



Tourism Development  
Company Limited  
TRINIDAD & TOBAGO



**ADMINISTRATIVE REPORT OF THE TOURISM DEVELOPMENT COMPANY LIMITED  
FOR FISCAL 2013**

TOURISM  
DEVELOPMENT  
COMPANY  
LIMITED

Administrative Report  
Fiscal 2013

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*“To facilitate the development and marketing of the tourism product of Trinidad and Tobago so as to deliver a superior tourism experience, that provides the greatest sustainable value for all stakeholders.”*



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# EXECUTIVE SUMMARY

This annual Administrative Report covers the period 01 October 2012 to 30 September, 2013 and it documents the work accomplished by the Tourism Development Company Limited (TDC), the implementation arm of the Ministry of Tourism. Established in 2005, the TDC has been mandated to develop the tourism industry and market the country's tourism product within the policies and guidelines established by the Ministry of Tourism. The operations of the TDC are achieved through ten departments: Finance; Human Resources; Internal Audit; Investment Promotion; Product Development; Marketing; Corporate Communications; Planning and Research; Information Technology and Legal, each critical to the implementation of the TDC's mandate and Work Plan.

Over the period 2010 to 2012, Trinidad and Tobago experienced annual average growth of 0.21% in stopover visitor arrivals. During Fiscal 2012-2013, efforts were made to mitigate the slippage in source markets of UK and Scandinavia. These efforts resulted in Canada and Scandinavia showing 6% and 4% average annual growth during the period 2010 to 2013. The USA also showed improvement with its average decline improving by 66 basis points. Year on year comparisons shows UK grew by 16% in 2013, compared to its 9% decline in 2012 and Scandinavia had a 48% increase in arrivals in 2013.

In spite of the challenges faced by the global economy and delayed tourism statistics, the TDC has managed to maintain both organisational efficiency and industry growth and development. The Company continued its focus on its core strategies of institutional strengthening, destination marketing, value added tourism, strategic partnership and investment promotion.

The TDC commenced fiscal 2012-2013 with an approved overall budget of \$115,998,633 allocated as follows: \$46,825,000 for Recurrent Expenditure; \$51,403,633 for Marketing; \$17,770,000 under the Public Sector Investment Programme (PSIP).

## **Ensuring Improved Service Standards and Delivery**

The TDC, through its Product Development Unit, remains committed to establishing and implementing standards for the development and maintenance of tourism infrastructure and amenities, as well as ensuring that service delivery in the local tourism and hospitality industry meets international standards.

In the area of sites and attractions, the Product Development Unit continued its focus on improving the visitor experience through enhanced physical infrastructure and improved health, safety and sanitation at the sites under the company's purview: Maracas, Las Cuevas, Manzanilla and Vessigny Beach facilities as well as the La Brea Pitch Lake Visitor Centre. Other activities included the development of community tourism initiatives such as the Maracas Community Tourism Initiative the aim of which is to improve the façade of the village so that the entire community will have a seamless aesthetic appeal.

The Quality Control and Standards Unit undertook a number of initiatives to facilitate an improved visitor experience through service delivery improvements. Through the Service Training Attitude Respect (STAR) programme approximately 300 hospitality professionals participated in Customer Service Quality workshops. The implementation and execution of the Trinidad and Tobago Tourism Industry Certification (TTTIC) Programme provided advisory services, in terms of quality standards, for tourism operators whilst small tourism business operators benefitted from programmes offered under the Small Tourism Enterprises Project (STEP). Also, with visitor safety and security being integral to destination appeal the Quality Control and Standards Unit, in addition to continually apprising visitors of standard safety requirements via the Visitor Tips Pocket Guide (printed in four languages) also facilitated safety and security training for tourism operators in the areas of first aid, defensive driving and fire safety.

## **Promoting Greater Investment**

The Investment Promotion Department continued its mandate to attract local and foreign investment in diverse, world class accommodation and complementary clusters of ancillary facilities.



During fiscal 2012-2013, two new applications were received for the upgrade of nine rooms, while three legal agreements were executed which represented a commitment to upgrade 51 rooms. The total value of reimbursements in Fiscal 2012-2013 was \$1,256,271 representing over \$5 million in upgrade works. Also during the period, a total of 88 rooms were in the process of being upgraded and it is expected that upon completion, the maximum value of reimbursements will be approximately \$ 1,100,000.

The Department also continued its lead generation efforts by participating in two investment trade shows which accounted for 19 leads being generated locally.

Investment projects approved in Fiscal 2012-2013 were mainly for tourism transport services and the expected additional employment from these projects were 146 persons. The TDC continued to monitor tourism investment projects in 2013 with a view to addressing any outstanding matters regarding access to incentives under the Tourism Development Act and to gauge the status of the projects as well as providing further guidance to investors. An estimated 362 projects were monitored to ascertain their progress and obtain updated information.

### **Building Greater Awareness**

The TDC also found it necessary to become more targeted in its overall marketing efforts by fine tuning the quality of market intelligence captured for source markets and niche markets in order to successfully meet market expectations. During 2013, the company undertook initiatives to ensure that the brand and image of Trinidad and Tobago as a tourist destination are highlighted and the destination's key selling attributes are properly positioned in the travel trade in its respective markets.

The Company's Overseas Representatives continued their public relations activity by securing media impressions and utilizing social, print and online media. In 2013, the Company also hosted several group and individual press trips which served to highlight elements of Trinidad and Tobago and gave the destination much needed journalistic exposure. Participants on these familiarization tours also attended numerous travel shows which highlighted the product offerings available within each niche.

### **Meeting the MICE Challenge**

The Convention Bureau in 2013 remained steadfast in its efforts to develop the Meetings, Incentives, Conventions and Events (MICE) market and to ensure that the destination gains recognition as a premier business destination.

The Convention Bureau was instrumental in the successful hosting of Travel Professionals of Colour Conference and Tradeshow which was held in both Trinidad and Tobago and welcomed over 200 Travel Professionals from the United States and the Caribbean. The Bureau also continued in its efforts to seek out bid opportunities and to increase the number of meetings and conferences held in Trinidad and Tobago by exhibiting at one of America's largest MICE shows, IMEX America. Over 30 one-on-one meetings were held at this event with mainly U.S. Meeting Planners interested in Trinidad and Tobago. The Bureau also facilitated over 35 local conferences held during the period in an effort to improve the quality of meetings and conferences held in our twin islands.

### **Measuring Success for Future Growth**

The mission of the Planning and Research department is to develop, collect, analyze, and disseminate statistical and analytical information related to the tourism industry. The department continues to collect airlift data and conduct visitor exit surveys at the Piarco International Airport as well as cruise passenger surveys at the Cruise Ship Complex in Port of Spain. This information has proved invaluable for providing estimates where official industry data is unavailable or dated. In the absence of current Stopover Visitor Arrival statistics from the CSO, the department has some access to the passenger data collected by the Ministry of Tourism through the Immigration Division.

The department has also been proactive in seeking to provide the data needed to support TDC initiatives. In 2013, Planning and Research engaged in an extensive study of the target markets and their relevant niches, which was used to effectively map the destination's core product offerings to the various source markets thus allowing for a more targeted approach to marketing.

## **Partnering for Success**

The TDC also forged closer relationships with its key partners and stakeholders with the full recognition that such collaborations facilitate the successful implementation of the company's objectives. Where the functions of the TDC relate to Tobago, all activities are undertaken in consultation with the Tobago House of Assembly (THA).

The Ministry of Tourism continued to provide guidance to the TDC in the execution of public awareness programmes that espouse the importance of tourism whilst instilling a sense of pride in each citizen and inculcating a personal responsibility for the growth of the tourism sector. Through its well thought out programmes that focus on tourism education, building the industry's intellectual capacity and striving for international certification to attain world standards, the Company remains confident of achieving its mission to make Trinidad and Tobago the premier tourism destination in the Caribbean.

## 1.0 VISION STATEMENT

*“To be an effective enabler of a unique, vibrant and sustainable tourism sector.”*

As the implementation arm of the Ministry of Tourism, the TDC is committed to realizing the vision for sustainable tourism in Trinidad and Tobago. This Vision is steered by a number of long-term goals aimed at:-

- Making the tourism industry a significant contributor to the nation’s Gross Domestic Product (GDP);
- Improving the quality of life for citizens;
- Transforming Port of Spain as the Business and Culture Capital of the Caribbean;
- Creating more than 90,000 jobs, directly and indirectly, together with increased revenues to the Treasury.

The objective is to accentuate the uniqueness of the two islands, and to offer an internationally-competitive tourism product, complemented by a comprehensive, fully-functional physical infrastructure and a modern, competitive institutional framework which is supported by the country’s citizens. The sector will be anchored by flagship products with brand names that are globally recognizable.

## 2.0 MISSION STATEMENT

*“To facilitate the development and marketing of the Trinidad and Tobago tourism products”.*

The TDC became operational in 2005. Its mandate emphasizes the development and enhancement of all aspects of the tourism sector in Trinidad and Tobago. The TDC is accountable for the development of the tourism product in Trinidad, while the THA holds that responsibility for Tobago. The Company is committed to establishing and implementing standards for the development and maintenance of tourism infrastructure and amenities at beaches, tourism sites and attractions, as well as maintaining those facilities and amenities formally vested in it.

The TDC’s mandate includes responsibility for marketing and promotion, as well as, tourism investment facilitation. This latter responsibility includes administering the provisions of the Tourism Development Act, Chap. 87:22 (TDA), under which investors in the tourism sector apply for concessions.

The TDC operates in collaboration with key partners and stakeholders whose expertise and areas of operation overlap with and facilitate the implementation of the Company’s objectives. In particular, the TDC consults with the THA Division of Tourism and Transportation on the formulation and implementation of programmes relating to Tobago.

## **3.0 STRATEGIC PLAN**

### **3.1 STRATEGIC INITIATIVES**

During the period under review, the following were identified as the key strategic initiatives to be undertaken in support of the TDC Mission and Vision and in alignment with the broader mandate of the Ministry of Tourism.

#### **1. Destination Awareness**

To market Trinidad and Tobago as a recognised tourism destination in every principal source market with 600,000 arrivals by 2015;

#### **2. Product Development**

To increase the attractiveness of Trinidad and Tobago's tourism product and improve the destination's visibility.

#### **3. Quality Standards and Service Levels**

To enhance the competitive positioning of Trinidad and Tobago as a world class tourism destination through the provision of superior service delivery.

#### **4. Accommodation and Ancillary Facilities**

To ensure that the tourism sector is a developmental priority driven by a strong and effective stakeholder partnerships.

#### **5. Partnerships**

To transform Trinidad and Tobago into an exciting location for tourism investment and enhance its reputation by upgrading accommodations to the highest international standards.

#### **6. Communication and Awareness**

To increase awareness and credibility of the tourism industry and promote the TDC as the keystone organization that drives sustainable tourism development.

#### **7. Institutional Strengthening and Capacity Building**

To establish TDC as an efficient, responsible state agency and a model corporate Citizen.

## **4.0 FINANCIAL OPERATIONS**

### **4.1 REPORT CUSTOMIZATION OF GREAT PLAINS SOFTWARE**

Although the software was fully installed, work is continuing with a consultant to fine tune usage of the software and reporting procedures and to allow for seamless completion of all accounting related processes.

### **4.2 BUDGET OBJECTIVES**

1. To utilize TDC's websites and other on-line and IT tools to promote the destination and the Trinidad and Tobago brand to local regional and international markets.
2. To develop effective multi-faceted Destination Marketing Programmes in key source markets (North America, UK, Germany, Scandinavia and the Caribbean) consistent with our niche marketing strategy (eco/soft adventure, bird watching, wedding and honeymoons, sun, sea and sand, sport , dive, yachting, heritage , cruise, sport etc.)
3. To develop a new brand position and promote a clearly identifiable national Trinidad and Tobago brand, a distinct Tobago destination brand and a distinct Trinidad destination brand which are complementary and reinforce the country's marketing position.
4. To establish Trinidad and Tobago as a destination of choice for regional and international visitors.
5. To brand Trinidad and Tobago internationally, as a preferred Meeting Incentive, Conference and Events (MICE) destination in the region.
6. To stimulate growth in the tourism sector by partnering with tourism stakeholders to develop and support local and international tourism events.
7. To promote a sustainable community/domestic tourism industry development and to encourage the mobilisation of domestic resources and appropriately engage and empower communities in the planning and decision making process for the development, management and ownership of tourism products and services.

8. To develop effective multi-faceted Regional Marketing Programmes consistent with our niche marketing strategy (shopping, festivals, sport etc.)
9. To package tourism investment opportunities for local and foreign investors in diverse world-class accommodations and complementary clusters of ancillary facilities, and to facilitate investment by providing guidance to investors in obtaining requisite approvals, technical assistance and other key services.
10. To recognize and support certification and benchmarking programmes to encourage public and private sectors to take concrete environmental safety and sustainability measures, and to develop the management and monitoring tools required to ensure the sustainable development of the sector.
11. To establish and maintain tourism industry standards for delivery of quality tourism products and services, and to foster high quality service delivery among tourism industry stakeholders while providing feedback for improvement of the institutions and the programmes.
12. To provide appropriate training to professionals in the tourism industry (tour guides, hotel and guesthouse service staff, tour operators, tourism taxi drivers, food and beverage merchants etc.)
13. To spearhead the provision and improvement of tourist leisure and recreational amenities and facilities thereby creating enhanced visitor experiences and to improve the safety of visitors and staff at all sites.
14. To improve the quantity and quality of room stock available in Trinidad and Tobago
15. To position and promote tourism as a viable sector for employment, entrepreneurship and professional development.
16. To provide timely and relevant tourism data and analysis to facilitate improved tourism industry facilitates and services, responsiveness to changing market conditions and industry contribution to economic growth (GDP).



<b>TYPE OF FUNDING</b>	<b>BUDGETED EXPENDITURE FY13</b>	<b>GOVERNMENT SUBVENTIONS RECEIVED</b>	<b>ACTUAL EXPENDITURE</b>
Overseas Marketing	35,816,350		27,531,296
General Market Support	10,251,612		10,821,721
Research and Planning	1,268,897		511,016
Investment Promotion	4,066,774		1,251,299
<b>MARKETING TOTAL</b>	<b>51,403,633</b>	<b>36,403,632</b>	<b>40,115,332</b>
Convention Bureau	2,000,000	1,710,000	2,001,639
T and T Hotel and Guesthouse Room Stock Upgrade Incentive Project	2,500,000	2,028,000	1,552,211
POS Tourism Business Improvement-Ariapita	2,000,000	510,000	549,752
NTQSIP	1,500,000	794,000	771,165
Maracas Community Tourism Initiative	1,000,000	1,383,822	1,242,690
Las Cuevas Beach Enhancement Project	1,200,000	700,000	1,037,396
Manzanilla Beach Facade Improvement Project	1,000,000	952,000	807,773
Vessigny Beach Facility Upgrade Project	1,000,000	1,000,000	1,077,529
La Brea Pitch Lake Enhancement Project	970,000	970,000	698,096
STEP	200,000	200,000	256,143
TTTIC	500,000	410,000	216,479
Environmental Conservation-Green Globe Awareness	260,000	210,000	242,985
Tourism Safety and Security	900,000	470,000	225,907
Tourism Sector Support	240,000	240,000	233,445
Eco-Tourism Projects			
Local Tourism Awareness			
Upgrade of Sites and Attractions	1,000,000	1,000,000	1,217,504
Toco Lighthouse Project	1,000,000	1,000,000	231,750
Penal/Debe Doubles Pavillion	500,000	500,000	388,000
<b>PSIP TOTAL</b>	<b>17,770,000</b>	<b>14,077,822</b>	<b>12,750,464</b>
General Administration	46,825,000	42,273,822	41,985,228
<b>GENERAL ADMINISTRATION TOTAL</b>	<b>46,825,000</b>	<b>42,273,822</b>	<b>41,985,228</b>

## **5.0 HUMAN RESOURCES**

### **5.1 RECRUITMENT AND SELECTION PROCEDURES**

Notice of vacancies is published for the attention of all employees via both internal and external media. External searches commence one week after internal searches.

#### **5.1.1 The Recruitment Process**

- Hiring (line) manager submits an approved Staff Requisition Form to the Manager, Human Resources;
- HR Department commences search, both internally and externally for best talent given the requirements of the job as per its Position Description;
- Once suitable candidates are short-listed by the HR Department and the hiring line manager, interviews are conducted.

#### **5.1.2 Searches**

An internal Notice of Vacancies with the deadline date for application is posted on notice boards and intranet, and circulated to employees in all TDC Departments. If the vacancy cannot be filled internally then an examination of the applicant database is conducted, followed by media advertising and/or appropriate universities and recruitment centres based on the exigencies of the job.

#### **5.1.3 Selection**

The HR Department formulates a preliminary shortlist of the applications received for a given vacancy. This preliminary shortlist is forwarded to the relevant line manager to conduct further short-listing. Short listings are conducted in accordance with the requirements and qualifications as advertised. The line manager submits the final list to the HR Department, which then requests that candidates attend an interview. Should there be insufficient candidates; the Company advertises a second time, repeating the process as outlined above.

#### 5.1.4 The Interview

All interviews are conducted by a panel, the composition of which varies depending on the nature of the position (see Table 5.1 below).

The HR Department prepares the interview packages for each member on the panel. This package includes the short list of candidates, a copy of each curriculum vitae, and interview guides. The interview package is forwarded to the interviewing panel at least one (1) day prior to the date of the interview/s. The interview panel is comprised as outlined below:

**Table 5.1 Composition of Interview Panels**

<b>POSITION</b>	<b>PANEL</b>
Chief Executive Officer	Board of Directors
General Managers	Representative Board Member on the HR Sub-Committee of the Board and CEO
Managerial Staff	CEO and / or General Manager, HR Manager
Professional, Technical and Administrative Staff	HR Manager and Line Manager or his designate
Temporary Staff	HR Manager and Line Manager/ Supervisor

**Table 5.2 - Recruitment For 2013**

<b>JOB POSITION</b>	<b>CONTRACT PERIOD</b>	<b>EFFECTIVE DATE</b>
JR EVENTS COORD	1 YEAR	01 MAY 2013
CERTIFICATION and INSPECTION ASSISTANT TEMP	6 MTHS	01 MAY 2013
MANAGER LEGAL	3 YEARS	01 OCTOBER 2013
ENGINEERING TECHNICIAN	6 MTHS	12 AUGUST 2013

## 5.2 TRAINING PROGRAMMES

The TDC encourages employees to engage in continuous learning throughout their period of contract. The Company seeks to foster this learning environment by offering and supporting opportunities for training and development to contract employees whose performance can be enhanced by short-term training, on and off the job.

Training and development activities are derived from recommendations from the Performance Management Review and/or from a training needs analysis conducted by the Company.

Table 5.3 below highlights the Training Schedule executed for the period January to November 2013.

**Table 5.3 Training Schedule 2013**

MONTH	DATE	COURSE TITLE	PROVIDER
January	29th	Managing Accounts Payable	Technovators Marketing Limited
January	30th	Managing Press Releases	Arthur Lok Jack
January	30th	Business Etiquette for Finance Professionals	Arthur Lok Jack
February	1st	Key Update for a successful auditor	Arthur Lok Jack
February	18th	Microsoft Access Training	Delta Soft
February	27th - 28th	Social Media Marketing Strategies	Arthur Lok Jack
February	25th-27th	Managing the Procurement and Contract Process	Arthur Lok Jack
February	25th	NIS Amendments 2013	ECA
February	28th	Labour Laws and Industrial relations for accounting	ECA
March	5th-7th	Understanding and Managing the Tender Process	Arthur Lok Jack
March	19th-20th	An Introduction to Commercial Law and Contract Language	Arthur Lok Jack
March	19th -21st	Managing the Media	Arthur Lok Jack

March	25th-28th	Director's Education and Accreditation Programme	Eastern Caribbean Securities Exchange
March	22nd	Effective Corporate Governance Acc and Board Leadership Workshop	Gov Strat
April	12	Sharpening the saw- tools for enhancing audit value	IIATT
April	15-18	Mediation Workshop	Employee Resolution Centre
April	19th	Corporate Governance at Top Certification Seminar	Govt Strat
April	18-19	Strategies for Effective Advertising	Arthur Lok Jack
April	22-23	Clarity and Impact /KPI Metrics and Dashboards	Areef Ali and Associates
May	1 and 2	Financial Analysis and Strategy for Board Directors	Arthur Lok Jack
May	6th - June 24th	Dale Carnegie - Skills in success	Leadership Training Institute
May	15th	ACFE - Using Data Analyticals to detect fraud	Areef Ali and Associates
May	20-23	Managing Project Cost and Schedule Performance	Arthur Lok Jack
May	20-24	The Osgoode Certificate in public procurement law and practice	The Caribbean Procurement Institute
June	5th ,6th and 7th	International Conference on Science and Technology for Economic Diversification	NIHERST
June	5th to 7th	Project Management for Event Planners	Arthur Lok Jack
July	10,11,12	Procurement and Contract Management for the public sector	Arthur Lok Jack
July	12th	Women in Leadership	Arthur Lok Jack
July	8th -12th	Certified Hospitality Educator	Trinidad and Tobago Hospitality and Tourism Institute
July		Open water diving	Rick's Dive World
July	24th -25th	International Marketing	ExporTT
August	7th	Writing Press Release	Arthur Lok Jack
August	17th	Photography Workshop	Trinidad and Tobago School of Photography
August	13th -14th	Business Protocol for the Public Sector	Arthur Lok Jack
August	20th -22th	Leading with Emotional Intelligence	John and Associates

September	4th and 5th	Public Speaking and Telephone Etiquette Workshop	STEP
September	11th	Findings and Recommendations on Labour Turnover in the Hospitality Industry in Trinidad and Tobago	Trinidad Hotels Restaurants and Tourism Association
September	11th - 13th	Project Cycle Management	Arthur Lok Jack
September	16th -17th	Internationalization of SME Marketing and E business workshop	Caribbean Centre for Competitiveness
September	18-20	Accredited CRMC Training in Mediation /Negotiation - Advanced Training Workshop Level II	Conflict Resolution and Mediation Centre of Trinidad and Tobago
September	21	BTEC HND Construction and Built Environment	SBCS
September	27th	Developing precise and effective RFP	Arthur Lok Jack
September 30- October 2		Crisis Communication Management	Arthur Lok Jack
October	10th and 11th	Conference on the Economy	UWI
October	17th	How to write IR and HR Correspondence	Employers Solution Centre
October	16th to 18th	Expert Spokesperson Training	In- House :Renee Cummings
October 26 - December 14		Professional Certificate in public relations	SBCS
October	29th	Preparing for board meetings and preparation of board notes	In- House Teresa Dookharan
October	28th and 29th	Success Skills for recruitment and selection	Arthur Lok Jack
November	17th	ECA Annual Charity Brunch	ECA
November	20th and 21st	Contract Management and Administrative Disciplines under the FIDIC 1999 Contract Module 4	Joint Consultative Council
November	26th	Disney's Approach to Quality Service	Arthur Lok Jack

## 6.0 ORGANIZATIONAL STRUCTURE

### 6.1 ORGANIZATIONAL STRUCTURE

In Fiscal 2011-2012 the Minister of Tourism approved a new organizational structure for the TDC which consists of 155 positions. This new structure is aligned with the overall vision and strategy of the organization and was designed to ensure that the TDC is able to meet its mandate as outlined in the National Tourism Policy 2011. The new structure consists of five divisions namely the Office of the Chief Executive Officer; Legal; Administrative and Corporate Services; Marketing; and Product Development. The Organization Charts can be found at **Appendix 1**.

The TDC reports to its Board of Directors via the Company's Chief Executive Officer In fiscal 2011, the Board comprised twelve (12) individuals, a Chairman, Deputy Chairman and ten (10) other members.

The Chief Executive Officer is responsible for implementing the strategic objectives established by the Board and in this regard, establishes intermediate goals consistent with the ultimate objectives and manages staff accordingly. The responsibilities of the Divisions outlined in the organizational structure are as follows:

- The **Legal Division** is headed by the Corporate Secretary and Head of Legal who is responsible for the legal and statutory compliance portfolio of the organization.
- The **Administrative and Corporate Services Division** is led by the General Manager Administrative and Corporate Services and comprises Human Resources Management, Information Technology, Planning, Research and Evaluation, as well as Finance and Administration. This division is collectively responsible for all administrative and support services of the TDC.
- The **Marketing Division** is led by the General Manager Marketing who is responsible for the strategic market development, the tourism investment portfolio, event management, information management and promotion of tourism products. This Division comprises Domestic and International Marketing, Corporate Communications and Investment Promotion and Facilitation Departments.

- The **Product Development Division** is led by the General Manager Product Development and comprises Convention Bureau, Sport Tourism, Niche Market, Sites and Facilities. The Division is responsible for developing new tourism products as well as enhancing existing products to international standards.

## 6.2 LEVELS OF AUTHORITY

For the major part of the 2013 financial year, the levels of authority for purchase requisitions were as follows (See Table 6.1 below).

**Table 6.1—TDC’s Signing Authority**

UPPER LIMIT (TT\$)	TDC’S SIGNING AUTHORITY
Up to 50,000	All Managers
Up to 250,000	CEO; All General Managers
Over 250,000	Tenders Committee; CEO *

*\* Clause 9 of the TDC’s Tender Rules stipulates actions in cases of emergency*

However, effective August 2013, the following purchase requisition authorisation structure was implemented (See Table 6.2).

**Table 6.2—TDC’s Revised Signing Authority as at August 2013**

UPPER LIMIT (TT\$)	TDC’S SIGNING AUTHORITY
Up to 50,000	All Managers
Up to 75,000	All General Managers
Up to 100,000	CEO or designate
Over 100,000	Tenders Committee Members and CEO only in cases of emergency*

*\*Clause 4.7 of TDC’s Procurement Procedural Manual stipulates actions in cases of emergency*

In 2013 there were no changes made to the Organizational Structure

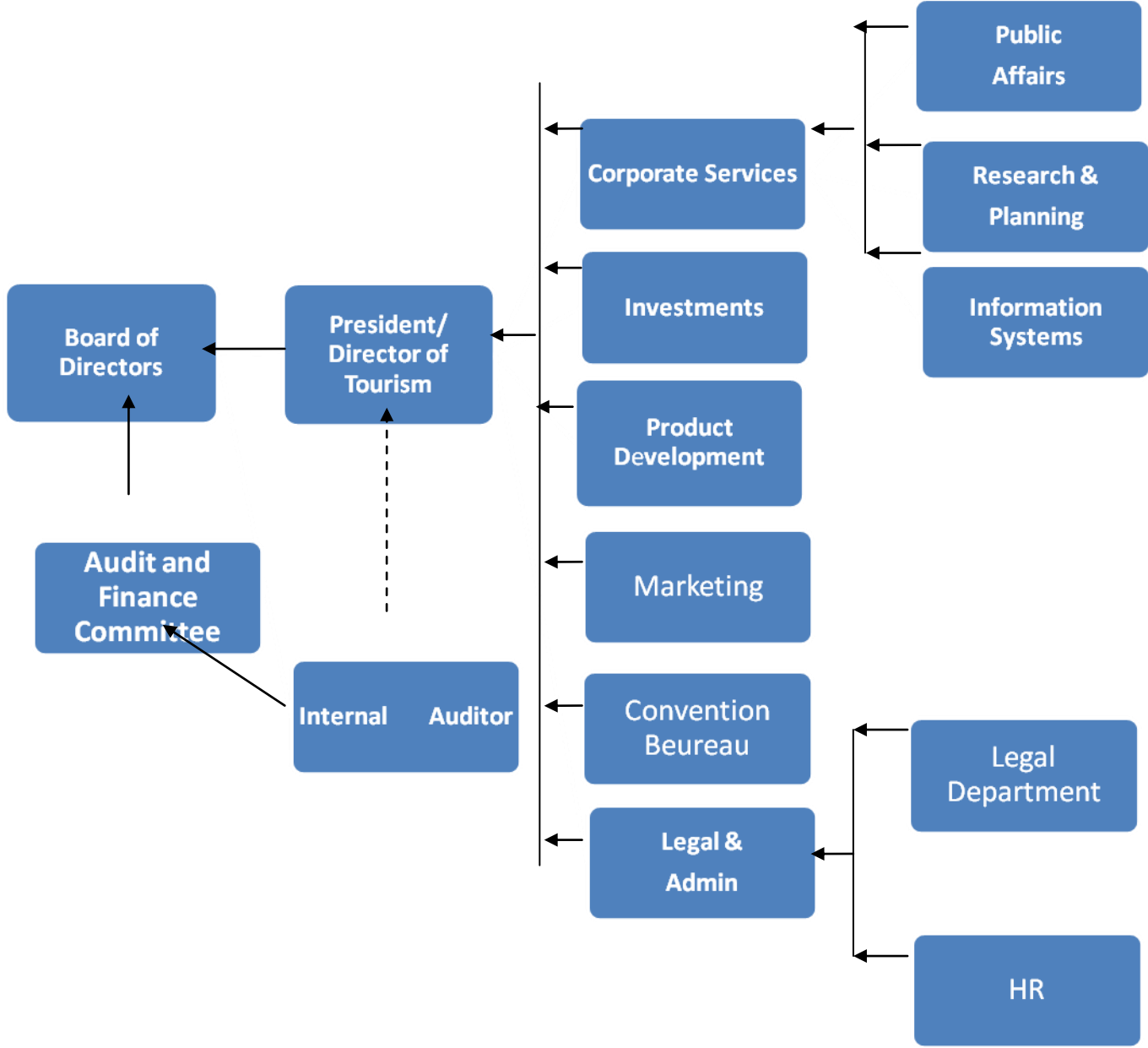




# 7.0 REPORTING FUNCTIONS

## 7.1 INTERNAL REPORTS

Figure 7.1 Management Team Line Reporting System within TDC



## 7.2 EXTERNAL REPORTS

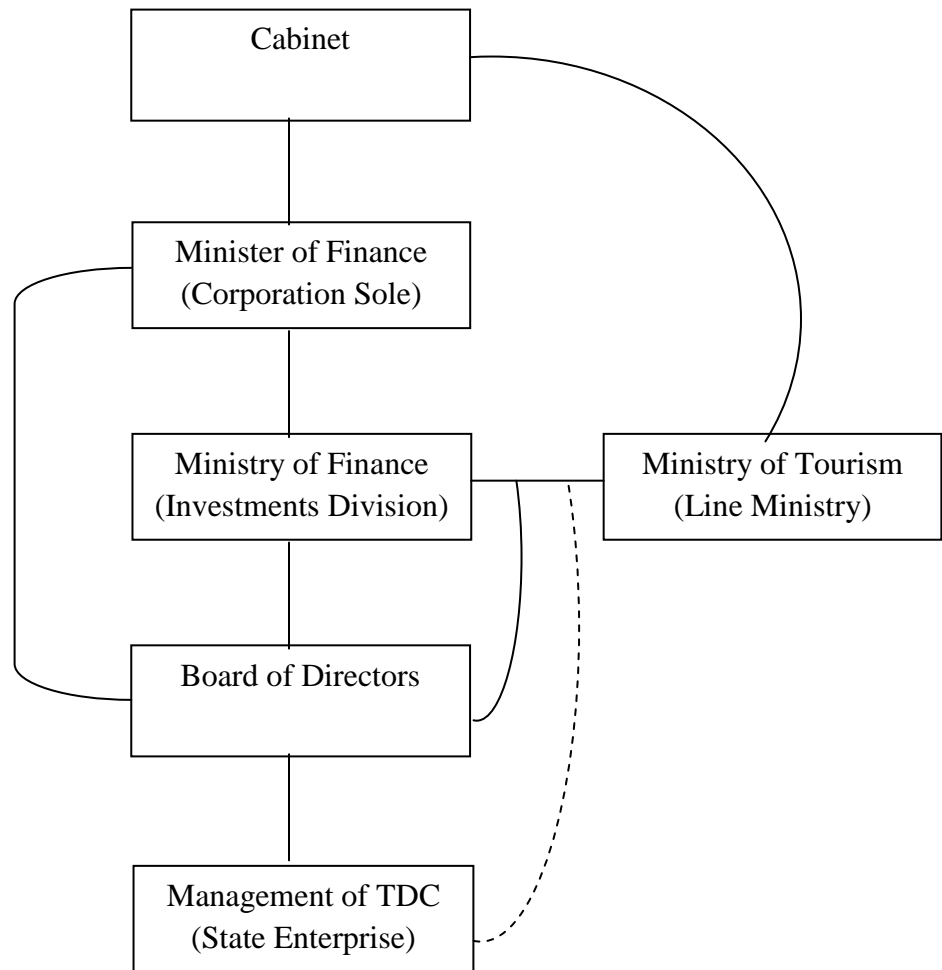
**Table 7.1 External Reporting Functions of TDC**

<b>GOVERNING BODY</b>	<b>LINE MINISTER</b>	<b>MINISTRY OF TOURISM</b>	<b>MINISTRY OF FINANCE</b>	<b>AUDITOR GENERAL</b>	<b>CABINET</b>	<b>PARLIAMENT</b>
<b>REPORT</b>						
<b>Annual Operating Budgets</b>	<b>X</b>	<b>X</b>	<b>X</b>			
<b>Annual Audit Reports</b>	<b>X</b>	<b>X</b>		<b>X</b>	<b>X</b>	<b>X</b>
<b>Annual Administrative Reports</b>	<b>X</b>	<b>X</b>			<b>X</b>	<b>X</b>
<b>Monthly Status Report – PSIP</b>		<b>X</b>	<b>X</b>			
<b>Monthly Status Report – Marketing</b>		<b>X</b>	<b>X</b>			
<b>Monthly Status Report – IDF</b>		<b>X</b>	<b>X</b>			
<b>Monthly Status Report – Recurrent Expenditure</b>		<b>X</b>	<b>X</b>			

### 7.3 REPORTING RELATIONSHIPS WITH MONITORING AGENCIES

As stated in the 2008 State Enterprises Performance Monitoring Manual, the structural reporting relationship between the TDC and the Central Government is presented below.

**Figure 7.2 The Reporting Relationships of the Various Components of the State Sector**



## 8.0 INTERNAL AUDITS

### 8.0 INTERNAL AUDITS

Internal audits are intended to assist management to effectively manage financial systems and internal controls; to improve the effectiveness and efficiency of operations; and to investigate alleged inappropriate acts.

The main objectives of an audit report are:

- to communicate to the auditee, senior management and the Audit Sub-Committee the findings and recommendations resulting of the audit;
- to persuade the auditees to improve their operations; and
- to measure internal audit activity.

The Internal Audit Department conducts various types of assessments, which include reviews of entire departments, financial systems; and operational systems. Operational audits allow for appraisals of the 'effective use of resources (human and capital) and functioning of a department. This is used to determine the Department's adherence to predetermined operational procedures and its capacity to achieve maximum performance.

### 8.1 INTERNAL AUDIT PROCEDURES

Prior to an audit, the Internal Auditor documents the systems and procedures being employed. This is achieved by using an Internal Control Evaluation Questionnaire. This questionnaire is intended to be used as a guide to evaluate the Department's accounting and other control systems, and its compliance with TDC's policies.

The TDC's internal audit manual details the audit report format and the structural framework for conducting an internal audit at the company. **Figure 8.1** summarises the actions undertaken when conducting internal audits. The steps indicated are strictly adhered to in the order detailed as follows:

**Step 1 - Audit Particulars:** Initial meetings are conducted with the internal auditor and Head of Department under review to determine the type of review, its scope, timing and any other matters relating to the review.

**Step 2 - Confirmation:** This is then followed up by a letter confirming all decisions made regarding the review.

**Step 3 - Staff notice, information solicited and reviewed:** The Head of Department is then requested to advise his/her staff of the review and solicit their cooperation by providing access to all information, records and facilities necessary for the conduct of the audit.

**Step 4 - Findings Discussed:** During the review, preliminary findings are discussed with appropriate personnel to ensure accuracy.

**Step 5 - First Draft:** At the completion of each assignment, a draft report is prepared outlining the results of the review, along with opinions formed and recommendations for improvements within the audit scope, and addressed to the responsible manager.

**Step 6 - First Draft Review:** Meetings are then conducted to discuss the draft report; management's comments with respect to recommendations are also solicited at this time.

**Step 7 - Second Draft:** Following this, a second draft of the report is then prepared, incorporating necessary changes and inclusion of management's comments.

**Step 8 - Second Draft Review:** The second draft is then reviewed by the auditee and adjustments made if necessary.

**Step 9 - Final Report:** A final amended report is released to the Chief Executive Officer and the audit committee and distributed accordingly.

**Step 10 - Audit Assessment:** Upon completion of the audit, the auditee is requested to complete a written assessment of the effectiveness of the audit process used.

**Step 11 - Special Investigations:** When necessary, special investigations are launched prior to contacting departmental personnel. Distribution of these reports is limited to authorized personnel only.

**Step 12 - Audit Committee Report:** The internal auditor presents reports of reviews undertaken to the audit committee.

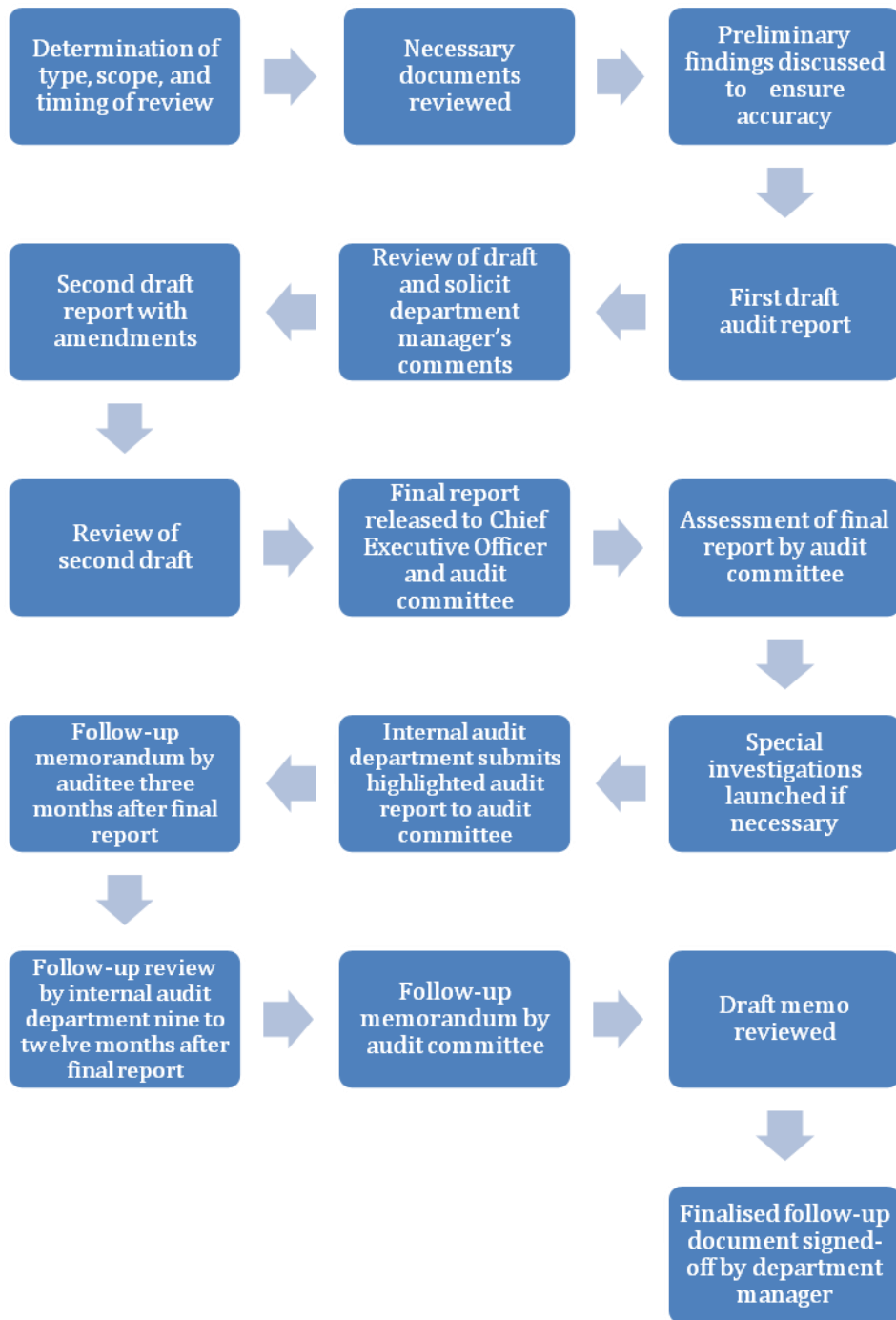
**Step 13 - Three Month Follow up:** Three months after the final audit report is issued, the auditee is requested to submit a follow-up memorandum to the internal audit department outlining the disposition of the recommendations.

**Step 14 - Follow up Review:** Where necessary, a follow up review is then scheduled nine to twelve months after the audit report is issued, to determine the status of recommendations contained in the audit report and whether revisions initiated as a result of the review are operating as planned.

**Step 15 - Follow up Review Report:** At the completion of the review, the audit department prepares a follow-up report on the status of the recommendations.

**Step 16 - Sign off by Manager:** A draft copy of the report is then sent to the manager of the department for sign-off regarding satisfactory implementation of recommendations.

**Figure 8.1: Flow Diagram of the Internal Audit Procedure**



## **9.1 INVESTMENT PROMOTION DEPARTMENT**

### **9.1.1 ROLES**

The Mission of the Investment Facilitation and Promotion Department is to attract local and foreign investment in diverse, world-class accommodation and complementary clusters of ancillary facilities. The Department develops and packages tourism investment opportunities and promotes these assets at selected premier tourism investment conferences and road shows. The Department also administers the application, evaluation and recommendation of the grant of fiscal incentives in accordance with the stipulations of the Tourism Development Act Chap.87:22.

The Department aims support the TDC's mandate, and reflect the long-range goals identified in the organization's Business and Work Plan, specifically those related to investment incentives and enabling procedures, and the upgrading of room stock to international standards.

In January 2013 the department was informed that InvesTT was charged with investment promotion (including tourism investment). The department however remained with the responsibility for investment facilitation. In the first nine months of the new relationship the department worked closely with InvesTT and assisted in the development and production of promotional materials and joint meetings with potential investors while InvesTT focussed on tourism promotion.

### **9.1.2 WORK PLAN**

Specific plans for the Investment Facilitation and Promotion Department during the period under review included:

- Developing, packaging and promoting tourism investment opportunities;
- Building the country's image as an ideal tourism investment location;
- Defining and enhancing Trinidad and Tobago's reputation by upgrading accommodations to the highest international standards;
- Generating investment leads;
- Facilitating inward investment missions and institutional strengthening;
- Administering the provisions of the Tourism Development Act Chap.87:22.



**Table 9.1 - Summary of the Work Plan of the Investment Facilitation and Promotion Department for Fiscal 2012-13.**

PROJECT NAME / DESCRIPTION	PROJECT OBJECTIVES	ESTIMATED COST (TT\$)
Lead Generation / Investor Targeting / Direct Marketing	To promote and market Trinidad and Tobago's competitive advantages and its specific tourism investment opportunities directly to hotel and resort owners/operators, airlines; financial institutions, public and private equity funds and other key investment decision makers and influencers.	537,791
Promotional Materials	To identify, develop and package Trinidad and Tobago's competitive advantages and its specific tourism investment opportunities.	343,558
Inward Mission	To provide host services to potential investors, business writers, site selectors and other key decision makers and influencers during their site visits.	16,804
Image Building	To enhance the visibility and profile and build the image of TandT, both locally and abroad as an attractive and distinctive location for tourism investment.	94,398
Investment Facilitation	To administer TDC's responsibilities under the Tourism Development Act (TDA) and facilitate the institution of a conducive, responsive and effective legal and institutional framework for tourism investment.	221,261
Developmental	To determine the available sites and the best use concepts for hotel development in Trinidad and Tobago including signature projects. To develop strategies and action plans for attracting investment in the tourism industry by acquiring valuable industry and market intelligence.	406

Institutional Strengthening	To enhance the capacity of staff to effectively execute the Department's mandate.	0
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Room Upgrade Project	To provide an incentive for the upgrade of the hotel and guesthouse room stock of Trinidad and Tobago to a first-class level; that is, to meet or exceed the Trinidad and Tobago Standard Requirements for Tourist Accommodation.	1,547,860
<b>Total</b>		2,762,078

### 9.1.3 ACCOMPLISHMENTS

The accomplishments of the Investment Facilitation and Promotion Department for the period under review were as follows:

#### (1) LEAD GENERATION/INVESTOR TARGETING/DIRECT MARKETING

##### *Investment Trade Shows*

Table 9.2 shows the Investment Trade Shows attended with leads generated, prospects covered, and estimated booth traffic for the period under review.

**Table 9.2 - Investment Trade Shows**

CONFERENCE/ BENEFITS	Booth Traffic (est.)	Leads Generated	Prospects
Local:			
<b>Trade and Investment Convention (TTMA) 2013</b>	300	14	6
<b>Caribbean Investment Forum (CIF) 2013</b>	150	5	2

## (2) PROMOTIONAL MATERIALS

### Distributions

During the period under review, distributions of collateral/ promotional materials were sent to Trinidad and Tobago Diplomatic Missions worldwide as follows:

- Nigeria
- Costa Rica
- Brazil
- Switzerland
- Jamaica
- Cuba
- India
- Canada, Ottawa
- Canada , Toronto
- Belgium
- Caracas
- United Kingdom
- South Africa
- Uganda
- U.S.A New York
- U.S.A Washington
- U.S.A Miami

In addition an estimated 147 potential investors received information packages on investment opportunities including tourism transport services, hotel/guest house accommodation, film production, marina facilities, boat tour operations and ancillary tourism facilities.

### Trinidad and Tobago Tourism Information on Computer Disks and Flash Drives

A computer disk with tourism information was produced in collaboration with other departments to replace the printed publications from the Investment Department. Information was included in four major sections: general tourism destination information, tourism investment, tourism magazines/publications and videos.

<b>General Tourism Information</b>	<ul style="list-style-type: none"><li>• Trinidad and Tobago the True Caribbean</li><li>• Trinidad and Tobago Tourism Industry Certification Directory</li><li>• Trinidad and Tobago Convention Bureau</li><li>• Brochure: The Pitch Lake</li><li>• Brochure: Historical Buildings in Port of Spain</li><li>• Brochure: Safety Tips for Visitors</li><li>• Cruise: Trinidad and Tobago</li><li>• Cruise: Trinidad Destination</li><li>• Trinidad and Tobago: Calendar of Events (Website)</li><li>• Ministry of Tourism Trinidad and Tobago ( Website)</li></ul>
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<b>Tourism Investment Publications</b>	<ul style="list-style-type: none"> <li>• Trinidad and Tobago Tourism Investment Guide</li> <li>• Tourism Investment T and T - Fast Facts</li> <li>• Hotel Investment Opportunity Profiles</li> <li>• Tourism Development Act 2000</li> </ul>
<b>Tourism Magazines/ Publications</b>	<ul style="list-style-type: none"> <li>• Cre Ole (Website)</li> <li>• Discover Trinidad and Tobago (Website)</li> <li>• Ins and Outs of Trinidad and Tobago (Website)</li> <li>• What's on .... in Tobago</li> </ul>
<b>Videos</b>	<ul style="list-style-type: none"> <li>• Trinidad and Tobago (3:11 minutes)</li> <li>• Eco (4:16 minutes)</li> <li>• Convention Bureau (4:06 minutes)</li> <li>• Investment (3:57 minutes)</li> <li>• Sports (6:24 minutes)</li> <li>• Tobago (4:23 minutes)</li> <li>• Cruise Tourism (3.06 minutes)</li> </ul>

An estimated 6,000 CDs and 500 flash drives were distributed, inter alia, to Trinidad and Tobago Diplomatic Missions, potential investors, and other persons attending trade missions, conferences, seminars and meetings.

### (3) IMAGE BUILDING

#### **Print Advertising - Publications:**

*i. Business Trinidad and Tobago*

Circulation – 25,000 Readership - 100,000 which includes general managers, government ministers, financial investors, multinational and foreign investors. A full page advertisement, a brief on the investment climate, tourism development incentives and investment opportunities in T and T was placed in the 2013 edition.

*ii. Trinidad and Tobago Business Guide*

- Circulation – 25,000

- Readership: 100,000 which includes general managers, government ministers, financial investors, multinational and foreign investors.

#### (4) INVESTMENT FACILITATION

**Table 9.3 - Approved Tourism Projects Fiscal 2012-2013**

Tourism Activity	No. of Projects	Proposed Investment (TT\$)	Proposed Employment (Additional)	Proposed Employment (Retained)	No. of Rooms
Accommodation:					
<b>New Hotel Rooms</b>	1	130,000,000	120	0	125
<b>Refurbishments</b>	2	5,929,007	0	129	166
<b>Tourism Transport Services</b>	52	8,247,308	22	30	N/A
<b>Boats</b>	1	130,415	4	6	N/A
<i>TOTAL</i>	<u>56</u>	<u>144,312,730</u>	<u>146</u>	<u>165</u>	<u>291</u>

#### **Monitoring of Tourism Investment Projects**

As part of the TDC's on-going monitoring function, visits were made to several new and existing projects which received investment incentives under the Tourism Development Act (TDA). They provided the opportunity to address outstanding matters regarding access to incentives under the TDA, as well as to obtaining a status of the projects, updating the project files and providing further guidance to investors. An estimated three hundred and sixty two projects were monitored during the period under review.

Included in the monitoring process was the despatch of letters to an estimated two hundred tourism transport service providers in Tobago who were granted incentives for vehicles under the Tourism Development Act, 2000. It was designed to obtain updated information on their vehicles

and the training certification of each driver so that training needs in tourism transport operations could be identified. All beneficiaries were encouraged to seek certification with the Trinidad and Tobago Tourism Industry Certification (TTTIC) Programme.

### **The Tobago Tourism Development Fund - Signing Ceremony, June 18, 2013**

The Tobago Division of the T and T Chamber of Industry and Commerce hosted a signing ceremony for the Tobago Tourism Development Fund on June 18<sup>th</sup> 2013. The signing ceremony followed five years of work to implement the Debt Restructuring and Economic Stimulus Plan, which was approved by Cabinet in 2012. The Plan was created to assist businesses in Tobago which had been affected by the global economic recession. Presentations were made by selected officials including the Chairman, Tourism Development Company. Topics included the background of the Tobago Tourism Development Fund, the Role of EXIM Bank, the Role of the Banks and the Tourism Industry Outlook. An estimated 50 persons attended the ceremony.

### **Attendance at Meetings re: Sub-Committee on Investment- Ministry of Trade and Industry**

The Department also represented the TDC on matters relating to investment for Trinidad and Tobago. The Department assisted in the review and formulation of policy decisions and negotiating positions with respect to proposed texts for the following:-

- CARICOM/Canada Negotiations;
- Analysis of Canada's proposed text as it relates to investment;
- CARICOM and EPA;
- Questions by the Consultant from the CARICOM Secretariat - Trinidad and Tobago Measures for Implementation of the Economic Partnership Agreement between CARIFORUM and the European Union.

### **Conference on Developing a National Diversification Strategy for T and T on July 20, 2012**

Staff attended the Conference on Developing a National Diversification Strategy for T and T and prepared a presentation on Investment Opportunities in Tourism to be delivered at the Conference which was hosted by the Ministry of Planning.

## Investor Meetings

During the period under review, the Department held a total of one hundred and forty seven meetings with potential investors in the tourism sector. The details are provided in the Table below.

**Table 9.4 In-House Meetings with Potential Investors**

Tourism Activity	No. of Meetings
<b>Accommodation</b>	30
<b>Tourism Transport Services</b>	90
<b>Boats</b>	10
<b>Ancillary Services</b>	15
<b>Film Production</b>	2
<i>TOTAL</i>	<u>147</u>

## (5) TRINIDAD AND TOBAGO HOTEL and GUESTHOUSE ROOM STOCK UPGRADE INCENTIVE PROJECT

### Project Overview

The objective of the *Trinidad and Tobago Hotel and Guesthouse Room Stock Upgrade Incentive Project* is to provide an incentive for the upgrade of Trinidad and Tobago's hotel and guesthouse room stock to a first class level so as to meet or exceed the Trinidad and Tobago Standard Requirements for Tourist Accommodation (*Part 1: Hotels and Guesthouses (TTS 22: Part 1:2006), Section 6 – Private Areas*).

The incentive is a twenty-five per cent (25%) reimbursement of the cost of upgrade works per room. There will be a dollar value ceiling applicable for a maximum reimbursement of TT\$12,500 per room (Trinidad) and TT\$ 15,000 per room (Tobago).

The Project is being implemented by the Tourism Development Company Limited (TDC) in Trinidad. Approval has not yet been granted for implementation of the Project in Tobago.

### **Project Launch and Administration**

- The Project was launched on 03 February, 2010 in Trinidad and 26 May, 2010 in Tobago.
- A Project Implementation Unit (PIU) staffed by a Project Co-ordinator and an Inspection Officer has been established to co-ordinate and execute all project activities in Trinidad.

### **Applications**

During Fiscal 2012-2013, the following applications were received:

**Table 9.5 Applications – 2013**

<b>No.</b>	<b>Property</b>	<b>Potential No. Of Rooms to be Committed</b>	<b>Status of Application</b>
1.	Asa Wright Nature Centre	8	Incomplete
2.	Coblentz Inn Boutique Hotel	3	Complete
	<b>TOTAL</b>	<b>11</b>	

### **Contracts**

**Table 9.6 - Contracts signed in Fiscal 2012-13**

<b>No.</b>	<b>Property</b>	<b>No. of Rooms Committed</b>
1.	Coblentz Inn Boutique Hotel	3
	<b>TOTAL</b>	<b>3</b>



## Reimbursements

**Table 9.7 - Rooms Upgraded And Reimbursement Conducted During Fiscal 2012-13**

No.	Property	Number of Rooms Upgraded	Value of Reimbursement
1.	Cara Suites Hotel and Conference Centre	14	\$ 174,219.88
2.	Crews Inn Hotel and Yachting Centre	12	\$ 150,000.00
3.	Holiday Inn Express Hotel and Suites	82	\$ 74,012.50
4.	Kapok Hotel	70	\$ 414,591.76
5.	Maracas Bay Hotel	16	\$ 28,718.00
6.	Paria Suites	32	\$ 128,138.76
7.	Par-May-La's Inn	13	\$ 21,163.75
8.	Royal Hotel	62	\$ 252,500.87
9.	Sundeck Suites	15	\$ 12,926.03
<b>TOTAL</b>		<b>316</b>	<b>\$1,256,271.55</b>

## Upgrade Work in Progress

**Table 9.8 – Properties with Work in Progress at the end of Fiscal 2012-13:**

No.	Property	No. of Rooms with upgrade work in progress	Status
1.	Cara Suites Hotel and Conference Centre	36	Work scheduled to be completed by August 2014.
2.	Crews Inn Hotel and Yachting Centre	34	Work scheduled to be completed by August 2014.
3.	Pax Guesthouse	18	Work scheduled to be completed by August 2014.
<b>TOTAL</b>		<b>88</b>	

**Public Relations**

A Cheque Handover Ceremony was conducted in July 2013 to officially present the reimbursement cheque to successful project participants.

## 9.2 PRODUCT DEVELOPMENT DIVISION

### 9.2.1 ROLES

The work of the Product Development department is made up of the following units:

- Quality Control and Standards Unit
- Sites and Attractions Unit
- Convention Bureau
- Niche Markets Department and
- Sport Tourism

The Division is central to developing and maintaining an environmentally sustainable, high quality tourism product and to ensuring a safe and satisfactory visitor experience. It is mandated to develop and enhance tourism products to cater for the domestic and international markets, as well as establish and implement standards for development and maintenance of tourism infrastructure and amenities.

The TDC's role in product development is primarily one of working with related agencies on the coordination, prioritization, monitoring, planning and execution of their initiatives. This is done in concert with stakeholders and related organizations to prioritize tourism activities, and the TDC acts as a catalyst for change and improving standards in the industry.

The *Quality Control and Standards Unit* aims to achieve the sustainability of the tourism product through building stakeholder capacity and developing industry-wide standards for tourism infrastructure, amenities and services. The Quality Control Unit also collaborates with the:

- Marketing Department on the promotion of Trinidad and Tobago Tourism Industry Certification (TTTIC) and STAR branding and other collateral;
- Public Affairs Department on the promotion of industry training, certification programmes and public awareness;
- Investment Promotion Department on the provision of incentives and tax breaks;

- Planning and Research Department for the collection and analysis of critical visitor data, needs analysis of the sector and to stay abreast of regional and global industry trends.

The *Sites and Facilities Unit* aims to provide functional physical infrastructure through the redevelopment and refurbishment of identified tourism sites and is focused on the project management and procurement of such initiatives with a view to enhancing the visitor experience. The Unit is charged with providing environmentally sustainable, aesthetically pleasing, modern, safe, clean and effectively managed sites and attractions of international standard. The Unit works in collaboration with several State agencies and government Ministries to improve the environmental management systems across Trinidad and Tobago. The TDC participates in a number of anti-litter initiatives including the International Coastal Clean Up.

The vision of the *Convention Bureau* is to position Trinidad and Tobago as the preferred business tourism destination and Port of Spain as the Meetings and Conference capital in the Southern Caribbean through the promotion of its unique twin island advantages and the creation of a sustainable meetings and convention industry.

The objectives of the Convention Bureau are:

- To build awareness of Trinidad and Tobago as a MICE destination
- To improve the quality and raise the standard of meetings and conferences in Trinidad and Tobago
- To increase the number of meetings and conferences held in Trinidad and Tobago
- To enhance the delegate experience and promote increased length of stay and repeat visits to Trinidad and Tobago;

The *Niche Markets Department* envisions Trinidad and Tobago becoming the ‘Destination of Choice’ in selected market segments. It represents the TDC’s desire to approach the developing, promoting and marketing of our tourism offering on the basis of market segmentation.

The objectives are as follows:

- To increase visitor arrivals by developing and promoting the various aspects of our tourism offering

- To work with communities to ensure that the offering is sustainable
- To contribute to employment creation
- To work towards the attainment of international standards
- To explore the viability of unexplored niches

Initially, the selected niches were the following:

- Cruise
- Eco/adventure
- Culture/heritage
- Medical
- Community

The *Sport Tourism Unit* is responsible for driving sport tourism marketing initiatives geared at increasing Trinidad and Tobago's capacity to attract and host sporting events. Through its collaborative efforts with the Ministry of Tourism, the Ministry of Sport, the Sport Company of Trinidad and Tobago (SPORTT), Tobago House of Assembly (THA) and Chaguaramas Development Authority (CDA), the Sport Tourism unit aims to capitalize on the important role sport plays as a magnet for increased tourist arrivals. The unit also works with key stakeholders in an effort to open communication channels, streamline existing systems and build greater synergies between tourism and National Sport Organizations (NSOs) in the public and private sectors.

## 9.2.2 WORK PLAN

### QUALITY CONTROL UNIT

The Quality Control and Standards Unit is engaged in the following activities:

- Implementation and execution of the Trinidad and Tobago Tourism Industry Certification (TTTIC) programme, this includes the provision of advisory and facilitation services for tourism operators;
- The development of the Visitor Relationship Management System to capture, analyze and address visitor feedback.
- Development and implementation of environmental and sustainable certification programmes such as Blue Flag and Earthcheck.

- The hosting of meetings and seminars geared towards enhancing visitor safety, security and the overall visitor experience
- Training and development programmes under the Small Tourism Enterprises Project (STEP); and
- Customer Service Quality delivery workshops via the Service. Training. Attitude. Respect (STAR) programme.

**Table 9.9 - Work Plan for Quality Control Standards Unit 2013**

<b>Project name</b>	<b>Detailed Project Activities</b>	<b>Allocation</b>
Environmental and Sustainable Certification Systems	<ul style="list-style-type: none"> <li>• Co-management agreement with NGO for the implementation of Blue Flag in Trinidad</li> <li>• Payment of annual Blue Flag membership fees paid to Foundation of Environmental Education (FEE)</li> <li>• Blue Flag Mentor Visit with FEE Vice-President Ms. Lourdes Diaz Attend the annual National Operators Blue Flag Meeting in October 2013.</li> <li>• Continuous water quality testing for Blue Flag certification</li> </ul>	\$100,000
Visitor Safety and Security	<ul style="list-style-type: none"> <li>• Development and implementation of the Visitor Relations Management System (VRMS).</li> <li>• Training and Capacity Building in areas relating to safety and security i.e. fire safety, first aid, defensive driving</li> </ul>	\$200,000
Trinidad and Tobago Tourism Industry Certification Programme (TTIC)	<ul style="list-style-type: none"> <li>• Development of the Sites and Attractions Standard and Tourism Information Centres Standard</li> <li>• Revision of the Tour Guide and Tour Operator Standards</li> <li>• Contractual agreement with the Trinidad and Tobago Bureau of Standards including auditing and administrative fees</li> <li>• Provide advisory, training and facilitation services to tourism operators</li> </ul>	\$200,000
Caribbean Small Tourism Enterprises Project (STEP)	<ul style="list-style-type: none"> <li>• The STEP program provide information and support through a STEP Resource Centre. Business Advisory Services and certified skills training are offered to tour operators, tour guides,</li> </ul>	\$200,000

Project name	Detailed Project Activities	Allocation
	tourist transport service providers and accommodation owners of seventy-five (75) rooms or less. <ul style="list-style-type: none"> <li data-bbox="410 359 1008 646">• At the core of the program is training and capacity building which seeks to correct any areas of deficiency in small business operations, while providing skills in the areas of service quality, a culture of hospitality, corporate social responsibility, marketing, technology, sustainability and self sufficiency.</li> </ul>	

### **Trinidad and Tobago Tourism Industry Certification (TTTIC)**

A new service level agreement was signed in August 2013 with the TTBS following the expiration of the former MOU on the 06 March, 2012.

Public consultations were completed for the revision of the Bed and Breakfast/Self-Catering Facilities Standard and the Recreational Dive Standard.

### **Environmental Certification Systems**

Water quality testing is a major component of ensuring compliance with the Blue Flag certification requirements and TDC must ensure a continuous testing programme. After an initial 18 months of testing another 12 months was contracted to provide a larger sample minimizing any non-compliance with the required criteria.

All necessary administrative and financial obligations were fulfilled to FEE, the owner of the Blue Flag Programme. Reports were submitted to the TDC and the THA with the finding from the Mentor Visit to assist each organisation in meeting certification requirements. Submissions were received from two (2) NGOs for the management and implementation of the Blue Flag programme.

### **Visitor Safety and Security**

In an industry where the quality of the visitor's experience impacts on their decision to return to or recommend a destination, tourism safety and security is of paramount importance. In fiscal 2012 the Visitor Safety Tips Pocket Card was reprinted in English, German, French and Spanish.

Tourism safety and security training was provided to stakeholders in both Trinidad and Tobago through the Small Tourism Enterprises Project (STEP) in the areas of First Aid, Defensive Driving, Fire Safety and Emergency Management and Food Safety.

### **STAR Programme**

For the period under review, approximately three hundred (300) hospitality professionals were trained. Additionally, nine (9) persons were trained in the CTO’s Management of Service Quality Programme. Hospitality Assured was piloted and continues with four (4) STAOTT members.

<p>STAR Programme</p>	<p><b>Marketing and Promotions</b></p> <ul style="list-style-type: none"> <li>• STAR Achievement Ceremony</li> <li>• STAR Caravan Trincity and Gulf City Malls</li> </ul> <p><b>Stakeholder Development</b></p> <ul style="list-style-type: none"> <li>• STAR Workshops to usual stakeholders: Hotels, Immigrations, Food and Beverage and Entertainment.</li> <li>• Hospitality Assured with STAOTT</li> </ul>	<p>\$1,500,000.00</p>
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### **SITES AND ATTRACTIONS UNIT**

The Sites and Attractions unit focuses on improving the visitor experience. This is done through the provision of enhanced physical infrastructure as well as the improved health, safety and sanitation of the tourism sites under its purview. Its major activities include:

- Tourism Action Programmes, including facility upgrades and maintenance for tourism sites, such as Maracas, Las Cuevas, Manzanilla and Vessigny Beach facilities, La Brea Pitch Lake Visitor Centre, and other designated sites;
- Improving existing staff and visitor accommodation at specified TDC-managed sites by spearheading Health, Safety and Environmental initiatives;
- Spearheading sustainable community tourism initiatives at identified tourism sites;
- The annual Regulated Camping Initiative;
- Continued construction works at the Emperor Valley Zoo with a view to improving the overall appeal of the site to international standard;



- Continued collaboration with all stakeholders and the design/ build contractor to ensure all the design drawings regarding the Maracas Redesign and Restoration project are ready for construction.

### **Manzanilla Beach Facility**

Engineering specialists have indicated that severe coastal erosion is the cause of significant damage to the retaining wall at the Manzanilla beach facility. In the absence of funding for such a project, the Ministry of Works and Infrastructure (MOWI) was contacted in April 2013 to effect repairs to the wall. The MOWI later informed the TDC via a letter received on 03 July, 2013 that the repairs to the revetment would be included in their budget for Fiscal 2013/2014 and that upon Cabinet approval, the project is expected to commence in the second quarter of this fiscal.

On 22 July 2013 the degeneration of the retaining wall began proceeding rapidly. The beach facility was subsequently closed on 25 July 2013.

The TDC entered a contract with Udan Ramshai General Contractors on 15 May 2013 for PSIP infrastructural development works at the site. Works were scheduled to commence on 22 July 2013 but were subsequently placed on hold until the emergency situation could be rectified. On 14 August 2013 the TDC officially served Udan Ramshai General Contractors with notice to invoke the Force Majeure Clause of the service contract.

On 25 September 2013 the MOWI sent correspondence via email to the TDC informing that their budget submission for repairs to the Manzanilla revetment was approved by Cabinet and that works are still scheduled to commence in the second quarter of Fiscal 2013/2014. Field studies were conducted by MOWI at the site from 04-14 November, 2013.

The Ministry of Tourism, Maintenance Unit is responsible for the maintenance of the beach front and facility. The TDC was informed on 29 October, 2013 via email that the MOT Maintenance Unit was re-assigned to the Salybia and Mayaro sites on 16 October, 2013. The Lifeguard Unit was also re-assigned. TDC's security personnel remained on site to prevent pilferage of the

Company's assets. Notice of the closure was to the TTFS, TTPS, OPDM, and Regional Corporation.

General maintenance at the facility is still necessary to avoid even further degeneration of TDC assets. In this regard, all existing service contracts will remain in effect. However, all contractors were notified of the closure of the beach facility and risks associated with accessing the site. Further, the TDC informed the contractors that the Company remains indemnified against any and all liabilities. The Legal Department sought the renegotiation of the janitorial and garbage collection contracts to include reduced hours for their site personnel. Moreover, the Purchasing Unit, in collaboration with the Sites and Attractions Unit continues to source quotations for general maintenance works across the site.

### **La Brea Pitch Lake Visitor Centre**

Nestled in Trinidad's south western coast, the La Brea Pitch Lake is considered to be one of the world's natural wonders. It is also home to the world's largest commercial deposit of natural asphalt consisting of many sulphur pools with a capacity of approximately 10 million tonnes of natural asphalt. In the past seven years, the La Brea Pitch Lake Visitor Centre has undergone continuous upgrades aimed at creating a safer, more secure and memorable visitor experience.

A series of recommended physical refurbishment and upgrade projects were undertaken as part of Ministry of Tourism's Strategic plan to be implemented by the TDC. Upgrade works completed for fiscal 2013 included the following:

- Upgraded drainage around the facility to address sub surface damage to the foundations of the structures on the site and also to improve the flow of run -off water when rain falls.  
Total cost \$202,535.00 +VAT
- Paving of the car park area was completed at a cost of \$186,104.06 + VAT.
- The access ramp and main staircase for differently able persons have not been completed in fiscal 2013 but would be completed in fiscal 2014 due to adjustments that had to be made to the Scope of Works.
- Coating of the museum interior was completed in fiscal 2103 at a cost of \$132,910.00 +VAT.

## **Vessigny Beach Facility**

Vessigny Beach is one of the more popular beaches along the southern peninsula of Trinidad. This facility was constructed over twenty-six (26) years ago and was opened on 12 October, 1986. Over the years, the site has been properly maintained and upgraded. Presently the existing facilities are incapable of sustaining the growing number of visitors to the site which has also become popular for wedding ceremonies, baptisms and photo shoots. The Vessigny Beach Facility Upgrade Project proposes extensive renovation works to the facility in order to accommodate the increased volume of visitor traffic and enhance the quality of their experience. These projects are designed to develop the Vessigny Beach Facility to international standards in order to allow visitors to enjoy a safe, secure recreational experience at one of the most scenic areas on the south coast of Trinidad. During fiscal 2013 the following works were completed.

- The Sewer Treatment Plant was refurbished with brand new equipment. A new upgraded aeration system along with pumps and control panels and an automated system were installed replacing the obsolete malfunctioning 20 year old equipment at a cost of \$676,067.75 +VAT.
- The construction of the gazebo with seating area to facilitate wedding ceremonies etc has been completed at a cost of \$263,510+VAT.
- The entire site has been pressure washed and repainted and a new security fence has been erected around the STP. (Sewer Treatment Plant).
- All PSIP works have been completed on the site.

## **Penal Debe Roadway Signage**

- Public and Stakeholder consultations completed to discuss the design of Welcome Arch and additional signage. Penal Debe Regional Corporation (PDRC) is the lead on this aspect of the project.
- Scope of works (SOW) completed for the Structural Engineering, design build services for the overhead roadway signage. SOW adjusted to a design build contract.
- Tender Approved 26 March, 2013 and the contract was tendered on the 11 April, 2013. Contract has been awarded at a cost of \$388,000. + VAT. Structural drawings have been sent to the PDRC for approval before works on the sub structural base could begin. Final

drawings for the signage are being compiled by the contractor WVA Engineering based on the winning artwork sent to the TDC by the PDRC. This would then be forwarded to the PDRC for approval before actual fabrication of the sign begins.

A 25% mobilization fee of \$97,000 +VAT has been paid to the contractor. Official approvals from the PDRC have been submitted to the TDC for construction of the sub structures. This has now been completed. The final drawings for the archway sign are being completed and would be sent to the PDRC for approval before fabrication begins.

No additional funding has been allocated for this project in fiscal 2014.

### **Maracas Community Tourism Initiative**

The project activities of the MCTI were aimed at achieving the primary goal of improving visitor satisfaction by developing an exciting and interesting site. The façade of the village needed to be improved so that the entire community will have a seamless aesthetic appeal. It was also seen as a goodwill gesture to the community to be implemented via the community tourism program. Taken together MCTI satisfied all the criteria of a Community Tourism project and was consistent with the National Tourism Policy mandate for sustainable tourism. Fiscal 2012-2013 commenced with the installation of one hundred and twenty (120) bollards which were fabricated to deter visitor parking on the Maracas Fishing Village roadside. The TDC also executed the resurfacing of the car park at the Maracas Fishing Village and the fabrication and installation of three (3) traffic barriers and the construction of a 100ft walkway to the western bridge landing of the Maracas community bridge.

### **Las Cuevas Beach**

This project is part of the holistic framework aimed at the upgrade of the day-to-day operations and maintenance functions at one of Trinidad's most popular beach and recreational sites, the Las Cuevas Beach. The Las Cuevas Beach Enhancement Project is a continuing initiative towards the efforts of standardizing, capacity building, and maintaining the comfort and safety of all user of the Facility.

The work programme for Fiscal 2012-2013 focused on improving the infrastructure, through capacity building and maintenance of the existing structures. Particular emphasis was placed on

conducting repairs to the current sewerage system. The Sewerage Treatment Plant (STP) presently installed on the site is inadequate for the increased number of visitors due to the introduction of camping at the facility and spillover visitors from Maracas Bay. The works included the replacement of all pumps, defective pneumatic parts, repair to all support structures and replacement of the chain link fencing.

### **Ariapita Avenue Tourism Improvement Project**

This project was put on hold pending notification from the Ministry of Tourism regarding the way forward.

## THE CONVENTION BUREAU

### Conference Facilitation

The Convention Bureau formed strategic partnerships with over 35 conferences held in Trinidad and Tobago which attracted over 7,000 participants including regional and international delegates. In addition to airline, hotel, transportation and food and beverage revenues generated, attendees contributed to GDP through participation in a number of pre- and post-conference tours. Some of the more notable conferences facilitated included:

**Table 9.10 Major Conference Facilitated During Fiscal Year 2012-13**

Name	Date	Hotel	Participants
Caribbean Organisation of Supreme Audit Institutions Conference (CAROSAI)	18-23 March, 2013	Hyatt	50
Caribbean Conference on Domestic Violence and Gender Equality	25-27 March, 2013	Magdalena Grand Beach Resort	400
Humane Society International's Caribbean Animal Welfare Conference	14-16 April, 2013	Hilton Trinidad	130
Division of International Special Education Services (DISES) Round Table	16-20 June, 2013	Magdalena Grand Beach Resort	60
Travel Professionals of Colour (TPOC) Conference and Tradeshow	28 July - 04 August, 2013	Hyatt Regency and Magdalena Grand	300

### Convention Bureau Business Forum

The Convention Bureau successfully hosted 75 association and corporate executives at its second business forum on 18 September, 2013 at the Hyatt Regency Trinidad. The event was entitled "Meet Your Convention Bureau" and featured a keynote address from Mr. Ronnie Burt – VP Sales and Convention Services, Washington DC Convention and Visitors Bureau. The objective was to encourage association members to utilize the services of the Convention Bureau in bidding on conferences for Trinidad and Tobago.

### Tradeshow Attendance

During this fiscal the Convention Bureau paid for expenses associated with exhibiting at IMEX America 2013. The event held in October, is the largest MICE tradeshow held in the United

States and this was the first time Trinidad and Tobago participated at the event. Over 30 one-on-one meetings were held with Meeting Planners interested in Caribbean venues and approximately 100 persons visited the Trinidad and Tobago booth.

### **Meeting Planners Guide**

In 2013 the Convention Bureau initiated production of a Meeting Planners Guide which would be an invaluable resource of Trinidad and Tobago meeting facilities and non-hotel venues. The project is currently in progress and should be completed by March 2014.

### **NICHE MARKETS**

The Niche Market Department is currently engaged in the recruitment of Niche Market Specialists and Business Operations Assistance.

### **CRUISE TOURISM**

The Government of Trinidad and Tobago has embraced cruise tourism as an important niche in tourism development, given the good prospects of cruise in generating revenue, incomes and employment. Cruise visitors also provide a tremendous avenue for showcasing the destination and encouraging land-based tourism.

In 2013 a number of initiatives were undertaken to arrest the decline of the industry and to reposition it for further growth thus strengthening marketing efforts, building dialogue and relationships with cruise line executives, streamlining operational issues at the Port, and collaborating with industry stakeholders for improved efficiencies in tour packages and customer services.

#### **Marketing Activities:**

Relationship-building with the Cruise Line executives have included consistent representation at the major Cruise Conferences and Trade Shows, as well as direct sales calls to Cruise Lines Head Offices, including:

- Workshop for 250 Travel Agents at the Cruise Lines International Association Conference in Vancouver
- Seatrade Miami Conference

- Seatrade Europe Convention
- FCCA Annual Conference
- FCCA Platinum Membership Meeting

Advertising campaign targeting both Cruise Lines Executives and Cruise travel Agents was executed and included the following:

- Brochure profiling Ports of Trinidad and Tobago with details on port specifications and amenities
- Brochure profiling the cruise tour products for Trinidad
- Full page advert in Seatrade Cruise Review/Cruise Business/Cruise Insight/FCCA's publications
- Destination profile in the FCCA's 20<sup>th</sup> Anniversary publication
- Hosting of Cruise Journalist which delivered a 5 page destination profile entitled Treasures of Trinidad and Tobago in Cruise Insight
- Site visit by TUI Cruises Shore Ex Manager in Trinidad and Tobago to identify tour products for cruise passengers

### **Sales Calls to Cruise Executives**

The sales calls are usually made directly following on attendance at these Conferences and focus on high-level meetings with top Cruise executives in the USA, Germany and England. The approach is to target cruise lines presently deploying ships to the Caribbean and to encourage and excite them to include Trinidad and Tobago on their itineraries, given the freshness and uniqueness of our islands, and given that both islands can be visited back-to-back with just one Head Tax. Meetings were held with the following cruise lines in their offices:

- P and O Cruises
- Thomas Cook Cruise Department
- Saga Cruises
- Thomson Cruises
- Aida Cruises
- Ponant Cruises
- Royal Caribbean International
- Holland America



- Norwegian Travel
- Silver Cloud
- MSC Cruises

Negotiations with cruise lines executives were concluded with both renewed and new calls as follows:

- Aida Cruises
- Thompson Cruises
- Holland America
- Princess Cruises
- TUI Cruises
- MSC Cruises

In addition, a 600 passenger cruise ship will be in port for the Carnival 2014 celebrations, arriving on Carnival Monday and departing on Ash Wednesday.

The MSC Divina with a 5300 total human capacity including 4000 passengers will call at the Port of Port of Spain on 29 May 2014. To mitigate any potential risks which may occur with her arrival and departure into the harbour, a simulation performance is required and arrangements are being made for this to be done in early 2014. This will be the largest cruise ship to visit the destination.

### **Fuel Bunkering for Cruise Ships**

Trinidad is well-positioned to offer re-fuelling options to Cruise Lines and to reap the attendant benefits of the spike in visitor arrivals that this would provide. In this regard, the Ministry of Tourism has been in talks with Petrotrin and the Port Authority on the prospects of formulating an attractive offer to Cruise Lines for low-sulphur fuel bunkering at the Port of Port of Spain. It is expected that negotiations will commence with the Cruise Lines towards the end of 2014.

### **Southern Caribbean Cruise Initiative**

This proposal will comprise five islands and four destinations, namely Trinidad and Tobago, St. Lucia, St. Vincent and Grenada and through innovative packaging, will promote regional tourism as well as be attractive to the international visitor.

The proposal considers the use of cruise ships as a key strategy in the transportation of passengers to the various islands included in the project. Initial dialogue with cruise line executives, have indicated that the Southern Caribbean Cruise Initiative is a viable option, and that there is interest to participate. Trinidad is expected to be the homeport and business opportunities will be made available to local companies that are able to provide goods and services necessary for cruise ship operation. This project is being led by the Ministry of Tourism.

### **Master Plan for Harbour and Port Upgrades**

In preparation for Southern Caribbean Cruise Initiative upgrades to the harbour and cruise port terminal will have to be undertaken to facilitate the requirements for homeporting as well as the arrival of new and larger ships into the Port of Port of Spain.

Plans are therefore underway to undertake a programme of quayside enhancements in the short term and to commission a Cruise Master Plan to guide the development process for these areas in the long term.

### **Training**

The TDC Cruise Specialist and the Port Authority Cruise Ship Complex Manager attended the Cruise Master Class at the Cambridge University in London. This proved to be valuable and the Ministry of Tourism has approached the organisers to host this event in Trinidad with the course modules tailored to meet the needs of the Caribbean Region.

### **Cruise Calls**

Cruise ship calls for the Cruise Season 2012-2013 generated 32,915 cruise passengers to destination Trinidad and Tobago.

## **ECO/ADVENTURE**

By definition, ecotourism is environmentally and socially responsible travel to natural or near natural areas that promotes conservation, has low visitor impact and provides for beneficially active socio-economic involvement of the local community. According to the National Tourism Policy, the intention for the future of tourism is to *‘facilitate the development of a responsible, sustainable and competitive tourism industry as a means of social and economic transformation of Trinidad and Tobago and the edification of its people.’*

The Policy Statement, as enunciated by the Draft Ecotourism Policy, is to *‘enhance the economic and social well being of residents of rural communities and to promote the conservation of ecosystems, habitats, and landscapes through a balanced, collaborative ecotourism policy framework consistent with internationally accepted principles of sustainable tourism’*. The Vision, according to the Policy, is *‘to become the premier ecotourism destination in the Caribbean, characterised by a diverse natural heritage and driven by uniquely differentiated ecotourism product offerings’*. The Draft Policy goes on to identify the Mission which is *‘to develop a value-driven ecotourism industry in a sustainable and responsible manner the uses Trinidad and Tobago’s natural heritage through the establishment of public and private sector partnerships with local communities.’*

In view of the Policy's aims and guidelines plans for this segment included:

- Working with the Research and Development Department and stakeholders to get accurate data which is not currently available;
- Attending international industry events to create awareness, build relationships and work towards hosting international events in Trinidad and Tobago (bird-watching fair, Adventure Travel World Summit (ATWS) (DEMA);
- Utilising overseas reps with respect to trade show participation, target segments, etc.
- Engaging overseas reps to market and promote the destination, to send at least two eco/adventure FAM trips to the destination;
- Target marketing (university students, adventure travellers, divers, birders, persons with a special interest in turtle watching).

## **CULTURE / HERITAGE**

In the international arena, this is a market segment that has been increasing at a rate higher than the growth in tourism worldwide. It is suggested that 20% of tourist trips worldwide incorporate some sort of cultural, heritage or historical activity and that there are between 40 and 65 million annual trips taken which include a culture/heritage experience. In Trinidad and Tobago, this market segment is one which is in need of development. Its reach is all encompassing and includes historical and religious sites, burial sites, buildings, festivals, art, music and cuisine. In 2011, Trinidad and Tobago was certified as a Heritage Site by the Travel Professionals of Colour (TPOC), a US based organisation.

The Advisory Committee on Heritage Tourism has been established and is actively engaged in the process of developing a Plan of Action to develop and promote this market segment. The Niche Markets Department is an active participant on the General Committee and on the Marketing Sub-Committee. An integral aspect of this Plan is the pursuance of international accreditation from the UNESCO World Heritage Sites. The attainment of this designation will significantly enhance the competitiveness of the destination.

One of the critical aspects of the development of this niche is the product inventory which has already been compiled. The second stage identifies what work needs to be done in order to develop and convert these assets into sustainable tourism products. Given our rich history, the TDC's involvement in the celebrations of our national and religious festivals will certainly continue. Carnival, Christmas, Divali and Emancipation are some of the festivals which TDC will continue to support in collaboration with representative bodies as they make their own arrangements for celebrating these various festivals.

In 2013, Trinidad and Tobago hosted the Travel Professionals of Colour (TPOC) Conference. This follows closely on the heels of the destination being certified as a heritage destination by the TPOC organisation. Hosting the event has certainly enhanced the destination's reputation as a player in this market segment. The Niche Markets Department played an integral role on the Organising Committee for this event both for the Conference itself and for the Inaugural Heritage Summit.

The plans for this segment included:

- Work done with the Research and Development Department and stakeholders to get accurate data which is not currently available;
- Participation in the deliberations Advisory Committee on Heritage Tourism to develop, market and promote this niche;
- Utilisation of overseas representatives for their suggestions with respect to trade show participation, target segments, etc.
- Engagement overseas reps to market and promote the destination, to send at least 2 culture/heritage FAM trips to the destination;
- Attended international industry events to create awareness, build relationships;
- Development of packages for specific periods of significance e.g. Divali, Christmas, Emancipation, Tobago Heritage Festival, Tobago Jazz, Tobago Underwater Carnival.

## **MEDICAL TOURISM**

Medical tourism refers to travelling to other countries to obtain medical, dental, and/or surgical treatment. It involves the provision of 'cost effective' private medical care in collaboration with the tourism industry for patients needing surgical and other forms of specialized treatment. This is a segment for which statistics are not readily available. The global spend on this aspect of tourism is estimated to be over 40 billion USD per year.

Information on this sector is not readily available since many of these activities form part of the visit and may not be the sole purpose. It is estimated that 5 million trips annually are taken worldwide where health/wellness is the sole purpose of the visit. Because of the changing attitudes towards physical fitness and general wellbeing and because of the perennial search for eternal youth, growth rates are expected to be significant.

The English-speaking Caribbean faces direct competition in the global medical tourism market from many developing world destinations in Asia, with other Caribbean countries such as Cuba and the Dominican Republic competing closer to home. This competition is based on factors such as low cost, staff expertise, medical technological capability, and investment in healthcare facilities and can even depend on the natural resources of sun, sea and sand.

Medical institutions from Trinidad and Tobago have provided a number of medical procedures to patients from neighbouring islands as they provide a cheaper option than going further afield. Some of our private hospitals which offer these procedures have declared their readiness to become more formally involved in medical tourism.

To properly assess the viability of this niche market for Trinidad and Tobago, there is need for an inventory of products, services and facilities. This will assist in determining where Trinidad and Tobago's competitiveness in this niche. This information will also inform the compilation of a brochure/directory which will include all the relevant players. In order to properly develop this segment of the market it will be necessary to participate in international events to network, as well as to become acquainted with best practices establish contacts and build a database from which meaningful analytics can be used to drive future development decisions.

An Advisory Committee on Medical Tourism was formed and several meetings were convened at the offices of the Ministry of Tourism. As a result of these deliberations, a Draft Policy on Medical Tourism was developed. The Trinidad and Tobago Coalition of Services Industries (TTCSI) has also commissioned a Consultancy on a Draft Strategy for Medical Tourism. The Draft was completed and presented to TTCSI.

The Government of Trinidad and Tobago has indicated its interest in this area with the proposed establishment of new high quality medical facilities. The Honourable Prime Minister has intimated that by 2015, the Trinidad and Tobago Healthcare City, as it will be known, will become a globally acknowledged location of choice for healthcare; a centre of excellence for specialist medical services, medical education, life science research and technology leveraged health care services.

The plans for this segment included:

- Work with the Research and Development Department and stakeholders to get accurate data which is not currently available;
- Develop a product/service inventory
- Participate in MOT Advisory Committee to assist in the continued development of a Draft Medical Tourism Policy

- Attend international industry events to create awareness, to share information, and to learn from experienced players in the industry
- Target market (the Caribbean)
- Participate (along with stakeholders) in Roadshows to the Caribbean

## **COMMUNITY TOURISM**

Community Based Tourism is a type of tourism that engages and empowers local residents in the development, management and ownership of tourism products and services within their own communities. This type of tourism emphasizes the need to protect and preserve the environmental, historic, and socio-cultural assets of a community, and embraces eco-tourism, cultural tourism, adventure tourism, recreational tourism, heritage tourism, health tourism, agro tourism and other kinds of responsible tourism activities.

Community tourism exists to develop and promote what the community and the environs have to offer in order to enhance the quality of life and livelihoods of the population through job creation, income generation and multisectoral linkages while encouraging and providing support for the development of community-based tourism projects.

The development of Community-Based Tourism is in keeping with the Government's Seven (7) Interconnected Pillars for Sustainable Development as well as guiding principles and goals of the National Tourism Policy.

This market segment is also crucial to the success of both the eco/adventure and the culture/heritage offering. Involvement of the community will not only encourage and enhance the concept of national pride, but will also provide opportunities for sustainable employment. In most if not all cases, the product offering resides within communities and the people are therefore an integral part of the experience.

The objective of community tourism is to encourage interested communities to organise themselves into active, responsible and representative bodies that will be able to own, develop, implement and manage feasible community based tourism development projects. The projects in question will seek to minimise negative impacts on the natural and cultural attractions upon

which the tourism is based by establishing the appropriate carrying capacities at the various locations earmarked for tourism development.

The plans for this segment included:

- Facilitate the process of establishing Community Action Groups. Working with existing NGO's, CBO's, TAC's and other community groups to determine what tourism assets exist and to seek to improve them and enable the communities to develop sustainable livelihoods from the associated offerings; Empower community to identify their tourism assets and to develop and package them;
- Develop collateral and promotional material to showcase the product offerings of the various communities.

**The overarching plans for all niche markets included:**

- Begin the re-engagement process with the Adventure Travel Trade Association (ATTA) with a view to being selected to host the Adventure Travel World Summit (ATWS) in the near future;
- Position the destination as a haven for eco/adventure, culture/heritage experiences as part of the re branding exercise;
- Launch a social media campaign announcing Trinidad and Tobago as ready to welcome visitors in the selected niche markets (website, search engine optimisation, etc.);
- Develop promotional and collateral material to showcase the various niche markets;
- Engage the overseas reps to organise specialised FAM tours (dive, bird watching, turtle watching, eco/adventure, culture/heritage) for tour operators, travel agents, travel writers;
- Advertising in specialized niche market publications;
- Attending international industry events to create awareness, build relationships and work towards hosting international events in Trinidad and Tobago (bird-watching fair, adventure summit, Latin Caribbean Music Festival);
- Partner with local organisers to market and promote new adventure initiatives e.g. Hardcore, Extreme T and T, Coast to Coast;
- Develop packages for specific market segments (Divali, Christmas, Santa Rosa Festival, Laventille Steelband Festival);
- Assist Tobago in its efforts to market and promote the dive sector.



## **SPORT TOURISM**

The primary focus of the Sport Tourism Department is to market Trinidad and Tobago as the preferred choice sport tourism destination; the efforts of the department are to:

- Position Sport Tourism as a priority tourism niche.
- Co-ordinate the Sports strategies of Ministry of Sport, the Tobago House of Assembly and the National Governing Bodies (NGB) with TDC as we engage all stakeholders through partnerships and investments.
- Contribute to the bid winning of Major International Sporting Events.
- Support the Sport Tourism legacy.
- Position TDC as the leading agency for marketing sport tourism
- Coordinate research and data collection within the sport tourism industry.
- Generate additional visitors through the support of international sporting events.
- Accrue benefits of hosting sport events to continue to attract public sector resources into sport tourism initiatives, policies and programs.
- Sensitise the public through volunteerism.
- Partner with ESPN and other media houses in content and footage dissemination in the proliferation of Sport Tourism.

### **Collaboration with Stakeholders**

During Fiscal 2012-2013, the Sport Tourism Department, in conjunction with the Ministry of Tourism, played a pivotal role in producing the Draft Sport Tourism Policy. A Memorandum of Understanding (MOU) with the Sport Company of Trinidad and Tobago (SPORTT) outlining the roles and responsibilities of the TDC and SPORTT as it pertains to Sport Tourism in Trinidad and Tobago has also been established. The department also commenced dialogue with CARICOM for the formation of a regional Sport Tourism Agency, for which Trinidad and Tobago, through the TDC, will take the lead. A working relationship with corporate Trinidad and Tobago has also been developed as it relates to partnering with TDC's Sport Tourism initiatives.

## **Support provided to Sporting Events and Sport Tourism Ambassadors**

Through the department, the TDC provided sponsorship and other forms of support to a number of sporting events and local athletes or teams in an effort to boost sport tourism in Trinidad and Tobago. These included:

- The Nijssane Philip Cycling Classic.
- Tobago Cycling Classic - sponsorship for ESPN coverage was provided.
- The CPL T20 Cricket Tournament. This partnership had a significant impact as it led to ongoing communication with the stakeholders for branding Trinidad and Tobago as a Sport Tourism destination.
- Golf Classic in Tobago
- Tobago Carnival Regatta - A festival of Wind.
- The Tobago International Rugby 7s Tournament 2013.
- Tobago Game Fishing tournament with a record holder and angler catch fish.
- Trinidad and Tobago Women's Cricket Association Tour of South Africa.
- Abracadabra game fishing team to Costa Rica.
- Trinidad and Tobago Combat Sport Association to St Petersburg Russia.
- Trinidad and Tobago Party Time Race Team.

## **Other Activities**

The Sport Tourism department worked to promote Trinidad and Tobago as a sport tourism destination through a number of initiatives. At the Heads of Mission Conference contact was made with Ambassadors and Consul Generals with dialogue on marketing Trinidad and Tobago as a Sport Tourism destination. There has also been collaboration with the Russian Ambassador in bringing Russian athletes to Trinidad and Tobago to participate in various sport events. The Sport Tourism Event Planners Alliance (STEPA) Calendar, which focused on events in Trinidad, was developed. In 2013, Trinidad and Tobago was one of the recipients of the 2012 International Festivals and Events Association (IFEA) WORLD Festival and Event City Awards.

### **Activities in motion for 2014**

The department is currently in the process of working on the following activities, which should be brought to fruition fiscal 2013/2014:

- Collaboration with the International Sport Business World in the UK, led to an interview with the CEO of the TDC, which is planned for publication in early 2014.
- Collaboration with the Federation de Sambo Internationale and the Trinidad and Tobago Sambo Combat Federation in hosting the Pan American SAMBO Championship 2014 in Trinidad and Tobago; over 25 countries will be participating.
- Discussion for a Caribbean Sport Tourism Conference with Trinidad and Tobago as the host.
- Dialogue has begun with the Canadian Sport Tourism Alliance (CSTA) for a MOU in partnering with TDC and Sport Tourism TNT.
- A video production of a BMX Freestyle Tournament, to be aired on ESPN; the aim of which is to promote Trinidad and Tobago as a world class venue for BMX free style riders.
- A visit to Trinidad and Tobago by the President of the International Festivals and Events Association (IFEA).

## **9.3 MARKETING DEPARTMENT**

### **9.3.1 ROLE**

The Marketing Department's mission is to promote Trinidad and Tobago with the ultimate goal of increasing visitor arrivals and the expenditure within the twin-island destination. The Department does this through collaboration with overseas representatives in six (6) markets. These markets are the United States of America, United Kingdom, Germany, Scandinavia, Canada and India, of which the latter two represent new markets. In addition to the international markets, marketing efforts are also undertaken in the Caribbean and domestically.

The Marketing Division works closely with the international representatives in these countries to ensure that the brand and image of Trinidad and Tobago as a tourist destination is highlighted and its key selling attributes are properly positioned in the travel trade and tourism sector in the respective markets.

### 9.3.2 WORK PLAN

<b>OVERSEAS MARKETING INITIATIVE</b>	<b>ALLOCATIONS</b>
• USA	<b>\$3,757,912</b>
• Canada	<b>\$2,316,829</b>
• UK	<b>\$2,622,692</b>
• Germany	<b>\$1,935,991</b>
• Scandinavia	<b>\$2,007,118</b>
• India	<b>\$78,000</b>
Regional/Caribbean	<b>\$467,500</b>
Overseas Representation (Retainer Fees)	<b>\$9,645,208</b>
Tradeshows	<b>\$4,647,965</b>
Fulfilment / Logistics	<b>\$250,000</b>
Tobago GoGoGo	<b>\$1,868,000</b>

<b>GENERAL MARKETING SUPPORT INITIATIVE</b>	<b>ALLOCATIONS</b>
Carnival Support	<b>\$3,141,496</b>
Collateral Material	<b>\$1,162,688</b>
Advertising and Production	<b>\$636,584</b>
Yachting Support	<b>\$120,000</b>
Signature Events	<b>\$1,225,505</b>
Media Relations	<b>\$167,554</b>
Promotional Items	<b>\$447,335</b>
Sponsorships/Marketing Partnerships	<b>\$2,948,025</b>
Image Bank/Video Library	<b>\$200,925</b>
Photography and Videography	<b>\$151,500</b>
Local Tours and Travel	<b>\$50,000</b>

### 9.3.3 ACCOMPLISHMENTS

#### **PUBLIC RELATIONS AND PUBLICITY**

##### **USA Market: Cheryl Andrews Marketing Communication (CAMC)**

- Secured more than eight hundred million (831,937,061) media impressions, percentage rate of 37% increase over 2012. Impressions in publications such as, The New York Times, Chicago Tribune, The Huffington Post, The Miami Herald, ISLANDS Magazine, Smithsonian Magazine, ESSENCE, SPORT DIVER, National Geographic Traveler, EBONY, Bird Watchers Digest, Yahoo, USA Today, Travel Agent Central, Travel Weekly, Budget Travel Fodor's etc.
- Distributed 27 Press Releases that highlights Trinidad and Tobago calendar of events.

#### **PRESS RELEASES**

- September 2012  
World Class Cycling Hits the Streets of Tobago East-Meets West as Trinidad Welcomes Visitors to Experience the Traditions and Celebrations of South Asia
- October 2012  
Trinidad and Tobago Announces Carnival 2013 Hotel Rates  
Trinidad and Tobago Announces New Hotel Openings, Updates and Cultural Events
- November 2012  
Dreaming of a Trinidad and Tobago Christmas  
Visitors Get Hooked on Trinidad and Tobago
- January 2013  
Volunteer Tourism in Trinidad and Tobago Helps Endangered Sea Turtles  
Tourism Tidings in Trinidad and Tobago  
13 Reasons to Visit Trinidad and Tobago in 2013  
Experiential Travel with the Whole Family Combines Learning with Leisure Time

- February 2013  
 Bartenders Mix-it-up At Angostura Annual Competition during Carnival Weekend  
 Carnival 2013 a Big Success  
 India Irie and Dionne Warwick Headline the Fifth Annual Tobago Jazz Experience
  
- March 2013  
 It's Off To The Races in Tobago  
 Trinidad and Tobago hosts International Conferences in 2013
  
- May 2013  
 Trinidad and Tobago Beyond the Beach
  
- June 2013  
 What's New in Trinidad and Tobago  
 Another Golden Year in Trinidad and Tobago's Culinary Team
  
- July 2013  
 Take a Culinary World Tour on Trinidad and Tobago
  
- August 2013  
 Trinidad and Tobago's Tourism Board Successfully Hosts the Travel Professionals of Color (TPOC)
  
- September 2013  
 Fall/Winter New in Trinidad and Tobago  
 Take a Culinary World Tour in Trinidad and Tobago  
 JetBlue Launches Flights to Trinidad and Tobago  
 Trinidad and Tobago is the Caribbean Happiest Nation  
 TDC Successfully Hosted Second Super FAM Trip

## **INDUSTRY TRADESHOWS/CONFERENCES**

### **Caribbean Hotel and Tourism Association (CHTA) Caribbean Travel Marketplace, Bahamas 20-22 January, 2013**

- The Caribbean Hotel Tourism Association (CHTA) Marketplace held at Atlantis Paradise Island, Nassau Bahamas. TDC/Agency representatives coordinated media and wholesaler interviews with former GM Marketing, Cornell Buckradee.
- TDC, with support from CAMC, also hosted a buyers luncheon with over 40 wholesalers and buyers from the US, UK, Europe, Caribbean and Latin America in attendance. The event gave the stakeholders a chance to share tourism initiatives and projected tourism goals for 2013.
- Interviews Facilitated by CAMC during CHTA:
  - Caribbean Journal
  - Recommend Magazine
  - Travel Alliance
  - TravelAge West

### **Caribbean Week New York, 01-08 June, 2013**

- TDC, THA and the Ministry of Tourism all attended the Caribbean Week in New York along with the former Minister of Tourism, the Honorable Stephen Cadiz.
- This is an annual event hosted by Caribbean Tourism Organization aimed at promoting the diversity of the Caribbean tourism experience
- Team participated in every event on the calendar and the added Anya's Fashion event
- This event is largely a diasporic event and attendance has historically been largely to support the overall CTO relationship.
- Caribbean Media Marketplace was well attended and TDC meet with over 40 media personnel from across the US market.
- Interviews were conducted by Fox CT, Global Humming, International Luxury and Tourism Expert, JCD and Associates etc.

## **CHTA Taste of the Caribbean Culinary Competition, Friday, 26-30 June, Miami FL**

- Attended “Taste of the Islands” event in support of the culinary team and THRTA staff
- Overall promotional package included Trinidad and Tobago name and logo on all publicity materials, press releases, promotional pieces, the Taste of the Caribbean website, ads on consumer publications/websites, and T&T Logo on event banners.

### **Electronic Destination Newsletter**

- Developed and launched monthly destination newsletter
- Newsletter distributed to key US media outlets and travel writers

### **Print and Online Media**

- Trinidad and Tobago was featured in the following publications and media houses listed below, highlighting Carnival, eco, culinary, dive, history and culture.
  - Hemisphere Magazine
  - Sherman’s Travel
  - Cornell Lab of Ornithology
  - Recommend Travel
  - SAVEUR
  - The Huffington Post
  - The Miami Herald
  - The New York Times
  - Chicago Tribune
  - Caribbean Travel and Life
  - ISLANDS
  - Essence
  - Sports Diver
  - Ebony
  - National Geographic Traveler
  - Bird Watchers Digest
  - Travel Agent Central
  - Travel Weekly
  - Budget Travel
  - Fodor’s
  - USA Today



- **Group and Individual Press Trips**

Carnival 2013 Press Trip – 08-15 February, 2013.

- Three journalists from the US market participated in Carnival 2013 activities.
- The Itinerary included attending key events
  - International Soca Monarch
  - Panorama
  - Dimache Gras
  - J’Overt
  - Parade of the Bands Carnival Monday and Tuesday on the road.
- Media outlets represented on the press visit included:
  - Hemispheres
  - BBC America
  - Huffington Post
  - Caribbean Living

- **“FAN” Press Trip: 18-23 March, 2013**

- The purpose of this press trip, was to increase the destination’s awareness and presence on social media platforms—Facebook, Twitter and Blogs
- Journalists were allowed to reach out to their fans/followers for suggestions and recommendations on “what to eat”, “where to go” and “what to see” while on island
- The top three suggestions from each writer were reviewed and incorporated into the itinerary whenever possible
- Media outlets represented in the press trip included:
  - Gadling
  - Recommend Magazine
  - Mentalfloss
  - Huffington Post, Butterfly Diary

- **Tobago Jazz Press Trip: 25-28 April, 2013**

- Four international journalists participated in the Tobago Jazz Experience press trip.

- Carefully crafted itinerary to expose the writers to the destinations unique vacation offerings.
- Attended key events associated with the annual music festival that featured headlines India Irie and Dionne Warrick

Outlets represented on this press trip:

- Complex Media and Boomshots.com
  - EUR Web
  - Jazz Times
  - Oyster.com
- **Eco Adventure Press Trip - 15-20 July, 2013**
    - Hosted four eco/soft adventure journalists who cover both the niche and general consumer media outlets;
    - The itinerary was designed to expose the travel writers to a variety of eco/soft adventure activities, readily available on both islands, including Tobago costal tour, hiking the Main Ridge Rainforest, Kayaking, rock climbing and Zip-lining in Trinidad.

Outlets represented on this press trip:

- Frommers
- ISLANDS Magazine
- Boston.com
- Redbull Magazine

- **Travel Professionals of Color (TPOC) Press Trip - 29 July – 04 August, 2013**
  - Hosted four international journalist who cover travel trade and minority media outlets
  - Created itinerary surrounded the Travel Professionals of Color (TPOC) conference, the purpose of the press trip, was to increase the destination awareness and presence in the conference and heritage travel categories.

Outlets represented on this press trip included:

- Upscale Magazine

- Ebony
- Carib Journal
- B.L.A.C Detroit
  
- **Culinary Press Trip - 12-17 October, 2013**
  - Hosted five international journalist who covered culinary and lifestyle in consumer and epicurean media outlets.
  - Created itinerary showcasing the diversity and depth of Trinidad and Tobago’s culinary offerings. The purpose of the trip was to increase the destination’s awareness and presence in epicurean travel.

Outlets represented on this press trip included:

  - SAVEUR
  - Petergreenberg Travel
  - Sherman’s Travel
  - BET.com, Allure and Grio.com
  - BostonGlobe.com

## **INDIVIDUAL PRESS VISITS**

- **ISLANDS Magazine**
  - Photographer, Zack Stoval- 01-18 March, 2013
  - Hosted Zack Stoval from ISLANDS Magazine, the focus was to cover the culinary offerings in Trinidad and Tobago and was centred on an article written by Ann Vanderhooff and appeared in the May issue of the publication.
  
- **Birth of Chocolate Project**
  - Hosted Dr. Daniel Lorenzietti Editor and photographer.
  - The itinerary was designed to highlight the rich coco and coffee history in Trinidad and Tobago, in collaboration with the Trinidad and Tobago Cocoa Board and Tobago Coco Plantations.
  - Images would be part of a presentation that would be done in museums worldwide.

- **Endless Vacations 07-14 April, 2013**

- Hosted the Editor and photographer of Endless Vacation
- The itinerary was designed to highlight the diversified tourism product, showcasing several niches culinary, eco/soft adventure, culture etc.
- The itinerary included:
  - Coastal Tour
  - Bird Watching
  - Argyle Falls
  - Market Tour
  - Off Road Safari

## **SALES AND MARKETING**

### **International Tradeshows and Conferences:**

- **Caribbean Hotel and Tourism Association (CHTA) Caribbean Travel Marketplace, 20-23 January, 2013.**
  - The event is the most important regional tourism event with nearly 500 companies and approximately 1,100 delegates from over 20 countries.
  - Prior to the event, the team created a “How to Marketplace” training for all stakeholders attending CHTA Marketplace for the first time.
  - There were more T&T delegates attending than in the previous 5 years
  - T&T had more delegates than tourism powerhouse, Dominican Republic
  - The team secured 26 appointments with buyers, media and technology companies
  - Additionally, the team organized a Buyer Lunch which hosted 29 buyers in a networking format to give delegates an additional opportunity to meet with buyers.
  - The team also created a unique opportunity at the event with a Buyer Lunch which hosted 32 buyers from the show allowing stakeholders an additional 2-hour meeting opportunity.
- The Meetings included buyer and technology meetings with:
  - Triptuner
  - Classic Vacations
  - BookIt.com

- Expedia
- Trip Advisor
- Travelocity
- Caradonna Dive
- Alidays
- Pleasant Holidays
- Sky Auction
- Orbitz
- Regatta Travel Solutions
- Jack Rabbit/Book Direct
- Questex
- Travalliance
- New York Times
- Saveur Magazine
- Prevue
- Bonnier Corp
- Islands Magazine
- Travel Age West
- Caribbean Journal
- TravelMole
- Recommend Magazine
  
- **Travel and Adventure Show, Washington DC- 08 - 11 March, 2013**
  - A Two-day event, with more than 17,000 delegates targeted consumers focused on discovering authentic travel experiences;
  - The delegates attending this show appeared more informed than the average consumer show delegate and further along the planning cycle and closer to taking a trip;
  - The 10 x 10 tabletop was ideally located in the Caribbean section in a corner position, with high traffic in the main aisle and next to the interactive fly fishing demonstration area;
  - Sharing the tabletop with CTO proved to be quite advantageous, even though space was very limited;

- The two representatives from CTO were quite knowledgeable about Trinidad and Tobago which was extremely useful at times of high traffic;
- An additional 31 travel agents contacts were made for the TandT travel agent e-newsletter:-
  - Multiple agents inquired about a destination travel agent training program
  - Travel agents also asked about FAM trip opportunities
  - The most recurring question from travel agents continues to be how to book packages to the destination for groups for Carnival, adventure/ eco, music and culinary experiences.
- **CT FOX TV Travel Show, Hartford, CT - 04-05-May, 2013**
  - Fourth Annual Connecticut Spring Travel Show is sponsored by FOX CT television and the Hartford Courant newspaper and is a one-day event hosting almost 5,000 travel enthusiasts.
  - Trinidad and Tobago received additional exposure by electing to give away a prize during the event, which was donated by Magdalena Grand.
  - A Trade-Only reception was added to this year's event calendar to allow networking with the approximately 30-local travel agents attending
  - Team met with several travel agents interested in the destination and secured 9 new names and contacts for the TandT opt-in travel agent e-newsletter.
  - Travel agents enquired about travel agent training and FAM trip opportunities to learn more about the destination
  - Many of these agents were home-based independent agents.
  - The team also negotiated 50,000 online banner impressions as part of attending the show.

### **CTO Media Marketplace**

- The team collected dozens of business cards for follow up and to whom the team will be sending news and met with new media partners
- A flat screen TV played destination video clips.
- Collateral, flash drive press kits, jams and pepper sauce were welcomed by all.
- During Media Marketplace, interviews were secured with the following publications:

1. Travel Alliance

2. Travepulse
3. Successful Meetings
4. Carib Journal

### **The Scuba Show, Long Beach, CA – 08-09 June, 2013**

-This is America's largest consumer Dive Expo and is in its 26th year of features over 76,000 square feet of exhibition space, more than 10,000 delegates and 300 exhibitors.

-The show boasts that 70% of the delegates attend the show to discover new dive destinations.

-25% of the delegates decided to travel to a specific destination as a result of the show  
41% choosing their next dive destination based on info learned at the show.

-Additionally the show draws from the southern California area of more than 17 million people including:

-California is the largest single diving market segment in the U.S. (Source: DEMA)

-Southern California has the largest concentration of divers in the world

-California divers are the most active in the country (Source PADI)

-Large attendance from neighbouring states

-41% choosing their next dive destination based on info learned at the show

-The team secured three new tour operators interested in selling Tobago dive experiences and packages, information for these tour operators, have been created and sent.

- **CHTA Taste of the Caribbean Culinary Competition, Miami FL - 26 June – 01 July 2013.**

-Attended "Taste of the Islands" event in support of the culinary team and THRTA staff

-Assisted the Culinary team in setting up and decorating for the Street Food event on Friday night and attended the event to answer questions and handout promotional.

-Attended the awards ceremonies where Trinidad won several gold medals and gold medal for the overall team competition coming in second overall

- **Travel Weekly Global Travel Marketplace, Ft Lauderdale, FL 25-26 July, 2013**

-The team met with over 59 travel agents over the two day event, each of which book more than US\$1 million business annually.

-The event organizers provided detailed information about the agents and their mix of business, segmenting by mix of business (21%) vs. leisure (79%); domestic (34%) vs. international (66%) for the delegate base.

-Breakdown of the agents the team met with is as follows:

<b>Sales to Caribbean</b>	<b>Number of Agents</b>
\$1M+	5
\$100K - \$999.9K	42
Less than \$100K	3
<b>Grand Total</b>	<b>59</b>

- Agents were engaged and interested in the Trinidad and Tobago tourism product.
- 12 agents requested meetings since they have pending inquiries about the destination
- Many discussed challenges of finding tour operators selling packages to the destination
- Most of the agents stressed serving a sophisticated, well-traveled clientele but who would be interested in one night excursions to places like Grande Riviere for the opportunity of seeing the turtles
- Dive was of particular interest to many agents as their dive clientele are prepared to make multiple airline transfers for a unique dive experience.
- 40 agents requested additional follow up information on specific niche activities
- Two agencies requested opportunity to schedule call center training
- More than a dozen requested inclusion in travel agent training program to learn more before participating in a FAM of any kind.
- Seven agents requested to be considered for FAM trips.
- Two agents confirmed pending bookings for 2014

## **ONISLAND FAM TRIPS**

- **US Wholesaler Tour Operator FAM (SuperFAM)**

SuperFam was held on 26 - 30 August hosting 11 delegates

- Booking.com Market Manager
- Expedia Market Manager
- Expedia Caribbean Director
- Orbitz Market Manager



- Regatta Market Manager
- Travelocity Market Manager
- Whet Travel Manager
- Associates in Business - Social Media
- Evolution Strategy - Branding
- Hummingbird Global – Customer Service
- Regatta Travel Solutions - Website Optimization

The event successfully showcased the destination to new users and existing top producers

- Several new hotels have been contracted for sale with these tour operators as a result including:-
  - Expedia: Contracted Cara Suites, Regent Star, Chancellor, L'orchidee, L'ime; additional contracts still in negotiation
  - Orbitz: finalized sales of CAL online and recommends creating a destination landing pages as part of the marketing strategies in the near future
  - Regatta: Increased number of hotels from 27 to 40 following the event
  - Whet Travel: Visit is a precursor to bringing a large group over carnival as part of a new itinerary they will create.

Workshops were designed as training opportunity for the hotels, however turnout was poor

- Post event survey has been sent to all delegates and the hotel associations from both Trinidad and Tobago for feedback to continue to improve the event
- Recommend confirming dates in May or early June for next year's to ensure optimal attendance
- Tour guides in both Trinidad and Tobago were excellent
- Island Experiences will be recommended to the preferred destination services provider for Expedia as a result.

- **Eco/Soft Adventure FAM Trip- 05 - 11 October, 2013**

- TDC hosted five US Eco/Soft Adventure Tour Operators; the purpose of the trip is to showcase the destination eco/soft adventure activities. Delegates included:
  - Green Edventures
  - Rustic Pathways
  - Blue Planet
  - Grenner Travel Company

-Firefly Journeys

- The event was an overall success showcasing the destination to new niche market adventure tour operators from the “eco” and “soft adventure” market
  - The group was surprised and impressed with Trinidad’s “adventure” offerings despite a very crammed itinerary, and enjoyed the more relaxed schedule and activities in Tobago
  - None had previously visited the twin islands although all had conducted tour groups in Central and South America and other popular destinations.

## **MEDIA DIGITAL BUNDLE**

### **Sherman’s Travel**

Sherman’s Travel is a leading online publisher of hand-picked deals and destination advice, with over 4 million combined opt-in subscribers and site visitors. Sherman’s Travel offers direct-response and branding programs, offering unique solutions at optimal points of the travel purchase funnel.

- Median age of subscribers is 45 which resonate with T&T’s successful mature market program.
- Median HHI is \$72K+
- Florida ranks #2, NY #3 and Texas #4 of US States where subscribers travel from – TandT’s three key feeder markets in the US (California ranks #1)

This program ran from 8-5-13 to 10-5-13 and included the following elements:

- Exclusive HTML bulletin (geo-targeted to S. FL, Houston TX and NY; by interest to adventure/ nature special-interest subscribers)
- Display ad on the Top 25 “featured destination” bulletin (national-targeted) plus TandT destination landing page featured on Shermanstravel.com
- 2 months display ads on geo-targeted bulletins
- 2 months display ads on Run Of Site
- Additional bonus “Escapes” e-bulletin to all 3 million subscribers

### **Bonnier Corporation**

Bonnier is a family-owned, international multimedia entity that operates 175 companies in more than 16 countries. In the U.S. Bonnier is the leading developer of passionate enthusiast

audiences, with 50+ special-interest brands and related multimedia projects and events. Bonnier is described as “The World’s Largest Enthusiast Lifestyle Media Company”. This program was delivered on the following websites: Islands.com, saveur.com, sportdiver.com and scuba diving.com

- **ISLANDS**

- 100,500 Monthly Unique Visitors
- 690,400 Monthly Page Views
- 65,000 Custom Email Subscribers
- 66,000 Editorial Email Subscribers
- 29,600 Total Social Media Audience

- **Saveur**

- 1,004,262 Monthly Unique Visitors
- 4,300,000 Monthly Page Views
- 508,000 Custom Email And Editorial Email Subscribers

- **Sport Diver**

- 44,500 Monthly Unique Visitors
- 178,000 Monthly Page Views
- 100,000 Custom Email Subscribers
- 67,000 Editorial Email Subscribers

- **SCUBA Diving**

- 100,000+ Monthly Unique Visitors
- 430,000+ Monthly Page Views
- 67,000 Custom Email Subscribers
- 67,000 Editorial Email Subscribers
- All have an average HHI of \$137,000.
- This program ran from 1-August-13 to 31-September-13 and included the following elements:

**ISLANDS E-Newsletter**

- 1 x Editorial E-Newsletter Travel Special (66,000 Opt-Ins Each)
- 300,000 ROS Impressions\*\*
- ROS Ad Banners: Digital Theme, “Be First” Caribbean Surprises (100,000 ROS)
- ROS Ad Banners: Digital Theme, Best Summer Steals (100,000 ROS)

- ROS Ad Banners: Digital Theme, Best of the Caribbean Reader’s Choice (100,000 ROS)

### **SPORT DIVER AND SCUBA DIVING**

- 1 x Sport Diver Editorial E-Newsletter Travel Specials (67,000 Opt-Ins Each)
- 40,000 ROS Impressions (Sport Diver)
- 120,000 ROS Impressions (Scuba)

### **SAVEUR**

- 333,333 Premium ROS Impressions
- 75,000 Standard ROS Impressions

**\*\*Run of Site (ROS)** — Refers to displaying a banner ad throughout a website. ROS Impressions - ROS impression, is a single ad that appears on a Web page when the page arrives at the viewer's display.

### **Cornell Lab of Ornithology**

The Cornell Lab of Ornithology was founded in 1915. It is at the forefront of research, technology, and public outreach to improve the understanding and protection of wildlife. TDC’s ad placements included both the print magazine and online advertising on the official website AllAboutBirds.org.

- “Living Bird” magazine includes articles focusing on bird behaviour, habitat, identification, research, conservation, travel, bird-finding, and bird-watching products:-
  - 4 issues per year sent to 45,000+ Cornell Lab members
  - Median Household Income: 64% at \$50,000+, 45% at \$75,000+, and 42% at \$100,000
  - 29.8% of the readership travel Internationally on birding trips
  - Top hobbies include Traveling - 97.7%, Photography - 87.0%, Hike/Backpack 76.5%
- AllAboutBirds.org was re-launched in April 2009
  - Advertisers can target specific bird species, 584 available
  - Appears within the top five search results of bird species
  - 2,187,000 page views per month, 452,000 visits per month, 327,000 visitors per month
  - 23% of users are age 35–49 and 42% age 50–64 – which speaks to Mature Market campaigns

This program included:

- Half page color ad in Fall edition of Living Bird magazine (45,000 copies in homes Nov 1)
- 325 x 250 ad banner on the “Home Page” of AllAboutBirds.org from July – September:-
  - Banner ad appeared on the home page
  - As of end of September, there are been 514,080 and 975 click to the TandT website

## **ONLINE TRAVEL AGENT (OTA) MARKETING**

### **Expedia**

Expedia campaign ran from 01 May to 11 June 11, 2013 and produced very good results, particularly considering there was not a promotion or call to action on the web banners. Additionally, this campaign was designed to drive bookings for Trinidad and Tobago. Expedia’s bookings over the course of the campaign were up 18%. Banners exceeded Expedia historical banner benchmarks in every category.

<b>RESULTS</b>	
Impressions Delivered	482,629
Impressions (Clickable)	482,629
Impression Goal	482,578
Clicks Delivered	6,316
Click Through Rate	1.31%
Order Pacing	100%

- Half page colour ad in Fall edition of Living Bird magazine (45,000 copies in homes 01 November);
- 325 x 250 ad banner on the “Home Page” of AllAboutBirds.org from July – September;
  - Banner ad appeared on the home page;
  - As of end of September, there are been 514,080 and 975 clicks to the TandT website.

## Orbitz

- Orbitz banners ran from 01 May through early July, producing reasonably good results and slightly over delivered on number of impressions at no extra charge.

Report Recap	
Campaign Impression Goal:	547,898
Total Impressions Delivered:	547,927
Clicks Delivered:	524
Click Through Rate:	0.10%

Orbitz average click through rate for their home page is .14%, the target was set to match or exceed the average (since this was the first time advertising and there was no precedent). The Trinidad and Tobago ad was .19% or 26% higher than the average.

## ONLINE NEWSPAPER ADVERTISING

- Digital ads were placed in both TrinidadExpress.com and the Guardian.co.tt for a period of four months.
- Ads focused on various relevant themes over this period
- Ads target primarily the diaspora and other subscribers living in the US, who use the online newspaper to keep abreast of local activities

**Table 9.11 Online Newspaper Advertising**

Trinidad Express	Total			Click Through % by Page		
	Ad Views	Click Through	%	Home Page	News Page	TV6_TNT
Oct-Nov	3,864,893	4,626	0.12%	32%	65%	3%
Nov	3,190,533	2,900	0.09%	49%	47%	5%
Dec	2,813,091	2,589	0.09%	58%	37%	5%
Jan	2,984,458	2,889	0.10%	60%	34%	6%
<b>Total</b>	<b>12,852,975</b>	<b>13,004</b>	<b>0.10%</b>	48%	47%	4%

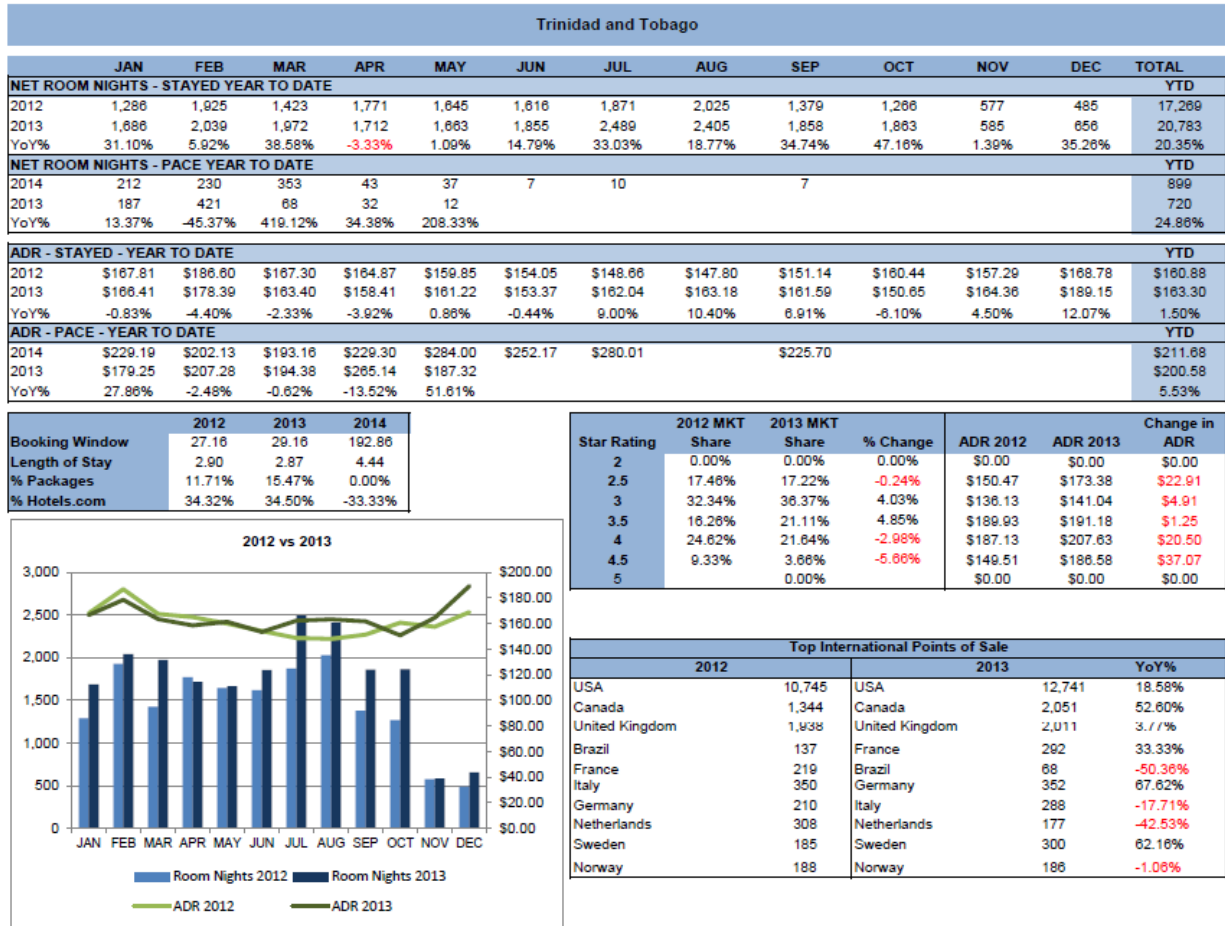
<b>Trinidad Guardian</b>	<b>Ad Theme</b>	<b>Ad Views</b>	<b>Clickthru</b>	<b>%</b>
Oct-Nov	Divali	479,444	511	0.11%
Nov	Parang	185,457	376	0.20%
Dec	Carnival	765,296	1,282	0.17%
Jan-Feb	Turtles	894,684	1,595	0.18%
<b>Total</b>		<b>2,324,881</b>	<b>3,764</b>	<b>0.16%</b>

### **TOUR OPERATOR PARTNERSHIP**

Online tour operators have increased their production to Trinidad and Tobago by 20% in this fiscal.

#### **Expedia**

- Expedia remains the largest producer of US visitors with more than 20,700 room nights (as at 30 September, 2013) representing more than 20% year over year growth;
- Production for 2014 is showing a stronger growth at nearly 25% compared with the same time last year.



## Orbitz

- Orbitz (as of 09 September, 2013) showed year-over-year increase in room night production of nearly 14%;
- Production for 2014 is showing significantly stronger growth with almost 130% increase compared with the same time last year;

Production Growth	2013 Room Nights	2012 Room Nights	Growth Year over Year
Oct	47	33	42.4%
Nov	70	91	-23.1%
Dec	136	145	-6.2%
Jan	134	123	8.9%
Feb	124	181	-31.5%
Mar	89	87	2.3%



<b>Apr</b>	149	119	25.2%
<b>May</b>	132	49	169.4%
<b>Jun</b>	119	74	60.8%
<b>Jul</b>	131	97	35.1%
<b>Aug</b>	145	118	22.9%
<b>Sep</b>	4	10	-60.0%
<b>Total</b>	<b>1,280</b>	<b>1,127</b>	<b>13.6%</b>

<b>Future Bookings by Month of Arrival</b>	<b>2013-14 Room Nights</b>	<b>2012-13Room Nights</b>	<b>Growth Year over Year</b>
<b>Sep</b>	38	23	65.2%
<b>Oct</b>	23	12	91.7%
<b>Nov</b>	3	18	-83.3%
<b>Dec</b>	42	2	2,000.0%
<b>Jan</b>	8	0	-
<b>Feb</b>	11	2	450.0%
<b>Mar</b>	0	0	-
<b>Apr</b>	0	0	-
<b>May</b>	0	0	-
<b>Jun</b>	6	0	-
<b>Jul</b>	0	0	-
<b>Aug</b>	0	0	-
<b>Total</b>	<b>131</b>	<b>57</b>	<b>129.8%</b>

### Travelocity

- Travelocity, which was acquired by Expedia in August 2013, also shows growth of arrivals of 4% year over year and is showing a 13% increase year over year in 2014;
- Room Night growth to Trinidad and Tobago has also grown at a better rate than the Caribbean regional total;
- It is noteworthy this growth came despite a reduction in airline production from key gateways.



Bookings  
Room Nights

## Travelocity Trinidad and Tobago September Monthly Production Report

Date 10/9/2013



### Trinidad and Tobago Total Room Nights Production based on Check in (Consumed)

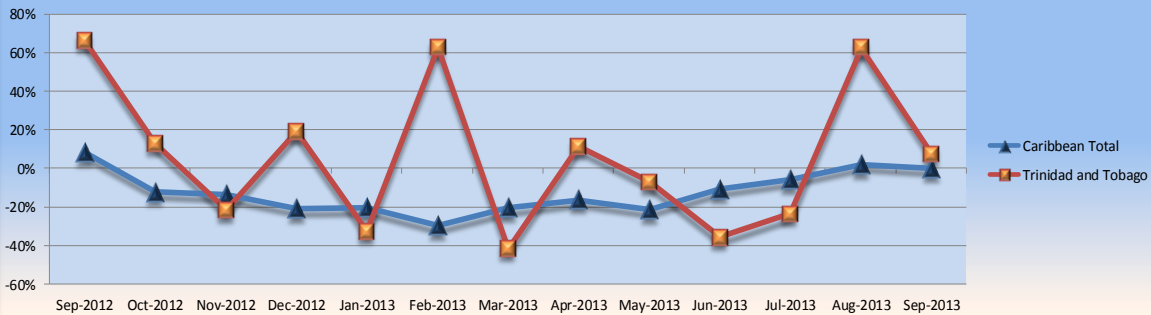
Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total	Pace %
2011	93	121	219	143	132	108	132	132	62	96	76	184	1,498	--
2012	58	305	114	102	133	111	115	178	80	76	178	115	1,565	--
2013	92	283	131	89	86	145	97	144	93	119	38	39	1,356	--
2014	9	32	14	4	0	0	0	0	0	0	0	0	59	--
13 vs 12	59%	(7%)	15%	(13%)	(35%)	31%	(16%)	(19%)	16%					4%

### Trinidad and Tobago End of September Future 12 Months Room Nights Pace Comparing with Last Year

Year	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Total
Last Year	40	54	17	2	70	12	0	0	0	0	0	0	195
This Year	92	30	39	9	32	14	4	0	0	0	0	0	220
Change vs LY	130%	(44%)	129%	350%	(54%)	17%	100%	0%	0%	0%	0%	0%	13%



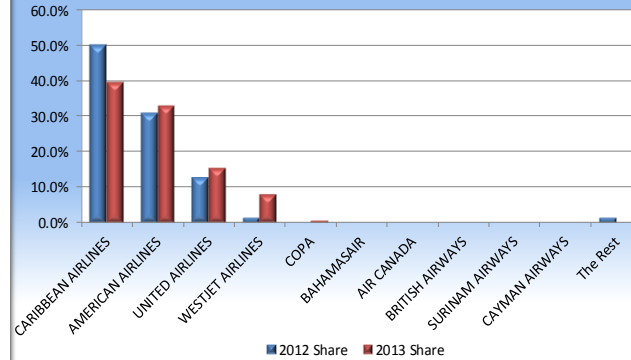
### Trinidad and Tobago RN Growth % Comparison vs Caribbean Total By Booked Date



### Top Origination Airports Share to Trinidad and Tobago

13' Rank	Airport	13' Share	12' Share	YOY Change %	Indicator
1	JFK	22.9%	28.1%	-5.3%	Red
2	YYZ	11.6%	10.4%	1.3%	Green
3	MIA	10.1%	9.2%	0.9%	Yellow
4	EWR	3.8%	3.7%	0.1%	Yellow
5	MCO	3.7%	2.9%	0.8%	Yellow
6	ATL	3.4%	2.4%	0.9%	Yellow
7	FLL	2.8%	4.8%	-2.0%	Red
8	POS	2.6%	2.1%	0.6%	Yellow
9	BOS	2.6%	1.9%	0.7%	Yellow
10	DCA	2.2%	3.4%	-1.1%	Red

### Trinidad and Tobago Top Airlines Passengers Share



## **Canada – *Aviareps Tourism***

### **PUBLIC RELATIONS**

#### **• Print and Online Media**

Destination Trinidad and Tobago received several articles across Canada in top media houses both print and online. During Fiscal 2011/2012 Trinidad and Tobago received 12 articles in Canadian travel trade publications across Canada and for Fiscal Year 2012-13 Trinidad and Tobago received 22 articles both print and online publication in the Canadian travel trade.

Media Outlets that covered Trinidad and Tobago

- Toronto, Calgary and Edmonton Sun
- Metro News Canada
- Shedoesthecity.com
- Canada Travel Press
- Travel Courier
- Travel Courier Travel Agent Magazine
- Travel Press Digital
- WestJet In-flight Magazine “UP” (Front Cover)

#### **Press Trips**

Trinidad and Tobago receive several stories coming out of three press trips highlighting the cosmopolitan culture of the people of Trinidad and Tobago, the destination receive over TT\$1,000,000 in coverage.

- Carnival Press Trip: Toronto, Calgary and Edmonton Sun, Travel Courier
- Destination Trip: Metro News Canada and Shedoesthecity.com
- WestJet In-flight Magazine

#### **Promotions and Publicity**

- The Toronto and Montreal Road show in August 2013, a special prize was given to two travel agents in Toronto and Montreal.
- The WestJet Inaugural Flight Launch at Toronto Pearson Airport, November 2012, Canadian Media was invited to cover the launch.

- Tour Operator Trade Advertising Packages, the TDC partnered with Canadian tour operators to promote several packages to the travel trade in Canada; to increase the awareness of the destination Tourism product.
  - Total Vacations: Romance Package, Subway Ad, Horizon Magazine, Union Station Ad
  - AlioTour Romance and Tobago Jazz 2013 package
  - Sun Spot Holidays: Romance Package Tobago for Two
  - Ali Tours: Tropical Paradise for Couples
- Tour Operator Co-op Brochure Program, TDC partnered with Canadian tour operators to create a Trinidad and Tobago brochure that was placed in the Canadian travel trade.

## **SALES AND MARKETING**

- **Trade Shows and Conferences**

Three industry conferences and tradeshows targeting trade, consumers, and niche was completed in the Canadian market.

- Travel and Vacation Show Ottawa March 2013.
- Trinidad and Tobago Trade and Investment Mission to Canada May 2013
- CTO Week Toronto, June 2013
- Toronto and Montreal Road show August 2013
- Bridal Show, September 2012

- **Familiarization Trips (FAM)**

TDC hosted three FAM trips for Fiscal 2012-13, a total of 20 travel agents and five tour operators from across Canada. The FAM included site inspections, tours and a mini tradeshow with local stakeholders on both islands.

TDC hosted five tour operators from across Canada to conduct a Trinidad and Tobago Trade FAM, to expose the Canadian travel trade to the destination products and services.

- **Tour Operator FAM: 13 - 20 July, 2013**

- ATOURZ
- ALIO
- Journey the Globe

- Skylink Holidays
- Voyages Terr Natura

TDC hosted 10 travel agents from across Canada to conduct a Trinidad and Tobago Trade FAM, to expose the Canadian travel trade to the destination products and services

- **Travel Agent FAM (1st) 18 - 24 July, 2013**

- Carlson Wagonlit ( Toronto)
- Voyages Mont St. Hilaire
- Voyage Vasco
- Destination Weddings
- Goligers Travel Plus
- Carlson Wagonlit ( Montreal)
- YTB Travel Network
- CTC Travel Group
- TPI
- CTC Travel Group (Montreal)

TDC hosted 10 travel agents from across Canada to conduct a Trinidad and Tobago Trade FAM, to expose the Canadian travel trade to the destination products and services

- **Travel Agent FAM (2nd) 04 - 10 August, 2013**

- Woodstock Travel
- Universe Tour
- TTI Travel
- House of Travel
- HRG North America
- Best Way To Travel
- Travel World
- TPI (Vancouver)
- TPI (Toronto)
- Carlson Wagonlit

**CONSUMER MARKETING CAMPAIGN/PROMOTIONS**

- Tobago hosted the first ever Travel Agent Wedding Symposium on 25 - 30 November, 2012 at the Magdalena Grand hotel. The “Just for Two” Wedding and Honeymoon Symposium, created an avenue to showcase this niche to the Canadian travel trade.
- Island Connoisseur, Season 1 - A major social media campaign to promote Tobago to the Canadian traveller, participants will have to create a 60 seconds video and upload to YouTube to explain why they should be the ideal Island Connoisseur for Tobago. A panel of experts will choose the top 10 and the general public will vote to choose the right person. This is a 60 day program where the winner will be spending the time in Tobago and using social media to showcase his or her experience. This project was approved by the THA and development commence in October 2013.
- TDC partnered with WestJet Airlines to host a FAM trip for the WestJet Inaugural flight for the period 17 - 19 November, 2012. WestJet agreed to give complementary flights for members of the FAM.
- TDC partnered with WestJet, Radio G98.7 FM, and the Cascadia Hotel and Conference Centre and executed a promotion called “Jet Set to POS” from 07 - 10 December for 10 persons. This was a successful promotion and created allot of hype and buzz for the destination.

## **GERMANY – *Aviareps***

### **Trade Shows**

- ITB 2013 – 50 appointments with tour operators, airlines and media partners and a press conference with more than 20 journalists.
- Meier’s Weltreisen Travel Talks – Evening events for travel agents in Erfurt, Halle and in Rostock end July/beginning of August 2013 with 122 trained agents in total.
- Travel Trade and Media Events – One event for trade in Frankfurt and one media event in Munich in October 2013.

## **Tour Operator Activities**

- Thomas Cook Campaign Package – Combination of leaflets and strip posters distributed to 9,000 agencies in Germany, Austria and Northern Italy; Summer – Autumn (5 different distribution dates)
- Thomas Cook Destination Workshop – 35 minute presentation in 9 cities, 65 participants per city in September 2013
- Thomas Cook B2B Event ‘Summer on tour’ – One day trade fair with travel trade evening event on 16 November, 2013 with 1,890 travel agent visitors
- JT Touristik newsletter – Integration of hotel offers into newsletter to 40,000 subscribers, banner linked directly to JT Trinidad and Tobago landing page.
- JT Touristik Flyer – Flyer with offer for Trinidad and Tobago distributed to approximately 60,000 contacts (45,000 per post and 14,500 travel agencies.
- Advertising with JT Touristik flyer with offer for Trinidad and Tobago landing page
- Advertising of hotel recommendation for Trinidad and Tobago on JT Touristik website – Advertising of Coco Reef hotel recommendation on website in the section TopHotels from 01 December 2013 for one month.

## **Sales Missions**

- Engaged in 60 sales calls – JT Touristik, FTI, Lufthansa City Centre, Lufthansa, Condor

## **Marketing Campaign**

- Travel Zoo Campaign – Travel Zoo newsletter to 1.4 million subscribers on 10 July 2013, Trinidad and Tobago landing page live for 4 weeks (10 July to 14 August)
- Chiemsee (The Sportiest Year of Your Life) – Flyer: Production amount 200,000 distribution throughout 2012, chiemsee shops and outlets.
- Presence in Condor extranet for travel agents – July to October 2013.
- Premium Condor Newsletter – Tobago articles in the newsletters on 16 July, 20 August, 26 September, 22 October. Distribution database of approximately 340,000.

## **Other Projects**

- GoGoGo Promotion yielded 230 PAX to Tobago.

- Advertisement in Meier's Weltreisen Catalogue – Tobago is promoted with a full page advertisement in the recent Caribbean dialogue.

### **Public Relations**

- Travel Guide Marco Polo – Accomplished, available in January 2013. Circulation: 15,200 copies
- Press trips were held as follows:
  - 03 - 10 June for journalist from Halali Magazine – PR Value: 99,000 Euro
  - 19 - 22 October, 2012 – 5 Journalists
  - 11- 18 February, 2013 – 2 Journalists for Carnival
  - 02 - 09 September, 2013 – 5 Journalists
- Media Dinner in Munich - October 2013

### **Scandinavia – Spirit Company**

#### **ADVERTISING**

Advertising was done in the travel trade and consumer publications. Some of the consumer and trade publications are listed below.

#### **Consumer Publications**

- Arlanda Xpress Sweden,
- Voyage Business Magazine,
- Apollo magazine in Finland, Norway, Sweden and Denmark
- Golf Magazine Denmark and Resguiden.se, Sweden.

#### **Trade Publications**

In terms of trade publications, ads were placed in both print and online versions:

- Travel News Sweden,
- Check-in Denmark,
- Travel News Norway
- Travel Report Sweden

#### **Joint Marketing Campaigns**

Trinidad and Tobago had two joint marketing campaigns with Afro-Caribbean Travel and Profil Travel.



## **Afro – Caribbean Travel**

Afro- Caribbean Travel marketing campaign was held between September and October 2012 and included banner advertising and destination newsletter. The campaign targeted consumers in Sweden and Norway. Target consumer were in Sweden and Norway, the goal of the campaign was to secure 200 booked seats and after campaign target was meet (100%). The campaign includes the following:

- Online Banner Advertising ([www.gotrinidadtobago.se/dk](http://www.gotrinidadtobago.se/dk)) Campaign advertised in: di.se; dn.se; reseguiden.se; destination.se,
- Afro-Caribbean newsletter (6000),
- Window displays in shop, letsdeal.se
- The hotels that participated in the campaign and the breakdown.
  - Sandy Point (100)
  - Le Grand Courlan (40)
  - The remaining was spread out between hotels in Crown Point area, including Crown Point Beach Hotel, Kariwak and Toucan Inn.

## **Profile Travel Denmark**

Profile Travel Denmark, the goal was to sell 150 via the tour operator, the campaign included the following listed below.

- Trinidad and Tobago theme week,
- Video presentations of the TandT hotels
- Google display banners.
- This travel program sells both Trinidad and Tobago and includes properties such as Hyatt, Kapok, Villas of Stonehaven and Coco Reef

## **Social Media**

- Facebook consumer advertising promoting Trinidad and Tobago properties and special packages to Tobago.
- A Facebook group was set up for the Scandinavia travel trade and local industry stakeholders in January 2013. This page is updated with accommodation images, e brochures, facts sheets and events happening in the destination. The page has 118 members as of November 2013.

## **SALES AND MARKETING**

### **Tradeshows and Conferences**

Trinidad and Tobago attended four tradeshows for Fiscal 2012-2013.

- Reiseliv – Oslo
- Ferie for alle – Denmark
- WTM 2012 – London
- World Routes 2012 – Abu Dhabi

#### **Reiseliv, Oslo Norway, 11-13 January, 2013**

- The fair had 382 exhibitors
- A total of 45,145 persons attended the trade show
- Meetings were held with six tour operator companies Escape Travel Norway, ReiseGiganten, Apollo, American Holidays, Wikstrøm Travel, and Sabra Tours.
- Four interviews were conducted with several members of the press Travel News, Reiselyst, Reiser and Ferie, Kanal 9 TV

#### **Ferie for Alle, Herning Denmark, 22-24 February, 2013**

- A total of 63,840 visitors attended the show
- Over 1000 exhibitors exhibited at the show
- Activities on the stand: Rum and Chocolate tastings, Golf competition, sign up for newsletter, T&T branded golf balls

#### **The Grand Travel Award Norway, 14 January, 2013**

- Trade networking event had 144 exhibitors.
- Meetings: Apollo Travel Norway
- Inspiratour
- Normann Travel
- Escape Travel
- Meeting Media: Travel News and REIS travel magazine

### **World Travel Market (WTM) London, 05-08 November, 2013**

- Meetings with Scandinavian Tour Operators: Nyhavn Travel Denmark; Kuoni Scandinavia; Albatros Travel Denmark and Slow Travel Sweden.
- Media Meetings with : Travel News Norway and Stand By Denmark.

### **Word Routes Abu Dabi, October 2012**

- 3,152 delegates participated
- 295 airlines attended
- 623 airline delegates
- 16 Minister of Tourism

### **Familiarization (FAM) Trips**

- Golf Plaisir Tour Operator FAM Trip, January 2013
- Travel Agent FAM , April 2013
- April 13: 12 peaks famtrip. Ticket with Apollo to Tobago with
- Ptofil Tour Operator FAM, June 2013
- Travel Agent FAM Trip Sweden , Norway and Denmark, October 2013

### **PR and MEDIA**

Trinidad and Tobago hosted seven media trips for Fiscal 2012-2013 from Sweden, Denmark and Norway. As a result of the nine media trips the destination received 32 articles from the publications listed below both print and online.

### **Media Trips:**

- Afro Caribbean Press Trip , October 2012
- Golf Media Trip Norway (Individual), November 2012
- Escape Magazine Sweden Media Trip (Individual), December 2012
- Media Press Trip Denmark, February 2013
- Apollo Press Trip Sweden, March 2013
- TV3 Meter Film Company Media Trip, July 2013
- Eco/Soft Adventure Press Trip, August 2013

**Published Articles:**

- Golf magazine in DK
- Travel Report Sweden
- NA NEVSKOM
- Escape Magazine
- Vagabond Denmark
- Standby.dk
- MX Denmark
- Voyage Sweden
- Travel People Denmark
- Reiseavisen.dk
- Allt om Resor
- Sweden Travel Magazine
- Golfresan Sweden online
- kvindeguiden.dk
- Reseguiden.se Sweden online
- Apollo inflight magazine published in Sweden, Norway, Denmark and Finland

**India – Beautiful Planet**

Beautiful Planet has been representing Trinidad and Tobago as the Overseas Representative from September 2011. Their responsibilities include Sales and Marketing and Public Relations.

The preliminary Marketing Plan for Fiscal 2012-2013 required a budget of TT\$1.6million which was requested and approved by the Ministry. However, instructions were subsequently given to suspend all activities in March 2013 and the budget was reduced to TT\$ 78,000.00 in March of 2013.

The following reflects the activities engaged by Beautiful Planet from October 2012 to September, 2013 based on the retention fee of US\$ 7,416.00 and a budget of TT\$78,000.00 (June – September 2013).

Market intelligence information, current travel trends, travel trade initiatives and suggestions for projects which will directly impact on visitor arrivals e.g. cricket activities in India with the West Indies and Trinidad cricket teams.

Timely planning and advanced approvals in order to adequately deliver the objectives stated in their Marketing plans. Notwithstanding lack of approval, Beautiful Planet continued to research and suggested sales and marketing and PR opportunities with good budget planning and value for money:

- Sales calls
- Media calls
- Travel trade relationship building and training
- Monthly clippings
- Press releases
- Social media

Beautiful Planet made their own Destination Power Point Presentations based on information and research when they visited Trinidad on four separate occasions. These were viewed and approved by the TDC Executive and used for training with the travel trade together with TDC videos and destination material.

Beautiful Planet consistently conducted activities by engaging tour operators to feature Trinidad and Tobago itineraries in their brochures, send out packages for current Festivals and offered incentives (pending budget approvals). Beautiful Planet explored new cities, tour operators and travel trends. Beautiful Planet continues to look for avenues to negotiate with Caribbean Airlines, Air India and British Airways to develop route incentives and packages.

Beautiful Planet sent out seven e-zines from July to December 2013 to 800 travel agents and 300 media contacts across India. The e-zines covered the following topics:

- Beauty Has Many Faces
- Turtle Watching in Trinidad
- Diwali celebration in Trinidad and Tobago
- Best beach in Tobago
- Zip line adventure in Trinidad and Tobago
- Romantic adventures in Tobago

Total Media Value generated from July to December 2013 in US\$ based on continuous media calls and relationship-building.

**Table 9.12 - Beautiful Planet – July to December 2013 Activity Report**

<b>Month</b>	<b>US\$</b>
July	41,463
August	11,341
September	21,286
October	48,771
November	11,109
December	17,626
<b>Total:</b>	<b>451,596</b>

Current events, packages, itineraries, news, cricket activities were posted on Facebook. Budget approval was pending for India specific market.

#### **Media Support - Celkon Mobile Cup - India, West Indies, Sri Lanka 2013**

WICB hosted a Tri-Nation cricket series among West Indies, India and Sri Lanka from 5th to 11th July at the Queen’s Park Oval in Trinidad. They hosted print and television media from India and the TDC was given permission to work with the Television Company (Ten Sport) who broadcasted the matches live in Hindi to India during the four (4) matches.

Trinidad and Tobago was able to capitalise on this opportunity by gaining maximum Destination exposure through sponsorship of tours and transportation to the Indian Television station. Highlights of these tours were used during the breaks to broadcast to the huge cricket audience in Asia. TDC also received future opportunities as Beautiful Planet continues to follow-up and manage articles and footage for PR value. Some of the objectives achieved include:

- Forging relationships with India media for current and future initiatives
- Realising full consumer audience in Asia
- Creating awareness and establishing a presence in India
- Creating interest for the Champion League T20 (Trinidad vs. India) from 17 September to 06 October, 2013 in India as well as future cricket initiatives

**Table 9.13 - Major Activities Celkon Mobile Cup**

<b>Date</b>	<b>Activities</b>
04 July	<ul style="list-style-type: none"> <li>• City Tour (North)</li> <li>• Visit to North Coast (Maracas and Las Cuevas) with Bake and Shark lunch</li> </ul>
05 July	<ul style="list-style-type: none"> <li>• Cricket at the Oval</li> <li>• Dinner On the Avenue</li> <li>• Steel band experience</li> <li>• Hyatt Waterfront</li> </ul>
06 July	<ul style="list-style-type: none"> <li>• Central Experience</li> <li>• Caroni Bird Sanctuary</li> </ul>
07 July	<ul style="list-style-type: none"> <li>• Cricket at the Oval</li> <li>• Chaguaramas Tour at night / Boardwalk</li> <li>• Street food Experience</li> </ul>
08 July	<ul style="list-style-type: none"> <li>• Tobago Day</li> </ul>
09 July	<ul style="list-style-type: none"> <li>• Cricket at the Oval; tour of Chaguaramas/golf course</li> <li>• Dinner at Chaud Creole</li> </ul>
10 July	<ul style="list-style-type: none"> <li>• Asa Wright</li> </ul>
11 July	<ul style="list-style-type: none"> <li>• Cricket at the Oval</li> <li>• Cocktail at All Out, QPO</li> </ul>

**Outputs/Deliverables:**

- Increased awareness about the destination as a cricket destination as well as a whole tourism product
- A total targeted media coverage in excess of US\$ 500,000.00 for tourism
- Coverage in leading newspapers and online blogs
- Live coverage with footage of Trinidad's sites and attractions during the live cricket broadcast throughout the matches
- Guaranteed follow-up by India Rep to ensure maximum PR value

## **CARNIVAL 2013 PRESS TRIP**

### **Background**

The TDC in collaboration with the Division of Tourism and Transportation, Tobago House of Assembly hosted a Carnival Press Trip from 08 - 15 February, 2013. The press trip was planned for a total of 14 journalists and 2 overseas representatives. The proposed distribution of journalists and overseas representatives was as follows:

- USA – 4 Journalists; 1 Overseas Representative
- Canada – 3 Journalists
- United Kingdom – 2 Journalists
- Germany – 2 Journalists, 1 Overseas Representative
- Scandinavia – 3 Journalists

Total 14 journalists and 2 Overseas Representatives

The actual group that participated in the press trip was comprised of 9 international journalists; 3 from the USA, 3 from Canada, 1 from Scandinavia and 2 from Germany and overseas representatives from the USA and Germany, totalling 11 persons.

### **Objectives**

This project sought to achieve the following:

- Increase exposure and awareness of Trinidad Carnival in the international source markets
- Increase exposure and awareness of Trinidad and Tobago as a vacation/leisure destination in the international source markets
- Increase consumer awareness of Trinidad Carnival and the destination through editorial coverage in major publication in the USA, Canada, Germany and Scandinavia
- Showcase Trinidad's largest cultural festival and highlighting the diversity and creativity of Carnival

### **Budget**

A budget of TT\$601,312.20 was approved for the execution of the Carnival Press Trip. The budget covered the cost of all expenses for the press trip with the exception of international airfare for the journalists and overseas representatives.

The cost of international airfare was covered by the respective markets' budgets.



**Table 9.14 - Carnival 2013 Press Trip Financial Report**

Item	Budgeted	Spend
Trinidad Accommodation	202,290.60	204,127.60
Meals	63,369.60	7,745.05
Tours and Ground Transfers Trinidad	60,000.00	37,575.00
Media Briefing	25,000.00	0.00
Carnival Media Hub	15,000.00	0.00
Media Accreditation	75,000.00	108,365.00
Carnival Costumes	0.00	0.00
J'Ouvert Costumes	9,000.00	0.00
Security	4,000.00	4,400.00
Event Tickets	9,000.00	8,800.00
Domestic Airfare	6,000.00	4,175.00
Tobago Expenses (Contingency for THA Support)	107,652.00	0.00
Contingency	25,000.00	6,700.00
<b>Total</b>	<b>601,312.20</b>	<b>381,887.65</b>

**Carnival Operations Team**

The Marketing Department requests assistance for support staff from other departments to the General Manager of Marketing. The request is approved. The following staff members volunteered:

- Dahlia Mohammed
- Allison Phillips
- Sabrina Coard
- Krystal Joseph
- Belinda Charles

**Accommodation**

The group was accommodated at Capital Plaza and the Courtyard by Marriott in Trinidad and Magdalena Grand in Tobago. Approval was granted for 3 staff members to utilise hotel rooms in Trinidad.

## **Tours and Transportation**

A request for submission of quotations was sent through Trinidad and Tobago Incoming Tour Operators Association in December 2012.

Quotations were received from Gail's Exclusive Tours, Island Experiences, InJoy Tours and Banwari Experience. Island Experiences' quotation was the most competitively priced. However, a memorandum advising against the use of this supplier for the Carnival Press Trip was submitted. Approval was given for the use of the second best competitively priced supplier, Gail's Exclusive Tours.

The Trinidad leg of itinerary was drafted by the tour operator with guidance from the Marketing Department with a view to achieve the aforementioned project objectives. It was submitted to the Marketing Sub-Committee for review and approval.

## **Participating Journalists**

### **United States of America**

*1. Michael Nassar – Freelance Journalist*

Contributor to Hemispheres, AsiaSpa, Men's Fitness and The Street among others, he moonlights at the premium cable channel Showtime, working on such series as Homeland, Dexter, and Nurse Jackie.

*2. Harold Kaltenhueser – Freelance Journalist*

Contributor to China Airlines, Natural Traveler, Travel Weekly and Huffington Post

*3. Orin Gordon – Freelance Journalist*

Contributor to BBC/America, South China Morning Post

### **Canada**

*4. Theresa Storm – Postmedia Network/Freelance Journalist*

An award-winning travel writer and photographer, Theresa pens and shoots for Postmedia Network, the largest Canadian newspaper chain, magazines including *Up!* (WestJet's in-flight), *Wine Access* and *Avenue*, websites *WestJet Vacations* and *Canada.com* and trade *Travelweek*. She contributed to *DK Eyewitness Caribbean* and *Caribbean Escapes*. She has won seven travel writing and two photography awards.

*5. Erik Heinrich – Contributor to the Toronto Star/Freelance Journalist*

Toronto-based journalist, author and commentator. His travel adventures have included Scuba diving with sharks on five continents and bunjee jumping at the Smoke That Thunders in Zambia.

6. *Diane Slawych – Contributor to Toronto Sun/Freelance Journalist*

Diane Slawych has worked as a writer and broadcaster for 25 years in Canada and abroad, specializing in travel. She writes a full page travel story (illustrated with photos) once a week for the Toronto Sun which has the second highest circulation in Canada among daily newspapers. As well, the articles are carried by other papers in the Sun Media chain and on the [canoe.ca](http://canoe.ca) website.

## **Germany**

7. *Martin Cyris – Spiegel Online*

Germany's biggest online news platform, Spiegel Online has over 4.5 million users per month and reaches 11.2% of all online users in Germany.

8. *Jana Wagner – Focus Online*

Focus is a German weekly news magazine published in Munich and distributed throughout Germany. It is the third-largest weekly news magazine in Germany

## **Scandinavia**

9. *Lise Dakinah – Freelance Journalist*

Writes to two of three major Danish daily news papers (Jyllandsposten, Berlingske), a daily business paper with a travel section (Borsen), and various women's lifestyle magazines, (Femina, Psykologi, Sondag). Also specific magazines e.g. food and wine, wellness and spa for a golf magazine (Golfbladet), magazine (Travel People) for tour operators, hotels and airports, and a health magazine (I Form) with health/yoga, health food, sports and exercise, e.g.- bicycling, walking/jogging.

## **Evaluation**

An evaluation form assessing the preparation, management, content and execution of the press trip was distributed to the journalists. Two completed forms were received. The results indicated that communication of pre-trip information is needed well in advance of the press trip. All the journalists commented on the professionalism and helpfulness of the TDC staff and were pleased with the Trinidad leg of the itinerary.

## **Summary**

All events were attended as outlined in the itinerary detailed above. A roster was created for staff; ensuring one Marketing Department staff attended all events with support from the volunteer team.

A request to participate in the Parade of the Bands in costume was made by one journalist to the then Chairman of the Board, which was subsequently given as a directive. Complimentary costumes were received from Bliss for all journalists. Seven journalists participated in the Parade of the Bands with the band Bliss and one chose to spectate.

Approval was granted for one Marketing staff member to accompany the group on the Tobago leg of the itinerary. The arrangements in Tobago were poorly organised and the difference in arrangements was commented upon by the entire group.

One journalist, Erik Heinrich, was sent home on 14<sup>th</sup> February due to disruptive and inappropriate behaviour.

## 9.4 CORPORATE COMMUNICATIONS DEPARTMENT

### 9.4.1 ROLE

The mission of the Corporate Communications Department can be broken into three pillars, **communication**, **collaboration** and **caretaker** as outlined below:

- To effectively communicate the benefits, opportunities and challenges of the tourism sector in Trinidad and Tobago and ensure the value of tourism is better understood by all levels of Government and the national community.
- To collaborate with internal publics and tourism stakeholders in the development of effective communication and collateral materials for local and international audiences.
- Safeguard and enhance the positive corporate reputation of the TDC and destination Trinidad and Tobago, both locally and internationally.

The Department carries out this mission through the development and implementation of various communication strategies including awareness campaigns, events, public education programmes and the development of publications aimed at raising the profile of the tourism industry, tourism stakeholders and the organization. These initiatives are designed to build, maintain and improve the industry and Company image, stakeholder relationships and general awareness and appreciation of the tourism industry as a viable sector for employment, entrepreneurship and national development.

Communication strategies are also aimed at cultivating domestic and inbound tourism, increasing domestic spend and developing communities that are engaged in developing tourism attractions and activities with an appreciation of the benefits this industry can deliver.

The Department also provides logistical and technical support to the Marketing Department and Cruise Sector in the development of international destination marketing campaigns. Technical assistance in the development of press releases, advertising materials, promotional materials etc. is also provided to other departments within the TDC, as well as external stakeholder groups were required.

## 9.4.2 ACCOMPLISHMENTS

The Department's accomplishments were achieved through the successful completion of its work plan, in line with the pillars set out above.

### COMMUNICATION

#### Local Tourism Awareness

These awareness programmes are designed to increase tourism awareness and strengthen appreciation and understanding of the industry among the local community to support positive visitor experiences in Trinidad and Tobago. Major achievements in this area included creating products for the differently able which widen access to local sites and attractions.

- i) **Youth Outreach** - The Department, in collaboration with the Tourism Information Services Unit, continued visiting schools including the University of the West Indies World of Work as part of the TDC's Youth Outreach programme. This programme aims to inform, educate and promote opportunities for careers and entrepreneurship within Trinidad and Tobago's tourism sector. The programme is also intended to instil national pride and awareness of the nation's sites and attractions among our youth. Another programme undertaken during the fiscal was the promotion of the **2013 Florida Caribbean Cruise Association (FCCA) poster and essay competitions** to primary and secondary school students in collaboration with the Cruise Sector Specialist. The campaign for both competitions included ads in the print media, social media (Facebook/Twitter) and radio.
- ii) **World Tourism Day Advertising** - In keeping with the global celebration of World Tourism Day the TDC developed and published a press ad, which appeared in the three daily newspapers.
- iii) **Diplomatic Receptions** - As part of the TDC's schedule of activities for Carnival 2013, the Department hosted two informal receptions for members of the diplomatic corps at the Queen's Park Savannah. The event, which included a guided walk backstage to view and interact with the Kings and Queens of the bands as they prepare to parade before the judges. The events were aimed at giving members of the diplomatic corps, and representatives of accredited international organizations, a more intimate experience with Carnival and the people involved in the "mas" aspect of this festival. The event was very well received and the guests in attendance took away from the experience a positive impression of Trinidad and Tobago, greater knowledge of the

mechanics of the "mas" making process, as well as a greater appreciation for the traditional forms of Trinidad and Tobago Carnival.

- iv) **Braille Historical Buildings Brochures** - The TDC presented staff and stakeholders of the Blind Welfare Association with a special Braille Edition of its Historical Buildings in Port of Spain brochure on July 8, 2013, as part of an initiative to make Trinidad and Tobago's tourism sites more accessible to persons with disabilities. Members of the Association were also treated to a skit on tourism in Trinidad and Tobago, led by actress Penelope Spencer and her team of actors from Necessary Arts Productions Limited, as well as a presentation which focused on local attractions which are accessible to the blind and sight-impaired. TDC representatives also utilized the opportunity to inform attendees on the roles and functions of the Company while highlighting some of its development programmes and new initiatives.
- v) **Launch of Amphibious Wheelchair Service** – The department organized the launch of the service at Maracas Bay. Promotional efforts following the launch resulted in the event being highlighted in the New York Times. The Department is also working with the Product Development Unit on the development on a brochure for the service.

### **Public and Media Relations**

For the period under review, the Department undertook a number of activities designed to position the TDC as a key organization driving sustainable tourism development, while supporting destination awareness campaigns both locally and abroad. These strategies also aimed at increasing media coverage (online and in print) on the value of tourism to the country.

- i) **Preparation and distribution of articles, press releases and advertising** for local, regional and international publications in support of the TDC's international marketing thrust. These materials are aimed at increasing interest in the destination among consumers in major and emerging source markets. This exercise included the development of content for Trinidad and Tobago's International Marketing Representatives, destination articles and images mainstream and niche publications (e.g. Caribbean Beat, Discover Magazine, Who's Who, Ins and Out, MACO Caribbean, MACO People, Southern Florida Caribbean News, Frommers Guide, CTO Meetings and Incentives Guide, Business Trinidad and Tobago, ETurbo News).

Over the fiscal sixty one (61) press releases were prepared and published in various local and international media.

- ii) The Department executed targeted Diaspora and Regional campaigns aimed at raising awareness of several niches including:
  - **Carnival 2013 media promotions** targeted the Diaspora market and utilised the following online and broadcast media platforms - WIN Communication Network and Vibyz Radio.
  - **Divali Holiday Package** was an online promotion that sought to attract regional and North American visitors to Trinidad and Tobago for the celebration of Divali.
- iii) The Department also engaged in the organisation of a **Corporate Hospitality Booth** at the Queen's Park Savannah during the Carnival Season (February 7-12). The booth played host to international media as well as specially invited guests.
- iv) Other local public relations activities included **Corporate Branding** at major events (including Carnival), image management and media relations. In addition, corporate advertising and the generation of publicity via media releases to support TDC activities such as Small Tourism Enterprises Project, Trinidad and Tobago Tourism Industry Certification, the Carnival Visitor Guide programme, attendance at Trade Shows etc.

### **Online Marketing / Social Networking**

Facebook and Twitter has allowed the TDC to disseminate information on the destination quickly, cheaply and easily to members of the page and other Facebook subscribers. The page has also provided greater engagement and interaction with consumers in Trinidad and Tobago's target markets – in particular the Trinidad and Tobago Diaspora. Visitors to the site can ask questions, converse with other members of the page and can also communicate directly with the destination through the TDC. Information featured includes hotel specials, tours, events, attractions, places and people of interest etc. In Fiscal 2012-13 the TDC focused on growing Trinidad and Tobago's online presence given the increase in global social networking and online marketing.



Initiatives included:

- **Web banners** advertising Vibyz Radio, WIN TV online and Florida Caribbean Cruise Association website.
- **Update of Destination Website Content** including text and images on the [www.gotrinidadandtobago.com](http://www.gotrinidadandtobago.com) to ensure visitors to the site have access to the most up-to-date information and news on Trinidad and Tobago.
- **Competition and promotions** to increase following on Trinidad and Tobago's Facebook profile. The destination Trinidad and Tobago Fan Page (islandsoftrinidadandtobago) on the popular social media networking site – Facebook continues to show growth. This page was launched in August 2010 and currently has 11,380 fans including persons from the UK, USA, India, Germany, the Netherlands, Denmark, Spain and Pakistan. Fans grew from 11,300 in 2012 to 11,885 fans in 2013.
- **Increasing Frequency of Facebook Posts** Increasing Frequency of Facebook Posts from 40 to 50 in 2012 to 75 to 90 unique posts per month in 2013, exclusive of photos, music and video. This has ensured Trinidad and Tobago's online profiles remains fresh, useful and attractive to visitors.

Currently, on a monthly basis, more than 82,000 Facebook users view messages on the Trinidad and Tobago destination page.

An increase in the frequency of tweets and tailoring of information to reflect the interests of followers has resulted in growth of Trinidad and Tobago Twitter followers to 6,504 up from **3,417** at the end of the last fiscal.

## **COLLABORATION**

### **Promotional Material**

The Corporate Communications continued to collaborate with other Departments, lending both expertise and resources toward the development of **Destination Brochures and Promotional Materials**, including the Amphibious Wheelchair Brochure, Cruise (consumer and executive) Brochures, cruise sector bookmarks and tent cards for distribution at international shows, TTTIC Directory, and thirty one (31) destination related ads for regional and international magazines.

## **Technical Assistance**

The Department also provided technical assistance in the development of promotional material and marketing materials to several stakeholder groups including the Yachting Steering Committee, Trinidad Hotels, Restaurants and Tourism Association and International Marketing Representatives.

## **Sponsorship and Marketing**

In Fiscal 2012/2013 the TDC invested just over TT\$1 million on sponsorship initiatives, which is administered by the Department. The programme centred on community development, corporate social responsibility (CSR), relationship building and strengthening partnerships. In addition to providing important financial support and marketing assistance to local partners in line with the Company's mission and mandate to develop and market Trinidad and Tobago's diverse tourism product. Projects are also selected based on their ability to increase awareness of the role tourism plays in supporting culture, recreation, quality of life and economic growth.

The sponsorship committee comprises members of the Marketing Sub Committee of the Board of Directors. Major events sponsored over the fiscal included Divali Nagar (November 2012); 35th Annual Paramin Parang Festival (December 2012); Tobago Carnival Sailing Regatta (February 2013); Tobago Jazz Experience (April 2013), Caribbean Investment Forum (June 2013) and the Trade and Investment Conference (June 2013).

## **Corporate Branding Opportunities**

With the aim of increasing the profile of the tourism industry, and the TDC itself, several opportunities for prominent branding in mass events were utilized over the fiscal year, including:-

- Carnival Celebrations, Queen's Park Savannah (Panorama, Kings and Queens, Dimanche Gras, Carnival Monday and Tuesday);
- Sporting Events including the Caribbean Premiere League, the 2013 Carnival Regatta and the Njisane Phillip Three-Day Cycling Festival;
- International Events including the CTO Sustainable Tourism Conference and Travel Professionals of Colour Conference.

Branding opportunities at these high-profile events ensured tourism enjoyed a mass audience and large visibility, both at home and abroad, as several of these events were broadcast internationally to a global audience or attracted international participants to our shores.

### **Policy Development**

During the period under review, the Department engaged in the development of a Corporate Social Responsibility Policy and a Marketing Partnership Policy which would aid in streamlining and standardising the Company's interactions with its stakeholders and partners.

### **Public Relations**

To safeguard the reputation of the Company, and ensure favourable coverage of TDC initiatives, the Corporate Communications Department engaged in PR support and media relationship building activities. Activities included the preparation and distribution of media kits and media invitations to TDC hosted events such as TPOC Conference, Hotel and Guest House Room Stock Upgrade Incentive Cheque Handover and World Travel Market and informal meetings with media practitioners.

## 9.5 PLANNING AND RESEARCH DEPARTMENT

### 9.5.1 ROLES

The Research and Planning Department comprises two subdivisions, the Planning, Research and Evaluation Unit and the Information Resource Centre (IRC). The aim of the Department is to become the central repository of up to date and reliable tourism statistics and information that will be processed and made available in a suitable form to industry stakeholders with the expressed purpose of facilitating the development and marketing of Trinidad and Tobago as a tourism destination.

The mission of the Planning, Research and Evaluation Unit is to generate, collate, and analyse statistical and diagnostic information associated with the tourism industry. Specific tasks of the Unit during the period under review include:

- Providing stakeholders with accurate, reliable and practical statistics on the industry;
- Strengthening and developing TDC's relationships with stakeholders;
- Developing our internal capacity for sound decision making;
- Monitoring and evaluating programmes and projects undertaken by the TDC; and
- Evaluating the initiatives undertaken by the TDC to ensure adherence to the policies of the Ministry of Tourism.

The Department's dependence on external parties for essential data has been a major constraint to the effective implementation of its mandate because of the time lag between data collection and the readiness of related statistical information. Key partners in completing the Department's Mission include:

- The Central Statistical Office (CSO);
- The Research Unit, Division of Tourism and Transportation, Tobago House of Assembly (THA);
- The Airports Authority of Trinidad and Tobago (AATT);
- The Port Authority of Trinidad and Tobago (PATT);
- The Trinidad Hotels, Restaurants and Tourism Association (THRTA);

- The Immigration Department;
- Sabre Inc.

The Information Resource Centre (IRC) aims at providing a wide-ranging collection of publications and other information sources as it relates to the tourism industry and making them available to internal and external stakeholders.

### 9.5.2 WORK PLAN

The following table is a summary of the work plan for the Research and Planning Department for Fiscal 2013

**Table 9.15 Research and Planning Department Work Plan for Fiscal 2013**

<b>Project</b>	<b>Description</b>
<b>1. Visitor Arrival Database</b>	Compilation of visitor arrival statistics for Trinidad and Tobago for both stay-over visitors and cruise visitors.
<b>2. On-going Data Capture</b>	Primary and secondary data collection of tourism sector information.
• <b>Visitor Exit Survey</b>	Monthly feedback surveys of departing visitors, to gauge satisfaction and calculate visitor expenditure.
• <b>Cruise Passenger Profiling</b>	Cruise visitor feedback surveys to gauge satisfaction and calculate visitor expenditure.
• <b>Accommodation Data Collection</b>	Monthly collection of hotel and guesthouse occupancy statistics for Trinidad properties.
• <b>Airlift Data</b>	Data collection and reporting of airlift data which will be used to generate passenger load factor reports
• <b>Accommodation Database</b>	The purpose of the Accommodation Database is to provide TDC, Ministry of Tourism and other stakeholders with reliable statistics as it pertains to: Total room stock; Room stock by accommodation type; Room stock by location
<b>3. Economic Impact of Tourism</b>	Assessment of the economic impact of tourism on the Trinidad and Tobago economy as it relates to GDP and employment.
<b>4. Corporate Support</b>	Conduct surveys and studies as requested by various departments within the TDC which are not on the RandP work programme.
<b>5. Special Projects</b>	Conduct and evaluate current issues and trends affecting the tourism sector in Trinidad and Tobago.
<b>6. Purchase of Database and</b>	Develop a library on international tourism publications, to keep

<b>Publications</b>	up to date with current world trends.
<b>7.Destination Awareness and Perception Study</b>	Previously, surveys were conducted online in three of our major source markets namely, United Kingdom, Canada and selected states in the United States of America; the purpose of these surveys are to determine the perception these markets have of destination Trinidad and Tobago. During Fiscal 2012-13/14, the German and Scandinavian markets will be surveyed.

### 9.5.3 ACCOMPLISHMENTS

The accomplishments of the Research and Planning Department for the period under review were as follows:

#### **Visitor Exit Surveys**

The Department continued to survey departing visitors at the Piarco International Airport to gauge visitor views on Trinidad and Tobago as a destination and also gather pertinent information on their expenditure, in order to feed into the calculation/estimation of the overall economic impact of tourism on the economy.

In order to improve both the accuracy of its sampling techniques and the data collection process the Department revised the survey methodology for the visitor exit survey. Moving away from a convenience sampling method to implement an equal probability of selection method (EPSEM) multi-stage sample design. Also, Optical Mark Recognition (OMR) software was implemented to improve the speed at which data is entered. Project completion time has now been reduced by approximately 30 percent.

#### **Niche Market Assessment**

The Department engaged in an extensive study of the target markets and their relevant niches. The aim of this assessment was to enable the destination to effectively map its core product offerings to the various source markets and undertake a more targeted marketing strategy.

Value propositions were identified for each niche based on the aspect of the destination's product that seems most likely to evoke a strong 'want to see' response from potential visitors. The value propositions emanated from the basic core offerings of: heritage, eco-adventure, sun/fun party, MICE and VFR. The major tasks involved in conducting the Niche Market Assessment were to:

- Identify niches consistent with the core offerings.

- Assess the country’s tourism products in relation to market expectations.
- Assess the destination’s ability to effectively sell the niche product in respective source markets, within an 18 month or an 18 – 36 month timeframe.

Research was conducted using mainly secondary sources to determine:

- The relative volume of international tourists for whom the activities surrounding a specific niche is the main travel motivator.
- The demographics, main countries of origin and travel habits of these tourists.
- The relative number of visitors currently coming to Trinidad and Tobago for the main purpose of engaging in the activities that circumscribe the niche.
- Adequacy of airlift capacity from source markets.

Figure 9.1 provides an example of final output for one of the niche markets, namely bird watching.

**Figure 9.1 - Eco Tourism: Bird Watching Assessment**

<b>Eco Tourism – Bird Watching</b>	<b>USA –</b> Source Market Score: <b>3</b>	<b>United Kingdom –</b> Source Market Score: <b>3</b>
<p><b>Value Propositions:</b></p> <ul style="list-style-type: none"> <li>• 468 species of birds (most per sq. mile in the world), second only to Peru in terms of number of bird species</li> <li>• Home to the second smallest hummingbird in the world.</li> <li>• Three endemic species in Trinidad</li> <li>• Due to tropical climate great birding year long</li> <li>• 12 bird watching sites in Trinidad and 7 in Tobago.</li> <li>• Accommodation and nature reserve dedicated to bird watching (Asa Wright Nature Centre). However access roads sometimes become impassible due to landslides.</li> <li>• 3 wetlands in Trinidad and 2 in Tobago that are natural habitats for many species of birds and in a condition to be marketed.</li> </ul>	<ul style="list-style-type: none"> <li>• 12,108,000 domestic &amp; international birders</li> <li>• Birdwatchers mainly originate from California, Pennsylvania, New York State, with daily flights already available from New York State</li> <li>• The average age of a birdwatcher is 49 years.</li> <li>• For 49% of birdwatchers their average annual household income is USD50,000 and 28% their incomes are USD75,000.</li> </ul>	<ul style="list-style-type: none"> <li>• UK considered one of the top 5 source markets for avitourism.</li> <li>• <b>See value propositions</b></li> </ul>
<p><b>Market Value:</b></p> <ul style="list-style-type: none"> <li>• 3 million international trips are taken each year for the main purpose of bird watching.</li> <li>• Bird watchers are usually highly educated, affluent, interested in wildlife, keen to see as many species as possible, and travel to areas where bird life is abundant.</li> <li>• They are roughly evenly split between women and men, and are almost exclusively white</li> <li>• They are likely to be members of their local bird watching clubs</li> </ul>	<p><b>Canada –</b> Source Market Score: <b>3</b></p> <ul style="list-style-type: none"> <li>• 23% of Canada’s international travelers engage in bird watching.</li> <li>• <b>See value propositions</b></li> </ul>	<p><b>Germany –</b> Source Market Score: <b>3</b></p> <ul style="list-style-type: none"> <li>• Germany considered one of the top 5 source markets for avitourism.</li> <li>• <b>See value propositions</b></li> </ul>
		<p><b>Scandinavia –</b> Source Market Score: <b>3</b></p> <ul style="list-style-type: none"> <li>• Based on anecdotal information, we believe a similar situation to UK or Germany obtains.</li> </ul>

## Airline and Passenger Landing Data

Subscription to the SABRE Airport Intelligence Database continues. Analysis of flight frequency and capacity to Trinidad and Tobago as well as passenger information is facilitated by this database.

## Visitor Arrivals Data

The Department continued to work with the Central Statistical Office in an effort to reduce the delay with which visitor arrivals data is captured and disseminated by the CSO. Despite the efforts made, to date, a 36 month lag in visitor arrival data maintains. To mitigate the effects of this data gap, the Department continued producing quarterly estimates of visitor arrivals, using data from the SABRE Airport Intelligence database. Estimates were produced up to the 1<sup>st</sup> quarter 2013.

The Department now receives (provisional) visitor arrival data from the Immigration Division via the Ministry of Tourism.

**Figure 9.2 - Stopover Visitor Arrivals by Main Source Markets**

Stopover Visitor Arrivals								
	2005	2006	2007	2008	2009	2010	2011 (MOT)	2012 (MOT) *
<i>% Change</i>	4.7%	-0.5%	-2.5%	-2.7%	-4.2%	-7.5%	11.2%	5.5%
<b>Total Stopover Visitor Arrivals</b>	<b>463,190</b>	<b>461,051</b>	<b>449,452</b>	<b>437,279</b>	<b>418,864</b>	<b>387,559</b>	<b>430,922</b>	<b>454,683</b>
USA	166848	172690	180557	189553	195438	183564	156109	148312
UK	63391	58944	58660	42924	38400	33852	40891	37400
Canada	47588	49726	51411	54205	49514	46728	48710	42472
Caribbean	123235	118757	96753	91005	76817	71287	101745	103129
Germany	8647	6717	5422	4876	4894	4721	5686	6023
India	1453	2215	2656	2017	1894	1351	4498	4495
Scandinavia	4185	4975	5447	4025	3829	3231	4380	3630

\* December 2012 still outstanding



**Figure 9.3 - Stopover Visitor Arrival Trend**



### **Economic Impact of Tourism**

The 2010 Economic Impact Report was completed during the fiscal year. This report was completed in-house by updating of the World Tourism and Travel Council's Tourism Satellite Accounting Model (TSA Model). The report provides information on the contribution the travel and tourism sector makes to Trinidad and Tobago's economy. The highlight of this report is that the tourism sector was estimated to have contributed 4.6 per cent to Gross Domestic Product (GDP) in 2010.

The 2010 GDP contribution (4.6 percent) appears to be significantly reduced from the estimated 10.6 per cent contribution in the 2008 report. The apparent reduction is due to a fundamental change in the concept that is being measured. The 2008 report (done by the WTTC) was based on the Tourism Economy concept framework. The Tourism Economy, while related, is conceptually distinct from the Tourism Sector (the concept that is recognised by the UNWTO); the latter referring to a conglomeration of tourism related industries within a national economy. The Tourism Economy however is NOT bounded by the national economy; it is the Tourism Sector plus the contribution of other countries' Tourism Sectors to the national economy. For example in the 2008 report, a percentage of Trinidad and Tobago's oil and gas

exports was included as part of the Tourism Economy since the Tourism Sector (internationally) represents a significant source of demand for these commodities. The 2010 report (based on the Tourism Sector concept) DOES NOT include such exports when computing GDP contribution.

### **Tourist Accommodation Database**

In May 2012, work commenced on data collection for tourist lodgings in Trinidad and Tobago, during this fiscal the online data collection was completed. The results of this data have been compiled to create a comprehensive list of all accommodations located in Trinidad and Tobago.

The purpose of this database is to provide TDC, Ministry of Tourism and other stakeholders with reliable statistics as it pertains to:

- Total room stock
- Room stock by accommodation type
- Room stock by location

In addition the database will provide other pertinent intelligence to aid in the strategic development of the accommodation sector. The inventory however, is not intended to assess standards and quality of establishment, but merely ascertain what exists.

The database, contains approximately 550 properties and is searchable by accommodation type and location. Site visits to corroborate information provided as well as collect additional data that may not have been captured through the survey and photographic images of the properties began in November 2013.

**Figure 9.4 - Sample Record in the Tourist Accommodation Database**

<b>Property:</b>	Cara Suites Hotel
<b>Accommodation Type:</b>	Hotel
<b>Island:</b>	Trinidad
<b>Address:</b>	Southern Main Road, Claxton Bay
<b>Description:</b>	<p>Sink into one of our comfortable armchairs in the lobby at the end of a busy day and watch the sun set over the Gulf of Paria. You'll realise how uncomplicated the world is at your cares and worries melt away with calming rays of light. This is the experience we offer at Cara Suites Hotel and Conference Centre in Trinidad and Tobago - comfort, tranquility and a safe place to work or relax.</p> <p>Our close proximity to the southern business centre of San Fernando and the industrial estates makes Cara Suites a first choice for the business community for accommodation, conferences, business meetings, corporate special events and cocktail receptions.</p> <p>Cara Suites caters to the needs of our guests with 100 comfortable rooms ( Standard Executive and Superior Executive) equipped with modern amenities including, complimentary highspeed Internet access, microwaves, extensive mini bars, hospitality tray and individually controlled air-conditioning systems. We even have a 24-hour Business Centre where use of the computers and printers are free of charge.</p> <p>We also offer superb fine dining at our signature restaurant, "The Metropolitan." Caribbean flavours and textures are blended together with traditional European style to produce meals which are delectable yet familiar. Guests enjoy the freedom of Cara Suites - the open spaces of the stylish Samaan Lounge on the mezzanine level, the sunken Bay Bar and the lavish pool, all make business a pleasure.</p> <p>At Cara Suites Hotel and Conference Centre we are attentive to detail, and our tradition of excellent service at great prices continues to keep our visitors happy. We invite you to come and experience Cara Suites Hotel and Conference Centre in Trinidad and Tobago.</p>
<b>Rooms:</b>	100
<b>Rates:</b>	<USD200 <USD300
<b>URL:</b>	<a href="http://www.carahotels.com/trinidad/">http://www.carahotels.com/trinidad/</a>
<b>Enquiries:</b>	carasuitespap@carahotels.com
<b>Telephone:</b>	659-2271/2
<b>Fax Number:</b>	659-2202
<b>Services:</b>	Laundry Meals
<b>Facilities:</b>	Internet Swimming Pool Restaurant Coffee Station Smoke Free Rooms Cable TV Safety Deposit Box
<b>Conference/Meeting Space:</b>	Yes



### Accommodation Data Collection

The Department's relationship with the THA and THRTA has broadened the TDC's ability to report on accommodation performance in Trinidad as well as industry performance in Tobago. The Department continued in its arrangement with the THRTA whereby STR Global has been contracted to provide accommodation data for Trinidad. The monthly reports which the TDC receives provide a more accurate statistic for Trinidad, as well as comparatives for other Caribbean countries. The Department of Research, Division of Tourism, THA continues to provide occupancy data on the accommodation sector for Tobago.

### Departmental Support Activities

The Department continued to support the company's programmes and activities during fiscal through the evaluation of various projects in the view of determining the success of the venture

and improving upon future undertakings. Some of the evaluations carried out by the Department include DEMA Show 2012 Stakeholder Participation Assessment, Cruise Benchmarking exercise of cruise ports in Jamaica and St. Maarten, ITB 2013 Participant Survey, TPOC 2013 tour feedback report and the TDC Awareness Study. Support was also given to the STEP unit in evaluating its workshops and training programmes.

### **2013 Budget Formulation Support**

The Department has been integral in the formulation of the budget for Fiscal 2013/2014 and provided much needed strategic input for submission and presentation to the Ministry of Tourism and Ministry of Finance.

### **Reports and Other Publications**

During the fiscal year the Department produced market reports on the USA, the United Kingdom, Canada, India, Europe, Latin America and the Caribbean source markets. These reports were used by Marketing Department to assist in decision making and strategy formulation.

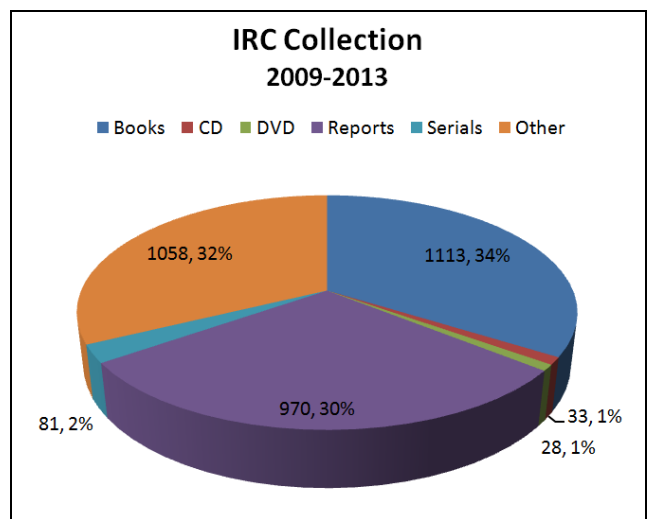
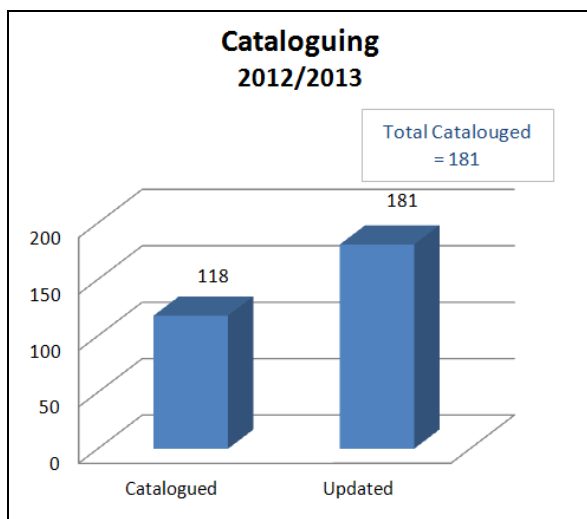
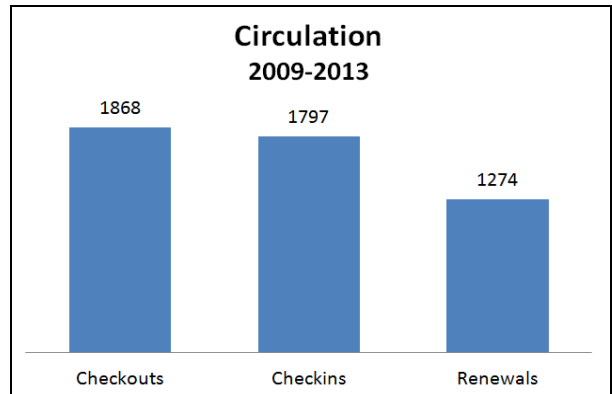
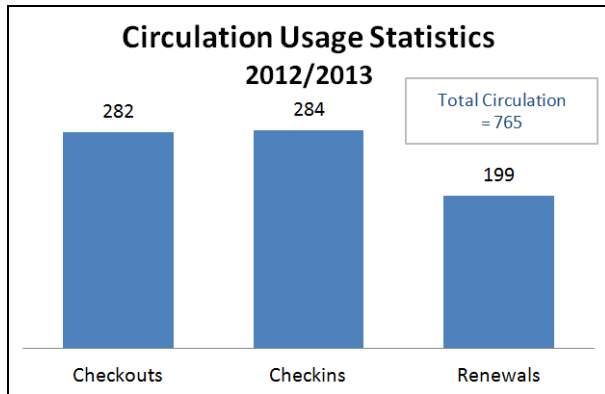
### **INFORMATION RESOURCE CENTRE ACCOMPLISHMENTS**

This fiscal year the IRC continued its many initiatives aimed at promoting usage of the facility and ensuring growth of the collection. Initiatives explored included:-

- **What are you reading?** - weekly email sent to all personnel advertising new publications;
- **eNewsletter circulation** – electronic distribution of online publications to relevant departments;
- Selective dissemination of print and electronic information to Managers and Senior Professionals.
- **Coffee Talk** - To deepen the research program of the company and to foster the professional development of the general staff, the IRC has facilitated a series of “coffee talks”. These bi-monthly guided discussions led by Planning and Research staff are based on preliminary research of topical issues in the industry.
- **TED Talks** – monthly viewing of TED conferences which address a wide range of topics within the research and practice of science and culture.

## Cataloguing and Usage of the IRC

The catalogued collection in the IRC increased by 181 items during the fiscal year and now stands at 3,283. Circulations for Fiscal 2012-13 stood at 765.



## 9.6 INTERNAL AUDIT DEPARTMENT

### 9.6.1 ROLES

The role of the Internal Audit Department is to assist management in the effective discharge of its responsibilities, by furnishing analyses, appraisals, recommendations and pertinent comments concerning the business activities reviewed.

The Department is concerned with all phases of business activity at the TDC. This concern requires going beyond the accounting and financial records to obtain a full understanding of the operations under review. The attainment of this overall objective/role involves but is not limited to:

1. Reviewing and appraising the soundness, adequacy and application of accounting, financial and other operating controls and promoting effective control at a reasonable cost;
2. Ascertaining the extent of compliance with established policies, plans and procedures;
3. Ascertaining the extent to which TDC's assets are accounted for and safeguarded from losses of all kind;
4. Ascertaining the reliability of management data developed within the organization;
5. Appraising the quality of performance in carrying out assigned responsibilities;
6. Recommending operating improvements.

The Internal Audit Department is responsible for undertaking reviews of all areas and activities of the TDC. These reviews are intended to assist TDC'S Management in:

1. Monitoring and improving financial management and internal control
2. Improving the effectiveness and efficiency of operations
3. Investigating alleged inappropriate acts

### **9.6.2 TYPES OF REVIEWS**

The types of review planned to be undertaken by the department fall into six categories, namely:

1. Financial Systems Reviews
2. Operational Systems Reviews
3. Complete Departmental Reviews
4. Cost Efficiency Reviews
5. Information Systems Reviews
6. Special Investigations

### **9.6.3 ACCOMPLISHMENTS**

Work continued on elements of the Internal Audit Plan. The following Internal Audit checks were completed during Fiscal 2012-2013:

1. Accounts Payable and Disbursements
2. Cash and Bank Reconciliation
3. Revenue and Expense Exercise for Maracas Beach Facility
4. Research and Planning Audit
5. Audit of FedEx Expenses
6. Petty Cash Audit
7. Withholding Tax for period 2012 – 2013
8. Fixed Assets
9. Deferred Income 2005 - 2013-11-26
10. Audit of Overseas Representatives / Foreign Journalists re Carnival 2013
11. Audit of Carnival 2013 Expenses
12. Petty Cash Audit
13. Regulatory Compliance Audit

## 9.7 INFORMATION TECHNOLOGY

### 9.7.1 ROLE

The Information and Communication Technology Department is the catalyst in defining a world class IT driven organization establishing IT as a strategic component of the organization's overall corporate strategies and to efficiently, effectively and proactively manage the varied IT resources of the TDC in support of the organization's mandate to develop all aspects of the Tourism sector in Trinidad and Tobago. The Department's Mission is “*To institutionalize best in class technology to drive execution of the organizations’ strategies*”.

### STRATEGIC OBJECTIVES

1. Support the company in the delivery of its projects and services;
2. Mitigate Risks through the introduction of best practice policies and procedures, and adhering to Global standards;
3. Implement web-enabled solutions for integrating business units, facilitating effective knowledge and document management and the efficient dissemination of corporate information;
4. Ensure 99.99% system uptime;
5. Develop empowered users.

In accordance with our strategic objectives our focus in the year under review was on the following:

1. Designing a robust digital strategy;
2. Developing the level of IT knowledge and education across the organization;
3. Achieving and maintaining adherence to global standards and compliance.

### 9.7.2 WORK PLAN

- **Consolidated Data Migration:** Consolidated data migration from a Network Attached Storage (NAS) device to a Storage Area Network (SAN) device. This will result in an increase in performance for enterprise backend services such as corporate email and the corporate intranet. The existing NAS will be used as on site back up to improve business continuity by reducing the Recovery Time Objective (RTO) for file and virtual system recovery.



- **Data Backup Optimization:** A quarterly backup rotation will be implemented where full quarterly backups are taken, and supplemented by monthly incremental backups. This will provide recovery points for every month of the year. Additionally an annual archive backup will be executed and archived; this will add recovery points for every year subsequent to its implementation. These recovery points will increase the retention of the TDC's institutional knowledge; improve business continuity and disaster recovery. The media for the quarterly rotation and annual archives will be stored in a managed offsite storage facility.
- **Internet Communications Migration:** Migration from ADSL provided over a copper trunk line to METRO-E connected by a fibre optic cable. This will provide a faster more reliable internet service to staff located at the Head and Airport offices, creating the opportunity to utilize services such as Skype and other video conferencing services, improved audio and video streaming and improved web browsing which should lead to an increase in productivity. A Unified Threat Management (UTM) device will be implemented to increase network security and ensure that the internet resource is managed to provide maximum benefit to the organization.
- **Voice Communications Migration and PBX Upgrade:** Migration from copper trunk lines to SIP trunk lines provided over METRO-E connected by a fibre optic cable. This will provide a more reliable connection because fibre is not affected by moisture in the environment and will not degrade in quality. This is also more cost effective as less physical dedicated lines to the exchange are required for service delivery. The existing PBX, a Norstar Meridian, will be replaced by a VoIP PBX. The VoIP PBX will be deployed using the existing network infrastructure. The existing system is over sixteen years old and must be replaced to address reliability issues; the proposed VoIP PBX will also have the ability to fully utilize the proposed SIP trunk lines.
- **Software Upgrades:** Software systems in use by the TDC which has reached its End of Life (EOL), determined by the respective software vendors, will be upgraded/ replaced. The systems architecture will be changed in accordance with the requirements of the current software.

### 9.7.3 ACCOMPLISHMENTS

- **Data Backup Optimization:** The initial backup strategy for the TDC was implemented in 2005 and consisted of 200GB magnetic storage tapes, and a two head magnetic tape drive. This provided a “four work day” daily rotation and a two week “Friday” rotation. As the Organization grew in size and age the amount of data increased beyond the capacity of the initial backup strategy and media. The backup media of 200GB magnetic storage tapes was changed to 1.5 TB hard drives, increasing the unit media storage capacity by 750%, and the dual head tape drive was replaced by a dual bay drive loader. The backup software was changed from CA Arcserv to Veeam, Veeam allows for the exploitation of a virtualization cluster that utilizes a consolidated data store such as a NAS or SAN to backup entire systems, not just user data. The combination of the new drive media and Veeam, enabled the implementation of a monthly rotation which consists of four pairs of drive media, one pair for each week of the month. All virtualized servers are backed up after every working day (a full backup on Friday into the weekend, followed by incremental backups Monday to Thursday). This provides recovery points of all virtualized servers for every working day within the current month and utilizes eight drive media

## 9.8 LEGAL

### 9.8.1 ROLE

The mission of the Legal Department is to proactively protect the TDC and its assets from successful legal onslaught and claims against TDC, while facilitating and supporting the strategic goals and the operations of TDC. Further, the Legal Department ensures that the TDC acts in compliance with its statutory and common law obligations which includes, but is not limited to, the Companies Act, Freedom of Information Act, Data Protection Act and, Integrity in Public Life Act for all areas of operations. In particular, the Legal Department ensures compliance with legislative directives and Corporate Governance guidelines and the avoidance of civil and criminal exposure to the organisation.

The Department aims to maintain the efficiency of the company's operations through the provision of legal advice and services, preparation of contractual documents and training of its staff all within an approved framework. It is also charged with rationalizing property ownership issues in relation to all beach facilities, tourism sites, attractions and brands. The Department continues to make every effort to offer timely, practical and relevant advice and to become increasingly familiar with the industry within which TDC operates, so that such advice will never be given in a vacuum. Legal will continue to promote effective local community involvement as the basis of sustainable tourism development by building relationships with NGO's and entering into agreements and/or MOU's with regional corporations and NGO's.

### 9.8.2 WORKPLAN

In meeting its objectives the Legal Department shall:

- support the activities of the TDC and develop and maintain a strong legal framework which shall include but not limited to strategies, systems and procedures that will act as the backbone of the organisation's governance structure and effectively deliver sound legal services to TDC;

- support institutional strengthening to deliver on the tourism mandate by professional development and training of its staff with respect to new and emerging legislation and corporate governance that has the potential to impact TDC's operations as well as the importance of contracts and how to use them for TDC's benefit;
- maintain the model contract database both physically and electronically for the use of the department and a proper depository for all executed agreements;
- develop a comprehensive Law Library with up to date Legal Reports and Notices together with relevant legal texts and the Revised Laws of the Republic of Trinidad and Tobago;
- develop effective and strategic partnerships to realise the mission and vision of the tourism sector in Trinidad and Tobago.

### **9.8.3 ACHIEVEMENTS**

1. The Department has successfully negotiated and concluded approximately 148 contracts for the fiscal year, October, 2012 to September, 2013 bearing in mind that the contract of the Legal Officer came to an end in August, 2013.
2. The Legal Manager commenced employment in October, 2013.