

First Day Summary

- **Endogenous Strengths**

- Dynamic and well-placed diaspora
- Strong natural cultural and creative assets
- Natural endowments in agriculture – cocoa, spices, coffee
- Product uniqueness

Endogenous Weaknesses

- **Macro Environment**
 - Limitations of scale
 - High debt burden limiting resources for development
 - Dysfunctional and inefficient labour markets
 - Difficult logistics
 - Uncompetitive operating costs – particularly energy and wage rates
- **Enterprise Culture and Practice**
 - Inefficiencies and unreliability
 - Weak quality management systems and practices at national and firm level
 - Limited capacity to meet demand
 - Poor Packaging
- **Infrastructure and Institutions**
 - Weak economic intelligence to guide and support strategy
 - Access finance
 - Inadequate model of PPD
 - Weak IP protection system and practices
 - Weak enabling and regulatory framework for the private sector
 - Low levels of R&D
 - Inadequate provision of business services
- **Policies and Strategies**
 - Poor value capture from IP
 - Slow and reactive government responses to changes in the operating environment
- **People**
 - Siloed thinking
 - Shortage of key skill sets and competencies

Exogenous Opportunities

- “Best bet” sectors:
 - Agro-processed products
 - Creative and cultural industries
 - Wood furniture
 - Financial services
 - Renewable energy
- Best bet markets:
 - South Africa, Egypt, Nigeria
 - Angola
- Best bets for services
 - Tourism – South America;
 - Health and Wellness
 - Financial services
 - Communications
 - Marketing
 - Design

Exogenous Threats

- Brain drain
- Natural disasters
- Climate change
- International political and economic events

SO Strategies

- **Intellectual Property**

- Strengthen IP protection infrastructure at regional and national level
- Engage in intensive education process on the importance of IP protection, brand development and brand protection
- Create incentives to encourage brand leveraging
- Create branding platform to sell culture

- **Collaboration**

- Joint manufacturing-Joint distribution

- **Targeting**

- Select winning products and champion sectors – need information to guide that process

ST Strategies

- **Best Practice Learning**
 - Learn from high performers
 - Strengthen relationships with growth poles for markets and FDI
- **Leverage the triple bottom line**
- Use environmental sensitivity, social consciousness and corporate social responsibility to create value and reinforce niche/high value production

WO Strategies

- **Targeted Planning and Strategies**
 - Identification and concentration on high value niches
 - Diversification into new products and new markets
- **Human capital development:**
 - Language training
 - Entrepreneurship
 - Trade staff
 - Protection of IP
- **New forms of financing**
- Non traditional forms of capital – equity banks

WT Strategies

- **Mindset Adjustments**
 - Long term structural transformation based on more creative thinking and a paradigm shift
- **Economic Intelligence**
 - Develop models for assessing performance and competitiveness
 - Strengthen economic intelligence gathering and use including
- **Operating Environment**
 - Incentivise operators in the informal sector to formalize their participation in the economy
- **PPD and PPP**
 - Develop new models for PPP and PPD
 - Resolve regional private sector organizational issues to ensure best representation
 - Increased support to SMEs and BSOs to mitigate negative effects of trade liberalisation
 - Ensure right mix of advocacy and action
 - Recognise and accommodate the wide ranging composition and differing needs and interests of the private sector
- **Shipping and logistics**