially-responsible future will demand that their customers also contribute, and in doing so earn the respect of even the most hyper-demanding of consumers. But consumers aren’t going to put themselves out for brands unless they truly believe in the bigger vision. So, in positioning yourself as a DEMANDING BRAND, make sure you’re 100% transparent and sincere. Otherwise, it’s time to stick to being a servile brand. One more thought for demanding brands in 2013: it’s one thing being temporarily demanding as a stunt to grab consumers’ attention, but quite another to make meaningful demands on an ongoing basis.

IT’S TIME FOR PRODUCTS THAT GIVE BACK

Recession or no recession, one of brands’ major quests is for more ecologically sustainable activities. So here’s just one small, sign-of-the-times eco-mini-trend for 2013: the phenomenon of products and services that quite literally contain new life inside. Rather than being discarded or even recycled, these products can be planted and grown, with all the eco-status and eco-stories that come with that. Of course, new-life-inside products are not going to solve major sustainability challenges. But more than ever in 2013, there is great symbolic value in creating new, environmentally beneficial life out of a consumer product. And symbolic, even playful statements of your values will resonate with consumers too, especially if they are seen as expressions of larger intent to take more meaningful action.

EMERGING BRANDS

Emerging brands from all over are catering to emerging middle classes. While the last two decades were about developed markets catering to emerging ones, and emerging markets increasingly catering to developed ones, get ready for an explosion in products and services from emerging markets for emerging markets. Think Chinese and Brazilian brands selling to the middle classes in Turkey, India or South Africa or vice versa. On top of that, with these emerging market brands having cut their teeth operating in fast-rising emerging markets and catering to ever-more important emerging middle classes, expect even more of the next global mass market powerhouses to come from emerging markets.

CELEBRATION NATION FLAUNTING THE NEW ‘IT’ CULTURES

In 2013, global cultural capital will continue to be overturned just as dynamically as its financial equivalent. One result? Emerging markets will proudly export and even flaunt their national and cultural heritage in the next 12 months. Symbols, lifestyles and traditions that were previously downplayed if not denied, are being brought up to date, to become a source of pride for domestic consumers, and of interest to global consumers. In case you’re not from one of these celebration nations, then it’s probably time to partner with a hot local brand from an emerging market and bring their flavour to your customers.

NOT JUST TRANSPARENT, BUT NAKED AND PROUD

So what’s next for the mega-trend of transparency? Brands must move from ‘having nothing to hide’, to pro-actively showing and proving they have nothing to hide, and go beyond uttering lofty statements on ‘values’ or ‘culture’ to real, unambiguous and clear evidence or statements about actual results. No, not all consumers will be this demanding, but as total transparency becomes a hygiene factor, even those who aren’t will expect brands to prove their ethical and environmental credentials to those who do care. While the bulk of the examples below might be food-related, the takeaway is clear... only brands that have the utmost confidence in their product and themselves will be able to go full frontal.

AGAIN MADE HERE

Local manufacturing is the new Service Economy. In 2013, manufacturing is coming home, that is, if ‘home’ is a mature market. Driving this trend: the perfect storm of consumers’ ever-greater newism, the expectation of getting just the right product (and now!), eco-concerns and the desire for more interesting status stories, all combined with the spread of new local manufacturing technologies such as 3D-printing and make-on-demand. And of course, consumer embrace of again made here will be welcome news for executives concerned by rising labour costs in China, long lead times and fragile global supply chains.

Source: http://www.trendwatching.com/trends/10trends2013/
We still suffer from an epidemic of obesity that continues to grow and place an increasing health care burden on the economy, according to a study published last summer in The Journal of Preventative Medicine. Paralleling the surge in obesity is the rise in Type 2 diabetes. Obesity and Type 2 diabetes are by no means the only health problems in the modern world, but they have extensive tentacles and are the best evidence of a modern diet gone awry. Another factor shaping the upcoming trends is the fact that the population is aging. People are looking to stay active and engaged and are willing to try products they feel will help them do so.

If you add to the above concerns over global matters, specifically sustainability, it becomes apparent that food trends increasingly are not merely a matter of whim or fashion. The uplifting news is that food and beverage processors, in tandem with ingredient developers and suppliers, have been achieving remarkable success in applying the technology for creating foods and beverages to help address the obesity and diabetes issues in conformity with that perennial trend of, if it has no flavour, consumers will not accept it no matter how good it is for you. Converting many more ingredients to natural forms will be a trend in the New Year. Now that [more] natural forms exist for colour, with greater stability, the trend towards change is becoming dramatic. We’re finding non-GMO and allergen-free ingredients all on the rise. The growth in demand for naturally derived food colouring continues to outpace certified synthetic/ FD&C colour additives. The warning label required for the Southampton Six food colors in the EU has resulted in a de facto ban on equivalents to Red 40, Yellow 5 and 6.

The Southampton Six are the six colours that a 2007 British study connected to hyperactivity in children. They include Alurra Red (also called Red 40), Ponceau 4R (E124), Tartrazine (Yellow 5) (E102), Sunset Yellow FCF/Orange Yellow S (Yellow 6) (E110), Quinoline Yellow (E104) and Carmoisine (E102).

Where obesity is concerned, we’ll see the rise of increasingly targeted products. Weight-management ingredients from carbohydrate sources, ranging from gums and fibres such as polydextrose, resistant starch and inulin/oligosaccharides will lend satiety. And sweeteners such as stevia and monk fruit (luo han guo) will reduce the calories.

Glucose control also will be more prominent. A major area for improvement is consumer awareness and education of what these targeted ingredients can achieve. Alongside sweeteners, fibres and starches, ingredients such as olive leaf extract, chromium picolinate and cinnamon may contribute to better glucose control.

Probiotics continue to be increasingly hot ingredients worldwide, and technology is enabling their use in formulations that subject them to heat, pressure and other conditions that used to kill them before they ever made it to the packaging stage.

On the other side of the microscope, ingredient trends are happening on a macro level. It may have been the antioxidants that helped propel pomegranates to popularity last year (and has kept the term superfruits alive in at least some consumers’ minds), but the root (and source) of this healthy snacking was fruits. Popular fruit flavours for 2013 will include a diversity of
familiar and not-so-familiar items. In the familiar line, mango is still hot and getting hotter as a flavour trend for both retail and food service, along with guava. The not-so-familiar fruits are from the citrus family. They match the flavour trend of sour and tangy that is predicted by many experts for the coming year. The pendulum is swinging back to lower fat foods. Healthier ingredients such as brown rice, high-fibre/ancient grains and vegetable broths, as opposed to fatty favourites such as butter, bacon and cream, are the answers. Vegetables will become a more integral part of meals with dishes such as cauliflower ‘steaks’, squash noodles and celery juice cocktails.

Dishes such as polenta, couscous and bulgur were identified as some of today’s hottest ethnic foods. A number of grains - quinoa, amaranth, millet, wild rice, corn, oats and buckwheat - do not contain gluten and are being moved to the fore as part of the movement to eat gluten-free. Use of bean and ancient grain flours in place of wheat flours also can increase the nutritional profile of foods. Pea flour is another gluten-free substitute; it’s high in protein too. Other flours acknowledged by Troiola are bean flours, such as those from sweet lupin, cici, yellow peas, habas (dried green ima), pintos and black beans, and ancient grain flours from millet, quinoa, amaranth and others.

THE TOP 10 MENU TRENDS FOR 2013

Locally sourced meats and seafood
Locally grown produce
Healthful kids’ meals
Environmental sustainability as a culinary theme
Children’s nutrition as a culinary theme
New cuts of meat (e.g. Denver steak, pork flat iron, teres major)
Hyper-local sourcing (e.g. restaurant gardens)
Gluten-free cuisine
Sustainable seafood
Whole grain items in kids’ meals

THE TOP 10 DRINK MENU TRENDS FOR 2013

Onsite barrel-aged drinks
Food-liquor/cocktail pairings
Culinary cocktails (e.g. savory, fresh ingredients)
Micro-distilled/artisan liquor
Locally produced spirits
Locally sourced fruit/berries/produce
Beer sommeliers/Cicerones
Regional signature cocktails
Beer-based cocktails
Locally produced beer

Information sourced from:
Energy Drink Market Gets a Boost From Young Consumers

Whether it’s synthesized caffeine in a mass-produced beverage or a naturally occurring jolt in an organic snack, energy products are lifting off.

Since flying in on Red Bull’s wings in the 1990s, energy-enhancing products have grown into a multibillion-dollar industry fueled by young consumers. Sales for the industry’s largest segment—drinks and shots—surpassed $8 billion last year, an increase of 124% since 2006, according to market research company Mintel.

Tom Vierhile, innovation insights director for Datamonitor, a business information and market analysis firm, estimates that the energy drink category will grow 8.9% from 2010 to 2015, while the food and beverage industry overall will increase by just 2.9%. He notes a recent survey in which nearly 30% of U.S. consumers said they are highly influenced by energy-boosting benefits when choosing a soft drink.

Supercharged food products are also on the rise. A PricewaterhouseCoopers market report on functional food divides the $20 billion-plus industry into categories according to health benefit, such as weight management, heart health and memory improvement, but the largest segment (29%) is made up of products claiming to boost energy.

"Looking toward the future, you’re starting to see companies getting outside the beverage area and [talking] about energy as a viable benefit for food products," Vierhile says. But he isn’t referring to novelty items like caffeinated waffles. "One of the trends we’re seeing in food these days is [that] consumers are seeking out products on the basis of what they naturally contain," he says.

YouBar, a Los Angeles-based manufacturer of customized energy bars, has been filling that need since its 2006 launch—and has grown every year since. At YouBars.com, users build bars from scratch by selecting from a variety of natural, healthful ingredients (including those with intrinsic energy enhancers); a nutritional label on the page automatically updates to reflect their choices. Owner Anthony Flynn says sales increased 100% in 2011, and he expects them to double again in 2012.

Other companies are pursuing the all-natural energy path, too, even if it means diverging from their core business. Pyure Brands, a Naples, Fla.-based supplier of organic stevia products, branched out from the natural sweetener industry after founder Ben Fleischer saw an opportunity in energy shots. "We found a niche in the marketplace," he says. "Our product is the first certified-organic, sugar-free [and calorie-free] energy shot." Six months after introducing Pyure’s Organic Energy Optimization shot to distribution channels, Fleischer anticipates selling 250,000 to 500,000 units per month.

Whatever the reason—staying awake to complete a business plan, cramming the night before a presentation or just remaining alert throughout the workday—clearly, says Datamonitor’s Vierhile, "there is an interest in energy."
It is a ubiquitous condiment usually bottled in a glass flask or a plastic soda bottle. Barbadians have been for years been using hot pepper sauce on virtually everything, from fish to chicken to pork. It is without question a flavor enhancing experience but internationally hot sauce has just caught fire!

Research firm IBISWorld has recently declared manufacturing of the spicy condiment to be one of the 10 fastest-growing industries in the U.S., with average company revenue jumping 9.3% per year over the last decade. Beyond established companies, thousands of kitchen and garage cooks have begun decocting their own spicy blends, with dozens of new sauces hitting local shelves and mail-order catalogs each year.

Dave DeWitt, producer of the annual National Fiery Foods & Barbecue Show held in Albuquerque, New Mexico, and the authority on all things spicy, likens the hot-sauce explosion to that of craft beer. "It's similar because it's an industry in which people have a vision of a product that they want to create," he says. "So just like in microbrewing, people are using innovation as much as they can."

So what has transformed Americans from ketchup slaves to salsa-swilling heat addicts? IBISWorld and DeWitt both point to the increasing popularity of and exposure to international foods. With that comes demand for zippy condiments like Vietnamese sriracha, Korean chili paste and more complex versions of Mexican salsas. Research firm Mintel reports that sales of sauces and marinades—including hot sauces—jumped 20% between 2005 and 2010 and are expected to increase another 19% by 2015, mainly because people are increasingly cooking at home to save money and want to re-create those international flavors they have come to enjoy while eating out.

While there are literally hundreds of recipes, the main ingredients are mustard, onions, white vinegar, garlic, salt, and the Scotch Bonnet pepper. Variations include adding thyme, cloves, radishes, sugar, and rum. The orange yellow color distinguishes it from other West Indian pepper sauces. Hot peppers are measured by a method known as Scovil units. A green bell pepper, for instance, rates a zero; Tabasco sauce can range from 2500 to 5000 Scovil units. Bajan pepper sauce registers between 30,000 and 50,000 Scovil units or nearly 10 times the heat of "normal" hot sauce. The sauce isn't necessarily debilitating to the tongue but rather delivers a surge in body temperature—it packs "body heat."

At the same time, DeWitt says, hot sauces are maturing. Instead of focusing on extreme heat or crude names like Slap Your Mama and Blow It Out Your Ass, companies are doubling down on flavor, experimenting with fruit-based sauces and toning down some of the heat to appeal to a wider consumer base. "The micro-hot-sauce industry and all the new brands are slowly eroding Tabasco's market position," DeWitt says. "These new chili-heads are trying to come up with a line of products that will appeal to people who like all kinds of cuisines."

Blair Lazar, who founded Highlands, N.J.-based Blair’s Sauces and Snacks 23 years ago (and holds the Guinness World Record for the hottest product on Earth), believes technology is a major driver of the sauce boomlet. "When I started it was hard to even find bottles. Now people can order bottles and get labels off the internet," Lazar says. But the most important reason for the trend, he contends, is that Americans, like much of the rest of the world, have simply fallen in love with heat: "We're not a bland society, that's for sure, so why not turn it up a bit?"

Source:
http://EzineArticles.com/169441
http://www.entrepreneur.com/article/224977-7
Everything we see in reality, we created from behind our eyes. The eyes are but a sensor to pick up our perspectives and perhaps make them appear accurate. I love the notion that we are creative beings; that in our minds we get to imagine, dream and make up anything we want and that our faithful focus on one thought - space creation - sets in motion every resource we need to make it real. At the same time when we imagine another thought, even remotely opposite, we also set in motion its creation into reality.

In short, our minds have created, through their imagination everything that we touch, see, hear, taste and smell in accordance with the focus of our imagination. So whatever we see, whether we like it or not, has to do with how clear we were when we articulated our imaginings. As this issue focuses on new ideas, directions and technologies, I invite you to re-imagine the way you see your world and the way you tend to create it.

This matter is of grave importance for entrepreneurs especially. Our minds are made up of the conscious and the subconscious and we have been taught as entrepreneurs to make strategic plans, business plans, marketing plans, exit plans and a myriad more. At the risk of sounding “irresponsible”, I want to suggest that all of this planning defies our best use of our power. That is the ability to know what we want, to focus on it like a laser, and to trust ourselves to remain disciplined until it is done.

Does that mean there is no need for a plan? No. The problem with planning though is the mentality with which it is approached. We make plans for “just in case”. We focus on planning in the event that the business fails, that someone dies or that people steal. While these things do occur, our continuous imaginings about them keep them in our mind and eventually our body – the vehicle for creating successful businesses that obey our dominant thoughts.

So make your plans to satisfy your stakeholders’ requirements but then go to work on creating the ideas in your mind that point the direction in which you really want your business to go. The most successful entrepreneurs among us speak of having a clear vision and creating a powerful enough drive or feeling around it so that their bodies and minds know exactly what they need to do to execute it while overcoming obstacles.

This requires a massive shift in our creative minds. The actor Will Smith says, “Plan B only serves to distract from plan A.” It challenges us to re-imagine how we create what turns up in our lives. If, for example, we did not have a Plan B for our business, which for many entrepreneurs is falling back on a career they studied at university or settling for less income or smaller goals, joining their parents’ company or simply giving up, many of us would see different results because our minds would be singularly focused and we would therefore approach our businesses accordingly.

The truth is that most of us will get by in our businesses well enough but Plan Bs prevent us from pushing our creative juices to their maximum. Plan Bs allow us to fall short of Plan A, simply because our minds know that Plan B exists.

You have an extraordinarily conscious mind that can imagine anything you wish and you also have one that obeys every instruction given to it. Imagine with clarity something extraordinary for your life and business and watch your world change.

You may not agree with anything I said in this article but like I tell my clients and audiences, “Try it on!” Life is good. Live it with Passion.

Cheryl Gittens is a speaker, consultant and founder of Connect With Your Passion Coaching and coaches highly motivated professionals to turn their passions into lifestyle-supporting service businesses. For a free strategy session, email: cheryl@cherylgittens.com.

“ You can’t depend on your eyes when your imagination is out of focus.” - Mark Twain.
Business Intelligence: the smart choice for a competitive Advantage

By Ashish Uttamchandani

In their highly respected 1985 Harvard Business Review article, Porter M. and Millar V. elaborate on how organizations can achieve a new level of competitive advantage by using information. They state that information can significantly alter the way in which organizations operate and affect the value chain. For the purpose of this article, competitive advantage is defined as a strategic capability an organization has over its rival firms within the same industry.

Fast forward to today and we are well in the information age.

Business Intelligence (BI) provides organizations with a competitive advantage by giving them a 360° view of their operations. This is done by collecting, disseminating and analyzing relevant data. The insights gained by BI allow companies to optimize their processes, receive key business metrics, understand customer behaviour, predict future needs and make accurate and timely decisions based on statistical data.

Research by the International Data Corporation showed that a BI implementation generated a median five-year return on investment (ROI) of 112%. Even more impressive is that some project implementations showed a range of returns from 17% to 2,000%.

While BI can offer significant advantages, organizations should be aware of key factors that can contribute to their success:

**Data**

Organizations must collect relevant data from reliable sources such as their Customer Relationship Management Systems and/or Point of Sale Systems. Data that is incomplete, corrupted or contains errors can cost organizations millions of dollars and potentially ruin customer and supplier relationships.

Once the data is validated, it must then be integrated, standardized and stored in a central repository (data warehouse).

**Organizational Culture**

Organizational culture is primarily made up of values, norms, language, processes and beliefs. In contrast, business intelligence is made up of hard statistical data.

If an organization is to succeed at BI, it must adopt a culture of using quantitative data for decision making purposes. This may pose difficult for innovation within an organization because intuition may need to be supported with hard evidence.

However, to mitigate these issues, organizations should implement pilot projects and/or create separate innovation committees which adhere to different policies.

**People**

Buy-in from senior management is crucial if a BI implementation is to be successful. All decision makers within the company need to be familiar with BI and recognize its value. If they are not statistical by nature, a third party consultant should be engaged.

Additionally, in order gain maximum benefit from BI, organizations need to either hire new staff or train their existing ones. The skills required for a good analyst are very different from those of an operational person. A good analyst should be able to break down complex information and deliver relevant points to decision makers. They not only need to be analytical in nature, but also have technical and personal skills.

**Software**

At the heart of any BI implementation is its software. It is used to collect, dissect and analyze data in a central repository. It provides usable information to decision makers in the form of analytics, reports and balance scorecards.

**Hardware**

In order to process considerable amounts of information that may be required for BI, companies must review their information technology infrastructure. They can either choose to host their BI solution on in-house servers or in the clouds. If the former is chosen, then adequate planning has to take place to ensure present storage and processing needs are met, while still being able to scale for future growth.

In a world that is becoming increasingly competitive and with organizations offering similar products, industry leaders need to pursue a differentiated strategy. Although Business Intelligence comes with its associated risks and challenges, the insights gained by it can allow organizations to substantially outperform their competitive peers by being able to run more efficiently and make decisions quicker.

*Ashish Uttamchandani, MBA, is Team Leader for a leading ICT company in Barbados.*
WELCOMING THE MAYOR OF THE CITY OF LANGLEY

Mayor of the City Of Langley (British Columbia, Canada), Mr. Peter Fassbender and his wife Charlene recently sailed into Barbados on Board the Emerald Princess and took time out to pay a courtesy call to the Barbados Investment & Development Corporation. While here Mayor Fassbender met with BIDC Chief Executive as well as Director of Export Promotion and Development Ms. Sonja Trotman, where the parties discussed possible increased opportunities for trade and investment between Barbados and Canada. The Mayor was also taken on tour of the Pelican Craft centre as well as the Parliament of Barbados.

A number of entrepreneurs, executives and managers, from both public and private sector companies across the island, should now be better able to manage their businesses more effectively in order to boost exports, following a three-day workshop entitled Project Management for Export.

The initiative marks the third series of FinpyME workshops for Barbados’ manufacturers and is being hosted by, the Barbados Investment and Development Corporation, the Inter-American Investment Corporation, the Barbados Manufacturers’ Association and Scotia Bank.

CULTURAL INDUSTRIES DEVELOPMENT BILL APPROVED

Cabinet has given the green light to the Cultural Industries Development Bill.

This disclosure has come from Minister of Culture, Stephen Lashley, who said the Bill was approved recently after extensive and detailed consultations with all of his Ministry’s stakeholders. In a recent interview with the Barbados Government Information Service, Mr. Lashley described the Bill as “a forward-looking piece of legislation that will position Barbados in the forefront of regional development of the sector”.

He continued: “On becoming law, it will give this island another economic platform on which it can depend, since it relies solely on the creativity of its human resource. It will enable the sector to become a viable one, capable of making a significant contribution to the country’s GDP.”

The Minister noted that the Bill, which will have to be taken to Parliament when it re-convenes, “is comprehensive in its scope”. Cultural industries include three broad areas - arts, which incorporates the performing, visual and literary aspects; design, which includes advertising, architecture, web and software, graphics and communications; and media, which include broadcast, digital media, film and video, recorded music and publishing.

According to Mr. Lashley, the Bill provides for the establishment of a regulatory framework to facilitate and encourage the sustainable growth and development of cultural industries, funding for cultural projects, as well as duty free concessions and income tax benefits in respect of cultural projects. He pointed out that cultural industries had become major drivers of developed and developing economies over the past 20 years.
Barbados was the only Caribbean destination included on the list. The winners, in alphabetical order (not in order of merit), are: Barbados, Cape Verde, Costa Rica*, Ghana, Latvia*, Lithuania, Mauritius*, Palau*, Samoa, Uruguay*. (*also appeared on our 2012 list).

Every year Ethical Traveler conducts a study of developing nations, from Afghanistan to Zimbabwe, to identify the world’s best travel and tourism destinations. Research focuses on three general categories: Environmental Protection, Social Welfare and Human Rights. For each of these categories information past and present is examined to determine not only the current state of a country, but how it has changed over time. This helps in selecting countries that are actively improving the state of their people, government and environment.

In the first phase of the process, Ethical Traveler considers country scores from a variety of databases related to one of the three categories, using information from sources like Freedom House, the Millennium Challenge Corporation, and the World Bank. After identifying the top performers, detailed case research is undertaken, focusing on actions governments have taken over the year to improve (or in some cases, weaken) practices and circumstances in the countries.

It is worth noting that island states are again a strong presence in this year’s Top 10 list. These include Barbados, Cape Verde, Mauritius, Palau and Samoa. One clear reason for this is marked efforts towards environmental responsibility. These states understand that islands will be severely impacted by climate change, and are therefore taking the vanguard in progressive environmental policies.

Environmental Protection
In evaluating each country’s level of environmental protection, Ethical Traveller looked at clear indicators of environmental health, preservation of resources, and cultivation of beneficial, sustainable practices. The main resource is the Socioeconomic Data and Applications Center (SEDAC) Environmental Performance Index (EPI), a joint initiative between the Yale Center for Environmental Law & Policy and Columbia University’s Center for International Earth Science Information Network. The index uses indicators focused on (i) reducing environmental stresses on human health and (ii) promoting ecosystem vitality and sound natural resource management, allowing us to measure these countries against 25 separate indicators of environmental responsibility.

Social Welfare
Another critical point we consider is the social welfare of each country’s citizens and visitors. Quantifying this is not a straightforward task. In order to gain the clearest picture of the situation, we combine well-respected resources with our own country research. In the area of social welfare, Barbados was cited for excellence in literacy and education.

Human Rights
To evaluate countries’ human rights record, respected sources like Amnesty International, Human Rights Watch, Reporters Without Borders, and Freedom House were consulted to understand the challenges each nation has to address.

According to Ethical Traveler “There is more to making our list, of course, than excelling in these categories. Each country selected as a Best Ethical Destination also offers the opportunity to experience unspoiled natural beauty, and to interact with local people and cultures in a meaningful, mutually enriching way.”
Modern business is global and demands people travel to foreign countries and mix with foreign clients, colleagues or customers. Each one of those cultures will also have their own etiquette rules, many of them unwritten. When two or more different cultures mix, it is easy for small etiquette mistakes to be made that could have negative consequences. Not understanding the etiquette of another culture can and does lead to soured relationships, lost deals and in the end poor business results. The Barbados Business Catalyst explains the etiquette behind business dealings with Cuba.

Cubans appreciate visitors who are polite and respectful of the Cuban way of life. Business visitors should be aware of Cubans’ sensitivities, pride, history, and culture. Cuban people are very hospitable. In general, a personal relationship is an important basis for a successful business relationship in Cuba. If you want to do business in Cuba, you will have to work through bureaucracy. Begin with the Cuban Chamber of Commerce to find the proper government officials to meet with. The Cuban government allows local companies to collaborate with foreign investors through joint ventures, which is a way for the Cuban government to get a hefty share of the venture after a few years. All business, whether foreign or local owned, are dominated by the Cuban government. Therefore, anyone looking to do business in the country must accept that any business dealing in the country will be in the form of a joint venture and that the Cuban government is entitled to a 51% share. This also means that all labor forces will be provided by a government labor agency, which imposes state regulated salaries.

Greetings
While Cubans often address each other as Compañero (Comrade), business visitors mostly use Senora/Senor, or the official’s title, e.g. Licenciado, Ingeniero, Arquitecto, Doctor, followed by the surname. As in many Spanish-speaking countries, two surnames follow the Christian name. The first surname is usually the correct one to use.

Communication
Spanish is the main language spoken in Cuba. Most business officials speak English, but having an interpreter present is still a good idea. It is common to be interrupted while speaking and this practice is not considered rude. It is, however, rude to look away from a person while you are speaking. Use of slang denotes poor education and considered vulgar. Use of profanity is highly offensive in the Cuban business world. While most Cubans speak English, it will be helpful to have some rudimentary Spanish phrases and terminology memorized. Trade literature though, should be in Spanish in order to influence a larger audience. Engage in some small talk before business meetings begin. Family is important in Cuba, and the subject is a good conversation starter. Avoid the subject of politics with your clients. Even if they are not fond of the Communist party, Cubans are incredibly loyal to their country and will be offended by negative talk of the political system.

Meetings & Appointments
As in other countries, it is important to target the right person in your contacts, the decision-maker. It is also preferable to establish new business contacts via an introduction by mutual contact, someone the company already knows and trusts. Appointments should be made at least 2 or 3 weeks in advance, and confirmed a few days before the actual meeting. You will be expected to be on time for business meetings, but it is a long-standing tradition for your Cuban hosts to keep you waiting for up to 1 hour. Do not hesitate to appreciate clothing that accentuates the female body. To keep matters focused on business, find clothing that is not too revealing or clingy. Though the climate is hot and muggy, casual clothing is not acceptable for business functions. Shorts, short-sleeved shirts and sneakers are best left for days when you will not be meeting with clients.

Business Attire
Men should wear long-sleeved shirts to meetings, but a tie and jacket are not necessary. Short sleeves are not appropriate at meetings. Women may wear dress slacks or a dress to meetings. Be aware that Cuban men will not hesitate to appreciate clothing that accentuates the female body. To keep matters focused on business, find clothing that is not too revealing or clingy. Though the climate is hot and muggy, casual clothing is not acceptable for business functions. Shorts, short-sleeved shirts and sneakers are best left for days when you will not be meeting with clients.

Negotiations
Business negotiations start with small talk and some refreshments like Cuban coffee. It is customary to exchange business cards during any business meeting. Do not expect to do business in a hurry after one or two visits. Patience during the building-up of business relationships will be your best ally if you want to succeed in the Cuban market. When negotiating with Cuban companies you should first of all ensure compliance with Cuban regulations and legislation, and that any contract is closely analysed and reviewed before its signature. Focus on businesses in which you have existing competence and experience outside of Cuba. You should also consider the following issues:

- Labour regulations and motivational issues and how these will impact on your business
- A long-term strategy, including an exit route / way of liquidating the investment.
- Ensure that payment issues have been comprehensively looked at and hedged out if considered appropriate.
- Seek legal advice especially if your business has significant US business, assets or shareholders.

Price is an important element in Cuban buying decisions. Cuban firms appreciate foreign businesspeople that are responsive to letters, faxes, and calls. When they receive no response, Cuban buyers quickly look for alternate sources/suppliers. It is essential to work with a quality Cuban partner.

Dining
Lunch is the main meal for business meetings and will last around 2 hours. Dinner is more formal and business is not typically discussed. It is common practice for men to stand when a woman enters the room or leaves the table. Drinking is a large part of the culture in Cuba, especially during business lunches.

Gifts
If you bring a gift for your hosts, do not give anything lavish. A small token from your home country (that costs less than US$25) is appropriate.

Tips and Taboos
Request permission prior to photographing anyone, and never photograph members of the military, policemen or any areas that are heavily guarded. Blowing your nose while in public is considered gauche and should be avoided. Littering is against the law in Cuba.
Barbados will continue to enhance its longstanding relationship with Canada.

This assurance came from Minister of Foreign Affairs and Foreign Trade, Senator Maxine McClean, during a recent courtesy call from newly appointed High Commissioner of Canada to Barbados, Richard Hanley.

Stating that Canada has contributed to the economic development of this island, Minister McClean said, “Barbados is an international jurisdiction which operates an open, transparent financial services regime and we are happy that Canada is an important part of that.”

Mr. Hanley agreed that both nations maintained a mutually beneficial relationship, with an increase in economic activity and people to people relations. He added that Barbados was a stable, secure destination and an attractive place to visit.

The new Canadian envoy outlined that priority areas during his tour of duty included labour, environment and security. (BGIS)
### Domestic Exports January - December 2011/2012

<table>
<thead>
<tr>
<th>Industry</th>
<th>2011 BDS$</th>
<th>2012 BDS$</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rum</td>
<td>70,855,433</td>
<td>82,403,181</td>
<td>16.30%</td>
</tr>
<tr>
<td>Sugar</td>
<td>21,180,841</td>
<td>22,281,893</td>
<td>5.20%</td>
</tr>
<tr>
<td>Electronic Components</td>
<td>21,592,672</td>
<td>17,165,86</td>
<td>-20.50%</td>
</tr>
<tr>
<td>Disinfectants, Insecticides, etc</td>
<td>18,046,582</td>
<td>15,769,781</td>
<td>-12.62%</td>
</tr>
<tr>
<td>Cement</td>
<td>22,877,871</td>
<td>19,834,817</td>
<td>-13.30%</td>
</tr>
<tr>
<td>Garments</td>
<td>608,065</td>
<td>627,316</td>
<td>3.17%</td>
</tr>
<tr>
<td>Paints &amp; Varnishes</td>
<td>9,101,535</td>
<td>9,705,793</td>
<td>6.64%</td>
</tr>
<tr>
<td>Metal Cans (cap &lt; 50 L)</td>
<td>9,893,777</td>
<td>9,856,471</td>
<td>-0.38%</td>
</tr>
<tr>
<td>Paper Products</td>
<td>3,516,549</td>
<td>4,461,441</td>
<td>26.87%</td>
</tr>
<tr>
<td>Printed Material</td>
<td>23,478,059</td>
<td>23,866,259</td>
<td>1.65%</td>
</tr>
<tr>
<td>Biscuits</td>
<td>14,477,885</td>
<td>14,926,230</td>
<td>3.10%</td>
</tr>
<tr>
<td>Margarine/Lard</td>
<td>19,062,404</td>
<td>20,238,444</td>
<td>6.17%</td>
</tr>
<tr>
<td>Flour</td>
<td>5,586,701</td>
<td>7,682,392</td>
<td>37.51%</td>
</tr>
<tr>
<td>Spices and Condiments</td>
<td>440,235</td>
<td>719,446</td>
<td>63.42%</td>
</tr>
<tr>
<td>Non-alcoholic Beverages</td>
<td>4,062,604</td>
<td>2,752,168</td>
<td>-32.26%</td>
</tr>
<tr>
<td>Other Foods &amp; Beverages</td>
<td>24,910,849</td>
<td>27,704,180</td>
<td>11.21%</td>
</tr>
<tr>
<td>Furniture and Parts thereof</td>
<td>2,464,662</td>
<td>998,378</td>
<td>-59.49%</td>
</tr>
<tr>
<td>Medicines &amp; Pharmaceuticals</td>
<td>101,071,603</td>
<td>92,152,204</td>
<td>-8.82%</td>
</tr>
<tr>
<td>Windows and Doors</td>
<td>5,295,070</td>
<td>4,493,922</td>
<td>-6.73%</td>
</tr>
</tbody>
</table>

**Selected Exports**

- 2011 BDS$: 378,523,397
- 2012 BDS$: 378,085,177
- % Change: -0.12%

**Total Domestic Exports**

- 2011 BDS$: 494,867,709
- 2012 BDS$: 571,678,961
- % Change: 15.52%

Source: Barbados Statistical Service
GET NOTICED!
Put your advertising dollars to work in the publication
that the business community reads.

With distribution channels throughout Barbados and a worldwide reach
spanning 70 countries, the Barbados Business Catalyst can take your
business to business message to the people that matter.

We offer advertisers an unparalleled, integrated package of marketing
opportunities to reach a premium captive audience. Complete market
coverage, editorial excellence and a growing presence in the local and
international arena makes the Barbados Business Catalyst your best choice!

Barbados Investment and
Development Corporation

Barbados Head Office
P.O. Box 1250, “Pelican House”, Princess Alice Highway,
Bridgetown, Barbados, BB 11000, West Indies
Tel: (246) 427-5350 Fax: (246) 426-7802
Website: http://www.bidc.org Email: bidc@bidc.org

Take advantage of our prime advertising space.
To find out more about our unbeatable rates call the
Research, Information & Design Services Division of the BIDC at
(246) 427 5350 or email the editor
at jbrpm@bidc.org.