



Strategic Plan 2006 - 2009

DRAFT

October 3, 2006

**Caribbean Society of Hotel
Association Executives**



TABLE OF CONTENTS

I.	Executive Summary	3
II.	Vision: Guiding Principles	
	a. Why CSHAE Exists	4
	b. Who CSHAE Serves	4
	c. What CSHAE Provides	4
	d. How CSHAE Supports These Efforts	5
	e. How CSHAE Measures Success	6
III.	Mission Statement	7
IV.	Goals and Strategies	
	a. Membership Development	8
	b. Member Programs and Services	9
	c. Industry Partner Management	10
	d. Advocacy & Planning	10
	e. Organizational Marketing	11
	f. Organizational Infrastructure	11
	g. Communication	12
V.	Roles and Responsibilities	13
VI.	Business Filters	
	a. Strategic Planning Filters	15
	b. Business Planning Filters	15
VII.	Supporting Documents	16



EXECUTIVE SUMMARY

Caribbean Society of Hotel Association Executives (“CSHAE”) was formed by Caribbean Hotel Association (“CHA”) to encourage Association Executives of National Hotel and Tourism Associations to network and exchange information. Over 20 countries are represented in CSHAE and their level of progress and recognition has definitely increased in the past several years.

In 2002, CSHAE embarked on a strategic planning process, from which an action plan was implemented. Among the many achievements in the past four years, the two most prominent were the professional development and networking opportunities as well as the stronger relationship with and recognition from its regional counterparts, CHA and CTO. As to be expected, there were many initiatives that were not achieved due to limited resources, timing and/or budget.

The existing Strategic Plan has expired and it was time to develop a new, powerful document to drive the organization forward. In order to provide a sense of ownership and accountability among all CSHAE members, a two-day retreat was planned to actively engage each member to share his or her thoughts, ideas and needs. There were many opportunities and challenges discussed throughout the development of the Plan and each member was complimented for their candidness and dedication to the process.

The new Strategic Plan is an actionable document that will help lead the organization during the next three years. In short, there are seven primary goals – each with respective strategies – to help achieve the refined mission of the organization:

To positively impact the national marketplace and influence regional issues by strengthening the capabilities, knowledge and resources of hotel and tourism association executives in the Caribbean.

CSHAE is expanding its efforts and attention beyond professional development and networking to become a viable player at the regional level as well as effective and relevant in the national marketplaces.



VISION: The Guiding Principles

WHY CSHAE EXISTS

To provide a productive forum for Caribbean hotel and tourism association executives to positively impact local, regional and international markets on industry issues and needs.

WHO CSHAE SERVES

The primary focus is on the needs and best interests of the members of CSHAE. The organization will focus its efforts to proactively recruit new Association members and seek new ways to engage its existing members. In turn, this will allow each Association Executive to actively contribute as well as learn about evolving needs and issues in the Caribbean.

Primary Target: *Hotel & Tourism Association Executives*

Secondary Target: *National Hotel Association (NHAs) members, Boards and staff*

Strategic alliances and partnerships, especially between the public and private sectors, are important for the economic growth and vitality of the Caribbean. CSHAE will work with organizations such as CHA and CTO (among others) in order to accomplish its mission.

WHAT CSHAE PROVIDES (MAJOR LEVELS OF SERVICE)

CSHAE will effectively provide programs and services that directly and indirectly fulfill its mission through the provision of unique and effective programs and services that meet the specific needs of its membership:

The major levels of service include:

- Knowledge and Resource Management & Dissemination
 - Sharing of best practices, contacts and other relevant resources
- Professional Development
 - Training and education to strengthen their capabilities and effectiveness as Association leaders
- Mentoring Programs
 - Continuously provide an environment for networking, ideas and support between Association Executives
- Access for Regional Influence
 - Forming a united voice on national and regional issues for greater impact



HOW CSHAE SUPPORTS THESE EFFORTS

CSHAE Leadership

Protect and advance the organization's mission through governance, planning and operational management. Enforce the roles and responsibilities of CSHAE members and additional assistance (CHA, EDF, etc.) as necessary.

CSHAE Members

Accept and fulfill the role and responsibility as a CSHAE member to ensure the on-going stability, effectiveness and impact of CSHAE on national and regional levels.

CHA Coordinator (Liaison)

Proactively address the needs and interests of CSHAE in a timely and effective manner as the direct liaison between CHA and CSHAE.

Industry Partners

Collaborate with industry leaders, including CHA and CTO, to influence the growth and sustainability of Caribbean tourism by sharing national positions and knowledge as a united voice.

External Assistance

Engage external services, including but not limited to EDF and dedicated CSHAE personnel, to ensure the execution and impact of CSHAE programs and services.

Organizational Marketing

Strengthen the CSHAE brand and voice by increasing its awareness in the tourism industry through effective marketing initiatives.

Communication

Identify and implement frequent and cost-effective means of communication between Association Executives and with industry partners in order to clearly articulate needs and resources.



HOW CSHAE MEASURES SUCCESS

Every program and action taken by CSHAE as a whole or as a representative of the organization will be benchmarked for effectiveness and efficiencies. The following provide an initial list of ways to track the impact of CSHAE's work:

1. Growth in financial sustainability through additional dues and non-dues revenue generation
2. Effective use of external assistance and support to optimize available resources
3. Clear and consistent communication
4. Annual member assessment on progress and efficiencies (individual and group exercise).
5. Annual industry partner assessment on relationship strength and capacity.



MISSION STATEMENT

In the past, CSHAE has provided professional development and networking to Caribbean hotel and tourism association executives as its foundation of purpose. Moving forward, CSHAE will be identifying and implementing new ways to strengthen its association executives abilities to serve their national marketplace – including private and public relationships on a regional level. Thus, it was important to refine the current mission statement to allow for growth in the Caribbean – both at a national and regional level:

Current

To advance professional development and strengthen networking among Caribbean hotel and tourism association executives.

Recommended

To positively impact the national marketplace and influence regional issues by strengthening the capabilities, knowledge and resources of hotel and tourism association executives in the Caribbean.

GOALS AND STRATEGIES

There are seven primary goal categories and corresponding strategies of CSHAE to continually enforce the Vision Principles and Mission of the organization:

A. Membership Development

Goal: Retain and engage current CSHAE members.

Strategies

- A.1. Provide opportunities for CSHAE members to achieve a sense of ownership and accountability with the organization (i.e., empowerment through defined roles and responsibilities).
- A.2. Increase member morale and dedication through social events and experiences.
- A.3. Continue to encourage knowledge and best practice sharing between members (collaborative vs. competitive atmosphere).
- A.4. Acknowledge individual efforts that go “above and beyond” to assist other CSHAE members.

Goal: Increase membership by five (5) countries through effective recruitment efforts.

Strategies:

- A.5. Identify participation eligibility (executive vs. Association representative).
- A.6. Create incentives for non-members (especially Spanish and French Caribbean) to belong. Review member collateral for relevancy and messaging.
- A.7. Assign existing CSHAE member with personal or professional association with non-member to establish an immediate connection with non-member.
- A.8. Immediately assign role and responsibility to new member to provide sense of ownership and direct benefit.
- A.9. Assign New Member Mentor for immediate emersion of knowledge and networking.

B. Member Programs and Services

Goal: Continue to offer valuable and relevant services, programs and forums to benefit Association Executives and their respective national association.

Strategies

- B.1. Provide relevant training and education opportunities based on immediate needs of members.
- B.2. Expand professional development to NHA Board Presidents / Leadership.
- B.3. Develop and disseminate manuals, toolkits and templates to improve efficiency of members and their respective NHA.
- B.4. Undertake research in support of the activities of the members on emerging trends and developments. Monitor findings on best practices and other relevant information.
- B.5. Maintain database of technical resources, tools, certified trainers, public sector officials, etc., for member access and learning.
- B.6. Create and maintain database of issues affecting national hotel and tourism associations for the purpose of identifying measures for their resolution.
- B.7. Maintain a discussion group in regards to matters of concerns to Association Executives.
- B.8. Continuously review and refine Strategic Plan and priorities (based on time, resources and budget) to celebrate achievements and dodge potential planning roadblocks.
- B.9. Develop partnerships and cost-effective methods for CSHAE members to attend educational- focused conferences (i.e., HSMIAI, ASAE, etc.)

C. Industry Partner Management

Goal: Positively affect industry and NHA member issues through effective coalition-building and united communication with regional and international tourism leaders and organizations.

Strategies

- C.1. Strengthen relationships with CHA and CTO for insight and information-sharing on regional level.
- C.2. Leverage regional MOU between CHA and CTO to strengthen private and public sector relationships on national level
- C.3. Create or support forums that bring public and private sectors together to discuss roles, define responsibilities and map out action plans.
- C.4. Leverage relationships to provide endorsements and support (financial, intellectual and/or work force) for programs and services that need external CSHAE resources.

D. Advocacy & Planning

Goal: Create unified voice on current and forthcoming industry issues/needs in the Caribbean.

Strategies

- D.1. Proactively address the following industry issues by uncovering important knowledge, sharing best practices and developing positions on:
 - Workforce Development – education and training
 - Safety & Security
 - National Sustainable Development Planning
 - Disaster & Emergency Planning
 - Industry Research
- D.2. Remain flexible to assist in additional tourism-related issues including, but not limited to, health standards, tourism planning, specific natural environment issues, air access, taxation and new accommodation models (i.e., condo/hotel, timeshare, villas, etc.).
- D.3. Position Association as a respectable authority that can provide its value input and support on tourism-related issues (national and regional basis).
- D.4. Develop and effectively communicate position statements and industry recommendations to the NHA membership (national) and CHA / CTO (regional) to build awareness and spur action.

E. Organizational Marketing

Goal: Promote a recognizable and respected CSHAE brand to increase creditability.

Strategies

- E.1. Implement a brand and communications “audit” of the CSHAE brand and collateral. Build synergistic platform for all visual and audio communication.
- E.2. Expand awareness of CSHAE as the united voice and advocate for the tourism industry on a national level.

F. Organizational Infrastructure

Goal: Operate as a sustainable and relevant organization.

Strategies

- F.1. Actively review by-laws and make necessary revisions for greater efficiencies
 - Executive Committee structure review
 - Committee structure review
 - Association participation (i.e., must be Executive vs. representative)
- F.2. Increase revenue by creating additional non-dues sources
 - Financial viability and independence (50% of budget from non-dues revenue)
 - Examples include, but not limited to expansion of training to paying participants, bundle industry learning/best practices for purchase, speaking engagements, etc.
- F.3. Strengthen value and commitment to the organization
 - Leadership succession planning
 - Engage past leadership (Past Presidents)
 - Review committee structure and efficiencies
 - Involve volunteers in committee structure
- F.4. Strengthen productivity and efficiencies between CSHAE and CHA Coordinator (liaison)
- F.5. Engage external assistance (EDF or dedicated CSHAE personnel) to assist in relevant programs and information-sharing (see above in Member Programs and Services)
- F.6. Consistently review and strengthen member benefits with special emphasis on communication and feedback with members.



G. Communication

Goal: Achieve optimal and cost-effective communication between CSHAE members and with alliances and industry partners.

Strategies

- G.1. Research and implement cost-efficient communication vehicles (email and phone) for frequent correspondence between Association Executives.
- G.2. Be an effective conduit of association and national-level industry issues to CHA, CTO, NHA members and other industry-related organizations, leaders and individuals.
- G.3. Effectively plan and communicate formal and informal meetings during calendar year.
 - Leadership Conference (CHA Managed Event): May
 - CSHAE Training Meeting: September
 - Informal Meetings: Caribbean Marketplace (January), CHIC (June)



ROLES AND RESPONSIBILITIES

There are numerous benefits an Association Executive receives by actively participating as a member of CSHAE. It is equally important to give back to the organization by accepting responsibility for assigned and/or chosen tasks that allow for overall organizational influence and effectiveness.

The following highlights the general responsibilities of CSHAE leaders and members as well as other resources that assist CSHAE achieve its mission:

CSHAE President

- Insert here
- Insert here

CSHAE Treasurer

- Insert here
- Insert here

CSHAE Secretary

- Insert here
- Insert here

CHA Coordinator

- Insert here
- Insert here



The following highlights the initial assignments that current members have accepted as owners of the Strategic Plan. A separate assignment sheet will be continuously managed for ongoing revisions and additions based on changes in membership and assignments:

CHA Members (as of October 2006)

CSHAE GOAL	ASSIGNMENT
Membership Development	Don Werdekker Alice Thomas-Roberts Camille Needham Christy Almeida
Member Programs & Services	Alice Thomas-Roberts Dawn Smith
Alliance Management	Beverly Nichols
Advocacy & Planning	- Trudy Nixon, Bernadette Nathaniel, EDF
- Workforce Development	- Frank Comito
- Safety & Security	- Frank Comito
- National Sustainable Development Planning	- Colin Hunte
- Disaster & Emergency Planning	- Sue Springer, EDF
- Industry Research	
Organizational Marketing	Trudy Nixon, Jorge Pesquera
Organizational Infrastructure	Sue Springer
Communication	Neil Forrester, Jennifer Julien-Laudt
Leadership	
- President	- Sue Springer
- Treasurer	- Bernadette Nathaniel
- Secretary	- Frank Comito

STRATEGIC AND BUSINESS FILTERS

Specific business filters were implemented to assist CSHAE in making decisions. To ensure the best interests of the organization were made during the strategic planning process, the following filters were used during the process:

Strategic Planning Filters

1. Why should CSHAE exist?
2. Who should CSHAE primarily serve (primary and secondary targets)?
3. Does CSHAE know the needs of the members?
4. How will CSHAE meet the needs of the members?
5. What services should CSHAE provide?
6. How will CSHAE measure success?
7. Does the mission statement support the vision?
8. Do the goals and strategies support the mission?

Business Planning Filters

Upon the adoption of the Vision, Mission and Goals in the new Strategic Plan, the organization will assign responsibilities to implement the plan to assess, revise and strengthen the overall infrastructure, communication, human capital and financial resources and budget of CSHAE. The following serve as business planning filters when reviewing all aspects of the organization:

1. Does the program or service act within the bounds of the Vision, Mission and Goals of the Strategic Plan?
2. Does the program or service provide value or return on investment to its members?
3. Will the program or service offer a distinct advantage to the members?
4. What is the priority level of the program or service?
5. Which resources would be best used to offer the program or service?
 - a. In-house? Who will be responsible?
 - b. Outsourced?
 - c. Partnered?
6. What is the time commitment involved with the program or service?
7. What is the economic impact of the program or service?

SUPPORTING DOCUMENTS

The following documents and methodologies were reviewed, analyzed and incorporated into the development of the CSHAE Strategic Plan. All documents are filed at the organization for reference:

1. CSHAE By-Laws
2. CSHAE Strategic Plan 2002 – 2007
3. “What is CSHAE” presentation
4. CSHAE & CRSTDP Pre-Workshop Questionnaires (15)
5. CSHAE Meeting reports (Leadership conferences, general meetings)
6. Strategic Plan Pre-Retreat Questionnaires (14)
 - a. Members: Anguilla, Antigua & Barbuda, Bahamas, Barbados, British Virgin Islands, Dominica, Grenada, Guyana, Puerto Rico, Trinidad, U.S. Virgin Islands
 - b. Stakeholders: 2 (CHA and CTO)
7. Strategic Planning Retreat Discussion (September 15 & 16)
 - a. Attendees: Trudy Nixon (Anguilla), Neil Forrester (Antigua), Christy (BVI), Frank Comito (Bahamas), Sue Springer (Barbados), Jennifer Julien-Laudt (Dominica), Alice Thomas Roberts (Grenada), Maureen Paul (Guyana), Camille Needham (Jamaica), Greg Philip (Nevis), Colin Gustave (St. Lucia), Dawn Smith (St. Vincent), Bernadette Nathaniel (Trinidad), Beverly Nicholson (USVI), Don Werdekker (Curacao via post-retreat notes)