

STRATEGIES FOR A SUCCESSFUL CARIBBEAN MUSIC INDUSTRY IN THE GLOBAL MARKET



BRANDING

INTELLECTUAL PROPERTY: THE CASE OF JAMAICAN MUSIC

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CARIBBEAN REGIONAL NEGOTIATING MACHINERY WORKSHOP
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COMMON ISSUES

- **FINANCING - ACCESS TO CAPITAL**
- **INFORMATION & COMMUNICATION**
- **INFRASTRUCTURE & INSTITUTIONAL STRENGTHENING**
- **INFORMAL BUSINESS CULTURE**
- **EDUCATION & TRAINING**
- **LEGISLATION**
 - **COPYRIGHT-ANTI PIRACY**
 - **INDUSTRY INCENTIVES**
 - **TRADEMARKS & PATENTS**
- **MARKET ACCESS**
 - **TRAVEL RESTRICTIONS**
 - **SHIPPING COSTS**
 - **LOCAL CONTENT**
- **INCONSISTENT GOVERNMENT RECOGNITION OF VALUE ADDED FROM CREATIVE & MEDIA INDUSTRIES**
- **INFORMAL CREATIVE & MEDIA INDUSTRY LOBBY**
- **FRAGMENTED GOVERNMENT POLICY/INITIATIVES**

SWOT ANALYSIS

STRENGTHS

- ORGANIC GLOBAL BRAND APPEAL
- DIVERSE PRODUCT LINE
- EXTENSIVE CATALOGUE
- EXTENSIVE TALENT BASE
- MARKET HISTORY
- ESTABLISHED LIVE TOUR CIRCUIT



STRENGTHS

- JAMAICAN SOUND
- RECOGNIZED GENRE
- STATE OF THE ART RECORDING STUDIOS
- EXPERIENCED PRODUCTION SKILLS BASE
- INTERNATIONALLY EXPERIENCED DOMESTIC FILM INDUSTRY



WEAKNESSES

- **FRAGMENTED INDUSTRY**

- INFORMAL BUSINESS CULTURE
- LACK OF RECOGNIZED INDUSTRY LOBBY/THINK TANK/COALITION
- FRAGMENTED AGENDA

- **ABSENCE OF INTERNATIONAL LABELS**

- LACK OF STRONG GLOBAL LABEL/DISTRIBUTION-MARKETING
- LACK OF BRAND MANAGEMENT IE ISLAND

- **FRAGMENTED MARKETING**

- INADEQUATE NUMBER OF QUALITY MUSIC VIDEOS
- SPORADIC INDIVIDUAL CAMPAIGNS
- SHORT TERM PLANNING

- **INADEQUATE DISTRIBUTION**

- LIMITED MARKET PENETRATION

WEAKNESSES

- **EMBRYONIC TO WEAK INFRASTRUCTURE**
 - INDUSTRY & PUBLIC SECTOR
- **LACK OF EMPIRICAL DATA**
 - FORMALIZED VALUE INDICATORS
 - PERFORMANCE MEASUREMENTS IE CHARTS/CERTIFICATION
- **LIMITED MANAGEMENT SKILLS**
 - BUSINESS DEVELOPMENT
 - TALENT MANAGEMENT
 - EVENTS
 - BRANDS
- **INADEQUATE EDUCATION & TRAINING OPPORTUNITIES**
 - PERFORMANCE
 - PRODUCTION
 - MANAGEMENT
 - MARKETING
 - MEDIA

OPPORTUNITIES

- **INDEPENDENT DISTRIBUTION TO EMERGING MARKETS**
- **DIGITAL DISTRIBUTION**
 - IPOD
 - RINGTONES
 - ONLINE DOWNLOADS
 - CABLE/WIRELESS
- **BRANDED INTERNET MARKETSPACE**
- **E-COMMERCE**
- **BRANDED GLOBAL TOURS**
- **THEMED COLLABORATIONS**
- **MERCHANDISING**
 - FASHION
 - DVDS
 - GAMES/SOFTWARE
 - MEMORABILIA

OPPORTUNITIES

- **TRANSNATIONAL MARKETS**
- **EMERGING MARKETS**
- **PUBLISHING**
 - **MUSIC & BOOKS**
- **JOINT VENTURE LABEL DEALS**
- **ADVERTISING-ENDORSEMENTS**
- **FILMS & SOUNDTRACKS**
- **ANIMATION**
- **CHILDREN'S MARKET**
- **POSITION AS ENTERTAINMENT MECCA**
- **THEMED RESORTS-THEMED ATTRACTIONS**
- **VACATION PACKAGES**

THREATS

- **TRANSFER OF TECHNOLOGY**
 - UNCOMPETITIVE ACCESS ie BROADBAND COSTS
 - VIDEO QUALITY
 - IMPORT/EXPORT TARIFFS ON EQUIPMENT/RAW MATERIALS/GOODS
- **INADEQUATE ACCESS TO CAPITAL RESOURCES**
 - VENTURE CAPITAL
 - GRANTS
- **PIRACY**
- **CONSUMER PREFERENCE FOR FREE MUSIC**
- **LACK OF STRATEGIC MEDIA PLATFORM**
 - RESTRICTED AIRPLAY
 - MARKET PENETRATION

THREATS

- **INSUFFICIENT POLITICAL WILL**
- **LACK OF COHESIVE INTEGRATED GOVERNMENT PLAN/POLICY FOR CREATIVE & MEDIA INDUSTRIES**
- **ECONOMIES OF SCALE**
- **HANDICAPPED TRADE POSITIONS**
 - GLOBALIZATION = WTO/GATT/TRIPS/WIPO
 - MARKET ACCESS
 - TECHNOLOGY
 - FUNDING
- **INADEQUATE COPYRIGHT PROTECTION/ENFORCEMENT**
- **EXCESSIVE BUREAUCRACY**
- **EXCESSIVE TAXATION**
 - IMPORT TARIFFS
 - INCOME TAX
- **ABSENCE OF INDUSTRY INCENTIVES**

RECOMMENDED STRATEGIES

INDUSTRY

- **FORMALIZE INDUSTRY LOBBY**
- **SECURE RESOURCES AND TECHNICAL ASSISTANCE FOR INSTITUTIONAL STRENGTHENING**
- **FINETUNE COMMUNICATION PROCESS**
- **BUILD BUSINESS CAPACITY**
 - TECHNICAL ASSISTANCE
 - MARKET RESEARCH
 - TRAINING
- **ENABLE PROCESS TO INFORM RECOMMENDATIONS**
 - CONSULTATIONS
 - MARKET RESEARCH
 - WORKING FRAMEWORK

RECOMMENDED STRATEGIES

LEGISLATION-INSTITUTIONAL STRENGTHENING

- **AMEND & ENFORCE COPYRIGHT ACT**
 - ADOPT INTERNET TREATIES
 - COPYRIGHT REGISTRATION
 - EXTEND PROTECTION TO 100 YEARS
- **ENACT LEGISLATION re E-COMMERCE**
- **AMEND MPIE ACT TO INCLUDE INCENTIVES FOR MUSIC AND MODERN FILM-MAKING**
- **INSTITUTIONAL STRENGTHENING**
(INDUSTRY LOBBY/JACAP/RIA/JAM/JFM/JIPO etc.)
- **TRADEMARK NATIONAL BRANDS**

RECOMMENDED STRATEGIES

EDUCATION & TRAINING

- **EXPAND AND STRENGTHEN TRAINING OPTIONS**
 - Performance-Management-Production-Support Services
 - Edna Manley College/ExEd/Alpha/HEART-VTDI/CPTC/Carimac
- **EXTEND INTERNATIONAL LINKAGES**
 - Associations/Institutions/Expertise
 - LABELS/DISTRIBUTORS/MEDIA
 - MULTILATERAL/BI-LATERAL ie WTO/WIPO/UNESCO etc
- **APPRENTICESHIP PROGRAMMES**
- **SCHOLARSHIPS/GRANTS**
- **PUBLIC SECTOR TRAINING**
 - MINISTRIES/AGENCIES- TRADE-CULTURE-ENTERTAINMENT-IT-APPAREL
 - CUSTOMS - LINE OFFICERS-MANAGEMENT
 - JUDICIARY - COURT OFFICERS
 - POLICE

RECOMMENDED STRATEGIES

MARKETING

- **POSITION NATIONAL BRANDS**
ie SOUNDS OF JAMAICA & INTERNATIONAL REGGAE DAY
- **BRAND MANAGEMENT**
- **E-COMMERCE WEBSITE/PORTAL**
- **PUBLIC EDUCATION CAMPAIGN**
- **INTEGRATE MARKETING CAMPAIGNS**
- **INDUSTRY TRADE SHOWS**
- **INTRA CARIBBEAN MARKET DEVELOPMENT**
- **IMPROVED MUSIC VIDEO QUALITY**
- **DEVELOP INTERNATIONAL CARIBBEAN MEDIA PLATFORMS**

RECOMMENDED STRATEGIES

TRADE

- **RECOGNITION OF CREATIVE INDUSTRIES COALITION**
 - NATIONAL CHAPTERS
 - REGIONAL HEAD
- **AGENDA DETERMINED BY STAKEHOLDERS**
- **FACILITATE DEVELOPMENT AND ADOPTION OF POLICIES AND APPROPRIATE MEASURES TO EMPOWER THE INDUSTRY AND FOR PROTECTION AND PROMOTION OF CREATIVE & MEDIA INDUSTRIES**
- **PROVIDE FRAMEWORK WITHIN WHICH CREATORS MAY FREELY EVOLVE AND INTERACT**
- **DOUBLE TAXATION**
- **ENCOURAGE DIALOGUE & FACILITATE COMMUNICATION**
- **STRENGTHEN INTERNATIONAL COOPERATION & SOLIDARITY**
- **FACILITATE INDEPENDENT DISTRIBUTION**

CONCLUSIONS

- **INTELLECTUAL PROPERTY AKA CONTENT IS FUNDAMENTAL TO THE INFORMATION SOCIETY AND KNOWLEDGE ECONOMY**
- **JAMAICAN/CARIBBEAN MUSIC IS A GLOBALLY RECOGNIZED EXPORT PRODUCT**
- **CREATIVE INDUSTRIES SHOULD GUIDE ASPECTS OF GOVERNMENT ACTIVITY FROM TRADE TO CULTURAL POLICY**
- **NEW TECHNOLOGIES AND MEDIA PRESENT UNPRECEDENTED OPPORTUNITIES FOR JAMAICA/CARIBBEAN TO COMPETE EFFECTIVELY IN THE GLOBAL MARKETSPACE**
- **JAMAICA/CARIBBEAN IS A GIANT IN GLOBAL CULTURE**
- **TECHNOLOGY CAN BE BOUGHT...CULTURE MUST BE CREATED**