

MAURITIUS

NATIONAL EXPORT STRATEGY

BRANDING

CROSS-SECTOR

2017-2021



Republic of Mauritius



International
Trade
Centre

This National Export Strategy (NES) is an official document of the Government of Mauritius. The NES was developed on the basis of the process, methodology and technical assistance of the International Trade Centre (ITC) within the framework of its Trade Development Strategy programme.

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The International Trade Centre (ITC)

Street address: ITC 54-56, rue de Montbrillant 1202 Geneva, Switzerland

Postal address: ITC Palais des Nations 1211 Geneva 10, Switzerland

Telephone: +41-22 730 0111

Fax: +41-22 733 4439

E-mail: itcreg@intracen.org

Internet: <http://www.intracen.org>

Layout: Jesús Alés – www.sputnix.es

MAURITIUS NATIONAL EXPORT STRATEGY BRANDING CROSS-SECTOR 2017-2021



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Name	Organization
Mr. Jocelyn Kwok	AHRIM
Ms. Shirin Gunny	Association of Mauritian Manufacturers
Mr. Olivier Descroizilles	CIRCUS
Mrs. Lilka Cuttaree	KIP Centre
Mrs. Doobaly	PMO Rodrigues
Mrs. Catherine Gris	Association of Mauritian Manufacturers

Technical facilitation, guidance and support for the process were provided by the project team of the International Trade Centre (ITC).

Name	Function	Organization
Ms. Marion Jansen	Chief, Office of the Chief Economist and Export Strategy	ITC
Mr. Anton Said	Head, Trade Strategy Development Programme	ITC
Mr. Darius Kurek	Project manager	ITC
Mr. Rahul Bhatnagar	Project lead technical adviser	ITC
Ms. Claude Manguila	Project technical adviser	ITC
Ms. Marnie McDonald	Technical editor	ITC
Mr. Reg Ponniah	Technical editor	ITC



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ACRONYMS

AMM	Association of Mauritian Manufacturers	NES	National Export Strategy
AO	Appellation of origin	PCT	Patent Cooperation Treaty
BOI	Board of Investment	PGI	Protected Geographical Indication
COMESA	Common Market for Eastern and Southern Africa	PIDT	Patents, Industrial Designs and Trademarks
IFC	International Financial Centre	SADC	Southern African Development Community
IOC	Indian Ocean Commission	SME	Small and medium-sized enterprises
IP	Intellectual property	TRIPS	Trade Related aspects of the Intellectual Property Rights
IPO	Industrial Property Office	TSIs	Trade Support Institutions
ISTs	International Software Trade	WIPO	World Intellectual Property Organization
MTPA	Mauritius Tourism Promotion Authority		

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INTRODUCTION

As recognized by stakeholders in the various sectors, branding is one of the critical cross-cutting functions that support and enable individual firms to export and as such must be developed as a collective effort in the near future. The first National Export Strategy (NES) consultation and the underlying diagnostic analysis of the macro-economic policy and business environment conducted in 2014 and 2015 in Mauritius identified export branding and promotion as one of the main cross-cutting areas to be addressed in the NES along with institutional alignment, skills development, innovation, and SME internationalization.

However, the most striking issue that the diagnostic phase revealed was that the relatively successful experience of national branding in the tourism sector was not reflected in other sectors of the Mauritian economy owing to an overall lack of support for and fragmentation of branding and promotion initiatives. This finding can in turn be explained by the particular challenges encountered in the institutional landscape of trade support in Mauritius, notably by the high degree of disconnectedness among institutions supporting export-oriented companies and a lack of coordination and coherence in services provided to the exporting community.

Hence the recommendations by the stakeholders at the first NES consultation to address branding as one of the priority cross-sector functions and to suggest concrete actions to promote Mauritian exports better, notably through improved branding and export promotion measures. The focus going forward will be to reinvent the national brand and link it with the key NES priority sectors, so that Mauritius' competency in other sectors is also recognized. Sector specific visibility is thus a key concern that will be addressed through the branding function.

SCOPE OF THE BRANDING FUNCTION

Originally, the term branding referred to the practice of marking livestock with a hot iron stamp to differentiate one farmer's cattle from that of another. According to the American Marketing Association, a brand is a "name, term, design, symbol, or any other feature that identifies one seller's good or service as distinct from those of other sellers".

For the purpose of the National Export Strategy, branding as a cross-cutting export support function covers a wide range of aspects such as national branding, collective brands, individual corporate brands or trademarks, quality marks and labels, geographic indications, appellations of origin, copyrights, inventions and industrial designs as well as traditional knowledge.

Branding also covers aspects of export promotion and visibility activities. Given this mixed nature, branding can be used as a means of promoting exports, enhancing their recognition and visibility and protecting their IP content, thereby fostering creativity, innovation and value-addition and enhancing export competitiveness.



Photo: © shutterstock

CURRENT CONTEXT IN MAURITIUS

Mauritius has a vibrant and increasingly sophisticated economy for the most part driven by the services sector, tourism and agriculture. The industrial sector has shifted from traditional small-scale manufacturing and textiles to more technology-driven value-added activities in the area of light engineering, shipbuilding and agro-processing. Branding in Mauritius has until recently been, by and large, driven by the internal market as trade liberalization led to an influx of imports and heightened competition from foreign brands and products. Mauritian firms engaged in the creation of local brands, the reputation of which was essentially limited to the Mauritian internal market. So far, national or collective branding has been largely limited to the tourism sector where a national brand was established with considerable success but overshadowed other sectors' existence and potential.

NATIONAL BRANDING

National branding goes back to the most intimate questions about the country's and one's own identity and how this identity is perceived by others. As a young nation with a long colonial history and diverse ethnic and cultural elements to it, Mauritius has long been forging a national identity of its own and managed to promote its island country as a popular tourism destination thanks, in particular, to the beauty and endowments of the Mauritius Island. Mauritius brand has long been the subject of national debate in an effort to create a national brand that would encapsulate the Mauritian identity, its projected image and related values and attributes.

Mauritians themselves have been focusing on trying to explain that Mauritius was an island and where it actually was situated on the map as demonstrated by some of the branding efforts. However, much of the soul searching has been done without realizing the wealth of the heritage and reference points about Mauritius in the collective conscience throughout the world, ranging from literature

to the evolution theory. It is fair to say that the promotion of such literature classics as "Paul and Virginia", novels by Nobel Prize winner Le Clézio, or the writings and the extraordinarily colourful and lively paintings by Malcolm de Chazal would go a long way in strengthening the Mauritius brand overseas.

From the question whether or not Mauritius should have a national brand and what the benefits for the country are, the debate shifted to the question about what the national brand should actually be and how it should be used best for the promotion of the country. Some concepts have been suggested and tried in different sectors pointing to the idea of paradise, of an unforgettable experience and pleasure, or even using the image of the dodo. The degree of success of the different attempts has been variable notably because they either tried to include many diverse and sometimes inconsistent attributes in one concept or because the concept would only put forward one aspect or sector, such as tourism, leaving promotion needs of others unaddressed.

The most recent initiatives, and so far the most effective, have been deployed in tourism over the last 10 years or so. Tourism is one of the main pillars of the Mauritius economy. It has a range of positive features upon which its tourism appeal is established including its tropical climate with beaches, lagoons, tropical fauna and flora, as well as a multi-ethnic population.

"The brand image of Mauritius has been predominantly shaped by the marketing efforts carried out by the Mauritius Tourism Promotion Authority (MTPA) which is the national organization responsible for promoting the tourism product in selected international markets. The principal asset underpinned in the communication tools is that of the Sun, Sea and Sand, which depicts Mauritius as a paradise island with friendly multi-cultural inhabitants. The branding efforts in the European market attempt to position Mauritius as a unique luxury destination. The

marketing efforts are also increasingly being placed on the history of the island, spas, therapeutic centres, various sports activities and safety of the destination.”¹

A study conducted by a research team of the University of Technology in 2007 and based on a survey of 400 European tourists after their visit to Mauritius confirmed that Mauritius was well positioned in the European market as a distinctive destination. According to the survey, “The strong relationship between perceptions and destination loyalty revealed the destination had succeeded to match the tourists’ actual experience with the promise made to the consumer prior to travel.” The study, while positioning Mauritius well in the European market, also pointed out a positive gap between overall perceptions and expectations of European tourists who felt many weak attributes needed to be addressed by the authorities. The study suggested that despite overall good positioning, efforts needed to be deployed continuously to consolidate Mauritius’ strong brand image and repair its weak image attributes to remain a competitive tourist destination. In particular, the study recommended continuing customer surveys on a regular basis to monitor the perception of the brand image and take corrective measures and to conduct similar surveys in other markets to identify how to position best the destination in each respective segment.

After several unsatisfactory attempts, the leading national branding campaign was launched in 2009 with the use of the dodo. The visual concept is the name Mauritius written using national colours, beginning with a big stylized M in the shape of the Pieter Both Mount, and underlined by the phrase “it’s a pleasure” in English, building the whole slogan “Mauritius, it’s a pleasure” in English and “Maurice, c’est un plaisir” in French.

The objective of the initiative was to position Mauritius visibly on the map and to show the world that it is a special and unique country that enjoys a strong and positive brand image in the tourism and other sectors. At the heart of the brand is the idea that Mauritius – the people and the place – nurtures, characterized by a generosity of spirit and a nurturing environment that helps individuals and families realize their true potential.

This time the Government of Mauritius partnered with a leading British branding agency which also developed the Singapore national branding campaign. The development of the new concept lasted 18 months and involved both public and private stakeholders working in partnership. For private sector stakeholders, especially in the tourism and travel sector, the new national brand offered a long-awaited opportunity to attract more tourists and to promote Mauritius better overseas.

1. P. Naidoo et al., (2010). *Tourists’ perspectives of the brand image of Mauritius*. International Journal of Management and Marketing Research, Vol. 3, Number 3, 2010, p. 95.

The national brand evolved subsequently and started to be used with different slogans in different target markets and also adapted for communication in a number of key areas: citizens, trade, investment, visitors, and the diaspora. In that context, a specific slogan « *Mauritius Made with Care* » was designed to be used in the area of trade for export promotion purposes.



The brand was soon perceived to be blurred and fuzzy by Mauritian tourism and travel stakeholders and no longer conveyed adequately the attributes of Mauritius as a unique and renowned destination. In 2012, the brand was revamped and streamlined again to be used with only its original slogan “it’s a pleasure” and management structures were created, such as a technical advisory committee and target markets subcommittees with a view of optimizing the positioning of Mauritius in key existing and new markets. In 2016 at the time of NES stakeholder consultations, the view was expressed that the Mauritius national brand needed a serious rethink and that a more holistic, coherent and coordinated approach for export branding and promotion was needed.

However, there is no doubt that through its efforts over the years Mauritius achieved to become a very strong country brand, which enjoys large international recognition. This is attested to by good scores in international country brand rankings. Mauritius ranked 20th among the top 25 country brands out of 118 according to the FutureBrand Country Brand Index 2012-2013, which was the strongest performing country brand in Africa. This score was two ranks up from the 2011 ranking and three up from the 2010 ranking.

According the CBI 2012-2013: “Twenty-sixth in the world for *Political Freedom* and twenty-eighth for *Stable Legal Environment*, Mauritius’ multilingual population, political stability and reliable legal framework have provided for sound financial regulations and a robust economic climate. With a Singaporean approach to planning, Mauritius has diversified into one industry after another – beginning

with sugar, then textiles, then moving into long-haul tourism. Over the past decade, however, the country has extended itself, parlaying double taxation agreements with more than three dozen countries—most notably India and a number of its African neighbours. Ranked 30th overall for *Good for Business*, Mauritius is perceived as a strong performer for both *Investment Climate* and *Regulatory Environment*.²

In the area of tourism Mauritius ranked 72nd in the world according to the Bloom Consulting country ranking 2014-2015 Tourism Edition and 6th in the Africa regional rank, one rank down from the previous year.

COLLECTIVE BRANDING

In the absence of a formal monitoring and review mechanism for the Mauritius national brand such as economic intelligence, customer surveys and independent periodic evaluations, it is very difficult to measure objectively the success of the national brand both in the tourism industry and in any other sectors where it might have been used. However, among main export operators the view prevailed that the national brand was closely linked to the tourism industry and thus could not be used adequately in other sectors. Hence, sector-specific initiatives with collective brands were launched.

One such initiative is “Made in Moris” led by the Association of Mauritian Manufacturers (AMM), which is a collective branding initiative for enterprises in the manufacturing, the agribusiness, textiles and garments and the creative sectors which puts an emphasis on raising the awareness of Mauritian consumers on the identity, quality and intrinsic value of Mauritian products, enterprises, know-how and jobs.

2. Country Brand Index 2012-2013, pp. 30-31.

The Made in Moris brand was launched in 2012 as a collective registered trade mark. It consists of a logo using national colours representing a fingerprint in the shape of the island of Mauritius, which relate to the local DNA, identity as an island and its cultural diversity. Two other logos were developed for the brand (see figure below) that share the same identity through the use of national colours. The use of the logo is based on a licence and fees that enterprises pay and a quality charter that participating enterprises need to comply with. Compliance is third-party certified.

Currently 47 enterprises joined the Made in Moris brand, which represents 165 Mauritian brands and 2500 products. The brand has been used on products and in communication and awareness campaigns targeting Mauritian consumers. According to AMM’s figures, one out of two Mauritians is aware of the “Made in Moris” brand, the vast majority of whom (eight out of 10) are convinced of the importance of buying local products over imported ones and would recommend the Made in Moris brand. The growing success of the collective brand can be attributed to its strong underlying quality charter and value attributes to which Mauritian consumers are attached but also to the simplicity and quality of the brand logo, which appears to have been since then emulated as pictured below. Last but not least, the use of Creole (rather than English or French) for “Moris” and related messaging seem to appeal to Mauritian consumers, and may have been a smart move to avoid translation problems and issues with undesired connotations.

However, “Made in Moris” has not been specifically developed and used to promote the exports of Mauritian products and by need to be tested with overseas consumers and buyers. Therefore, it should also be tested as a distinctive quality brand in export promotion, where efforts so far have been fragmented and brought mixed results. For exports, any collective brand should be linked to harmonized quality standards that would be recognized and accepted in overseas markets.



CORPORATE BRANDING

Product or service branding has been the main form of branding and promotion used by Mauritian companies in the face of gradual liberalization of the national market. In a context of a protected economy, many national Mauritian product, service or corporate brands have established themselves and enjoy strong customer loyalty, partly owing to a relative absence of competition. However, with the liberalization of the Mauritian economy mostly in the mid-1990s, competition from foreign products or brands incentivized Mauritian companies to adopt branding with its associated cutting-edge marketing practices to strengthen brand awareness, position and trust among its native customers. It also forced companies to innovate in order to propose better local products than cheap imported ones and to create value for their customers.

One good and well documented case of successful corporate branding in the services sector is Mauritius Telecom, the traditional Mauritian telecom provider which relied on corporate branding to strengthen customer loyalty and which managed to improve the range and level of service as well as customer experience and satisfaction.³ This is partly because of its partnership with France Telecom, and to deliberate corporate branding efforts coupled with new investments, skills development and staff training. One important lesson from this case was that with increasing market competition, Mauritius Telecom needed to move away from “its traditional brand engineering tools, such as advertising and promotion, to [...] focus on the bigger issue of what creates customer value and enhance brand trust”⁴, to be able to retain customers better.

Nevertheless, these branding activities were directed primarily at the Mauritian consumer and market, and not necessarily intended for actively promoting Mauritian products on overseas markets. The result today is a wealth of well-established local brands that are very successful on the national markets but are unknown overseas. Another result is a wide-spread practice for enterprises in many sectors of the economy to operate as suppliers for international brands rather than projecting local brands on international markets. Clearly, in the manufacturing sector these attitudes may be attributed to trade relations based on preferences for developing countries that have prevailed until recently with the Multi fibre agreement and the current European partnership agreements.

An important change occurred in the year 2000 when foreign companies started investing in labour intensive

3. Roodurmun J., Kassean H. (2010). The power of corporate branding in enhancing brand loyalty: The case of Mauritius telecom service provider. Case study paper. In “International Research Symposium in Service Management” (ISSN 1694-0938), Mauritius, 24-27 August 2010, 26 p.

4. *Ibid*, p.17

sectors such as manufacturing and agro-business either through acquisitions or greenfield investments and creation of Mauritian companies by foreign entrepreneurs newly established in Mauritius. Those investments were intended for the local market but also had a clear export orientation. This recent wave of investments also helped established companies to realize the importance of branding and intellectual property protection for going international, and the persistent lack of visibility for Mauritian products overseas. Success stories such as « *Chamarel* » confirm the ability of Mauritius to develop strong brands recognized world-wide.



EXPORT PROMOTION

Export promotion activities are well established and support exports by Mauritius enterprises. They are mainly conducted by Enterprise Mauritius and the Board of Investment. Export promotion programmes include: branding, trade fare participation, trade missions, and training and capacity building for export readiness in key export sectors.

INTELLECTUAL PROPERTY PROTECTION FRAMEWORK

Mauritius has a long-standing tradition of legal protection of IPR. The first IP-related legal act, was The Trade Marks Act of 1868, followed by the Patents Act of 1875, providing for the registration of trademarks and the grant of patents respectively. These two acts were repealed and replaced now by modern legislation on industrial property, i.e. The Patents, Industrial Designs and Trademarks (PIDT) Act of 2002; and The Protection Against Unfair Practices (Industrial Property Rights) Act of 2002. Today the PIDT of 2002 represents the centrepiece of legislation relating to IPR in Mauritius, serving primarily to curb the production of counterfeit products.

The recent surge in corporate and institutional branding creation and promotion attests to the good and proven capacities existing in the private sector to use corporate and product branding effectively, in particular by registering trademarks. Indeed a total number of 40,226 trademarks were registered by May 2016 by the Mauritius Intellectual Property Office (Table 1).

Over the last decade, the Government has updated its IPR framework to meet its commitments under the WTO TRIPs Agreement and to enable the country to become a leading knowledge-based economy (a strategic objective reiterated in several government budgets). Mauritius is a party to the main international conventions for the protection of IPR, and patents, copyrights and trademarks are well protected through domestic laws.

Mauritius is a Member State of the World Intellectual Property Organization (WIPO) through the Stockholm Act (1967) of the WIPO Convention. It is also a party to:

- The Paris Convention for the Protection of Industrial Property (since 24 September 1976),
- The Berne Convention for the Protection of Artistic and Literary Works (since 10 May 1989),
- Mauritius is also a signatory of the Trade Related aspects of the Intellectual Property Rights (TRIPS).

Table 1: Summary intellectual property statistics in Mauritius, 2014-2015

	2014	2015
Trademarks		
Applications	1855	2049
Registrations	1550	1861
Industrial designs		
Applications	19	19
Registrations	12	11
Patents		
Applications	23	21
Registrations	9	4

Source: Mauritius IP Office, 2016

Table 2: Mauritius membership in WIPO-administered treaties

WIPO-Administered Treaties Contracting Parties > Mauritius					
Contracting Party	Treaty	Signature	Instrument	in Force	Details
Mauritius	Beijing Treaty on Audiovisual Performances	June 26, 2012			
Mauritius	Berne Convention		Accession: February 9, 1989	May 10, 1989	Details
Mauritius	Marrakesh VIP Treaty	June 28, 2013			
Mauritius	Paris Convention		Accession: June 21, 1976	September 24, 1976	Details
Mauritius	WIPO Convention		Accession: June 21, 1976	September 21, 1976	

Source: www.wipo.org, 2016

The Government of Mauritius recognized the need to revise the existing laws to address the needs of all stakeholders better and, in particular, to promote innovations. To achieve this goal, Mauritius is currently working towards the adoption of an Intellectual Property Development Plan, in cooperation with WIPO. This plan should also help address inconsistencies in the institutional framework, which is composed of several and

sometimes overlapping bodies. For example, both the Industrial Property Office and the Anti-Piracy Unit have investigative powers in cases of breaches of copyrights and trademarks. The current enforcement mechanisms are dispersed among various institutions. Such fragmentation of competencies does not help in the fight against counterfeit products.

Brand and IP protection will also be important aspects included in the branding strategy. The weak IP and trademark protection, and especially the follow-up to the Madrid Convention system of registering and managing marks worldwide (to which Mauritius is a recent signatory), will be key considerations. The fact that Mauritius is party to none of the key WIPO IPR agreements impairs its ability to innovate and promote and protect its brands, trademarks, inventions, industrial designs and appellations of origin world-wide effectively.

The Mauritius intellectual property framework is key to promoting a modern knowledge-based economy and export-oriented enterprises. To support exports of products and services efficiently, the framework should fulfil the following three important functions:

- Promotion of national products through brands and trademarks in partner countries
- Recognition by partner countries of protection granted by Mauritius IP legislation
- Protection of Mauritian products, services, copyrights, inventions and industrial designs in partner countries

Box 1: Intellectual Property Treaties building the WIPO system

Patent Cooperation Treaty

The Patent Cooperation Treaty (PCT) assists applicants in seeking patent protection internationally for their inventions, helps patent offices with their patent granting decisions, and facilitates public access to a wealth of technical information relating to those inventions. By filing one international patent application under the PCT, applicants can simultaneously seek protection for an invention in 148 countries throughout the world.

Madrid Agreement Concerning the International Registration of Marks and its Protocol.

The Madrid System is the one-stop solution for trademark holders to obtain and maintain protection in multiple markets. Exporting businesses, small and large, need a reliable, convenient and cost-effective mechanism to protect trademarks in markets of interest.

File one application, in one language, and pay one set of fees to protect your mark in the territories of up to 97 members. Manage your portfolio of marks through one centralized system.

Hague Agreement Concerning the International Registration of Industrial Designs

The Hague System for the International Registration of Industrial Designs provides a practical business solution for registering up to 100 designs in over 65 territories through filing one single international application.

Design is where function meets form. From tables to telephones, industrial design is one of the key factors that attracts us to a product, or leads us to prefer using one product over another.

Lisbon Agreement for the Protection of Appellations of Origin and their International Registration

The Lisbon System for the International Registration of Appellations of Origin offers a means of obtaining protection for an appellation of origin (AO) in the contracting parties to the Lisbon Agreement through a single registration. Registrations are published in the official Bulletin and can be searched through the Lisbon Express database.

Source: WIPO, 2016

CONSTRAINTS AFFECTING THE BRANDING FUNCTION

Constraints affecting skills development function in Mauritius were organized according to their level of occurrence. National level constraints affecting the entire export sector in Mauritius were organized under three categories:

Policy and regulatory issues: these issues generally re-group the type of key external limiting factors that can affect the service providers and receivers in a specific trade-related cross-sector function.

Supply-side issues: these are the issues affecting the service providers of the cross-sector function, and can range from capacity, to the types of services covered (service gaps).

In addition to the broad national level constraints, the NES also identified constraints related to cross-sector functions occurring specifically in each of the seven NES priority sectors. Those very specific constraints will be listed here as well.

POLICY AND REGULATORY ISSUES

Box 2: Policy and regulatory issues

- IP protection mechanisms are weak, exposing the private sector to brand dilution and theft
- Absence of an IP protection mechanism at the regional level
- IP violations on international export markets for manufacturing products constitute a serious trade barrier resulting in actual property theft and counterfeiting

IP protection mechanisms are weak, exposing the private sector to brand dilution and theft

Mauritius is not a signatory to the Madrid system which provides a mechanism for businesses (through virtue of their countries being signatories) to register, manage and protect marks worldwide across 92 contracting parties. This exposes Mauritian firms that are successful internationally to theft of their brand. This is especially challenging for Mauritian firms that are expanding or are seeking to expand as multinationals in other countries. Acceding to the Madrid system would provide a convenient way for Mauritian firms to gain trademark protection in many countries simultaneously, rather than registering their marks in each market separately. There is an urgent requirement to initiate a discussion on this important topic and seek a solution. Additionally, Intellectual Property registered in Mauritius is not recognized outside Mauritius because the country has not merged its database with the WIPO database. This needs to be resolved.

Absence of an IP protection mechanism at the regional level

As is the case for the international level, there is no regional framework for single registration and multi-country IP protection in either of the regional economic integration or cooperation zones of which Mauritius is a member (COMESA, SADC, IOC).

IP violations on international export markets for manufacturing products constitute a serious trade barrier resulting in actual property theft and counterfeiting

The ITC 2014 survey of non-tariff barriers for Mauritius reveals concerns about intellectual property (IP) of printed books, brochures and similar printed matter. The case was not that the destination country blocked or hindered importation for violation of its intellectual property laws. The exporter found that Benin, Cameroon, Côte d'Ivoire, Kenya and Senegal were not protecting the intellectual property of the Mauritian exported products when entering their markets. This may qualify as a hindrance if the exporter is not inclined to continue exporting the products to those destinations, but what was noteworthy about these cases, was that the exporter complained that owing to IP violations the products were 'easily copied and sold at cheaper prices.'

SUPPLY-SIDE ISSUES (SERVICE PROVIDERS-SIDE)

Box 3: Supply-side issues

- Development of a strong Mauritius brand remains a priority
- Insufficient branding, marketing and communication of products and services
- Sector branding initiatives are fragmented and incoherent and not in line with the economic reality

Development of a strong Mauritius brand remains a priority

There is consensus that Mauritius does not have a strong brand in sectors other than tourism where it took concerted efforts to develop a strong Brand Mauritius. Even highly mature sectors such as Textiles – where individual firms have found success internationally – do not have a collective branding strategy that promotes the quality of textiles and clothing products from Mauritius. A strong brand will provide invaluable exposure in target markets for both emerging and mature sectors.

Insufficient branding, marketing and communication of products and services

To an extent, TSIs are relatively weak in promoting their services and raising awareness on their range of services. For example, despite a range of SME financing schemes available in the country (ranging between 15-20 loan instruments), SMEs have complained of a lack of support relating to access to credit. In other areas also, there is a disconnectedness between services available and awareness of consumers. TSIs must develop more robust external communications capabilities in this regard.

Sector branding initiatives are fragmented and incoherent and not in line with the economic reality

There have been numerous branding and promotion initiatives at different levels in Mauritius. Much government resources have been invested on this front, which demonstrates that financial and technical resources as well as adequate promotional tools are available in Mauritius to do quality branding and promotion work. However, the multiplication of slogans and messages, especially in the services sector result in a blurred and fuzzy brand image in terms of the overall image and message at the sector level on the one side and inconsistency between messaging (the promise) and the actual reality, as illustrated by the important skills mismatch and many skills gaps.

Therefore, there is a need to develop a holistic and comprehensive approach to branding, which includes the development of coherent brand image at the sector level, associated with well-identified offerings, values and clear messaging. The sector branding strategies should be supported by well identified and adapted promotion and marketing tools and resources (promotion campaigns, trade fairs, exhibitions) to be deployed by sector TSIs. To live up to the promise, the branding strategy and tools need to be backed with real improvements and offerings to be developed for overseas investors, buyers and customers.

SECTOR SPECIFIC ISSUES

FISHERIES AND AQUACULTURE

There is a clear lack of promotional activities to communicate on the high quality and compliance levels of Mauritian fisheries and aquaculture operators

A coordinated approach to promote Mauritian fish products is not currently in place, although it could benefit the industry greatly. There are a number of reasons for this. For instance it is quite difficult to ensure a common promotion of seafood products in a specific market since in most cases buyers are multinationals that already have a specific brand with which the product is then labelled. The consumer is difficult to reach in this case.

Another means of increasing visibility of Mauritian fish products is the presence in international fairs. However, here again, the industry in Mauritius is small and it proves challenging to find a sufficient number of participants for trade fairs other than the Seafood Expo Global.

In addition, there are currently only eight economic representatives based in permanent missions abroad, and these eight countries do not correspond to the markets targeted by the fisheries and aquaculture sector.

Mauritius does organize B2B meetings in some target countries, but inward buying missions of key buyers are not organized, which would allow potential buyers to visit plants and see the levels of quality of the production themselves.

AGRO-PROCESSED FOOD

A fragmented approach in export promotion and branding efforts

Several organizations have launched their own branding initiatives, such as the Enterprise Mauritius' "Mauritius Made with Care" slogan or the "Made in Moris" logo recently created by the AMM, but exporters seem reluctant to use it.

Increasing demand for private labelling among producers has also been observed in Mauritius, supported notably by the Business Growth Scheme Unit (under the aegis of Ministry of Business, Enterprise and Cooperatives).

No brand specifically established for the Mauritian food industry, and no targeted national promotion campaign for the industry

- No coordinated efforts at the institutional level.
- Lack of consideration for the processed food sector from TSIs

MEDICAL AND SCIENTIFIC DEVICES

Limited visibility of the Mauritian medical devices industry in international trade fairs

Although efforts have recently been made in this regard, the industry remains insufficiently supported by the authorities to participate in international trade fairs.

Limited awareness of Mauritius as a destination for investment in the medical devices industry

- No dedicated institutional communication on the medical devices sector in Mauritius.
- No communication campaigns have been undertaken in the country so far.
- No national "champion" in terms of communication that is currently recognized at the international level that could act as a real driving force.

No green label

Environmental footprint is not sufficiently promoted.

JEWELLERY

Lack of visibility of Mauritian jewellery in international markets

- Unavailability of a permanent exhibition in major markets
- Financing of the permanent exhibition
- Annual presence in a trade fair is insufficient

Lack of interest to develop and promote their own brands internationally

Most jewellery enterprises are interested in subcontracting activities for international and Western brands. They are not interested or do not have capacities in designing collections matching Western trends and buyer preferences.

FINANCIAL SERVICES

Lack of effective marketing and branding has hindered market expansion and the development of higher value-added services and products

According to stakeholders, this is the most critical constraint to growth. Historically, Mauritius had been branded as a low-tax jurisdiction, but it has much more to offer. PR and marketing has been reactive, not proactive (for example, Mauritius responds to negative columns in foreign press, as opposed to fostering a positive image on a consistent basis). In general, promotion is not targeted to the right people, nor is it tailored to specific markets and product segments. Instead, everything is promoted. In addition, efforts are disjointed: management companies do their own branding and marketing in an uncoordinated manner.

Finally, there has been little consistency in the positive steps taken. As an example, the BOI held a PE conference every year that became quite an important international event. This year, however, they simply did not hold one. Such inconsistency makes it difficult for Mauritius to develop a solid reputation as an important International Financial Centre (IFC). As noted elsewhere, the development of demand is key to attracting and developing the expertise required to move into higher value-added segments of the sector. Engaging in an effective promotional and branding campaign should therefore be a priority in this strategy.



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THE WAY FORWARD

Focusing on the success and recognition of the national Mauritius brand as well as on successful experiences in collective branding in different sectors and given the fragmentation of existing initiatives, the branding strategy will endeavour to bring a greater coherence in the branding function and in the use of the Mauritius brand by strengthening coordination among initiatives and harmonizing them across NES priority sectors. It will seek to enhance the visibility of Mauritian exports further by fostering the use of collective brands and existing quality marks. It will finally strive to strengthen the policy and IPR framework with a view to improve protection, recognition

and promotion of Mauritian intellectual property rights embedded in exported products and services.

VISION

The NES consultations gave stakeholders the opportunity to come together and define their vision for the skills development sector. This statement embodies the ambition of the sector, and as such, can be used to rally stakeholders around a common goal.

“ Leveraging branding for export success ”

STRATEGIC OBJECTIVES

The branding vision will be supported by three strategic objectives. These objectives provide a framework for addressing constraints, and they highlight key areas where action is required over the next five years.

STRATEGIC OBJECTIVE 1: IMPROVE OVERALL COHERENCE AND EFFECTIVENESS OF BRANDING AND PROMOTION INITIATIVES

The first strategic objective will seek to capitalize on the existing national branding initiative and to improve and systematize efforts to use the Mauritius brand better for country promotion and to foster the use of collective brands, while raising awareness and building capacity of operators on the importance and benefits of branding for exports specifically. The following operational recommendations fall under this strategic objective:

1. Leverage the Mauritius national brand
2. Raise awareness on branding and promotion
3. Foster the use of collective brands at sector level
4. Use brand licensing to fund brand management and promotion
5. Associate universities to branding initiatives
6. Promote Rodrigues and other outer islands better

STRATEGIC OBJECTIVE 2: STRENGTHEN THE POLICY AND REGULATORY FRAMEWORK FOR THE PROTECTION OF INTELLECTUAL PROPERTY RIGHTS

The second strategic objective aims at strengthening the overall national policy and regulatory framework to bring it in line with the high level of development and sophistication of the Mauritian economy. This entails strengthening the IPR framework through a better international protection of IPRs and a more strategic and targeted use of specific IP instruments to promote Mauritian exports and protect their

IP content for investment purposes. The following operational recommendations fall under this strategic objective:

1. Strengthen IP protection of Mauritian operators
2. Raise awareness of the importance of IP for exports and investment
3. Foster the use of geographical indications
4. Use quality marks for enhanced promotion and visibility of exports

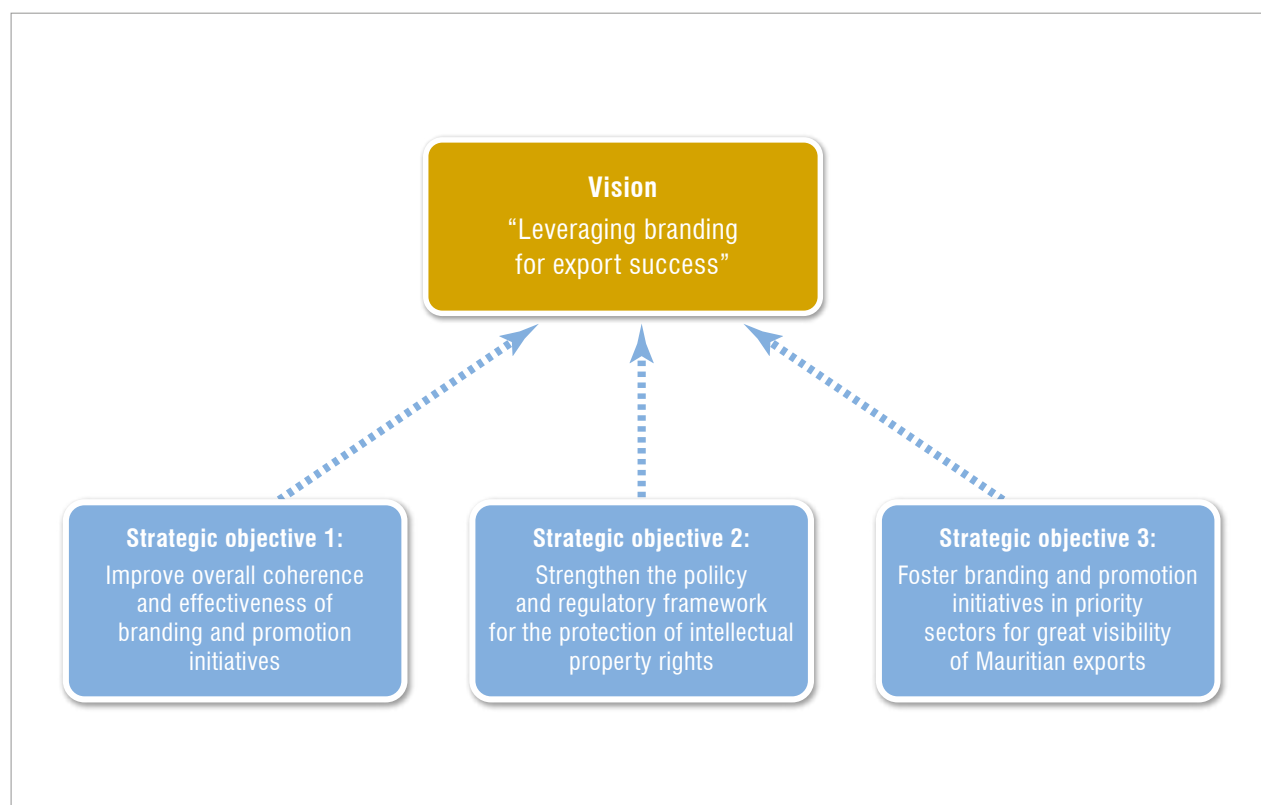
STRATEGIC OBJECTIVE 3: FOSTER BRANDING AND PROMOTION INITIATIVES IN PRIORITY SECTORS FOR GREATER VISIBILITY OF MAURITIAN EXPORTS

The final strategic objective focuses on promoting sector-specific branding and promotion measures in the priority sectors covered by the NES. Firstly, the strategy will

undertake a number of sector-specific skills development initiatives in support of the NES priority sectors, notably in services, and will establish forward linkages to other key industries and foster the use of ICT for export branding and promotion. As such, this strategic objective will be implemented jointly with each of the sector strategies mentioned. The following operational recommendations fall under this strategic objective:

1. Position Mauritius as a regional services hub
2. Emphasize opportunities in the medical devices sector
3. Position agro-processed food products better
4. Use labelling to differentiate products in the fisheries and aquaculture sector
5. Establish linkages to other sectors and industries
6. Foster the development of online services for branding and promotion

Figure 1: *The strategic framework*



RECOMMENDATIONS FOR BRANDING AT CROSS-SECTOR LEVELS

A holistic and consistent approach to branding is required, ensuring coherence between the national level and sector level initiatives

There is a need to develop a holistic and comprehensive approach to branding, including the development of a coherent brand image at the sector level (logo, slogan, elements and messages), along with well-identified offerings, values and clear messaging. The sector branding strategies should be supported by well-identified and adapted promotion and marketing tools and resources (promotion campaigns, trade fairs, exhibitions) to be deployed by sector TSIs. To live up to the promise, the branding strategy and tools need to be backed with real improvements and offerings to be developed for overseas investors, buyers and customers.

Develop a services sector collective brand

To promote Mauritius as a services hub, both for export and investment promotion purposes, develop one single collective brand for services with a logo, vectors and messages, focusing on the following elements/contents:

- Strategic location of Mauritius as a gateway to Africa
- Stable, favourable and predictable political, tax and business environment
- Highly-skilled and multilingual labour
- A services-oriented economy with a critical mass of enterprises, know-how and synergies
- Highly attractive business location and a place to live
- Identify one slogan or motto for each service segment in the sector and develop vectors and messaging to be used with it.

Establish a regional IP protection mechanism at the regional level

Such an innovation could be considered by the authorities in Mauritius to facilitate IP protection in the Indian Ocean Region or at SADC, IOC or COMESA level.

Join the WIPO IP system

Ratify already signed instruments in priority (Madrid Convention). Join the Hague System for the International Registration of Industrial Designs to ensure IP protection better in the manufacturing and technology related sectors and the Lisbon System for the International Registration of Appellations of Origin for the agro-processed foods sectors.

SECTOR-SPECIFIC RECOMMENDATIONS

AGRO-PROCESSED FOODS

Building a strong national branding would allow the sector to advance the 'country-of-origin' effect, to promote exports and to attract investors and skilled workforce

- Adopt a coordinated approach, starting with the development of a strong country branding strategy.
- The national brand could then serve as an umbrella under which sub-brands could be developed, in particular for the agro-processing sector
- Develop a new tag line and logo e.g. Delicious India , France Bon appétit.

FISHERIES AND AQUACULTURE

Find ways to integrate a national-level branding for the Fisheries and Aquaculture sector

How to implement: Sustainability, responsibility and fairness of Mauritian sector could be more valued (as an example, Maldives has developed images to promote its products even within other big consumer brands: "Maldives Pole and line").

MEDICAL DEVICES

TSIs should adopt a new approach to promote the sector

Coordinate export promotion activities, identify commercial opportunities, initiate contact with potential buyers, generate interest among prospective foreign direct investors, and provide support to exporters and entrepreneurs visiting the market.

The steering committee dedicated to the medical devices industry envisaged earlier could play a key role in conducting those activities.

Improve communication and create awareness among medical devices manufacturers abroad about the opportunities that Mauritius has to offer for their activities.

This can be achieved through organization and participation in international trade fairs.



Photo: (cc) pixabay

FINANCIAL SERVICES

Build demand for financial services through a comprehensive branding strategy

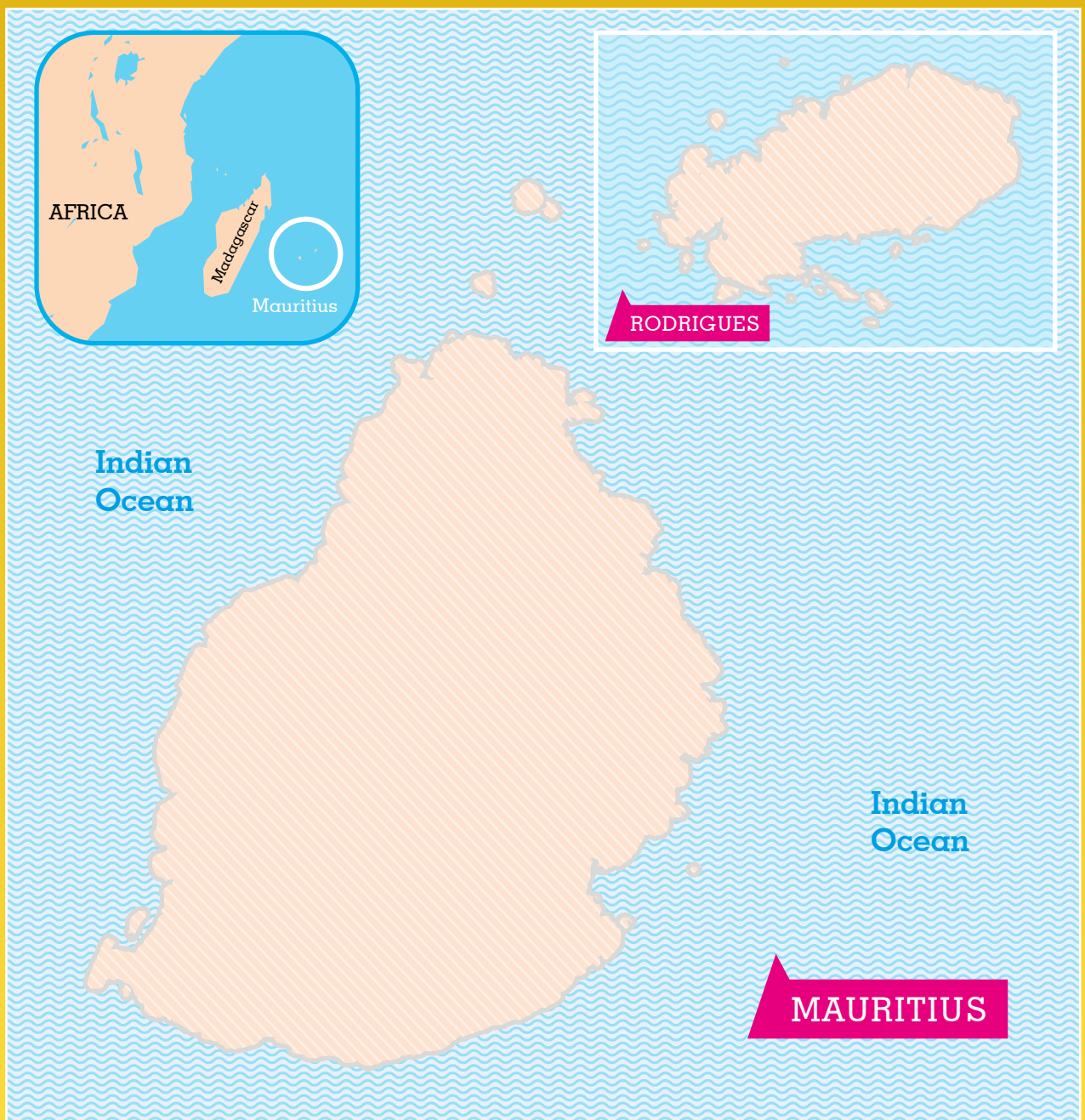
Skills development and demand are in a chicken and egg scenario – multinational players are present in Mauritius, and say that they can bring the necessary skills if the demand is there for more complex financial services.

Increase leadership role within the African financial sector community

Mauritius can increase its engagement with the African region by taking leadership roles in bodies such as the SADC capital markets subcommittee. Other efforts may include offering training and skills development solutions to personnel from other countries in the region through conferences, seminars, and the opening up of appropriate training curriculums. This will allow Mauritius to solidify its reputation as a premier provider of financial services in the fast-growing African market and turn Mauritius into a hub for financial skills development, networking and knowledge transfer.

MAURITIUS NATIONAL EXPORT STRATEGY BRANDING CROSS-SECTOR

PLAN OF ACTION



Strategic Objective 1: Improve overall coherence and effectiveness of branding and promotion initiatives												
Operational objective	Activities	Priority 1=high 2=med 3=low	Implementation period					Beneficiaries	Targets	Lead implementer	Supporting implementers	Possible funding source
			2017	2018	2019	2020	2021					
1.1 Leverage the Mauritius national brand	<p>1.1.1. Based on experience so far, review, simplify or adjust as necessary the Mauritius national brand (Mauritius, it's a pleasure), the brand logo, its attributes/elements and related usage guidelines and associated communication strategy to strengthen the overall brand identity and avoid ambiguity and confusion. The revised strategy should be articulated as follows:</p> <ul style="list-style-type: none"> » One single brand to be used for national-level branding and all international promotion initiatives and work to project a positive, distinctive and strong image of Mauritius as a country; » National brand to be adapted and leveraged for sector-level for industry-specific needs, while still maintaining same identity and overall coherence; » Draw up terms of reference and eligibility criteria for use of the national brand by public authorities, private sector organizations. » Ensure inspection and monitoring of compliance. <p>1.1.2. Drawing on best international practice, establish a national brand custodian, which will be an independent public-private entity with a defined legal status (foundation, corporation, or public entity) responsible for:</p> <ul style="list-style-type: none"> » Managing access to and use of the Mauritius national brand; » Undertaking national promotion initiatives overseas in conjunction with Mauritian authorities and the private sector organizations (annual brand award ceremony) » Conducting business intelligence about and influencing the international image and perception of Mauritius as a country overseas by providing accurate, up-to-date intelligence and information about the country. » Release an annual report of its activities and perception statistics, to be presented and disseminated publicly and to be used as intelligence to inform branding and promotion activities by TSIs. <p>1.1.3. Organize a specific training programme for enterprises about the use of, compliance with and benefits of the Mauritius national brand. To that end key elements are:</p> <ul style="list-style-type: none"> » Develop training programme contents and materials » Determine qualification criteria, » Form a team of trainers, » Develop online modules or applications, » Disseminate information through International Software Trade (ISTs) and social media. » Monitor results through regular surveys and KPIs <p>1.1.4. Conduct regular perception surveys in key strategic markets (Africa, Asia, Europe, North America) about awareness and perception of Mauritius as a country, recent events, its export products and services, and its cultural production (heritage, culture, literature, cuisine).</p> <ul style="list-style-type: none"> » Survey to be mandated by the National Brand Custodian, » Results to be published and use intelligence to inform branding and promotion initiatives at national and sector level. 	1					All operators	National brand review completed and adapted by mid-2017	Mauritius Tourism Promotion Authority (MTPA)	BOI, EM, MEXA		
		2					All operators	Brand custodian established; Effective use of national brand; Better perception of national brand abroad	Ministry of Tourism and External Communications	MTPA, BOI, EM		
		3					All operators	Programme established; No. of companies trained	EM	MTPA, BOI, SMEDA, MEXA		
		2					All operators	Perception survey established; One survey conducted every year starting in 2017	National Brand Custodian	MTPA, BOI		

Strategic Objective 1: Improve overall coherence and effectiveness of branding and promotion initiatives

Operational objective	Activities	Priority 1=high 2=med 3=low	Implementation period					Beneficiaries	Targets	Lead implementer	Supporting implementers	Possible funding source
			2017	2018	2019	2020	2021					
1.2. Raise awareness on branding and promotion	<p>1.2.1. Establish an annual brand award for Mauritian firms, artists and other initiatives to reward and promote excellence, innovation or good reputation of Mauritius in-country and in particular overseas, to be articulated as follows:</p> <ul style="list-style-type: none"> » Establish categories or areas to be rewarded (best product, best firm, best innovation, best artist, etc.); » Establish a selection procedure for the award (eligibility, submission, qualification, nomination and award); » Organize an annual public event to award the Mauritius brand to eligible parties and to garner and focus public and media attention. <p>1.2.2. Organise an annual Mauritius branding round table to discuss current Mauritius branding initiatives, review perception intelligence and discuss future actions. Organize discussions around feature topics, key findings from perception surveys, sector focus and strategic market/partner focus. Relay annual round table in the local media.</p> <p>The round table would gather main public and private stakeholders such as GOM, relevant ministries, TSIs, universities, Mauritian exporters and investors and branding, national media, advertisement and promotion professionals, as well as overseas trading partners and investors and leading overseas branding practitioners.</p>	2					All operators	Brand award established; Effective use of national brand; Better in-country perception of national brand	Ministry of Tourism and External Communications	MTPA, MCCI, BOI		
	<p>1.2.3. Coordinate services offered by Mauritian TSIs and private sector providers to establish a joint national programme on branding, promotion, marketing, labelling of products and services. The objective is to raise awareness of firms, provide complete information about available services, advice and support and to increase visibility and improve the visual aspect of Mauritian products.</p> <ul style="list-style-type: none"> » Map all services, support available in Mauritius, » Centralize the information and make it available through websites of participating TSIs and operators, » Organize a sensitization campaign, with a focus on exporting SMEs, » Provide training and capacity building organized around different modules (branding, collective brand management, labelling, packaging, quality management, traceability, etc.). Modules can be developed on an incremental basis with new ones being added over time depending on demand. 	2					All sectors	Mapping Service provider(s) identified by mid-2017; Effective use of branding by operators	National Brand Custodian	EM, MTPA, SMEDA, MEXA /AMM/ BOI / MCCI		
1.3. Foster the use of collective brands at sector level	<p>1.3.1. At sector level, encourage the use of collective brands in various industry and services sectors to promote and give visibility to Mauritian products, services and firms in international markets and in the eyes of potential buyers, business partners and investors. Similarly as the national brand, sector-specific collective brands should be used based on the following principles:</p> <ul style="list-style-type: none"> » Convey one single coherent and intelligible transmission vector with a defined logo and other visual elements, » Draw up eligibility criteria for use of the collective brand by firms for their products and services, » Officially publish or disseminate the list of enterprises, products or services bearing the collective brand. 	1					All operators in main sectors of economy	Three collective brands created or adapted by end 2017; Better perception of collective brands abroad	Ministry of Tourism and External Communications	BOI, EM, MCCI, MEXA		

Strategic Objective 1: Improve overall coherence and effectiveness of branding and promotion initiatives

Operational objective	Activities	Priority 1=high 2=med 3=low	Implementation period					Beneficiaries	Targets	Lead implementer	Supporting implementers	Possible funding source
			2017	2018	2019	2020	2021					
	<p>1.3.2. Foster the use of collective brands in conjunction with quality assurance initiatives based on systematic application of the following elements:</p> <ul style="list-style-type: none"> » Distinctive collective brand logo or label, » Product or service-specific quality terms of reference/production methods and quality assurance procedures, » Establish inspection and monitoring of compliance with criteria (third party). 	2					All operators in main sectors of economy	Better perception of collective brands abroad; No. of operators using the collective brand	MCCI	BOI, EM		
	<p>1.3.3. Offer enterprises specific training about the use of, compliance with and benefits of collective brands to ensure coherence and use of those brands for promotion purposes. To be conducted in conjunction with activities 1.3.1.–1.3.2.</p>	2					All operators in main sectors of economy	A training programme per collective brand established; No. of operators trained	MCCI	BOI, EM, MEXA, SMEDA		
1.4. Use brand licensing to fund brand management and promotion	<p>1.4.1. Introduce and foster the use of licensing for the national, sector-level as well as collective brands, existing and future, strengthening eligibility and usage criteria and for stronger brand identity over time in line with international best practice. The licensing scheme should:</p> <ul style="list-style-type: none"> » Be conditional to registration and payment of financial contribution to be defined; » Rely on compliance with eligibility/quality criteria and terms of use with third party certification, » Give participating operators access to services (e.g. training, advice, promotion, materials) related to the brand use. <p>To be conducted in conjunction with activities 1.3.1.–1.3.3.</p>	1					All operators in main sectors of economy	Licensing programme established in conjunction with the national brand by end 2017; Amount of funding raised	Ministry of Tourism and External Communications	MCCI, BOI		
1.5. Associate universities to branding initiatives	<p>1.5.1. Together with the brand custodian (see activity 1.1.2. above) and TSIs, establish cooperation with Mauritius University and business schools to further teaching and interdisciplinary research about branding, advertisement, promotion, case studies, cultural studies, tourism with a focus on Mauritius.</p> <p>1.5.2. Integrate case studies about Mauritian firms, success stories, investors, etc. in teaching programmes in business management, marketing and advertisement (in connection with activity 1.5.1.).</p> <p>1.5.3. Use research results to inform national and sector level branding and promotion initiatives jointly with TSIs. Reward best research on an annual basis with a private sector distinction or prize (to be defined further).</p>	3					All operators in main sectors of economy	Cooperation programme established No. of research projects initiated	National Brand Custodian	EM, BOI, University of Mauritius, Open University of Mauritius, University of Technology Mauritius		
		3					All operators in main sectors of economy	No. of case studies conducted	MCCI	EM		
		3					Students, operators in main sectors of economy	No. of distinguished research projects	MTPA	EM, BOI, SMEDA, MEXA		

Strategic Objective 1: Improve overall coherence and effectiveness of branding and promotion initiatives												
Operational objective	Activities	Priority 1=high 2=med 3=low	Implementation period					Beneficiaries	Targets	Lead implementer	Supporting implementers	Possible funding source
			2017	2018	2019	2020	2021					
1.6. Promote Rodrigues and outer Islands better	<p>1.6.1. Integrate Rodrigues and outer islands better in national branding and promotion initiatives through the following activities:</p> <ul style="list-style-type: none"> » Synchronizing or linking Rodrigues and each of the outer islands to the national brand (sub-brand/co-brand or mention, related attributes, etc.) to be used in promotion campaigns to underline existence and specificity of Rodrigues. » Creating and using a distinctive label or geographic indication to be used on product originating from Rodrigues. 	1					Artisans in Rodrigues and outer Islands	Promotional campaign initiated and is visible in Mauritius (in tourist offices and hotels) and abroad (Mauritius diplomatic missions)	RRA	Ministry of Foreign Affairs, Regional Integration and International Trade		
	<p>1.6.2. Build capacity of local operators (firms, cooperatives) to qualify, comply with requirements and manage their branding and promotion needs, notably through direct technical support and enhanced use of IT and e-commerce</p>	2					Artisans in Rodrigues and outer islands	No. of operators trained	Arts and Crafts Manufacturers Association of Mauritius	MCCI, EM, SMEDA		
Rodrigues specific branding activities in the NES Rodrigues PoA: Operational objective 4.3												

Strategic Objective 2: Strengthen the policy and regulatory framework for the protection of intellectual property rights

Operational objective	Activities	Priority 1=high 2=med 3=low	Implementation period				Beneficiaries	Targets	Lead implementer	Supporting implementers	Possible funding source
			2017	2018	2019	2020					
2.1. Strengthen IP protection of Mauritian operators	<p>2.1.1. Join the WIPO IP system, in particular:</p> <ul style="list-style-type: none"> » Ratify already signed instruments in priority such as the Madrid Convention System for the International Registration of Trademarks. » Join the Hague System for the International Registration of Industrial Designs to ensure IP protection better in the manufacturing and technology related sectors. » Join the Lisbon System for the International Registration of Appellations of Origin for the agro-processed foods sectors. <p>Refer to operational objective 2.2. of the Innovation cross-sector function (activities 2.2.6–2.2.8).</p>	1					Entire economy	All three WIPO conventions in force by 2018; Effective IP protection for operators	Industrial Property Office (IPO)	AMM, BOI, MCCI, MyBiz, SMEDA, Ministry of Financial Services and Good Governance	Budget 2016–2017
2.2. Raise awareness of importance of IP for exports and investment	<p>2.2.1. Strengthen the capacities of the Industrial Property Office, especially in terms of:</p> <ul style="list-style-type: none"> » Negotiating, accessing to and managing multilateral, regional and bilateral agreements pertaining to IP. » Ability to manage new IP instruments (AoP, GIs, traditional knowledge, etc.); » Providing services and advice to Mauritian enterprises and investors. » Managing and disseminating IP-related information. <p>2.2.2. To promote accession to the WIPO system and to sensitize Mauritian exporters and investors in international markets to IP protection issues, organise an awareness campaign to specifically promote three main functions for exports and foreign investment and the benefits for exporting and investing enterprises:</p> <ul style="list-style-type: none"> » Promotion of national products through brands and trademarks in partner countries, » Recognition by partner countries of protection granted by Mauritius IP legislation, » Protection of Mauritian products, services, copyrights inventions and industrial designs in partner countries. 	1					Entire economy	IP Office resources increased (human and financial); No. of services provided to operators	Industrial Property Office (IPO)	SMEDA, Ministry of Foreign Affairs, Regional Integration and International Trade, Ministry of Business, Enterprise, and Cooperatives, BOI, MCCI, AMM	
2.3. Foster use of geographical indications	<p>2.3.1. Develop geographical indications labels, such as the protected geographical indication (PGI), to promote and protect names of quality agricultural products, fish and foodstuffs as well as agro-processed products, against counterfeiting.</p>	1					Entire economy	Sensitization campaign conducted; No. of new registrations	Industrial Property Office (IPO)	AMM, BOI, MCCI, MyBiz, SMEDA, Ministry of Financial Services and Good Governance Ministry of Foreign Affairs, Regional Integration and International Trade/ EM	Donor agencies
							Entire economy	Protected Geographical Indication developed by early 2018	IPO	RRA, MCCI, Ministry of Agro Industry and Food Security, Ministry of Ocean Economy, Marine Resources, Fisheries, Shipping and Outer Islands	

Strategic Objective 2: Strengthen the policy and regulatory framework for the protection of intellectual property rights

Operational objective	Activities	Priority 1=high 2=med 3=low	Implementation period				Beneficiaries	Targets	Lead implementer	Supporting implementers	Possible funding source
			2017	2018	2019	2020					
2.3. Foster use of geographical indications	<p>2.3.2. As part of trade promotion activities by TSIs, encourage participation of Mauritian agro-processed and manufactured products in international or regional competitions and trials to win visibility and recognition.</p> <p>» Use medals/awards and distinctions as labels to differentiate and promote Mauritian products locally and in export markets.</p> <p>» Establish participation and selection criteria related to product quality, packaging, labelling, and traceability so as to maintain an overall coherent and qualitative Mauritian brand image, consistent with activity 3.5.1.</p> <p>2.3.3. Register created GIs with the WTO and ensure their protection in regional integration and bilateral trade agreements.</p>	2					Operators in agro-cultural sectors	<p>No. of competitions attended;</p> <p>No. of distinctions obtained</p>	EM	AMM, BOI, MCCI, SMEDA, Ministry of Agro Industry and Food Security	
2.4. Strengthen use of quality and certification marks for enhanced promotion and visibility of exports	<p>2.4.1. Consolidate the Certification Mark Scheme managed by the Mauritius Standards Bureau. Develop Mauritian standards based on adoption of International Standards (such as ISO, IEC, EN) as far as possible and encourage Mauritian exporters to actively participate in Technical Committees and Subcommittees for formulation of Mauritian Standards, as per industry priorities and requirements of key export market.</p> <p>2.4.2. Strengthen the cooperation between sector associations and the Mauritius Standards Bureau to make a better use of available certification instruments to increase the overall level of quality of products and services and to increase visibility for Mauritian products and services domestically and overseas.</p> <p>2.4.3. Enter into MRA/MLAs with key strategic trading partners/markets (NES, SADC) other regional bilateral agreements to ensure the widest acceptance of national quality and certification marks (MAURICERT).</p> <p>2.4.4. Establish export promotion programmes for goods and services, which will emphasize the quality, sustainability and technological content of Mauritian products.</p> <p>2.4.5. Develop a national programme to encourage use of quality management system certification by services enterprises using international recognized and accepted quality management standards (e.g. ISO9001) to promote services exports better as well as for compliance purposes.</p> <p>» Map applicable standards per services subsector or segment;</p> <p>» Assess enterprise needs;</p> <p>» Facilitate training, certification and compliance.</p>	1					Operators in manufacturing, services and technology sectors	<p>A comprehensive review completed by end 2017; Standardization work programme aligned to main requirements of industry and strategic markets</p> <p>Increased use of certification marks by operators</p> <p>Increased recognition of quality of Mauritian products and services</p> <p>Increased certification of quality management by services operators</p>	<p>Mauritius Standards Bureau</p> <p>MCCI, BOI</p> <p>Ministry of Foreign Affairs, Regional Integration and International Trade</p>	<p>Ministry of Foreign Affairs, Regional Integration and International Trade</p> <p>Mauritius Standards Bureau</p> <p>MCCI, BOI</p> <p>Ministry of Foreign Affairs, Regional Integration and International Trade</p>	
		2					Operators in manufacturing, services and technology sectors	Increased use of certification marks by operators	EM	Mauritius Standards Bureau	
		2					Operators in manufacturing, services and technology sectors	Increased recognition of quality of Mauritian products and services	EM	MSB	
		3					Operators in manufacturing, services and technology sectors	Increased certification of quality management by services operators	MSB	EM, AMM, MCCI, MyBiz, Ministry of Financial Services and Good Governance, Ministry of Business, Enterprise, and Cooperatives	

Strategic Objective 3: Foster branding and promotion initiatives in priority sectors for greater visibility of Mauritian exports

Operational objective	Activities	Priority 1 = high 2 = med 3 = low	Implementation period					Beneficiaries	Targets	Lead implementer	Supporting implementers	Possible funding source
			2017	2018	2019	2020	2021					
3.1. Position Mauritius as a regional service hub	<p>3.1.1. Promote Mauritius as a services hub, both for export and investment promotion purposes</p> <p>Create one single collective brand for the services with a logo, own brand elements/attributes and messages.</p> <p>The services brand should emphasize the following elements:</p> <ul style="list-style-type: none"> » Strategic location of Mauritius as a gateway to Africa and Asia » Stable, favourable and predictable political, tax and business environment, » Highly-skilled and multilingual labour, » A services-oriented economy with a critical mass of enterprises, know-how and synergies, » Highly attractive business and investment location and a place to live. <p>Services sector brand to be managed by one single services sector organization such as the proposed services coalition.</p>	1					Services operators	Collective services sector brand created by 2017	Services coalition	BOI, MCCI, EM, MTPA, Ministry of Financial Services and Good Governance		
	<p>3.1.2. To ensure overall coherence at the services sector level and specificity for each subsector:</p> <ul style="list-style-type: none"> » Under the collective services brand, adapt communication and promotion approaches to individual services subsectors to be managed and deployed by subsector hubs/TSIs. » Identify one slogan for each service segment in the sector and develop elements/attributes and messaging to be used in association with it. 	1					Services operators	Collective brand synchronized for each subsector	Services coalition,	MCCI, EM, MTPA, Ministry of Financial Services and Good Governance		
	<p>Sector specific branding activities in the financial services strategy PoA: Operational Objectives 4.1. to 4.5.</p> <p>Sector specific branding activities in the culture tourism strategy PoA: Strategic objective 4.</p>											
3.2. Emphasize opportunities in the medical devices sector	<p>3.2.1. Develop an export promotion plan for the medical devices sector, whereby:</p> <ul style="list-style-type: none"> » Sector TSIs coordinate export promotion activities, identify commercial opportunities, initiate contact with potential buyers, generate interest among prospective foreign direct investors, and provide support to exporters and entrepreneurs visiting the market, » Organize dedicated stands for collective brands (e.g. Made in Morris) to promote medical devices companies at international trade fairs and conventions; and » Steering committee dedicated to the medical devices industry plays a key role in coordinating and conducting the proposed activities. <p>3.2.2. Improve communication towards and create awareness among foreign manufacturers of medical devices about the opportunities offered by Mauritius to develop industrial activities in this sector. This should be achieved through:</p> <ul style="list-style-type: none"> » Organization and participation in international trade fairs and through investment promotion activities, » Communication on success stories and testimonials in the international media and events, » Leverage business contacts through international business associations (e.g. binational and regional chambers of commerce) to promote success stories and opportunities for doing business and investment. 	1					Operators in medical devices sector	Promotion plan developed and operational by 2017	EM	Ministry of Industry, Commerce and Consumer Protection, AMM, BOI	Government	
	<p>Sector specific branding activities in the Medical devices strategy PoA: Operational Objective 5.2.</p>	2					Operators in medical devices sector	No. events attended; Increased awareness of opportunities	BOI	Ministry of Technology, Communication and Innovation, MOFA, MCCI, EM		

Strategic Objective 3: Foster branding and promotion initiatives in priority sectors for greater visibility of Mauritian exports

Operational objective	Activities	Priority 1=high 2=med 3=low	Implementation period				Beneficiaries	Targets	Lead implementer	Supporting implementers	Possible funding source
			2017	2018	2019	2020					
3.3. Position agro-processed food products better	<p>3.3.1. Emphasize the 'country-of-origin' element of Mauritius to promote exports, attract foreign investment and skilled labour to the agro-processed food sector.</p> <ul style="list-style-type: none"> » Adopt a coordinated approach, starting with the development of a strong country branding strategy. » The national brand could then serve as an umbrella under which sub-brands could be developed, in particular for the agro-processing sector » Develop new tag lines and logo (e.g. 'Delicious India, France Bon appétit'). <p>3.3.2. Reinforce the efforts to raise awareness and promote the sector both locally and internationally, notably through:</p> <ul style="list-style-type: none"> » Support for creation and promotion of firms' own brands to capture higher added value for export products and educate end-customers. » Offer of targeted trade promotion services (trade fairs participation, trade missions and road shows), » Conduct of regular customer surveys for established products and services in key target markets to measure and improve product perception and visibility, and validate designs, pricing and marketing tools. 	1				Agro-industry	Brand dedicated to the sector created and launched by mid-2017	EM	Business Growth Scheme Unit (Ministry of Business, Enterprise and Cooperatives) AMM Min. of Agro / Min of foreign affairs	Government	
3.4. Use labels to differentiate fisheries & aquaculture products	<p>Sector specific branding activities in the Agro-processed food strategy PoA: Operational Objective 5.2</p> <p>3.4.1. Leverage existing national or sector-level brands (e.g. manufacturing) for, but not restricted to, the fisheries and aquaculture sector to value and promote sustainability, responsibility and fairness of Mauritian fishery products (similarly to "Maldives Pole and line" initiative). To achieve this:</p> <ul style="list-style-type: none"> » Develop and promote the use of labels related to responsible, sustainable and environmentally friendly production methods (eco-labels, CSR, fair-trade) fisheries and aquaculture. » Support for certification of operators; » Provide training, advice and technical assistance in adoption, use and compliance with underlying standards. 	1				Agro-industry	Communication strategy initiated by early 2018	EM	Business Growth Scheme Unit AMM, MEXA, SMEDA	Government	
3.5. Linkages to other sector and industries	<p>Sector specific branding activities in the Fisheries & aquaculture strategy PoA: Operational objective 5.2</p> <p>3.5.1. Establish linkages to the tourism and hospitality industry to strengthen the visibility and promotion of Mauritian products and services via dedicated tourism industry channels (airlines, tour operators, travel magazines, booking platforms) on a regional and international level.</p> <ul style="list-style-type: none"> » Establish quality criteria for promotion of other product and services sectors through the tourism network so as to maintain an overall coherent and qualitative Mauritius brand image. » Establish collaboration with key trade support institutions and business associations to jointly coordinate and manage promotion initiatives. 	1				All operators	At least one label created; No. of operators certified	The Ministry of Fisheries	MCCI, MSB, AMM	BOI, EM, MCCI, AMM, Association of Hotels and Restaurants in Mauritius	Government

Strategic Objective 3: Foster branding and promotion initiatives in priority sectors for greater visibility of Mauritian exports

Operational objective	Activities	Priority 1 = high 2 = med 3 = low	Implementation period				Beneficiaries	Targets	Lead implementer	Supporting implementers	Possible funding source
			2017	2018	2019	2020					
3.5. Linkages to other sector and industries	<p>3.5.2. Establish linkages with the ICT/BPO industry to develop and mainstream e-commerce as channels for B2B and B2C exports and promotion of Mauritian products and services, with a focus on light manufacturing, T&C, jewellery, handicrafts, home decor, and agro-processed food. In particular;</p> <ul style="list-style-type: none"> » Facilitate access to existing online market places and services for exporters, » Create sector-level collective e-commerce platforms with payment logistics, trade permit and CRM solutions, » Offer training and technical support to export-ready and exporting operators. 	1				<p>Operators in manufacturing and agro-processing</p>	<p>Increased No. of exporting operators active on e-commerce platforms; At least one e-commerce platform up and platform running</p>	MCCI	SMEDA, MEXA, BOI, EM, MOFA		
3.6. Foster development of online services for branding and promotion	<p>3.6.1. In collaboration with the ICT service providers, organize an online e-learning programme on best practices in branding and promotion (in conjunction with the joint capacity building programme in activity 3.5.2.) intended for SMEs and operators (incl. from Rodrigues).</p> <ul style="list-style-type: none"> » Facilitate access to existing available e-learning resources as a first step, » Develop a “home-grown” programme and modules, tailored to specific needs and demand of the Mauritian operators. <p>3.6.2. Develop distance learning programmes on branding and promotion in English and French intended for overseas clients and operators, in cooperation with Mauritian Universities/TVET institutions.</p> <ul style="list-style-type: none"> » Activity to be developed based on experience gained from activity 3.6.1. above; » Offer can be targeted at key strategic markets for education and services sectors with additional languages added over time (e.g. Chinese, Hindi). 	2				All operators	<p>Online branding learning operational by end of 2017</p>	Ministry of Communication and Information Technology	National Computer Board, MCCI, SMEDA, RRA		
		3				All operators	<p>First home-grown online learning platforms operational by end 2018; No. of overseas users</p>	Ministry of Education and Human Resources, Tertiary Education	EM, MCCI, BOI, MEXA, UOM		

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Republic of Mauritius



International
Trade
Centre

Street address: 54-56, rue de Montbrillant
1202 Geneva, Switzerland
Postal address: Palais des Nations
1211 Geneva 10, Switzerland
Telephone: +41-22 730 0111
Fax: +41-22 733 4439
E-mail: itcreg@intracen.org
Internet: www.intracen.org