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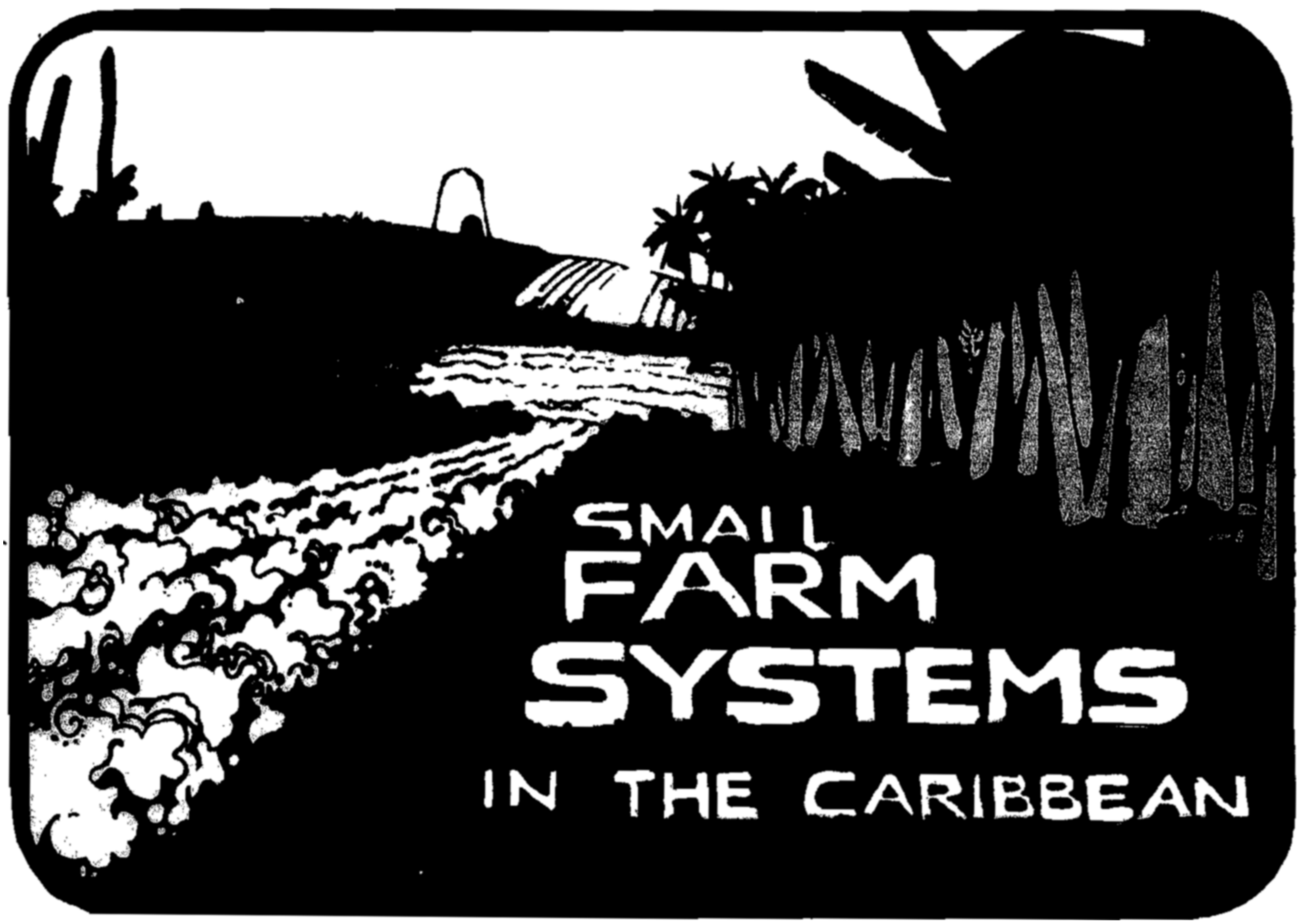

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International Food Marketing Strategies for Island Economies: A Case of the Eastern Caribbean

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Against the background of the islands' major marketing structures, notably intra-island, inter-island, and island-to-mainland, the paper discusses opportunities and constraints underlying food trade in the Eastern Caribbean. The discussion serves to provide a rationale for the existing food trade structures in the Eastern Caribbean. Finally, from the analysis, the paper suggests strategies for enhancing international marketing of food produce from the Eastern Caribbean. The strategies focus on production, pricing, distribution, and promotion of the food produce.

The vitality of an island's economy largely depends on the nation's ability to effectively market its food and other crops. For just about all islands, food and other crop products represent a significant portion of their GNP, as well as a substantial segment of their imports and exports. Agriculture accounts for about 10% of the gross national product for just about all the island-nations in the Eastern Caribbean region. In some islands, agriculture plays an even more prominent role in the economic life of the nation. In Dominica, for instance, it accounted for about 80% of total exports and about 20% of GNP in 1978. On the other hand, for islands such as the U.S. Virgin Islands which import the majority of their food items, allocation of resources to provide for domestic consumption takes on greater significance.

Of course, the significant role food and other crops play in the island ecnomies has major implications for the islands' employment, government revenues, balance of payments, general economic activity and people's livelihood. For instance, in spite of the advent of tourism in the region, agriculture still supports an estimated 30% of the labor force among members of the Caribbean Common Market (CARICOM). Thus, it is imperative to understand and influence the ability of island economies to effectively market their food and crop products. This paper, therefore, attempts to examine the basic market structures of island economies, opportunities for and constraints on food trade, and suggests marketing strategies deemed suited to contributing to a positive impact of food and crop produce on the islands' economies.

Ten islands of the Eastern Caribbean were selected for analysis. The islands are: Antigua, Barbados, the British Virgin Islands, Dominica, Jamaica, St. Kitts/Nevis, St. Lucia, St. Vincent, Trinidad-Tobago, and the U.S. Virgin Islands. All these islands, with the exception of U.S. Virgin Islands and the British Virgin Islands, are nation-states.

MARKET STRUCTURES OF ISLAND ECONOMIES

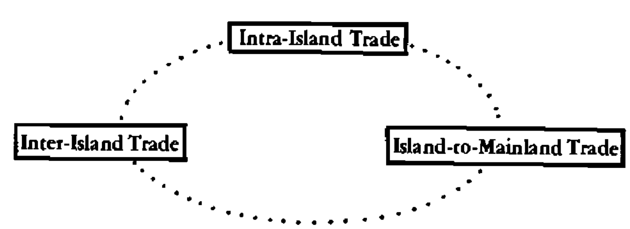
Island economies generally share a unique characteristic in that their markets have three basic structures: intra-island, inter-island, and island-to-mainland trade.

The intra-island trade encompasses all internal marketing activities directed at meeting consumption needs of the domestic population. Given the often cosmopolitan nature of island populations, these activities tend to assume multi-dimensions in order to be able to cater to the multiple consumption needs.

The inter-island trade involves all the marketing activities of an island directed at meeting consumption needs of its neighboring islands. In the case of the Eastern Caribbean, an economy's neighboring islands will generally include all the islands in the region. This market structure is unique in that in many ways it parallels the intra-island trade, yet it is different largely due to political factors and marketing distribution factors. The similarities may range from market consumption patterns to types of food and other agricultural crops produced. On the other hand, the differences between the two market structures include the political sovereignty of each island-nation and the ease and cost of moving food and other crop produce from producer to consumer.

Island-to-mainland trade is a feature all island economies appear to share. This trade involves an island marketing its food and other crop products to a principal economy which is many times larger than the island economy and which has played a dominant role in the political and economic evolution of the island. For the Eastern Caribbean, the mainland economies would include Great Britain, the United States of America, Canada and France. It may also include marketing the island's produce to neighboring countries such as those in Latin America.

Market Structures of Island Economies



FACTORS INFLUENCING ISLAND MARKET STRUCTURES

In order to determine the kind of marketing strategies which would provide for effective and efficient marketing of an island's food and agricultural produce in the Eastern Caribbean, one

TABLE 1. Regional trade analysis by crop/food product.

SITC	COMMODITY	COUNTRY	EXPORTS($)	IMPORTS($)	YEAR
0	Food & Live Animals	Antigua	318	11,818	1978
		Barbados	33,380	61,014	1978
		BVI	40	3,992	1976
		Dominica	11,951	8,210	1978
		Jamaica	99,626	197,432	1980
		Montserrat	103	2,309	1978
		St Lucia	13,248	22,351	1980
		St Vincent	8,608	7,589	1976
		Trinidad/T	66,536	347,786	1981
		USVI	-	55,349	1978

$ = Thousands of U.S. Dollars
Source: United Nations Annual Statistical Country Reports, 1981

TABLE 2. Regional trade analysis by crop/food product.

SITC	COMMODITY	COUNTRY	EXPORTS($)	IMPORTS($)	YEAR
04	Cereals and Preparations	Antigua	76	1,935	1978
		Barbados	1,277	14,129	1978
		BVI	-	432	1976
		Dominica	-	1,818	1978
		Jamaica	1,940	115,524	1980
		Montserrat	-	413	1978
		St Lucia	298	4,663	1980
		St Vincent	-	2,675	1976
		Trinidad/T	-	92,087	1981
		USVI	-	6,100	1978

$ = Thousands of U.S. Dollars
Source: United Nations Annual Statistical Country Reports, 1981

would have to examine those factors which influence the marketing structures of island economies. These factors include the size of the marker, physical distriburion facilities, legal requirements, financial facilities and resources, government support, market information base, and external economic forces. The factors can be looked at as either opportunities, hence providing a positive influence, or constraints, in which case they would be providing a negative influence. A clear understanding of the two categories of influencing factors would provide a framework for developing strategies for effective marketing of the region's food and other agricultural produce.

Opportunities for Food Trade in the Eastern Caribbean

There are some substantial opportunities in the Eastern Caribbean region for promoting food trade. These opportunities include the existence of markets for food in the islands, a good endowment of natural resources, a comparatively inexpensive labor force, government support, as well as belonging to a common marker.

Food Markets for the Eastern Caribbean

An examination of the basic market structures of the Eastern Caribbean islands shows that indeed there is substantial demand for food and other crop products both within the islands and in external economies.

Intra-Island Markets. By and large, domestic production of food in the majority of islands has not matched local consumption. Consequently, most islands end up buying more food from outside their respective economies than they sell to the neighboring and other world markets.

According to the United Nations Annual Statistical Country Reports, 1981 (Table 1), Antigua spent $11,818,000 buying food and live animals from outside her economy while selling $318,000 of the same to external markets in 1978. In the same year, Barbados spent nearly twice as much ($61,014,000) importing food and live animals, as she earned from her exports, ($33,380,000). Although no figures were available for the U.S. Virgin Islands' exports of food in 1978, the territory imported over $55 million worth of food and live animals, indicating a strong existence of an intra-island marker whose consumption is unmatched by domestic production.

More recent figures for other Caribbean islands show that the situation of lack of sufficient domestic food production to satisfy the demand in the intra-island markets still exists. In 1981, Trinidad and Tobago imported $347,786,000 worth of food and live animals while exporting $66,536,000. Even Jamaica, with her substantial local food production, still has a domestic food marker whose demand is far from being met by local production. As shown in Table 1, Jamaica imported food and live animals to the tune of nearly $200 million in 1980, while exporting about half as much. The story is almost the same for St. Lucia, who had to spend more than $22 million to buy food and live animals from outside for her intra-island market while selling just abour $13 million of her local food and animal produce to external markets.

Inter-Island Markets. An examination of specific export and import food commodities of the islands sheds light on the current and potential strengths of inter-island markets. As demonstrated in the discussion of intra-island markets, domestic food production is surpassed by domestic consumption in a majority of the islands. Therefore, this would indicate that, for those islands which have a surplus of food production, there could be markets in the neighboring islands. For instance, Table 1 shows that while Dominica was enjoying a four million dollar trade surplus in food and live animals, many islands had to import millions of dollars of food in the same year (Antigua, $11 + m.; Barbados, $61m.; U.S. Virgin Islands, $55m.).

Consequently, to develop marketing strategies which can effectively exploit the opportunity presented by the inter-island markets, one would have to examine the specific nature of the marker demand. Factors to consider include compatibility of commodities with the demonstrated demand and supply on an island-by-island basis.

An analysis of major food commodities demanded by islands of the Eastern Caribbean shows that the bulk of domestic demand not met by local production falls in the category of "cereals and preparations," at least in dollar terms (Table 2). Jamaica, for instance, spent $115,524,000 in 1980 importing cereals and processed cereal food products, while St. Lucia spent $4,663,000 the same year. The following year saw Trinidad and Tobago use up $92 million importing similar food items.

Meat and its processed products appears to be the second largest category of food commodities individual island economies of the Eastern Caribbean can not produce locally in sufficient quantitities to meet domestic market demand (Table 3). The U.S. Virgin Islands spent over $15 million importing meat in 1978; an amount nearly equalled by Barbados. Two years later St. Lucia was spending some $5 million and Jamaica nearly $21 million importing meat. More recent figures show Trinidad and Tobago using up about $47 million in 1981 to import meat for her domestic marker.

TABLE 3. Regional trade analysis by crop/food product.

SITC	COMMODITY	COUNTRY	EXPORTS($)	IMPORTS($)	YEAR
01	Meat and Preparations	Antigua	38	[illegible],773	1978
		Barbados	1,100	14,672	1978
		BVI	-	1,083	1976
		Dominica	-	1,790	1978
		Jamaica	-	20,873	1980
		Montserrat	-	618	1978
		St Lucia	-	5,084	1980
		St Vincent	-	936	1976
		Trinidad/T	-	46,771	1981
		USVI	-	15,478	1978

$ = Thousands of U.S. Dollars
Source: United Nations Annual Statistical Country Reports, 1981

TABLE 4. Regional trade analysis by crop/food product.

SITC	COMMODITY	COUNTRY	EXPORTS($)	IMPORTS($)	YEAR
02	Dairy Products and Eggs	Antigua	–	1,593	1978
		Barbados	–	5,389	1978
		BVI	6	500	1976
		Dominica	–	1,351	1978
		Jamaica	–	23,839	1980
		Montserrat	–	294	1978
		St Lucia	89	2,851	1980
		St Vincent	–	892	1976
		Trinidad/T	–	59,882	1981
		USVI	–	5,273	1978

$ = Thousands of U.S. Dollars
Source: United Nations Annual Statistical Country Reports, 1981

TABLE 5. The unemployment in selected islands.

COUNTRY	1970	1981
ANTIGUA	NA	NA
BARBADOS	13%	14%
DOMINICA	13%	15%
ST. LUCIA	15%	30%
ST. VINCENT	20%	30%
ST. KITTS/NEVIS	12%	23%
TRINIDAD & TOBAGO	24%	NA
B. V. I.	9%	NA
U. S. V. I.	NA	6.5%
JAMAICA	25%	27%

Sources: The Young Unemployed - Caribbean Development Problem, p. 38-39. Latin America and Caribbean Contemporary Record

TABLE 6. Characteristics of the transportation systems of Eastern Caribbean islands.

COUNTRY	ROAD (MILES)	AIRPORTS	WATER PORT(S)	VESSELS @ BERTHING FACILITY
ANTIGUA	238	1	1	–
BARBADOS	1,000	1	1	8
B. V. I.	50	1	1	–
DOMINICA	467	2	2	–
GRENADA	600	2	1	2
ST KITTS/NEVIS	123	2	4	–
ST LUCIA	500	2	2	6
ST VINCENT	633	1	1	2
TRINIDAD/TOBAGO	4,906	1	3	8
U. S. V. I.	532	2	7	–

Another major food commodity whose local production is exceeded by local demand falls in the category of dairy products and eggs (Table 4). Nearly $60 million of Trinidad and Tobago's imports went to buying dairy products and eggs in 1981. A year earlier, Jamaica had spent almost $24 million and St. Lucia spent about $3 million importing the same commodity. The demand for this commodity by other islands is, as reflected in the table, quite substantial.

In fact, what has been demonstrated above, in respect to cereals, meat, dairy products and eggs, can be said of many other food commodities. Trade statistics show that many islands have not been able to satisfy demand for a variety of commodities in their local markets. Other commodities commanding substantial demand are fish, vegetable oil, animal fat, sugar, prepared honey, fruits, vegetables, coffee, tea, cocoa, spices, beverages and tobacco. Tables for these commodities can be found in the appendices.

Island-to-Mainland Markets. The mainland markets provide vital outlets for the main cash crops of islands of the Eastern Caribbean. These markets have traditionally been invaluable to the cash crop commodities, largely due to the much bigger size of the mainland economies and to the fact that some of these importing economies can not produce tropical crops such as coffee, sugarcane, bananas, and citrus fruits.

The principal mainland markets are the United States of America and member nations of the European Common Community (ECC). For instance, in 1981, nearly 44% of the total exports from St. Kitts/Nevis went to the U.S.A., 30% to the ECC countries, and only 12% was sold to members of the Caribbean Common Market (CARICOM). Likewise for Trinidad and Tobago, 53% of its total exports went to the U.S.A. that same year.

As the foregoing analysis of the market structures for the islands of the Eastern Caribbean has demonstrated, demand does exist in the domestic sector of their markets as well as in external sectors.

Natural Resources of the Eastern Caribbean Islands

In addition to the existence of demand for food and other agricultural produce, another major factor in developing effective marketing strategies for the islands of the Eastern Caribbean is the existence of natural resources within the islands to support the demand.

In the Eastern Caribbean, many islands are endowed with fine climate for agricultural production. The tropical temperature and rainfall, coupled with substantial arable land found in many islands of the Eastern Caribbean, enhance the region's capacity to produce agricultural crops. Jamaica, for instance, has had at one time about one and a half million acres of land under agricultural production. Other islands like Dominica, Barbados, Trinidad and Tobago, St. Lucia, St. Vincent, and St. Kitts/Nevis have substantial arable agricultural land.

Labor Supply for Agricultural Production in the Eastern Caribbean

Effective food marketing strategies have to consider the production technology utilized in the agricultural industry. This is particularly significant because the technology will influence the prices and competitiveness of the food products. In the Eastern Caribbean, the abundant availability of labor at world competitive costs provides an opportunity to produce food and other agricultural products on market competitive terms.

An indicator of the cost of labor in an economy is the level of unemployment. In the Eastern Caribbean unemployment may run as high as 30% in some islands. Table 5 provides some idea of the official rate of unemployment in selected islands of the region.

Government Support of Food Marketing in the Eastern Caribbean

The governments of the islands of the Eastern Caribbean play a significant role in promoting food production and marketing activities. The main focus of government support is in the area of legislative and economic infra-structure for agricultural industry. These efforts include securing markets for the industry, assisting with transportation, providing industry information and technical assistance, and establishing farm product pricing.

For instance, members of CARICOM established a regional public enterprise called Caribbean Food Corporation to operate as a commercial enterprise. It is charged with the responsibility to have as its objectives the production, processing, storage, transportation, distribution, and marketing of food. More specifically, it is charged with responsibility to identify, plan and implement all stages of agricultural production schemes; to mobilize funds, technical and managerial skills inside and outside the region; and to promote, finance and implement agricultural production schemes. Further, it is required to organize and facilitate the bulk of agricultural inputs, as well as marketing and other services associated with agricultural production schemes. The Corporation had an authorized capitalization of $100 million with an initial issue of $10 million.

Another government sponsored organization in the region which could have a significant impact on food consumption in the Caribbean islands is the Caribbean Food and Nutrition Institute. This, too, was established by CARICOM. Through the Institute, it is hoped that consumption habits of the islands' populations will change in order to increase nutrition and reduce dependence on externally produced food for which there are local substitutes.

Governments have also established and maintained agricultural cooperatives, marketing boards and in the case of the Windward Islands, WINBAN (Windward Islands Banana Association) was formed to provide production and marketing of banana, which is the chief agricultural export of these islands.

Other major instruments of regional agricultural cooperation are Agricultural Marketing Protocol (AMP) and Oils and Fats Agreement (OFA). The AMP represents intra-regional trade promotion for 22 items comprising vegetables, fruits and some meat products. It requires each island to declare its estimated surpluses and deficits of the listed items twice a year. The AMP committee of officials then allocates markets among all the territories.

Membership in Common Markets

Finally, membership in common markets and marketing agreements with other countries can present a valuable opportunity to Eastern Caribbean islands to enhance their food marketing strategies. Such arrangements provide markets in which the food commodities of the islands are protected from unfavorable market forces such as stiff competition, tariffs, and commodity price fluctuations.

Every island in the Eastern Caribbean benefits from some kind of bilateral or multilateral arrangement with other countries. These arrangements include CARICOM, the Caribbean Basin Initiative, African Caribbean and Pacific Countries (ACP), the Lome Agreement, and the European Common Community (ECC). Under the Lome Agreement, for instance, over 99% of ACP products can enter the ECC with exemption from customs duties.

Thus far, the paper has dealt with factors which have a positive influence in developing effective marketing strategies for the economies of the Eastern Caribbean islands. These factors include the existence of a substantial demand for food commodities in both the intra-island sector of the island market as well as in the inter-island and island-to-mainland market sectors. Other factors beneficial to island food trade are the natural resources, abundant supply of cheap labor, government support, and belonging to the common market. The next phase in developing effective marketing strategies is to examine some of the major constraints facing food marketing in the region.

Constraints to Marketing Food in the Eastern Caribbean

In spite of the apparent substantial opportunities for marketing food that exist in the Eastern Caribbean islands, as presented in the foregoing analysis, food marketing is far from desired levels. In *The Caribbean Community in the 1980's* (Chernic), a group of leading experts in the region concluded that agricultural marketing was a "weak area in domestic food production and in export agriculture of the non-traditional type."

Therefore, effective food marketing strategies for the Eastern Caribbean have to recognize and counter those factors which constrain the marketing function. Among the leading constraints are:

1. Constrained production systems;
2. Undersized markets;
3. Underdeveloped distribution systems;
4. Legal restrictions on trade;
5. Impact of external economic forces; and
6. Inadequate market information base.

Constrained Production Systems

One of the major constraints on food production systems in island economies is the size of farms. As Jainarain notes in *Trade and Underdevelopment* (1976), farms are generally too small to be economic. As a result, farmers are often forced by economic demands to engage in non-farm activities. Such a practice does, of course, contribute to poor farm production. Other factors noted by Jainarain (1976) as constraints to the production systems are:

1. Low levels of income in the agricultural sector; consequently, the sector is constrained in attracting and keeping quality personnel;
2. A historical stigma attached to agriculture, a stigma reinforced by the low level of income in the agricultural sector; likewise, attracting and keeping quality people in the industry becomes problematic which often leads to low yields and high production costs.
3. Low level of management and husbandry; for instance, apart from sugar and rice, a great many crops are interplanted; many crops are planted on lands for which they are not suited;
4. Poor pricing policy by marketing corporations and marketing boards;
5. Lack of sufficient linkages between the food production sector and the rest of the economy; and
6. Over-dependence of islands on imported foods which could be produced locally.

Undersized Markets

Market opportunities for food and crop produce discussed earlier notwithstanding, a major constraint to marketing food in island economies is a lack of economically large-sized markets for the produce. Given that most islands have small populations as compared to continental economies, island markets are often too small to optimize on the benefits of economies of scale. Consequently, local production of many food items often surpasses the demand in the intra-island market segment. With supply exceeding demand, these food items have to deal with depressed prices in the home market. The economic and psychological implications for this phenomenon would normally constrain marketing efforts in the domestic sector of the market.

Underdeveloped Food Distribution Systems

Whereas the size of land masses of most islands might imply short distances from food producers to their domestic market, it is indeed another matter when it comes to getting the food produce from producer to consumers in the inter-island and island-to-mainland segments of the market since one is dealing with market segments which have no common border. Therefore, effective food marketing has to be based on efficient and reliable sea and air transpottation systems.

For the islands of the Eastern Caribbean, as is indeed the case for so many other islands, transportation systems are not sufficiently developed to contribute to effective food marketing. This is reflected in the high post-harvest losses which, in a majority of the Eastern Caribbean islands, is as high as 30% of total production. Much of the loss is incurred as a result of inadequate refrigerated shipping and insufficient transportation which calls for trans-shipment, necessitating additional storage and/or processing, activities which increase the opportunities for incurring losses. Losses often result from inadequate food processing and storage facilities as well as from poor handling of the commodities.

Table 6 provides a glimpse of characteristics of some of the principle components of an island transportation system. For many islands, arable land can not be reached due to lack of roads. Where roads exist, many are of such poor quality that transportation of food produce is often hampered.

As for the inter-island and island-to-mainland distribution channels and facilities, every island has some kind of airport and water port (Table 5). However, with the exception of a few islands such as Antigua, Jamaica, Barbados and Trinidad-Tobago, the airports are too small to handle large aircrafts. This factor often forces islands to trans-ship their food commodities via an airport that can handle larger planes. Such arrangements would, of course, have a tendency to increase marketing costs and commodity losses, depressing the net income derived from food trade. In addition to inadequate landing facilities, air service is generally not as frequent nor as reliable as would be desired for effective marketing of island food commodities.

What is said of the air service can fittingly be used to describe the water service. Although the maritime transportation service WISCO has more than doubled its cargo carriage since its establishment in 1975, its effectiveness is hampered by its facilities. The small motor vessels and schooners, by far the main carriers of agricultural produce, are reportedly facing severe difficulties.

Legal Restrictions on Trade

Although the islands of the Eastern Caribbean have made great strides in mitigating political barriers to international trade through inter-regional and inter-national arrangements such as CARICOM, ECC, the Caribbean Basin Initiative, and the Lome Agreement, marketing food produce is still subject to some legal restrictions. Largely due to trade deficits and exchange rate instability, some islands do put restrictions on inter-island trade.

Impact of External Economic Forces

Due to the predominant dependence on international markets, the island economies usually find their food commodities exposed to economic constraints in world markets. For instance, commodity prices received by banana growers of the Eastern Caribbean islands are largely determined by market forces in faraway places such as Great Britain. Prices vary based on the demand for bananas, and the prevailing economic situation in the island-to-mainland sector of the market dictates the price for bananas. Other external forces that constrain the effectiveness of the food marketing efforts of the islands include inflation, commodity substitution (as in the case of sugar and sweeteners), and changes in consumption habits in the foreign markets.

These external forces often cause wide fluctuations in trade volumes and in commodity prices. According to the *St. Lucia Economic Review* (1984), banana prices fluctuated between 355 and 454 pounds sterling per ton in 1983. Such wide fluctuations can have far reaching implications to food marketing efforts.

Inadequate Market Information Base

Among the top constraints to effective food marketing in island economies is the great void of market information. Like just about all islands, those in the Eastern Caribbean suffer from a lack of information pertaining to production, distribution, and consumption of food and other crops.

While universities, colleges, and government agencies in the region have made attempts at gathering market information, the results are far outstripped by the need for pertinent information necessary to undertake effective food marketing.

MARKETING STRATEGIES

Effective food marketing strategies for island economies have to take into account market opportunities and constraints. In order to optimize the effectiveness of their marketing efforts, the islands have to optimally exploit their market opportunities while minimizing the impact of the market constraints.

For the islands of the Eastern Caribbean, given their market opportunities and constraints as presented in this paper, the following strategies appear suited to optimizing their opportunities and minimizing their constraints.

Agricultural production could be optimized by:

1. Changing the perceived unfavorable attitude toward agriculture via public education and visible high incomes for farmers, ultimately to attract and keep quality personnel in the food production sector;
2. Stabilizing food and crop commodity prices;
3. Increasing research, *e.g.*, via institutions such as the College of the Virgin Islands and the Caribbean Agricultural Research Development Institute; this should strengthen the declining yields and productivity and reduce post-harvest losses;
4. Increasing emphasis on fertilizer use;
5. Increasing public contribution to services vital to food and crop production such as extension services, credit, proper land tenure systems, access on reasonable terms for inputs such as fertilizers, insecticides and weedicides (also recommended by the Group of Caribbean Experts); and
6. Increasing domestic consumption of local food produce.

Distribution of agricultural products could be optimized by:

1. Strengthening current direct distribution channels;
2. Cutting down on the necessity to trans-ship food and crop commodities, *e.g.*, enlarge airports, waterports, and other transportation facilities; and
3. Curtailing post-harvest losses in food and crop distribution, *e.g.*, by shortening the lead time from producer to consumer.

Pricing of agricultural products could be optimized by:

1. Minimizing production costs through better usage of land and other prodution resources;
2. Better managing market information, such as monitoring world market commodity prices and using the information in effectively planning and negotiating for sale of the commodities; and
3. Intensifying inter-governmental efforts to cut down trade barriers.

Promotion of local produce could be optimized by:

1. Educating the local population about the significance of domestic food and crop production; and
2. Undertaking, with other countries, joint promotion for commodities.

A viable food information base could be created by:

1. Encouraging universities, colleges, government agencies, and organizations such as the Chamber of Commerce to collect, organize, store, and disseminate food market information;
2. Establishing food market information centers in each island;
3. Networking among information centers; and
4. Setting up inventories of vital components of the food and crop industries, *e.g.*, climatical data, shipping and freight, industry experts, and industry services.

CONCLUSION

This paper has attempted to review the background of the major marketing structures of island economies, with a special focus on the Eastern Caribbean islands. The intra-island, inter-island, and island-to-mainland market structures provided a framework for analyzing food marketing for island economies. The analysis provided a basis for the suggested strategies for effective food marketing. The size of the paper, however, did not allow full development of the suggested strategies. Nevertheless, it is hoped that the five strategies will aid interested parties in the development of effective food marketing strategies for island economies.

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APPENDICES

REGIONAL TRADE ANALYSIS BY CROP/FOOD PRODUCT

SITC	COMMODITY	COUNTRY	EXPORTS($)	IMPORTS($)	YEAR
06	Sugar and Preps Honey	Antigua	–	998	1978
		Barbados	26,889	–	1978
		B.V.I.	–	204	1976
		Dominica	–	954	1978
		Jamaica	55,545	5,556	1980
		Montserrat	–	253	1978
		St Lucia	–	2,974	1980
		St Vincent	–	1,115	1976
		Trinidad/T	31,902	15,084	1981
		U.S.V.I.	–	3,422	1978

$ = U.S.Dollars
Source: United Nations Annual Statistical Country Reports, 1981

REGIONAL TRADE ANALYSIS BY CROP/FOOD PRODUCT

SITC	COMMODITY	COUNTRY	EXPORTS($)	IMPORTS($)	YEAR
1	Beverages and Tobacco	Antigua	576	1,460	1978
		Barbadoa	4,819	5,603	1978
		B.V.I.	33	1,055	1976
		Dominica	94	1,181	1978
		Jamaica	29,565	6,557	1980
		Montserrat	4	684	1978
		St Lucia	3,138	3,055	1980
		St Vincent	11	1,264	1976
		Trinidad/T	8,898	33,006	1981
		U.S.V.I.	–	19,592	1978

$ = U.S. Dollars
Source: United Nations Annual Statistical Country Reports, 1981

REGIONAL TRADE ANALYSIS BY CROP/FOOD PRODUCT

SITC	COMMODITY	COUNTRY	EXPORTS($)	IMPORTS($)	YEAR
12	Tobacco and Ucfrs	Antigua	–	128	1978
		Barbados	1,150	1,320	1978
		B.V.I.	5	57	1976
		Dominica	–	162	1978
		Jamaica	10,123	4,957	1980
		Montserrat	–	91	1978
		St Lucia	–	761	1980
		St Vincent	–	191	1976
		Trinidad/T	–	–	1981
		U.S.V.I.	–	2,760	1978

$ = U. S. Dollars
Source: United Nations Annual Statistical Country Reports, 1981

REGIONAL TRADE ANALYSIS BY CROP/FOOD PRODUCT

SITC	COMMODITY	COUNTRY	EXPORTS($)	IMPORTS($)	YEAR
4	Animal Vegetable Oil, Fat	Antigua	–	178	1978
		Barbados	–	4,755	1978
		B.V.I.	–	73	1976
		Dominica	824	483	1978
		Jamaica	–	14,177	1980
		Montserrat	–	82	1978
		St Lucia	2,944	533	1980
		St Vincent	164	–	1976
		Trinidad/T	–	17,131	1981
		U.S.V.I.	–	–	1978

$ = U. S. Dollars
Source: United Nations Annual Statistical Report, 1981

REGIONAL TRADE ANALYSIS BY CROP/FOOD PRODUCT

SITC	COMMODITY	COUNTRY	EXPORTS($)	IMPORTS($)	YEAR
24	Wood Lumber and Gork	Antigua	–	611	1978
		Barbados	–	6,496	1978
		B.V.I.	67	169	1976
		Dominica	–	386	1978
		Jamaica	–	6,194	1980
		Montserrat	–	104	1978
		St Lucia	–	3,287	1980
		St Vincent	–	457	1976
		Trinidad/T	–	47,025	1981
		U.S.V.I.	–	1,993	1978

$ = U.S. Dollars
Source: United Nations Annual Statistical Country Reports, 1981

REGIONAL TRADE ANALYSIS BY CROP/FOOD PRODUCT

SITC	COMMODITY	COUNTRY	EXPORTS($)	IMPORTS($)	YEAR
5	Chemicals	Antigua	496	3,588	1978
		Barbados	8,933	30,249	1978
		B.V.I.	14	870	1976
		Dominica	2,569	3,564	1978
		Jamaica	552,351	138,037	1980
		Montserrat	3	610	1978
		St Lucia	490	10,842	1980
		St Vincent	–	2,607	1976
		Trinidad/T	144,546	160,928	1981
		U.S.V.I.	155,860	24,744	1978

$ = U.S. Dollars
Source: United Nations Annual Statistical Country Reports, 1981

REGIONAL TRADE ANALYSIS BY CROP/FOOD PRODUCT

SITC	COMMODITY	COUNTRY	EXPORTS($)	IMPORTS($)	YEAR
42	Fixed Vegetable Oil Fat	Antigua	–	176	1978
		Barbados	–	1,521	1978
		B.V.I.	–	73	1976
		Dominica	824	–	1978
		Jamaica	–	7,325	1980
		Montserrat	–	79	1978
		St Lucia	2,944	–	1980
		St Vincent	162	–	1976
		Trinidad/T	–	10,361	1981
		U.S.V.I.	–	–	1978

$ = U. S. Dollars
Source: United Nations Annual Statistical Country Reports, 1981

REGIONAL TRADE ANALYSIS BY CROP/FOOD PRODUCT

SITC	COMMODITY	COUNTRY	EXPORTS($)	IMPORTS($)	YEAR
2	Crude Materials Excluding Fuels	Antigua	286	766	1978
		Barbados	427	8,352	1978
		B.V.I.	67	203	1976
		Dominica	87	493	1978
		Jamaica	203,082	36,025	1980
		Montserrat	95	177	1978
		St Lucia	285	3,726	1980
		St Vincent	220	773	1976
		Trinidad/T	–	77,962	1981
		U.S.V.I.	–	4,604	1978

$ = U.S. Dollars
Source: United Nations Annnal Statistical Country Reports, 1981

REGIONAL TRADE ANALYSIS BY CROP/FOOD PRODUCT

SITC	COMMODITY	COUNTRY	EXPORTS($)	IMPORTS($)	YEAR
55	Perfume Cleaning etc Products	Antigua	–	1,226	1978
		Barbados	1,662	8,133	1978
		B.V.I.	1	294	1976
		Dominica	2,564	540	1978
		Jamaica	6,747	8,050	1980
		Montserrat	3	204	1978
		St Lucia	255	2,140	1980
		St Vincent	–	642	1976
		Trinidad/T	10,130	20,975	1981
		U.S.V.I.	141	5,434	1978

$ = U.S. Dollars
Source: United Nations Annual Statistical Country Report, 1981

REGIONAL TRADE ANALYSIS BY CROP/FOOD PRODUCT

SITC	COMMODITY	COUNTRY	EXPORTS($)	IMPORTS($)	YEAR
652	Cotton, Fabrics Woven	Antigua	–	422	1978
		Barbados	–	2,837	1978
		B.V.I.	–	–	1976
		Dominica	4	241	1978
		Jamaica	–	7,314	1980
		Montserrat	–	19	1978
		St Lucia	–	580	1980
		St Vincent	66	244	1976
		Trinidad/T	–	5,274	1981
		U.S.V.I.	–	–	1978

$ = U.S. Dollars
Source: United Nations Annual Statistical Country Reports, 1981

REGIONAL TRADE ANALYSIS BY CROP/FOOD PRODUCT

SITC	COMMODITY	COUNTRY	EXPORTS($)	IMPORTS($)	YEAR
541	Medicinal etc Products	Antigua	–	770	1978
		Barbados	4,339	7,244	1978
		B.V.I.	–	175	1976
		Dominica	–	686	1978
		Jamaica	2,245	13,462	1980
		Montserrat	–	116	1978
		St Lucia	–	1,127	1980
		St Vincent	–	340	1976
		Trinidad/T	–	27,940	1981
		U.S.V.I.	14,377	1,718	1978

$ = U. S. Dollars
Source: United Nations Annual Statistical Country Reports, 1981

REGIONAL TRADE ANALYSIS BY CROP/FOOD PRODUCT

SITC	COMMODITY	COUNTRY	EXPORTS($)	IMPORTS($)	YEAR
07	Coffee, Tea, Cocoa & Spices	Antigua	–	574	1978
		Barbados	–	3,287	1978
		B.V.I.	–	86	1976
		Dominica	110	260	1978
		Jamaica	16,278	4,287	1980
		Montserrat	34	72	1978
		St Lucia	418	754	1980
		St Vincent	510	272	1976
		Trinidad/T	14,593	–	1981
		U.S.V.I.	–	–	1978

$ = U.S. Dollars
Source: United Nations Annual Statistical Country Reports, 1981

REGIONAL TRADE ANALYSIS BY CROP/FOOD PRODUCT

SITC	COMMODITY	COUNTRY	EXPORTS($)	IMPORTS($)	YEAR
05	Fruit and Vegetables	Antigua	28	1,543	1978
		Barbados	693	9,444	1978
		B.V.I.	14	851	1976
		Dominica	11,615	403	1978
		Jamaica	23,109	4,367	1980
		Montserrat	58	132	1978
		St Lucia	10,932	2,975	1980
		St Vincent	8,038	283	1976
		Trinidad/T	–	60,481	1981
		U.S.V.I.	–	12,163	1978

$ = U.S. Dollars
Source: United Nations Annual Statistical Country Reports, 1981

REGIONAL TRADE ANALYSIS BY CROP/FOOD PRODUCT

SITC	COMMODITY	COUNTRY	EXPORTS($)	IMPORTS($)	YEAR
09	Misc Food Preparations	Antigua	–	1,175	1978
		Barbados	2,958	5,203	1978
		B.V.I.	2	579	1976
		Dominica	125	761	1978
		Jamaica	–	2,411	1980
		Montserrat	–	301	1978
		St Lucia	720	1,514	1980
		St Vincent	–	603	1976
		Trinidad/T	–	12,302	1981
		U.S.V.I.	–	5,022	1978

$ = U. S. Dollars
Source: United Nations Annual Statistical Country Reports, 1981