



CARIBBEAN
HOTEL & TOURISM
ASSOCIATION



CHTA Strategic Business Plan 2016 – 2018

January, 2016





Vision:



***To be the most desirable place in the world
to visit and operate a tourism business.***



OUR MISSION

To distinguish CHTA as one of the world's leading hotel and tourism associations; guiding, educating and advocating for a sustainable and profitable industry.



CHTA'S MANDATE: *Become More Relevant to Member's Needs*

- CHTA has suffered an erosion of its value proposition.
- Membership enrollment and participation has declined
- Members want a relevant organization which helps them to be competitive and profitable, focusing on providing value through:
 - **Advocacy Initiatives**
 - **Improved Communications**
 - **Data and Business Intelligence**
 - **Sharing of Best and Worst Practices**
 - **Engaging Activities and Events**
 - **Marketing Their Businesses**
 - **Education and Professional Development**
 - **Providing Member Discounts and Access to Goods and Services**



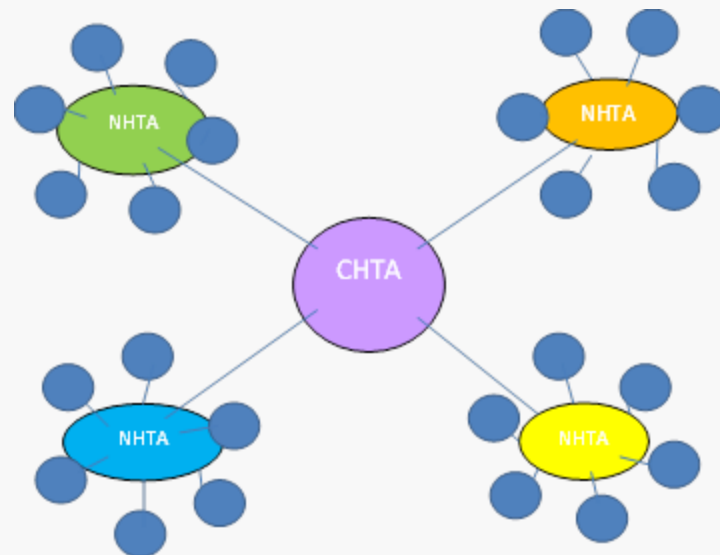
OUR CONSTITUENTS...

- ***CHTA members and national hotel and tourism associations are our primary customers, representing private sector tourism interests including accommodations, all tourism-facing industries and suppliers in and out of the region.***
- ***Meeting their needs and exceeding their expectations is CHTA's paramount focus.***



OUR LIFELINE...

- The lifeline of CHTA is the two-way connection between the national hotel and tourism associations, with CHTA at the hub and the NHA's connected regionally thru CHTA and locally to the various destination stakeholders.***





Internal Stakeholders:

- ✓ **CHTA's Team Members**
- ✓ **CHTA's Executive Committee**
- ✓ **CHTA Standing Committees**
- ✓ **CHTA's Board of Directors**
- ✓ **National Hotel and Tourism Associations**
- ✓ **Caribbean Society of Hotel Association Executives**
- ✓ **Caribbean Tourism Development Company**
- ✓ **CHTA Education Foundation**



External Stakeholders Include:

Caribbean Tourism Organization

CARICOM

World Travel and Tourism Council

UN World Tourism Organization

Organization of Eastern Caribbean States

Caribbean Public Health Agency

Caribbean Council

Caribbean Central American Action

International Air Transport Association

Florida Caribbean Cruise Association

Foundation for Environmental Education

Sustainable Alliance for the Americas

Industry Trade Organizations (Chambers of Commerce, Agriculture, etc.)

Governments and People of the Caribbean

Other Stakeholder Groups as Matters Arise



CORE VALUES AND PRINCIPLES

CHTA is guided by eleven core values and principles. These provide moral and operational grounding and are the foundation for how we relate internally, with our national hotel associations and members, and our external stakeholders.

Communicate – *Consistently provide clear, intentional and effective communications and feedback.*

Engage – *Encourage and invite participation and leadership by members and stakeholders in the activities of the organization.*

Share – *Information, ideas, resources and best and worst practices.*

Integrity – *Adhere to the highest standards of behavior.*

Passion – *Believe in what we do and unwavering in our commitment to CHTA's vision and mission.*

Leadership – *Provide forums, venues and opportunities for staff, partners and members to take the initiative to direct, guide, motivate and deliver.*

Quality Driven – *Committed to excelling in all that we do.*

Adaptable – *Responding to an ever-changing environment.*

Creative – *Embracing new ideas and solutions.*

Fun – *To bring joy into the engagement process.*

Disruptive – *Constructively advance game-changing ideas and solutions.*



OBJECTIVES: *CHTA's business plan is guided by seven key objectives:*

- 1. Advocacy and Representation:** *To be the leading unified voice of the private sector for tourism in the region partnering with the National Hotel and Tourism Associations while effectively communicating issues, proactively advancing positions and successfully protecting and enhancing the industry.*
- 2. Marketing and Business Development:** *To be an essential marketing and business development resource for members by providing access to information, forums, exchanges, revenue generation and cost-saving activities, and best practices.*
- 3. Developing our People:** *To 'wow the world' with exceptional service and hospitality, drawing upon the intrinsic sense of pride and service in our people, and advancing and supporting tourism-related education and training initiatives, scholarships, and recognition programs.*
- 4. Safeguarding and Enhancing our Environment:** *To promote policies, programs and best practices which respect our environment, support efficiencies, and develop and enhance the natural, cultural and historical aspects of our tourism offerings.*



OBJECTIVES Continued....

5. Data and Intelligence: *To be the primary resource for Caribbean tourism-related data, providing members with intelligence and tools to effectively use the information.*

6. Membership Value and Service: *To retain and grow the organization's membership base across current and newly developed categories through ensuring relevant value propositions and greatest value and service.*

7. Operating a Fiscally Responsible and Future-Oriented Organization



Objective #1:

Advocacy and Representation: *To be the leading unified voice of the private sector for tourism in the region working closely with the National Hotel & Tourism Associations while effectively communicating issues, proactively advancing positions and successfully protecting and enhancing the industry.*

Goal #1: *Develop and implement **a regional tourism advocacy action agenda** with broad buy-in.*

- Strategy #1: Draft plan in consultation with members, NHTAs and CTO.

Goal #2: *Support NHTAs to be better advocates for local and regional issues.*

- Strategy #1: CHTA will be the repository for statistics, best and worst practices, benchmarking data and other relevant information to allow NHTAs and others to assess their standing in the community based on relative and pertinent issues.

Goal #3: *Strengthen and broaden **stakeholder partnerships** with trade, regional and international organizations to support advocacy agenda.*

- Strategy #1: Identify points of common advocacy ground with CTO and collaborate where appropriate.
- Strategy #2: Build and strengthen alliances with other allied organizations (CTO, Caribbean Council, WTTC, UNWTO, CARPHA, OECS CCAA, FCCA, IATA, ARDA, A4A, etc.).



Objective #1: *continued...*

Goal #4: Establish CHTA's role with *regional and international Government's and multi-lateral organizations* as an essential point for input and collaboration in the development and implementation of policies and initiatives which affect tourism.

- Strategy #1: Identify key points of contact within Government's and multi-laterals.
- Strategy #2: Establish organizational relationships with key points of contact.
- Strategy #3: Engage representatives from Governments and multi-lateral organizations in CHTA's programs and activities.



Objective #2:

Marketing and Business Development: *To be an essential marketing and business development resource for members by providing access to information, forums, exchanges, revenue generation and cost-saving activities, and best practices.*

Goal #1: Improve marketing internally and externally with enhanced communications to reinforce/regain CHTA's value proposition/image.

- **Strategy #1:** To develop an ongoing **internal and external communications plan**.
- **Strategy #2:** Revise and relaunch the **member website** -- creating a more responsive, intuitive and interactive design to promote our ongoing mission, provide access to a growing list of member benefits and coordinate the provision of content wherever possible with the NHTA's. New website will be WordPress enabled allowing back door access for CHTA staff to edit and add content.



Objective #2 continued...

- ***Strategy #3: Improve engagement and interaction among members, NHTAs, partner organizations and other stakeholders through:***
 - a. **More social media interaction and email strategies with ongoing email and social post calendar and boosting Facebook numbers to create a peer group.**
 - b. **Encouraging members to be omni channel and platform agnostic in their approach to marketing, which means utilizing every medium and platform available to them including various all social media platforms including Facebook, Instagram, Twitter, Pinterest and YouTube.**

- ***Strategy #4: To improve visibility and awareness of CHTA's work and value by leveraging partnerships across the board with members, other organizations and associations, and Governments that will enhance awareness and effectiveness of our work.***



Objective #2 continued...

Goal #2: Create opportunities for **member benefits, revenue generation and cost-savings for members.**

- *Strategy #1: Identify and advance revenue share opportunities with partners who are offering goods and services that can benefit our membership and improve their business.*

Goal #3: Create **thru the Caribbean Tourism Development Company (CTDC) the ability to market and develop the industry.**

- **Strategy #1: Develop and implement a series of **short-term pilot activities aimed at increasing traffic to CaribbeanTravel.com and to destination and member websites to:****
 - a) Increase bookings through a booking solution.*
 - b) Create a honeymoon registry and blogger network*
 - c) Establish a monthly trip giveaway promotional campaign to drive limited paid traffic through minimal shared monthly investment by CHTA and CTO to support social media ads.*



Objective #2, Goal 3 continued....

- ***Strategy #2: In collaboration with CTO with industry and Ministry/Board of Tourism support, to develop and implement a long-term sustainable solution to market the Caribbean brand and the region through the CTDC and CaribbeanTravel.com vehicles by:***
 - a) ***Optimizing consumer facing presence by increasing traffic, both through paid and organic channels.***
 - b) ***Utilizing booking engine and honeymoon register to garner more transactions.***
 - c) ***Identifying and integrating new value-oriented components such as a travel agent portal, tee-time booking capabilities, etc.***
 - d) ***Creating a bookable events calendar, music streaming and Caribbean playlist sharing, an art portal, and other opportunities to market the cultural and heritage tourism offerings and increase incremental revenue for destinations and hotels.***
 - e) ***Adding a 'Caribbean Travel Blogger Network' to increase traffic to the site, build awareness regarding the Caribbean travel brand, and establish a vetted digital blogger network for members.***
 - f) ***Advancing a travel agent certification program.***
 - g) ***Expanding and promoting the Caribbean brand with usage of the Caribbean logo among members.***
 - h) ***Identifying and implementing opportunities to generate CTDC revenue with the licensing and contracting of services to provide Caribbean branded products and services.***



Objective #3:

Developing our People: *To 'wow the world' with exceptional service and hospitality, advancing and supporting tourism-related education and training initiatives, scholarships, and recognition programs.*

Goal #1: To establish **partnerships with education and training institutions and strategic partners and sponsors** aimed at creating and providing members with opportunities to further their skills.

- **Strategy #1:** Identify areas of **priority focus** and need by surveying members and NHTAs
- **Strategy #2:** Meet with **potential service providers** to identify and develop deliverables to meet member needs and formalize partnerships.
- **Strategy #3:** Market and implement **training programs**.



Objective #3: Developing our People continued....

Goal #2: Support the **Caribbean Hotel and Tourism Association Education Foundation** as the region's primary vehicle for tourism-related academic and professional development scholarships.

- **Strategy #1:** **Encourage sponsor, NHTA, hotel and allied member support for the CHTAEF fundraising activities aimed at generating financial support for scholarships.**
- **Strategy #2:** **Identify specific certification and credentialing programs of high priority to promote to members which present opportunities for possible scholarship support by existing employees in the industry.**

Goal #3: **Enhance awareness throughout the region's populace and Governments about the critical role which tourism plays** in their economies, employment generation, entrepreneurial activity and government revenue.

- **Strategy #1:** **Review *Tourism is Key* program with the view towards updating and relaunching.**
- **Strategy #2:** **Relaunch *Tourism is Key* program.**
- **Strategy #3:** **Draw upon existing *research* and identify and create new research to support awareness-building activities.**



Objective #3: Developing our People...continued....

Goal #4: Support the **capacity of NHTAs and their Executives, staff and volunteer leadership** to be effective agents for change.

- **Strategy #1:** Provide American Society of Association Executives sanctioned **training for AEs** through the Caribbean Society of Hotel Association Executives.
- **Strategy #2:** In collaboration with CSHAE, identify other approaches which can be undertaken to assist with the training and development of Association Executives, their staff, and their volunteer leadership.

Goal #5: **To recognize excellence** in our people, businesses and organizations and share best practices for others to emulate and adapt.

- **Strategy #1:** Continue to conduct **CHTA's longstanding recognition programs** for Hotelier of the Year, Employee of the Year, Supervisor of the Year, Allied Member of the Year and Association Executive of the Year.
- **Strategy #2:** To build upon the success of the **CHIEF Awards** which recognize excellence by member businesses and organizations in Operations, Sales and Marketing and Sustainability.
- **Strategy #3:** To **share with members the work and best practices** of the recipients of CHTA's recognition programs.



Objective #3: Developing our People...continued....

Goal #6: Develop future leaders for the tourism industry.

- **Strategy #1: Conduct *leadership development training* directed at management and mid-management within the industry.**
- **Strategy #2: Create an *industry leadership development program for college students.***



Objective #4:

Safeguarding and Enhancing our Environment: *To promote policies, programs and best practices which respect our environment, support efficiencies, and develop and enhance the natural, cultural and historical aspects of our tourism offerings.*

Goal #1: To serve as a first step resource to tourism enterprises in the area of **information and education** for sustainable tourism implementation.

- **Strategy #1:** Conduct regular **webinars** for members geared towards implementing sustainable practices within their companies.
- **Strategy #2:** To provide valuable information and connectivity to members through the **CAST** section on the **CHTA website**.

Goal #2: To provide tangible results to tourism enterprises through **sustainability training and education**. Assist with certification guidance, vendor and products information.

- **Strategy #1:** Identify and advance **company and destination sustainable certification options and incentives** for member participation.



Objective #4: Safeguarding and Enhancing our Environment continued....

Goal #3: Develop **synergies and strategic partnerships with sustainable tourism efforts by company, destination, regional and global stakeholders to leverage value from CAST efforts, identify potential sources for funding and technical support, and ensure a cohesive solution to sustainability within the region.**

Goal #4: To support the ongoing work of the **CHENACT project aimed at creating more energy efficient tourism-related enterprises.**

- **Strategy #1: *Assess the impact of the project* by surveying participating hotels.**
- **Strategy #2: Disseminate *information to CHTA members on CHENACT finding and recommendations and policies and practices* which can help create greater efficiencies and reduce costs through CHTA and CHENACT websites, webinars and other information sharing avenues.**



Objective #4: Safeguarding and Enhancing our Environment continued....

Goal #5: Build volunteer and staff/technical support capacity to guide the work of CAST.

- **Strategy #1: Formalize a CAST Governing Council to identify and advance support options.**
- **Strategy #2: Identify and develop funding opportunities to sustain CAST efforts and specific program initiatives.**

Goal #6: Identify and promote public policies which encourage energy efficiency and sustainable practices.

- **Strategy #1: Develop position paper on energy efficiency to support hotels, NHTAs, and destinations in their efforts establish and advance sound public policies.**



Objective #5:

Data and Intelligence: *To be the primary resource for Caribbean tourism-related data, information and research; providing members with intelligence and tools to effectively use the information.*

Goal #1: To **establish CHTA as a clearinghouse and curator of industry-related information and research.**

- **Strategy #1:** *Inventory existing and potential sources of information and establish framework within the updated CHTA website to curate various information through a 'Knowledge Center' and a 'Tourism Data Center' section on the website.*
- **Strategy #2:** To **formalize relationships and commitments from industry and organizational partners who will be part of the Tourism Data Center**, serving as regular sources of information for members.



Objective #6:

Value and Service to our Members: *To retain and grow the organization's membership base across current and newly developed categories through ensuring relevant value propositions and greatest value and service.*

Goal #1: Maintain **membership retention** levels at a minimum of 90% on allies and 95% on hotels of current levels year on year.

- **Strategy #1:** *Ensure accuracy of all **member records** to ensure all communications are reaching the appropriate membership contact(s) and the organization's value and activities are being communicated.*
- **Strategy #2:** *Conduct ongoing follow up with members commencing with the invoicing cycle and then with constant communication directly to members and thru NHTAs where appropriate to ensure payment, relay value, and promptly address any questions or concerns which may arise.*
- **Strategy #3:** *Conduct regular **communications** to the membership apprising them of programs in progress, data and industry trends and information, education and training opportunities and benefits available to individual members. Invite member participation in periodic surveys, industry research, events and industry recognition programs. Promote ability to be featured on the monthly newsletter.*



Objective #6: Value and Service to our Members...continued...

Goal #2: Increase allied and hotel membership enrollment by ten percent over three year period.

- ***Strategy #1: Conduct outreach campaign directed at past member who have not renewed, communicating the value of the organization, recent accomplishments and future plans.***
- ***Strategy #2: Identify new hotel and allied member prospects and invite participation.***
- ***Strategy #3: Schedule visits to member countries, with priority on those countries with the largest potential for increasing member retention and recruitment.***

Goal #3: Identify opportunities to create additional incentives to attract chain and brand hotels, small and independent hotels, allied members, and new membership categories.

- ***Strategy #1: Determine dues structures and benefits which would incentivize membership from these areas.***
- ***Strategy #2: Within CHTA's committee and member outreach structures, ensure opportunities for engagement and input from these membership categories.***
- ***Strategy #3: Conduct outreach.***



Objective #6: Value and Service to our Members...continued...

Goal #4: Establish relationship with industry stakeholders in Cuba with the goal to formalize an NHTA relationship and establish new hotel and allied memberships.

- **Strategy #1: Conduct visit to Cuba, initially meeting with Ministry of Tourism and key industry representatives, to determine best approach for building possible NHTA and industry engagement in CHTA.**

Goal #5: Frame and communicate a CHTA membership benefits program, effectively articulating existing benefits and creating new benefits which demonstrate membership value.

- **Strategy #1: Create a base communication which outlines all member benefits and relevant value and utilize various mediums for communicating the value to existing and prospective members.**
- **Strategy #2: Create *new member benefits*.**



Objective #7: Operating a Fiscally Sound Future-Oriented Organization

Goal #1: **Expand and diversify revenue sources.**

- **Strategy #1: Maintain existing members while increasing numbers of new members.**
- **Strategy #2: Increase support for CHIEF, Taste and Investment Conference.**
- **Strategy #3: Make Caribbean Travel Marketplace more relevant to member interest and needs.**
- **Strategy #4: Diversify revenue base with new marketing opportunities, member services and new education and training initiatives.**

Goal #2: **Build upon cash reserves fund** to support at least a three-month operational contingency.

- **Strategy #1: Maintain fiscal prudence to ensure annual breakeven in year one and a contribution to the reserve fund in subsequent years of the plan.**
- **Strategy #2: Divest San Juan property and allocate proceeds to reserve fund.**



Objective #7: Operating a Fiscally Sound Future-Oriented Organization continued...

Goal #3: Strengthen staff and human resource capacity.

- **Strategy #1: Fill existing budgeted vacant positions.**
- **Strategy #2: Pending available resources, add additional positions defined towards bringing greater value to member services and benefits.**
- **Strategy #3: Utilize student interns.**
- **Strategy #4: Identify financial resources to support relevant programs and consultancies aimed at delivering on Objectives within the plan.**
- **Strategy #5: Identify staff training needs and opportunities for leveraging partner support to provide training.**



Objective #7: Operating a Fiscally Sound Future-Oriented Organization continued...

Goal #4: Build volunteer and partner organization base.

- ***Strategy #1: Maintain existing strategic partnerships while identifying new opportunities and establishing new partnerships.***
- ***Strategy #2: Identify potential new volunteers and leadership potential through engagement on task forces, committees, the Board, understudy initiatives and other programs and activities.***

Goal #5: Effectively use technology to support operational and program activities.

- ***Strategy #1: Replace existing database software with one integrated system which allows for greater utilization to support organizational activities and communications with members.***

Goal #5: Redefine CHTA's value proposition and membership engagement level with the introduction of new organizational leadership structures and business models.

- ***Strategy #1: Convene the Constitutional Review Committee to research, identify and recommend amendments to the Articles of Association and organization's structure.***



Measuring Success: Our Performance

The objectives, goals and supporting strategies, timelines and points of accountability provide the framework for measuring CHTA's progress towards successfully meeting its mandate. The strategic plan provides guidance for identifying, developing and utilizing key measurement tools to gauge progress.

These include:

- **Retaining the measurement tools already in place**
- **Quantifying and time-lining broad corporate and departmental KPI's**
- **Assessing employee performance, capacity and development potential against KPIs.**