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REGIONAL HIGH-LEVEL POLICY FORUM

THE HOLISTIC/INTEGRATED ASSESSMENT OF BARRIERS TO STE RESILIENCE: FINDINGS & POLICY RECOMMENDATIONS

Presented by
Frank J Comito

Special Advisor and Former Chief Executive Officer and Director General,
Caribbean Hotel and Tourism Association

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Recommendations Based on 3 Areas of Input:

1. Online Survey

Gave information on:

- (i) STE General Data
- (ii) Operations & Expenses Post Disaster
- (iii) Challenges and Barriers in Recovery Efforts
- (iv) Business Continuity/Succession Planning
- (v) Incentives, Relief & Support Programs
- (vi) Digitization Levels
- (vii) Training & Capacity Development for Recovery & Sustainability
- (viii) Networking and Partnerships

2. Multi-Stakeholder Policy Forum

Challenges and Barriers at the:

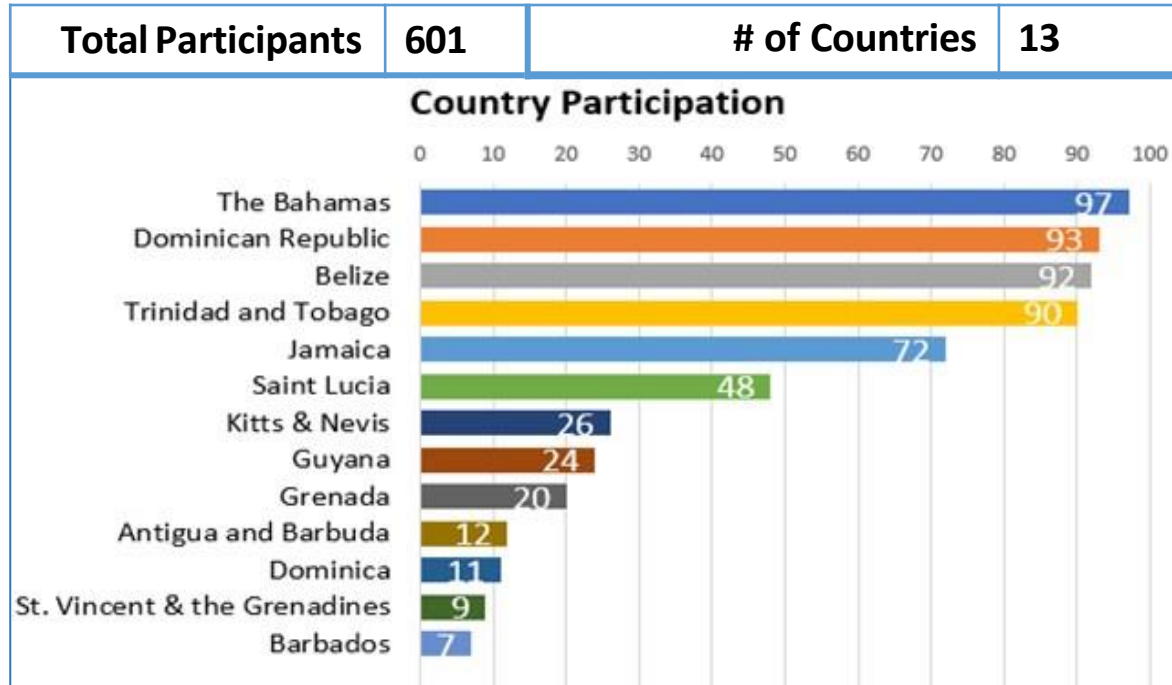
- (i) Macro Level
- (ii) Micro Level

3. Additional Insights

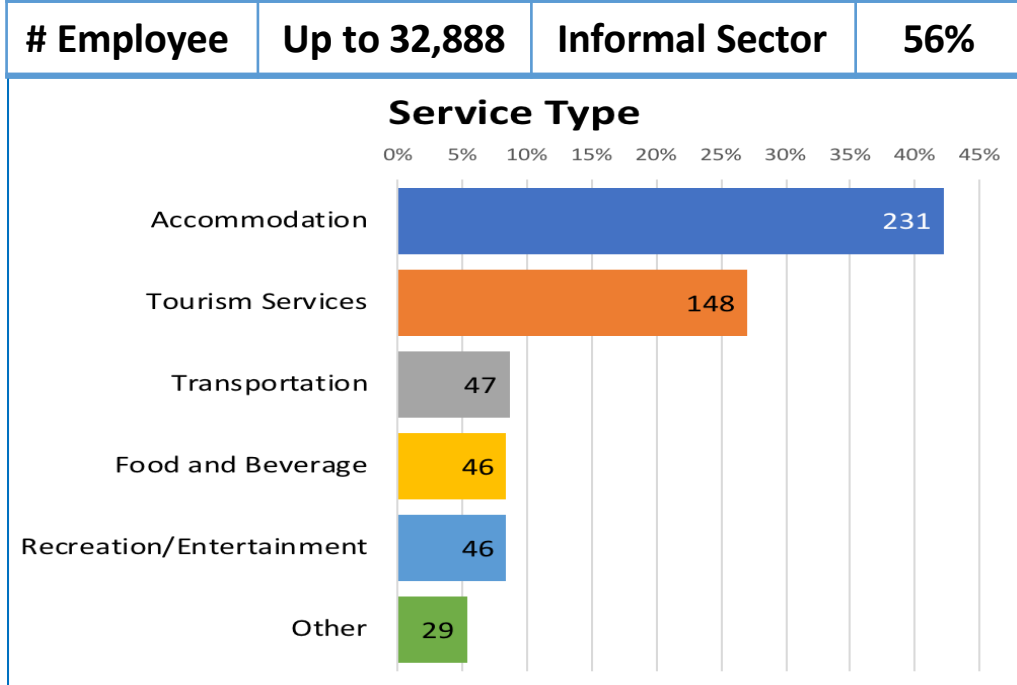
- (i) General Views of Experts, Practitioners & Supporters
- (ii) Insights from other Regional Initiatives to support business continuity and readiness
- (ii) Lessons Learnt from past efforts of OAS/ CHTA

PARTICIPATION SUMMARY

(1) ONLINE SURVEY



Tourism Sub-Sectors/Value Chain Enterprises Involved



(2) MULTI-STAKEHOLDER FORUM

- STEs
- Public Sector/Government Agencies (policy & regulatory)
- Academia
- Supply Chain Firms
- Other Value Chain Suppliers supporting Stakeholders

4 Group Break-Out Sessions for Input from:

- Government Policy Makers
- Accommodation
- Recreation, Entertainment, Transport & Tours
- Tourism Suppliers and Services

(3) INTERVIEW/DISCUSSIONS: Saint Lucia, Trinidad & The Bahamas





3 LEVELS OF ANALYSIS

1. COLLECTIVELY
2. BY COUNTRY
3. BY CATEGORY OF ENTERPRISE/SUB-SECTOR

- **Collectively there are consistent, common issues**
- **Weighting of issues vary by country and by sub-sector**
- **Recommendations are based on the collective**





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CONCLUSIONS Key Findings

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COLLECTIVE ANALYSIS: QUALITATIVE & QUANTITATIVE



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1. Main Disruptors:

- Hurricanes, Flooding and Covid-19

2. General Recovery Time:

- 6 months and under but up to 24 months to fully recover financially

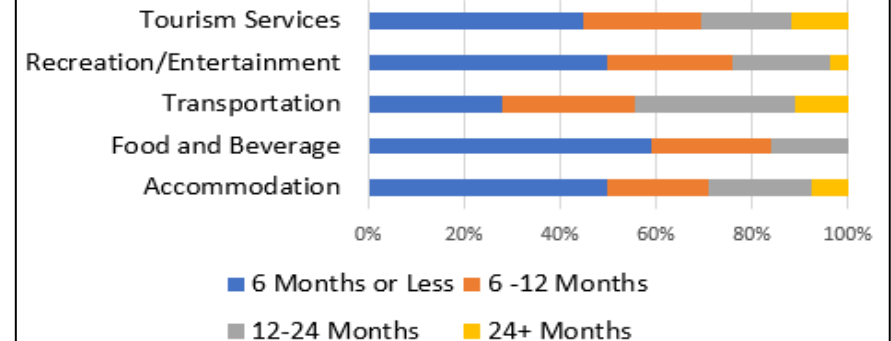
3. Main Impact of Disruptors:

- Lack of Clients
- Financial Instability
- Cash Flow/Working Capital Limitation to support Recovery & Continuity Efforts

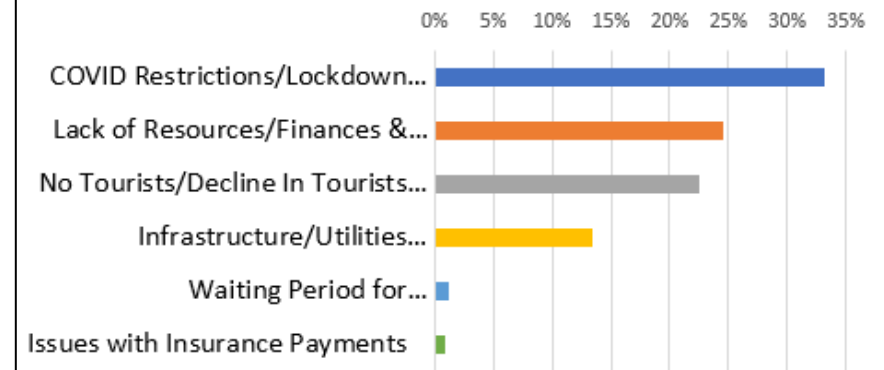
4. Reopening Challenges:

- Access to Supplies/Supply Chain Issues
- Repairing Damages & Clean Up Costs
- Infrastructure Damages/Road Access
- Delay in reinstatement of Electricity & Internet
- Inability to rehire/retain staff
- Ability of staff to return to work
- Inability to communicate with market
- Insurance Issues
- Airline Schedule Fluctuations
- Access to tours from Cruise Ship

**Time To Be Fully Operational After Disaster
by Sub-Sector Category**



What Delayed Return to Full Operational



KEY MICRO LEVEL ISSUES



1. Lack of Critical Business Tools to Support Continuity:

- Low Levels of Business Continuity Plan
- Limited Use of Crisis Management Plans
- Liability Insurance Not Fully in Place (*"Expensive necessity that requires innovation and personal approaches to get around it"*)

2. Marketing/PR Limitations:

- Limited Marketing/Communication Ability to Inform Market of Reopened Status

3. Low Business Digitization:

- Weak levels of digitization and technology adoption
- Low ability levels to take payments digitally

4. Certification of Compliance

- Limited Guidelines for Reopening with lack of technical support
- Limited or no technical support and advice on accessing local or regional compliance certification or recognition stamp (e.g. CARPHA, TTTC)

STEs with the Following Business Tools Fully in Place

Sub-Sector Category	Business Continuity Plan	Crisis Mgt Strategy	Liability Insurance
Accommodation	33%	33%	32%
Food & Beverage	19%	17%	17%
Transportation	21%	10%	20%
Recreation/Entertainment	33%	32%	31%
Tourism Services	38%	38%	38%

STEs With the Following Capabilities

Type of STE	Operation Digitized	Can Take Payments Digitally
Accommodation	35%	35%
Food and Beverage	32%	32%
Transportation	19%	19%
Recreation/Entertainment	33%	31%
Tourism Services	46%	45%



MACRO/NATIONAL LEVEL SUPPORT FOR RECOVERY & CONTINUITY

1. Membership in Networks. Cluster or Trade Associations

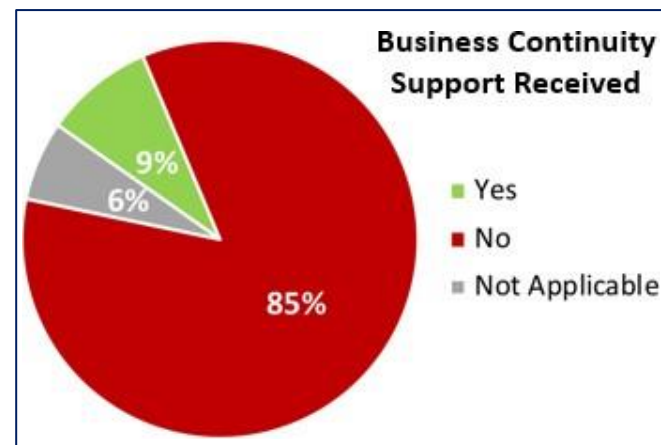
- Collective Average is **56% of STEs** are not part of a trade association

Involvement in a Business Cluster, Network or Trade Association		
Type of STE	Yes	No
Accommodation	50%	50%
Food and Beverage	32%	68%
Transportation	28%	72%
Recreation/Entertainment	44%	56%
Tourism Services	46%	54%

2. Business Continuity Support Received

Did you receive any of the following?:

- Tax or Duty Relief for purchase of PPEs, & Health Safety Materials & Supplies
- Bank Loan Payment Deferral
- Utility/Electricity Relief or Adjustments
- Assistance or support from large enterprises/businesses in your country
- Support to assist in your Retention of Employees/Self





NOTED MULTI-STAKEHOLDER VIEWS

1. Reasons for Low Involvement of STEs in Associations:

- They will be **exposed to high taxes** should they be part of a formal network
- Perceptions may be that it is not needed and it comes with an **additional cost**

The Benefits:

- The **advocacy support to ensure correct tax rate or reduced tax rates** and capacity building they will obtain will place them in a very advantage position

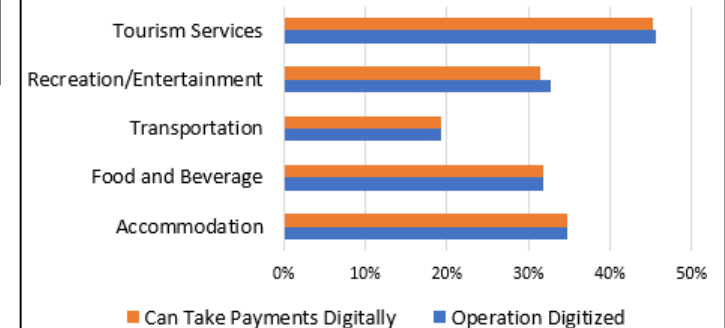
2. Unequal Focus of STEs in Business Recovery/Continuity:

- Larger enterprises and mainly **accommodation** establishments are the focus of national recovery efforts
- Recognition of **Non-Accommodation STEs** in the recovery/continuity process is **limited**

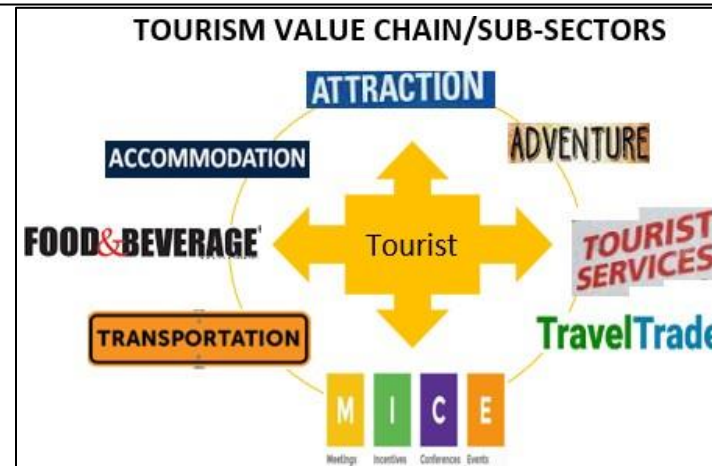
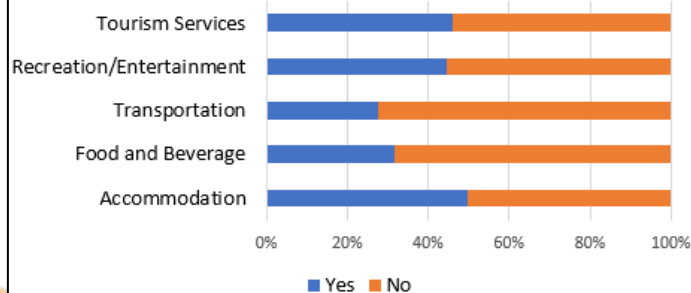
3. Digitization:

- **Retooling** in a digital environment **is necessary**
- Retooling comes with a **high cost**

Digitization Capabilities of STEs



Are you part of a Business Cluster, Network or Trade Association?



4. Collaboration:

- **Collective efforts** are important
- UWI Tourism Society





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RECOMENDATIONS

- Micro Level
- Association Level
- National/Macro Policy Level

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MICRO CORPORATE LEVEL



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One Specific Areas of Support

Awareness and Capacity Development for
Business Continuity, Resilience & Sustainability

STE Quote:

"Advanced Preparation"

STE Quote:

"We have health safety inbuilt into our daily program so it was not difficult to update to government requirements"

STE Quote:

"Robust cooperation from management, mitigation policies and emergency response committee"

STE Quote:

"We were able to reopen quickly because we are well prepared. We have preparedness plans in place"

STE Quote:

"We have always maintained proper health and safety environment for our guests and staff. And with covid-19, we had to just add or increase our measures according to WHO, which didn't take a very long time".



Areas for Capacity Development Support

Capacity Development Area	Accom't	F&B	Recreation/ Enter'mt	Tourism Services	Transport
Marketing Strategies in a Covid-19 Environment	4.1	4.3	4.3	4.5	4.2
Digital Marketing Strategies in a Covid-19 Environment	4.2	4.4	4.2	4.4	4.2
Best Public-Private Sector Practices to Support Tourism's Recovery	4.0	4.1	4.1	4.2	3.9
Reducing Employer Risk/Liability Due to Potential Virus Exposure	4.1	4.3	4.1	4.1	3.8
Health Safety Training	3.9	4.4	3.9	4.2	4.2
Communications and Public Relations Strategies - Now and Thru Recovery	3.9	4.1	3.9	4.1	3.9
Effective Customer Service - Social Distancing in a Social Business	3.7	4.0	4.0	4.0	3.9
Supervisory and Management Leadership to Guide Recovery and Beyond	3.8	4.0	3.7	4.0	3.8
Disaster Preparedness, Management and Resilience for STEs	3.7	4.1	3.7	3.8	4.0
Bank Lending, Refinancing and Debt Restructuring	3.5	3.5	3.8	3.8	3.3
Operating an STE in a Cashless and Touchless Environment	3.3	4.1	3.5	3.8	3.5
Labor Management Thru the Crisis	3.3	3.9	3.4	3.7	3.7
Stress Management Training for Employees	3.4	3.5	3.5	3.6	3.5



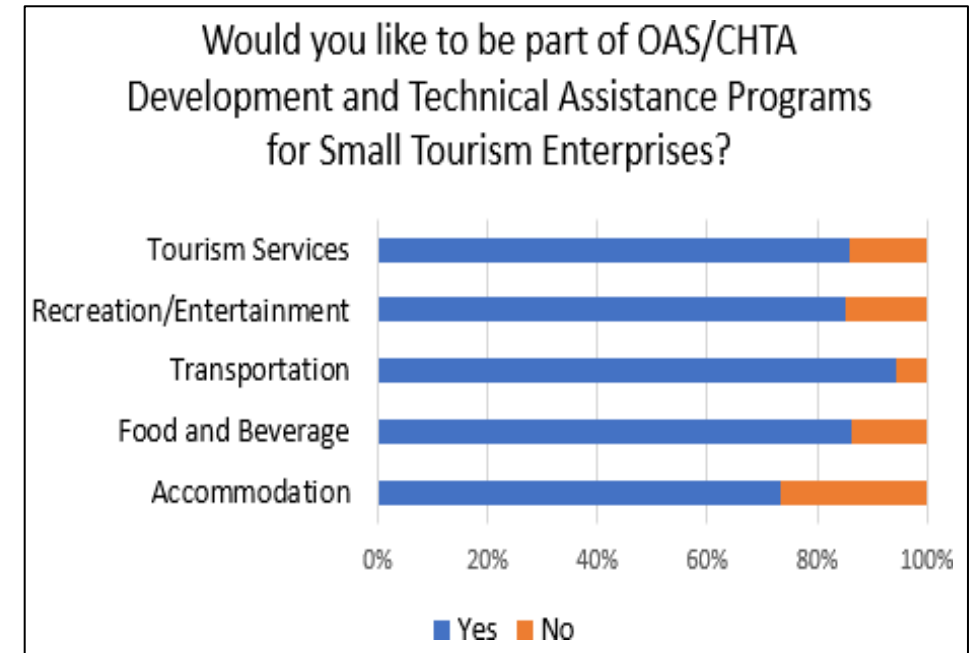
Stimulus Measures

#	STIMULUS MEASURES NEEDED	Weighted Importance
1	Increased Marketing and Public Relations: By Industry	6.9
2	Increased Marketing and Public Relations: By Government	6.9
3	Increased Marketing and Public Relations: Public/Private Partnership	6.8
4	Working Capital Support	6.8
5	Tax Relief – VAT	6.1
6	Soft Loans/Low Interest	5.9
7	Utilities – Electricity Relief	5.9
8	Tax Payment Deferral	5.6
9	Suppliers – Discounts, Deferred Payments	5.4
10	Bank Loan Payment Deferral	5.1

Refocus on STEs

A Revised Drive and Policy to encourage greater levels of STE involvement in Networks/Associations

1. Focus on **STEs engagement** including those in the informal sector
2. Build Awareness/Promote the **importance and benefits** of involvement in formal groupings
3. Develop and Promote **specific membership schemes** for STEs
4. Recognize the **role and nature of women owned STEs** and **provide targeted benefits/capacity** development for these enterprises
5. Increase engagement of **STEs in leadership roles** to guide their **advocacy** and other **specific business continuity** and sustainability needs
6. Place as much importance on **STEs in all areas of the Tourism Value Chain as valid members** (as opposed to allied members)
7. Increase collaborative efforts with the public sector and other regional/ international agencies **to support the engagement and business continuity capacity** of STEs

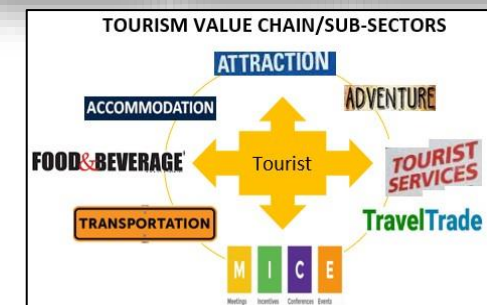


Type of STE	Yes	No
Accommodation	73%	27%
Food and Beverage	86%	14%
Transportation	94%	6%
Recreation/Entertainment	85%	15%
Tourism Services	86%	14%

Expand & Refocus on STEs

Develop/Update **National Tourism Disaster Risk Policy** to advance, guide and roadmap the **Business Continuity, Sustainability and Competitiveness** of STEs

1. **Importance of All STEs:** Place as much importance on **STEs in all areas of the Tourism Value Chain**
2. **Technical Assistance & Training:** Specific support for **capacity building** for business continuity and resilience
3. **Working Capital/Contingency Emergency Funds:** Consider the development of an appropriate scheme to support emergency recovery and repair funding for STEs
4. **Tax Incentive Scheme for STEs:** To support post disaster continuity business supplies
5. **Marketing & PR:** Consider the marketing limitation of STEs and provide needed support. Work collaboration with STEs and private sector.



SUMMARY: KEY FINDINGS



1. Unequal Focus on STEs in Business Recovery
2. Main Disruptors due to Flood and Hurricane Damages and COVID-19 impact
3. Lack of Working Capital to Support Recovery
4. Impact:
 - Damages and Access to Supplies for Repairs
 - Infrastructure/Utility Reinstatement Delays
 - Staff Return
5. Low Levels of Digitization
6. Limited Uptake of Liability Insurance
7. Low Use of Crisis Management & Continuity Plans
8. Limited Ability for Marketing/Market Communication on Reopened Status
9. Inability to Access Compliance Certification
10. Low Membership in Network/Associations
11. Low Government Relief for Continuity Efforts
12. Fluctuating Air Access

SUMMARY: KEY RECOMMENDATIONS

1. Recognize STEs as a valid & critical part of Tourism Industry by placing on the policy agenda
2. Micro Level:
 - Capacity Development/Training Support
 - Stimulus Measures
3. Association Level:
 - STE Engagement Strategy
 - Development of Specific Scheme/Package for STEs
4. Macro Level:
 - A Fully Comprehensive Strategy & Policy Framework for STEs to guide their continuity post-disaster
 - Including Technical Assistant and Training
 - Tax Incentive Schemes

OVERARCHING QUESTIONS:

1. Are the Findings in line with what holds in your country/sector?
2. What gaps in the Findings and Recommendations do you see?

Feedback



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Considerations from Associations & STEs

Panel 1:

Nicola Madden-Greig, President, Caribbean Hotel and Tourism Association representing Associations supporting STEs

Garvin Bovell, Vice President, Barbados Entrepreneurship and Tourism Association, Barbados representing STEs in the Shared Economy

John Mathurin, Owner, Serenity Vacations & Tours, Saint Lucia representing STE participation at the OAS/CHTA Multi-Stakeholder Forum

Moderator: *Vanessa Ledesma-Berrios, CEO & Director General Ag, Caribbean Hotel and Tourism Association*

Considerations from Tourism Ministerial Policy Directorates

Panel 2:

Honorable Lisa Cummins, Minister of Tourism, Barbados

Honorable Denise Charles, Minister of Tourism, International Transport and Marine Initiatives, The Commonwealth of Dominica

Honorable Tashia Burris, Secretary for Tourism, Culture, Antiquities and Transportation; Tobago House of Assembly, Trinidad and Tobago

Honorable John Pinder III, Parliamentary Secretary, Bahamas Ministry of Tourism, Investment and Aviation; Commonwealth of The Bahamas

Honorable Edmund Bartlett, Minister of Tourism, Jamaica

Input of Other Ministerial Delegates & Representatives

Moderator: *Kim Osborne, Executive Secretary for Integral Development, General Secretariat of the OAS*



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THANK YOU

TIME FOR INPUT & DISCUSSIONS