

## 12 Business Development & Job Creation



**“The business support infrastructure maintains a high rate of new business start-ups and competitive, value added businesses in a balanced range of inward and indigenous investment.”**

The perception of County Monaghan as having full employment has tended to mask some of the difficulties in providing quality jobs. The county's industrial base is relatively narrow and is particularly dependent on the food and furniture sectors. The staff requirements of many of these businesses is predominately confined to low skilled manual workers. Much of our production is high volume and low margin and is reflected by the fact that the county's gross output per person is approximately one third of the national average. Inward investment has been minimal and currently there are four major international agencies operating in the county.

Monaghan has a particularly entrepreneurial population with 34% of the workforce self-employed and the highest rate of new business start-ups in Ireland.

Males make up 67% of the workforce and women comprise 33%. The

numbers of women who are economically active has increased by 23% since 1991, but over 25% work part-time. Only 8.2% of women are self-employed, and more women work at home than on average in the rest of the country.

Significantly higher numbers of Monaghan people left school with no formal qualification (36.6% compared to a state average of 29.5%) and the number accessing third level education is also far below the state average.

**Among the challenges which Monaghan must consider in relation to business development and job creation are:**

- Linking educational attainment and industrial needs of the county
- Greater availability of business premises for start-up and expansion
- Greater adaptation by businesses of new technology

- Coping with the waste generated by the County's main industries
- Increased spend on research and development
- Up-grading telecommunications infrastructure.

To address these issues, Monaghan will maintain its high rate of new business start-ups and facilitate the expansion of existing local businesses particularly those with the capacity to compete in world markets. Enterprise units, serviced sites and management support services will be provided and businesses assisted in developing added value products and adapting new technology practices. New Furniture and Food Centres of excellence will be established. The county will maximise trading opportunities from its cross-border location, and will seek to attract a blend of viable inward investment to the county.



# Goals, Objectives and Actions

**Goal 1** To ensure Monaghan has a strong, viable and diverse business base

**Objective 1** To support the development and expansion of local businesses especially those with the potential to successfully compete in world markets

Action	Lead Agency	Key result areas	Timescale
Development of consultative linkages between industrial sector and relevant support agencies.	CDB	Establishment of County Industrial Consultative Development Forum.	S
Support business to keep up to date in production technology.	CEB, EI MCCI	Improve the level of Gross Output per person.	L
Encourage innovation in product development distribution and marketing.	CEB EI	Double the average spend on research and development from 2% to 4%.	S
Develop formal links between industry and 3 <sup>rd</sup> level colleges and other training agencies.	DKIT Industrial Consultative Development Forum	Formal links developed with Dundalk Institute of Technology, Loughrey College. Establishment of graduate placement programmes.	S
Create marketing networks which will support economies of scale.	CEB EI	Increase in value of exports by one third over the next 3/5 years.	S
Provide suitably zoned industrial land banks and industrial space to enable relocation locally of expanding businesses.	LA	Identification and re-zoning of land for industrial sites.	M
Review and provide supports which are most appropriate to the expansion of the SME sector.	Industrial Consultative Development Forum	Provision of support services which stimulate expansion and growth of the industrial sector. Greater uptake of supports by companies in County Monaghan.	S
Support SME's in the adoption of and maximising the opportunities of I.C.T.	CDB MCCI, CEB, EI.	Access to new markets.	M
Review the opportunities to develop centres of excellence for furniture and food industries.	CEB, EI	Study complete, identify feasibility, size and location of centres.	S
Optimise the new opportunities to develop and expand cross border trading linkages.	Industrial Consultative Development Forum	New agency and industrial partnerships developed Increase value of sales to Northern Ireland Expansion of Acumen project.	M
Create awareness of the value and necessity for good management.	CEB EI, MCCI.	Establishment of networks of owner, managers Increase uptake of management related training. Expansion of the Plato Programme.	M

S = Short-term 2002-2004  
M = Medium-term 2005-2007  
L = Long-term 2008-2012

**Objective 2** To attract a blend of viable inward investment to the county from both inside and outside the county

Action	Lead Agency	Key result areas	Timescale
Provide the facilities and services in the county that will enable businesses to compete successfully in the global market.	Industrial Consultative Development Forum	Infrastructure and services available at competitive prices.	S
Development of marketing strategy to encourage inward investment, targeting in particular sectors which offers higher skills and better paid employment.	MCCI	Promotion of brochure and CD-Rom promoting the county.  Increase in the number of inward projects located in the county.  Increase in the number of businesses decentralising to County Monaghan.	S
Provide a high quality serviced land banks and buildings.	LA	Re zoning and development of industrial land banks.  Availability of quality workspace through Public Private Partnerships.	M
Seek to adjust Government Policy to provide positive discrimination in favour of rural counties.	Industrial Consultative Development Forum	Detail the case of the relative disadvantage to which the county has been subjected.	S
Seek to ensure that County Monaghan is on the National active itinerary for potential inward investment.	IDA	County Monaghan identified nationally as a key county requiring outside investment.	L
Establish a Monaghan Ambassador Network	MCCI	Involvement of ex-patriots in promoting the county.	S
Support opportunities to encourage the location of new industry/business in the county.	Industrial Consultative Development Forum	Agreement on potential new industrial, business sector to be targeted for the county.	S

**Objective 3** To maintain our high rate of new business start-up

Action	Lead Agency	Key result areas	Timescale
Encourage diversification away from low-added value, low profit sectors.	CEB,EI	Increase value of output per person in line with national average.	S
Ensure that young people are given the opportunity to develop their capabilities as private entrepreneurs.	Industrial Consultative Development Forum	New education initiative as a result of better communications between educators, industrialists and agencies. Programmes targeted at schools. Number of new projects. Innovative business start-ups.	M
Target business start-up activities at specific groups such as women, farmers, people with disabilities and young people.	CEB	Increase in new starts ups from targeted groups.	M
Provide a geographical spread of affordable workspace in a range of sizes.	EI	Opening of new Enterprise Centres.	M
Identification of new job opportunities through the development of a social economy.	FÁS	New social programmes developed.	S
Support the establishment of IT industries.	CEB EI	Increase in the number of teleworker's in the county.  Increased business diversification.	L
Up-skilling of the county labour force.	FÁS	Providing up-skilling opportunities for the county workforce, those seeking employment and those who are underemployed.	M

**PRINCIPAL DELIVERY AGENTS**

Monaghan County Council  
Enterprise Ireland  
County Enterprise Board  
IDA  
FÁS  
Community Development Groups  
Chamber of Commerce

International Fund for Ireland  
County Monaghan Partnership  
Acumen