

**Caribbean Regional Sustainable  
Tourism Development Programme**

Project No. 8 ACP RCA 035

Lot 3 Business Development

**Best Practices of Other Associations  
Applicable to CHA/CAST and National  
Hotel Associations**



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## **BEST PRACTICES OF OTHER ASSOCIATIONS APPLICABLE TO CHA/CAST AND NATIONAL HOTEL ASSOCIATIONS**

### **1.1 Executive Summary**

1.1.1 This report fulfils that element of Task 3 of the Business Development component of the CRSTDP which require the conduct of research and dissemination of best practices of other associations that may be applicable to the Caribbean Hotel Association and National Hotel Associations (CHA/NHAs)

1.1.2 The report highlights initiatives being implemented by other hotel associations that currently, are not being undertaken by CHA or NHAs. It also includes initiatives being undertaken by these institutions which are similar to initiatives currently being undertaken in the Caribbean. The sharing of information of this information is intended to allow CHA/NHAs to identify potential changes which could improve the outcomes and results of activities currently being undertaken.

### **1.2 CHA and the Pacific Asia Travel Association (PATA)**

1.2.1 The analysis indicates that CHA the activities of CHA are very similar to those performed by Pacific Asia Travel Association (PATA) in the Far East. However, PATA significant differences exist in the following five (5) areas:

- (a) PATA places greater emphasis on research and information – both as a commodity for its members and as a product for sale to members and the wider public;
- (b) It has been able to secure strategic partnerships with very high profiled companies;
- (c) The PATA Foundation contributes not only to education initiatives(the primary focus of CHA’s philanthropic efforts) but also to the wider growth and development of travel and tourism by assisting projects in the areas of the environment, culture and the conservation of heritage;
- (d) PATA has effectively developed e-commerce as an important vehicle for raising non-dues revenue;
- (e) PATA takes a more pro-active and involved approach to Human Resource Development and has this activity as one of its areas of focus.

1.2.2 A comparative summary of CHA and PATA is given as an appendix to this report.

### **1.3 National Hotel Associations**

1.3 A number of extra regional national hotel associations were reviewed with a view to assessing lessons that might be of value to NHAs of the Caribbean. A critical observation made was that the scale of operation of these associations is greater than that of most NHAs of the Caribbean. However, some of the activities identified for possible implementation by the NHAs, depending on their capacity, are as follows:

- (a) NHAs should aim to provide more information to members. They should analyse factors with potential to impact the marketing environment and policy and regulatory changes that could have implications for business operations and disseminate the information to members;
- (b) Training should be seen as an activity in which NHAs can become involved, that has potential for the generation of revenue;
- (c) As a corollary to (b), NHAs should consider establishing partnerships with national tertiary hospitality and tourism training institutions;
- (d) Technology has created opportunities for NHAs to develop e-commerce as a revenue centre;
- (e) NHAs should consider greater use of the Internet as a vehicle to deliver tools to members;
- (f) CSHAE should establish (perhaps as part of the CSHAE Intranet) a facility for sharing best practice programmes designed to promote excellence, save money and improve efficiency.

## 2.1 Review of Non-Caribbean Hotel Associations

### 2.2 AUSTRALIA

#### 2.1.2 Publishes and distributes to members a monthly report on hotel industry news and issues

**CHA/ NHAs:** CHA and some NHAs already provide members with weekly or monthly newsletters. One of the most important and valuable benefits NHAs provide to members is information. NHAs, therefore, should consider using this tool as a medium to provide members not only with general industry news but, analysis of data completed by the secretariat or third party. Issues for which analyses could be provided include but are not limited to the following:

#### **CHA/ NHAs**

- (a) regulatory and other changes in originating markets that potentially could impact the flow of travel business to Caribbean destinations;
- (b) changes in the socio-political and macro economic environment that could affect the propensity of vacationers to travel;
- (c) changes in currency movements relative to the US dollar in which most business to the Caribbean is done
- (d) changes in the aviation industry that could impact on business to the Caribbean;

#### **NHAS**

- (e) fiscal and regulatory changes that impact on the cost of business;
- (f) administrative changes that affect the way business is conducted;
- (g) comparative industry costs e.g. hotel tax;
- (h) research and study reports produced by NHAs or third parties. In regard to the latter, appropriate permissions should first be obtained;
- (i) best practices, guidelines and industry developments of potential benefit and value to members;
- (j) Business and training opportunities for management and staff.

### 2.3 SINGAPORE

**2.3.1 The Singapore Hotel Association (SHA) operates an Internet-based hotel reservation system, [stayinsingapore.com](http://stayinsingapore.com), that allows reservations to be made in real-time reservations with instant confirmation. The system offers a wide choice of 21,000 rooms of different categories and rates from over 50 hotels. The system is supported by supported by the Singapore Tourism Board.**

**CHA:** The Caribbean Hotel Association Reservation Marketing Service (CHARMS) owned and supported by CHA and operated by Pegasus Solutions through the Utell by Pegasus™ and Unirez by Pegasus™ offers representation services to CHA member hotels. Also, Global Booking Solutions® and the Caribbean Hotel Association (CHA) have signed a strategic alliance that will enable CHA member hotels to offer clients the ability to book hotel, air, and land, in real time, through the hotel's own website

### **2.3.2 A subsidiary, the Singapore Hotel and Tourism Education Centre (SHATEC) is a training entity with an annual enrolment of over 600 full-time students**

The operation of a similar institution is beyond the capacity of CHA and NHAs and perhaps not warranted given the number of national, regional and extra-regional options available to students and workers wishing to pursue hospitality education and training. However, it offers some insight into the potential of training as a business opportunity.

### **2.3.3 The SHA operates a system to measure productivity improvements**

**NHAs:** The operation of such a system would be useful in providing information regarding industry efficiency. Also, the information could be used for negotiations with unions.

Barbados has completed a pilot study which benchmarked hospitality industry performance and, at the time this report was prepared, St. Lucia was contemplating a similar exercise. The continued operation of such a system could best be undertaken by a third party, which could conduct benchmarking for other sectors as well and, from which the NHAs could procure reports. Most importantly, the operation of such a system to measure productivity improvements would be almost pointless unless NHA members were committed to implementing measures to address identified deficiencies and shortcomings.

### **2.3.4 The SHA has implemented of Industry Quality Assurance and Standards**

**CHA/NHAs/CROSQ:** The CARICOM Regional Organisation for Standards and Quality (CROSQ) established in 2003 is responsible for promoting efficiency and competitive production in trade and services, including tourism, through the process of standardisation and the verification of quality. Therefore, CHA and NHAs need to work with CROSQ to improve quality standards in the hospitality and tourism industry.

### **2.3.5 SHA Produces and Functions as an Agent for the Sale of Publications and Videos. The Association realises substantial revenue from the sale of publications and videos some of which are produced by third parties from which the Association acts as an agent.**

**CHA/NHAs:** A report of the CRSTDP suggests that CHA and NHAs should establish business relationships, including partnerships, with National Tourism Training Institutions for the use of CARIBCERT course materials.

### 2.3.6 The SHA provides Job Placement for workers

**CHA/NHAs:** The CSHAE Intranet includes a feature under the Training Resources category that allows offers opportunities for trainers and training companies to submit resumes for perusal by companies within the hospitality industry. It will act as an e-recruitment site where companies in the hospitality industry may post job opportunities and have immediate access to trainers who specialize in that particular field. Through an agreement between CHA and Hcareers - a leading online job board for the hospitality industry – CHA members also are entitled to a 10% discount off Hcareers' regular rates to post jobs for 30 days.

## 2.4 MANITOBA

**2.4.1 The Manitoba Hotel Association (MHA) conducts research, prepares and presents briefs to all levels of government regarding proposed changes to legislation, regulations, by-laws, etc. that could affect the tourism and hospitality industry**

CHA and most NHAs conduct similar activities are undertaken

**2.4.2 MHA operates a property insurance program for members**

The Caribbean Hotel Association has appointed Cooper Gay & Co. Ltd. as its sole and exclusive representatives for the negotiation, placement, and procurement of CHA's Property and Casualty Hotel Insurance Program for CHA Member Hotels

**2.4.3 MHA allows members to take advantage of volume buying of minutes from long distance telephone carriers.**

**CHA/NHAs:** Developments in communications technology which allow the use of Internet based telephone services are likely to minimise the potential of this initiative for NHAs.

**2.4.4 Among the services MHA offer to its hotel and allied members are dental insurance program, voluntary accident plan, freight services, cable and high speed internet service, pre-paid legal services and hepatitis vaccination.**

CHA/ NHAs may want to consider the offer of similar services.

## 2.5 MALAYSIA

**2.5.1 Malaysia Hotel Association (MHA) organizes relevant training programme for the industry**

**CHA/ NHAs:** Increasingly, NHAs are arranging training courses for members independently or in partnership with third parties.

**2.5.2 Malaysia Hotel Association maintains a website that provides opportunity for member hotels to obtain information about local and international events, issues and happenings in the industry.**

## 2.6 BRITISH HOSPITALITY ASSOCIATION

**2.6.1 The British Hospitality Association (BHA) provides an online compliance toolkit which provides guidance to guide hotels, guest houses, public houses and restaurants on how to comply with fire risk assessment and will incorporate access to a fire safety management system, fire awareness, training for staff and industry updates.**

**CHA/CAST:** May want to consider making hurricane and disaster manuals and similar tools available to members online.

**2.6.2 BHA membership includes universities and colleges running hospitality courses. It also tries to assist their students with requests for advice or information**

**CHA/CAST/ NHAs:** CAST maintains some collaboration with tertiary education institutions and hosts interns. Some maintain relationships with national hospitality training institutions and periodically host interns.

## Appendix 1

### Comparison of Caribbean Hotel Association (CHA) vs Pacific Asia Travel Association (PATA)

	<b>CHA</b>	<b>PATA</b>
<b>Structure</b>	President Immediate Past Chairperson 1st Vice President 2nd Vice President 3rd Vice President 4th Vice President 5th Vice President Treasurer Regional Vice Presidents (5)	Chairman, Secretary and Treasurer, Immediate Past Chairman
<b>What and where it is</b>	A chartered not-for-profit limited liability corporation registered in the Cayman Islands with Head Office in San Juan, Puerto Rico	A global organisation with Headquarters in Bangkok, Thailand
<b>Chapters</b>	None	Asia, Pacific, Americas, Europe
<b>Offices</b>	Marketing Office and Caribbean Tourism Development Company (CTDC) Media Group Coral Gables, FL USA  Project Office: BHTA Building 4th Avenue, Belleville St. Michael, Barbados	PATA also maintains offices in Oakland, California, USA (PATA North America); Sydney, Australia (PATA Pacific); Frankfurt, Germany (PATA Europe); Beijing, China (PATA China) and Dubai, U.A.E. (PATA Gulf Region)
<b>Strategic Areas of Focus</b>	Advocacy & Industry Affairs, Communications and Public Relations, Conferences & Events, CTDC Media Group, Finance & Administration, Marketing & Commerce, Member Benefits, Membership Sales and Development	Communications, Development, Events and the Strategic Intelligence Centre.
<b>Programmes and Services</b>	Marketing Distribution Environment HR Development Advocacy Food and Beverage	
<b>Strategic Partners</b>	American Express, BET, Caribbean Travel & Life, Choice Hotels International, First Caribbean, Fosters Group, ICE Portal, Interval International, Travel Agent Magazine	Amadeus, CNN, Visa, FORTUNE, TIME
<b>Headquarters staff</b>	<b>Miami Office</b> Director General and Chief Executive Officer, Administrative Assistant, CTDC Media Group: Group - Publisher, Production and Database	President and CEO Vice President - Operations Director - Board and Foundation Relations Assistant Director - Information Technology Assistant Manager - Administration & Finance Assistant Manager - Administration

	<p>Coordinator, Marketing &amp; Commerce - Director and Managing Director of CTDC Media Group</p> <p><b>Puerto Rico Office</b> Finance &amp; Administration - Director and General Manager, San Juan office Controller, Accountant, Manager -Credit and Collections Manager, Information Systems Caribbean Alliance for Sustainable Tourism (CAST) - Director,</p> <p><b>Barbados</b> Manager - Advocacy &amp; Industry Affairs</p>	<p>Administrative Assistant &amp; Receptionist Driver &amp; Administrative Assistant</p> <p>PATA North America Representative Director - Finance</p> <p>Regional Director - Europe</p> <p>Regional Director - Pacific</p> <p>Director, China</p> <p>Gulf Region Representative</p>
<b>Communications</b>	<p>Director - Communications and Communications Officer - Public Relation</p>	<p>Assistant Director - Marketing Communications Assistant Director - Corporate Communications Manager - Communications</p>
<b>Membership Services</b>	<p>Director - Member Benefits Manager - Database and Services Coordinator of Services, Records officer</p> <p>Director - Membership Sales and Development Manager</p>	<p>Director - Membership Services Assistant Director - Membership Services Assistant Director - Membership Services Assistant Manager - Membership Services</p>
<b>Events</b>	<p>Director - Conferences &amp; Events Manager - Registration &amp; Room Reservations Coordinator -Registration &amp; Room Reservations</p>	<p>Director - Events Assistant Director - Events Assistant Director - Events Manager - Events Assistant Manager - Events Administrative Officer – Events</p>
<b>Strategic Intelligence Centre (SIC)</b>	<p>No comparable department or positions</p>	<p>Director - Strategic Intelligence Centre Associate Director - Strategic Intelligence Centre Manager Market Analysis - Strategic Intelligence Centre Manager - Information and Customer Services</p>
<b>Intelligence</b>	<p>CHA members receive <b>CHA Weekly News</b> a weekly electronic publication containing the most recent news and information on the tourism industry, the region, and CHA.</p>	<p>PATA members receive the monthly “<b>Issues &amp; Trends</b>”, an easy-to-read analysis of important issues and trends affecting the region’s travel industry.</p> <p>Best-selling publications about the Asia Pacific travel industry are available to PATA members at substantial discounts thereby saving members money.</p> <p>SIC provides members with access to statistics, analyses and forecasts. It also provides PATA</p>

		<p>executives' speeches and presentations</p> <p>The Asia Travel Intentions Survey, published jointly by PATA and Visa, provides a detailed look at the desires and concerns of potential travellers to Asia Pacific.</p> <p>Through the SIC, PATA helps members understand the business environment in which they are operating now and in the future.</p>
<b>Publications</b>	<p><b>CHA publications</b></p> <ul style="list-style-type: none"> <li>• Environmental management</li> <li>• Human resources and operations</li> <li>• Studies and position statements</li> </ul>	<p>Proceedings of Annual Conferences          Aviation &amp; Tourism Reports          Bibliographies and History          Business and Economics          Directories and Lists          Environment &amp; Heritage          Human Resources          Market Intelligence/Research          Occasional Papers          Stats Report          Task Forces Reports          Technology          Videos</p> <p><b>NOTE: PATA has an extensive list of publications , videos and other resource materials that are offered for sale</b></p>
<b>Facility for e-commerce</b>	<p>Caribbean Tourism Development Company (CTDC), a private, for profit entity registered in the Cayman Islands designed to generate marketing support for the promotion of the region.</p>	<p>Website facilitates on-line purchases</p>
<b>Human Resources</b>	<p>No similar body</p>	<p>PATA Human Resource Advisory – responsibilities</p> <ol style="list-style-type: none"> <li>1) To address ongoing human resource development (HRD) needs of PATA members</li> <li>2) To consider educational opportunities and new HRD initiatives</li> <li>3) To assess the current supply of relevant HRD programmes that serve PATA members and promote excellence among them</li> <li>4) To evaluate the capabilities of universities within Asia Pacific</li> <li>5) To create strategic relationships with prominent institutions in the region and globally</li> <li>6) To vet education and training programmes and proposals requesting sponsorships and alliances with PATA</li> </ol>

		<p>7) To review and recommend PATA educational recognition schemes, including certification and co-branding possibilities</p> <p>8) To increase educational awareness among PATA members.</p>
<b>Foundations</b>	<p>Caribbean Hotel Association Education Foundation is a non-profit organization, through which scholarships and special assistance is made available for the education of Caribbean hotel industry personnel and students pursuing hotel careers</p>	<p>The PATA Foundation aims to contribute to the growth and development of travel and tourism in Asia Pacific through the protection of the environment and culture, the conservation of heritage, support for education and the long-term viability of destinations.</p> <p>To retain tax deductible status in the USA, the Foundation keeps an “arm’s length” relationship with PATA. A Board of Trustees, reports to the PATA Board and is responsible for what happens to contributions to the Foundation. PATA Headquarters provides administrative support.</p> <p>The Foundation offers financial support to qualified projects. A Foundation grant generates publicity and often lures additional support from other sources.</p>
<b>Events</b>	<ul style="list-style-type: none"> <li>- Caribbean Marketplace</li> <li>- CHTIC - Caribbean Hotel &amp; Tourism Investment Conference</li> <li>- CHTC / Taste</li> <li>- Small Hotels Retreat</li> <li>- Crystal Palm Awards</li> <li>- Caribbean Sales and Marketing Strategy Conference</li> </ul>	<ul style="list-style-type: none"> <li>- Annual PATA Travel Mart is Asia Pacific’s premier business-to-business travel trade event with over 400 buyer and almost the same number of sellers participating</li> <li>- Annual PATA Education and Training Forum</li> <li>- PATA CEO Challenge</li> </ul>
<b>Awards</b>	<p>Caribbean Employee of the Year and Caribbean Supervisor of the Year</p> <p>American Express Caribbean Environmental Hotel of the Year</p> <p>Caribbean Hotelier of the Year</p> <p>Caribbean Hotel Association Allied Member of the Year</p> <p>Caribbean Hotel Association Executive of the Year</p> <p><b>Crystal Palm Awards</b> is used to honour the region’s outstanding travel industry partners in Europe. Awards presented are as follows:</p> <p>Outstanding UK and European Tour Operator</p>	<p>PATA Gold Awards recognise exceptional achievement in a variety of endeavours. Over 30 awards have been given in a single year in areas such as the following:</p> <ul style="list-style-type: none"> <li>- Education and Training</li> <li>- Environment</li> <li>- Social and Environment Conscience programme</li> <li>- Heritage</li> <li>- Culture</li> <li>- Marketing</li> <li>- Marketing Media</li> <li>- Travel Journalism</li> </ul>

	<p>Outstanding Individual</p> <p>Outstanding Caribbean Small Hotel</p> <p>Outstanding Caribbean Large Hotel</p> <p>Outstanding Caribbean Tourist Board</p>	
<b>Standards</b>	<p>CAST Environmental Management System and Environmental Walk Through</p>	<p>APEC/PATA Code for Sustainable Tourism</p> <p>PATA Traveller's Code</p>