

A collage of four images. The top-left image shows a red airport departure board with white text listing destinations like SAN FRANCISCO, HAWAII, BUDAPEST, KUALA LUMPUR, KINGSTON, and JERUSALEM. The top-right image is a low-angle shot of a blue and white airplane on a runway. The bottom-left image shows a resort building with a swimming pool and palm trees. The bottom-right image is a close-up of a white ship's hull.



Introduction

INTRODUCTION

“The liberty of the press is most generally approved when it takes liberties with the other fellow, and leaves us alone”

Unfortunately, the words of 20th Century essayist Edgar Watson Howe sum up how most of us feel about the media. “Do what you must, but do it to somebody else!” is our creed when it comes to working the media. The tourism industry is the lifeblood of the economy in most countries of the Caribbean. The hotel sector primes the engine of tourism. How well (or conversely how poorly) we work with the media may mean the difference between a healthy, robust sector and a crippled, poorly managed one.

THIS GUIDE WILL HELP YOUR ORGANISATION

*navigate its role as policy influencer
communicate effectively with media
deliver an effective message
sell a particular story
act as a valued media source*

And if something goes wrong, this guide will pilot you through the most important points of crisis communications.

This guide has been developed to assist you, the members of the Caribbean Hotel Association, in your interactions with the news media.

Within this guide you will discover tips and guidelines to follow as you develop and/or maintain a positive image for the Association and its members in the media and consequently in the public. This guide is for use by any person within the Association. The reality is that the need for understanding how the media operates and how that operation impacts your industry is critical.

At the end of the guide, you will find examples of news releases and other media relations tools. (Go ahead; you can take a peek now!) You will also find URLs that will take you to websites with more information to assist you in your efforts.

It is hoped that you will use this publication as an everyday resource in your work with the media. Share it with those around you. Make every interaction with the media an opportunity to build your reputation with your target audiences at home, regionally and internationally.

Chapter 1

FIRST THINGS FIRST

CONGRATULATIONS!

You have just taken the first step in working your way through the world of media relations

Pick up today's paper and find a story that is interesting to you, professionally. Take a moment to imagine how you, as a media spokesperson, would relate your organisation's point of view on this issue.

What is "Media Relations?"

Media relations can be as simple as a casual conversation between you and a reporter or as involved as an appearance on a radio or TV talk show. It can be as inexpensive as a thank-you note or as costly as a video news release. Basically, media relations encompass a variety of techniques used to communicate specific messages to the consumer via the media.

Who are the Media today?

The media landscape now includes:

- Newspapers*
- Radio Stations*
- Television Stations*
- Magazines*
- Trade Publications*
- Websites*
- Blogs*
- Ipods*
- Cellphones*
- Billboards*

Public Relations v. Media Relations

What is the difference between public relations and media relations? The Institute of Public Relations defines public relations, or "PR" as "a deliberate, planned and sustained effort to institute and maintain mutual understanding between an organisation and its publics." Media relations encompass a variety of techniques that are used to communicate your message to your target audiences. Media relations form one part of your overall public relations strategy.

An effective public relations strategy should be an integral part of the annual strategic planning process of the Association and every property in the region. Your public relations strategy helps you determine how you communicate with every target group or audience with whom you interact. This includes government, media, suppliers, travel agents and consolidators, tour operators, guests and the general public. There-

fore, your public relations efforts must include everyone From the Front Desk to the Front Office. Your PR activities include everything from lobbying efforts with ministries and government to making your facilities available for service club meetings.

Media relations can no longer be optional activities, as they must be included in your overall PR strategy. You must gain an understanding of your audiences – the media, and ultimately the consumer – to best support the hotel industry and your quest to fill hotel rooms.

Media Relations v. Advertising

Don't confuse advertising with media relations. Advertising is what you say about yourself and pay for. Media relations is what other people say about you (so-called "third-party endorsements") and result in "publicity" for your organisation at a lower cost. The goal of a media relations programme is to effectively manage that publicity.

PLANNING

As you begin planning to conduct a media relations effort, there are a few simple points to consider.

PLANNING A MEDIA RELATIONS CAMPAIGN

What goals do you want to accomplish in your media outreach?

Who is your target population?

What messages must be developed and conveyed to influence your target audience?

What types of media outreach?

Setting your Goals

It is important to set realistic goals for working with the media. Consider carefully what you want to achieve in your interactions with the media. Some goals to consider might be:

To create a positive image of [property] [association] in [country].

To create a positive image of [property] [association] within the Caribbean.

To create a positive global image of [property] [association].

To minimize the effects of any crisis/disaster on the image of [property] [association].

To further the message and mission of the Association among travel industry partners regionally and globally

To increase awareness of tourism opportunities in [country]

Identifying your Target Audience

Who do you want to reach through the media? When determining your audiences, remember that a primary audience IS the media!! You will want to consider developing messages targeted to each audience. In addition to the media, some potential audiences include:

Government officials

Travel agents and tour operators

Repeat guests

Potential guests

General public

Message Development

Key to your media relations efforts will be the development of a clear and concise series of messages. Messages will vary depending on your individual and corporate needs, but should include the key points that you want to ensure are part of every interaction with the media. You should have several sets of messages at your disposal, (at least 3 – 4 points). For example, the key messages during an interview about an expansion of a property are different from the key messages dealing with island-wide disaster recovery for the hotel industry.

Determine the Type of Outreach

How are you going to get the information out to the media? Should you call a press conference? Should you call a particular reporter at a particular media house? Should you send a press release?

All of these options must be taken into consideration when determining what form your outreach will take. Remember that members of the media are also members of your community. They will be interested in what you are doing, as private citizens and as professionals. Only two keys are needed to open the door of interest for the media. They are: (1) understanding what the media want in a story and (2) making sure that the information is provided to them in a clear and timely manner. Having effective media relations is simple as long as you have these two keys in hand.

Types of News Media

Let's take a look at the different types of news media and the characteristics of each.

PRINT

Newspapers provide the most in-depth coverage of an issue or event. To get an idea of how newspapers operate, you only need to open your local paper. Look at how the paper is divided. Usually, the front page will contain "breaking news." Including and following the front page, the paper will be divided into "sections." These sections may provide local (or national) coverage, regional coverage containing news of interest from around the Caribbean, business stories, sports, international news, and lifestyle sections.

Within the business operation of a newspaper, there are departments. These departments manage the business of the paper. Most papers have a news department that is responsible for the management of reporters and editors. The circulation department handles subscriptions and newsstand distribution of the paper. The production and graphics departments determine the look and layout of the final product. The accounts and administrative departments take care of the money matters and the editorial department is responsible for the editorial position of the newspaper on specific issues as well as selecting the letters to the editor and guest columns printed. Newspapers make their money by selling ads, selling subscriptions for delivery and selling newspapers through vendors.

TELEVISION

The most "visual" of all media, television is highly dependent on video to tell the story. Television usually does not have the luxury of space (time) to tell a story that newspapers enjoy. Therefore TV relies on pictures and "sound bites" to tell the story. Sound bites are brief (30 to 45 second) portions of interviews. Public relations persons often speak of media subjects learning to speak in "sound bites," in other words, learning how to sum up basic points in a short amount of time.

TV operations consist of a newsroom along with departments to support the on-the-air product. These include "traffic" (the scheduling department of a TV station, responsible for ensuring that commercials are scheduled at the correct time per the advertisers' contracts), and sales departments. Television revenue is generated from advertising sales. In some countries (such as England) licences for individual televisions help underwrite the costs of programming.

In the Caribbean, several countries have government-owned television stations. These stations are less dependent than privately owned broadcasters for revenue as they receive an annual subvention. Care must be taken to understand the editorial positioning of some of these entities.

RADIO

Radio is the medium of the ear. Radio news reporters must rely on sound to tell their story. To do so, they utilize sound recorded from interviews and placed into sound bites. As in the case of television, many Caribbean radio stations are operated as information arms of government. Revenues for radio stations are also generated by advertising sales, and are often augmented by government subvention in the case of stations that are part of the official information services.

Medium	Characteristics
Newspapers	Used to provide more in-depth treatment of a subject Print reporters may use direct quotes from press statements/news releases
Television	A highly visual medium Easier to demonstrate behaviour Backdrops can be used to visually portray the importance of your message Graphics are often used by TV producers as part of segments Stories are brief (30- to 120-second segments) and dramatic
Radio	10- to 15-second “sound bites” are used Your tone and firmness of voice are important Lack of hesitancy in responding to questions adds credibility

Chapter 2

GETTING TO KNOW THE MEDIA: Building Relationships

An effective media relations programme is centered on one skill: relationship building. Individuals and organisations that use the media most effectively to communicate their messages all have one thing in common – their ability to build and nurture relationships with media practitioners.

So how do you begin to establish relationships with journalists? First, think of your relationship with journalists as you would your relationships with any other business associate/client/partner. Remember, journalists are people, too!

Cultural Context and Sensitivity

As you begin to work with journalists in the Caribbean, it is important to note that how they work is directly related to the culture in which they operate. Managers and other front-line personnel dealing with media who are not native to the region often overlook the importance of learning and understanding the culture of the Caribbean in general, and their country in particular. This sensitivity is never more important than when attempting to convey your message

Whose Job Is It?

The first decision for your organisation to make is the determination of whose role it is to interact with the media.

It is a dangerous and unacceptable practice to have a representative of your organisation interviewed by a journalist if that journalist is interacting with the Association/property for the first time. Thus, a system of regular contact with reporters and editors is essential. Let's look at how you develop that system.

Research

The cornerstone of the process of building relationships with media is research. Develop a list of media in your area, especially any who may be assigned to the tourism "beat." If there are no reporters specifically covering the hospitality or tourism areas (usually there will not be in the Caribbean; however, in countries like the US and in many larger European cities, reporters are assigned specifically to the industry), then focus your attention on the news editors of newspapers and the producers of radio and television newscasts. These persons are easy to find, usually with a simple call to the media house in question.

Cultivating Relationships

Once you have identified the journalists in your area, the next step is to put together a plan on how to cultivate them as potential disseminators of the information you want to convey to your target audience(s).

If you have been in a position where you have been called upon to deal with the news media over an extended period of time, chances are you may already know some of the reporters who have covered the Association or property. Fine! You can begin your campaign of developing relationships with them.

The first step should be to set a schedule to contact each of the reporters/editors/producers on your list. Your first contact with them should be introductory in nature and should be made without seeking a story or coverage of an issue or event. A simple telephone call to introduce yourself and identify your affiliation is a good start. During the course of the call, you may wish to arrange an informal opportunity to meet the reporter and talk further – lunch is usually a good idea.

Meeting the reporter in a social setting affords you the opportunity to get to know them better and to provide them with information about the Association or your property in a non-threatening/non-pressurized situation.

If you are unable to meet with the journalist, make it known that you plan to establish regular contact with them to keep them informed of your organisation's activities. Whether your meeting is on the phone or in person, you should ask the journalist whether they would like to arrange a meeting with key stakeholders within the organisation at a later date. You should also offer a tour of your property.

This brings us to another point about your relationship with journalists. Many within the hospitality industry complain that journalists don't show enough initiative when covering their issues. This feeling comes solely from a misunderstanding of the needs of journalists and how they should be met-- a lack of knowledge of the role of the media and the most efficient ways to communicate with them.

Remember this: As an organisation that depends on widespread public support and patronage for your survival, you need the media to transmit information to that public. *It is your responsibility to be understood, not the journalist's responsibility to understand you!*

Following your initial meeting, it is important to establish a regular system of communications with people on your list. There are several ways of doing this.

Ensure that your contacts are on your e-mail list for your newsletter (you DO have a regular newsletter, don't you?). Send updates on the organisation or property to your media list whenever they are developed.

Regular Contact

Your media planning should include regular contact with journalists. Vary your method of contact, but don't let the media become an "afterthought" in your outreach to the community.

Here are some suggestions of activities you can employ to keep the media involved in your activities:

HOST REGULAR open houses of your property, at least once a year.

ADD MEDIA CONTACTS to your mailing list for events.

INVITE MEMBERS of the media to serve on a "media advisory committee" to the organisation or property that meets quarterly.

SCHEDULE media luncheons once a quarter to update media on latest developments

HOLD monthly sessions with journalists to release statistical information on the industry and also provide them with publications

CREATE incentives to encourage in-depth journalism of your issues, rather than cursory reporting – these may include things like Media Tourism Awards and short-term training prizes

BE WILLING to be a resource for the journalists for research on tourism issues

USE media outlets during special events/tourism celebrations. Be aware of the opportunities presented through newspaper supplements, editorials, paid "advertorials" and sponsorship of remote broadcasts (outside the studio)

Editorial Board Meetings

One of the most useful ways of presenting your Association or property's viewpoint on an issue of importance is to request a meeting with the editorial board of the newspaper. Most newspapers have a board consisting of their key section editors along with their editorial page editors. This board meets with organisations on a regular basis to gain a better understanding of the issues surrounding their industries or sectors. Contact the media house directly to obtain the process for obtaining an editorial board meeting.

The Global View

It is important to remember that, as a sector of business that is dependent on customers from outside the country and the region; your media efforts should not be limited to your homeland.

You should keep up with happenings around the globe that affect tourism locally on a daily basis. Fortunately, the Internet has made this a relatively easy task. Technology such as regular e-mail updates from providers such as Google and Yahoo make it possible to have news items on your desktop as they happen. Familiarize yourself with this technology and take advantage of its application.

Chapter 3

GETTING THE NEWS

Now that you have your relationships with journalists established, it is time to get your messages out to the public and your other audiences. How do you accomplish this?

What is News?

We spend a lot of time thinking about what is “news” and what isn’t. There are no hard and fast rules that determine whether what you have to offer the media is newsworthy. (Of course, this maxim changes in times of crisis!)

In general, there is a good rule of thumb to follow:

***NEWS IS WHATEVER REPORTERS OR EDITORS DETERMINE IS
NEWSWORTHY WHEN THEY SEE IT!***

Armed with that knowledge, your mission should be to make sure that information you want disseminated is of interest to journalists. Some important elements in a good story from the media’s point of view include some of the following:

Action	Prominence	Newness
People	Proximity	Unusualness
Substance	Human Interest	Significance
Timeliness	Conflict	Statistics*

**Reporters are always on a deadline and need statistics to complete a story. If you can provide this information, you have a better chance of getting the story published*

Match the media's need with your message.

Once you have determined what information you want to get out, the next step is putting it in a form that is useable by the journalist(s) you're targeting. The principle tool used for packaging information is the press release.

Writing the Press Release

The basic press release answers the most common journalistic questions.

THE FIVE BASIC JOURNALISTIC QUESTIONS:

WHO
WHAT
WHERE
WHY
WHEN
HOW

Your press release must address these questions:

Who – will benefit/is involved?
What – is being done/is happening?
When – will it happen?
Where – will the most impact be felt?
How – will it work?

Once you are armed with those facts, then it is a matter of structuring the press release. The first decision that you will face is how to write the first sentence. In the world of journalism, this is known as the "lead." Your lead should be catchy and sum up everything else that follows in the release.

Weak lead

"The ABC Hotel and Conference Center hosted 20 Journalists from the United States this week."

Stronger lead

"Twenty United States-based journalists had an opportunity to experience true Caribbean hospitality this week while visiting the ABC Hotel and Conference Center."

Above are two examples of lead sentences for a news release. The first, which we have defined as a "weak" lead contains information about the visit of twenty journalists to the fictional ABC Hotel and Conference Center. As you can see demonstrated in the "stronger lead," effective openings for press releases are written in more active language; the words tend to hold the readers' attention and make them want to know more.

There are some general rules that apply in writing a release:

- Communicate only one thought per sentence
- Use an active voice
- Paint word pictures using short sentences of not more than 18 – 20 words
- Tell your story simply and clearly

Now that you understand the basics of the press release, it is time to examine the formatting of releases. To use the standard format for preparing releases:

Ensure that each release is one single-spaced page in length. (More detailed releases may require two pages, but you should be able to tell your story in no more than two pages.)

Allow for generous margins

Print your releases on organizational letterhead, or on press release stationery specific to the purpose

At the top of the page, usually justified to the right or left margins, type your contact information, followed by “For Immediate Release.” (Wording may be different on “embargoed” releases – those to be held for a specified period of time before a story airs or is printed.)

Include quotes where appropriate

End with traditional journalistic marks centered on the page, either “-30-” or “XXX”

Courtesy Bill Stoller's PublicityInsider.com

[COMPANY LOGO]

Contact: John Smith

Tel. 555/555-2222

Cell Phone: 555/555-2222

Email: johnsmith@anywhere.com

FOR IMMEDIATE RELEASE

MAIN TITLE OF PRESS RELEASE GOES HERE IN ALL UPPER CASE

Subtitle Goes Here in Title Case (Upper and Lower)

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If you'd like more information about this topic, or to schedule an interview with John Smith, please call Pat Brown at 555/555-2222 or e-mail Pat at pr@theplace4vitamins.com

Press Kits

You should have a general packet of information available for the media that is distributed to each of your media contacts. While the name implies a package focused solely on the media, a press kit is simply a packet of information about your organisation. In fact, a press kit can be tailored not only to potential editorial or advertising media, but also to potential clients and investors.

Whatever the size of your Association or property, an effective press kit will convey who you are, what you do, and why people should care. It can help you stand out from a crowded field of competitors, and it can be your best, or even only, chance to make a favourable impression on the people you're trying to reach.

Editors at media houses, for example, are extremely busy and will have time to do little more than skim materials that come across their desks. An effective press kit can mean the difference between getting a follow-up call and getting lost in the shuffle.

What Should Be Included in Your Press Kit?

A press kit is like a resume for your organisation— it highlights your best qualities so you can make a good impression. Like any other marketing materials you produce, your press kit should get the reader's attention and generate enough interest to motivate your audience to contact you for more information.

A press kit brings together information and articles that could be of interest to the media, investors, potential customers and others. While a press kit directed at the media will look different from one targeted to potential clients, some essential elements will remain the same no matter the audience:

A printed cover letter or handwritten note to your intended recipient

This should be fairly short – no more than one printed page. This letter is an introduction to your intended recipient and gives a quick explanation for why you're sending the press kit. Always try to address your letter to a specific person and avoid the impersonal "Dear Sir/Madam" approach. Utilise the names available from the research you should have conducted by this point! Some small property owners prefer to send handwritten notes accompanying their press kits because they convey a more personal touch. Handwritten notes may stand out among the stacks of printed material people receive every day, but only if your handwriting is clear and legible. Either way, be sure to thank your contacts for taking the time to review your materials.

A brochure or fact sheet about your company

The main purpose of a press kit is to inform others about your services, so your brochure or fact sheet should be the heart of the kit. It should give a clear description of your property or Association and explain why your hotel is outstanding or unusual.

Keep your audience in mind when crafting this collateral, as you will want to highlight different aspects of your business depending on whom you are trying to reach.

For example, if the press kit is going to potential tour companies or other clients, make sure your fact sheet highlights successful meetings you may have hosted or other hospitality initiatives you've completed for other clients, and add testimonials if your other clients are willing to provide them.

Business cards or current, accurate contact information

If you're going to go through the time and expense of producing and sending press kits, you want to make sure your target audience can reach you when your kit spurs them to action. Add a couple business cards to the kit for people to add to their card files, and make sure all contact information is correct and up-to-date.

A number of other items also can be important parts of a press kit depending on your target audience or the situation.

A press release

If you are sending your press kit to the media, you absolutely must include a press release so reporters and editors can quickly understand the purpose of sending the kit at that time. Your press release should provide an interesting “angle” on why your organisation is newsworthy now, or will be in the near future. Is your property hosting an event? Did you just complete an expansion? Did you receive an award? Make sure to make the most newsworthy information the focus of your release.

Corporate history

This is a good element to include for kits addressed to potential clients and investors. The mission and history should be brief – no more than one page – and they should be consistent with the message or image you are trying to portray with the kit.

Biographies of principals, key staff

These are particularly important in our case where the service provided is synonymous with the people providing it. Biographies should highlight experience, credentials and important facts about key players in your company. Don’t be shy about tooting your own horns, but don’t exaggerate, either. If any members of the media want to interview someone from your staff and find out his credentials are false, your whole company will lose credibility.

Past coverage

Chances are that you have, at some point, already been covered by print media. If so, make clean copies of the stories and enclose them in your press kit. If articles were printed with color photos, try to get color copies to maximize visual impact.

Putting the Press Kit Together

The old adage “You never get a second chance to make a first impression” holds particularly true for press kits. While they don’t have to be expensive, high-budget productions, they must be neat and professional-looking at the absolute minimum.

First of all, information is far more important than glitz, so make sure all materials are accurate both in terms of content and grammar. Have all key players on your team proofread the kit, and then proofread again. Your target audience is relying on the kit’s information to be reliable and correct, and a typo or misspelling on such materials is inexcusable.

Although a press kit should be comprehensive, you don’t need to include every promotional item or piece of marketing collateral you have ever produced. Be selective about what to include, and only add materials you think will be of interest to your target audience. Being selective demonstrates you recognize their needs, and just as importantly, it spares you unnecessary expense.

Glossy, two-pocket folders with cuts on one inside pocket for a business card are an excellent and reasonably priced way to package your materials. You should customize your folders with a company label on the front as long as the label is of equally high quality. The packaging of your press kit, as well as every single written piece in it, should be visually consistent with your organisation’s identity – meaning colors are consistent, documents are printed on letterhead, etc.

The kits do cost money to produce, so maximize your budget and its impact by distributing one only when the potential payoff justifies the expense – like courting a potential client or publicizing an important product.

Whatever the size of your property, a good press kit can be one of the best ways to convey your company’s strengths to the people you most want to reach. The key is to have the materials prepared beforehand, and to customize the presentation to the audience you wish to reach.

Online Press Kits

The purpose of your online press kit is to provide immediate answers to reporters and the media who wish to learn more about your business so they can share the news with their audiences. The online press kit contains much of the same information as the printed press kit, but in electronic format.

An outstanding example of an online press kit is to be found at the site of the National Hurricane Committee of the Cayman Islands Government.

How to Send Material Out

For newspapers, send your materials to the appropriate contacts and then follow up with a phone call to gauge their interest in interviewing you or writing a story. Normally your contacts will also want photos to accompany the story and will likely send a photographer if they choose to cover the story.

For a TV or radio station, send or fax your materials to the appropriate contact and then follow up with a phone call to determine his/her interest in featuring a segment on tourism, small hotels, new trends in tourism, or whatever issue you are attempting to get across. Offer yourself and/or your facility as visuals to help tell the hotel story

Final Points

Remember that journalists are always facing deadlines. When doing your research on reporters and getting to know them, find out when their deadlines occur. Don't call a reporter when you think or know they are on deadline unless you are doing so to offer something on a story they are working on!

Very often, journalists are working on several stories at the same time and are under a great deal of pressure. Be aware of their responsibilities to their editors and their readership, and it can work in your favor.

Chapter 4

MEDIA

Handling Interviews

Now that you've gotten your press release out to the media, if it is newsworthy, you may be called to arrange media interviews or you can call to get one. The keys to being successful in media interviews are the 3Cs – CONFIDENCE, CONTROL and CREDIBILITY.

Being confident, in control and credible requires PREPARATION for the interview. Before the interview, you want to accomplish as many of the following as possible:

- Define your agenda. Clarify your communication objective(s).
- Write down and practice key message points in brief statements or bullet points.
- Remove jargon or long explanations.
- Have back-up data to support your points if appropriate. Review facts and figures so you are comfortable discussing them.
- Anticipate questions (easy, hard and terrible) and your responses. Practice with a colleague or in front of the mirror Are you planning to talk about the same thing the reporter expects to discuss?
- Get to know the media outlet -- what type of publication or program is it? Who is their target audience? What other media outlet is covering the story?
- What is the interview format? What is the length? Is it Live? Taped? Solo or multi-guest?
- If you are part of a group, make sure everyone has the same message!
- If you are meeting with more than one media outlet, make sure your message is consistent with each reporter.
- Media are seldom going to let information you provide them go unchallenged. Be prepared to back up your claims.
- Media biases exist. Use them to your advantage or thoroughly prepare to combat them and still achieve your goals.

If the interview has been pre-arranged, be sure to call and confirm the interview the day prior to the scheduled time. When it is time for the interview, be sure to allow plenty of time to get to the studio or location for the unexpected (no parking space, traffic, flood...). Get there 5-10 minutes early. Expect to wait! If the interview is at your office, be prepared early and have all calls and interruptions held. If the interview is in your office, tidy up. Put away piles of papers and clutter. Try not to be interviewed behind your desk as it creates a barrier between you and the reporter, except in a crisis or negative situation, try to position some branding behind you or somewhere in the office.

Journalists all handle interviews differently. Some spend up to 30 minutes warming up the subject before starting an interview. Some spend 5 seconds! Take the opportunity to find out what the reporter is looking for and set the tone for the interview.

At the end of the interview, feel free to ask when a story or article is going to be run. Do not expect to be able to see it before it is published. Reporters are not supposed to allow this.

Remember that the goal of an interview is to get your key message across to a public via the reporter and his/her media outlet. The goal is not to educate the reporter or to show how much you know. The key is to focus on your key message and utilize techniques to keep the interview on those messages. Here are some interview techniques that have proven successful in practice.

Bridging

You will often be asked questions that don't get to the points you wish to make or that you don't wish to answer. You can use bridging to turn the question to your points. Listen for the larger issue behind the question and find the connection to your issue. Here are some examples of bridging during an interview:

"...Yes, but that speaks to a bigger point...."

"... I think what you are really asking is..."

Blocking

Sometimes a reporter asks you a question you don't want to answer. If it is a policy issue not to discuss certain issues, it is fair to say, "It's our policy not to discuss our occupancy rates specifically....," and then bridge on to what you want to talk about. But if you can't answer a question, explain why. The phrase "No comment" may work for the Prime Minister's Office, but it should not be a part of your vocabulary with the media!

Flagging or Headlining

When trying to get your key messages across clearly and quickly in an interview, you should start with the conclusions and end with the explanations -- you "flag" or "headline" the issue. This is especially important for broadcast interviews. You can simply make your point and then explain it, or you can draw attention by saying phrases such as:

"...the most important issue/fact is...."

"...what we really want to make clear is that"

Enumerating Points

When you have a complicated message to communicate in a broadcast interview, you can carefully extend the sound bite by enumerating your points, making it difficult for the media outlet to separate them. For example:

"There are three things every hotelier must deal with: 1) Security issues on the property to ensure the safety of guests, 2) keeping costs in line, and 3) providing the very best service possible."

Pauses/Quiet/Knowing When to Stop!

Don't continue talking after you make your point.

Use single, clear sentences to make your point.

Don't try to fill in spaces of silence left by reporters.

Reporters often try to use those spaces to draw unintended remarks out of interviewees.

You don't have to!

Avoid Getting Trapped

Keep calm.

Don't repeat wrong information -- even if offered by the reporter. It could be the sound bite that is used. Instead, offer the correction framed not as a denial, but as a statement about the facts you want to present. For example: If the reporter asks you the following: "Is it true that 40 persons died as a result of food poisoning in hotels in this country last year?" don't repeat the question in your answer! Don't say "Forty persons died as a result of food poisoning in hotels last year? That is not true." The sound bite used might be "Forty persons died as a result of food poisoning in hotels last year." If a reporter provides incorrect information, it is okay to correct him/her with "That is not true... the facts are that..."

If you don't have or know the information requested, don't pretend you do. Offer to get back to the reporter with the information.

Never say something you don't want to appear in print or be aired.

Don't go "off the record" unless you have good reason to trust the reporter. Some say there is no real "off the record" situation with a reporter, even one you may know well or consider a friend.

If you make an error, correct yourself as soon as possible.

Raise your voice slightly for emphasis and key points.

Watch getting high-pitched and "screechy" if you are the excitable type!

Television Interviews: Dress for Success and Watch Body Language

What do you wear when being interviewed on television? Dress appropriately. Mostly, that means that you should dress conservatively, but there are exceptions. Avoid short skirts, white shirts or loud ties if you are trying to come across as credible. Solid, dark colors work well. Men should button coats if standing, or unbutton if sitting. A good trick for men to remember is to sit on the tail of your suit coat during a seated interview. It keeps the back of your jacket from riding up on your neck and shoulders.

Avoid shiny or dangly jewelry. Watch for jewelry banging against lavalier mikes (microphones pinned onto clothing or ties). If you have the choice, choose contact lenses over glasses. Glasses (unless specially made for television journalists) reflect a glare into the camera. If you are offered makeup, accept it. For men, 5 o'clock shadows show. For women, makeup should be only slightly heavier than normally worn. This is especially true of persons of color whose skin tends to "shine" on camera.

In a television interview, your body language is as important as what you say. You have probably seen persons being interviewed whose actions have totally taken your attention away from what they are saying. Some tips to help you avoid falling into that trap are:

Eye Contact

Make eye contact with the reporter. If on camera, don't stare at the camera.

Talk directly to the interviewer/reporter

If you are being interviewed at a remote location and the interviewer is in the studio or somewhere else, DO look straight into the camera.

Don't be distracted by activity around you.

Posture

Sit up straight but not like a stick! It helps to keep your feet on the floor.

If you have a choice, decline to be interviewed while sitting on a couch. It is hard to sit up straight and you are often lower than your interviewer.

Don't fidget. If standing, put one foot slightly in front of the other to avoid swaying.

Find a place to rest your hands and keep them there -- folded in your lap works...

Use gestures sparingly and naturally.

Be careful not to nod when listening to or answering a question. It is human nature with many people. We tend to nod to acknowledge the reporter's comments or questions, but it looks to the viewer like you are in agreement with those questions or comments. You may not be!

Keep the tone of your voice and your facial expressions appropriate for the subject -- if the interview is about a success story, be upbeat and positive; if the subject is more serious, be sure to show concern or empathy.

Newspaper Interviews

Newspaper interviews obviously don't involve many of the visual elements important to television. Newspaper journalists tend to have more time for interviews and may ask more in-depth questions. Consequently, your answers may be longer. It is less important to speak in sound bites than in broadcast interviews. But it is just as important to make your responses succinct and to the point. Rambling is never good. Newspaper reporters will often use tape recorders to make sure that they don't miss key points during the interview. Be prepared to have your exact phrase transcribed. In any interview situation, you have the right to have your own tape recorder present. EXERCISE THAT RIGHT! Having your own tape of the interview helps clear up any misunderstandings that may arise later, and allows you to correct misquotes.

Radio Interviews

When you are being interviewed on radio, use your voice to create variety and interest – do not lapse into a monotone. Feel free to have notes of key points, facts, etc. Paint pictures with your words. Once the interview is not live, feel free to ask to stop the tape. There is an old saying that you can “see it on the radio.” Use examples and stories to “illustrate” your point. If you are taking part in a radio call-in programme, don't let angry or hostile callers fluster you. Always take the high road. And be sure to avoid ums, ahs and “verbal nodding” -- it sounds silly on radio.

Telephone Interviews

The telephone interview is used commonly because the journalist is able to get the information needed without leaving their home or office. If you are called by a journalist without prior notice, find out if the reporter is on deadline. If they are not, ask if you can call them back. Set an acceptable time to allow yourself to prepare. Even 5 minutes can help improve your delivery.

Try and call from a quiet place or in a room where you can close the door. Outside noises can disturb the interview and are especially problematic when the interview is being recorded. Use your notes -- no one is watching!! Ask the reporter for feedback to ensure they understand you. With no eye contact or body language, this can prevent misunderstanding.

You can sometimes confirm what you said in writing.

Chapter 5

MANAGING YOUR PROPERTY

Crisis Communications Management

There is no situation that will challenge your communications/media relations function more than a crisis. Crises in the industry can range from the abrupt closing of a property, stranded tens or hundreds of vacationers, families and businesspersons, to a natural disaster like a hurricane. The truth of these situations is that, if poorly managed from a media relations perspective, they may be prolonged and even intensified.

During a crisis, it is important to ensure that all stakeholders, government, media and others are fully informed of the incident status, as events occur. While there may be times when certain information must be withheld (for security or control purposes), it is always advisable to get “in front” of any crisis situation. The media appetite for information, always great, will become insatiable during a crisis. You have to view information dissemination during a crisis not as an inconvenience, but as an opportunity for you to get your message out and enhance your credibility and trust.

Your communications should begin with an acknowledgement that there is a crisis, the exact nature of the problem, and steps being taken to mitigate the problem as quickly as possible. You can't be silent and wait the crisis out as the following example demonstrates.

STRANDED PASSENGERS

Almost 100 passengers on a regional airline found themselves stranded at Piarco International Airport in Trinidad enroute to Barbados on a recent Saturday afternoon. The airline kept the passengers in the terminal until late in the evening. The only information they received was that their flight, due to stop in Barbados on the way to London, had gone directly to London. The stranded group was taken to a downtown Port-of-Spain hotel overnight. The next day (Sunday) they were told that they would depart on a 12:30 p.m. flight.

According to media reports, the boarding process began for the flight when it was abruptly halted with no explanation. The passengers were kept from boarding the flight by police personnel with canine units. Later, they were informed that the flight they were scheduled to depart on was going directly to Miami, bypassing Barbados.

During this time, the event was being reported in the print and broadcast media in Barbados. The ordeal of the passengers was being reported on, with no response from the airline for two days.

On the 7 p.m. news on Monday night, a story on the plight of the passengers was aired on the local Barbados television station. Here is the transcript of that story.

Stranded Bajans back home

Monday _____ 2006

A group of Barbadians stranded in Trinidad over the weekend are back home, but upset over their ordeal.

One of them, Allyson Greene, who left here on Thursday to attend a funeral, says the group arrived home after one o'clock this morning, after more than a 30-hour ordeal in which they were in her opinion, treated unfairly and confronted with irate security officials.

She says although they were promised a flight on Sunday afternoon, when they turned up at the airport around 12.30 pm yesterday for a flight to Miami, it was a different story.

Ms. Greene says no one was given accurate information about when they would be actually put on a flight home.

She is also upset that no airline official was able to come to the airport and apologise to the more than 100 passengers who were stranded.

CBC was able to contact local area manager Xxxxxx Xxxxxx who offered no comment on the matter since she's on holiday.

Ms. Xxxxxx referred CBC to the corporate communications director Xxxxx Xxxxxx, however she was unavailable for comment. – Source - Caribbean Broadcasting Corporation

Several breakdowns in communications occurred causing serious credibility and trust issues for the airline company involved. None of the stakeholders was provided with timely information – neither passengers nor media. (Interestingly, and far too late to avoid a damaged reputation, the company's corporate communications manager contacted the television newsroom during the broadcast to offer an apology to the passengers involved. Her apology was reported at 7:56 p.m. as the newscast was ending.)

From a media relations standpoint, journalists writing for the newscast went to extra lengths to point out that the local area manager of the airline (the person charged with handling media inquiries for Barbados) gave a "no comment" since she was on holiday! How callous and uncaring this must have seemed to persons who had endured more than 30 hours attempting to complete a 40-minute trip!

Preparation, once again, is the key to managing media efforts during a crisis. Some of the crises that you should anticipate include crime, hurricane or other natural disaster and adverse travel advisories. As the airline example above proves, a poor response or lack of response during a crisis can serve no good purpose.

Here are some basic guidelines to consider when preparing a crisis response plan:

- The media and the public have good reasons for inquiring about the status of an incident.
- Pre-identify audiences.
- Decide how information will flow.
- Share your plans with key national and regional bodies and build those relationships beforehand.
- Train your team in crisis communication.
- Test your plans.
- Establish a media-briefing centre as soon as possible after the crisis begins. If need be, the centre will serve to keep the media centralised.
- Use charts, graphs, status boards and other visuals to keep journalists up to date.
- Remember to answer the basic journalistic questions: who, what, where, when, how.
- DO NOT SPECULATE on the exact cause of the crisis or issues involving liability or responsibility.
- Don't question why the media needs information or why they need it so quickly during a crisis.

News Conferences

We have chosen to include the subject of news conferences under the category of crisis media relations management. Outside of crises, news conferences should not be a primary tool in your arsenal of methods used to disseminate information. With the exception of major announcements, it is generally better to work with journalists one-on-one for routine news.

Your media crisis management begins with planning. Long-term planning involves development of your media and government contact lists; updating of stakeholder and staff contact information; training of spokespersons and support staff in handling crisis situations; and establishment of regular contact with the media as recommended earlier in this manual.

Planning

As a staged event, news conferences require detailed planning. Meeting the deadlines of reporters is one of the areas of planning that cannot be overlooked. Generally, news conferences should not be held after 3:00 p.m. This ensures that both television and print journalists will have time at the conclusion of the news conference to write, edit and produce their stories. Of course, during an ongoing situation, it may be necessary to call impromptu news conferences at any hour of the day or night. Unless the crisis involves death or spectacular news (or as mentioned, an ongoing situation), you should adhere to this guideline.

Test-run/rehearsal

As much as time will allow, make sure that all spokespersons taking part in the news conference are rehearsed on the types of questions the media are liable to ask. Make the questions in rehearsal as tough and realistic as possible. Provide spokespersons with an analysis of the issues they are likely to face. Have someone from the organisation circulate among the media moments before the event begins to gauge the types of issues that hold interest for the media.

If available, set aside a “holding room” just off the site of the event for spokespersons. The holding room serves as a place to get spokespersons away from dealing with the crisis for last minute briefings out of earshot of the media and public.

Establishing an Agenda

Before a formal news conference begins, the person moderating should come to the lectern, introduce himself or herself and lay out the ground rules for the event. Usually, ground rules would include items such as the fact that there is going to be an opening statement, followed by a question and answer period. The question and answer segment will be conducted with each reporter being allowed one question and one follow up until everyone has had a chance to ask questions. The key for the moderator is to remain firm and polite and to maintain the agenda.

This should be followed by the introduction of the spokesperson(s) along with their title and correct spelling of both first and surnames. Do not assume that common spellings are commonly known! Set a time limit for questions (20 minutes or whatever you deem appropriate) and stick to it. Announce the time limit during the ground rules.

Also identify any resource persons who might be available for individual interviews following the formal session. Always prepare printed background material for the media that includes relevant press releases and media kits and place them at the rear of the room prior to the start of the session. Remind the media that the information is available as you begin.

Call for the opening statement. Following the opening statement, remind journalists of how long the question and answer period will last and call on the first reporter.

If tension begins to mount, as it often does in crisis situations, it is the moderator’s role to diffuse the situation on behalf of the spokesperson(s). This may require your polite but forceful vocal intervention.

Just before the question period comes to an end, the moderator should announce that there is time for two final questions. Once the time has expired, thank the journalists for coming to the news conference, identify any resource persons who are available for individual interviews and ask them to identify themselves. You should only cut the question period short if a situation exists that places the participants or media in imminent danger. DO NOT cut off journalists' questions merely because they are uncomfortable.

Should the spokespersons' face difficult or hostile questions, arguing with journalists or walking out are never options. Only the moderator, NEVER THE SPOKESPERSON, should cut short a line of questioning or a journalist asking repetitive or harsh questions. If the questions become hostile, the spokesperson, without responding, should step aside or take a seat and allow the moderator to intervene.

As moderator, there are several options for handling tough situations. You should:

1. Indicate that the question has already been answered (x) times to the best of the spokesperson's ability given the present situation
2. Say that fairness dictates that you move on to other reporters who have not had a chance to answer questions
3. Commit to obtaining more information after the news conference and sharing with all who are interested

After the news conference, it is a good idea to spend time mingling with the journalists. Introduce yourself to those whom you do not know, ask if there is any further information they require and make sure that you have exchanged contact information. This will give you an opportunity to ascertain informally how the corporate message has been received by the media.

Be prepared for reporters to ask for follow up information or activities.

These may include:

- Clarifications of points made during the news conference
- One-on-one interviews
- Additional video footage (cover shots or cutaways) involving spokespersons
- Footage or photos or any charts, graphs or models used

CONCLUSION

This manual has been written as a guide to assist you in developing a working relationship with the media. While intended to cover the key areas important to your relationship, it is by no means the answer to all of your questions.

Working with media houses is all about relationship building. A successful media relations plan can reap benefits for your organisation well into the future. Like any relationship, however, your relationships with journalists will require nurturing. They cannot be put "on the back burner" and left for another month or year. You have to have regular and planned interactions with journalists in order to be effective.

Your goals in a media outreach effort should be not only to ensure that the messages that are important to the success of your organisation are disseminated, but the journalists feel comfortable with the knowledge that your organisation has a competent, trusted and reliable media source on premises. Are you that person?

Media List

REGIONAL AND INTERNATIONAL

COUNTRY:	ANGUILLA
MEDIA:	Media House
NAME:	Government of Anguilla
ADDRESS:	Department of Information & Broadcasting P.O. Box 60 The Valley Anguilla
CONTACT NAME:	Kenneth Hodge
POSITION:	Director of Information & Broadcasting
TEL:	(264) 497-2218 FAX: (264) 497-5432 (264) 497-0955 (264) 235-7245
EMAIL:	radioaxa@anguillanet.com graphics_man@anguillanet.com kenneth.hodge@gov.ai
COUNTRY:	ANTIGUA
MEDIA:	Newspaper
NAME:	Antigua Sun
ADDRESS:	Sun Printing & Publishing Ltd P.O. Box W263 No. 15 Pavilion Drive Coolidge St. John's Antigua

CONTACT NAME:	Vernon Khelawyn (Chief Editor)
	Patricia Campbell (Reporter)
	Andy Liburd (News Reporter)
	Franklyn Maynard (Sales Manager)
TEL:	(268) 480-5960
	(268) 480-3598
FAX:	(268) 480-5968
EMAIL:	adsales@antiguasun.com
	editor@antiguasun.com
	pcampbell@antiguasun.com
	fmaynard@antiguasun.com

COUNTRY:	ANTIGUA
MEDIA:	Newspaper
NAME:	Daily Observer
ADDRESS:	Observer Publication
	P.O. Box 1318
	Liat Road Coolidge
	St. John's
	Antigua

CONTACT NAME:	Winston Derrick (Publisher)
	Mickel Brann (Chief Editor)
	Shelly-Anne (Sales Representative)
TEL:	(268) 480-1750
	(268) 480-1757
FAX:	
EMAIL:	dailyobserver@candw.ag

COUNTRY:	ANTIGUA
MEDIA:	Radio
NAME:	Observer Radio
ADDRESS:	Observer Radio
	Ste 7 Ryans Place
	High Street
	St. John's
	Antigua

CONTACT NAME:	Winston Derrick (Managing Director)
	Lennox Linton (Station Manager)
	Kamala Jno-Baptiste (Editor)
	Stacey (Sales Representative)

TEL: (268) 481-9100 **FAX:** (268) 481-9125
(268) 481-9106

EMAIL: voice@radio911fm.com
voice@antiguaobserver.com

COUNTRY: ANTIGUA

MEDIA: Radio

NAME: Granville Radio (ZDK)

ADDRESS: Granville Radio Ltd
Bird Radio Otto's
St. John's
Antigua

CONTACT NAME: Franklyn Moses

POSITION: General Manager

TEL: (268) 462-1100 **FAX:** (268) 462-1116
(268) 462-1101

EMAIL: mail@readiozdk.com

COUNTRY: ANTIGUA

MEDIA: Radio

NAME: ABS Radio

ADDRESS: ABS Radio
Old Parham Road
P.O.Box 590
St. John's
Antigua

CONTACT NAME: Juliet Benjamin

TEL: (268) 462-0010 **FAX:** (268) 462-4442
(268) 462-3838

EMAIL: antiguatv@hotmail.com

COUNTRY: ANTIGUA

MEDIA: Radio

NAME: Gem Radio

ADDRESS: Gem Radio
Old Parham Road
P.O. Box W939
St. John's
Antigua

CONTACT NAME:	Michael Freeland		
POSITION:	General Manager		
TEL:	(268) 462-6222	FAX:	(268) 462-6224
EMAIL:	dawne.samuel@cumulus.com		

COUNTRY:	ANTIGUA		
MEDIA:	Radio		
NAME:	Crusader Radio		
ADDRESS:	Crusader Radio Redcliffe and Temple Street St. John's Antigua		
TEL:	(268) 562-4610	FAX:	(268) 562-4613
EMAIL:	crusaderradio@candw.ag		

COUNTRY:	ANTIGUA		
MEDIA:	Television		
NAME:	ABS Television		
ADDRESS:	ABS Television Cemetery Road St. John's Antigua		

CONTACT NAME:	Trevor Parker	(Production Director)
	Mitzi Francis	(Managing Director)
TEL:	(268) 462-1233	FAX: (268) 462-4442
EMAIL:	abstv@antigua.gov.ag	

COUNTRY:	ANTIGUA		
MEDIA:	Magazine		
NAME:	Life In Antigua		
ADDRESS:	West Indies Publications P.O.Box W883 Woods Centre St. John's Antigua		

CONTACT NAME:	Neil Keeling	(Publishers)
	Melanie Etherington	(Publishers)
	Alison Archer	(Editor)

TEL: (268) 461-0565 **FAX:** (268) 461-9750
(268) 463-5550

EMAIL: wip@westindiespublishing.com

COUNTRY: ANTIGUA

MEDIA: Magazine

NAME: Altitude

ADDRESS: West Indies Publications
P.O.Box W883
Woods Centre
St. John's
Antigua

CONTACT NAME: Michael Depp (Editor)
Karen A. Celestan (Copy Editor)

TEL: (268) 461-0565 **FAX:** (268) 461-9750
(268) 463-5550

EMAIL: wip@westindiespublishing.com

COUNTRY: ANTIGUA

MEDIA: Magazine

NAME: LIAT Islander

ADDRESS: FT Caribbean
P.O.Box 1037
St. John's
Antigua

CONTACT NAME: Kelly Scales (Editor)

TEL: (268) 462-3392 **FAX:** (268) 462-3462
(268) 462-3692

EMAIL: ftcarib@candw.ag

COUNTRY: BAHAMAS

MEDIA: Media House

NAME: Bahamas Information Services

ADDRESS: P.O. Box N 8172
Cable Beach
West of Goodman Bay
Nassau
The Bahamas

CONTACT NAME:	Edward Ellis	(Executive Director)
TEL:	(242) 327-0070/4	FAX: (242) 327-0087
EMAIL:	bisbahamas@hotmail.com	

COUNTRY:	BARBADOS
MEDIA:	Media House
NAME:	CMC
ADDRESS:	Caribbean Media Corporation, Unit 1B, Building #6A - Harbour Industrial Estate Harbour Road St. Michael, BB 11145 Barbados

CONTACT NAME:	Errol Clarke	(Chief Operating Manager)
	Julius Gittens	(Producer/Presenter)
	Kaymar Jordan	(Director of News & Affairs)
TEL:	(246) 467-1015	FAX: (246) 429-4355
	(246) 467-1022	
EMAIL:	errol.clarke@cananews.com	
	julius.gittens@cananews.com	
	kaymar.jordan@cananews.com	

COUNTRY:	BARBADOS	
MEDIA:	Media House	
NAME:	GIS	
ADDRESS:	Barbados Government Information Service Bay Street St. Michael Barbados	
TEL:	(246) 426-2232	FAX: (246) 436-1317
	(246) 426-2242	
	(246) 427-4853	
	(246) 427-6220	
EMAIL:	bgis@barbados.gov.bb	

COUNTRY:	BARBADOS		
MEDIA:	Television		
NAME:	CBC TV8		
ADDRESS:	Caribbean Broadcasting Corporation CBC, The Pine St. Michael Barbados		
CONTACT NAME:	Claude Graham Tom Cross		
TEL:	(246) 467-5410 (246) 467-5500 (246) 467-5400	FAX:	(246) 429-4795 (246) 426-0504
EMAIL:	news@cbcbarbados.bb sales@cbcbarbados.bb customer@cbcbarbados.bb		

COUNTRY:	BARBADOS		
MEDIA:	Radio		
NAME:	CBC 900 AM Q 100.7 FM 98.1 The One FM		
ADDRESS:	Caribbean Broadcasting Corporation CBC, The Pine St. Michael Barbados		
CONTACT NAME:	Linda Walrond Adrial Richards		
TEL:	(246) 434-1900 (246) 434-1007 (246)434-1981	FAX:	(246) 429-4795

COUNTRY:	BARBADOS		
MEDIA:	Radio		
NAME:	HOTT 95.3 FM Gospel 790 AM VOB 92.9 FM LOVE 104.1 FM		

ADDRESS:	Starcom Network Inc River Road Bridgetown St. Michael		
CONTACT NAME:	Patrick Gollop Veoma Ali		
TEL:	(246) 430-7372 (246) 430-7300 (246) 434-4688	FAX:	(246) 426-5377
EMAIL:	pgollop@starcomnetwork.net news@vob929.com		

COUNTRY:	BARBADOS		
MEDIA:	Radio		
NAME:	MIX 96.1 FM		
ADDRESS:	Mix Station Garden House Upper Bay Street St. Michael Barbados		
CONTACT NAME:	Omar Holder Emmanuel Joseph (News)		
TEL:	(246)228-4183	FAX:	(246) 228-4183
EMAIL:	omar_holder@yahoo.com		

COUNTRY:	BARBADOS		
MEDIA:	Newspaper		
NAME:	Advocate		
ADDRESS:	Advocate Publishers Fontabelle St. Michael Barbados		
CONTACT NAME:	Alison White Sandra Clarke Monique Sandiford Sandra Clarke	(Newsroom) (Advertising Manager) (Accounts)	
TEL:	(246) 467-2000	FAX:	(246) 434-1000 (246) 434-2300

FAX: (246) 434-2020
EMAIL: news@barbadosadvocate.com
sclarke@barbadosadvocate.com
news@barbadosadvocate.com

COUNTRY: BARBADOS

MEDIA: Newspaper

NAME: Nation

ADDRESS: The Nation House
Fontabelle
St. Michael
Barbados

CONTACT NAME: Roxanne Gibbs
Roy Morris
Sonia Worrell (Advertising)
Richard Haddock (Advertising)

TEL:	(246) 430-5456	FAX:	(246) 436- 2274
	(246) 430-5457		(246) 430-9214
	(246) 430-5400		(246) 427-6968
	(246) 430-5400		

EMAIL: roxannegibbs@nationnews.com
nationnews@sunbeach.net

COUNTRY: BELIZE

MEDIA: Media House

NAME: Belize Press Office

ADDRESS: National Assembly Building
Independence Hill
Belmopan
Belize

CONTACT NAME: Vaughn Gill

TEL:	(501) 8-22-0094	FAX:	(501) 8-22-3242/2671
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COUNTRY:	BONAIRE		
MEDIA:	Television		
NAME:	TV 11(for Bonaire & Curaçao)		
ADDRESS:	Flamingo TV Bonaire N.V. Kaya Korona 22 Kralendijk Bonaire		
TEL:	(599) 717-8512	FAX:	(599) 717-5000

COUNTRY:	BONAIRE		
MEDIA:	Radio		
NAME:	Trans World Radio 89.5 FM		
ADDRESS:	Kaya Gobernador N. Debrot 64 Kralendijk Bonaire		
TEL:	(599) 717-8800	FAX:	(599)717-8808
EMAIL:	800am@twr.org 895fm@twr.org		

COUNTRY:	BONAIRE		
MEDIA:	Radio		
NAME:	Digital 91.1 FM		
ADDRESS:	Kaya Gobernador N. Debrot 67 Kralendijk Bonaire		
CONTACT NAME:	Aymhed Ayubi	(Director)	
TEL:	(599) 717-9911	FAX:	(599) 717-9944

COUNTRY:	BONAIRE		
MEDIA:	Radio		
NAME:	Voz Di Bonaire 94.7 FM		
ADDRESS:	Kaya Gobernador N. Debrot 2 Kralendijk Bonaire		
CONTACT NAME:	Feliciano Piloto	(Director)	
TEL:	(599) 717-8273	FAX:	(599) 717-8220
EMAIL:	vdb@vozdibonaire.com vozdibonaire@bonairenet.com		

COUNTRY:	BONAIRE
MEDIA:	Radio
NAME:	FM 97.1 FM
ADDRESS:	Kaya Gobernador N. Debrot 67 Kralendijk Bonaire

COUNTRY:	BONAIRE
MEDIA:	Newspaper
NAME:	Extra (Papiamentu)
ADDRESS:	Bonaire Communication Services Kaya Gilberto F Croes Z/N Kralendijk Bonaire

COUNTRY:	BONAIRE
MEDIA:	Newspaper
NAME:	La Prensa (Papiamentu)
ADDRESS:	Bonaire Communication Services Kaya Gilberto F Croes Z/N Kralendijk Bonaire

CONTACT NAME:	Boi Antoin	(Director)
TEL:	(599) 717-8482	FAX: (599) 717-4690

COUNTRY:	BONAIRE
MEDIA:	Newspaper
NAME:	Nobo (Papiamentu)
ADDRESS:	Kaya Grandi 87 Kralendijk Bonaire

CONTACT NAME:	Aubrey Seally	(Correspondent)
TEL:	(599) 717-7777	FAX: (599) 717-7272

COUNTRY:	BONAIRE		
MEDIA:	Newspaper		
NAME:	Ultimo Noticia (Papiamentu)		
ADDRESS:	Terraza Shopping Mall Kaya Grandi Unit 23-K Kralendijk Bonaire		
CONTACT NAME:	Michael Pieters	(Correspondent)	
TEL:	(599)717-2422	FAX:	(599) 717-2422

COUNTRY:	BONAIRE		
MEDIA:	Newspaper		
NAME:	Amigu (Dutch)		
ADDRESS:	Uitgeverij Amigoe NV Kaya Fraternan di Skèrpènè z/n Curaçao, Nederlandse Antillen		
CONTACT NAME:	Ingrid de Maaijer	(Director)	
TEL:	(599) 767-2000	FAX:	(599) 767-4084
EMAIL:	management@amigoe.com		

COUNTRY:	BONAIRE		
MEDIA:	Newspaper		
NAME:	Antillians Dagblad (Dutch)		
ADDRESS:	Kaya Gobernador N. Debrot 152 Kralendijk Bonaire		
CONTACT NAME:	Hubert Linkles	(Correspondent)	
TEL:	(599) 717-8627		

COUNTRY:	BONAIRE		
MEDIA:	Newspaper		
NAME:	Bonaire Reporter (English)		
ADDRESS:	Bonaire Reporter PO Box 407 Bonaire		
CONTACT NAME:	George and Laura DeSalvo	(Owner & Editors)	
TEL:	(599) 786-6125	FAX:	(599) 717-8988
EMAIL:	Reporter@bonairenews.com		

COUNTRY:	BONAIRE		
MEDIA:	E-Newspaper		
NAME:	Bonaire Insider (English)		
ADDRESS:	Bonaire Insider Kaya Eindhoven 6 Hato Bonaire		
CONTACT NAME:	Susan Davis	(Editor)	
TEL:	(599) 717-6773	FAX:	(599) 717-7854
EMAIL:	news@bonaireinsider.com		

COUNTRY:	BONAIRE		
MEDIA:	Media Houses/Production Companies		
NAME:	Adams Unlimited		
ADDRESS:	Adams Unlimited 80 Broad St., Suite 3202 New York NY 10004		
CONTACT NAME:	Candice Adams	(Owner, CEO)	
TEL:	(212) 956-5900	FAX:	(212) 956-5913
EMAIL:	candice@adams-pr.com marie@adams-pr.com		

COUNTRY:	BONAIRE		
MEDIA:	Magazine		
NAME:	Bonaire Affair		
ADDRESS:	Bonaire Affair N.V. P.O. Box 112 Kralendijk Bonaire		
CONTACT NAME:	Max Van Dortmond	(Owner/publisher)	
TEL:	(599) 717-7676	FAX:	(599) 717-7670
EMAIL:	bonaireaffair@flamingotv.net		

COUNTRY:	BONAIRE		
MEDIA:	Magazine		
NAME:	Bonaire Nights		
ADDRESS:	Night's Publications Inc.,		

1831 Rene Levesque Blvd West
Montreal
CQ H3H 1R4
Canada

CONTACT NAME:	Marion Hoogendoorn	(Island Sales & Distributor)
TEL:	(599) 717-6786	FAX: (599) 717-6786
	(599) 560-7949	
EMAIL:	marionbonaire@bonairelive.com	

COUNTRY:	BONAIRE	
MEDIA:	Magazine	
NAME:	Bonaire Dive Guide	
ADDRESS:	Kaya Grandi 13, Kralendijk Bonaire	
CONTACT NAME:	Deepak Daryanani	(Owner/publisher)
TEL:	(599) 717-2201	FAX: (599) 717-7210

COUNTRY:	BONAIRE	
MEDIA:	Magazine	
NAME:	Bonaire Restaurant Guide	
ADDRESS:	Bonaire Affair N.V. P.O. Box 112 Kralendijk Bonaire	
CONTACT NAME:	Max Van Dortmond	(Owner/publisher)
TEL:	(599) 717-7676	FAX: (599) 717-7670
EMAIL:	bonaireaffair@flamingotv.net	

COUNTRY:	BVI		
MEDIA:	Media House		
NAME:	Government Information Service		
ADDRESS:	BVI Government Road Town Tortola BVI		
TEL:	(284) 494-3701	FAX:	(284) 494-6877
EMAIL:	gisbvi@yahoo.com rhenley@gv.vg		

COUNTRY:	BVI		
MEDIA:	Newspaper		
NAME:	BVI Beacon		
CONTACT NAME:	Jennifer Turnbull	(Advertising Manager)	
TEL:	(284) 494-3434	FAX:	(284) 494-6267
EMAIL:	bvibeacon@surfbvi.com planetjen@hotmail.com		

COUNTRY:	BVI		
MEDIA:	Newspaper		
NAME:	BVI Standpoint		
CONTACT NAME:	Elton Callwood	(Advertising Manager)	
TEL:	(284) 494-8106	FAX:	(284) 494-8647
EMAIL:	sales@bvistandpoint.net		

COUNTRY:	CAYMAN ISLANDS		
MEDIA:	Media House		
NAME:	Government Information Service		
ADDRESS:	Cricket Square c/o Government Admin. Building Grand Cayman Cayman Islands		
CONTACT NAME:	Patricia Banks	(CIO)	
TEL:	(345) 244-1755 (345) 916-0738	FAX:	(345) 949-5936
EMAIL:	patricia.ebanks@gov.ky		

COUNTRY:	DOMINICA		
MEDIA:	Media House		
NAME:	Government Information Service		
ADDRESS:	Ministry of Community Development & Gender Affairs and Information c/o Government Head Quarters Kennedy Avenue. Roseau, Dominica		
CONTACT NAME:	Mervin Paul	(Senior Information Officer)	
TEL:	(767) 442-8401	FAX:	(767) 448-7808
	(767) 448-2401		
EMAIL:	gisdominica@marpin.dm merv_paul@hotmail.com		

COUNTRY:	GRENADA		
MEDIA:	Radio		
NAME:	97.5 FM		
ADDRESS:	Lagoon Road St. George's Grenada		
TEL:	(473) 440 - 9616 / 420-5023 (473) 440-8171		
EMAIL:	citysoundgda@hotmail.com citysound97i5@yahoo.com 97Cityi@caribsurf.com		

COUNTRY:	GRENADA		
MEDIA:	Radio		
NAME:	535 AM		
ADDRESS:	P.O. Box 535 Observatory Road St. George's Grenada		
CONTACT NAME:	Roger Inglis	(General Manager)	
	Cheryl Thomas	(Accountant)	
	Eugene Gittens	(Sales + Marketing Manager)	
TEL:	(473) 440-1255 (News)	FAX:	(473)440-4180
	(473) 444-1254 (Admin)	(473) 444-5054	
	(473) 444-5522 (Accounts)		
EMAIL:	gbn@caribsurf.com		

COUNTRY:	GRENADA
MEDIA:	Radio
NAME:	94.5 FM
ADDRESS:	Carriacou Grenada
TEL:	(473) 443-7628
EMAIL:	harbourlight@caribsurf.com

COUNTRY:	GRENADA		
MEDIA:	Newspaper		
NAME:	Voice		
ADDRESS:	P.O. Box 633 St. George's Grenada		
TEL:	(473) 440-3983	FAX:	(473) 440-4117
EMAIL:	g.voice@caribsurf.com		

COUNTRY:	GRENADA
MEDIA:	Television
NAME:	GBN TV
ADDRESS:	P.O. Box 535 Observatory Road St. George's Grenada
CONTACT NAME:	Roger Inglis (General Manager) Cheryl Thomas (Accountant) Eugene Gittens (Sales + Marketing Manager)
TEL:	(473) 444-5522 (PBX) FAX: (473) 440-4180 (473) 444-5522 (Accounts) (473) 444-5054 (473) 440-1255 (News)
EMAIL:	gbn@caribsurf.com

COUNTRY:	GUYANA		
MEDIA:	Newspaper		
NAME:	Kaieteur News		
ADDRESS:	24 Saffon Street Charlestown Georgetown Guyana		
CONTACT NAME:	Gwen Evelyn	(Editor)	
TEL:	(592) 225-8465	FAX:	(592) 225-8473
	(592) 225-8491		
EMAIL:	kaieteurnews@yahoo.com		

COUNTRY:	GUYANA		
MEDIA:	Newspaper		
NAME:	Guyana Chronicle		
ADDRESS:	Guyana National Newspapers Ltd. Lama Avenue Bel Air Park Georgetown Guyana		
CONTACT NAME:	Sharief Khan	(Editor)	
TEL:	(592) 227-5204	FAX:	(592) 227-5208
	(592) 225-7174		
EMAIL:	sundayeditor@gmail.com gcletters@yahoo.com		

COUNTRY:	GUYANA		
MEDIA:	Newspaper		
NAME:	Stabroek News		
ADDRESS:	Guyana Publications Inc 46/47 Robb Street Georgetown Guyana		
CONTACT NAME:	Anand Persaud	(Editor)	
TEL:	(592) 227-4080	FAX:	(592) 225-4663/7
	(592) 226-7206		
EMAIL:	stabroeknews@stabroeknews.com stabroeknews@hotmail.com		

COUNTRY:	GUYANA		
MEDIA:	Magazine		
NAME:	Guyana Review		
ADDRESS:	143 Oronoque Street Queenstown Georgetown Guyana		
CONTACT NAME:	David Granger	(Editor)	
TEL:	(592) 226-3139	FAX:	(592) 227-3465
EMAIL:	guyrev@networksgv.com		

COUNTRY:	GUYANA		
MEDIA:	Magazine		
NAME:	Gem		
ADDRESS:	P.O.Box 12396 Georgetown Guyana		
CONTACT NAME:	Simeon Corbin	(Publisher)	
TEL:	(592) 225-1738		
	(592) 624-2751		
EMAIL:	info@gemmagonline.com		

COUNTRY:	GUYANA		
MEDIA:	Radio		
NAME:	98.1 FM		
ADDRESS:	National Communications Network Inc. Homestretch Ave. Durban Park Georgetown Guyana		
CONTACT NAME:	Mohamed Sattaur	(CEO)	
TEL:	(592) 227-1566		
	(592) 226-2693		
EMAIL:	ceo@ncn.gy		

COUNTRY:	GUYANA		
MEDIA:	Radio		
NAME:	Voice of Guyana		
ADDRESS:	National Communications Network Inc. Homestretch Ave. Durban Park Georgetown Guyana		
CONTACT NAME:	Mohamed Sattaur	(CEO)	
TEL:	(592) 227-1566	FAX:	(592) 226-2253
	(592) 226-2693		
EMAIL:	ceo@ncn.gy		

COUNTRY:	GUYANA		
MEDIA:	Television		
NAME:	NCN Ch. 11		
ADDRESS:	National Communications Network Inc. Homestretch Ave. Durban Park Georgetown Guyana		
CONTACT NAME:	Mohamed Sattaur	(CEO)	
TEL:	(592) 227-1566	FAX:	(592) 226-2253
	(592) 226-2693		
EMAIL:	ceo@ncn.gy		

COUNTRY:	GUYANA		
MEDIA:	Television		
NAME:	GWTV Ch. 2		
ADDRESS:	103 David Rose Street & Cane View Ave South Ruimveldt Gardens Georgetown Guyana		
CONTACT NAME:	Godfrey Washington	(Managing Director)	
TEL:	(592) 218-4949	FAX:	(592) 218-1032
EMAIL:	gwtv@email.com		

COUNTRY:	GUYANA		
MEDIA:	Television		
NAME:	HBTV 9		
ADDRESS:	2 Mandela Ave. East La Penitence Georgetown Guyana		
CONTACT NAME:	Noel Blackman	(Managing Director)	
TEL:	(592) 231-7088/9	FAX:	(592) 226-9986
EMAIL:	firstlook4@yahoo.com		

COUNTRY:	GUYANA		
MEDIA:	Television		
NAME:	VCT Ch. 28		
ADDRESS:	Vieira Communications Ltd. 239 Quamina Street South Cummingsburg Georgetown Guyana		
CONTACT NAME:	Anthony Vieira	(Managing Director)	
TEL:	(592) 226-9921	FAX:	(592) 225-5752 (592) 225-5753
EMAIL:	vct.network@networksgy.com		

COUNTRY:	GUYANA		
MEDIA:	Television		
NAME:	CNS TV Ch. 6		
ADDRESS:	73 Robb & Wellington Streets Lacytown Georgetown Guyana		
CONTACT NAME:	C.N. Sharma	(Managing Director)	
TEL:	(592) 226-5462	FAX:	(592) 227-3050 (592) 226-1834
EMAIL:	sharma@guyana.net.gy		

COUNTRY:	GUYANA		
MEDIA:	Television		
NAME:	WRHM Ch. 7		
ADDRESS:	125 Carmichael Street Georgetown Guyana		
CONTACT NAME:	Enrico Wooldord	(Managing Director)	
TEL:	(592) 227-8289	FAX:	(592) 227-8296
EMAIL:	wrhmnews@yahoo.com capitolnews@solutions2000.net		

COUNTRY:	GUYANA		
MEDIA:	Television		
NAME:	MTV Ch. 65		
ADDRESS:	104 Regent Street Georgetown Guyana		
CONTACT NAME:	Kamini Persaud	(General Manager)	
TEL:	(592) 225-8950	FAX:	(592) 225-8944
EMAIL:	newsupdate65@yahoo.com		

COUNTRY:	JAMAICA		
MEDIA:	Newspaper		
NAME:	Observer		
ADDRESS:	Jamaica Observer 40 Beechwood Avenue Kingston 5 Jamaica		
CONTACT NAME:	Vernon Davidson	(Executive Editor-Publications)	
TEL:	(876) 920-8136 (868) 926-7655	FAX:	(876) 968-2025
EMAIL:	davidsonv@jamaicaobserver.com		

COUNTRY:	JAMAICA		
MEDIA:	Newspaper		
NAME:	Gleaner		
ADDRESS:	Gleaner Company Ltd. 7 North Street Jamaica		
CONTACT NAME:	Garfield Grandison	(Editor-in-Chief) Winston Sill	
TEL:	(876) 922-3400	FAX:	(876) 922-6223
EMAIL:	garfield.grandison@gleanerjm.com BDacosta@gleanerjm.com		

COUNTRY:	JAMAICA		
MEDIA:	Newspaper		
NAME:	Herald		
ADDRESS:	Sunday Herald 17 Norwood Avenue Kingston 5 Jamaica		
CONTACT NAME:	Christene King	(Executive Editor)	
TEL:	(876) 906-6972	FAX:	(876) 754-5045
EMAIL:	sunherald@cwjamaica.com		

COUNTRY:	JAMAICA		
MEDIA:	Television		
NAME:	Television Jamaica		
ADDRESS:	Television Jamaica 32 Lyndhurst Road Kingston 5 Jamaica		
CONTACT NAME:	Gillian Haughton	(News Editor)	
TEL:	(876) 926-1100	FAX:	(876) 926-8669
EMAIL:	ghaughton@rjrgroup.com		

COUNTRY:	JAMAICA		
MEDIA:	Television		
NAME:	CVM		
ADDRESS:	69 Constant Spring Road Kingston 10 Jamaica		
CONTACT NAME:	Milton Walker	(Managing Editor- News)	
TEL:	(876) 931-9400	FAX:	(876) 931-9415

COUNTRY:	JAMAICA		
MEDIA:	Television		
NAME:	LOVE TV		
ADDRESS:	12 Carlton Crescent Kingston 10 Jamaica		
CONTACT NAME:	Lorna Gordon	(Director, News Sport)	
TEL:	(876) 968-9596	FAX:	(876) 968-7574

COUNTRY:	JAMAICA		
MEDIA:	Radio		
NAME:	Love 101 FM		
ADDRESS:	12 Carlton Crescent Kingston 10 Jamaica		
CONTACT NAME:	Arnold B. Kelly	(Producer/Presenter)	
TEL:	(876) 968-9596/7	FAX:	(876) 968-7545
EMAIL:	arnold@love101.org		

COUNTRY:	JAMAICA		
MEDIA:	Radio		
NAME:	FAME FM		
ADDRESS:	Radio Jamaica Limited Broadcasting House 32 Lyndhurst Rd Kingston 5 Jamaica		
CONTACT NAME:	Claudette Powell	(Entertainment Editor)	
	Francois St. Juste	(Executive Producer)	

TEL:	(876) 926-1100 /9	FAX:	(876) 960-0637
EMAIL:	claudettepowell@yahoo.com francois@rjrgroup.com		

COUNTRY:	JAMAICA		
MEDIA:	Radio		
NAME:	IRIE FM		
ADDRESS:	Ocho Rios Office Coconut Grove, Ocho Rios, St. Ann Jamaica		
TEL:	(876) 974-5051 (876) 974-4753 (876) 974 5077	FAX:	(876) 974-5943

COUNTRY:	JAMAICA		
MEDIA:	Radio		
NAME:	IRIE FM		
ADDRESS:	Kingston Office 1B Derrymore Road, Kingston 10 Jamaica		
TEL:	(876) 968-5023 (876) 929-8759 (876) 960-0032	FAX:	(876) 968-8332

COUNTRY:	JAMAICA		
MEDIA:	Radio		
NAME:	News 93FM		
ADDRESS:	Radio Mona, University of the West Indies Mona Campus Kingston 7 Jamaica		
CONTACT NAME:	Natalie St. Louis	(Sales & Marketing Director)	
TEL:	(876) 970-1709	FAX:	(876) 970-2472
EMAIL:	monafm93@uwimona.edu.jm		

COUNTRY:	JAMAICA		
MEDIA:	Radio		
NAME:	RJR 94		
ADDRESS:	32 Lyndhurst Road Kingston 5 Jamaica		
CONTACT NAME:	Kathy Barrett	(News Editor)	
TEL:	(876) 926-1100	FAX:	(876) 929-6862
EMAIL:	news@radiojamaica.com		

COUNTRY:	JAMAICA		
MEDIA:	Radio		
NAME:	HOT 102		
ADDRESS:	69 Constant Spring Road Kingston 10 Jamaica		
CONTACT NAME:	Omar Anderson	(News Editor)	
TEL:	(876) 931-9400	FAX:	(876) 925-8532

COUNTRY:	JAMAICA		
MEDIA:	Radio		
NAME:	Power 106		
ADDRESS:	6 Bradley Avenue Kingston 10 Jamaica		
CONTACT NAME:	Earl Moxam	(News Editor)	
TEL:	(876) 968-4880/3	FAX:	(876) 948-9508
EMAIL:	power106@cwjamaica.com		

COUNTRY:	JAMAICA		
MEDIA:	Radio		
NAME:	KLAS FM		
ADDRESS:	17 Haining Road Kingston 5 Jamaica		
CONTACT NAME:	Glen McFarlane	(News Editor)	
TEL:	(876) 929-1344	FAX:	(876) 906-7604

COUNTRY:	JAMAICA		
MEDIA:	Media House		
NAME:	JIS		
ADDRESS:	Jamaica Information Services		
	58a Half Way Tree Road		
	Kingston 10		
	Jamaica		
CONTACT NAME:	Carmen Tippling	(CEO)	
TEL:	(876) 926-1468	FAX:	(876) 920-7427
EMAIL:	cetipling@jis.gov.jm		

COUNTRY:	MONTSERRAT		
MEDIA:	Media House		
NAME:	Office of The Chief Minister		
ADDRESS:	Government of Montserrat		
	Box 292		
	Brades		
	Montserrat		
CONTACT NAME:	Keith Greaves	(Press Officer)	
TEL:	(664) 491-3463	FAX:	(664) 491-6780
	(664) 491-3378		
EMAIL:	greavesk@gov.ms		

COUNTRY:	ST.KITTS		
MEDIA:	Newspaper		
NAME:	Labour Spokesman		
ADDRESS:	P.O. Box 239		
	Basseterre		
	St. Kitts		
TEL:	(869) 465-2229	FAX:	(869) 466-9866

COUNTRY:	ST.KITTS		
MEDIA:	Newspaper		
NAME:	Sun St. Kitts		
ADDRESS:	Sun St. Kitts		
	POB 1638		
	Basseterre		
	St. Kitts		

CONTACT NAME:	Timothy Payne	(Editor in Chief)
TEL:	(869) 466-9180	FAX: (869) 466-7904
EMAIL:	tpayne@antiguasun.com	

COUNTRY:	ST.KITTS
MEDIA:	Newspaper
NAME:	The Democrat
ADDRESS:	The Democrat Wigley Ave

CONTACT NAME:	Lorna Callendar	(General Manager)
TEL:	(869) 465-2091	FAX: (869) 465-0857
EMAIL:	thedemocrat@sisterisles.kn	

COUNTRY:	ST.KITTS
MEDIA:	Radio
NAME:	ZIZ Broadcasting Corp
ADDRESS:	ZIZ Broadcasting Corp Springfield Basseterre St. Kitts

CONTACT NAME:	Winston McMahon	(General Manager)
TEL:	(869) 465-2621	FAX: (869) 466-2159
EMAIL:	wgm@caribsurf.com	

COUNTRY:	ST.KITTS / NEVIS
MEDIA:	Radio
NAME:	VON FM
ADDRESS:	VON FM Bath Village Nevis

CONTACT NAME:	Evered Herbert	(General Manager)
TEL:	(869) 469-1616	FAX: (869) 469-5329
EMAIL:	vonradio@caribsurf.com	

COUNTRY:	ST.KITTS		
MEDIA:	Radio		
NAME:	WINN FM		
ADDRESS:	WINN FM		
	Unit 23 Sands Complex		
CONTACT NAME:	Clive Bacchus	(General Manager)	
TEL:	(869) 466-9810	FAX:	(869) 466-7904
EMAIL:	clivebacchus@winnfm.com		

COUNTRY:	ST.KITTS		
MEDIA:	Media House		
NAME:	Government Headquarters		
ADDRESS:	Church Street		
	Basseterre		
	St. Kitts		
CONTACT NAME:	Glen Bart	(Senior Information Officer)	
TEL:	(869) 465-2521 Ext,1416	FAX:	(869) 466-4496/4504
EMAIL:	skninfoserv2@caribsurf.com		

COUNTRY:	ST.LUCIA		
MEDIA:	Radio		
NAME:	100 Helen FM		
ADDRESS:	P.O. Box 621		
	Castries		
	St. Lucia		
TEL:	(758) 452-2693 /4982	FAX:	(758) 453-1737
	(758) 452-4982		
EMAIL:	radio@htsstlucia.com		

COUNTRY:	ST.LUCIA		
MEDIA:	Radio		
NAME:	Hot FM		
ADDRESS:	Old Victoria Road		
	The Morne		
	Castries		
	St. Lucia		
TEL:	(758) 452-6040	FAX:	(758) 458-1462
EMAIL:	hotfm@candw.lc		

COUNTRY:	ST.LUCIA	
MEDIA:	Radio	
NAME:	Radio St. Lucia (RSL)	
ADDRESS:	P.O. Box 660	
	Castries	
	St. Lucia	
TEL:	(758)452-2337 /6660	FAX: (758) 453-1568
EMAIL:	rsl@candw.lc	

COUNTRY:	ST.LUCIA	
MEDIA:	Radio	
NAME:	Wave	
ADDRESS:	Vide Boutielle	
	Castries	
	St. Lucia	
CONTACT NAME:	Mr. Michael Rogers	(Programs Director)
	Sue Monplaisir	(Sales Manager)
TEL:	(758) 451-6400	FAX: (758) 452-2633
EMAIL:	Michael.Rogers@Cumulus.Com	
	sue.monplaisir@cumulus.com	

COUNTRY:	ST.LUCIA	
MEDIA:	Television	
NAME:	Channel 4 & 5	
ADDRESS:	The Morne	
	BOX 621	
	Castries	
	St. Lucia	
EMAIL:	news@htsstlucia.com	

COUNTRY:	ST.LUCIA	
MEDIA:	Magazine	
NAME:	SHE Magazine	
ADDRESS:	Star Publishing Co. Ltd	
	P.O. Box 1146	
	Castries	
	St. Lucia	
CONTACT NAME:	Vanessa Henry	(Sales & Distribution Manager)

TEL:	(758) 450-7827	FAX: (758) 450-8694
EMAIL:	vanessastar@candw.lc	
COUNTRY:	ST.LUCIA	
MEDIA:	Magazine	
NAME:	WHERE	
ADDRESS:	c/o Right Angle Imaging Vide Boueille, P.O Box 22232 Castries St. Lucia	
CONTACT NAME:	Barbara Jacobs-Small	
TEL:	(758) 453-6002	FAX: (758) 453-6025
EMAIL:	barbara-rai@candw.lc	
COUNTRY:	ST.LUCIA	
MEDIA:	Newspaper	
NAME:	Voice	
ADDRESS:	Voice of St. Lucia P.O. Box 104 Castries St. Lucia	
TEL:	(758) 452-2628	
COUNTRY:	ST.LUCIA	
MEDIA:	Newspaper	
NAME:	Star	
ADDRESS:	Rodney Bay Industrial Estate, Gros Islet P.O. Box 1146 Castries St. Lucia	
TEL:	(758) 450-7827	FAX: (758) 450-8694 (758) 450-8690
EMAIL:	starpub@candw.lc editorialstar@candw.lc jatairstar@candw.lc rosiestar@candw.lc	

COUNTRY:	ST.LUCIA		
MEDIA:	Media House		
NAME:	Government Information Service		
ADDRESS:	Graham Louis Administrative Building		
	The Waterfront		
	Castries		
	St. Lucia		
CONTACT NAME:	Embert Charles	(Director of Information Services)	
TEL:	(758) 468-2111	FAX:	(758) 453-1614
EMAIL:	dis@candw.lc		

COUNTRY:	ST. MAARTEN		
MEDIA:	Media House		
NAME:	Government Information Service		
ADDRESS:	Ennia Building		
	Longwall Road		
	Philipsburg		
	St. Maarten		
CONTACT NAME:	Roddy Heyliger	(Communications Consultant)	
TEL:	(599) 543-1162	FAX:	(599) 543-1169
EMAIL:	gis@sintmaarten.net		

COUNTRY:	ST. VINCENT		
MEDIA:	Television		
NAME:	SVGTV		
ADDRESS:	National Broadcasting Corporation		
	P.O.BOX 705		
	Richmond Hill		
	Kingstown		
	St. Vincent		
CONTACT NAME:	Richard McLeish		
	Jennifer Richardson,		
TEL:	(784) 456-1078	FAX:	(784) 456-1015
EMAIL:	svgbc@caribsurf.com		
	hitzfm@vincysurf.com		

COUNTRY:	ST. VINCENT		
MEDIA:	Radio		
NAME:	Hitz FM		
ADDRESS:	National Broadcasting Corporation P.O.BOX 705 Richmond Hill Kingstown St. Vincent		
CONTACT NAME:	Richard McLeish Jennifer Richardson		
TEL:	(784) 456-1078	FAX:	(784) 456-1015
EMAIL:	svgbc@caribsurf.com hitzfm@vincysurf.com		

COUNTRY:	ST. VINCENT		
MEDIA:	Radio		
NAME:	NBC		
CONTACT NAME:	Leslie Dedique	(Newsroom)	
	Calita Ollivierre	(Station Manager)	
TEL:	(784) 457-2705	FAX:	(784) 457-2992
EMAIL:	nbcsvg@caribsurf.com		

COUNTRY:	ST. VINCENT		
MEDIA:	Radio		
NAME:	Cross Country		
CONTACT NAME:	Bernard Joseph		
TEL:	(784) 458-5555	FAX:	(784) 456-4238
EMAIL:	crosscountrymedia@yahoo.com		

COUNTRY:	ST. VINCENT		
MEDIA:	Radio		
NAME:	HOT 97 Fm		
CONTACT NAME:	Jeff Trotman		
TEL:	(784)452-9797	FAX:	(784) 465-6421
EMAIL:	hot97fm@vincysurf.com		

COUNTRY:	ST. VINCENT		
MEDIA:	Radio		
NAME:	WE FM		
CONTACT NAME:	Susan Defreitas		
TEL:	(784) 457-9994	FAX:	(784) 457-7123
EMAIL:	wefm@caribsurf.com		

COUNTRY:	ST. VINCENT		
MEDIA:	Radio		
NAME:	Total FM		
CONTACT NAME:	Jackie Quashie		
TEL:	(784) 451-1005	FAX:	(784) 453-1005
EMAIL:	oniar.totalfm@vincysurf.com		

COUNTRY:	ST. VINCENT		
MEDIA:	Radio		
NAME:	NICE Radio		
CONTACT NAME:	Dougie Defreitas		
TEL:	(784) 458-1013	FAX:	(784) 456-5556
EMAIL:	bdsnice@caribsurf.com		

COUNTRY:	ST. VINCENT		
MEDIA:	Newspaper		
NAME:	Searchlight		
ADDRESS:	Interactive Media Ltd P.O. Box 152 Kingstown St. Vincent and the Grenadines		
CONTACT NAME:	Dexter Rose	(Editor)	
TEL:	(784) 456-1558	FAX:	(784) 457-2250
EMAIL:	search@caribsurf.com		
	editor@searchlight.vc		

COUNTRY:	ST. VINCENT		
MEDIA:	Newspaper		
NAME:	The Vincentian		
ADDRESS:	The Vincentian Publishing Co. Ltd St. Georges Place Kingstown St. Vincent and the Grenadines		
CONTACT NAME:	Kenton Chance		
TEL:	(784) 456-1123	FAX:	(784) 457-2821
EMAIL:	vinpub@vincysurf.com		

COUNTRY:	ST. VINCENT		
MEDIA:	Radio		
NAME:	The News		
ADDRESS:	National Broadcasting Corporation P.O.BOX 705 Richmond Hill Kingstown St. Vincent and the Grenadines		
CONTACT NAME:	Shelly Clarke		
TEL:	(784) 457-1111	FAX:	(784) 456-2749
EMAIL:	ncbsvgadmin@ncbsvg.com		

COUNTRY:	ST. VINCENT		
MEDIA:	Media House		
NAME:	Agency of Public Information		
ADDRESS:	Agency of Public Information Government of St. Vincent & The Grenadines Prime Minister's Office Kingstown St. Vincent and the Grenadines		
CONTACT NAME:	St. Claire Prince	(Director)	
TEL:	(784) 456-1600	FAX:	(784) 485-6131
EMAIL:	stcprince@hotmail.com		

COUNTRY:	SURINAME		
MEDIA:	Media House		
NAME:	Government Information Service		
ADDRESS:	Lot 5 Grote Combaweg Paramaribo Suriname		
CONTACT NAME:	Anand Sietraram	(Director)	
TEL:	(597) 478390	FAX:	(597) 4711319

COUNTRY:	TRINIDAD		
MEDIA:	Television		
NAME:	CCN TV 6		
ADDRESS:	35 Independence Square Port of Spain Trinidad		
CONTACT NAME:	Craig Reynald	(CEO)	
	Natalie Williams	(Head of News)	
	Sharon Williams	(Business Editor)	
TEL:	(868) 623-1711/9	FAX:	(868) 622-6693
	(868) 627-8806		
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EMAIL:	nwilliams@trinidadexpress.com		

COUNTRY:	TRINIDAD		
MEDIA:	Television		
NAME:	CNC 3		
ADDRESS:	22-24 St. Vincent Street Level 4, Guardian Building Port of Spain Trinidad		
CONTACT NAME:	Rosemarie Sant	(Head of News)	
	Alicia Lawrence	(Producer/Reporter)	
	Shelly Dass	(Producer/Reporter)	
TEL:	(868) 623-8870	FAX:	(868)625-5369
EMAIL:	cnc3@ttol.co.tt		

COUNTRY:	TOBAGO		
MEDIA:	Newspaper		
NAME:	Tobago News		
ADDRESS:	TIDCO Mall Scarborough Tobago		
TEL:	(868) 639-5565	FAX:	(868) 625-4480

COUNTRY:	TRINIDAD		
MEDIA:	Newspaper		
NAME:	Newsday (Trinidad)		
ADDRESS:	Daily News Limited 23A Chacon St. Port of Spain Trinidad		
TEL:	(868) 623-4929-31 (868) 623-2459	FAX:	(868) 625-8362

COUNTRY:	TRINIDAD		
MEDIA:	Newspaper		
NAME:	Guardian		
ADDRESS:	22- 24 St.Vincent St. Port of Spain Trinidad		
CONTACT NAME:	Dominic Kalipersad	(Editor-in-Chief)	
	Camille Moreno	(News Editor)	
	Anthony Wilson	(Business Editor)	
	Valentino Singh	(Sports Editor)	
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COUNTRY:	TRINIDAD		
MEDIA:	Newspaper		
NAME:	Express		
ADDRESS:	Express House 35-37 Independence Square Port of Spain Trinidad		
CONTACT NAME:	Craig Reynald	(CEO)	
	Omatie Lyder	(Managing Editor)	
	Keith Smith	(Editor)	
	Andy Johnson	(Senior Reporter)	
	Curtis Williams	(Senior Reporter)	
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EMAIL:	olyder@trinidadexpress.com ajohnson@trinidadexpress.com curtiswilliams@trinidadexpress.com		

COUNTRY:	TRINIDAD		
MEDIA:	Radio		
NAME:	I.95.5 FM		
CONTACT NAME:	Ian Lee Sing	(Marketing Manager)	
TEL:	(868) 684-7119	FAX:	(868) 628-025

COUNTRY:	TRINIDAD		
MEDIA:	Radio		
NAME:	GEM FM		
ADDRESS:	Broadcast Centre 3A Queen's Park West Port of Spain. Trinidad		
CONTACT NAME:	George (JGP)Piper	(Announcer)	
TEL:	(868) 624-4436	FAX:	868-624-3234
EMAIL:	studio@gemradio.com		

COUNTRY:	TRINIDAD		
MEDIA:	Radio		
NAME:	Ebony 104 FM		
ADDRESS:	Radio News Network Level 4, Long Circular Mall		

St. James
Trinidad

TEL:	(868) 622-4124	FAX:	(868)622-6693
EMAIL:	transglobex@yahoo.com		

COUNTRY:	TRINIDAD
MEDIA:	Radio
NAME:	106FM
ADDRESS:	c/o Guardian Building 22-24 St. Vincent St. Port Of Spain Trinidad

TEL:	(868) 623-9802	FAX:	(868) 625-1782
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COUNTRY:	TRINIDAD
MEDIA:	Radio
NAME:	Music Radio 97
ADDRESS:	Level 4, Long Circular Mall St. James Trinidad

CONTACT NAME:	Heidi Bason A.C.I.M.	(Marketing Manager)
TEL:	(868 622-4124	FAX: (868)622-6693

COUNTRY:	TRINIDAD
MEDIA:	Media House
NAME:	GIS
ADDRESS:	Government Information Service 3rd Floor Park Plaza St. Vincent & Park Street Port of Spain Trinidad

CONTACT NAME:	Yvonne Chrysostom	(Director of Information)
TEL:	(868) 627-1278 (868) 623-3648 (868) 681-0934	FAX: (868) 627-1278

COUNTRY:	TURKS & CAICOS
MEDIA:	Newspaper
NAME:	The Sun
CONTACT NAME:	Hayden Boyce David Hinds Vivian Tyson
TEL:	241-1510 242-2418 242-6695
EMAIL:	haydenboyce@yahoo.com daviehinds@yahoo.com viviantyson@yahoo.com

COUNTRY:	TURKS & CAICOS
MEDIA:	Newspaper
NAME:	Turks & Caicos Free Press
CONTACT NAME:	Kathy Jones
TEL:	941-5615
EMAIL:	freepress@tciway.tc

COUNTRY:	TURKS & CAICOS
MEDIA:	Newspaper
NAME:	Turks & Caicos Weekly News
CONTACT NAME:	Blythe Duncanson Sarah Gooch
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COUNTRY:	TURKS & CAICOS
MEDIA:	Radio
NAME:	KBC Productions Power 92.5
CONTACT NAME:	Kenny Caughlin
TEL:	443-8887
EMAIL:	kbc-procutions@rogers.com

COUNTRY:	TURKS & CAICOS
MEDIA:	Radio
NAME:	Life Communications Network
TEL:	946-3456
EMAIL:	lliferadio57@tciway.tc

COUNTRY:	TURKS & CAICOS
MEDIA:	Radio
NAME:	Radio Turks & Caicos (107.7)
CONTACT NAME:	Donavan Matthews
	Lynette Thomas (News Director)
TEL:	946-2010
EMAIL:	rtc@tciway.tc

COUNTRY:	TURKS & CAICOS
MEDIA:	Radio
NAME:	WIV FM Radio
CONTACT NAME:	Gladstone Pratt
TEL:	941-5175

COUNTRY:	TURKS & CAICOS
MEDIA:	Radio
NAME:	WDDR Radio
CONTACT NAME:	Crystal Platt
	Arnold Ewing
TEL:	941-5678

COUNTRY:	TURKS & CAICOS
MEDIA:	Television
NAME:	WIV Cable TV
CONTACT NAME:	Rupert
	Karla Lightbourne
	Yasmin Rigby-Blues
TEL:	941-3308 / 243-0955 / 241-6900
EMAIL:	channel4wiv@tciway.tc
	kayla@express.tc
	bluenotesinc@express.tc

COUNTRY:	TURKS & CAICOS
MEDIA:	Magazine
NAME:	S3 (Sand, Sea, Serenity)
CONTACT NAME:	Taylor Drotman
TEL:	242-8513
EMAIL:	tdrotman7@hotmail.com

COUNTRY:	TURKS & CAICOS
MEDIA:	Magazine
NAME:	Where, When, How
CONTACT NAME:	Kathy Borsuk
TEL:	946-4788
EMAIL:	timespub@tciway.tc

COUNTRY:	TURKS & CAICOS
MEDIA:	Magazine
NAME:	Baller Magazine
CONTACT NAME:	Daniel Malcolm
TEL:	941-8460
EMAIL:	ballermagazine@tcexpress.tc

COUNTRY:	TURKS & CAICOS
MEDIA:	Media House
NAME:	GIS
CONTACT NAME:	Savitri Daniels News Director
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