

HANDBOOK
on
STRATEGIC VISION
AND
WORK PLAN
2010-2013

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VISION STATEMENT

*“To be the leading catalyst
for developing St. Lucia
as the best island destination in the world.”*

MISSION STATEMENT

*“The premier private sector tourism organization in St. Lucia,
providing sound and dynamic leadership for its members;
functioning as the principal intermediary for tourism service providers, and,
creating an influential lobby on tourism development issues.”*

CORE VALUES

These underlying principles are the basis for the organization’s vision, strategies, plans, policies and actions and should be actively pursued in the day to day operations of both the Association and its individual members.

- ❖ **Professionalism:** We maintain the highest standards of professional ethics and corporate social responsibility within the entire community.
- ❖ **Vigilance:** We are alert and sensitive to market and economic trends, impending legislation and public policies relevant to tourism.
- ❖ **Unity of Purpose:** We will adopt positions on issues that serve the interests of the members as a whole.
- ❖ **Accountability:** We accept individual and collective responsibility for our actions and for the success of the Association

HANDBOOK ON STRATEGIC VISION AND WORK PLAN 2010-2013

OVERVIEW

The main purpose of the STRATEGIC VISION AND WORK PLAN 2010-2013 is to present a set of updated strategies and an Action Plan that could best achieve the stated vision of the SLHTA in the targeted period.

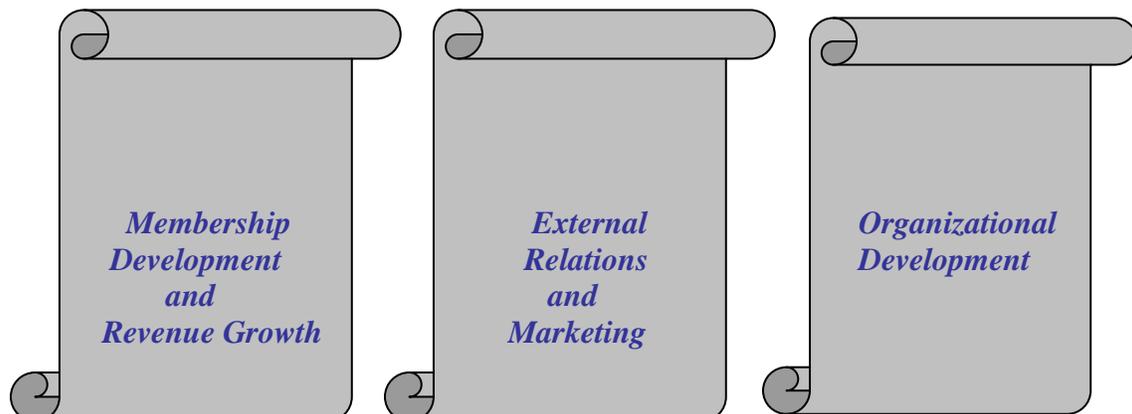
The development of a Strategic Plan was commissioned by the Board of Directors of the SLHTA, with funding from SEQUA, (an EU funded project), to guide the activities of the Association over the period 2010-2013.

The document, 'SLHTA Strategic Vision and Work Plan (2010-2013)' was developed following a Strategic Planning Retreat conducted on May 28 & 29, 2010 with the Board of Directors and Management of the SLHTA, and facilitated by Management Consultant, Mrs. Lisa James, of LISA JAMES & ASSOCIATES.

This HANDBOOK represents an abbreviated form of the SLHTA Strategic Vision and Work Plan 2010-2013, highlighting, for easy reference, its most salient points. It is intended for more widespread circulation and ease of use among the general SLHTA membership. It covers: *the Vision, Mission and Core Values of the Association; the three Pillars of SLHTA's Strategic Direction; the Goals and Objectives to be accomplished; Proposed Actions; the Principal Functions of the SLHTA and the Critical Success Factors required for the plan's accomplishment.*

SLHTA'S STRATEGIC DIRECTION (2010-2013): Key Strategic Issues

THE THREE PILLARS



GOALS & OBJECTIVES:

Following are the broad, strategic Goals and their related, more detailed Objectives, which have been formulated to address the SLHTA's three (3) Key Strategic Issues, constituting its Strategic Direction over the period 2010 – 2013.

STRATEGIC ISSUE # 1: MEMBERSHIP DEVELOPMENT AND REVENUE GROWTH

As encapsulated in its mission statement, the SLHTA's main purpose is to satisfy its membership by delivering an array of programmes and activities aimed at promoting their collective interests. Essential to this task is an assured and viable financial situation. This category is therefore fundamental to the survival of the Association.

Goal 1.1 To provide the best possible networking and industry forum for members.

Objectives:

- 1.1.1. To create opportunities for members to promote their goods and services to each other and potential markets.
- 1.1.2. To assist members in improving the standards and quality of goods and services provided.
- 1.1.3. To facilitate collective purchasing, improved linkages & benefits within the membership

Goal 1.2 To create and sustain a stable and financially viable Association.

Objectives:

- 1.2.1 To create an environment conducive to membership commitment and willingness to pay dues.
- 1.2.2 To enhance the viability and sustainability of the Association's finances.

Goal 1.3 To expand the scope and size of the membership.

Objectives:

- 1.3.1. To increase the number of sectors represented in the membership of the SLHTA.
- 1.3.2. To interact more closely with community based organizations having an interest in tourism.
- 1.3.3. To accord due recognition to the various sub sectors and individual businesses comprising the membership.
- 1.3.4. To satisfy the special membership needs of allied members.

STRATEGIC ISSUE # 2: EXTERNAL RELATIONS AND MARKETING

This category covers the Association's role as the lead spokesperson for the Hospitality Industry/Tourism Sector in areas of Communications, Marketing, Promotion, Public Awareness and Policy Formulation. This role requires extensive collaboration with government agencies, private sector interests and the general public.

Goal 2.1: To establish closer and more effective collaboration between the SLHTA and other private and public sector organizations.

Objectives:

- 2.1.1 To improve relations and communications between members, industry partners and government agencies.
- 2.1.2. To increase the number of collaborative events sponsored or co-sponsored by the SLHTA.
- 2.1.3. To increase networking opportunities and benefits to members and potential members.
- 2.1.4. To leverage partnerships to extract better value from corporate relationships .

Goal 2.2: To assist members in enhanced marketing of their product and that of the destination in general

Objectives:

- 2.2.1. To develop appropriate industry monitoring mechanisms to keep up with market trends and demands
- 2.2.2. To work closely with the St.Lucia Tourist Board and other relevant agencies to bring better marketing and promotion opportunities to the SLHTA membership
- 2.2.3. To upgrade marketing support mechanisms through improvement in processes, technologies and information communications tools.

Goal 2.3: To become the principal lobby for sectoral interests within the tourism industry.

Objectives:

- 2.3.1. To adopt a more knowledge-based approach to analysis of and commentary on issues pertinent to the membership
- 2.3.2. To increase the public awareness profile of the SLHTA.
- 2.3.3. To provide meaningful and effective representation on issues relevant to the membership.
- 2.3.4. To expand SLHTA's role and influence in policy-making at the national level.

Goal 2.4: To stimulate greater business, political and community support for tourism

Objectives:

- 2.4.1. To foster greater public awareness of the role and importance of tourism in national development
- 2.4.2. To better publicize the programmes undertaken by the SLHTA.
- 2.4.3. To showcase the various aspects of the tourism sector to schools and the wider community.

2.4.4. To embrace and promote principles of Corporate Social Responsibility.

STRATEGIC ISSUE # 3: ORGANIZATIONAL DEVELOPMENT

This category embraces the capacity of the organization to sustain itself and establish the appropriate structures to effectively deliver requisite services to its members and the tourism sector as a whole. It also involves the administrative and human resource development strategy for the Association, which would ensure the attraction and retention of the best qualified and motivated employees to run its operations.

Goal 3.1: To continuously ensure transparency and accountability to the membership.

Objectives:

- 3.1.1: To implement a clear and consistent structure for communications between the Executive Committee and Management
- 3.1.2: To implement a clear and consistent structure for communications between Management and the Staff of the Secretariat
- 3.1.3: To implement a clear and consistent structure for communications between the Board and the General Membership

Goal 3.2: To attract and retain highly trained and motivated staff.

Objectives:

- 3.1.1. To increase the percentage of well qualified, competent and experienced employees at the SLHTA.
- 3.1.2. To retain a cadre of proficient SLHTA employees for at least 3 years in each instant.
- 3.1.3. To maximize the productivity of individual staff members.

Goal 3.3: To establish a professional and well respected Association

Objectives:

- 3.3.1. To develop the SLHTA Secretariat into a well managed and professional entity capable of responding effectively to the needs of the membership.
- 3.3.2. To properly incorporate and register the Association as a not-for-profit corporation.
- 3.3.3. To institute administrative and management structures that follow best practices in corporate governance

ACTION PLAN

Emanating from the preceding GOALS & OBJECTIVES, which address the Plan's Three Key Areas of Strategic Focus, flows a detailed ACTION PLAN, which provides the action steps, resource requirements, timeframes and feedback mechanisms for ensuring the accomplishment of those goals and objectives.

While the Action Plan is too extensive for inclusion in this Handbook we have taken the liberty to

randomly present an 'a. to z.' of some of the numerous actions which are expected to be carried out by the SLHTA during the period of the Plan, including:

- a. Building a database of products and services offered by members, which can be accessed via the SLHTA's website
- b. Assisting members in establishing and improving their product or service standards, in collaboration with the Bureau of Standards and other relevant agencies.
- c. Upgrading SLHTA Website, employing web –based technologies
- d. Developing appropriate rapid alert mechanisms for notifying members of opportunities for collective purchasing that may be presented to the SLHTA
- e. Involving the SLHTA in tourism development & education efforts of the various communities around the island.
- f. Increasing the profile of allied Board members by giving them more prominence at SLHTA activities
- g. Working with industry partners to develop a public/private sector institutional mechanism for policy making.
- h. Seeking to insert SLHTA events and SLHTA presence, where possible, into the national calendar of activities e.g. Jazz, Independence, Private Sector awards etc.
- i. Creating and regularly updating a calendar of potential networking opportunities and partnerships.
- j. Providing regular information and advice on business opportunities to members
- k. Developing tactical partnerships with key providers in order to access relevant market trends analyses and reports
- l. Coordinating the upgrade and regularly updating the SLHTA Website.
- m. Developing data/information generating mechanisms for members to report performance.
- n. Crafting a media policy designed to influence a positive public perception of the SLHTA.
- o. Consulting with the membership on important industry matters in order to incorporate their input in any positions and decisions that the Association may take.
- p. Submitting “position papers” to policy-making authorities on all major issues that will have significant impact on the welfare of the membership
- q. Mounting a high profile public education strategy on the significance of tourism to the economy.
- r. Generating publicity about the programmes undertaken by the SLHTA through electronic and print media.
- s. Promoting increased interaction between students and the tourism workplace through site visits.
- t. Host workshops and discussions on CSR for sectors of the SLHTA membership.
- u. Engagement of respective sectors by Board representatives once a month
- v. Organizing regular staff development programmes and staff retreats to hone the skills and improve staff appreciation for and commitment to the SLHTA's mission.
- w. Reviewing and modernizing the Constitution/By-laws of the SLHTA
- x. Instituting appropriate administrative and technical mechanisms for better responding to the needs of members.
- y. Conducting annual sector based Training Needs Assessments, Impact Surveys and establish training priorities.
- z. Determining the requirements for meeting internationally recognized training standards and developing training programmes that meet these standards.

PRINCIPAL FUNCTIONS OF SLHTA

Adapting some of the key provisions of the 2007 Caribbean Hotel and Tourism Association's (CHTA) Operational Manual for Hotel and Tourism Associations and in keeping with abovementioned values and strategic focus, the key functions of the SLHTA include:

1. Lobbying / representing the interests of the membership
2. Assisting in tourism & general policy formulation (via input into Government plans, policies and proposals)
3. Promoting, orchestrating & facilitating marketing support for members
4. Coordinating/conducting industry-focused training, human resource development and technical assistance;
5. Monitoring sector developments, performance, practices & trends so as to provide advice to membership
6. Coordinating supply of key information & statistics from members to developers/investors, planners, relevant institutions and researchers
8. Providing professional and technical guidance to members
9. Developing strategic business/ institutional alliances, to build competitiveness, visibility and profitability of members, while widening revenue base.
10. Improving relationships and understanding between SLHTA membership, the wider tourism sector & the St.Lucia community, in the interest of national development & good corporate citizenship, via events, community outreach programmes & other targeted activities

CRITICAL SUCCESS FACTORS

These represent the few key factors which must be present in order for the SLHTA's Strategic Plan to meet its stated objectives:

1. Adequate Funding
2. Staff Retention
3. Membership Support and Commitment
4. Comprehensive Marketing Strategy for Membership

CONCLUSION

You may, no doubt, have noted the references in this document, to the need for increased support and commitment by the membership, even as the Association itself attempts to institute a number of strategies designed to facilitate greater involvement and interaction with its members.

However, the very act of your taking the time to familiarize yourself with the plans which your Association has devised in order to fulfil its Mission and attain its Vision, is an indication of your committed support.

With your continued support, in conjunction with the efforts of the Board and members of the Secretariat, the future of the SLHTA looks immensely brighter as we work towards "developing St. Lucia as the best island destination in the world."